

AGENDA



- Committee - **POLICY DEVELOPMENT PANEL**
- Date & Time - Tuesday, 9 May 2017 at 6.30 pm
- Venue - Meeting Room 1, Council Offices, Priory Road, Spalding

Membership of the Policy Development Panel:

Councillors: D Ashby, J R Astill, M D Booth, R Clark, G K Dark, H Drury, L J Eldridge, P C Foyster, A Harrison, C N Johnson, J L King, J D McLean (Vice-Chairman), M J Pullen, J L Reynolds, J Tyrrell and A R Woolf (Chairman)

Substitute members on the Policy Development Panel may be appointed only from members who are not on the Cabinet. Substitutions apply for individual meetings.

Quorum: 6

Persons attending the meeting are requested to turn mobile telephones to silent mode

Democratic Services
Council Offices, Priory Road
Spalding, Lincs PE11 2XE

Date: 28 April 2017

AGENDA

1. Apologies for absence.
2. Minutes - To sign as a correct record the minutes of the following meetings:
 - a) Joint Performance Monitoring Panel and Policy Development Panel - 24 January 2017 (copy enclosed) (Pages 1 - 8)
 - b) Policy Development Panel - 28 February 2017 (copy enclosed) (Pages 9 - 18)
3. Declaration of Interests. - Where a Councillor has a Disclosable Pecuniary Interest the Councillor must declare the interest to the meeting and leave the room without participating in any discussion or making a statement on the item, except where a councillor is permitted to remain as a result of a grant of dispensation.
4. Questions asked under Standing Order 6
5. Tracking of recommendations - To consider responses of the Cabinet to reports of the Panel.
6. Items referred from the Performance Monitoring Panel
7. Key Decision Plan - To note the current Key Decision Plan (copy enclosed). (Pages 19 - 24)
8. Policy Register - Members are requested to note the current Policy Register (copy attached). (Pages 25 - 28)
9. Apprenticeship Levy and Apprenticeship Programme update - To update the Panel on the new Apprenticeship Levy Requirement and future proposed Apprenticeship Scheme (report of the Executive Manager, People and Public Protection enclosed). (Pages 29 - 34)
10. Policy Development Panel Work Programme - To set out the Work Programme of the Policy Development Panel (report of the Executive Manager Governance enclosed). (Pages 35 - 42)

At the last Panel meeting, the Chairman requested that members consider any further issues they would like to add to the Work Programme. The Panel will consider these issues for potential addition to the Work Programme.

11. Debt Management and Write Off Operational Policies - To consider the approach to debt management and write off (report of the Portfolio Holder Finance and the Executive Director Commercialisation enclosed). (Pages 43 - 58)

(Please note that Appendix B associated with this report is not for publication by virtue of Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) in Part 1 of Schedule 12a of the Local Government Act 1972, and is therefore attached to this agenda as item 14.)

12. Any other items which the Chairman decides are urgent. -

NOTE: No other business is permitted unless by reason of special circumstances, which shall be specified in the minutes, the Chairman is of the opinion that the item(s) should be considered as a matter of urgency.

13. To consider resolving that, under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of part 1 of Schedule 12A of the Act.

14. Debt Management and Write Off Operational Policy - Appendix B (enclosed) (Pages 59 - 78)

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Minutes of a meeting of the **JOINT PERFORMANCE MONITORING PANEL AND POLICY DEVELOPMENT PANEL** held in the Council Chamber, Council Offices, Priory Road, Spalding, on Tuesday, 24 January 2017 at 6.30 pm.

PRESENT

B Alcock	C J T H Brewis	J L King
G R Aley	T A Carter	J D McLean
D Ashby	L J Eldridge	A M Newton
J R Astill	P C Foyster	J Tyrrell
M D Booth	R Grocock	A R Woolf

Apologies for absence were received from or on behalf of Councillors R Clark, G K Dark, A Harrison, M J Pullen, J L Reynolds and A C Tennant.

In Attendance: The Shared Executive Director Commercialisation, the Interim Chief Accountant and the Democratic Services Officer.

- | | <u>Action By</u> |
|--|------------------|
| <p>21. ELECTION OF CHAIRMAN</p> <p>Councillor Alcock was elected Chairman for the duration of the meeting.</p> | |
| <p>22. DECLARATION OF INTERESTS</p> <p>There were none.</p> | |
| <p>23. GENERAL FUND AND HOUSING REVENUE ACCOUNT DRAFT ESTIMATES 2017-18 AND FINANCIAL MEDIUM TERM PLAN</p> <p>The Panels received a report by the Executive Director Commercialisation which set out the General Fund and Housing Revenue Account 2017-18 draft revenue and capital estimates and the draft Financial Medium Term Plan</p> <p>The financial medium term plan set out the framework within which the budget was to be set, to ensure that it enabled the Council to achieve its own corporate objectives. The report highlighted General Fund and Housing Revenue Account estimates. The attached appendices set out the draft General Fund and Housing Revenue Account estimates and supporting papers. Although there was a balanced budget in 2017-18, the revenue estimates would require further efficiencies in order to produce balanced and sustainable budgets.</p> <p>The existing four year capital programme had been amended to reflect revised budgets and scheme forecasts. The Council had</p> | |

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limited resources to finance all of these schemes and final decisions were still to be made on significant capital projects, such as Priory Road, future refuse vehicle replacement and any future investment in growth projects such as the Food Enterprise Zone. Decisions on Priory Road and future asset projects would have a significant impact on the funding and potential receipts the Council had available.

The budget had entered a consultation period, with responses invited from residents and businesses through the Council's website, and also through the Joint Panel's budget scrutiny meeting. Final estimates would be presented to Cabinet on 14 February 2017, with a recommendation for approval to Council on 22 February 2017.

In response to the 2016/17 Settlement, the Council successfully applied for the Government's four year Local Government Finance Settlement offer, using the Moving Forward programme as the basis of the efficiency plan. The provisional Settlement consultation paper for 2017-18 was released on 15 December 2016, and the key components of the Settlement were:

- Revenue Support Grant (RSG) and Four Year Settlement – The value of the four year RSG settlement had not changed so there was no impact compared to the budget set last year.
- New Homes Bonus (NHB) – The consultation included a number of changes to New Homes Bonus which would reduce the amount the Council received by £511,000 over the medium term, which would impact on resources available for Investment and Growth.
- Rural Services Delivery Grant (RSDG) – This grant was to remain although to date, the actual amounts had not been released.
- Business Rates – The recent valuation of business rates took effect from 1 April 2017. This was a revenue neutral exercise nationally however, at a local level, bills and income could rise or fall dependent on the mix of businesses in an area. Further work was now being carried out to determine the impact to South Holland District Council.

The draft budget included assumptions for these areas and these would be updated once further information became available.

Despite the challenges of reduced funding and economic uncertainty, the Council remained in a relatively secure financial position across the medium term, with no dependency on reserves. The draft budget continued to support the principal of

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reducing reliance on RSG to nil from 2019-20 and providing funding for both investment and growth funds.

The Medium Term Financial Plan included annual savings of over £800,000 by 2019/20 as a result of targeted action and investment through the Council's Moving Forward Programme.

Further review would take place during January, including an update of the Tax base and Collection Fund position (NNDR and Council Tax) and a review of Moving Forward Programme targets. Efficiencies implemented through the Moving Forward Programme meant that the Council was able to produce a balanced budget in 2017/18 although the final settlement details, revised tax base and the Collection Fund position were still to be finalised.

The Panels also received a presentation from the Interim Chief Accountant, which expanded on information provided within the report. Councillors noted that the Strategic Objectives were:

- To be a financially independent Council and free from reliance on Government Funding by 2019-20
- Moving Forward Programme
- To generate additional revenue streams
- To invest in service improvements to improve Value for Money

The following capital spending priorities had been identified:

- Affordable Housing
- Priory Road
- Other growth projects – Food Enterprise Zone; Ayscoughfee; South Holland Centre (short and long term issues; leisure facilities (short and long term issues)
- Refuse vehicle replacement programme

Capital growth bids included within the budget were as follows:

- Priory Road Project - £2.7million 2017-18 (funding from reserve)
- Grounds maintenance equipment replacement – included £50,000 in 2017-18 (from reserve)
- Vehicle replacement – Approximate 7 year life from 2014-15, draft included £0.3million in 2019-20 and 2020-21 – subject to service review
- Holbeach Food Enterprise Zone - £1.091million in 2018/19
- Unallocated amounts – 2017/18 -£1million; 2019/20 -

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£1.395million; 2020/21 - £1.395million

- Ayscoughfee and South Holland Centre – no specific provision

Members raised the following issues:

- Why had no specific provision been allocated to Ayscoughfee and the South Holland Centre?
 - The Panel was advised that there were indicative figures available for the Holbeach Food Enterprise Zone and Priory Road projects however, these were subject to detailed business cases being drawn up and agreed by the Council. The South Holland Centre and Ayscoughfee projects were not as advanced and therefore had no specific amounts allocated to them. However, these assets would need to be considered as part of the Capital Programme and Moving Forward project.
- The cost of the Priory Road project was substantial – was this the full cost? The Panel felt it was necessary for members to scrutinise the cost and the Panel was advised that the business case was currently being looked at, and that the cost had been properly assessed by experts within the field. The Leader had already confirmed that members would have the opportunity to scrutinise the project in the future.
- There were continued concerns with regard to leisure services, specifically whether provision was being considered for the long term.
 - The Panel was advised that, as with Ayscoughfee and the South Holland Centre, there was currently no provision for the long term. However there were opportunities around leisure that could be picked up.
- Members responded that they would be very pleased if this was brought forward as leisure did contribute to the economic development of the area.
- The General Fund Capital Programme detailed within the presentation indicated a £330,000 forecast for 2016/17 and £78,000 for 2017/18 – further clarification was requested as to whether the spend was correct, as the site in question had been handed over to the travellers
 - Members were advised that the £330,000 was to be spent in the current year and the £78,000 was for phasing next year. However, the situation with regard to ownership of the site and requirement for spend

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would be clarified and members informed.

- Members commented that with regard to the General Fund Estimates by Income and Expenditure 2016/17 to 2017/18 table detailed at Appendix A to the report, and the equivalent table included within the presentation, there appeared to be variances within the information provided. The Panel was advised that the information was the same on both tables, the difference being how the use of reserves was shown in expenditure. It was agreed that members would be provided with a breakdown on the use of reserves, and that this would be built into the final report going forward.
- Members questioned why, within the table detailing changes from 2016/17 budget (within the presentation), a cost of £119,000 for District Elections 2019/20 was added for both 2019/20 and 2020/21.
 - Officers would check why this was the case and report back to members.

The following Medium Term Financial Plan risks and opportunities had been identified:

Risks

- Non Domestic Rates
- Non Domestic Rates – set aside for Power Station appeal
- Detailed Budget Review
- Internal Drainage Board (IDB) Levies

Opportunities – there could be opportunities available to mitigate any ongoing pressures, which included:

- Review of assets (including Priory Road)
- Increased efficiency targets, such as further reductions from service reviews in later years
- Potential business rates growth
- Continuation of work with additional income streams
- General Fund Services and Housing Revenue Account Services shared service

Members raised the following issues:

- Had the Authority taken into account the possible risk of an appeal against Non Domestic Rates from the Power Stations?
 - A provision had been built into the budget for this eventuality, and the situation was being monitored.

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- Any impact at a local level following the recent valuation of Business Rates had to be monitored carefully – was this being done?
 - Officers had discussed this issue with the Portfolio Holder for Finance, and work was being undertaken to look at how areas may be affected within the district.
- Not all IDBs used the same pension scheme – had this been taken into account?
 - The current forecast was based on a freeze of levies, although possible issues with the IDBs had been identified. An increase in levies had not been taken into account, and an agreed position with the boards had to be arrived at.

Members were advised of the following key HRA Budget Assumptions:

- 1% rent reduction per year
- Assumed Right to Buy loss of 20 properties per year
- Additional net rent from new affordable housing units built in

Members raised the following points:

- There was a continued loss of houses through the Right to Buy scheme however, affordable housing continued to be built – would one not compensate for the other?
 - Members were advised that the number of houses built exceeded the number of those sold however, the reduction of 1% in rent year on year particularly impacted the figures – after year 4, this would build to a 4% decrease. This could not be covered by new housing.
- In order to qualify for the New Homes Bonus, how many houses would have to be built to achieve this?
 - Officers would ascertain this figure and advise members.

The Councillors thanked the Interim Chief Accountant and Executive Director Commercialisation for their clear presentation and responses to questions.

AGREED:

- a) That the report and presentation be noted;

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- b) That leisure be included within the budget programme in the future; MA
- c) That the risks associated with achieving increased income from various areas such as commercialisation, house building etc, that was required to mitigate scarce resources and future economic uncertainty relating to interest rates and Brexit, be acknowledged; and MA
- d) That Panel members be provided with clarification on the following points: MA, CM
 - i. That the situation with regard to ownership of the travellers site referred to in relation to spend within the General Fund Capital Programme be clarified – if it had been handed over to the travellers, was this spend still required?
 - ii. That following a question regarding perceived variances in information detailed within the General Fund Estimates by Income and Expenditure 2016/17 to 2017/18 table detailed at Appendix A to the report, and the equivalent table included within the presentation, members be provided with a breakdown on the use of reserves, and that this be built into the final report going forward.
 - iii. That officers ascertain whether costs of £119,000 should be allocated to 2019/20 and 2020/21 budgets, for District Elections in 2019/20.
 - iv. That officers confirm how many new houses would have to be built per annum to qualify for the New Homes Bonus.

24. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

There were no urgent items.

(The meeting ended at 8.02 pm)

(End of minutes)

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Minutes of a meeting of the **POLICY DEVELOPMENT PANEL** held in the Meeting Room 1, Council Offices, Priory Road, Spalding, on Tuesday, 28 February 2017 at 6.30 pm.

PRESENT

A R Woolf (Chairman)
J D McLean (Vice-Chairman)

D Ashby
J R Astill
M D Booth

R Clark
H Drury
L J Eldridge

A Harrison
J L Reynolds

In Attendance: The Corporate Improvement and Performance Manager, the Interim Housing Landlord Services Manager, the Business Intelligence Officer and the Democratic Services Officer.

Apologies for absence were received from or on behalf of Councillors G K Dark, C N Johnson, J L King, M J Pullen and J Tyrrell.

32. MINUTES

The minutes of the following meetings were agreed as a correct record:

- a) Policy Development Panel – 20 December 2016;
- b) Joint Performance Monitoring Panel and Policy Development Panel – 25 October 2016; and
- c) Joint Performance Monitoring Panel and Policy Development Panel – 22 November 2016.

33. DECLARATION OF INTERESTS.

There were none.

34. QUESTIONS ASKED UNDER STANDING ORDER 6

There were none.

35. TRACKING OF RECOMMENDATIONS

There were none.

36. ITEMS REFERRED FROM THE PERFORMANCE MONITORING PANEL

There were none.

Action By

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37. KEY DECISION PLAN

Consideration was given to the Key Decision Plan, published on 20 February 2017.

AGREED:

That the Key Decision Plan be noted.

38. POLICY REGISTER - UPDATE SCHEDULE FOR POLICIES

Consideration was given to the report of the Executive Director Strategy and Governance which provided an update on review schedules of Council policies.

The Policy Register, which highlighted policies that were overdue, those that were being reviewed and those that had been approved, had been presented to the Panel at its last meeting in December 2016. At this meeting, a forward plan of policy updates had been requested, with a view to bringing all of the policies into an approved state.

The Panel was provided with a summary of South Holland District Council's policies:

- Currently 26 of the 36 policies within the Policy Register were approved and within their operating periods. All of these policies had review dates profiled in order to ensure that the policies remained in an authorised state;
- Whilst financial policies and associated documentation was held within the policy register (as attached to the report), scrutiny over timelines and adherence was within the remit of the Governance and Audit Committee;
- The Safeguarding Policy was a new policy and would be presented to full Council in June 2017;
- The Data Retention Policy was not currently being updated as there were core interdependencies with the digitalisation and electronic working elements of the Moving Forward programme. The policy was being drawn up in line with the Council's ambitions of utilising new technologies and working methods. This work was being prioritised by a newly formed internal Information Governance Board, and a draft would be presented to the Panel on 25 July 2017;
- There were currently ten policies which were showing as overdue. All of these policies had review dates profiled in order to ensure that these policies were brought up to date as quickly as possible;
- Using the proposed timetable of policy review, it was

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anticipated that all policies would be within their operational timescale by September 2017; and

- Policy health-checks and development would become standing items within the Corporate Improvement and Performance workshops that were going to take place on a six weekly basis. This would ensure that relevant parties were identified on policy reviews, to ensure that future dates were not breached.

The Panel considered the information, and it was agreed that the Policy Register be monitored by the Panel as follows:

- That the Policy Register be added as a standing item to the Policy Development Panel's agenda, but consideration of issues at the meeting only take place where there were areas of concern or where more information was required;
- That the Chairman and Vice Chairman of the Policy Development Panel meet with the Corporate Improvement and Performance Manager 3 to 4 weeks prior to each Panel meeting to monitor progress of the policy reviews, to identify any areas of concern and any areas where more information was required;
- That a column be added to the Policy Register to reflect officer responsibility for items; and
- That the Policy Register be laid out in date order showing dates for final Panel approval.

It was agreed that once the Register was up to date, it would be easier to track when policies were due for review, and to feed into the process.

AGREED:

- a) That the report of the Executive Director Strategy and Governance be noted; and
- b) That the Policy Register be monitored by the Policy Development Panel as follows:
 - i. That the Policy Register be added as a standing item to the Policy Development Panel's agenda, but consideration of issues at the meeting only take place where there were areas of concern or where more information was required;
 - ii. That the Chairman and Vice Chairman of the Policy Development Panel meet with the Corporate Improvement and Performance Manager 3 to 4 weeks

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prior to each Panel meeting to monitor progress of the policy reviews, to identify any areas of concern and any areas where more information was required;

- iii. That a column be added to the Policy Register to reflect officer responsibility for items; and
- iv. That the Policy Register be laid out in date order showing dates for final Panel approval.

39. ADDRESSING LONG TERM EMPTY HOMES

Consideration was given to the report of the Executive Director Place, which provided an update on the current situation with regard to progress made on addressing long term empty homes. The report provided an overview of the following:

- Performance in returning empty homes back into use
- Empty Homes and the New Homes Bonus scheme
- South Holland Empty Homes Strategy 2014-16

Members considered the information detailed within the report, and the following issues were raised:

- Could Councillors be provided with a list of empty homes within their wards in order that they could provide officers with any local knowledge?
 - Officers would first confirm if there were any data protection issues with regard to sharing this information. Members would either be provided with these details or at least numbers of properties per ward. Local knowledge would be helpful and members were encouraged to provide this.
- The table within Appendix A referred to a planned action to develop access to public and privately led Empty Homes lease and repair schemes. Progress was at amber – the Authority was working with a number of housing associations to facilitate access to 'lease and repair schemes'. South Holland was a partner of the government-backed national Empty Homes Loan Scheme, but that scheme had folded in October 2014. Members requested information on the process, which officers agreed to provide.
- Members asked whether there were any incentive schemes still being offered. Officers agreed to provide members with details.

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- Members queried whether the figures provided in section 2 of Appendix A were correct. Officers agreed to provide clarification.
- The Panel was of the opinion that the situation with regard to long term empty housing was improving and that officers were working hard to deal with the issue. It was therefore felt that, unless there was a marked change, that updates to the Panel be provided annually rather than every six months.

AGREED:

- a) That the update report be noted;
- b) That, unless there was a marked change in performance of bringing long term empty housing back into use, that updates to the Panel change from six monthly to annually;
- c) That Councillors be provided with details of empty properties within their wards or numbers of empty properties, and that they be encouraged to provide any local knowledge to assist officers in addressing long term empty homes;
- d) That Panel members be provided with information on the process around developing access to public and privately-led Empty Homes 'lease and repair' schemes;
- e) That Panel members be provided with information on any incentive schemes being provided; and
- f) That Panel members be provided with clarification on the figures detailed in section 2 of Appendix A to the report

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40. FINAL REPORTS OF THE REDUCTION IN PRINTING AND POSTAGE TASK GROUP

Consideration was given to the report of the Shared Executive Manager Governance, which requested that the Panel consider for approval the final report of the Reduction in Printing and Postage Task Group.

The Policy Development Panel had established the Task Group on 5 July 2016, and the following scope had been agreed:

- To review the use of printed materials and postage regarding committee agendas
- To review the use of printed material produced by the South Holland Centre

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- To review the use of printed materials produced in relation to electoral information, council tax and business rates
- To review the use of printed materials by officers
- To formulate a policy
- To make recommendations for reduction in use of printed material

Three separate reports were produced by the Task Group, covering the following areas:

- Printing and Postage of Committee Agenda Packs
- Printing and Postage of External Items
- Printing of Officer Agenda Packs

A summary of the Task Group's findings, conclusions and recommendations for each of these areas was included within each of the reports provided to members.

Consideration was given to each of the reports, and the following issues were raised:

Printing and Postage of Committee Agenda Packs

- Members were in favour of the recommendations. However, in view of the fact that, as a result of the recommendations, more reliance was to be placed on digital options, it should be ensured that IT available to members was reliable and worked as it should.
- The Panel requested that an additional recommendation be added – That where possible, agendas and associated reports be produced in black and white in order to reduce the cost of colour printing.

Printing and Postage of External Items

- Upon discussion, it was clear that improvements were in the pipeline however, it was necessary to ensure that any digital solutions were robust before being promoted to users.

Printing of Officer Agenda Packs

- Members were in favour of the recommendations.

AGREED:

That the final reports of the Reduction of Paper and Postage Task Group be approved for presentation to the Cabinet as follow:

CM

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Printing and Postage of Committee Agenda Packs

That the following recommendations be agreed:

- a) That further training should be provided to members and officers on the use of the Mod.Gov application to review and annotate agendas;
- b) That Meeting Rooms 1 and 2, plus the Council Chamber, should have fixed projectors or display equipment installed, and that use of these becomes commonplace within all meetings;
- c) That as part of the ICT refresh, collaboration software is deployed (e.g. Microsoft Lync) to enable individuals in any location to be able to share information or video conference between their devices;
- d) That from 1 May 2017:
 - Recipients should opt-in to receive paper copies of agendas;
 - Any agendas being posted are sent second class;
 - Planning agendas are not automatically printed for those not on the Committee;
 - Democratic Services no longer produce spare copies of agendas for members use or copies for officers use;
 - The full Council agenda is reduced in size by including electronic links to committee minutes; and

That the following recommendation be added:

- e) That where possible, agenda and associated reports be produced in black and white in order to reduce the cost of colour printing.

Printing and Postage of External Items

That the following recommendations be agreed:

- f) That South Holland District Council actively pursues an online/paperless approach for Council Tax and Business Rate bills;
- g) That further investigation is required on how the eCitizen service can be configured to provide a more positive user experience;

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- h) Further integration is required between the My Council and eCitizen service to provide a single customer logon; and
- i) That the South Holland Centre investigates implementing an up to date online booking system that offers better reporting/customer management and works across all types of web browser or device.

Printing of Officer Agenda Packs

That the following recommendations be agreed:

- j) That Portfolio Holders and senior managers encourage all areas under their control to move to a paperless agenda;
- k) That internal meeting rooms should have fixed projectors or display equipment installed, and that use of these becomes commonplace within all meetings;
- l) That a selection of internal meeting rooms have video conferencing equipment capable of connecting to external locations, or individuals using video/audio capability of their own devices;
- m) That as part of the ICT refresh, collaboration software is deployed (e.g. Microsoft Lync) to enable individuals in any location to be able to share information or video conference between their devices; and
- n) That from 1 May 2017, recipients should opt-in to receive paper copies of agendas.

41. POLICY DEVELOPMENT PANEL WORK PROGRAMME

Consideration was given to the report of the Executive Manager Governance, which set out the Work Programme of the Policy Development Panel. The Work Programme consisted of two separate sections, the first setting out the dates of the future Panel meetings along with proposed items for consideration, and the second setting out the Task Group that had been identified by the Panel.

The Paper and Postage Costs Task Group had now concluded its work and it was agreed that the outcomes should be informally revisited in a year's time. The Chairman of the Task Group would present this report to the Panel.

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The Chairman commented that the Public Open Spaces should start its work shortly. He also requested that Panel members consider any further issues they would like to add to the Work Programme for the future, and that these be considered at the next meeting.

AGREED:

- a) That both sections of the Panel's Work Programme, as set out in the report of the Executive Manager Governance, be noted;
- b) That Councillor Astill provide the Panel with a report in a year's time, detailing progress on the recommendations of the Paper and Postage Costs Task Group; CM
- c) That the Public Open Spaces Task Group commence its work shortly; and CM
- d) That Panel members bring forward any further issues to be included on the Panel's Work Programme, and that these be considered at the next meeting. CM

42. EXCLUSION OF THE PRESS AND PUBLIC

That, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of part 1 of Schedule 12A of the Act.

43. EXEMPT MINUTES OF THE JOINT MEETING OF THE PERFORMANCE MONITORING PANEL AND POLICY DEVELOPMENT PANEL HELD ON 25 OCTOBER 2016

The exempt minutes of the joint meeting of the Performance Monitoring Panel and Policy Development Panel held on 25 October 2016 were signed by the Chairman as a correct record.

AGREED:

That the exempt minutes of the joint meeting of the Performance Monitoring Panel and Policy Development Panel held on 25 October 2016 be signed by the Chairman as a correct record.

(The meeting ended at 8.18 pm)

(End of minutes)

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KEY DECISION PLAN

Issued – 27 April 2017

Representations in respect of all the matters shown should be sent in writing, at least one week before the date or period the decision is likely to be made, to:

*Democratic Services, Council Offices, Priory Road, Spalding, Lincolnshire, PE11 2XE
Telephone: 01775 764451 Fax: 01775 711253 Email: demservices@sholland.gov.uk*

The Key Decision Plan shows all Key decisions that the Council is likely to make over the next **twelve months**

The Key Decision Plan is updated on a rolling basis and shows the decisions that will be considered and the date when the decision is expected to be made. In accordance with the Council’s Constitution the DECISIONS detailed within this document, unless otherwise stated, come into force and may then be implemented on the expiry of a 5 working day call-in period from the date of publication of any decision.

Key decisions are: “A decision which, in relation to an executive function, has a significant effect on communities in two or more Wards of the Council and / or is likely to result in the Authority incurring expenditure, generating income or making savings in any single financial year above the threshold of £75,000 in respect of revenue expenditure and £180,000 in respect of capital expenditure.”

Significant decisions are: 1. A decision made in connection with setting the Council Tax; 2. A decision to approve any matter relating to a Policy or Strategic Plan; 3. Any non-Executive decision which significantly affects the community in two or more wards or electoral divisions. Some of the decisions will be recommendations to full Council, particularly if they impact on the Budget and the Policy Framework (comprising of statutory plans and strategies)

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
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PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Portfolio Holder for Housing and Health Lincolnshire Wellbeing Service	Delivery of the Wellbeing Service	Meetings and Discussions		Portfolio Holder for Housing and Health Between 27 Apr 2017 and 31 May 2017
Portfolio Holder for Housing and Health CSU Building Materials Contract	To award a contract.	Portfolio Holder for Housing. Meetings and discussions.		Housing Landlord Manager Between 27 Apr 2017 and 31 May 2017

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Portfolio Holder for Housing and Health New sewerage maintenance contract for council housing stock	To award new sewerage maintenance contract for the housing stock.	Portfolio Holder for Housing Landlord, Housing Manager. Informal meetings and discussions.		Housing Landlord Manager Portfolio Holder for Housing and Health Between 27 Apr 2017 and 31 May 2017
Portfolio Holder for Housing and Health Bull and Monkie	To update Members and consider further actions.	Executive Director Commercialisation and S151 Officer. Executive Director Strategy and Governance. Executive Director Place.		Cabinet 9 May 2017

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Portfolio Holder for Finance Welland Homes Limited - Development Business Plan	To outline the findings of the review of the next layer of the Welland Homes Business Plan.	Meetings and discussions	Welland Homes Limited - Development Business Plan	South Holland District Council 26 Jul 2017
Portfolio Holder for Place Update on the Garden Waste Collection Pilot	To update Councillors on the Garden Waste Pilot, and set out options for the future.	Portfolio Holder for Place and Executive Director Place Meetings and correspondence	Update on the Garden Waste Collection Pilot	Cabinet 12 Sep 2017

***Cabinet Membership**

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
<p>The Lord Porter of Spalding CBE (Leader) Councillor C N Worth (Deputy Leader of the Council) Councillor M G Chandler (Deputy Leader) Councillor A Casson (Portfolio Holder) Councillor P E Coupland (Portfolio Holder) Councillor R Gambba-Jones (Portfolio Holder) Councillor C J Lawton (Portfolio Holder) Councillor S Slade (Portfolio Holder) Councillor G J Taylor (Portfolio Holder)</p>				

If you have any comments or queries regarding any of the entries in the Key Decision Plan please contact:

Democratic Services, Council Offices, Priory Road, Spalding, Lincolnshire, PE11 2XE
Telephone: 01775 764451 Fax: 01775 711253 Email: demservices@sholland.gov.uk

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SHDC Policy Register (New)



Generated on: 27 April 2017

Rows are sorted by Approved Date

Policy Title	Policy Type	Approved Date	Policy Review Cycle	Policy Status	Policy Risk Level	Final Panel for Approval	Estimated Draft to PDP	Assigned To
Street Naming and Numbering Policy	Statutory	01-Jan-2005	3 years	Being Reviewed	Low	Cabinet	07-Dec-2017	Clinton Bell
Records Management Policy	Non Statutory	01-Jan-2005	3 years	Being Reviewed	High	EMT	03-Oct-2017	Tim Rogers
Hate Crime Policy	Non Statutory	01-Mar-2008	3 years	Being Reviewed	High	Cabinet	03-Oct-2017	Emily Holmes
Affordable Housing Policy	Non Statutory	01-Jan-2009	3 years	Being Reviewed	Low	Full Council	03-Oct-2017	Matthew Hogan
Counter Fraud and Corruption Policy	Non Statutory	24-Feb-2009	3 years	Being Reviewed	Low	Full Council	03-Oct-2017	Mark Astbury
Strategic Tenancy Policy	Statutory	12-Sep-2012	3 years	Being Reviewed	Low	Full Council	07-Dec-2017	Matthew Hogan
South Holland Common Housing Allocations Policy	Statutory	01-Jun-2013	3 years	Being Reviewed	High	Full Council	25-Aug-2017	Phil Stacey
Sexual Establishments Policy Statement	Non Statutory	19-Jun-2013	3 years	Being Reviewed	Medium	Licensing Committee	25-Aug-2017	Donna Hall
Anti-Social Behaviour Policy	Statutory	18-Dec-2013	3 years	Being Reviewed	High	Full Council	25-Aug-2017	Emily Holmes
Equalities Policy	Non Statutory	31-Jan-2014	3 years	Being Reviewed	Low	Full Council	25-Aug-2017	Tim Rogers
Corporate Debt Policy - Accounting Services	Non Statutory	08-Apr-2014	3 years	Approved	Low	Chief Accountant		Mark Astbury
Data Protection Policy	Statutory	01-Jun-2014	3 years	Approved	High	Cabinet		Rhonda Booth
Freedom of Information (Fol) Policy	Statutory	01-Jun-2014	3 years	Approved	High	Cabinet		Rhonda Booth
Asset Management Strategy	Constitutional	18-Jun-2014	5 years	Approved	High	Full Council		Emily Spicer

Agenda Item 8.

Policy Title	Policy Type	Approved Date	Policy Review Cycle	Policy Status	Policy Risk Level	Final Panel for Approval	Estimated Draft to PDP	Assigned To
Health & Safety Policy	Statutory	31-Mar-2015	2 years	Being Reviewed	High	Full Council		Nick Kendrick
Gambling Policy - Statement of Principles	Constitutional	16-Dec-2015	3 years	Approved	High	Full Council		Donna Hall
Statement of Licensing Policy	Constitutional	07-Jan-2016	4 years	Approved	High	Full Council		Donna Hall
Constitution	Statutory	20-Jan-2016	1 year	Approved	High	Full Council		Rhonda Booth
AHM Collections Development Policy	Non Statutory	01-Feb-2016	2 years	Approved	Medium	Cabinet		Julia Knight
AHM Collections Care and Conservation Policy	Non Statutory	01-Feb-2016	2 years	Approved	Medium	Cabinet		Julia Knight
Corporate Plan	Constitutional	11-May-2016	1 year	Approved	High	Full Council		Tim Rogers
Corporate Asbestos Policy	Statutory	22-Jun-2016	2 years	Approved	High	Full Council		Nick Kendrick
Capability Policy	Non Statutory	18-Jan-2017	3 years	Approved	Medium	Cabinet		Claire Burton
Disciplinary Policy	Statutory	18-Jan-2017	3 years	Approved	High	Cabinet		Claire Burton
Grievance Policy	Statutory	18-Jan-2017	3 years	Approved	Medium	Cabinet		Claire Burton
Bullying and Harassment	Statutory	18-Jan-2017	3 years	Approved	Medium	Cabinet		Claire Burton
Learning & Development Policy	Non Statutory	18-Jan-2017	3 years	Approved	Low	Cabinet		Claire Burton
Managing Attendance Policy	Non Statutory	18-Jan-2017	3 years	Approved	Medium	Full Council		Claire Burton
Parental Rights	Statutory	18-Jan-2017	3 years	Approved	Medium	Cabinet		Claire Burton
Recruitment and Selection Policy	Non Statutory	18-Jan-2017	3 years	Approved	Medium	Cabinet		Claire Burton
Managing and Supporting Change Policy	Statutory	18-Jan-2017	3 years	Approved	High	Full Council		Claire Burton
Whistleblowing Policy - Confidential Reporting Code	Statutory	18-Jan-2017	3 years	Approved	High	Full Council		Claire Burton
Capital Strategy	Constitutional	22-Feb-2017	1 year	Approved	Medium	Full Council		Mark Astbury
Corporate Charging Policy - Accounting Services	Constitutional	22-Feb-2017	1 year	Approved	Medium	Full Council		Mark Astbury

Policy Title	Policy Type	Approved Date	Policy Review Cycle	Policy Status	Policy Risk Level	Final Panel for Approval	Estimated Draft to PDP	Assigned To
Medium Term Financial Strategy	Constitutional	22-Feb-2017	1 year	Approved	Medium	Full Council		Mark Astbury
Treasury Management Strategy Statement	Constitutional	22-Feb-2017	1 year	Approved	Medium	Full Council		Mark Astbury
Safeguarding Policy	Statutory		3 years	New	High	Full Council		Tim Rogers

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SOUTH HOLLAND DISTRICT COUNCIL

Report of: Phil Adams – Executive Manager, People and Public Protection

To: Policy Development Panel - 9 May 2017

(Author: Claire Burton, HR Manager, Spalding)

Subject: Apprenticeship Levy and Apprenticeship Programme update

Purpose: To update the Panel on the new Apprenticeship Levy requirement and future proposed Apprenticeship Scheme

Recommendation:

- 1) None. For information only.

1.0 BACKGROUND

- 1.1 A new Apprenticeship Levy has been implemented by Government from April, with the aim of funding three million start up apprenticeships in the UK by 2020. The Government has committed to boosting productivity by investing in human capital and there is a pledge to develop vocational skills and to increase the quantity and quality of apprenticeships. The start date for the new apprenticeship funding system will be 1 May 2017 and funding will not appear until the end of May 2017.

2.0 HOW THE LEVY WORKS

- 2.1 All employers with a pay bill greater than £3 million each year will need to pay the apprenticeship levy; the levy is charged at 0.5% of the employers pay bill. Employers will benefit from an allowance of £15,000 per year to offset the levy payment required (0.5% x 3m = £15000)

- 2.2 South Holland Levy charge

	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
0.5% of pay bill of South Holland employed staff	£29,605	£32,622	£32,221
Less Levy Allowance	£15,000	£15,000	£15,000
Contribution required from SHDC	£14,605	£17,622	£17,221

These costs have been accounted for in the Medium Term Financial Plan

- 2.3 The levy will be paid through HMRC's PAYE process on a monthly basis. The payment of the levy then translates to training funds, and cannot be used to pay salary/wages.
- 2.4 Guidance is that local authorities should have 2.3% of their workforce as apprentices; this is currently guidance only and is not, at present, enforceable nor is the authority penalised for not complying with this figure. SHDC will need to employ 6 apprentices to comply with this suggested target.
- 2.5 The funding can be used to support current employees to undertake an Apprenticeship, for example an NVQ, or to fund training for a new employee as an Apprentice. At the present

time SHDC do not employ any Apprentices. As providers of some of SHDC services, CPBS have 9 Apprentices, however, none of these could be counted towards the suggested target.

3.0 APPRENTICESHIP TERMS AND CONDITIONS

3.1 Apprentices:

- Work at least 30 hours per week
- Are entitled to pay for time spent training or studying whether at work, college or training organisation
- Are entitled to the same conditions as other employees i.e. paid holidays; sick pay; benefits; other training/support
- May be entitled to the same right to redundancy should they meet the statutory eligibility criteria.
- Wages – as a minimum Apprentices are required to be paid:

Year	25 +	21 to 24	18 to 20	Under 18	Apprentice
April 2017	£7.50	£7.05	£5.60	£4.05	£3.50

Apprentices are entitled to the apprentice rate if they're either aged under 19 aged 19 or over and in the first year of their apprenticeship.

Apprentices are entitled to the minimum wage for their age if they are aged 19 or over, and have completed the first year of their apprenticeship.

4.0 CURRENT POSITION – SHDC

- 4.1 Guidance and full details about the Apprenticeship Levy and the new Apprenticeship Standards are slow to come through and lack detail. We are working closely with Training Providers to establish how this will work in practice and how we can best make use of the scheme.
- 4.2 Currently one Apprenticeship is proposed in the Democratic Services/Legal Team. In addition, as part of Service Reviews, managers are being encouraged to include Apprenticeship posts as part of service to fill skill shortages and support succession planning.
- 4.3 The HR Team are currently working with Training Providers (Lincoln College & First College) along with professional bodies including CIEF, RITP & RICS, to develop an Apprentice scheme for SHDC. Particular areas which will be focussed in include 'building' Apprenticeships in professions which are traditionally difficult to recruit to, for example, Environmental Health, Planning and Building Control. The team will be putting a proposal together by early Summer, working with Councillor Jack McLean through-out. A draft project plan is attached in Appendix A however please note this is subject to change as and when more details are released about the Levy and on the new Apprenticeship Standards.
- 4.4 SHDC have also committed to the LGA National Graduate Scheme with a year-long placement being offered as part of a 'gap year'. SHDC are to take on two students, one employed in the Corporate Improvement Team and another in Planning.

4.5 Our neighbouring Local Authorities find themselves in the same position as SHDC. They too are looking into developing Apprenticeships schemes once more detail of the Levy and the new Apprenticeship Standards are developed.

5.0 **IMPLICATIONS**

5.1 **Constitution & Legal**

5.1.1 The Apprenticeship Levy is a statutory requirement and as such the Council is required to comply, notwithstanding the benefits this scheme will also bring.

5.2 **Corporate Priorities**

5.2.1 The Apprenticeship Levy supports the following corporate priorities:

- To provide the right services, at the right time and in the right way
- To encourage the local economy to be vibrant with continued growth

5.3 **Equality and Diversity / Human Rights**

5.3.1 Apprenticeships will be open to all employees or applicants, regardless of age, disability, sex, gender reassignment, pregnancy and maternity, race, sexual orientation, religion or belief, and marriage or civil partnership.

5.4 **Financial**

5.4.1 The funding SHDC is required to contribute to the Levy has been budgeted for.

5.5 **Reputation**

5.5.1 An Apprenticeship Scheme to enable the Council to 'Grow our Own' can provide opportunities for both local people and current employees in order to develop skills and secure employment.

5.6 **Staffing**

5.6.1 Opportunities will be open to new employees as Apprentices and also current employees.

5.7 **Moving Forward Programme**

5.7.1 All service areas are considering where Apprentices can be utilised as part of their service reviews

6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 All wards affected

7.0 **ACRONYMS**

7.1 None used.

Background papers:-

Department of Education:

<https://www.gov.uk/government/publications/apprenticeship-levy-how-it-will-work/apprenticeship-levy-how-it-will-work>

Education and skills Funding Agency:

<https://www.gov.uk/government/organisations/education-and-skills-funding-agency>

Lead Contact Officer

Name and Post: Phil Adams, Executive People and Public Protection Manager
Telephone Number: 01775 764657
Email: phillip.adams@breckland-sholland.gov.uk

Key Decision: No

Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:

Appendix A (Project Plan)

SHDC Apprenticeship Levy and Apprenticeship Programme Project Plan

Please note this is a provisional programme pending further information on the new Apprenticeship Standards

Activity	2017									
	Person Responsible	Progress	April	May	June	July	Aug	Sep	Oct	Nov
Engagement with Service areas	HR	In progress								
Meetings with Training Providers (Lincoln College & First College)	HR	In progress								
Report to PDP outlining progress	HR	Complete		9						
Report to Full Council outlining progress	HR			24						
First of the monthly payments into the Apprenticeship Levy 'pot'	HR									
Development of new Apprenticeship Standards in the different work areas	HR									
Apprenticeship Programme to be developed	HR									
Apprenticeship Programme Director approval	HR									
Apprenticeship Programme to CMT/EMT for Approval	HR					3				
Apprenticeship Programme to PDP	HR					25				
Apprenticeship Programme to Strategy Board	HR						1			
Apprenticeship Programme to Full Council for approval	HR								11	
Launch										

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SOUTH HOLLAND DISTRICT COUNCIL

Report of: Executive Manager - Governance (Deputy Monitoring Officer)

To: Policy Development Panel - Tuesday, 9 May 2017

(Author: Christine Morgan Democratic Services Officer)

Subject Policy Development Panel Work Programme

Purpose: To set out the Work Programme of the Policy Development Panel

Recommendation:

That the Panel gives consideration to the report and identifies any issues for discussion.

1.0 BACKGROUND

1.1 Background

1.1.1 This report records the issues for consideration that have been identified by the Panel for inclusion on its Work Programme.

1.2 Issues

1.2.1 Appendix A sets out the dates of future Panel meetings along with proposed items for consideration. These items were either originally suggested by councillors or are being referred to the Panel from officers or the Cabinet. This appendix will be updated as new items are identified.

1.2.2 Appendix B sets out the task groups that have been identified by the Panel. The table shows:

- The name of the task group
- What it wants to achieve
- Key dates
- Membership of the task group
- When the task group will be reporting back to the Panel

1.2.3 It is hoped that in presenting the information in this way, and by having the report as a standing item on the agenda, it will record the issues identified by the Panel and provide the opportunity for councillors to monitor the progress of its Work Programme.

2.0 OPTIONS

2.1 To note and consider the current status of the Work Programme.

2.2 To do nothing.

3.0 REASONS FOR RECOMMENDATION

3.1 To allow councillors to feed into the Panel's calendar of Work Programme items and the Work Programme on a regular basis, to ensure that they stay relevant and up to date.

4.0 EXPECTED BENEFITS

4.1 The calendar of Work Programme items and the Work Programme will provide councillors with up to date and relevant information. Timelines for various calendar items and proposed task groups within the Work Programme are included within the appendices.

5.0 IMPLICATIONS

5.1 Carbon Footprint / Environmental Issues

5.1.1 There are no direct carbon footprint and environmental issue implications associated with this report. As individual items are progressed through the work programme, their carbon footprint and environmental issue implications will be assessed.

5.2 Constitution & Legal

5.2.1 There are no direct constitution and legal implications associated with this report. As individual items are progressed through the work programme, their constitutional and legal implications will be assessed.

5.3 Contracts

5.3.1 There are no direct contract implications associated with this report. As individual items are progressed through the work programme, their contract implications will be assessed.

5.4 Corporate Priorities

5.4.1 In identifying issues for inclusion on the work programme, councillors consider the suitability of the subject, taking into account such considerations as whether the issue is strategic and significant and whether it is likely to lead to effective outcomes. One of the indicators against which each potential task group is scored identifies how strongly the topic links to the Council's key aims and priorities.

5.5 Crime and Disorder

5.5.1 There are no direct crime and disorder implications associated with this report. As individual items are progressed through the work programme, their crime and disorder implications will be assessed.

5.6 Equality and Diversity / Human Rights

5.6.1 There are no direct equality and diversity or human rights implications associated with this report. As individual items are progressed through the work programme, their equality and diversity and human rights implications will be assessed.

5.7 Financial

5.7.1 There are no direct financial implications associated with this report. As individual items are progressed through the work programme, their financial implications will be assessed.

5.8 **Health & Wellbeing**

5.8.1 There are no direct health and wellbeing implications associated with this report. As individual items are progressed through the work programme, their health and wellbeing implications will be assessed.

5.9 **Reputation**

5.9.1 There are no direct reputational implications associated with this report. As individual items are progressed through the work programme, any reputational implications for the Authority will be assessed.

5.10 **Risk Management**

5.10.1 There are no direct risk management implications associated with this report. As individual items are progressed through the work programme, their risk management implications will be assessed.

5.11 **Safeguarding**

5.11.1 There are no direct safeguarding implications associated with this report. As individual items are progressed through the work programme, their safeguarding implications will be assessed.

5.12 **Staffing**

5.12.1 There are no direct staffing implications associated with this report. As individual items are progressed through the work programme, their staffing implications will be assessed.

5.13 **Stakeholders / Consultation / Timescales**

5.13.1 There are no direct stakeholder/consultation/timescale implications associated with this report. As individual items are progressed through the work programme, their stakeholder/consultation/timescale implications will be assessed.

5.14 **Transformation Programme**

5.14.1 There are no direct Transformation Programme implications associated with this report. However, the Policy Development Panel and the Performance Monitoring Panel are meeting at regular intervals to consider the progress of the Programme, and elements of future Task Groups will have links to areas being addressed by the Programme.

6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 When a task group is considered for inclusion on the Panel's Work Programme, it is assessed against criteria covering 'Importance', 'Impact' and 'Value for Money'. The 'Impact' and 'Value for Money' score indicators consider how strongly the issue will affect a ward(s), customer group(s) or service area(s). Only issues scoring highly will be included in the Work Programme.

7.0 **ACRONYMS**

7.1 None.

Background papers:- None

Lead Contact Officer

Name and Post: Christine Morgan Democratic Services Officer
Telephone Number 01775 764454
Email: cmorgan@sholland.gov.uk

Key Decision: No

Exempt Decision: No

This report refers to a Mandatory Service

Appendices attached to this report:

Appendix A Work Programme Calendar
Appendix B Task Group Work Programme 2016/17

Policy Development Panel – Calendar of Work Programme items

Date of Meeting	Agenda items
9 May 2017	<ul style="list-style-type: none"> • Debt Management and Write Off Operational Policies – To consider the approach to debt management and write off • Update regarding the development of apprenticeships and the Authority’s role in this – to include information on the apprenticeship levy published by the Government - (Phil Adams) – last update received 20 December 2016 • Policy Register – standing agenda item. Consideration of issues at meeting only to take place where areas of concern, or where more information is required. • Consideration of further issues to be included in the Panel’s Work Programme (consider under Work Programme item)
25 July 2017	<ul style="list-style-type: none"> • Policy Register – standing agenda item. Consideration of issues at meeting only to take place where areas of concern, or where more information is required. • Data Retention Policy – draft to be presented to the Panel (Greg Pearson/Mark Stinson)
3 October 2017	<ul style="list-style-type: none"> • Policy Register – standing agenda item. Consideration of issues at meeting only to take place where areas of concern, or where more information is required.
7 December 2017	<ul style="list-style-type: none"> • Policy Register – standing agenda item. Consideration of issues at meeting only to take place where areas of concern, or where more information is required.
20 February 2018	<ul style="list-style-type: none"> • Policy Register – standing agenda item. Consideration of issues at meeting only to take place where areas of concern, or where more information is required. • Update on current situation around long-term empty homes (previous updates 22/7/15, 13/1/16, 5/7/16 and 28/2/17). • Update report on progress of recommendations of the Paper and Postage Costs Task Group (Task Group Chairman, Councillor Astill)
24 April 2018	<ul style="list-style-type: none"> • Policy Register – standing agenda item. Consideration of issues at meeting only to take place where areas of concern, or where more information is required.

Note: Taxi Licensing Policy – this policy will now be considered at a future meeting when updates have been received on relevant legislation.

Lincolnshire Homelessness Strategy – Consultation with the Panel on the Strategy during a period of county-wide consultation (Matthew Hogan) – To be advised of new timetable.

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POLICY DEVELOPMENT PANEL – WORK PROGRAMME 2016/2017

Name of Task Group	What the Task Group wants to achieve	Date added to Work Programme	Date Work Commenced	Membership of Task Group	Proposed date to report back to Panel
Public Open Spaces Task Group	Scope to be agreed at first meeting To look at the Council's current policies on Public Open Spaces and what could be developed to help in the future. In addition, following the Performance Monitoring Panel's review of implemented planning decisions, some of the recommendations arising from this review to be addressed through the Task Group.	5 July 2016	To commence after General Election	J Astill L Eldridge J Reynolds J Tyrrell B Alcock (PMP) A M Newton (PMP)	
Leisure Facilities Task Group Joint Task Group incorporating members of the Performance Monitoring and Policy Development Panels	To make recommendations, regarding the present and future leisure provision in South Holland. 1. By establishing what leisure provision the District Council presently provides, examining costs, resident satisfaction and competitiveness in order to identify ways of increasing income or reducing expenditure; 2. To understand what the District Council wishes to provide and what the public and major employers need; 3. To examine the options for future provision either to be supplied by the Council, the private sector or shared management.	30 April 2013	21 January 2014	G Aley (Chairman) D Ashby A Casson G Dark R Perkins (Vice-Chairman) S Slade E Sneath S Wilkinson Lead Officer: Phil Adams * Membership to be considered following District Council Election	Interim report presented to joint PMP/PDP – 19 August 2014 To Cabinet 7 October 2014 Tracking of recommendations to PDP 10 February 2015 Update on Leisure options to PMP 3 March 2015 (PDP members to attend PMP meeting)

	<p>Agreed at PMP 25 November 2014 – A date for completion of the Business Plan looking at Leisure Services provision, being drawn together by the Community Development and Health Manager, be confirmed by the Assistant Director Community, and that a joint meeting of the Performance Monitoring Panel and Policy Development Panel, for consideration of the document, be arranged.</p> <p>Following consideration of the update to PMP on 3 March 2015 (PDP members were invited to attend), it was agreed that leisure provision must be a priority for the Council, and must be considered as a priority by the next administration following the District Council election.</p>				
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SOUTH HOLLAND DISTRICT COUNCIL

Report of: Portfolio Holder Finance and the Executive Director of Commercialisation

To: Policy Development Panel – 9th May 2017

(Author: Sharon Hammond – Head of Service, Revenues and Benefits

Subject: Debt Management and Write Off Operational Policies

Purpose: To consider the approach to debt management and write off.

Recommendation(s):

- 1) That the Policy Development Panel considers the Debt Management Policy and the Debt Write Off Operational Policy, with a view to making recommendations to Cabinet.

1.0 BACKGROUND

- 1.1 Efficient and well administered debt management is crucial to the Council. A review has been undertaken to ensure policies and procedures are in place that enable effective management of debt, and in particular the processes for identification and recovery of debt owed to the council.
- 1.2 This review has been instigated at the request of Cabinet, for more information on the debt recovery process, and for assurance regarding the process and reasons for occasions where debt is considered irrecoverable and recommended for write off.
- 1.3 This report and policies are being presented to Policy Development Panel for consideration ahead of recommendation for approval to Cabinet.

2.0 COLLECTION AND RECOVERY IN CONTEXT

- 2.1 To provide context, in 2016/17 Compass Point Business Services (CPBS) Revenues Service were responsible for billing, collection, recovery and enforcement of: -
 - **40,070** Council Tax dwellings,
 - **2,711** Business Rates properties,
 - **2,972** sundry debtor invoices, and
 - **2,682** Housing Benefit Overpayments.
- 2.2 In addition to the financial year in question, the service is also responsible for the ongoing collection, recovery and enforcement of previous years' arrears.
- 2.3 Tables 1 and 2 below provide a high level analysis of the amounts relating to the 2016/17 financial year.

Table 1 – Housing Benefit Overpayments and Sundry Debt

	Outstanding debt at 31 March 2016	Value of invoices raised in 2016/17	Total reduced in 2016/17 (against all Invoices, excluding write off)	Written Off in respect of debt raised in year 2016/17	Written off in 2016/17 in relation to previous year arrears
HB Overpayment	£1,392,153	£929,473	£883,868 (95.01%)	£526 (*0.06%)	£38,085 (*4.10%)
Sundry Debt	£432,819	£2,119,583	£2,036,118 (96.07%)	£728 (*0.03%)	£17,132 (*0.81%)

The level of write off in respect of Housing Benefit Overpayment as a % is higher than other debt streams, reflecting the nature and circumstances of these debtors. The level and recovery of Housing Benefit overpayments has been recognised as a national issue, and recently resource has been increased in this area. In many cases debts are being recovered from ongoing Housing Benefit at a prescribed level, for illustration £11.10 being a standard deduction per week, however this might be lower taking account of the circumstances of the debtor.

Table 2 – Council Tax and Business Rates

	Outstanding debt at 31 March 2016	Collectible in year 2016/17	Collected in 2016/17	Written Off in respect of debt raised in year 2016/17	Written off in 2016/17 in relation to previous year arrears
Council Tax	£1,856,584	£41,099,923	£40,353,989 (98.19%)	Nil	£107,920 (*0.26%)
Business Rates	£800,359	£27,188,532	£26,831,278 (98.69%)	Nil	£206,697 (*0.76%)

*The percentages are illustrative based on calculation using 2016/17 collectible debt.

- 2.4 The vast majority of revenue is collected through billing and pre-recovery processes, which includes engaging with customers through intervention and payment arrangements, as well as planned reminder, final notice and pre-summons activity.

2.5 During 2016/17

- Over £47m was collected by direct debit in respect of Council Tax and Business Rates.
- 110 Liability Orders were obtained in respect of Business Rates and 2,928 for Council Tax, leading to recovery and enforcement action.

3. DEBT MANAGEMENT POLICY

- 3.1 The current South Holland Debt Management Policy was endorsed by PDP in July 2014. This Policy has now been reviewed and updated to reflect the most recent position, and is attached at Appendix A.
- 3.2 This Policy which covers Council Tax, Business Rates, Housing Benefit Overpayment and Sundry Debt, recognises South Holland's duty to ensure efficient and well administered debt management, and sets out the principles that apply for the recovery and enforcement of debt.

4. WRITE OFF OPERATIONAL POLICY

- 4.1 There is a recognition that whilst the majorities of monies owed to the Council will be successfully collected and recovered, and in many cases recovery and enforcement procedures will continue to be appropriate towards successful collection. It is equally the case that for a variety of reasons there will be situations of irrecoverable debt and in such cases recommendation will be made for write off.
- 4.2 A Write Off Operational Policy has been developed to provide further information on the debt recovery process, and to provide assurance in relation to the reasons for situations where debt is considered irrecoverable and recommended for write off.
- 4.3 The procedure outlined in the Policy provides for a review mechanism, thereby providing additional assurance that when debts are recommended for write off that all options to recover and enforce the debt have been exhausted, or cannot be pursued.
- 4.4 The Write Off Operational Policy is provided at Appendix B. This is not for publication.

5. NEXT STEPS

- 5.1 The Debt Management Policy, and the Write Off Operational Policy together provide the basis and principles for recovery and enforcement, and the reasons and process for recommendation for future write off.
- 5.2 During the course of this review exercise, it has been identified that there are a number of associated areas would benefit from further work and exploration. These are: -
- Guidance for South Holland service departments in the raising of sundry debtor invoices.
 - Introduction of 'case review' process, to include Housing rents.
 - Share the Debt Management Policy and Write Off Operational Policy with the Housing team for consideration as to whether this or a similar document should be developed for recovery of rent arrears.

- Review and evaluation of Enforcement Agents, and consideration of alternative arrangements and opportunities.
- Reintroduction of committal processes as a last resort option.

It is proposed that the further work in respect of these operational areas is complete by the end of October 2017.

6. OPTIONS

- 6.1 Do nothing – without approval for the Write Off Operational Policy significant and disproportionate Officer and Member time will be consumed with less efficient processes.
- 6.2 Approval of the Write Off Operational Policy as an internal document, alongside the Debt Management Policy, will provide for more efficient and consistent processes and provide greater assurance for cases recommended for write off.

7.0 REASONS FOR RECOMMENDATION(S)

- 7.1 Greater efficiency, consistency and assurance around debt management, and the identification of irrecoverable debt recommended for write off.
- 7.2 Officer time maximised on greatest returns, at the same time as ensuring robust procedures for debt management are in place across all revenues streams.

8.0 EXPECTED BENEFITS

- 8.1 Greater efficiency, consistency and assurance relating to the management of debt, and in turn maximisation of revenue to the Council.

9.0 IMPLICATIONS

9.1 Constitution & Legal

- 9.1.1 Recovery processes are governed by statutory provisions, and operational delivery will be in accordance with provisions. This review includes the delegated authorisations for debt write off in terms of constitutional provision.

9.2 Financial

- 9.2.1 This review focuses on recovery processes associated with the main revenue streams for the council, and will provide assurance regarding the management of debt, maximising income and minimising loss.
- 9.2.2 Clear processes for the writing off of irrecoverable debt represents sound financial management practice. Provision for bad debt is made in Council accounts.

9.3 Risk Management

- 9.3.1 This review will provide assurance regard the controls and operational process to recover debt. At the same time it should be recognised that by the nature, volume and value of annual revenue to the council there will always be uncollectable amounts which will be recommended for write off once avenues to recover are exhausted.

10.0 **WARDS/COMMUNITIES AFFECTED**

10.1 All

11.0 **ACRONYMS**

11.1 CPBS – Compass Point Business Services

Background papers:- None

Lead Contact Officer

Name and Post: Sharon Hammond, Head of Service, Revenues and Benefits
Telephone Number: 01507 613306
Email: Sharon.hammond@cpbs.com

Key Decision: No

Exempt Decision: No (although Appendix B is Confidential)

This report refers to a Mandatory Service

Appendices attached to this report:

Appendix A Debt Management Policy

Confidential Appendices attached to this report:

(Please note that the following appendix is not for publication by virtue of Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) in Part 1 of Schedule 12a of the Local Government Act 1972.

Appendix B Write Off Operational Policy

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Debt Management Policy

Debt Management Policy

- 1. Introduction**
- 2. Legislation**
- 3. Policy Aims**
- 4. Policy Objectives**
- 5. Communication**
- 6. Recovery of Money Due**
- 7. Our Approach to Enforcement of Debt**
- 8. Multiple Debts**
- 9. Advice and Assistance**
- 10. Vulnerability**
- 11. Complaints**
- 12. Equality Statement**

1. Introduction

South Holland District Council has a duty to ensure cost effective billing, collection and recovery of all sums due to the Council.

This policy covers debt recovery activities in respect of: -

- Council Tax
- Business Rates (Non Domestic Rates)
- Overpaid Housing Benefit
- Sundry Debts

Efficient and well administered debt management is crucial to the council. A consistent and fair approach to debt management will be taken to ensure the council's interests are protected whilst residents who are struggling financially are supported to pay through the provision of appropriate advice and early intervention.

Whilst the majority of income due to the council is collected in a routine manner, unpaid charges and debts arise for a variety of reasons. This policy sets out the principles that will apply in the recovery and enforcement of debts.

2. Legislation

We will act in accordance with relevant legislation and policy including: -

Council Tax	Council Tax Local Government Finance Act 1992 Local Government Finance Act 2012 The Council Tax (Administration and Enforcement) Regulations 1992 (as amended) South Holland District Council, Council Tax Support Scheme
Business Rates	NNDR Local Government Finance Act 1988 Local Government Finance Act 2012 The Non-Domestic Rating (Collection & Enforcement) (Local Lists) Regulations 1989 (as amended)
Housing Benefit Overpayments	Housing Benefit Overpayments Housing Benefit Regulations 2006 Housing Benefit (Pension Credit) Regulations Council Tax Benefit Regulations 2006 (up to 31.03.13)
Sundry Debt	The Late Payment of Commercial Debts Regulations 2002 The Late Payment of Commercial Debts Regulations 2013 The Late Payment of Commercial Debts (Interest) Act 1998 Sundry debts are collected within the relevant framework up to the point that legal action is required, and the debt may be passed to legal representative for further recovery action

South Holland District Council appoints Enforcement Agents to recover Council Tax and Non-Domestic Rate arrears when a debt reaches a certain point in the recovery process. These arrangements are governed by: -

- The Tribunal Courts and Enforcement Act 2007
- The Taking Control of Goods Regulations 2013 and
- The Taking Control of Goods (Fees) Regulations 2014.

3. Policy Aims

It is essential that the council undertakes the administration and recovery of all debt in an efficient and effective manner. We have a legal duty to ensure cost effective billing, collection and recovery of all sums due to the authority.

As such, we will: -

- Ensure a professional, consistent and timely approach to recovery action.
- Take enforcement action against deliberate non-payers or late payers.
- Take positive action to prevent arrears occurring, for example by maximising income and providing a range of payment methods.
- Promote a co-ordinated approach towards sharing debtor information and managing multiple debts owed to the council.
- Ensure that debts are managed in accordance with legislative provisions and best practice.

This policy will: -

- Be a guide to all officers involved in the recovery of monies.
- Set out clear strategy
- Demonstrate commitment to the delivery of quality services to our customers
- Provide revenue to the council and help reduce the loss from eventual write off of debt
- Fulfil the Councils statutory obligations to collect Council Tax, Business Rates and excess Housing and Council Tax Benefit/Support.

4. Policy Objectives

To ensure that all income due to the council is collected, with minimum avoidance and in the interest of residents and businesses in the district.

To achieve our objectives, we will ensure the following principles are adhered to: -

- Consider that customers have a responsibility to pay.

- Aim to identify those who can pay but won't or who deliberately delay payment, so that recovery action can be taken accordingly.
- Actively encourage customers to engage at every stage of the collection and recovery process.
- Aim to help individuals to maximise their income.
- Acknowledge the need to provide a service that is effective but when necessary sensitive to individual's needs.
- Ensure that payment arrangements reflect the level of debt owed as well as the ability to pay.
- Expect 'priority' debts to be given priority over other debt owed.
- Acknowledge the role of recognised advice agencies and encourage contact with such agencies where appropriate.

5. Communication

We will provide our customers with clear and prompt information about the amounts they are being asked to pay. Our correspondence and information will show: -

- What the bill or invoice is for
- The total amount due
- The date by which payment is due
- How and where to make payments
- Contact details for enquiries
- Correspondence clearly written, without the use of jargon where possible
- Any penalty charges applicable for late payment

Full names, contact address and a telephone number will be established wherever possible prior to billing.

We will advise Debtors promptly about the existence of their debt and where appropriate they will be advised of their right to appeal in line with legislation.

We will deal with all debtors in a courteous, yet firm and fair manner.

Appropriate support such as the use of the Language Line facility is available as an aid to improving verbal communications with those customers for whom English is not their first language.

6. Recovery of money due

Whilst there are set processes and steps to follow in the collection and recovery of monies owed to the council, each case is treated individually to take into account various factors such as the circumstances of the debtor.

We will levy and seek to recover any and all costs/fees that are legitimately due from the debtor. Only in exceptional circumstances will consideration be given to costs/fees being waived.

Any requests for cancelling or writing off debts will be dealt with in accordance with the Council's financial regulations.

All debtors will be advised of the consequences of non-payment and the courses of action that could result from non-payment. This includes: -

Council Tax (including excess Council Tax Support)	
Possible Action	Final Sanction
Summons Magistrates Court hearing Liability Order Payment Arrangement Attachment of Benefit Attachment of Earnings Attachment of Members Allowances	Enforcement Agent Action Bankruptcy / Insolvency Charging Order Committal to Prison
National Non Domestic Rates	
Possible Action	Final Sanction
Summons Magistrates Court hearing Liability Order Payment Arrangement	Enforcement Agent Action Bankruptcy / Insolvency Charging Order Committal to Prison
Housing Benefit Overpayments	
Possible Action	Final Sanction
Direct deductions from on-going benefit entitlement Payment Arrangement Deduction from Earnings	County Court Judgement Attachment of Earnings Order Charging Order Removal of good through County Court Enforcement Agent Debt Collection Agency
Sundry Debt	
Possible Action	Final Sanction
Payment Arrangement Cessation of service	County Court Judgement Attachment of Earnings Order Charging Order Removal of good through County Court Enforcement Agent Debt collection Agency Bankruptcy / Insolvency

Some enforcement actions will incur additional costs, which are payable by the debtor. In all appropriate cases, we will seek to recover from the debtor any reasonable costs incurred in the recovery of unpaid money.

Where liability is continuous, (for example Council Tax) any arrangement made will normally require payments to be over and above the on-going monthly liability. Future instalments must be paid when due as a condition of the arrangement.

Where a debtor is not able to repay the debt completely, either immediately or within a reasonable timescale, then each case will be treated individually in respect of an arrangement for repayment over a specific period of time. In such circumstances, a review of the person's income and expenditure will be made to help establish that the proposed level of repayment is appropriate given the debtors financial circumstances.

Where a payment arrangement is made, failure to make regular payments in a timely manner will result in further recovery action and reasonable costs will be added to the debt.

7. Our Approach to Enforcement of Debt

We will follow the principles outlined below: -

Our action will be proportionate

We will consider the balance to be struck between the potential loss of income and the cost of collecting the debt.

Our action will be consistent

We will take a similar approach in similar circumstances to achieve similar ends. This relates to: -

- The advice we provide.
- The use of legislative powers.
- The recovery procedures used.

We recognise that consistency does not mean simple uniformity in its treatment of debt. Consideration will be given to the individual's personal circumstances and will take account of factors such as: -

- The social circumstances of the debtor.
- The debtor's payment history.
- The debtor's ability to pay.

Our action will be transparent

We recognise it is important to maintain public confidence. We will help people to understand what is expected of them and what they should expect from us.

It also means explaining clearly the reasons and justification for taking recovery/enforcement action.

If action is required, we will:

- clearly explain the reasons why,
- clearly state the time scales
- Ensure the distinction is made between advice being provided and actual legal requirements.

We will advise debtors of the consequences of non-payment and the courses of action that could result from non-payment.

8. Multiple Debts

Where we know that a person has more than one debt, we will: -

- Identify and have consideration to the action being taken against the debtor and
- Establish which debt should have the greatest priority for repayment,
- Ensure that repayments plans are realistic in light of other debts owed.

We will consider: -

- The amount involved.
- The length of time that the debt has been outstanding.
- Whether there is a court order in place to enforce the debt.

9. Advice and Assistance

We welcome the involvement of welfare and advice agencies in connection with debts due to the Council and recognise the benefits that such agencies can offer both to the debtor and to the Council in prioritising repayments to creditors and maximising income for the debtor.

We will encourage debtors to obtain specialist advice and help where it is apparent they are in severe financial difficulty. This will include signposting to local and national free debt and money advice agencies such as the CAB, Money Advice Service and National Debtline.

Where the potential for a statutory benefit or discount exists in relation to a particular debt, efforts will be made to make the debtor aware of such opportunities and they will be encouraged to apply for these.

Debtors will be advised of the importance of paying priority debts before non-priority debts.

10. Vulnerability

We recognise that the Council, our staff, contractors and agents each have a role in ensuring that the vulnerable and socially excluded are protected.

We will support individuals to seek appropriate advice and guidance where we recognise possible vulnerability.

The appropriate use of discretion is essential in every case.

11. Complaints

We aim to provide high service standards.

However if someone is not satisfied with the service provided, they have the right to make a complaint in line with our complaint procedure which can be found on our website at www.sholland.gov.uk, or from our Customer Services team on 01775 761161.

12. Equality Statement

South Holland District Council is committed to equality and fairness. Equality is about ensuring people are treated fairly and given fair chances. It is also about ensuring that people receive fair outcomes in the standard of service they receive from the Council. This includes everyone, regardless of their race, gender, age, religion or belief, sexual orientation and/or disability.

If you would like a copy of this document in another language, large print or braille please contact Customer Services on 01775 761161.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

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