



AGENDA

CABINET

MONDAY, 11 OCTOBER 2004

10.30 AM

**COUNCIL CHAMBER, COUNCIL OFFICES, ST PETERS HILL,
GRANTHAM**

Duncan Kerr, Chief Executive

MEMBERS: Councillor Mrs. Linda Neal (Leader), Councillor Peter Martin-Mayhew (Deputy Leader/Portfolio: Housing), Councillor Teri Bryant (Portfolio: Community Affairs), Councillor Ray Auger (Portfolio: Environmental), Councillor Paul Carpenter (Portfolio: Technology), Councillor Mrs Frances Cartwright (Portfolio: Cultural) and Councillor John Smith (Portfolio: Economic)

Cabinet Officer: Lena Shuttlewood tel: 01476 406119
e-mail: l.shuttlewood@southkesteven.gov.uk

MEMBERS OF THE PUBLIC ARE ENTITLED TO ATTEND THE MEETING OF THE CABINET. KEY DECISIONS WILL BE TAKEN ON THE ISSUES LISTED ON THE FOLLOWING PAGE. ANY KEY DECISIONS/POLICY FRAMEWORK PROPOSALS ARE MARKED*.

- 1. APOLOGIES**
- 2. MINUTES** – to approve the record of the Cabinet meeting held on 6th September and the special meeting held on 20th September 2004. **(attached)**

3. **DECLARATIONS OF INTEREST (IF ANY)**
4. ***PEOPLE MANAGEMENT STRATEGY** – report number HR&OD71 by the Corporate Manager, Human Resources & Organisational Development. **(attached)**
5. ***BUDGET CONSULTATION 2005/06 AND MEDIUM TERM FINANCIAL STRATEGY** – report number FIN208 by the Director of Finance & Strategic Resources. **(attached)**
6. ***COMPLETING THE PRIORITISATION PROCESS** – report number CEX255 by the Chief Executive. **(attached)**
7. ***A CHECKLIST FOR GRANTHAM AS A SUB REGIONAL CENTRE** – report number DCS9 by the Director of Community Services. **(attached)**
8. **REVIEW OF PERFORMANCE TARGETS FOR BVPIs INCLUDED IN SKDCs 2004/05 BEST VALUE PERFORMANCE PLAN** – report number DOS255 by the Director of Operational Services. **(attached)**
9. **CITIZENS' ADVICE BUREAU FUNDING 2005/06** – joint report number FIN209 by the Chief Executive and the Director of Finance & Strategic Resources. **(attached)**
10. **DOG WARDEN SERVICE** – report number ENV216 by the Head of Environmental Health & Licensing. **(attached)**
11. **DISPOSAL OF LAND AT SWINGBRIDGE ROAD, GRANTHAM** – report number PPER1 by the Director of Community Services. **(attached)**
12. **INCORPORATION OF LINCOLNSHIRE ENTERPRISE** – joint report number LEG170 by the Corporate Manager, Democratic & Legal Services and the Chief Executive. **(attached)**
13. **ARMISTICE DAY** – report number DLS2 by the Elections and Electoral Registration Manager. **(attached)**
14. **MATTERS REFERRED TO CABINET BY THE COUNCIL OR THE DEVELOPMENT & SCRUTINY PANELS**
15. **ITEMS RAISED BY CABINET MEMBERS INCLUDING REPORTS ON KEY AND NON KEY DECISIONS TAKEN UNDER DELEGATED POWERS.**
16. **REPRESENTATIONS RECEIVED FROM MEMBERS OF THE PUBLIC ON MATTERS WITHIN THE FORWARD PLAN (IF ANY)**

17. REPRESENTATIONS RECEIVED FROM NON CABINET MEMBERS

EXCLUSION OF THE PUBLIC

It is anticipated that, in accordance with Section 100A(4) of the Local Government Act 1972, the public may be excluded from the meeting during consideration of the following item of business because of the likelihood that otherwise exempt information, as described in paragraphs 7 and 9 of part 1 of Schedule 12A of the Act, would be disclosed to the public.

18. STAR LANE TOILETS – report number CEX256 by the Chief Executive. **(attached)**

19. Any other business which the chairman, by reason of special circumstances, decides is urgent



MEETING OF THE CABINET
6 SEPTEMBER 2004 - 10.30 AM – 12.00 PM

PRESENT:

**Councillor Peter Martin-Mayhew
Councillor Terl Bryant
Councillor Ray Auger
Councillor Mrs Frances Cartwright
Councillor John Smith**

Councillor Mrs. Linda Neal – Leader / Chairman

**Chief Executive
Corporate Director of Finance & Strategic
Resources
Corporate Director of Operational Services
Corporate Director of Community Services
Head of Cleansing and Contract Services
Head of Property Services (Design)
Solicitor to the Council
Business Services Manager
Management Accountant
Environmental Health Technician
Public Relations Consultant
Support Officer**

Non Cabinet members : Councillors G. Taylor, G. Wheat, M. Wheat and Wilks

CO37. APOLOGIES

Apologies for absence were received from Councillor Paul Carpenter.

CO38. MINUTES

The minutes of the Cabinet meeting held on 9th August 2004 were confirmed as a correct record.

CO39. FLY TIPPING PROSECUTION

DECISION:

- (1) The decision to prosecute cases of fly-tipping be delegated to the Head of Cleansing and Contract Services after consultation with Legal Services;**
- (2) To allow for fixed penalties/formal cautions to be issued where it is thought appropriate.**

Considerations/Reasons for Decision:

- (1) Report number CCS1 by the Head of Cleansing and Contract Services outlining the transfer of fly-tipping prosecutions from Environmental Health Services to Cleansing and Contract Services;
- (2) The recent appointment of an Enforcement Officer to investigate incidents of fly-tipping and trade waste abuse;
- (3) The time and effort involved in preparing cases for prosecution is considerable and the option to issue fixed penalties or formal cautions would represent good management and practical use of officer time;
- (4) The continuance of undergoing fly-tipping prosecutions with the option to issue a fixed penalty or formal caution would portray a positive message to the public on the Council's serious approach to fly tipping.**

CO40. CPA RE-ASSESSMENT

DECISION:

That a decision relating to the commission of the IdeA to carry out the proposed Comprehensive Performance Assessment re-assessment be deferred until such time as a lead assessor with Audit Commission training can be appointed, at which point, the issue be brought back to Cabinet for a decision.

Considerations/Reasons for Decision:

- (1) Report number CEX248 by the Leader and the Chief Executive outlining the Audit Commission's proposals for the next round of Comprehensive Performance Assessments (CPAs), the implications for South Kesteven District Council and the requirement for an Abbreviated Peer Review;
- (2) To ensure that the progress of the Council following its initial CPA is gauged accurately, the Review Team undertaking the Abbreviated Peer Review, should be thoroughly acquainted with the Audit Commission's moderation process.**

CO41. *APPROVAL OF PROCUREMENT: CURRENT POSITION STATEMENT

DECISION:

- (1) To approve the Procurement Current Position Statement;**
- (2) To note the working plan required to produce a detailed procurement strategy within National Procurement guidelines.**

Considerations/Reasons for decision:

- (1) Report number FIN203 by the Corporate Director of Finance & Strategic Resources which presented the Council's Procurement Current Position Statement, the Draft Procurement Strategy and the National Procurement Strategy for Local Government Milestones;
- (2) Forthcoming procurement healthcheck with IdeA in November;
- (3) Outstanding improvement areas relating to procurement identified by the Purchasing Best Value Review.

CO42. *WHARF ROAD CAR PARK, STAMFORD

DECISION:

- (1) To note the position relating to the state of the Council's land and the adjoining development land at the Wharf Road Car Park, Stamford;**
- (2) That work commences, as soon as possible, to remediate the Council's Wharf Road Car Park Site by constructing a barrier between Council-owned land and the development land and to undertake hotspot removal (option B).**

Considerations/Reasons for Decision:

- (1) Report number LEG/0167 presented by the Solicitor to the Council on behalf of the Property Performance Management Group outlining the current position relating to the investigation of contamination at the Council's Wharf Road Car Park, Stamford;
- (2) The pollution of controlled waters is likely to arise as a result of the contamination and the Council has a duty to prevent this;
- (3) The current provision of an interceptor only decontaminates surface water before it enters the River Welland, the full remediation works would also clean ground water by removing the contamination;
- (4) Option B would only disrupt the use of the car park for eight weeks and the costs of the works would be £235,000 plus VAT;
- (5) Short-term monitoring of effectiveness of the works would be required;
- (6) The remediation would be sustainable, resulting in the site being suitable for re-use as commercial or residential without gardens;
- (7) An application has been submitted to DEFRA's Capital Project Programme. Options A and B, during initial discussions, have been identified as favourable because they present a sustainable solution.

Alternative Options considered and assessed:

- (1) Constructing a barrier only (option A): rejected as the Council would be totally reliant on the barrier for providing protection;
- (2) Complete source removal by dig and dump and installation of barrier (option C): rejected because of longer-term and complete disruption to car park and works would not provide sustainable remediation thereby reducing the chance of receiving a grant from DEFRA.

CO43. *E-GOVERNMENT AND CUSTOMER SERVICES POSITION STATEMENT

DECISION:

To achieve the objective to provide a highly satisfactory experience for all South Kesteven District Council Customers in an efficient manner, the following approach be taken:

- (1) The Council's own website, www.southkesteven.gov.uk, be used to deliver services electronically;
- (2) The community portals be used for community activity rather than Council services with links to www.southkesteven.gov.uk;
- (3) Welland Customer Relationship Management software, SKDC content management software (with the option to migrate to the Welland content management solution if appropriate) and Welland Electronic Document and Records Management system as detailed in the E-Government Technical Architecture be used;
- (4) The Council continues its involvement with the Welland Contact Centre Initiative, delivers on the commitments made with the partnership agreement and reviews its involvement with the Initiative on a six-month rolling basis, dependent on progress;
- (5) The Council works closer with its colleagues in Lincolnshire through the Lincolnshire Public Sector Working Group, to ensure the seamless public delivery across the county;
- (6) The responses to the Audit Commission's report found in Appendix 4 of their report be noted;
- (7) The recommendations set out on page 14 of the background paper: "South Kesteven District Council – Partnership and Customer Access Strategy" by Nineveh Consulting be accepted but that the consultants are asked to clarify recommendation 9.4 (Welland).

Considerations/Reasons for Decision:

- (1) Report number DOS251 by the Corporate Director of Operational Services setting out delivery of the E-Government agenda to date and the Audit Commission's E-Government Progress Review for South Kesteven District Council;
- (2) Summary of Welland legal and partnership agreements as presented in the above report;
- (3) Background paper "South Kesteven District Council – Partnership and

Customer Access Strategy" by Nineveh Consulting, September 2004, presenting the findings of an independent strategic analysis of options for delivering effective e-government with the district;

CO44. ITEMS RAISED BY CABINET MEMBERS

(1) Councillor Peter Martin-Mayhew: Portfolio – Housing Services

Decision: To approve a Mandatory Disabled Facilities Grant in the sum of £21,491.42 for building adaptations to a property at Ash Grove, Grantham.

[Decision made: 23.08.04]

Decision:

- (1) To accept the lowest tender of £91,190.00 submitted by Monksview Demolition Ltd of Spalding for the demolition, site clearance and erection of security fencing at the Aire Road site.
- (2) To confirm agreement to the final design layout and proposed two and four bedroom house style design as illustrated on the attached drawings nos.

HGE0291/02	Site Layout
05	2 Bed 4 Person House
03	2 Bed 4 Person House
06	4 Bed 6 Person House
04	2 Bed 4 Person House

- (3) To confirm SKDC financing of £2.25m for the construction of twenty properties with a Housing Association financing the remaining fourteen properties using a mix of rented and shared ownership. SKDC to have nomination rights.
- (4) To proceed with the invitation of formal tenders including options for "system built prefabricated" and "traditional" construction of individual houses.

[Decision made: 31.08.04]

Decision: To approve the lowest tender received from J Gregory Builders of Swayfield in the sum of £24,750.00 for the partial reconstruction of a substantial stone wall bounding South Kesteven District Council properties at Glen Road, Castle Bytham.

[Decision made: 06.09.04]

Decision: That the tender submitted by Rand Associates of Reigate, Surrey, in the sum of £10,200.00 be accepted for the appointment of a consultant to carry out validation of stock condition survey as part of the stock option appraisal process for the council's housing portfolio.

[Decision made: 06.09.04]

(2) Councillor John Smith: Portfolio – Economic

Decision: That no action be taken under Sections 47, 48 and 54 of the Planning (Listed Buildings and Conservation Areas) Act in respect of outbuildings at 47 East End, Langtoft.

[Decision made: 31.08.04]

Decision: That following negotiations between Combined Energy Solutions and Property Services, Combined Energy Solutions contract be extended for a further 8 months at the existing rates. This would extend the contract until 31 March 2005. In the meantime, the OJEC advertising and tendering process should be engaged.

[Decision made: 06.09.04]

(3) Councillor Mrs Frances Cartwright: Portfolio – Cultural

Decision:

- (1) To accept the grant offer from the English Sports Council of £40,000 towards the refurbishment of the South Kesteven Sports Stadium athletics track and ancillary facilities;
- (2) That £46,892 of matched funding be made from the Council's General Fund – Planned Maintenance for 2005/06.

[Decision made: 16.08.04]

Decision: That, mindful of the considerable effort involved in organising the event and the pleasure it gives to the community, additional funding for the 2005 Grantham Carnival cannot be made due to:

- (1) the Grantham Special Expense Area is already in deficit and there is only a budget of £5,000;
- (2) the audited accounts for the 2004 event have not been submitted to the Council.

[Decision made: 23.08.04]

(4) Councillor Ray Auger: Portfolio – Environment

Decision: To give authority to obtain competitive tenders for the following work to the Wharf Road car park in Grantham:

- a) the removal of existing waterproof and protective deck coatings;
- b) inspection and repair of concrete structural elements;
- c) provision of new waterproof membrane incorporating additional

movement joints and improved deck profiling to assist drainage.

[Decision made: 31.08.04]

(5) Councillor Terl Bryant: Portfolio – Community Affairs

Decision: To accept the lowest tender submitted by Acrabuild (Anglia) Ltd. of Market Deeping in the sum of £18,826.20 for the replacement of a partially collapsed and defective section of large diameter culvert alongside Station Street in Rippingale.

[Decision made: 31.08.04]

LINCOLNSHIRE SOUTH WEST PRIMARY CARE TRUST – PROVISION OF AFTER HOURS SERVICE

DECISION:

That the Cabinet requests the Community Development and Scrutiny Panel to investigate, together with its own scoping: Why the Council was not made aware that the Lincolnshire South West Teaching Primary Care Trust's provision of medical specialists between 11.00p.m. and 8.00p.m. was not part of a national scheme and how the system is presently working?

Councillor Bryant brought the Cabinet's attention to an article in the Sunday Telegraph on 5th September 2004 relating to the delivery of medical services between 11.00p.m. and 8.00a.m. It was with great concern that he had read in the article, "that Lincolnshire South West Teaching Primary Care Trust is the first health authority in the country to no longer provide GPs for patients between 11.00p.m. and 8.00p.m." He recalled a presentation given by the Chief Executive of the PCT to the Council on the national programme to provide medical specialists during nighttime hours. It was now apparent that this was not to be a national programme given South West Lincolnshire's exclusion from the scheme.

EXCLUSION OF THE PUBLIC

In accordance with Section 100A(4) of the Local Government Act 1972, it was resolved that the public be excluded because of the likelihood in view of the nature of the business to be transacted that if members of the public were present there would be disclosure to them of exempt information as defined in paragraphs 8,9, and 10 of Part 1 of Schedule 12A of the Act. With the public excluded, the following item was considered.

CO45. *EAST STREET CAR PARK SITE, GRANTHAM

DECISION:

- (1) To accept the preliminary scheme proposals submitted by Henry Boot Developments Ltd as the basis for working with the company as Preferred Partner for the proposed redevelopment of the East Street and Watergate sites in Grantham and to inform the other two developers that their submissions were not successful;**
- (2) To prepare for the redevelopment by taking immediate action to terminate existing tenancies at the East Street site and preventing further unauthorised use of access ramps for customer parking by local businesses;**
- (3) To set up a Project Team to negotiate with Henry Boot Developments Ltd and produce detailed plans for the following scheme objectives within four months:**
 - Minimum 300-space multi-storey car park to ACPO “Secured Car Park” design standards;**
 - Optimum use of SKDC Capital resources**
 - High quality pedestrian link between the proposed new car park and Castlegate;**
 - Options for site use to make maximum contribution to criteria defined for Grantham to achieve sub-regional status;**
- (4) To advertise the Watergate site and seek competitive bids for its potential sale on the open market;**
- (5) In the absence of acceptable proposals and plans resulting from the decisions above, to terminate plans for redevelopment and dispose of the East Street site;**
- (6) To consult with the Grantham Town Centre Management Partnership on the benefits to Grantham as a sub-regional centre that would derive from each of the three options prepared by Henry Boot Developments Ltd.**

Considerations/Reasons for Decision:

- (1) Report number PRO314 by the Head of Property Services (Design) on behalf of the Property Performance Management Group providing information on the recent history of the site and the outcome of development bids received from three major development companies;**
- (2) The approved Grantham Town Centre Master Plan has recommended this site for redevelopment as a car park which is supported by the schemes submitted by Henry Boot Developments Ltd. The schemes also included a public toilet;**
- (3) Henry Boot Developments Ltd has a good reputation for working in partnership with a number of district councils;**
- (4) The schemes submitted by Henry Boot Developments Ltd would provide the Council with retained ownership of the car park and income generated;**
- (5) In order to ensure the Council receives the maximum benefit from the**

Watergate site, it was agreed to go ahead with seeking competitive bids for its potential sale on the open market in accordance with the District Valuer's advice.

Alternative Options considered and assessed:

- (1) Schemes submitted by two other development companies: rejected as Henry Boot Developments Ltd offered a more attractive financial arrangement and best options for the Council, subject to more detailed design work and research of the final scheme content;
- (2) Demolition and rebuild of car park or sell off the site: rejected in light of the attractiveness of Henry Boot Developments Ltd.'s submissions but would be considered if a partnership proved impractical;
- (3) SKDC-Managed Redevelopment: rejected due to its complex nature, substantial risks and capital funds required.

DATE OF PUBLICATION OF RECORD: 7th SEPTEMBER 2004

DATE DECISIONS ARE EFFECTIVE:

Decisions made on 6th September 2004 can be implemented on 15th September 2004 unless subject to call-in by the Chairman or three members of the relevant Development and Scrutiny Panel

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

Contact:

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SPECIAL MEETING OF THE CABINET
20 SEPTEMBER 2004 - 10.30 AM – 11.00 AM

PRESENT:

Councillor Peter Martin-Mayhew

Councillor Ray Auger

Councillor Paul Carpenter

Councillor Mrs Frances Cartwright

Councillor Mrs. Linda Neal – Leader / Chairman

Chief Executive

Director of Finance & Strategic Resources

Member Services Manager

Public Relations Consultant

**Non-Cabinet members : Councillors Craft ; Turner ;
G. Wheat**

CO46. APOLOGIES

Apologies for absence were received from Councillors Bryant and Smith.

CO47. DECLARATIONS OF INTEREST

There were no declarations of interest made.

CO48. GREEN WASTE RECYCLING SCHEME

This issue was considered as a matter of urgency in accordance with the provisions of part 4 of the Council's Constitution – Access to Information Procedure Rules having regard to the opportunity now facing the Council to resubmit a bid to DEFRA for resources from the National Waste Minimisation

and Recycling Fund. DEFRA requires further information from the Council in order to come to a decision on the resubmission by 22nd September 2004. Some of these issues require executive decisions by the Cabinet.

DECISION: That delegated authority be granted to the Chief Executive to re-submit the bid to the Department of the Environment, Food and Rural Affairs (DEFRA) National Waste Minimisation and Recycling Fund, subject to inclusion of the following components:

- (1) The provision of up to 24,000 wheeled bins for green waste for a one-off contribution of £10 (with appropriate VAT treatment) to be supplied on a first come, first served basis and limited to one bin per household;
- (2) The collection of this material on a fortnightly cycle in the summer and at a frequency to be determined in the winter;
- (3) The extension of the scheme: to include glass when, and if, a facility that meets the accreditation standard becomes available;
- (4) Commencement of the tendering procedure now so that the scheme can be delivered if funding is provided.

Considerations/Reasons for Decision:

- (1) Report number CEX256 by the Chief Executive explaining the reasons behind this new opportunity, the key elements to the scheme (which remain the same as those submitted for the earlier unsuccessful bid), and the issues which arose through discussions which took place on 16th September 2004 between Council representatives and DEFRA;
- (2) If the revised bid is successful, it would enable the Council to make a very significant contribution to one of the Council's key priorities;
- (3) As the funding is only available for 2004/05, the on-going revenue costs in 2005/06 will have to be met from the Council itself. In the original bid these were estimated at £174,000;
- (4) The wheeled bins are to remain the property of the District Council;
- (5) Research is to be undertaken into the implications of ownership/rental of the wheeled bins and methods of payment collection to ensure the adoption of the best mechanism;
- (6) The one-off £10 charge is considered an appropriate balance to be sufficiently attractive to commit to the recycling scheme (i.e. if a person is prepared to pay £10, they are more likely to participate in the scheme) without discouraging take up. Best projections indicate that demand will be met from the resources available;
- (7) Officers to ensure that clear guidelines are issued to residents concerning the types of appropriate material to be placed in the bins and that usage is monitored;
- (8) Comments made by the Vice-Chairman of the Environment DSP who was given special permission to speak without notice having regard to the fact that, in accordance with the Constitution's special urgency provisions, he was consulted prior to the calling of this special meeting.

CO49. REPORTS OF KEY AND NON KEY DECISIONS MADE UNDER
DELEGATED POWER BY PORTFOLIO HOLDERS

Councillor Peter Martin-Mayhew: Portfolio – Housing Services

Decision: To accept the lowest tender submitted by Belmont Joinery (UK) Limited in the sum of £19,650.00 for disabled adaptations to a property on Bourne Road Estate, Colsterworth.

DATE DECISIONS EFFECTIVE:

The decision at minute CO48 was taken in accordance with the special urgency provisions as contained in part 4 of the Constitution – Access to Information Procedure Rules, is not subject to call-in and therefore takes immediate effect.

The non key decision contained in minute CO49 can be implemented on 29th September 2004 unless subject to call-in by the Community DSP.

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

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Agenda Item 4

REPORT TO CABINET

REPORT OF: CORPORATE MANAGER – HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

REPORT NO. HR&OD71

DATE: 11TH OCTOBER 2004

TITLE:	Draft People Management & Workforce Development Strategy
FORWARD PLAN ITEM:	HR Strategy
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	17 th July 2004
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Policy Framework Proposal

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor Linda Neal
CORPORATE PRIORITY:	No
CRIME AND DISORDER IMPLICATIONS:	None
FREEDOM OF INFORMATION ACT IMPLICATIONS:	None
BACKGROUND PAPERS:	Pay & Workforce Strategy for Local Government – ODPM – March 2004 CPA Workforce Development Planning Guidance – Employers Organisation – May 2004 Conclusions of the Consultation Programmes and the approval of the Council's Corporate Planning Arrangements – Chief Executive – May 2004

Purpose of Report

1. The purpose of this paper is to introduce drafts of these two documents for Cabinet consideration. The People Management Strategy is a base document on which the Workforce Development Plan is based. The people strategy concerns the management and development of members (as leaders) and employees.

Recommendations to Cabinet

2. (1) I commend the people management vision described on page 3 of the report. I ask Cabinet to agree it.
(2) Confirm agreement as to where HR should be positioned in the organisation.
(3) Agree the overall structure of the Strategy document.
(4) Agree the contents of both the documents.

Brief Commentary

3. I have attempted to link these documents to the Council's corporate planning arrangements and also to the Local Government Pay and Workforce Strategy. The national strategy itself borrows from the Local Government Pay Commission of 2003. The strategy therefore includes those issues of importance which have been identified locally – naturally local considerations predominate.
4. I hope you will be able to identify an overriding theme running through the strategy encompassed in the people management vision statement. I might have said in that "what is good for the employee is good for the organisation and what is good for the organisation is good for the employee". This may be an oversimplification but it is a theme. This derives from the concept of HRM (Human Resource Management) and the distinction between "hard" and "soft" HR approaches. The hard approach emphasises that people are important resources through which organisations achieve their objectives. They have to be acquired, developed and deployed in ways that will benefit the organisation. Hard HRM focuses on the quantitative calculative aspects of managing human resources.
6. The soft approach⁽¹⁾ involves "treating employees as valued assets" who help achieve organisational objectives "through their commitment, adaptability and high quality (of skills, performance and so on)". It views employees as "means rather than objects". It focuses on gaining commitment. Culture plays a key part in this.
7. This strategy contains both hard and soft approaches but leans towards the soft.

Comments of Director of Finance and Strategic Resources

8. None.

Comments of Corporate Manager, Democratic and Legal Services (Monitoring Officer)

9. None.

**CHRIS SHARP
CORPORATE MANAGER
HUMAN RESOURCES & ORGANISTIONAL DEVELOPMENT**

⁽¹⁾ The Key to Improve Business Performance (Armstrong & Barron, CIPD 2002)

PEOPLE MANAGEMENT STRATEGY

(DRAFT)

SEPTEMBER 2004

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PEOPLE MANAGEMENT STRATEGY

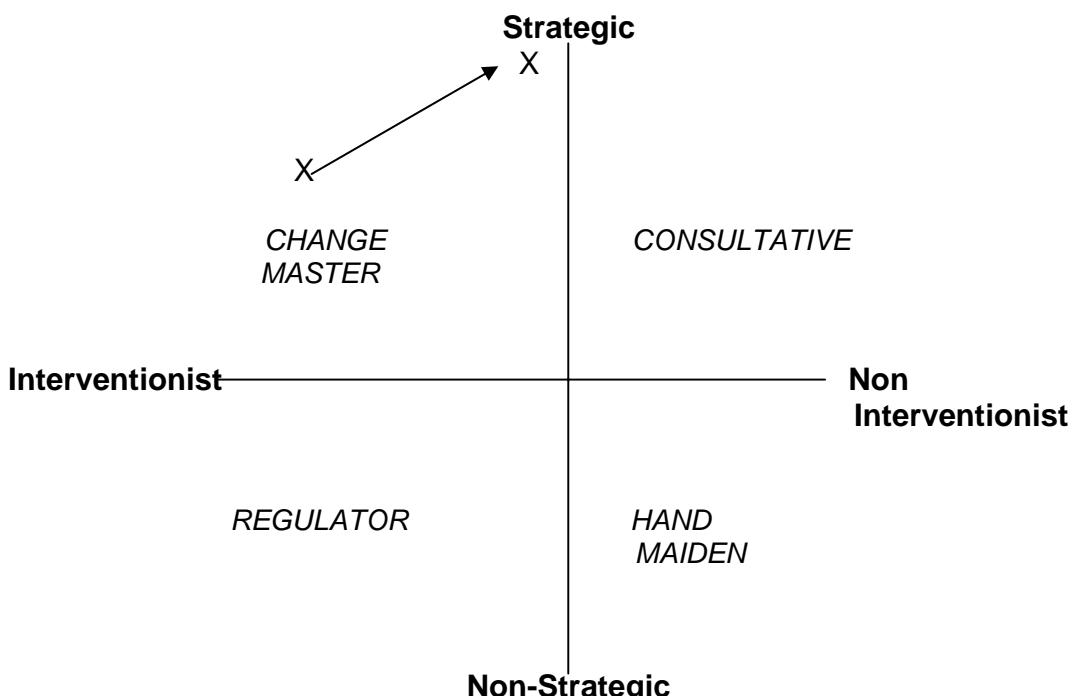
PART 1 - SETTING THE SCENE

Introduction

1. The Council realises that it is a people business and that it will only achieve its ambitions through the efforts and dedication of its workforce. It follows that one of the key drivers for improvement is the recruitment, motivation and development of its staff. Our People Management Strategy has, in the past, concentrated upon the task of recruiting the right people on flexible terms and conditions and trained them according to the requirements of their current job. Consideration of motivational issues were given less consideration and difficulty was experienced in making appropriate links between the People Management Strategy and the Council's then corporate objectives. This document aims to establish links to both recognise the Council's new corporate planning arrangements and the National Local Government Pay and Workforce Strategy. It also gives recognition to the importance of creating and maintaining a motivated workforce.
2. The purpose of this document is to articulate in broad terms, what is done, what needs to be done and why. The integration with the aforementioned components is achieved through linking actions described in the main body of this document to one of the following corporate publications or corporate bodies which have identified HR issues.
 - Change Management Action Plan
 - Council's Priorities and Corporate Planning Arrangements
 - Corporate Risk Register
 - Best Value Performance Plan - BVPIs
 - Staff Survey Outcome
 - Peer Challenge
 - CPA Outcome
 - Pay and Workforce Strategy for Local Government
 - Cabinet
 - CMT
 - SMG

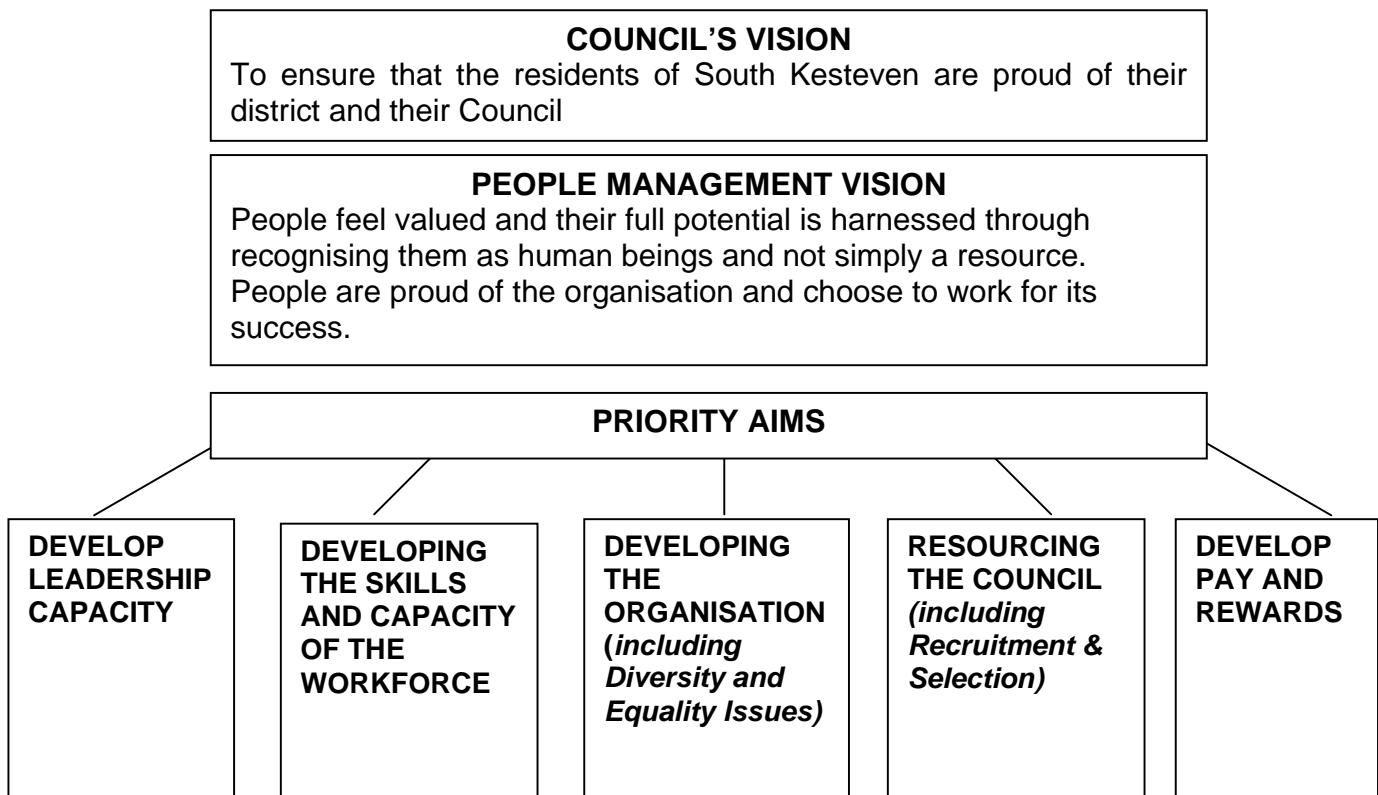
Management of Strategy

3. The Strategy is in the Forward Plan and will be ultimately approved by Cabinet. Whilst there will be actions which most managers will undertake the CMT will expect much of the Strategy to be driven through the Council's HR unit. The CMT have recently sought to reposition HR within the organisation. This is most important and it is vital that the organisation (particularly the HR Practitioners themselves) have an agreed view as to the role of HR. Utilising John Storey's model of HR within organisations I suggest its repositioning can be illustrated as shown below.



The Strategy in Action

- 4 The following diagram illustrates the overall structure of the strategy and how it integrates with the Council's agreed vision. I commend the proposed people management vision which reflects both the Council's vision and its core values.
5. The Strategy itself builds upon 5 key priority areas which have been identified as factors critical to successful people management. These priority areas closely match those recently identified by the audit commission following early CPA inspections and the second version of the ODPM publication Pay and Workforce Strategy for Local Government.



KEY OBJECTIVES AND ACTIONS

The Five Critical Factors

6. The Local Government Pay and Workforce Strategy have identified five priority areas that are critical to development the local government workforce to secure delivering of better and more efficient services. It seems sensible to utilise this thinking on which to build the Council's People strategy. The templates attached to this document therefore utilise these factors.

PRIORITY AIM: A. DEVELOP LEADERSHIP CAPACITY

OVERVIEW: Improving the quality of political and managerial leadership. This concentrates upon the four broad groups of Cabinet, other Members (particularly in scrutiny role), Corporate Management Team and Senior Management Group. We aim to make this leadership accessible, to reinforce important messages and beliefs, to engage our staff and to provide a two-way relationship between those who lead and others.

WHAT WE DO AT PRESENT

Established Corporate Management Team. The Council realises that this team must corporately manage and not simply be mouthpieces of individual services. Including the Chief Executive, the team has 7 members which we consider to be large enough to include diverse strengths and be of sufficient capacity, but not too large as to be cumbersome and overly costly. In terms of the People Strategy it is vital that HR is directly represented in this group.

Leadership Development. Recent development of political leaders have been through their attendance at the I&DEA Leadership Academy & cabinet development workshops. CMT development days have also been introduced and have been led by the Chief Executive. Approximately 6 SMG (Senior Management Group) development days take place each year.

Member Induction. Following elections new members and returned existing members have the option of an intensive programme of induction events. They are also supplied with a comprehensive induction handbook.

PRIORITY AIM A: DEVELOP LEADERSHIP CAPACITY
NEEDS & ACTION PLAN DEVELOPMENT
(Linkage to corporate objectives)
In order of current priority

	Identified Needs	Identified By	Action By	Action Required	Time-frame	
A.1	Leadership Development. Give priority to the development of senior members and managers.	Peer challenge CMT CPA CMAP	HR HR/CMT HR/CMT	A.1.1 A.1.2 A.1.3	<p>Use competency assessment tools to inform appropriate development programmes. Outcomes of assessments to be incorporated into political leaders and senior manager development plans.</p> <p>Management development plan produced and executed for each political leader and manager.</p> <p>Develop a standard of what it means to be a South Kesteven District Council manager and reflect in personal development plans. Standard to reflect preferred leadership styles. Use to develop appropriate training. (<i>Preferred style reflected in Chief Executive's report June 2004</i>).</p>	Jan 05 Jan 05 Nov 04
A.2	Management Development. Management responsibilities have been kept away from managers particularly at section head level. (Management of salary budgets and people management issues generally). Skill levels are low and need to be developed.	CMT CMAP CPA	HR HR HR/CMT HR CMT	A.2.1 A.2.2. A.2.3 A.2.4 A.2.5	<p>Incorporate into senior manager competency assessment and consequent development plans.</p> <p>Recreate a relevant programme of training events/development opportunities based on identified needs.</p> <p>Post competency assessment, assess scope for accelerated development programmes.</p> <p>Review employment information needs of service managers in relation to their people management responsibilities. (<i>The development of U Access module of HR administration software is key</i>)</p> <p>Review budget responsibilities of senior managers.</p>	Jan 05 Dec 04 Jun 05 Mar 05 Mar 05

**PRIORITY AIM A: DEVELOP LEADERSHIP CAPACITY
NEEDS & ACTION PLAN DEVELOPMENT**
(Linkage to corporate objectives)

In order of current priority

	Identified Needs	Identified By	Action By	Action Required	Time-frame
A.3	Attracting a wider range of potential candidates for election. There is a need to maintain and develop the quality elected members.	LGPWS	CMT/ Leaders	A.3.1 Review work already done at last election in providing an information service to prospective candidates. A.3.2 Review, with members, how more members of the public can be drawn to consider themselves for elections. <i>(Possibly through the local area assembly).</i>	Mar 06 Mar 06
A.4	Identification of High Flyers. Some of the future leadership of the Council may be found internally and encouraged through early development.	LGPWS	CMT	A.4.1 CMT to consider how this might be achieved through the current appraisal process.	Oct 05
A.5	Graduate Recruitment. The Council does not currently involve itself with the National Graduate Development Scheme. The Council may consider its own graduate recruitment scheme.	LGPWS	CMT	A.5.1 Review the merits of a graduate entry scheme.	Oct 05
A.6	Develop Competencies for Non Exec Members	CPA CMAP	HR/Group Leaders HR	A.6.1 Agree matrix of competencies. A.6.2 Review 4 year member training programme in line with key competencies. 4 year plan to include pre election awareness programme for prospective members, and member induction programme. A.6.3 Ensure annual reviews of learning needs to inform personal development plans for all elected members in line with revised quadrennium plan. A.6.4 Support a range of learning programmes accessible to elected members as per member development plans and the quadrennium plan.	Jan 05 Jan 05 Annually Ongoing

PRIORITY AIM: B. DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE

OVERVIEW: The Council recognises the benefits of investing in its staff and members. It understands that its staff represent not only its single most valuable asset but also that most likely to lever most return from investment. Such investment should be directed towards developing its members and staff in a variety of ways – through qualification training, secondments, skills training, coaching etc. Individual employees can be developed on two planes. Firstly through regular personal development plans where training is planned according to business need and secondly through formal career progression planning (skills pathways). As prioritisation impacts on both what staff do and how they do it we can anticipate increasing demand for learning and development and greater diversity of learning approaches.

WHAT WE DO AT PRESENT

- **Member Development.** Far more attention has been directed toward member development in the recent past. Some leadership development work has been undertaken with some cabinet members and member induction is now well established. It is a requirement that members of quasi-judicial committees receive appropriate training before participating in the work of those committees. A four-year member development plan is under development.
- **Service training and development plans** are reviewed annually to determine priorities and needs identified in individual appraisals are funded accordingly through a central training and development budget. Training and development budgets have been maintained despite budgetary pressures.
- **Corporate Initiatives.** We respond corporately to legislative changes and government guidance and initiatives through internal briefings using internal expertise.
- **Access to learning opportunities** begins at induction and throughout an employee's working life. The Council has supported occupationally specific knowledge and skills development as well as the achievement of qualifications and professional development. The Council is very supportive of staff who have returned to learning and addresses basic skills needs sensitively on an individual basis.
- **The Council facilitates access to learning opportunities within flexible working practices.** The Council's collective agreement on flexible working gives support for those with care responsibilities to enable them to access training.
- **The Council has supported partnership training programmes** and innovative learning approaches. It is part of the Learning Pool initiative to explore the scope of E-learning.

PRIORITY AIM B. DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE
NEEDS & ACTION PLAN DEVELOPMENT
(Linkage to corporate objectives)

In order of current priority

	Identified Needs	Identified By	Action By	Action Required	Time-frame
B.1	Leadership and Management Development. Managers are not currently expected to carry financial and people management responsibilities to a sufficient extent. Leadership development is crucial for both political leaders and officers in the achievement of sustainable improvement in the authority.	Peer Challenge CMT LGPVWS	B.1.1 B.1.2	Incorporate into members and senior manager competency assessment and consequent development plans. Recreate a relevant programme of training events/development opportunities based on identified needs.	Jan 05 Dec 04
B.2	Member Development. Post induction, Member development is not a well planned activity.	Peer challenge CMAP	B.2.1 B.2.2 B.2.3	Review outcomes of member competency self assessments to refine into the four year plan. Incorporate into members and senior manager development plans. Recreate an annual programme of training events to fit within a quadrennium programme.	Jan 05 Dec 04
B.3	Employee Development. The impact of prioritisation will affect demand for knowledge and skills training and development. Both generic and occupationally specific learning will have to be planned to support any resource switching or reorganisation.	CMAP LGPVWS National Skills Strategy 21 st Century Skills	B.3.1 B.3.2	Supporting change through planned service training and development plans for both prioritised services and non priority services. Carry out skills audit and develop career grades.	Ongoing Mar 05
B.4	Corporate Initiatives. An increasing number of government initiatives/priorities impact across the council – e.g. risk management, procurement etc. requiring provision of training/guidance to staff.	CMAP	B.4.1 B.4.2	Develop internal capacity for corporate initiative briefings. Develop intranet based learning capacity to enable staff to keep up to date.	As required Ongoing

PRIORITY AIM B. DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE
NEEDS & ACTION PLAN DEVELOPMENT
(Linkage to corporate objectives)

In order of current priority

Identified Needs	Identified By	Action By	Action Required	Time-Frame
B.5 Personal Development Plans – not universally held.	CPA CMAP	CMT B.5.1	As part of management development activities, assist heads of section to establish the common use of PDP's through performance appraisal and business planning. Launch a revised process and monitor.	Jan 05 Oct 04
B.6 Equalities. Achievement of level 2 of the standard will require specific training and development.	CMAP	HR B.6.1	Develop an appropriate awareness programme to support the achievement of the generic equalities standard and the achievement of customer contact initiatives.	Jan 05
B.7 E Skills. One of the consequences in the development of e enabled service provision and the use of IT is the changing ICT skills require of all staff.	CMAP LGPWS	HR HR B.7.1 B.7.2	Audit existing skills base. Develop internal coaching capacity for both generic skills and service specific systems applications. Set E skills standards and support development e.g. to ECDL. Development use of on line learning.	Jun 05 Mar 05 Sep 05 Ongoing
B.8 Basic Skills Strategy – A skilled and flexible workforce is vital to the achievement of Council Priorities and effective learning basic literacy and numeracy skills.	LGA	HR B.8.1	Write a basic skills strategy and incorporate basic skills issues in the SKDC generic skills template.	Mar 06

PRIORITY AIM C. DEVELOPING THE ORGANISATION (including Diversity and Equality Issues)

OVERVIEW

Develop the corporate capacity and system to manage resources, service transformation, efficiency, partnership working and customer care. Be conscious of the organisations culture and seek to develop values that support its goals. Provide a diverse workforce at all levels and value difference.

WHAT WE DO AT PRESENT

- **Corporate Management Responsibility.** The significance of a corporate performance management system has been recognised through the specific appointment of a corporate director to champion performance management (Corporate Director, Performance Management).
- **Single Status Agreement.** The council was one of the first Councils in the country to implement single status, with local terms and conditions, with an approach that can be summed up as "flexible and simple
- **Performance Management Groups.** In its organisational development the Council has developed performance management groups to manage cross cutting issues. PMGs introduce the concept of decision support partnering where decisions that affect more than one service activity or Council objective can only be taken when supported by other managers whose services or customers are affected. A re-launch is required.
- **Performance Management Framework.** The Council has agreed a framework based upon the RACI model. It still requires full implementation.
- **Investors in People.** The Council has a commitment to Investors in People and has achieved accreditation in a number of sections. This has not been undertaken as a "paper" exercise and accreditation is only sought when essential components are already in place.
- **Performance reviews in appraisals.** The Council has an established performance appraisal process which has been reviewed recently.
- **Staff Suggestion Scheme.** This scheme is in its infancy but is being developed in a way that will assist in engaging staff in a meaningful and productive way. The scheme encourages ownership and engagement through the staff panel that considers and makes recommendations in response to genuine suggestions for improvement and innovation.
- **Induction. The Council has an induction process that requires review.**
- **Workforce Diversity – Pension and Retirement Policy.** The Council has not attempted to encourage employees to leave the service on attaining the age of 65. As a result 2.3% of our employees are above 65 years old. Equally the Council quite freely allows early retirement for those who wish to leave the service before the age of 65. The Council's pension scheme automatically allows for Rule of 85 retirees.
- **Workforce Diversity – The Council encourages the retention and empowerment of people with disabilities** by readily making workplace adjustments in accordance with the DDA. The Council has made over 20 such adjustments in the last year.
- **Workforce Diversity – The Council facilitates part time work** whenever it is requested as part of its flexible working agreement. This allows people with diverse responsibilities to continue meaningful employment. 37% of our employees work part time. In particular the Council has an excellent record in allowing women returners from maternity leave to adopt working patterns that fit to their parental responsibilities
- **Sickness management.** The Council has a comprehensive sickness management policy & procedure. An attendance policy is also in place.
- **Partnership working.** The council has supported a variety of partnership arrangements, which have employment law considerations
- **Flexible Working Policy.** The Council has a significantly useful flexible working arrangement which is incorporated into term and conditions of all employees excepting those in craft and cleansing.

PRIORITY AIM C. DEVELOPING THE ORGANISATION (including Diversity and Equality Issues)

- **Employee Consultative Mechanism.** The Council has two established joint consultative groups through which formal debate and decision making is undertaken between the Council's senior management and its recognised trade unions. The Council overtly encourages trade union membership and sees the mechanism of the JCG as a means of both engaging with its workforce and also establishing collective agreements on significant issues.
- **Staff briefings.** These briefings have been undertaken to communicate important messages. We acknowledge that their format and organisation require development.
- **Annual Staff Survey.** A staff survey is carried out annually from which action plans are developed corporately and by directorate. The last survey attracted only a 53% completion rate.
- **Staff Suggestion Scheme.** A scheme is in the early stages of development. A staff monitoring panel has met on a number of occasions and over 50 suggestions are being processed.

PRIORITY AIM C. DEVELOPING THE ORGANISATION (including diversity and equality issues)
NEEDS & ACTION PLAN DEVELOPMENT
(Linkage to corporate objectives)

In order of current priority

	Identified Needs	Identified By	Action By	Action Required	Time-frame
C.1	People Strategy The Council has not hitherto fully recognised HR as a strategic tool and too much as a regulator	CMT	HR/CMT	C.1.1 A people strategy needs to be developed and incorporated into the corporate management of the organisation. The process of repositioning HR needs to continue.	Oct 04 Ongoing
C.2	Corporate priorities , derived from objectives need to be articulated such that people strategies may flow from them.	CMT	CMT	C.2.1 Development of priorities and their embodiment in service plans to inform strategy reviews	Ongoing
C.3	Performance Appraisal. Performance appraisal is not universal.	CPA	CMT	C.3.1 Corporate directors/managers need to ensure performance appraisal is universal.	Dec 04
C.4	Performance Management Framework. Though agreed it is yet to be fully implemented.	CMT Peer challenge	CMT	C.4.1 Implement. Actions required are clearly identified in the Performance Management Framework.	Dec 04
C.5	Capability Procedure. The Council includes capability and conduct issues within one unified disciplinary procedure. There is a view that this restricts the use of effective processes for addressing capability issues.	Self Assessment CMT	HR	C.5.1 Complete implementation of the recent approved capability procedure.	Oct 04
C.6	Commitment to Equality and Diversity Equalities and diversity issues are not fully embraced by the whole organisation.	Peer Challenge HR Equalities PMG	HR HR C.6.3	C.6.1 Significant and ongoing training both in terms of awareness and in terms of actions is required as part of member, management and workforce development. C.6.2 The Council needs to further review its recruitment and development activities in terms of positive action. C.6.3 Reach Level 2 Local Government Equality Standard.	Jan 05 Dec 04 Dec 05
C.7	Representation Women are not sufficiently represented at a senior level in the organisation.	BVPI	HR	C.7.1 The Council needs to further review its recruitment and development activities in terms of positive action	Dec 04

PRIORITY AIM C. DEVELOPING THE ORGANISATION (including diversity and equality issues) NEEDS & ACTION PLAN DEVELOPMENT (Linkage to corporate objectives)						
	Identified Needs	Identified By	Action By	Action Required	Time-frame	
C.8	Diversity - Ethnic minorities are not sufficiently represented at a senior level in the organisation.	BVPI	HR	C.8.1	The Council needs to further review its recruitment and development activities in terms of positive action.	Dec 04
C.9	Age Diversity. A significant change to equality provisions through the introduction of age discrimination legislation will take place in 2006.	BVPI Legislation	HR	C.9.1	Although reasonably advanced the Council will need to review its HR policies to avoid potential illegal discrimination and enhance utilisation of people of all ages.	Dec 05
C.10	Investors in People. The Council has a long term commitment to IIP but has not yet achieved accreditation throughout the Council.	CPA Peer Challenge	HR	C.10.1	Move to accreditation in all areas. This will in fact be symptomatic of achieving universal performance appraisal and effective business planning that links to training plans and actual development.	Dec 06
C.11	Sickness management. Levels of sickness absence in some areas of the Council remain obstinately high.	BVPI	HR	C.11.1	Monitor both policy, procedures and new initiatives on an ongoing basis.	Ongoing
			HR	C.11.2	Incorporate sickness management into management development programmes.	Jan 05
			HR/CMT	C.11.3	Develop clearer understanding of the causes of sickness absence.	Ongoing
			HR	C.11.4	Implement attendance policy.	Oct 04
C.12	Partnership arrangements With greater consideration of partnership arrangements the employment law considerations (and hence risk management) will become increasingly significant	CMT	HR	C.12.1	Maintain up to date knowledge of employment legislation & case law for innovative service delivery arrangements and the management of change.	Ongoing
C.13	E-government, flexible working – workforce remodelling.					
C.14	Consultation. Relationships with employee representatives should ideally be partnership based.		HR	C.14.1	Continue to support the JCGs and move toward the establishment of one.	Mar 05
			HR	C.14.2	Consult on change at the earliest possibility being prepared to incorporate suggestions that arise.	Ongoing

PRIORITY AIM C. DEVELOPING THE ORGANISATION (including diversity and equality issues) NEEDS & ACTION PLAN DEVELOPMENT (Linkage to corporate objectives)						
C.15	Staff Surveys. Insufficient attention paid to following up outcomes.	CMT Peer Challenge	CMT	C.15..1	Develop an action plan following annual staff survey outcomes.	Annually
C.16	Internal Communication does not currently facilitate a culture of involvement and engagement.	CMT CPA	HR HR HR HR	C.16.1 C.16.2 C.16.3 C.16.4	Develop staff suggestion scheme. Develop link up groups. Develop focus boards. Develop team briefing.	Ongoing Oct 04 Oct 04 Oct 04
C.17	Staff Briefings	CMT	HR	C.17.1	Develop annual staff briefings to be undertaken at the same time as annual staff survey.	Jan 05

PRIORITY AIM D : RESOURCING THE COUNCIL (including recruitment and selection)

OVERVIEW: The Council currently exists in a full employment environment in which there is competition for skills. The Council recognises that it needs to keep under review its position in this market place. Additionally it needs to keep aware of its internal position such as level of turnover and information gleaned from exit interviews. As a result of likely difficulties the Council must respond with appropriate strategies including market reviews of pay, trainee schemes or any other innovation that retains a skilled workforce. The Council recognises that it needs to be aware of its employee relation standing and the relationships between manager and staff. The Council recognises that it must engender a supportive and flexible environment that can be a powerful retention tool in addition to the 'harder' issues of pay and terms and conditions.

WHAT WE DO AT PRESENT

- **Trainee Programmes.** In potentially difficult to fill professions (e.g. building control, environmental health, planning, accountancy) the Council has embarked upon various trainee schemes in order that it both supplies its own skills base and also that of local government in general. Through this means the Council has supplied its own professional staff in many of these areas.
- **The Council has developed the role of "Technician"** in order to supplement its professional skills base and also as a route for employees to gain full professional qualifications. In Environmental Health for instance a unified designation of Environmental Health Practitioner has been adopted with very active skills training programmes available to enable non EHO qualified staff to specialise in particular functions and gain appropriate recognition including monetary reward.
- **The Council has adopted progressive selection tools** to improve validation of the process and thereby make good selection decisions. Tools used include job specific questionnaires, testing and assessment centres. Early days turnover of staff is low and feedback from unsuccessful candidates regarding the quality of the recruitment process is excellent.
- **Flexible working arrangements** through a well-developed annual hours agreement. This agreement has empowered staff to undertake meaningful roles whilst at the same time balancing their other roles as carers or parents etc. It is likely to have been a major retention factor.
- **Internal Temporary Staff Service.** The Council retains its own temporary staff service which is effectively an internal bureau for the supply of staff, at short notice, to any service. This has provided a useful response to temporary staff shortages.
- **The Council has arranged a number of secondments** that have both provided opportunity for development but also immediately offered the opportunity to extend existing capacity.

PRIORITY AIM D. RESOURCING THE COUNCIL (including recruitment and retention)
NEEDS & ACTION PLAN DEVELOPMENT
(Linkage to corporate objectives)
In order of current priority

	Identified Needs	Identified By	Action By	Action Required	Time-frame
D.1	Recruitment Skills. Heads of Service and other managers need to develop their skills in recruitment (including job design) – too much reliance is placed on HR.	Peer Challenge	HR	D.1.1 Incorporate recruitment activities in management development.	Jan 05
D.2	Service Planning. As prioritisation impacts on services workforce demand and supply analysis will be crucial if achievements are to be within budget	CMAP	HR	D.2.1 Support the development of service planning to incorporate HR considerations	Ongoing
D.3	Flexible Working Arrangements. Worklife balance considerations are an important lever in recruitment and retention decisions.	BVPI	HR	D.3.1 Exit monitoring and staff survey outcomes – keep under review.	Ongoing
D.4	Utilisation of Market Rates. The job evaluation collective agreement allows for the provision of market rates.	CMT	HR/CMT	D.4.1 Provide for the provision of market rates where there is a proven recruitment problem. Ensure consideration of alternative service delivery strategies is undertaken.	Ongoing
D.5	Market Analysis. The CMT should be provided with an overview of the labour market in as much as it relates to SKDC.	LGPWS	HR	D.5.1 Six monthly review of labour market needs to undertaken.	Ongoing
D.6	Medium Term Workforce Plan. The Council needs to develop a means by which it attempts to anticipate future skill requirements. The Employers Organisation has recently published guidance.	LGPWS	HR CMT CMT	D.6.1 Develop a workforce plan. D.6.2 Review the merits of a graduate entry scheme. D.6.3 Within the workforce plan promote the concept of “growing your own”.	Dec 04 Oct 05 Ongoing

PRIORITY AIM E : DEVELOP PAY AND REWARDS

OVERVIEW: The Council recognises the need to have pay/reward structures that attract and retain a skilled and flexible workforce whilst achieving value for money in service delivery. The strategy takes account of this aspect of the Local Government Pay Commission 2003 i.e. to make the reward system simple, understandable, efficient and transparent. The Council sees job evaluation as a fundamental response to ensuring equal pay and demonstrating equity and fairness. Moving forward the Council must explore how it addresses incentivisation and market issues, recognising pay in itself is not a motivator, more a hygiene factor.

WHAT WE DO AT PRESENT

- **Corporate management of salaries and wages budget.** This approach has facilitated easy redirection of resources and the receipt of budget constraints without resorting to compulsory redundancies. We acknowledge the process requires review.
- **Local Terms and Conditions .** In establishing single status the Council introduced simplified terms and conditions where for instances there is one business travel claim rate (with pool car option), all working time at base rate, single point salaries etc. This approach has enabled flexible working and the provision annual hours arrangements. This places the Council ahead of most others who have not yet renegotiated Part 3 of the National Agreement. Our current approach is supported by the findings of the Local Government Pay Commission.
- **Job Evaluation.** The national local government job evaluation process is ongoing, in the latter stages of implementation.
- **Pensions.** We have a local early retirement policy. The Council is aware that forthcoming changes in local government pension arrangements will impact significantly.

**PRIORITY AIM E DEVELOP PAY AND REWARDS
NEEDS & ACTION PLAN DEVELOPMENT
(Linkage to corporate objectives)**
In order of current priority

	Identified Needs	Identified By	Action By	Action Required	Time-frame
E.1	Job Evaluation is unsettling and impacts on staff morale.	CMT	HR HR	E.1.1 E.1.2 Resolve appeals as fast as is practicable. Extend scheme to cleansing and craft workers.	Oct 05
E.2	The Council does not monitor the labour market on a planned basis.	LGWPS	HR	E.2.1 A periodic (6 monthly) review of our place in the market needs to be undertaken.	Ongoing
E.3	Corporate Management of Salaries and Wages budget reflects the limitations in management responsibilities and empowerment.	CMT	CMT	E.3.1 The management and responsibility of salaries and wages budgets requires review by the CMT.	Mar 06
E.4	Staff Incentivisation Scheme. Given that job evaluation has set a foundation upon which to build the Council's reward strategy it is now appropriate to seek ways of recognising and encouraging high performance.	CMAP	CMT CMT HR HR	E.4.1 Agree the Council's position with respect to provision of incentives and rewards. E.4.2 Devise a scheme and agree through CMT E.4.3 Consult through recognised trade unions at an early stage of consideration. E.4.4 Implement scheme.	Oct 04 Oct 04
E.5	Equal Pay Audit. The Council should undertake an annual equal pay audit identified by the local government pay and workforce strategy.		HR HR HR	E.5.1 E.5.2 E.5.3 Carry out local pay audit jointly with trade unions. Develop action plan arising Implement actions.	Feb 05 Feb 05 05/06
E.6	Pension Policy. The Council is required to have a pension policy to guide how it will act in relation to particular aspects of the scheme. Forthcoming changes to the Local Government Pension Scheme.	CMT	HR/ Finance HR	E.6.1 E.6.2 Monitor developments to scheme and review policies and procedures accordingly. Utilise scheme to increase flexibility of workforce and help address age discrimination issues.	Ongoing
E.7	Career Progression. Under the job evaluation collective agreement there is a commitment to introduce career grades jointly with UNISON.	CMT	CMT HR/Senior Managers HR/Senior Managers	E.7.1 E.7.2 E.7.3 Devise and agree a corporate approach. Design progressions and jointly agree (line managers and UNISON) (Assume managers have responsibility for salary budget) Implement career grades.	Dec 04 Ongoing Ongoing Ongoing

Workforce Profile (September 2004)

South Kesteven District Council employs 704 people and the make up of its workforce consists of:

	<u>Part-Time</u>	<u>Full-Time</u>	<u>Total</u>	<u>Top 5% of earners</u>
Women	195	188	383	5
Men	65	256	321	27
Total	260	444	704	32

	<u>Part-Time</u>	<u>Full-Time</u>	<u>Total</u>	<u>Top 5% of earners</u>
Ethnic Minorities	1	6	7	0
With Disability	6	25	38	0

Recruitment Monitoring (1 April 2003 to 31 March 2004)

	MALE	FEMALE	BRITISH	ETHNIC MINORITY	DISABILITY	ABLE-BODIED
APPLICANTS	61%	39%	96%	4%	2%	98%
APPOINTEES	37%	63%	98%	2%	1%	99%

Best Value Performance Indicators (Figures as at end of August 2004)

BVPI	DEFINITION	FIGURE
11a	The percentage of top 5% of earners that are women	15.63%
11b	The percentage of top 5% of earners that are from ethnic minorities	0
12	The number of working days/shifts lost due to sickness absence	9.27 days
13	Voluntary leavers as a percentage of staff in post	4.94%
14	Early retirements (excluding ill health retirements) as a percentage of the total workforce	0.99%
15	Ill health retirements as a percentage of the total workforce	1.98%
16	The number of staff declaring that they meet the Disability Discrimination Act disability definition as percentage of the total workforce	6.05%
17	Minority ethnic community staff as percentage of total workforce.	1.11%

South Kesteven District Council
Workforce Development Plan 2004 - 2008

Context

The Council has supported the training and development of its staff for many years. With low staff turnover, the priority had been identified as updating and up-skilling both experienced and new employees to support change initiatives and enable service delivery improvement. Arising from CPA and the change management plan, the priorities have been extended to include leadership and management development and a range of specific initiatives.

All learning and development planning takes place in the context of the following principles.

1. Commitment to learning

Exists from members, managers and HR & OD. The support for a zero based (and justified) budget reflects that commitment. Trade unions actively support learning initiatives and have recently agreed the learning contract policy.

2. Inclusiveness

The policy applies to all employees and Councillors. Currently we make no distinction based on role, race, gender, age, ability, disability, length of service etc. as to how we support any employee once training and development is identified.

3. Access to learning

All staff have the opportunity to access learning on a needs basis and this is made explicit within appraisals / performance development reviews.

Additionally appraisals & now Performance and Development Reviews are encouraging elected members, managers and individuals to use a wider range of learning approaches such as shadowing, visits, directed research as well as the more conventional attendance on courses or qualification routes. Within annual hours agreements, arrangements are in place to support those with care responsibilities and to enable those who work limited hours to access training and development activities without being disadvantaged.

4. Capacity to learn

Budget provision is managed corporately on a contingency basis, so that as circumstances change during the financial year, the Council can switch resources to address needs as they arise.

Across the authority many staff have had a depth of training experience such that they have a willingness to learn and high expectations of learning providers. Corporate thinking about learning remains focussed on operational needs rather than wants.

5. Finance & support

We support in full as far as is possible within budget and this is detailed in the learning contract policy. Some managers have budgets for conferences, over which they have discretion.

Workforce development

This Workforce development plan takes a more strategic approach to providing the knowledge, skills and behaviours required to support future service delivery, and plans over a 3 – 5 year perspective rather than annual training and development plans, in line with the EO workforce development planning guidance.

This workforce development plan is derived from the HR Strategy, which takes into account the following publications:

Change Management Action Plan	Peer Challenge
Council Priorities & Corporate	Pay and workforce Strategy for local
Planning Arrangements	Government
Corporate Risk Register	CPA Outcomes
Best Value Performance Plan	LGA Workforce Development Plan Guidance
BVPI's	
Staff survey outcome	

The extent to which the change management plan and the corporate prioritisation process will impact on service delivery is, even at this stage, going to be considerable. The detail is still to be determined and key work is required to define required workforce composition in scale, skill, knowledge and behaviour. Current capacity also needs to be mapped against future requirements such that development priorities and learning actions become explicit in scale and detail. The key workforce development actions are detailed in the form of a matrix. Many of the actions will run concurrently; all are important and the scale of change is such that the workforce development plan must be reviewed annually to add in detail, priority and timescales.

KEY NUMERIC TARGETS

- All employees to have a current personal development plan
- All managers to have completed competency assessment programme
- All political leaders to have completed competency programme
- All elected members to have completed a self assessment questionnaire
- All members who sit on quasi-judicial committees attend initial training and updating training events.
- Achievement of Investor in People standard

KEY TANGIBLE TARGETS

- Management competency profile in use
- Service based skills audits in place
- Occupationally based skills pathways mapped
- Generic skills profile in use
- E Skills standard defined and in use
- Appropriate training & development programmes supported & delivered

Workforce Development Plan Matrix

PRIORITY AIM A: DEVELOPING LEADERSHIP AND MANAGEMENT CAPACITY IN THE ORGANISATION			
Future workforce requirements Action Plan	Skills Mapping Action plan	Learning Action Plan	Deadline
A1.Define key competencies for leader, cabinet and committee chairmen	<p>A.1.1 Completed the leadership / managerial competency assessment process for political leaders</p>	<p>A 1.2 Review 4 year member training programme to include leadership, management and role specific development needs.</p> <p>A 1.3 Monitor annual personal development reviews to identify specific learning needs of political leaders in line with the member development plan</p> <p>A 1.4 Deliver appropriate training and development programmes for political leaders to address leadership, management skills and role specific development needs.</p>	A1 11/04 A1.1 11/04 A1.2 01/05 A1.3 01/05 A1.4ongoing
A2.Define key competencies for non-executive members.	<p>A 2.1 Complete assessment of key competencies of non executive members</p>	<p>A2.2 Review 4 year member training programme in line with key competencies. 4 year plan to include pre election awareness programme for prospective members, and member induction programme.</p> <p>A2.3 Monitor annual personal development reviews of elected members, identifying training needs in line with revised member development quadrennium plan</p> <p>A2.4 Support a range of learning programmes accessible to elected members as per member development plans and the quadrennium plan</p> <p>A2.5 Ensure quasi judicial training programme is maintained</p>	A2 completed A2.1 ongoing A2.2 01/05 A2.3 annually A2.4 ongoing A2.5 ongoing

Future workforce requirements Action Plan	Skills Mapping Action plan	Learning Action Plan	Deadline
A3. Develop a standard of what it means to be a South Kesteven District Council manager. The standard must reflect preferred leadership styles in a managerial competency template. It needs to address universal leadership and management development requirements and reflect the level of responsibility within the organisation	A.3.1 Completed the leadership / managerial competency assessment process for managers	<p>A3.2 Ensure all managers have a personal development plan that details leadership and management development needs in line with the managerial competency template.</p> <p>A3.3 Deliver appropriate training and development programmes for managers based on the managerial competency template and identified needs.</p> <p>A3.4 Development opportunities will need to support the breadth of managerial roles – from corporate directors and managers to team leaders and coordinators.</p> <p>A3.5 Priorities include leadership, business planning, and performance management skills to meet the challenge of change. Recruitment skills training is an urgent priority</p>	A3.1 11/04 A3.2 11/04 A3.3 ongoing A3.5 01/05
	A4. Define learning requirements for “high flyer” / graduate recruitment initiatives in the context of managerial competency template and generic skills template	A4.1 Support accelerated learning programmes for any “high flyer”, graduate or similar initiatives	A4 10/05 A4.03/06

PRIORITY AIM B: DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE

Leadership and Management skills are included in priority aim A

A range of trainee/ progression schemes are included in priority aim E

Future workforce requirements Action Plan	Skills Mapping Action plan	Learning Action Plan	Deadline
B1 Review business plans, Performance & Development Reviews and Value for Money reviews to define future skills, knowledge, requirements of staff	<ul style="list-style-type: none"> B1.1 Audit the skill base of the authority by supporting service specific skills audits. The skills audits will to assist with: <ul style="list-style-type: none"> Flexible working and skills Development of latent capacity Career progression Priority will be given to service areas experiencing recruitment problems, operation changes and for customer service initiatives. 	<p>B1.2 continually improve and focus the skills base in the authority through targeted micro learning programmes, rather than one universal annual programme. Micro learning programmes may include occupationally specific training and development and generic skills such as communication skills, ICT skills.</p> <p>B1.3 Encourage a greater diversity of learning approaches, rather than the traditional short course. This might include coaching, learning set work, secondments for learning.</p> <p>B1.4Developing learning diversity is an important adjunct for the capability process.</p> <p>B1.5 Develop intranet based learning capacity using learning pool tools for cost effectiveness</p>	B1 ongoing B1.1 ongoing C1.2 ongoing C1.3 ongoing C1.5 ongoing
B2 Define the generic skill requirements for all Council staff. This may include customer service skills, communication skills, project management skills, procurement skills, partnership working skills	B2.1 Map existing workforce against generic skills profiles	B2.3 Deliver a range of corporate Micro learning programmes address generic skills requirements.	B2 03/06 B2.1 03/06 B2.3 03/06

Future workforce requirements Action Plan	Skills Mapping Action plan	Learning Action Plan	Deadline
B3 Monitor Health and Safety Audits to identify future training/ development requirements	B3.1 Audit existing knowledge/skills requirements in services affected by audits.	B3.2 Review mandatory H&S & /DSE awareness for new employees and redefine H&S training programme	B3 As required B3.1 As required B3.2 Annually B3.3 03/06
	B3.3Explore different ways in which learning about Health and Safety matters can be achieved		
B4 Assess requirements for the induction process at corporate and service level	B4.1Evaluate existing provision	B4.2 Review and develop the induction process to assist new starters to become effective quickly and to create a positive first impression of the organisation.	B4 05/05 B4.1 05/05 B4.2 05/05
B5 Monitor Performance and Development reviews to ensure that all staff have a personal development plan, and have access to relevant training and development opportunities in line with service development plans		B5.1 As part of the PDR monitoring process, monitor access to training & development across all sections of the council	B5 01/05 B5.1 quarterly monitoring
B6 Define service based requirement for Continuous Professional Development (CPD) programmes within services	B6.1 Assess current Continuous Performance Development programmes within services	B6.2 Focus Continuous Professional Development programmes within services to support service plans as well as professional body requirements and personal aspirations	B6 03/07 B6.1 03/07 B6.2 03/07 B6.3 ongoing
B7 Identify corporate initiatives (e.g. procurement, Freedom of Information, risk management) which have training implications across the whole council		B6.3 Monitor the occupationally specific training providers	
		B7.1 Provide relevant training and development as required.	B7 as required B7.1 ongoing
		B7.2Develop the use of intranet to enable staff to keep up to date	

Future workforce requirements Action Plan	Skills Mapping Action plan	Learning Action Plan	Deadline
B8 Flexibility in future workforce requirements is commensurate with flexibility in learning		B8.1 Pilot and support different ways of learning, such as coaching, mentoring, action learning sets, reading / self study programmes, e learning, visits, multi authority training and development initiatives to develop learning flexibility and to develop active rather than passive learning habits (like attending courses or seminars).	B8 03/06 B8.1 03/06
B9 Provide effective learning opportunities in partnership with appropriate providers		B9.1 Revise training specification template for contracting with suppliers in line with legislation, Inland revenue guidance and internal procurement policies.	B9 ongoing B9.1 03/05
B10 Set E skill standards	B10.1 Audit E skills across the authority	B10.2 Provide a range of e skills development options including on line learning	B10 09/05 B10.1 06/05 B10.2 12/05 B10.3 ongoing B10.4 12/05
		B10.3 Support access to community based learning for CLAIT and ECDL qualifications	
		B10.4 Assess scope to raise awareness of ICT capability and potential for managers	

Future workforce requirements Action Plan	Skills Mapping Action plan	Learning Action Plan	Deadline
B11 Assess requirement for ICT in house training capacity to help staff optimise their use of ICT systems	B11.1 Audit existing ICT training capacity	B11.2 Develop internal ICT training/ coaching capacity as a network of expertise for general and specialist systems	B11 03/05 B11.1 03/05 B11.2 06/05
B12 Include basic skills in the generic skill requirement for the Council	B12.1 Assess basic skills across Council	B12.2 Produce basic skills strategy in the context of generic skills map. (Effective learning presupposes basic literacy and numeracy) B12.3 Review existing basis skills learning provision	B12 03/06 B12.1 03/06 B12.2 03/06

PRIORITY AIM C: DEVELOPING THE ORGANISATION

Future workforce requirements Action Plan	Skills Mapping Action plan	Learning Action Plan	Deadline
C1 Monitor risk assessment reports for training issues. Consult with managers to define service specific and generic learning requirements	C1.1 Provide appropriate awareness and skills training to meet requirements		C1 as required C1.1 as required
C2 Assess the requirement for internal training / coaching capacity	C2.1 Map existing capacity	C2.2 Develop internal capacity for coaching, training & or briefing colleagues to facilitate shared learning.	C2 03/05 C2.1 03/05 C2.2 03/05
C3 To achieve ever higher levels of the generic equalities standard, a clear map of the training and development requirements across all Council activity must be derived from the standards.		This may be a requirement for both generic skills development, occupationally specific development & for corporate initiatives	
		C3.1 Provide a range of appropriate awareness training across all aspects of the generic equalities standard as a part of the generic skills programme.	C3 01/05 C3.1 01/05 C3.2 as required
		C3.2 Support any positive action initiatives with relevant learning opportunities	

Future workforce requirements Action Plan	Skills Mapping Action plan	Learning Action Plan	Deadline
C4 As prioritisation impacts on service organisation and structures assess training implication of staff affected by major change.		C4.1 Provide return to learning support for those who have to change role, obtain qualifications, and learn new skills as a result of organisational change.	C4 as required C4.1 as required
C5 Monitor service plans for Investor in People compliance	C5.1 Assess organisational readiness for Investor In People assessment & the extent to which individual services embrace the standard in everyday practice	C5.2 Review training and development processes enable the achievement of the Investor in People standard.	C5 12/06 C5.1 12/06 C5.2 ongoing
C6 Personal Performance and Development Reviews (PDR) should be in place for all staff to define at an individual what is expected of them to support the achievement of service plans		C6.1 Monitor process to ensure all staff have a personal performance and development review (PDR). C6.2 Review the new starter performance and development plan, which feeds into the PDR arrangements.	C6 ongoing C6.1 12/04 C6.2 12/04

<p>PRIORITY AIM D RESOURCING THE COUNCIL (Including recruitment and retention)</p> <p>Development of recruitment & service planning skills for managers is included in management competencies development programme in Aim A</p> <p>Trainees/ career grades are included in Aim E</p>			
Future workforce requirements	Skills Mapping Action plan	Learning Action Plan	Deadline
Action Plan			
D1 Assess corporate work life balance initiatives for training / development requirements.	D1.1 Include learning awareness questions in stress / well being/resilience surveys.	D1.2 Supply specific learning opportunities as required, however awareness training for managers now historic	D1 as required D1.1 ongoing D1.2 As required
<p>PRIORITY AIM: E DEVELOP PAY AND REWARDS</p> <p>Development of pay budgeting and budget management skills for managers is included in management competencies development programme in Aim 1</p>			
Future workforce requirements	Skills Mapping Action plan	Learning Action Plan	Deadline
Action Plan			
E1 Identify skill shortage areas and determine scale and extent of workforce requirements.	E1.1 Map skills development frameworks / skills pathways/ career pathways / progressions for jobs in skill shortage areas, to assist with the customer service initiatives and to assist with succession planning	E1.2 Develop appropriate trainee initiatives in response to skill shortages that impact on recruitment & retention E1.3 Develop fast track training progressions for services when required/ feasible	E1 as required E1.1 03/05 E1.2 as required E1.3 as required E1.4 as required
E2 Create trainee progression / career grade schemes.	E2.1 Assess effectiveness of trainee learning progressions and programmes	E1.4 Support college based work placements to attract future employees	E2 03/05 E2.1 Annually E2.2 as required E2.3 as required

Future workforce requirements Action Plan	Skills Mapping Action plan	Learning Action Plan	Deadline
E3 Monitor age profile of workforce for training implications of retirement/ end of working life arrangements		E3.1 Support knowledge and skills transfer programmes in relation to retirees E3.2 Provide access to pre- retirement planning for staff	E3 as required E3.1 as required E3.2 As required

Agenda Item 5

REPORT TO CABINET

REPORT OF: DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

REPORT NO: FIN208

DATE: 30 SEPTEMBER 2004

TITLE:	BUDGET CONSULTATION 2005/06 AND MEDIUM TERM FINANCIAL STRATEGY
FORWARD PLAN ITEM:	YES
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	16 th June 2004
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	POLICY FRAMEWORK PROPOSAL

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	LEADER - FINANCE PORTFOLIO HOLDER
CORPORATE PRIORITY:	CORPORATE HEALTH

Introduction

1. The purpose of this report is to consider the updated medium term financial strategy for the period 2005/06 to 2009/10 and to examine the main influences on the budget preparation for 2005/06.
2. It reviews
 - (i) the issues raised in the MTFS presented in July 2003 and their subsequent impact on the 2004/05 budget.
 - (ii) the position on reserves and balances.
 - (iii) the financial strategies and their appropriateness.
 - (iv) the main budgetary issues for 2005/06.

Background

3. In preparing the current MTFS the following were the main issues facing the Council.

- (a) constrained financial settlement from the government, with limited ability to increase Council Tax.
- (b) impact of job evaluation.
- (c) protecting against the impact of significant rises in employers pension contributions.
- (d) the bringing in-house of waste management.
- (e) analysis of areas of cost rising at faster rates than general inflation - pay award and insurance premiums.
- (f) acceptance of limited capital programme.

4. Over the past year the Council has made progress in all the above areas. In particular the financial management of job evaluation, forward financing of the likely impact of expected rises in employers pension contributions, tight cost control of the waste management function, development of sophisticated risk management strategy to help reduce insurance premiums, and the development of the capital programme to reflect Council priorities. The above was all achieved within a 6.2% rise in Council Tax and did not attract capping from the government.

Financial Strategies

- 5. In developing the likely expenditure/income profile it is important to have regard to the current financial strategies as approved by the Council.**
- 5.1 Strategy No. 1 - That the Council must be prudent in making estimates of external funding from the Government.**
- 5.2 In 2003/04 the methodology changes to the formula for grant distribution benefited the Council. In 2004/05 further changes to the grant system caused further difficulties in assessing the grant settlement, in particular the switch in funding source for housing benefit administrative grant from the ODPM to DWP. On a like for like basis the general level of grant received was a 2.3% increase; below the rate of general inflation.
- 5.3 Assessment of future levels of government grant is always difficult. The main indicator comes from the Spending Review 2004, where the Treasury publishes its spending plans for the period 2004/05 to 2007/08. The Treasury expects to see the Environmental Protection and Cultural Services (EPCS) block increase by 8% over that period. The table below puts that in perspective. The ERS block is the lowest increase for planned expenditure other than highway maintenance. This gives a clear message about the importance (or otherwise) about the services District Councils provide. Given the complexities of the grant distribution system and relative impact of headline census data I believe an annual figure of a 2% increase on a like for like basis is a prudent basis for financial planning.

	2004-5 £m	2005-06 £m	2006-07 £m	2007-08 £m	Change 2007-08 2004/05 %
FSS:					
Education	26402	27963	29863	31663	19.9%
Children's Social Services	3737	4016	4316	4516	20.8%
Adults Social Services	8690	9553	9933	10373	19.4%
Police	4355	4553	4768	4993	14.6%
Fire	1848	1898	1961	2035	10.1%
Highways Maintenance	2004	2054	2054	2054	2.5%
EPCS	11152	11217	11606	12040	8.0%
Capital Financial Costs	2802	3269	3599	3924	40.0%
Total	60990	64522	68099	71597	17.4%

5.4 In terms of the impact the government has on the level of Council Tax and increase thereof, is dealt with under Strategy No. 8.

5.5 Strategy No. 2 - The Council should continue to review all of its services in relation to its corporate objectives.

5.6 The work carried out over the past year has been of vital importance in ensuring resources will follow priorities. This is a key issue identified by the CPA assessment and forms a key component of the Change Management Plan.

5.7 Strategy No. 3 - Ensure that following approval of the budget, those officers responsible for delivering the associated work programmes deliver the outputs within the approved allocation.

5.8 This is achieved through comprehensive budget monitoring and adherence to the Council's approved financial regulations. Historically the strong control of corporate budgets has allowed the Council to be flexible in its approach to budget monitoring and delivery of new services. To further strengthen the current process, the service planning process will be aligned more closely to the budget process, with increased information being available to service managers regarding their service costs.

5.9 Strategy No. 4 - The Council must continue to find new sources of funding for its activity.

6. Government funding continues to be 'top-sliced' for specific projects. If the specific schemes link with the Council's priorities then bids should be submitted. The secured use of S106 agreements help to develop community assets with less reliance upon the Council's own resources. The recent bid for recycling from DEFRA is a good example of additional external funding for an identified Council priority.

6.1 Strategy No. 5 - Optimising the financial return on the Council's assets and ensuring capital receipts are at required levels.

It is important that the Council commits to reviewing its asset base and the returns upon them.

6.2 Strategy No. 6 - To improve Treasury Management performance.

The addition of the prudential code on borrowing has given the Council more freedom in managing its debt in relation to the capital programme. The current flexible approach to debt redemption and borrowing should be maintained. In terms of investment performance regular reports will be presented to the Constitutional and Accounts Committee.

6.3 Strategy No. 7 - To annually review the scale of charges for Council services.

New levels of charge often result from normal inflationary increases, statutory review of charges, best value service reviews or from new services being delivered. During budget development, the balance between who pays for local services, the user or taxpayer, needs to be reviewed.

6.4 Strategy No. 8 - The policy on Council Tax increases is that any increase should aim to be equal to the change in the retail price index. Any increase above this should include any identification of particular service objectives that the additional tax revenue would be used to finance.

6.5 This is an important area to be considered. During the budget preparation for 2004/05 the wide public consultation on priorities was coupled with discussion on future years Council Tax increases. Feedback indicated that reasonable increases in Council Tax are acceptable providing service improvements are visible. Given the Government guidance to Councils on keeping Council Tax increases to an average of 3% for 2005/06 and the re-emergence of "capping" as a government mechanism to control Council's tax setting, the Council will need to balance the needs of the community against the government policies.

6.6 Strategy No. 9 - All potential capital schemes are appraised and fed into the capital strategy.

The Council approved the appraisal process in 2003/04 and a revised programme in 2004/05. This will be incorporated into the medium term strategy.

6.7 Strategy No. 10 - To maximise the financial viability of the Housing Revenue Account (HRA) within government guidelines.

The production of the 30 year business plan for the Housing Revenue Account as part of the stock option appraisal process will enable full financial assessment of the HRA.

Estimated Budget Requirements - 2005/06 to 2009/2010

7. Given the national position on Revenue Support Grant and likely allowable Council Tax increases the following table presents the likely budget requirement for SKDC over the next 6 years. It includes Special Expense Area expenditure, since this forms part of the Council's expenditure.

Profile of External Financing 2004/05 to 2009/10

	2004/05 £000	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/2010 £000
Government Grant	7965	8124	8286	8452	8621	8783
Council Tax - General Income	4115	4280	4408	4540	4676	4816
Council Tax Income - SEA	471	500	500	500	500	500
SKDC Budget Requirement	12551	12904	13194	13492	13797	14109
Allowable Growth in Net Spend	-	353	290	298	305	312
Increase %		2.8%	2.2%	2.2%	2.2%	2.2%

Assumptions

- (i) Government Grant increase - 2% per year
- (ii) Tax Base inc - 1% increase p.a.
- (iii) Council Tax - 3% increase p.a.

Impact on Financing of Priorities

8. What does this mean for Revenue costs

8.1 These estimated budget requirements will need to deliver the resources for stepped improvements in the priority areas. The table below provides an initial assessment of the impact of growth areas, efficiency savings and known liabilities.

	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/2010 £000
Budget Requirement	12904	13194	13492	13797	14109
Re-distribution of Savings	-250	-500	-500	-500	-500
Gershon Efficiency Savings	-200	-460	-529	-	-
Superannuation Additional	+100	+200	+300	-	-
Recycling & Street Scene + Other Priorities	+500	+500	+500	+500	+500
Access to Services	+240	+300	+300	+300	+300
Other Items of Growth Above Inflation	+200	+200	+200	+200	+200
Loss of "IPS" Savings	150	150	150	150	150
Estimated Spend	13644	13584	13913	14447	14759
Use of Reserves/Savings/ Additional Interest Receipts	740	390	421	650	650

Re-distribution of Savings

8.2 The mode assumes that the identification of costs associated with the non-prioritisation of services will be realised. If the savings are not realised the budget requirement will remain higher than desired.

Gershon Efficiency Savings

8.3 A government target of 2% efficiency savings has been built into the model. I have assumed a marginal increase in the 'cash' savings assumed through these efficiency measures. Further information is required from the Audit Commission on how the baseline position will be assessed. At the moment 2.5% for each of the next three years is assumed. This will be difficult to achieve.

Employers Pension Contribution

8.4 The pension fund is being re-valued as at 31 March 2004. The new employer rates become payable from 1 April 2005. In 2004/05 the Council has been paying an additional 4% of payroll into the fund to help mitigate the impact of the likely rise in contribution above 20% of payroll. I have assumed an additional 1% for each of the next three years as a sensible provision for the revised contribution rates. Any liabilities that the Council has to the fund from early retirements for example will be charged to the Pensions reserve or paid over in the year it occurs.

Priority Services

8.5 I have included an amount of stepped change investment in the priority areas. These may need to be revised through the budget development work.

Other Items

8.6 Given the allowable growth in the settlement will be less than inflation and that particular cost bases within the expenditure of the Council rise at a faster rate eg pay award, I have allowed a provision to cater for these type of uncontrollable cost increases.

IPS Savings

8.7 The current budget requirement assumes IPS savings of £150,000 accruing to the Council. I have adjusted the budget requirement accordingly.

What does it tell us?

8.8 At the current time, the use of reserves or requirement to find further savings are shown at the bottom of the table. The following will be worked upon.

- (a) The starting budget requirement has consistently been greater than the actual expenditure incurred. This implies that an element of growth can be constrained within existing parameters.
- (b) The use of reserves will be expected for future years. They have been set aside for specific purposes and should gradually be released to help fund stepped changes in service improvement.
- (c) The funding gap could be closed by further increases in Council tax;
 - (i) by assuming full cost recovery in Special Expense areas
 - (ii) by a general rise greater than 3%. I would urge caution on simply financing expenditure by this method alone. Capping is a realistic government option and must be carefully considered by the Council.
- (d) Timing the investment in new areas with the release of cash savings.

Conclusion

9. At this stage in the development of the budget for 2005/06 and future years, I recommend a target budget requirement of £12,904,000. If this cannot be achieved or other factors become relevant it will be reviewed and the impact on Council Tax assessed.

John Blair

Corporate Director of Finance and Strategic Resources

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READY RECKONER

Approx 43,000 Band D's

Current Band D - £96.03

£1 raises £43,000 pa

1% increase - £97.00 raises £41,700 pa

2% increase - £97.95 raises £82,560 pa

3% increase - £98.91 raises £123,840 pa

4% increase - £99.87 raises £165,120 pa

5% increase - £100.83 raises £206,400 pa

10% increase - £105.63 raises £412,800 pa

Agenda Item 6

REPORT TO CABINET

REPORT OF: Chief Executive

REPORT NO. CEX255

DATE: 11th October 2004

TITLE:	Completing the Prioritisation Process
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	May 2004
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Yes

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	All
CORPORATE PRIORITY:	All
CRIME AND DISORDER IMPLICATIONS:	Detailed in the Report
FREEDOM OF INFORMATION ACT IMPLICATIONS:	None
BACKGROUND PAPERS:	Previous Reports to Council Minutes from meeting of the Local Area Assemblies and Development and Scrutiny Panels (DSPs)

1. Recommendation

- 1.1 That the Cabinet recommends to Council the approval of the following aspects of the report enclosed as Appendix A:
 - A. The weighting, assessment and scoring of all Council services as set out in paragraphs 3.1 and 3.5.
 - B. The resultant classification of services into priority categories as set out in paragraphs 3.5 and 3.8, with the amendment that car parks and public toilets move from a Category Y up to a Category B.
 - C. All targets and service standards as detailed in the table in paragraph 5, with the amendment that for car-parks reference is made to the provision of a new multi-storey facility in Grantham.
- 1.2 That as described in 7.3, in the preparation of the budget for 2005/6 and beyond, a target of £700,000 be set for investment in priority areas, comprising £500,000 from non-priority services and £200,000 from efficiency savings. The savings in non-priority areas to be realised from the services identified in Schedule 1 of part 6 to this report.

2. Information

- 2.1 At its meeting on the 12th July, the Cabinet agreed the report enclosed as Appendix A as a consultative draft on the completion of the prioritisation process.
- 2.2 In accordance with the recommendations of this report, the issues it details have now been fully considered at each of the Council's six Local Area Assemblies (LAAs) and at every Development and Scrutiny Panel.

3. Views of the Local Area Assemblies

- 3.1 The presentations to the LAAs elicited wide ranging and lengthy debate but none of the assemblies actually passed a resolution or expressed an unambiguous opinion.
- 3.2 Individual members of the assemblies did however raise some concerns about the implications of service reduction in some of the non-priority areas. No assembly members raised any objection or concern about the need for the Council to prioritise and the methodology that it had deployed. There were no alternative suggestions for non-priority areas.
- 3.3 Some of the Assembly members expressed a view that residents of the District would prefer an increase in the level of their Council tax in preference to any reduction in the services proposed as non-priorities. A similar sentiment was expressed by some members of the Council DSPs. The impact of Council tax capping makes this an unrealistic option for the authority in the short-term.
- 3.4 In the absence of any resolutions from the assemblies, I can only set down my own perceptions of the strength of feeling within these meetings, I recognise that other members who attended may draw slightly different, but equally valid conclusions.

Travel Vouchers

3.5 Comments made about this topic indicated that LAAs would probably be opposed to the complete removal of travel tokens. When the proposals for targeting were explained no member of an LAA took issue with the concept of releasing resources by focussing assistance towards those who need it most.

Tourism

3.6 The main concern raised here was in Stamford where it was felt by several LAA members that the continued presence of a TIC was an essential ingredient of the development of the town.

Grants to Voluntary Bodies

3.7 This was only raised at Stamford LAA where concern was expressed about the ability of vulnerable people to receive assistance in the completion of forms and claiming of benefits if grant aid to the Citizens Advice Bureau was curtailed.

Pest control

3.8 This was only raised as an issue at the Deepings Local Area Assembly where it was inferred that many people already use private operators

4. Views from the Development and Scrutiny Panels

4.1 The consideration of the DSPs is set out below:

Environment DSP

4.2 This met and considered the report on the 26th August. The panel discussed various implications regarding the proposed category Zs. The following recommendation was, however, approved regarding the balance between savings from efficiencies and non-priorities:

“Recommend to Cabinet that economies resulting from redirection of Category Z services and from efficiency savings should be of comparable value rather than as set out in paragraph 7.3 of the report ie £500,000/£200,000”

Comment of the Chief Executive on the motion approved by the Environment DSP

4.3 The motion was obviously framed with a view to apportioning the impact between efficiency savings and non-priorities. This is an entirely laudable aim, however the Council has to provide a realistic assessment of efficiency savings which takes cognisance of the authority's low level of capacity and resources from Council tax when compared to other authorities. The figure of £200,000 from efficiency savings was calculated by the Corporate Director of Finance and Strategic Resources and represents his professional assessment of the amount of efficiency savings that can be realised without adversely impacting on service delivery.

Communications and Engagement DSP 16th September

4.4 The Economic and Cultural DSP expressed broad support for the methodology used and the resulting service classification, however they did ask that the Cabinet be informed of their concerns that the score given to Leisure and Culture under the column for Council priorities did not recognise the full contribution that these services could make. The minute was

- *“There was no consensus re the methodology used in the prioritisation process. Some members thought it had been correct, others not so.*
- *The sums allowed for the step change in the priorities should be increased to make these changes more effective*
- *Targets – broadly speaking these are correct.”*

Economic and Cultural Development DSP 23rd September

4.5 The Economic and Cultural DSP expressed broad support for the methodology used and the resulting service classification, however they did ask that the Cabinet be informed of their concerns that the score given to Leisure and Culture under the column for Council priorities did not recognise the full contribution that these services could make. The minute reads

“That in light of the potential contribution leisure and arts services can make to the efforts to reduce crime and disorder, Cabinet be requested to reconsider the low scores allocated to these services.”

Community DSP 23rd September

4.6 The Community DSP discussed several aspects of the report and concluded

It was agreed that the targets set for the categories under the Community DSP’s umbrella were reasonable however doubts over the accuracy of the consultation process were raised and the question was asked “How is the consultation methodology used representative of the whole District?”

Capacity and Resources DSP 30th September

4.7 The Capacity and Resources DSP had not met at the time that this report was written and sent for printing. The comments and any resolution of this DSP will be reported to the Cabinet meeting.

5. Car Parks and Public Toilets

5.1 These were originally shown as a Category Y. However, as the Council is currently part way through the implementation of strategies which will see significant investment being made in both of these services, it is proposed that they be uprated into Category B in recognition of the improvements that will be derived from this further investment. Individual comments at some of the LAAs indicated a level of support for public toilets and at a presentation to the Grantham Business Club, the importance of the Council’s proposals for improving car parks was widely recognised.

6. Savings within the non-priority areas

6.1 In order to deliver the required £500,000 savings from the £950,000 current expenditure on non-priorities the council needs to make some “in principle” decisions which will then underpin the development by the Cabinet of the budget for 2005/6 and beyond. The areas for these proposed savings are therefore detailed in the following schedule:

Schedule 1 – Proposed savings to be made from non-priority areas that will contribute to the £700,000 investment into the Council priorities.

Service	Proposal	Implemented From	Estimated Annual Savings when fully implemented
Pest Control	Full cost recovery from charges	01/04/05	£125,000
Travel Vouchers	Restrict eligibility to over 70 for new applicants, protecting existing recipients aged over 65.	01/04/06	£63,000*
Rural Routes	Terminate subsidy to all routes	01/04/05	£36,000
Discretionary Rate Relief	To develop a new scheme from the 1/4/06 with a budgetary provision of £10K per annum. Transitional arrangements to be implemented from 1/4/05.	01/04/06	£84,000
Business Support Grants	Terminate current scheme but create new scheme of £20,000 for encouraging inward investment.	01/04/05	£50,000
Grants to Arts, Leisure and Housing organisations	Terminate current schemes. However a new scheme with a net cost of £7,000 should be established under the priority for vulnerable people to commission services for their benefit.	01/04/05	£11,000
Historic Building Grant	Terminate schemes.	01/04/05	£20,000
LCC Recreation Grants	Reduce contribution to 16.6% and maximum budget to £25,000 with no funding of schemes not supported by LCC.	01/04/05	£25,000
Archaeology Services	To reduce contract to meet statutory obligations only	01/04/05	£13,000
CAB	Being considered separately on the agenda before Council.		
Tourism	Continue to provide a TIC at both Grantham and Stamford but curtail investment in strategic tourism development.		£78,000
Parish Council election expenses	To re-charge Parish election expenses to Parish Councils.		£6,000**
TOTAL			£469,000

*Year one £16,000, Year 2 £32,000, Year 3 £47,000, Year 4 £63,000.

**As these savings would only be achieved in a year when there were full Parish Council elections they have not been included in the total.

Duncan Kerr,
Chief Executive

APPENDIX A

REPORT TO CABINET

REPORT OF: Chief Executive

REPORT NO. CEX235

DATE: 12th July 2004

TITLE:	Completing the Prioritisation Process
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	May 2004
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Yes

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	All
CORPORATE PRIORITY:	All
CRIME AND DISORDER IMPLICATIONS:	Detailed in the Report
FREEDOM OF INFORMATION ACT IMPLICATIONS:	None
BACKGROUND PAPERS:	Previous Reports to Council

1. Introduction

1.1 After consultation with the Cabinet and all PDCs, the following timetable was approved by Council on the 27th May 2004 for the completion of the prioritisation process:

2. Consultation and Procedure

2.1 The time-table recognises that the determination of non-priorities is likely to be even more contentious than the setting of priorities.

	Task	Timetable
1	Finalise services in Category B and set performance targets for A and B priorities.	July 2004
2	Assess all existing services against this classification and allocate services between the four categories.	July to September 2004
3	Assess and set service standards for category Y services.	September to October 2004
4	Determine speed of implementation for services falling into category Z.	October to November 2004

2.2 In order to secure public input into the process it is proposed to prepare a report for the inaugural meetings of each Local Area Assembly. This report would inform these assemblies of the Category A priorities approved by the Council explain how they were selected and detail the proposed Category B services. It would then explain in outline some proposals for tackling these priorities and invite comment on whether the assemblies see these methods as likely to be effective. This would then make a good background to explain the reasons for identifying non-priorities and seek informed views on these services and the targets/operational minimums that are proposed.

2.3 Effective consultation with the Development and Scrutiny Panels could be achieved by seeking their views on the categorisations and setting of targets for the services that fall within their remit.

2.4 In the light of this the following project plan is proposed:

Date	Event
12 July	Consideration and approval by the Cabinet of this Consultative document
August and September	Consultation through Local Area Assemblies
7, 9, 16, 23 and 30 September	Consultation with all Development and Scrutiny Panels
11 October	Consideration of outcome of consultation by the Cabinet.
28 October	Consideration by Council so that the determination of priorities can become part of the policy framework.

3. Allocating Services to Categories

3.1 In order to assess services the following criteria have been devised and weighted to reflect their relative priority:

	Criteria	Weighting
1	Contribution to Category A Priorities	10
2	Presence of Statutory Targets	6
3	Contribution to the Council's vision	8
4	Capacity to improve based on comparison of current performance	5

3.2 As can be seen, the highest weighting is given to the contribution that this service could make to the Category A priorities already approved. It should be emphasised here that this is the potential contribution that could be made rather than a scoring of the current service provision pattern. In the case of some services it would require considerable re-focussing and alterations to realise this potential.

3.3 The next area of weighting reflects those services that are the subject of national targets. We know from the allocation of the Planning Delivery Grant that a failure by the Council to achieve a national target can disadvantage our communities by denying the authority access to considerable resources.

3.4 The third area is the contribution to the Council's overall vision of "To ensure that the residents of South Kesteven are proud of their district and their Council". Some services make a significant contribution to this, even though they may not directly contribute to the Council's Category A priorities.

3.5 The final area for evaluation is the relative performance of the service in comparison with other authorities. A high score here represents a relatively poor service, the concept being that there is more potential for improvement and "added value" in a service that is performing comparatively weakly than there is in a service that is already performing at a very high level.

3.5 In accordance with these criteria the following assessment has been prepared:

Service	Priorities (10)	Targets (6)	Vision (8)	Improve (5)	Total	Proposed Category
LSP and Community Strategy Support	8	5	6	5	24	B
<i>Council Tax Collection</i>	5	6	6	3	20	B
Housing Management	8	0	6	5	19	B
Car Parks	8	0	6	3	17	Y
Public Toilets	6	0	7	4	17	Y
Asset Management	7	2	6	1	16	Y
Business Rates	5	6	3	2	16	Y
<i>Financial services</i>	6	1	5	3	15	Y
<i>Licensing</i>	8	0	5	1	14	Y
Business Management	8	1	2	2	13	Y
Markets	5	0	6	2	13	Y
Arts	5	0	5	2	12	Y
<i>Housing Repairs</i>	2	5	3	2	12	Y
Leisure	4	0	6	2	12	Y
<i>Legal and Admin</i>	6	0	4	2	12	Y
Human Resources	4	3	3	1	11	Y
Parks	5	0	5	1	11	Y
Emergency Planning (inc flooding)	3	0	5	3	11	Y
Environmental Health	3	2	3	1	9	Stat =Y Disc =Z
Tourism	3	0	3	1	7	Z
Public Transport	2	0	1	0	3	Stat =Y Disc =Z
Grants to voluntary bodies (inc CAB)	2	0	1	0	3	Z
Building Control	1	0	1	1	3	Y

Services in italics are wholly or mainly statutory.

- 3.6 As can be seen, three additional services are proposed for Category B, making the number of services in this category nine. Public transport and Environmental Health are split because it is proposed that the statutory elements of these services fall into Y and the discretionary elements into Z.
- 3.7 Building Control has been placed in Category Y because the discretionary elements of this service are financed by fees. So long as this income continues to cover the cost of the service there is no cost to the general taxpayer and therefore no saving that could be achieved by making it a Category Z service.
- 3.8 The following services were not considered as part of this assessment because they were adjudged to have been already prioritised by either the selection of category A priorities or the proposals for category B priorities. For completeness these services, with their categorisation, are:

Service	Category	Priority that it is primarily linked to
Street sweeping	A	Street scene
Waste Management	A	Recycling
Crime Disorder	A	Anti-social behaviour
Information Technology	A	Access
Economic Development	A	Town-centre development and business development
Benefits	B	Vulnerable persons
Care Services	B	Vulnerable persons
Communications	B	Communications and Consultation
Housing (Enabling)	B	Affordable housing
Development Control	B	Planning and affordable housing
Planning policy and conservation	B	Planning, conservation and affordable housing
Equalities	B	Diversity

4.0 Why expenditure has to be withdrawn from non-priority areas?

- 4.1 It is unlikely that any Council in the country has sufficient resources to enable it to undertake everything that members of the community would like it to do. All authorities therefore have to decide their priorities and non-priorities.
- 4.2 The situation in South Kesteven is accentuated by the inequalities in the availability of financial resources. Our finances come from two main sources; the government through Revenue Support Grant and redistributed Business Rates and, secondly from residents by the payment of Council Tax.
- 4.3 In South Kesteven the Revenue Support Grant for all local authority services (i.e. including County Council and Police) expressed per a head of population is £119.18 below the national average. If it were at the national average it would generate nearly £15m extra a year between these public authorities. Of course many other Councils receive considerably more funding than the national average.
- 4.4 Our other main sources of revenue, is the Council Tax. The level of charge for all services in South Kesteven is £100.95 below the national average. Again this effectively means that these services have some £4.5m per annum less than our counterparts elsewhere in the country, **making a total shortfall of over £19m per annum when compared to the national average.**
- 4.5 These inequalities exist elsewhere in the County of Lincolnshire, but South Kesteven is particularly adversely affected. Of the seven district authorities in Lincolnshire we have the second lowest Council tax and the second lowest Revenue Support Grant per head of population. Given this combination it is perhaps not surprising that, per head of population, the public authorities that serve South Kesteven area have the lowest level of resources from which to provide services. Given this position, the District Council must ensure it uses its resources effectively by dealing with priority services and switching funding from those non-priority areas.

5. Setting Service Targets

5.1 In accordance with the timetable approved by the Council, targets need to be set for all Category A and B priorities and operational minimums for all Category Y services. These are all detailed in the following tables:

Priority A Services

Priority	Targets	2004/5	2005/6	2006/7	2007/8
Anti-Social Behaviour	No of violent crimes per 1,000	11	10	8	7
	% of residents who think anti-social behaviour is a significant problem in their neighbourhood	Establish base-line	-5%	-10%	-15%
Recycling	% of household waste recycled	12%	18%	18%	18%
	Kgs of household waste collected per head of population	380Kgs	380Kgs	380Kgs	380Kgs
Street Scene	Relevant land having combined deposits across the 4 cleanliness categories	20%	17%	15%	12%
	Resident satisfaction with street cleanliness	58%	63%	68%	73%
	Satisfaction of TCMPs with the street scene	Establish base-line	+5%	+10%	+15%
Access	Transactions enabled for electronic delivery	71%	100%	100%	100%
	Resident satisfaction with ease of contacting the Council	Establish base-line	+5%	+10%	+15%
	Calls resolved at first point of contact	Establish base-line	+5%	+10%	+15%
Town Centre Development and Grantham as a SRC	Number of vacant retail units	11.8%	10.39%	10%	10%
	Pedestrian footfall	Establish base-line	+2%	+4%	+6%
	User satisfaction with facilities	Establish base-line	+2%	+4%	+6%
	Retailer satisfaction with economic vitality of the town centre	Establish base-line	+2%	+4%	+6%
	Average business rental yield per sq ft	Establish base-line	+1% over national average	+1% over national average	+1% over national average
	Progress against check-list for Grantham to become an effective SRC	Define check-list	25% complete	50% complete	75% complete

Priority B Services

Priority	Targets	2004/5	2005/6	2006/7	2007/8
Affordable Housing	New units managed by a registered social landlord	60	70	80	90
Business Development	No of VAT registered business	4,150	+1.3%	+1.5%	+1.5%
	Number of business support enquiries	200	210	220	230
Vulnerable Persons	% compliance with DWP guidelines for the benefits service	80%	90%	100%	100%
	Satisfaction of Helpline service users QAF (Supporting People)	95% Grade D	96% Grade D/C	97% Grade C	97% Grade B
	Average time taken to process homelessness applications	Establish base-line	-1 day	-2 days	-3 days
	New, special needs housing units provided	SM	SM	SM	SM
Communications	Residents who think SKDC keep them well informed	51%	53%	55%	57%
Diversity	Equality Standard for Local Gov	Level 2	Level 2	Level 3	Level 3
Planning	Major applications in 13 weeks	52%	55%	60%	60%
	Minor applications in 8 weeks	60%	65%	65%	65%
	Other applications within 8 weeks	75%	80%	80%	80%
LSP and Community Strategy	Achieve accreditation of the Community Strategy	No	No	Yes	Yes
Council tax collection	% of tax collected	97.8%	98%	98.2%	98.3%
	% of Council tax payers paying by Direct Debit	54%	56%	58%	60%
Housing Management	% of rent collected	98.3%	98.4%	98.5%	98.5%
	% of tenants paying by Direct Debit	10.2%	11%	12%	13%
	Tenant satisfaction with housing management	83%	85%	87%	89%

Category Y Services

Service	Operational Minimum
Car Parks	Maintain current provision of chargeable spaces with an average yield of £650 per space.
Public Conveniences	To support Town centre Development by providing one fully attended, DDA compliant toilet in Grantham, Stamford and Bourne and an unattended toilet in the Deepings.
Asset Management	Achieve and maintain accreditation on the Council's Asset Management Plan and ensure that all assets return 3.5%
Business Rates	Collection rates of 98.8% in 2004/5, rising by .1% each year to 99% for 2006/7 and 2007/8
Financial Services	Meet all statutory requirements, ensure that the District Audit report is unqualified and implement all agreed recommendations.
Licensing	Meet all statutory obligations and timescales.
Business Management	Achieve and maintain internal customer satisfaction rating of 80%
Markets	Achieve and maintain breakeven position with average occupancy levels of 80% or more.
Arts	Achieve 85% satisfaction from arts centre users and maintain annual subsidy per arts centre at or below £1.72 per visit.
Housing Repairs	Achieve government targets for decent homes standard. Achieve average re-let times of 30 days by 2007/8
Leisure	Maintain 4 centres to full compliance with specification. Achieve 90% satisfaction from leisure centre users and maintain annual subsidy per leisure centre at or below £2 per visit.
Legal and Admin	Achieve and maintain internal customer satisfaction rating of 80%
Human Resources	70% of staff stating that overall the Council is a good place to work, top quartile performance for sickness and 80% of applicants satisfied with the recruitment process.
Parks	User satisfaction at 60% or greater
Emergency Planning	Meet all legal obligations and maintain an effective and regularly tested emergency plan.
Environmental Health	Meet all statutory obligations and timescales.
Public Transport	Meet all statutory requirements and support vulnerable people by maintaining contribution to Dial-a-ride at current budget level.
Building Control	Meet statutory obligations and breakeven on any other services

6. Financial Information

6.1 For the assistance of Cabinet the current budgets for the major services identified above, are given in the Council's budget book. However where these services are cross-cutting (for example Crime and Disorder) the cost have been apportioned so that members can have regard to the current resources commitment when deciding the prioritisation of services.

	Service	Category	2004/5 Budget		
			General Fund £'000	HRA £'000	Support Services £'000
1	Street Scene	A	905		
2	Waste Management	A	2,388		269
3	Anti-social behaviour (inc Crime and Disorder)	A	591		
4	Access (inc IT)	A			1,030
5	Town Centre regeneration and Grantham as a sub-regional centre	A	407		
6	Benefits (part of the priority for vulnerable persons)	B	531		
7	Vulnerable people (inc Care Services)	B	13		143
8	Business Development	B	(198)		
9	Communications	B	101		
10	Housing (Enabling)	B	341		
11	Development Control	B	206		365
12	Planning Policy and Conservation	B	319		
13	Equalities	B			
14	LSP	B	63		
15	Council tax collection	B	532		
16	Housing Management	B		2,274	727
17	Car Parks	Y	(622)		
18	Public Toilets	Y	204		
19	Asset Management	Y			1,086
20	Business Rates	Y	(87)		
21	Financial services	Y			1,735
22	Licensing	Y	101		
23	Business Management	Y			341
24	Markets	Y	(3)		
25	Arts	Y	966		
26	Housing Repairs	Y		4,823	
27	Leisure	Y	2,423		168
28	Legal and Admin	Y			595
29	Human Resources	Y			315
30	Open Spaces	Y	221		
31	Emergency Planning	Y	18		
32	Environmental Health*	Stat = Y Disc = Z	916		1,031
33	Tourism	Z	224		
34	Public Transport	Stat and Dial-a-ride=Y All other services = Z	285		
35	Discretionary Grants and Subscriptions to Associations	Z	191	489	
36	Building Control	Y	146		

37	Welland	N/A	346		
38	Other Services	N/A	2,435		286
39	Special Expense Areas	N/A	622		
40	Provisions	N/A	300		
			15,374	7,097	8,091

* Analysis of service costs between statutory and discretionary yet to be undertaken.

6.2 An analysis of services included within different categories can be given on request.

7. Speed of Implementation for services in Category Z

7.1 For services falling within category Z, the Council needs to determine the exit strategy and speed of implementation. Without this the resources freed to invest into priority areas cannot be realised or included in the medium-term budget proposals. The following table proposes an implementation timetable and identifies the resources which would be made available for re-investment into priority areas:

Service	Exit from	Maximum Revenue Savings*
Env Health (Disc services)	Gradual withdrawal as contracts terminate	Yet to be calculated
Discretionary grants and subscriptions to associations.	Gradual withdrawal from 31/3/05	£489,000
Public Transport (Discretionary expenditure)	By gradual withdrawal from 31/3/05 to 31/3/08	£191,000
Tourism	31/3/05	£224,000
TOTAL		£904,000

7.2 At this stage these figures are simply the amounts committed in the current approved budget. In practice it is unlikely that the actual savings available from re-investment into priority areas will equate to these amounts. This is because certain elements on the expenditure included here already contribute to our priorities. For example some grants may assist in reducing crime and anti-social behaviour and some tourism expenditure is an essential component of town centre regeneration.

7.3 In order to provide a foundation for the development of the medium-term financial budget it is proposed that a target of £500,000 is set for re-direction from Category Z services into Categories A and B. In addition to this a target level of efficiency savings of £200,000 is proposed to be set on the Council's net budget requirement.

7.4 In total, therefore as a result of this prioritisation exercise the Council would be seeking to release at least £700,000 per annum which would be used to fund Category A and B priorities.

8. Arrangements during the Consultation Process

- 8.1 The consideration and consultation of this report will pose a number of issues for the Council. Clearly if the Council is to countenance withdrawing funding from any service it would be advantageous to give us much early notice as possible. This is particularly the case where the voluntary sector is concerned. The budget for 2004/5 has been set and approved by Council. However the Cabinet is charged with managing this budget and associated policy framework. Currently we are at the stage in the financial year when applications for grant aid from the Voluntary Bodies Grant Budget of £16,000 are invited and considered. If the process is repeated as last year there will obviously be no opportunities to consider savings from this budget within the current year.
- 8.2 One way of dealing with this would be to invite applications but to inform the voluntary organisations that the maximum grant aid that will be granted at the moment is 50% of the funding received in 2003/4. However further consideration of whether to invite grant applications grants will be undertaken by the Cabinet in November when the outcome of this exercise is known.
- 8.3 In accordance with Article 15 (urgency procedure) of the Constitution relating to General Exceptions to make key decisions not covered in the forward plan, I have informed the Chairman of Capacity and Resources DSP (being the relevant Development and Scrutiny Panel) who is in agreement with this proposal. The urgency procedure is appropriate because the decision could not have been foreseen and it is impracticable to defer it.

9. Recommendation

- 9.1 The Cabinet approves the timetable shown in paragraph 2.4 above, and in accordance with this timetable approves this report as a consultative document and agrees the process of consultation that it details.
- 9.2 That the voluntary organisations that have received funding from the Council are informed that the maximum grant aid that will be available is up to 50% of the funding received in 2003/4 with further consideration of grant aid being undertaken by the Cabinet in November when the outcome of this exercise is known.

Duncan Kerr,
Chief Executive

REPORT TO CABINET

REPORT OF: CORPORATE DIRECTOR OF COMMUNITY SERVICES

REPORT NO: DCS9

DATE: 11TH OCTOBER 2004

TITLE:	A Checklist for Grantham as a Sub-Regional Centre
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	16 th July 2004
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor John Smith; Economic Portfolio
CORPORATE PRIORITY:	“A” Priority Development of the Town Centres in Stamford, Bourne and the Deepings and the development of Grantham as a Sub-Regional Centre.
CRIME AND DISORDER IMPLICATIONS:	Identified in Checklist.
FREEDOM OF INFORMATION ACT IMPLICATIONS:	None.
BACKGROUND PAPERS:	Previous Reports to Council.

1.0 INTRODUCTION OR SUMMARY

- 1.1** On the 9th August 2004 Cabinet considered a report that outlined criteria for judging progress towards the development of Grantham as a Sub-Regional Centre. The Checklist was approved by Cabinet for consultation.
- 1.2** The Checklist has been presented to a number of important groups of people namely:-
 - Local Area Assembly (Grantham) – 23rd August 2004
 - Grantham Town Centre Management Partnership – 10th September 2004
 - Grantham Business Club – 14th September 2004

- 1.3** The Checklist missed the Agenda for the September meeting of the Economic and Cultural Development and Scrutiny Panel and it is suggested that the views of the DSP be sought and reported to Cabinet should this be necessary.

2.0 RECOMMENDATIONS

- 2.1** The Cabinet is requested to :-
 - (a) approve the amended Checklist for Grantham for the purpose of monitoring progress towards achieving Grantham as a Sub-Regional Centre.
 - (b) to request the Economic & Cultural Development and Scrutiny Panel to consider the checklist at the meeting scheduled for 11th November and report back their comments to Cabinet if necessary.
 - (c) to thank those partners who contributed ideas and comment during the consultation period.

3.0 COMMENTS OF CONSULTEES

- 3.1** The Local Area Assembly were supportive of the Checklist and had no points to add.
- 3.2** The Grantham Town Centre Management Partnership again supported the Checklist however, comment was made about the current retail offer in Grantham. More specifically it was suggested that the level of specialist shops, e.g. antiques, arts crafts and jewellery were consistent with a sub-regional centre.
- 3.3** Grantham Business Club Members of the Grantham Business Club commented that more emphasis needs to be placed on business development and inward investment outside of the town centre. They also commented that more consideration is needed to the opportunities for developing local skills. The checklist has been amended to reflect these points and is attached as Appendix A.

4.0 COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

None.

5.0 CONCLUSIONS

The amended Checklist will provide a useful means of monitoring progress towards developing Grantham as a Sub-Regional Centre.

6.0. CONTACT OFFICER

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29th September 2004

APPENDIX A

Check-list for Grantham as a Sub-Regional Centre

<u>REQUIREMENT</u>	<u>MET?</u>
ENTERTAINMENT	
Multi-screen cinema.	X
Skate-board park.	✓
Well-maintained parks and public spaces.	✓
Appropriate provision for the arts.	✓
Music/entertainment venues with a capacity 1,000 – 1,500 people	✓
EDUCATION	
Availability of high performing six form education.	✓
College of further education.	✓
Network of performing secondary schools with specialist status.	✓
Network of life long adult education provision.	✓
Access to higher education .	✓
Network of training opportunities providing new skills to local people	✓
HEALTH/COMMUNITY SERVICES	
Access to 2-3 star rated primary and acute healthcare provision.	X
Provision of supported home care.	✓
Childcare provision (Surestart) (National Children's Centres)	✓
Provision of cemetery and cremation services.	✓
Community Advice Support and Information.	✓
Voluntary Support Networks.	✓
HOSPITALITY	
Good range of high quality hotel accommodation.	✓
Conference facilities for medium size regional events.	✓
LEISURE/CULTURAL PROVISION	
High-quality leisure centre with regional facilities	✓
Good provision of local multi-purpose halls.	✓
Attractive and accessible countryside amenities close to the town.	✓
Network of sports arts and vocational /clubs and societies.	✓
MANAGEMENT	
Active and well-supported town-centre partnership	✓
Full-time town centre manager	X
Active and supportive Business Club or Chamber of Commerce.	✓
Effective partnership working through a Local Strategic Partnership representing public, private and voluntary sectors and the wider community.	✓

<u>NIGHT-TIME ECONOMY</u>	
Appropriate mix of entertainment and restaurant facilities.	X
<u>COMMUNITY SAFETY</u>	
CCTV coverage	✓
‘Safer by Design’ car park and pedestrian linkages.	X
<u>REGIONAL IDENTITY</u>	
A significant or unique attraction that complements the town.	X
Appropriate signage and branding for the town.	X
Cultural event/s to create regional identity and awareness/reputation of Town.	X
Interpretation of historic heritage (Physical/ Intellectual).	X
<u>RETAIL</u>	
Flag-ship Department store/Anchor Store.	X
Diverse mix of small and specialist shops.	X
Vibrant market.	X
Wide range of quality retail stores (Young Fashion).	X
Edge of town retail park	✓
<u>ECONOMIC/BUSINESS SECTOR</u>	
Access to business start up and incubator units.	X
Access to low cost managed work space.	X
Access to social enterprise projects (NFP Sector).	X
Broadband Access.	✓
New employment opportunities through a diversified economic base	X
Range of locations for office and commercial development	✓
Capacity to promote innovation and enterprise	✓
<u>TOWNSCAPE</u>	
High quality and attractive pedestrianised space and safe links between important areas of the Town.	X
Calmed traffic in the town centre and High Street.	X
Development of strategic car parks.	In-hand
Flag-ship regeneration scheme accessible from the town centre.	X
High standards of street care.	X
<u>HOUSING</u>	
Supply of mixed housing provision housing.	✓
<u>TRANSPORT</u>	
Good road and rail links	✓
Facilities for cycling and walking	✓
Appropriate bus services	X
Integrated public transport links that help people travel within and between communities.	X

Agenda Item 8

REPORT TO CABINET AND COUNCIL

REPORT OF: Director of Operational Services

REPORT NO. DOS255

DATE: Cabinet 11th October 2004 and Council 28th October 2004

TITLE:	Review of performance targets for Best Value Performance Indicators included in SKDC's 2004/05 Best Value Performance Plan
FORWARD PLAN ITEM:	YES
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	PFP

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	ALL
CORPORATE PRIORITY:	ALL
CRIME AND DISORDER IMPLICATIONS:	Performance Indicators exist for certain crime categories
FREEDOM OF INFORMATION ACT IMPLICATIONS:	Council's Best Value Performance Plan (BVPP) is published as a public document
BACKGROUND PAPERS:	Report to Cabinet 12 th January DPM230 Report to Cabinet 10 th May 2004 Draft BVPP Report to Council 27 th May 2004 Approval of BVPP

1. INTRODUCTION OR SUMMARY

The existing best value regime requires all authorities to set annual targets for their performance against a range of specified performance measures. These targets form part of the content of the Council's annual Best Value Performance Plan. (BVPP) Members approved SKDC's targets for the current year at its meeting on 27th May 2004.

As targets are set having regard for factors applying at that time i.e. the beginning of the year, it is considered sensible that targets should be reviewed and where necessary, and with sound justification, amendments made to reflect current circumstances. Members will recall this approach was taken last year and certain targets amended nine months into the year.

2. RECOMMENDATIONS

- I. Cabinet Members are requested to agree the amendments to current year performance targets as shown in Appendix 1
- II. Performance targets form part of the BVPP, a document which requires Council approval. Council are requested to endorse the Cabinet's recommendations on the amendments to current year performance targets

3. OTHER OPTIONS CONSIDERED AND ASSESSED

At the heart of best value is the performance management framework. Central Government uses key performance data to assess local government's progress under best value generally. It expects local authorities to also set itself stretch targets, which bring about service improvements and efficiencies. It also expects that targets are realistic and achievable. Where our performance is already outstripping current year targets it is sensible to encourage further improvement; similarly if any current year targets are patently unattainable amendments should be made to properly reflect the current situation.

4. COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

None

5. COMMENTS OF CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES (MONITORING OFFICER)

None

6. COMMENTS OF OTHER RELEVANT SERVICE MANAGERS

All service managers, with Best Value Performance Indicators covering their service areas, have contributed to this report.

7. CONTACT OFFICER

Kevin Martin
Business Services Manager
Telephone 01476 40611
e-mail k.martin@southkesteven.gov.uk

Proposed amendments to SKDC's Targets for Best Value Performance Indicators - 2004/05

BVPI no.	Definition	2003/04 out-turn	Original 2004/05 Target	Revised 2004/05 Target	Reason for amendment
	VULNERABLE PERSONS PRIORITY B				
2a	Level of Equality Standard for local government	1	2	1	Funding for capacity building not available until March 05
183b	Average length of stay in bed & breakfast accommodation	0	0	1 week	Revised target reflects and maintains current situation
	PLANNING & CONSERVATION PRIORITY B				
109a	Major planning applications determined within 13 weeks	50%	52%	55%	Revised upwards to reflect improved performance
109b	Minor planning applications determined within 8 weeks	50.96%	60%	65%	Revised upwards to reflect improved performance
109c	Other planning applications determined within 8 weeks	70.66%	75%	80%	Revised upwards to reflect improved performance
	HOUSING MANAGEMENT PRIORITY B				
184b	Change in proportion of non-decent homes in year	14.49%	2.86%	17%	Revised calculation methodology required by DA
185	Responsive repairs appointments made and kept	97%	92%	97%	Better than expected performance by Council contractors
	CORPORATE HEALTH				
14	Early retirements	0.21%	0.44%	1%	Reflects active HR management
15	III health retirements	0%	0.85%	1.3%	Reflects active sickness management
76c	Number of fraud investigations/1000 benefit caseload	26.5	27.6	30	Stretch target reflects Fraud section now fully staffed

Agenda Item 9

REPORT TO CABINET

REPORT OF: CHIEF EXECUTIVE AND
DIRECTOR OF FINANCE AND STRATEGIC
RESOURCES

REPORT NO: FIN209

DATE: 11TH OCTOBER 2004

TITLE:	CITIZEN'S ADVICE BUREAU FUNDING 2005/06
FORWARD PLAN ITEM:	
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	LEADER
BACKGROUND PAPERS:	Letter written to and documents submitted by the CAB as reported to the Capacity and Resources DSP on 30 th September

PURPOSE OF REPORT AND SUMMARY

Introduction

1. The purpose of this report is to inform the Cabinet of the present position on the current funding arrangements for the C.A.B. and make recommendations on the best method of dealing with this.

DETAILS OF REPORT

Background

2. The current funding arrangement with the C.A.B runs until 31st March 2005. Future reviews of funding were conditional on the following.

“That the District Council will provide

- a) funding to the Grantham and Stamford C.A.B. of £57,800 per annum for the three years, 2002/03, 2003/04 and 2004/05, and
- b) rent-free accommodation at 39 High Street, Stamford, and free weekly use (one day a week) of the Corn Exchange, Bourne

In return, the Council will expect to see the following:-

- a) The restructuring of the Bureau to become South Kesteven C.A.B;
- b) Grantham C.A.B. to relocate to new premises.
- c) Continued opening of both C.A.B. sites and Outreach provision in Bourne, The Deepings and other rural areas of the district.
- d) Achievement by the new South Kesteven C.A.B. of Legal Services Commission’s Quality Mark Status by March 2004.

If the Quality Mark status is achieved, Council funding after 2004/05 would be reviewed early in 2004 in the light of C.L.S. funding.

If Quality Mark status is not achieved within this timescale the Council grant for 2004/05 should be viewed as the final payment within the agreement.”

3. It has been important to ascertain the situation on the last of these conditions. If the quality mark had not been achieved by 31st March then this particular funding agreement comes to an end. If the Council received an application for funding from the C.A.B. this would be a new bid for support.

4. The Chief Executive had written to the C.A.B. on 24th May 2004 and I followed with a letter on 2nd July 2004 asking for confirmation of the situation. At the time of writing this report no written confirmation has been received. Through several meetings with representatives of the C.A.B. and dialogue with the Lincolnshire and Rutland Community Legal Service Partnership, I have established that the required quality mark was not achieved by the South Kesteven C.A.B. by 31st March 2004.
5. The C.A.B. has asked to carry out a presentation to members, and the Capacity and Resources DSP hosted this on 30th September 2004. This allowed full scrutiny of the issues surrounding the C.A.B. Cabinet members were present to listen to the discussion. The C.A.B. are requesting grant aid of £135,000 for 2005/6 and continued rent free accommodation at Stamford.

COMMENTS OF THE CHIEF EXECUTIVE

6. The funding of the C.A.B. is an important issue facing the Council. The Council is currently considering the completion of its prioritisation process, and in accordance with the timetable set by the Council a further report on this will be considered on the 28th October. At the time of writing this meeting has not occurred so I have not addressed the priorities of the Council in my comments.
7. From the information available to the authority it would appear that the C.A.B. did not meet all the criteria set, in particular the quality mark was not secured for the whole organisation by the requisite time set and it appears that the outreach work in the rural areas was not provided.
8. The bid for next year represents a considerable increase in expenditure. Unfortunately the opening hours as scheduled in Appendix B does not indicate any outreach work in the rural areas, nor any increase in Grantham's opening hours (beyond the current six provided) unless additional funding and volunteers are secured. On this basis I cannot recommend to the Council that the bid is approved.
9. Because the proposals do not offer any increase in the level of service provision previously set by the Council there does not appear to be any scope for reducing the level of grant-aid requested unless the Council wishes to reduce the standard of service provision it has previously set.

PROVISION OF SERVICES IN THE EVENT OF THE C.A.B. WITHDRAWING SERVICES FROM SOUTH KESTEVEN.

10. If for any reason the C.A.B. is not able to provide a service after 1st April 2005, the Cabinet will need to consider whether it needs to provide any form of service to meet its obligations, particularly to persons at risk of becoming homeless. This would not of course, replace the full service provision offered by the C.A.B. Prompt, accurate and readily available quality marked debt advice can make a significant contribution to all of the following groups:
 - a) Low-income owner-occupiers, particularly those who have recently entered the housing market and whose mortgage repayments are a considerable portion of their income.

- b) Council tenant who have fallen into rent arrears as a result of financial debts.
- c) Private rented tenants who may fall into rent arrears and then homelessness because they are not claiming benefits to which they are entitled.

11. It is estimated that the cost of either providing or procuring a service, potentially using volunteers, where available, would be £50,000 per annum.

RECOMMENDATION

12. In view of that, it is recommended that:

- a) the C.A.B. are informed that the current years Council grant is the final payment within the existing agreement.
- b) the C.A.B. be informed that given their failure to meet the criteria set in the previous three years, their funding request for £135,000 for 2005/06 is not accepted.
- c) the Cabinet consider proposals for a housing quality marked debt advice service to become operative if the C.A.B. can no longer provide a service in South Kesteven.

D KERR
CHIEF EXECUTIVE

J BLAIR
DIRECTOR OF FINANCE AND STRATEGIC RESOURCES.

28th September 2004

REPORT TO CABINET

REPORT OF: Head of Environmental Health & Licensing

REPORT NO. ENV 216

DATE: 11th October 2004

TITLE:	DOG WARDEN SERVICE
FORWARD PLAN ITEM:	No
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	N/A
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	No

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor Ray Auger, Environment
CORPORATE PRIORITY:	Yes – Statutory duty
CRIME AND DISORDER IMPLICATIONS:	No
FREEDOM OF INFORMATION ACT IMPLICATIONS:	None
BACKGROUND PAPERS:	Previous Committee Reports

1. PURPOSE OF REPORT AND SUMMARY

To seek approval to advertise for a dog warden service, the new service to commence when the current dog warden contract expires on 31 March 2005.

2. RECOMMENDATIONS

That authority is given to advertise for a dog warden service in line with the local authorities statutory responsibilities, including the flexibility to provide an out-of-hours service if the legislation is amended.

3. DETAILS OF REPORT

The dog warden service was first provided in SKDC in 1995 when its primary function was to remove stray dogs from the streets. In 1997, a second warden was appointed to primarily address dog fouling issues. The current contractor, K9 (Euro) Ltd, has been the Council's dog warden contractor since 1995. The current contract price for the service is approximately £43,000 per annum. The current dog warden contract provides for two dog wardens operating a shift system to provide a service over 52 weeks a year, during the extended working day. The contract includes:

- (1) Patrolling, receiving, seizing and kennelling of stray dogs.
- (2) Investigation of dog barking and complaints of fouling in gardens.
- (3) Complaints of dog fouling in public places.
- (4) Enforcement of the Dogs (Fouling of Land) Act 1996 including the enforcement of the fixed penalty provisions.
- (5) Enforcement of Council bylaws on dog fouling.
- (6) Erection of "No Fouling" signs.
- (7) At least six promotional and educational projects per year.

The provision of the dog warden service is a statutory requirement (priority Y in the prioritisation process). The other functions, such as the investigation of noise complaints, the provision of promotional talks and the direct enforcement of the Dogs (Fouling of Land) Act 1996, are not necessarily a requirement for the dog warden service, as other officers and the Police Community Support Officers are authorised to undertake enforcement action against offenders.

Currently, the public can either take stray dogs to the nearest police station, as well as reporting strays to the local authority. The current DEFRA consultation document, "*Clean Neighbourhoods July 2004*", proposes amending Section 150 of the Environmental Protection Act 1990 and giving sole responsibility for stray dogs to the local authority. This would require that the local authority provide an out-of-hours service for the retrieval of stray dogs.

In 2003/04 there were 354 reports of stray dogs. The proposal is to award a contract for the catching and retrieval of stray dogs between the hours of 8.00 am and 8.00 pm, 52 weeks of the year. The contract would also provide the flexibility to require that the contractor provides an out-of-hours service for the collection and holding of strays until the next working day for 7 days a week (the kennelling of stray dogs is not included within this contract) and to deal with dangerous dogs.

In addition, the contract would have the facility for the Council to buy in additional services, should these be required.

4. OTHER OPTIONS CONSIDERED AND ASSESSED

Consideration has been given to a wide variety of options, including the enhancement of the warden service to increase enforcement patrols. Other options include the possibility of creating approved dog exercise areas; in providing dog-waste bins and poop scoop dispensers and increased education.

Bringing part of the service in-house to enable more direction and flexibility and an integrated approach to all “street scene” enforcement, is likely to be most effective.

5. COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

Awarding an output contract in this manner would provide a more efficient service for the public and may provide a cost saving. It will be important to set good output targets against which to manage the contract, to ensure the potential savings are delivered.

6. COMMENTS OF CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES (MONITORING OFFICER)

It is understood that the value of the proposed new contract will be below the EU threshold for service contracts. If so, there is no need to proceed in accordance with EU procedures and it will be appropriate to advertise in trade magazines etc. Although proposing a change in the current service provision, it is considered that this is not a key decision, with no significant impact bringing some aspects of the existing contract in-house.

7. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

If the implementation of street wardens progresses then they could certainly take on the enforcement of dog fouling, however, the area inspectors have or are taking on additional duties, namely abandoned vehicles and fly tip investigations, and therefore would be stretched to carry out any further duties.

8. CONCLUSION/SUMMARY

The local authority has a duty to provide a dog warden service for stray dogs. This service may need to be an out-of-hours service, should the Environmental Protection Act be amended, to give sole responsibility for stray dogs to the local authority.

It is proposed to revise the dog warden arrangements and introduce a contract to collect and control stray dogs and to deal with dangerous dogs. It is also proposed to integrate other duties within existing SKDC arrangements.

9. CONTACT OFFICER

M J Brown (Environmental Health Manager – Environment)
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R D Hadfield (Head of Environmental Health & Licensing)
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REPORT TO CABINET

REPORT OF: John Pell; Director of Community Services

REPORT NO. PPER.001

DATE: 31st August 2004

TITLE:	Disposal of land at Swingbridge Road, Grantham
FORWARD PLAN ITEM:	
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key decision

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Community Affairs / Vulnerable People Cllr John Smith; Economic Portfolio (relevant portfolio holder in relation to property disposal)
CORPORATE PRIORITY:	Vulnerable Persons
CRIME AND DISORDER IMPLICATIONS:	No significant implications
FREEDOM OF INFORMATION ACT IMPLICATIONS:	None
BACKGROUND PAPERS:	None

1. INTRODUCTION

This report makes recommendations about the disposal of land at Swingbridge Road, Grantham, to Surestart. It is recommended that the land be disposed of below its unrestricted value; which would effectively represent a District Council contribution-in-kind towards the delivery of a Surestart Centre on the site. The District Council is the Lead Partner for the Surestart programme within Grantham, and the delivery of a Surestart Centre in the Earlesfield ward (and similar provision within the Harrowby area) is consistent with the delivery plan submitted in September 2003.

2. RECOMMENDATIONS

It is recommended that the land as identified on the attached plan (or such amended site as may be required for the purposes of a Surestart Centre), be disposed of, at less than best price in accordance with the General Disposal Consent 2003, for a nominal sum, for the purposes of ensuring the delivery of a Surestart centre, subject to appropriate covenants relating to future usage, delivery etc, subject to no adverse representations as a result of advertisement (disposal of open space) and subject to all relevant Council costs being met.

3. DETAILS OF REPORT

The SureStart ethos is about making life better for children, parents and communities by bringing together:

- ➤ Early education
- ➤ Childcare
- ➤ Health and family support

Surestart is a government initiative dedicated to giving children 0-5 and their families the best possible start in life. The District Council is the lead partner, with Lincolnshire County Council being the accountable body. A delivery plan, submitted in September 2003 anticipated the provision of two centres, one in the Earlesfield ward, and one in Harrowby ward, together with supporting office accommodation.

The purpose of children's centres is to provide the most convenient access to a range of services for families. The ideal Sure Start Children's Centre is a single building on or close to a primary school site, and within pram pushing distance of the families it serves. The Children's Centre in Earlesfield will be a triangle of three buildings next to each other, made up of Spitalgate Primary School, The Neighbourhood Nursery, and the new Sure Start building. Between the three buildings the following services would be provided:

High quality environment for babies and children up to school age to receive full day, all year round care, integrated with early education. This is being

provided by the new Neighbourhood Nursery on Trent Road, who may partner with Spitalgate School.

A range of multi purpose rooms to enable parent and child and childminder drop-ins, group activities, health and ante-natal care and classes, surgeries for Jobcentre Plus/training providers, welfare rights, etc. and access to a crèche to support to these activities. This will be provided in the proposed Sure Start building.

The Sure Start building will ensure information is available to all families with young children in the locality and ensure that outreach is provided to those reluctant to use services.

Health and Family Support will also be delivered from the new Sure Start building.

Sure Start Grantham is currently in year 2 of a 10 year programme. To help ensure that the services delivered from the building are sustainable when Sure Start funding tails off, the plan is to offer much needed office space at the building for Health Visitors and School Nurses. This will encourage more joint working, provide more services for the local families and importantly generate revenue to sustain the Sure Start Centre.

Management Arrangements – Currently Sure Start Grantham is managed by the Sure Start Grantham Management Board, made up of partner organisations (the service providers) and parents (the service users), and undergoes assessments by the Regional Sure Start Unit based in Nottingham. This is changing, all Sure Start local programmes have to apply for Sure Start Children's Centre status by March 2006. Sure Start Children's Centres will be managed by Children's and Family Partnership Boards. This board will grow out of the current Sure Start Management Board. The Children's and Family Partnership Board will report to the 'South West Local Implementation Team', who in turn report to the county wide 'Children's Modernisation Team' – this is made up of key organisations who meet to plan services for children. Lincolnshire County Council have been given responsibility to co-ordinate the Children's Centres Plan for Lincolnshire. Whilst represented upon the Management Board and contributing to the strategic direction of the organisation, and providing complementary support functions, this Council's role is otherwise as a supportive partner-organisation

There are two particularly strong reasons why this site has been identified:

1. The Sure Start Children's Centre needs to be on a site where the services will be accessed - Consultations have taken place with local parents and partners about possible sites and a strong view has emerged that this site was central to other services. This site is close to the community centre, local shops, the youth centre, the primary school, and the doctor's surgery, as well as the recently erected day-nursery.
2. Government guidance promotes siting on or very near to a school site and on or close to the childcare element of the core offer. The partner

primary school is Spitalgate Primary School, and the childcare element is being provided by the new Neighbourhood Nursery Centre of Excellence on Trent Road.

The land, which has an area of approximately 0.125 ha, is situated adjacent the Doctors Surgery on Swingbridge Road (see attached plan). Designated as housing land from the inception of the Earlesfield estate, the land has been recently declared surplus to housing requirements, and as such is available for use for alternative purposes.

The land appears eminently suitable for the proposed Surestart Centre, particularly given the relationship of the site to other community and nursery facilities. The District Valuer has ascribed an open market value to the site. Whilst it is clearly open to the Council to seek to recover up to that valuation, under its general powers of well-being, and given the leading role the Council has played in the establishment of the Surestart programme in Grantham, Cabinet may consider it appropriate to dispose in this instance for a nominal sum; that discounting effectively representing a contribution in kind towards the delivery of the centre.

Whilst a number of disposal options exist, in terms of for example, leasing, a freehold disposal is considered to be preferred. Any disposal could be appropriately covenanted to ensure use solely for the purposes of providing a Surestart Centre. A pre-emption clause would also be appropriate to ensure that in the event of non-delivery of the centre, the land could revert to this Council. . The nature of the relationship between Surestart and the Accountable Body (Lincolnshire County Council) is such that disposal would, by necessity, be to the County Council.

3. OTHER OPTIONS CONSIDERED AND ASSESSED

Whilst it is recommended that the land be disposed of for a nominal sum, an alternative valuation could be imposed, up to the unrestricted value identified by the District Valuer. However, the District Council, as Lead Partner of the Surestart programme has been fully supportive of the objectives of the programme, which will clearly enhance community well-being within what are recognised to be disadvantaged and vulnerable communities and, is consistent with the Council's broader aims and objectives. Disposal at nominal value, essentially represents a grant to the open market value of the land, towards the development of the centre.

A number of alternative locations in the locality have been considered. However, the present site, due to its close relationship to other community facilities, is considered to be the optimal location.

4. COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

None received

5. COMMENTS OF CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES (MONITORING OFFICER)

The Council has the ability to dispose at less than best price in accordance with the General Disposal Consent 2003, provided it is satisfied the disposal is for the promotion or improvement of the economic, social or environmental well-being of the whole or part of its area and the undervalue can be shown to be less than £2m. The disposal of open space must be advertised and objections considered by the relevant DSP.

6. CONTACT OFFICER

M J Sibthorp
Head of Planning Policy & Economic Regeneration



REPORT TO CABINET

REPORT OF: CORPORATE MANAGER
DEMOCRATIC & LEGAL SERVICES AND
CHIEF EXECUTIVE

REPORT NO. LEG/0170

DATE: 11th October 2004

TITLE:	INCORPORATION OF LINCOLNSHIRE ENTERPRISE
FORWARD PLAN ITEM:	NOT APPLICABLE
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	NOT APPLICABLE
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	NOT APPLICABLE

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	COUNCILLOR JOHN SMITH
CORPORATE PRIORITY:	ECONOMIC DEVELOPMENT
CRIME AND DISORDER IMPLICATIONS:	N/A
FREEDOM OF INFORMATION ACT IMPLICATIONS:	N/A
BACKGROUND PAPERS:	

1. REASON FOR REPORT

To confirm the Council membership of Lincolnshire Enterprise Limited.

2. RECOMMENDATIONS

That the Cabinet

- (1) note the incorporation of Lincolnshire Enterprise as a company limited by guarantee and take up membership of the Company, subject to confirmation of all funding contributions from members approached by Lincolnshire Enterprise for subscriptions;
- (2) to confirm the nomination of Councillor John Smith to represent the Council in its capacity as member of the Company when the Council has taken up membership
- (3) note the appointment by the Lincolnshire Local Government Association of Councillor Porter as a Director of the Company for this year.

3. REASONS FOR RECOMMENDATIONS

- (1) Lincolnshire Enterprise will no longer exist in its current form. As a member of the new company, the Council has the opportunity to influence the regional economic agenda.
- (2) Appointing a member to represent the Council at member meetings will allow an opportunity for representation, without conflict of interest.

4. ALTERNATIVE OPTIONS

Not to become a member of the new company.

5. BACKGROUND

- (1) Lincolnshire Enterprise is currently set up as a sub-regional strategic partnership, and currently receives operational support from Lincolnshire County Council ("LCC") as its "banker". It is currently funded by 13 subscriptions from local partners (including all district/borough councils) of £6,000 p.a. and a fluctuating amount of core funding from EMDA, which equates to at least £150,000 p.a.
- (2) All EMDA funding delegated through Lincolnshire Enterprise requires 100% matching by a third party in most cases, and the vast majority of these funds come from the public sector, principally local authorities.
- (3) The decision to move to a company limited by guarantee was agreed by the Board of Lincolnshire Enterprise Partnership in December 2003. The main rationale for this is to provide an independent structure for the future, which can lobby for all interested parties in Lincolnshire, to

achieve the best possible deal for economic development in the sub-region.

6. **COMPANY FORMATION**

The memorandum and articles of association of the new company closely follow the current constitution of Lincolnshire Enterprise. In particular, Lincolnshire Enterprise have been asked to ensure that:-

- The Articles of Association proposed for the company refer to an annual business plan. Members funding contributions each year to be conditional on agreement of this plan.
- The Board to consult all members should it wish to act outside its agreed business plan.
- The maximum number of members to be limited to 32, thereby ensuring that the local authority sector has at least 25% of the members, which will allow it to block any changes to the memorandum and articles without adequate consultation with the local authorities.
- Observers (officer or member) are entitled to attend board meetings.

7. **COMMENTS OF HEAD OF FINANCE AND STRATEGIC RESOURCES**

- (1) For the current financial year, the Council's budget included provision for a contribution of £6,000 on the basis of the former arrangements.
- (2) Allowance for the £12,000 contribution for 2005/2006 has been made in the budget prioritisation exercise.
- (3) The proposal to increase funding from the Districts/Borough Council and the County Council will enable Lincolnshire Enterprise to hit its new funding targets for partner subscriptions (at least £150,000 in cash and at most £100,000 in kind) with EMDA having undertaken to provide a further £250,000 to the company on the basis of achievement of these targets.

8. **DIRECTORS/MEMBERS**

- (1) Under an arrangement with Lincolnshire Local Government Association each local authority will be 'paired' with another authority, and one director will be provided from each pair on an annual basis. South Kesteven District Council is paired with South Holland District Council and Councillor Porter has been nominated by the Lincolnshire LGA as the director for this year. Next year, the director will be nominated from South Kesteven District Council.
- (2) Directors may only remain in place whilst they are a member of their local authority.

- (3) For each year that is does not have a director, the Council will be entitled to have an observer present at board meetings, and that observer may be a member or an officer.

9. **COMMENTS OF CORPORATE MANAGER DEMOCRATIC AND LEGAL SERVICES**

- (1) The Council has the power under Section 2 of the Local Government Act 2000 to take up membership of the company, and increase its contribution, if it considers it is likely to achieve the promotion or achievement of the economic, social or environmental well being of its area.
- (2) Lincolnshire Enterprise will not be a local authority controlled or influenced company, as there is insufficient board representation, and the local authorities in total do not contribute more than 50% of the turnover of the company.

10. **CONTACT OFFICERS**

Corporate Manager – Democratic and Legal Services
Chief Executive

No background papers under Section 100D of the Local Government Act, 1972 were used in the preparation of this report.

REPORT TO CABINET

REPORT OF: ELECTIONS AND ELECTORAL REGISTRATION
MANAGER

REPORT NO. DLS2

DATE: 11th October 2004

TITLE:	ARMISTICE DAY
FORWARD PLAN ITEM:	NONE
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	NOT APPLICABLE
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	NONE

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	NOT APPLICABLE
CORPORATE PRIORITY:	NOT APPLICABLE
CRIME AND DISORDER IMPLICATIONS:	NOT APPLICABLE
FREEDOM OF INFORMATION ACT IMPLICATIONS:	NOT APPLICABLE
BACKGROUND PAPERS:	NONE

1. INTRODUCTION

The purpose of this report is to seek the views of the Cabinet on how, if at all, Armistice Day and in particular the “Two Minute Silence” should be observed. This report has arisen following a request from the Royal British Legion to know what support is likely from local authorities.

2. RECOMMENDATIONS

That Cabinet consider

- (1) whether or not to support an official “Two Minute Silence” within Council buildings on 11th November 2004 and subsequent years; and
- (2) what other action to commemorate the anniversary might be taken.

3. DETAILS OF REPORT

- 3.1 The Royal British Legion are again seeking support from local authorities for the commemoration of Armistice Day by
 - (a) publicising remembrance and the Two Minute Silence;
 - (b) encouraging staff and customers to observe the Silence;
 - (c) signalling the start and end of the Silence by firing maroon rockets or guns.
- 3.2 Since the restoration of the Armistice Day commemoration the District Council have given support by the purchase of maroon rockets to mark the start and end of the Silence. Initially this was for Grantham only but has since extended to a similar purchase for Bourne, Stamford and the Deepings. The total cost is in the region of £140 for four sets of rockets.
- 3.3 For 2004 each town will be funding its own commemoration. I am aware that the Grantham Charter Trustees will be buying a set of rockets but do not know what other towns will be doing.
- 3.4 No other form of commemoration has been undertaken. The idea of the Silence has been supported in principle in the past without it being imposed on either staff or visitors. The previous Chief Executive let it be known that whilst he had no objection to staff observing the silence personally, or in groups (with managerial consent) he would not impose anything.

4. OTHER OPTIONS CONSIDERED AND ASSESSED

None available.

5. COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

None

6. COMMENTS OF CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES (MONITORING OFFICER)

None.

7. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

Not applicable.

8. CONCLUSIONS

It would be useful to know the views of the Cabinet at this stage, so that appropriate publicity can, if necessary, be given. There have been a number of enquiries from the public in previous years (not many) as to whether or not the Council will be “officially” supporting the commemoration.

9. CONTACT OFFICER

Malcolm Hall

Elections and Electoral Registration Manager

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Agenda Item 18

By virtue of paragraph(s) 7, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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