



AGENDA

For a meeting of the
COUNCIL
to be held on
THURSDAY, 27 OCTOBER 2005
at
2.00 PM
in the
COUNCIL CHAMBER, COUNCIL OFFICES, ST. PETER'S HILL, GRANTHAM
Duncan Kerr, Chief Executive

Members of the Council are invited to attend the above meeting to consider the items of business listed below.

- 1. Public Open Forum**
The public open forum will commence at **2.00 p.m.** and the following formal business of the Council will commence at **2.30 p.m.** or whenever the public open forum ends, if earlier.
- 2. Apologies for Absence**
- 3. Declarations of Interest**
Members are asked to declare any interests in matters for consideration at the meeting.
- 4. Minutes of the meeting held on 8th September 2005. (Enclosure)**
- 5. Communications (including Chairman's Engagements) (Enclosure)**
- 6. Notices of Motion given under Council Procedure Rule 12:**

(1) By Councillor John Hurst:

“This Council considers that a policy of gradual and large-scale selling off of the provision of services – together with human and physical resources – would not be in the interests of the people of South Kesteven; of the employees of SKDC or of local and effective democracy: that a Council with merely “strategic” powers would be a denial of democratic local

government.”

(2) By Councillor John Kirkman:

- (1) This Council deplores the proposed reduction across all services at Grantham & District Hospital and other hospitals within the County managed by United Lincolnshire Hospitals NHS Trust.
- (2) That this Council requests Trent Strategic Health Authority find extra funding in order to overcome the current crisis looming over Grantham & District Hospital and other hospitals within the County. We also request that an investigation be carried out into the mismanagement of United Lincolnshire Hospitals NHS Trust that has led to the current critical situation.
- (3) That this Council gives its full support to the staff at Grantham Hospital.

7. Meeting between SKDC Representatives and Representatives of the Peterborough & Stamford Hospitals NHS Foundation Trust

The Chairman to present the notes of a meeting that took place on 27th September 2005. **(Enclosure)**

8. Memberships: Council Committees and Panels

Report number CEX303 by the Chief Executive. **(Enclosure)**

9. Modernisation Agenda: An Update

A presentation by the E-Government Working Group with an introduction by the Portfolio Holder.

10. Aligning Council and LSP Priorities

The Cabinet to submit recommendations to the Council as contained in Cabinet minute CO73.

[A copy of the Chief Executive's report CEX300 to the Cabinet is circulated with this agenda.] **(Enclosure)**

11. Proposed New Protocol for Member and Officer Relations

The Cabinet to recommend that the Council adopts the new Protocol. Report number DLS46 by the Corporate Manager, Democratic & Legal Services. **(Enclosure)**

12. Stakeholders' Conference and Extraordinary Council Meeting: 8th December 2005

Report number CEX302 by the Chief Executive. **(Enclosure)**

13. Councillor Development Charter

Report number HR&OD80 by the Training & Development Manager.
(Enclosure)

14. Representatives on Outside Bodies:

(1) South Kesteven Citizens' Advice Bureau

Following receipt of Councillor Mrs Linda Neal's resignation as one of the three District Council representatives on SKCAB, the Council to consider nominations to fill this vacancy.

(2) Grantham Town Centre Management Partnership

The Head of Planning Policy & Economic Regeneration to report that the previous member representatives on the TCMP have now been suspended and new appointments are required. The first stage of this process is to appoint members to the Strategy Group and the Projects Group.

The Council are therefore asked to submit nominations for:

- (a) two members to serve on the TCMP Strategy Group; and
- (b) one member to serve on the TCMP Projects Group.

15. Outcome from the Members' Forum on Communications and the Community Strategy

Report number DCS30 by the Director of Community Services.
(Enclosure)

16. Questions without Discussion.



MINUTES

COUNCIL
THURSDAY, 8 SEPTEMBER 2005
2.00 PM

PRESENT

Councillor John Kirkman Chairman

Councillor Pam Bosworth
Councillor Ray Auger
Councillor David Brailsford
Councillor Teri Bryant
Councillor Mrs Frances Cartwright
Councillor Elizabeth Channell
Councillor George Chivers
Councillor Robert Conboy
Councillor Nick Craft
Councillor Dorrien Dexter
Councillor Donald Fisher
Councillor Mrs Joyce Gaffigan
Councillor Harrish Bisnauthsing
Councillor Stephen Hewerdine
Councillor John Hurst
Councillor Fereshteh Hurst
Councillor Mrs Maureen Jalili
Councillor Kenneth Joynson
Councillor Mrs Rosemary Kaberry-Brown
Councillor Albert Victor Kerr
Councillor Reg Lovelock M.B.E.
Councillor Peter Martin-Mayhew
Councillor Mrs. Linda Neal

Councillor John Nicholson
Councillor Stephen O'Hare
Councillor Alan Parkin
Councillor Stanley Pease
Councillor Mrs Angeline Percival
Councillor Norman Radley
Councillor Mrs Margery Radley
Councillor Bob Sandall
Councillor Ian Selby
Councillor Rob Shorrocks
Councillor John Smith
Councillor Mrs Judy Smith
Councillor Ian Stokes
Councillor Michael Taylor
Councillor Gerald Taylor
Councillor Jeffrey Thompson
Councillor Frank Turner
Councillor George Waterhouse
Councillor Graham Wheat
Councillor Mrs Mary Wheat
Councillor Avril Williams
Councillor Mike Williams
Councillor Mrs Azar Woods

OFFICERS

Chief Executive
Corporate Director of Finance and Strategic Resources
Corporate Manager, Democratic and Legal Services

OFFICERS

Head of Environmental Health and Licensing
Scrutiny Officer
Support Officer

Prior to the commencement of the meeting proper, a minute's silence was observed in respect of the late Councillor Fred Burrows. Councillor Thompson paid a brief tribute to Councillor Burrows on behalf of the Council.

The Chairman welcomed newly elected Councillors David Brailsford and Rob Shorrocks, representing All Saints Ward, Stamford and Earlesfield Ward, Grantham, respectively.

The Chairman announced that the proceeds of the meeting were being recorded.

55. PUBLIC OPEN FORUM

Prior notice in accordance with council procedure 10.3 had been given of the following question put by a member of the public:-

Question: Mrs Mary Patrick, 119 Essex Road, Stamford

The residents of Essex Road, Stamford would like to know why they are charged £4.10 for using the Community Room when they have been deprived use of the room three times during the last four months, due to Elections. They have been unable to use the room for their leisure and fundraising activities.

Response: Councillor Mrs. Cartwright, Organisational Development Portfolio Holder

Thank you for the question Mrs. Patrick. I am truly sorry that the residents have been inconvenienced. I do appreciate that their leisure activities are very important to them. However, in these days when democracy is becoming a thing of the past in our Parliament, I would have hoped that everyone would have been proud to have contributed in some way to maintaining it in the local community. Thank you.

Supplementary Question by Mrs. Patrick

Thank you Mrs Cartwright, it is democratic but they are told they are not going to have their room, they are not asked and it would be good manners if they were pleasantly asked. They have lost revenue which will mean they may struggle to provide all activities

Response by Councillor Mrs. Cartwright

It's been an unfortunate year with three elections. The charge you pay does take into account that we do need to use those rooms from time to time. If we didn't use them the charge would be slightly more. We do hope that in the future we work with you and find you an alternative venue for these events when elections are taking place.

56. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Carpenter, Fines, Gibbins, Howard, Wilks and Wood.

57. DECLARATIONS OF INTEREST

Councillor Mrs. Neal declared a prejudicial interest in Agenda Item 6. The Chief Executive stated that members of the CMT may need to declare a prejudicial interest in Agenda Item 11.

58. MINUTES OF THE ORDINARY AND EXTRAORDINARY MEETINGS HELD ON 23RD JUNE 2005

The minutes of the meeting held on 23rd June 2005 and the extraordinary meeting held on the 23rd June 2005 were confirmed as a correct record.

59. COMMUNICATIONS (INCLUDING CHAIRMAN'S ANNOUNCEMENTS)

The schedule of the Chairman and Vice-Chairman's Civic engagements for July and August, previously circulated with the agenda were noted. The Chairman advised the Council that he had only attended the British Model Flying Aircraft Association on Saturday 27th August. The Chairman had presented trophies on behalf of the Grantham and Melton Cricket Association on Monday 29th August.

A letter had been received from the Office of the Deputy Prime, regarding recouping losses on complaints about high hedges. The response stated that recouping costs would only be possible using special procedures in the Small Claims Court. Any further issues could be considered through the Healthy Environment Development and Scrutiny Panel.

A letter had been received from the Corporate Director of Regulatory Services giving membership details of Working Groups on Large Scale Voluntary Transfer (LSVT). Should any further members wish to be considered for addition to these groups, they were advised to speak to the Chief Executive following the meeting.

A letter had been received from Councillor Hurst, requesting updated cricket scores throughout the meeting.

The Corporate Management Team and a team from Refuse would enter a Territorial Army challenge on Sunday 11th September 2005. The Chief Executive had requested that a sponsorship form be circulated.

60. NOTICE(S) OF MOTION GIVEN UNDER COUNCIL PROCEDURE RULE 12:

DECISION:

That this Council strongly opposes cutbacks proposed by the United Lincolnshire Hospitals NHS Trust to the Accident and Emergency Department at Grantham Hospital as reported in the local press. We also strongly oppose proposed cutbacks at Stamford Hospital by Peterborough and Stamford Hospitals NHS Foundation Trust and seek the reinstatement of the Hurst Ward. Furthermore we request an unequivocal assurance from the two Trusts that rather than reducing services at the two hospitals, they look elsewhere to make financial savings.

We further request that the Health Scrutiny Committee urgently review the hospital strategy across the county (especially with respect to provision of services and closure of wards) and to request that the Secretary of State be made aware of the universal disquiet over the current closures and that she be requested to attend an urgent meeting with the Scrutiny Committee to explain the strategic reasoning/justifications behind the decisions.

14:25 Councillor Mrs. Neal left the meeting having declared an interest in the item.

Councillor Fisher presented an amended motion to that circulated on the agenda. The amendment was accepted by agreement of the Council under Council procedure 14.7.

Councillor Fisher presented his motion He felt that both hospitals needed a great deal of support as they were vital to residents throughout the District. In proposing an addendum to the motion, a member indicated that centralisation of the debate through

the Health Scrutiny Committee was necessary to increase its impact. Cllr Bryant asked for an addendum to the motion. Councillor Fisher agreed to embody the addendum in his motion and it was so moved and seconded.

Members were concerned that partial closure could lead to the complete closure of the hospitals. One member stated that with the growth of the towns within the District, the Council's plans for regeneration would be without a necessary amenity.

Members felt that any campaigns should be unified; previous campaigns to protect Grantham hospital had been hindered by a fragmented approach. A reduction in hospital provision would also affect services including the fire service, as they have had to assume some treatment duties. Grantham members were concerned about the gradual loss of departments locally as Lincoln aims to become a Hospital of Excellence.

Stamford members were concerned that closures at Stamford hospital would increase the pressure on Peterborough, who had been subject to reductions in their funding levels. There were concerns that subsequent to a limited transport infrastructure, alternative hospital facilities were not easily accessible for many, including the elderly and the disabled, two vulnerable groups likely to most need hospital care. Transport could also prove to be expensive.

On being put to the vote, the amended motion and the addendum were unanimously approved.

15:05 Councillor Mrs. Neal returned to the meeting.

61. CHANGES TO PORTFOLIO RESPONSIBILITIES - THE LEADER TO ADVISE THE COUNCIL

The Leader of the Council advised Members of changes to Portfolio responsibilities. Responsibility for housing management, the Housing Revenue Account and housing repairs would be transferred to Councillor Mrs. Cartwright's Portfolio. This was noted.

62. OUTCOME FROM GATEWAY REVIEW OF PRIORITIES: MONDAY 18TH JULY 2005 - REPORT NUMBER CEX294 BY THE CHIEF EXECUTIVE ON BEHALF OF THE CHAIRMAN, COUNCILLOR JOHN KIRKMAN

DECISION:

That the Council approve the outcome of the gateway review of priorities and the consequential actions as set out in report CEX294.

The Chief Executive introduced report CEX294 on behalf of the Chairman of the Council. A meeting to assess Council priorities and evaluate their progress had been held on 18th July 2005. The meeting had included the Chairman and Vice-Chairman of the Council, the Chairmen and Vice-Chairmen of the DSPs and the Leaders of each political group.

One member was concerned about the methods used for consultation with vulnerable people. They were assured that a variety of consultation methods had been employed to increase accessibility. One member was concerned over the lack of robustness in the scoping procedure. It was later explained that as a Category B Priority, it had not been scoped fully.

There was member concern over housing management. A member questioned why there was a lack of objective data and who was responsible for data collection. The Chief Executive stated that a number of ways of measuring satisfaction had been employed, however quantifiable data to show progress was limited.

Debate ensued over the current status of the attended public toilets for Grantham. The Economic Portfolio holder assured members that toilet provision for both Grantham and Bourne was in hand and provision had been made within the 2005/06 Budget for provision of this facility in Grantham. Members were also assured that the status of toilets District-wide would be reviewed in six-months.

The recommendation in report CEX294 having been moved and seconded. It was carried following a vote.

63. PEST CONTROL SERVICE

DECISION:

- 1. That the Head of Environmental Health and Licensing, in conjunction with the Council's Solicitor, be authorised to negotiate and effect a one off payment to the contractor in order to revise the remaining period of the pest control contract at a sum not exceeding £50,000, plus legal costs, effective as soon as possible.**
- 2. That the Council approve a revised budget for this amount.**

The Head of Environmental Health and Licensing presented his report ENV272 on behalf of the Healthy Environment Portfolio Holder. He stated that following the re-evaluation of Council priorities and subsequent decision to disinvest in pest control services, the Council had entered a fixed price contract with a pest control company. Charges were introduced with the aim to break even. The service made a loss in the first quarter of the financial year and an overall loss was projected for the whole financial year. It was proposed that the contractor take-over the contract for the remaining two years. Other options considered included pursuance of the contract or a buy-out of the contract. Both options would mean increased expense to the District Council. Pursuit of the scheme recommended by the Head of Environmental Health and Licensing would cap District Council losses. The contractor had agreed to lower the charges for pest control services. The recommendations made by the Head of Environmental Health and Licensing were moved by the Environment Portfolio Holder and seconded.

One member expressed that there had been low uptake for the service because of the charge; people were not able to afford it. Several members spoke in support of this.

In response to questions, members were advised that contact with the Company would be through the District Council or via a direct telephone line, the number for which would be advertised. Members were further advised that public health ramifications were currently limited because there had been less wasps and the occurrence of vermin is lower in the summer months. Staff impact had been low, as the majority were involved in the new contact centre. The Head of Environmental Health and Licensing advised members that private companies would be able to reduce costs because they did not have the same staff overheads as the Council.

In summing up the Healthy Environment Portfolio Holder stated that the proposed contract provided good value for money for service users, noting that the charge for

both rats and mice would cover as many visits as necessary to remedy the problem. A charge for the service would underline the responsibility of constituents.

On being put to the vote, the motion was approved.

15:43 The meeting was adjourned.

16:00 The meeting recommenced.

64. MEDIUM TERM FINANCIAL STRATEGY AND BUDGET PREPARATION

DECISION:

- 1. To recommend the adaptation of the financial strategy as outlined in the report with any amendments based on the ongoing work of the budget working group and Cabinet that may continue to influence it.**
- 2. To prepare a response to the Office of the Deputy Prime Minister consultation document on Formula Grant Distribution for 2006/2007;**
- 3. To adopt the approach to budget development for 2006/2007 and value for money framework outlined in report FIN239;**
- 4. To implement an effective budget consultation strategy for 2006/2007;**
- 5. To review the purpose and amounts of reserves held;**
- 6. To develop detailed options appraisal analysis of the impact of stock transfer on the General Fund;**
- 7. To develop options for Council Tax setting for future years.**

The Corporate Director of Finance and Strategic Resources presented his report FIN239 to the Council. The report contained ten strategy adaptations to the Medium Term Financial Strategy. The Budget Working group would do detailed work Budget preparation and levying of Council Tax for 2006/2007. Membership comprises of the Resources DSP Members, a representative from all other Panels and the Cabinet. It was recommended that the Financial Strategy be adapted to include estimates of external financing and new financing, dealing with underspends, overspends and treasury management issues. A consultation document detailing grant settlements for 2006/2007 and 2007/2008 with options of funding formulae for local government had been received from the ODPM. The chosen option would mean a swing in District Council funding of plus or minus considerable sums, resulting in a net impact on Council Tax. Lincolnshire was preparing a united response to the missing millions campaign on behalf of the County and District Councils and the Police Authority, to provide a united proposal. The Council Tax re-evaluation exercise was underway; changes of value to the property could impact on Council Tax charges.

A self-assessment on the Council's value for money would be submitted in September 2005, from this a service plan would be put together to ensure that services offer value for money. Value for money would be linked to government efficiency targets. The Local Area Assemblies would be used for initial feedback on parish precepts. SK today would also be used as a consultative mechanism. The main factor that would impact on the general fund would be the result of the ballot for (LSVT). The Resources and Assets Portfolio Holder moved the recommendations as written in report FIN239 with

an addendum to Recommendation 1. This was seconded. The Portfolio Holder requested that under strategy 6, “the Resources DSP be kept informed”.

During debate on the report, concern was noted over transfer of services out of Council control and reinstatement at a later date, particularly with the possibility of a Leisure Trust. Members raised concerns that with provision being made for a positive ballot, it may seem that the decision to transfer the housing stock had already been made. Members debated the difference between taxpayers and users; car parks were given as an example of where the user may not be the Council Tax payer. Members asked questions of cashable efficiencies, the impact of special expense areas and affordable housing.

The Corporate Director of Finance and Strategic Resources responded to the points that had arisen. He emphasised that no decision on LSVT had been made but provision to counter the impact should of a positive ballot was necessary. Cashable efficiencies savings cover the provision of an identical service for less money, a non-cashable efficiency saving would be the use of staff to do a larger range of activities. Any monies spent on Special Expense Areas should be recoverable. On being put to the vote the motion was approved.

16:30 The Chairman left the meeting. The Vice-Chairman assumed the Chair.

65. REVIEW OF SENIOR MANAGEMENT STRUCTURE

DECISIONS:

The Council authorises the following adjustments to the budget and policy framework.

- 1. £300,000 towards the salary costs relating to the implementation of the review effective from 1 April 2006;**
- 2. £150,000 to be a provisional estimate for the period 2005/06 to 2006/07 to cover the costs of the external recruitment, any redundancy payments and additional salaries payable if appointments are taken up before the 1st April 2006.**

The Vice-Chairman stated that the recommendation at section 2(ii) in report CAB04 and the recommendation at section 19(ii) should be amended to read “*for the period 2005/06 to 2006/07*”. He reminded Members that they would be able to consider full all aspects and principles contained in report CEX296 although discussion would mean that the Council would have to go in camera. The Chief Executive advised that CMT members would remain in the meeting to provide specialist advice and answer questions. Any members wishing to make a direct reference to officers were advised to make relevant indications to allow them to leave the meeting. The Leader of the Council moved the recommendations contained in report CAB04, these were seconded.

One member asked about the effect on pay differentials, should Corporate Directors fail to be appointed to a Strategic Director post. There was also concern over the impact to industrial relations. The Chief Executive advised members that the posts had been considered through job evaluation. The alterations to the structure would ensure that the authority would be fit for purpose

Some members were concerned about the impact of a second management

restructure in a two-year period, one member spoke specifically of the impact upon Council Tax payers. Several members spoke in agreement with this, concerned that increased investment in the restructure would compromise services elsewhere. In response to the concerns about increased expenditure on salaries. One member commended the comments of the Corporate Manager of Human Resources and Occupational Development impressing the effect of intangible issues upon the effectiveness of the Council. One member suggested that the restructure would be better if done progressively to spread costs while one member, in opposition to this stated that stopping losses through top-heavy management would increase the overall gain. One member stated that the previous restructure had a negative impact on expenditure. There was also discussion over the role of the Chief Executive, who had been appointed to run the Council and to take the Authority forward for the benefit of the District.

In proposing an amendment, a member questioned the reaction of the public and consequences for frontline services. He suggested an amendment to *“defer the report and approve a sum of up to £50,000 to engage consultants to subject the proposals to an independent scrutiny and report back to the Council”*. The amendment was seconded and voted upon. The Leader of the Council spoke on the amended motion, emphasising that the Chief Executive had been delegated to run the Council and should be provided with the resources to ensure the necessary support for residents in the future. When put to the vote, the amendment was unsuccessful.

On summing up the original motion, the Leader stated that the restructure was not about increasing staff salary but the creation of new posts to replace old ones. Members were advised that recruitment had been unsuccessful for senior posts because of uncompetitive pay scales. She stated that following the restructure the Council would be fit for purpose in both the short and long term. The motion was voted upon and approved.

Councillor O'Hare requested that his vote against the motion be recorded.

In accordance with Council Procedure rule 9, as the meeting was nearing being in progress for three hours, the majority of members present voted for the meeting to continue.

66. CHANGES TO THE CONSTITUTION: LOCAL CHOICE FUNCTION

DECISION:

That the Constitution is amended to transfer all but the statutory documents to the Cabinet for adoption and

Article 4.1(ii) and (iii) be removed from the Constitution and amends section 2.4 of the Executive Procedure Rules in Part 4 of the Constitution to read as follows:

“All reports to the cabinet from any member of the cabinet or an officer on proposals relating to the budget and policy framework must contain details of the nature and extent of consultation with stakeholders and relevant development and scrutiny panels, and the outcome of the consultation. Unless in the case of urgency, the Cabinet will consult with the relevant development and scrutiny panel(s) on the following plans and strategies to be adopted by Cabinet as a matter of local choice:

- ***Economic Development***

- **Welland Economic Development Strategy**
- **Housing Strategy**
- **Tourism Strategy**
- **Arts Strategy**
- **Sports Strategy**
- **Play Strategy**
- **Cycling Strategy**
- **Equal Opportunities Policy**
- **Health and Safety Policy**
- **Data Protection Policy**
- **Freedom of Information Publication Scheme**
- **Environmental Health Services Enforcement Policy**
- **Regulation of Investigatory Powers Act Policy**
- **All other future plans and strategies that feature in the Forward Plan as Policy Framework Proposals not within the Council's Policy Framework according to Article 4.1 of this Constitution**

Reports about other matters will set out the details and outcome of consultation where appropriate. The level of consultation required will be appropriate to the nature of the matter under consideration.

The Corporate Manager of Democratic and Legal Services presented his report, DLS45, to the Council, detailing recommendations that had been made by the Constitution and Accounts Committee to remove article 4.1(iii) and amend section 2.4 of the Executive Procedure Rules in Part 4 of the Constitution. The Leader moved the recommendation as Chairman of the Constitution and Accounts Committee, this was then seconded.

Several members spoke against the proposed amendment, expressing the following concerns: that the power of Councillors was being devolved to a small group and that democracy would be compromised as very few members would be able to actively participate in decision-making.

In favour of the amendment to the Constitution, members stated that all Councillors would have the opportunity to debate policies through DSPs, making representations at Cabinet meetings and discussions with Cabinet members.

In summing up the Leader stated that all members had a responsibility to their electorate to make the best of the opportunities they have. She felt that scrutiny was a powerful tool but despite improvements, had not been used to its fullest potential. It was not an attempt to prevent member involvement, as all members are entitled to attend all meetings. On being put to the vote, the amendments to the constitution were adopted.

Councillor O'Hare requested that his vote against the motion be recorded.

67. AMENDMENTS TO THE CONSTITUTION: DELEGATION TO OFFICERS

DECISIONS:

- 1.1 **That the Head of Waste and Contract Services be an authorised officer for the purposes of the enforcement of the graffiti and fly posting provisions of the Anti-Social Behaviour Act 2003;**

- 1.2 That the Head of Waste and Contract Services be authorised to designate in writing any other officers that are authorised by the Council to enter premises for these various statutory purposes and also to act in respect of the enforcement of various statutory provisions relating to graffiti and fly posting within the Anti Social Behaviour Act 2003;
2. That the Head of Paid Service be made responsible for maintaining and updating the scheme of delegation to officers.
3. That the Chief Executive's Appraisal Panel be recorded in the Council's Constitution and, as per the previous minute 94 of the Council, to comprise the Leader of the Council, the Deputy Leader of the Council, the Leader of the Labour Group and the Leader of the New Independent Group. The remit of the Panel to set the objectives of the Chief Executive, to undertake performance and development appraisal against these objectives and determine remuneration including any performance related elements.

The Corporate Manager of Democratic and Legal Services stated that paragraph 3.2 of report DLS should be amended to read "*the Leader, Deputy Leader of the Council together with the Leader of the Labour Group and the Leader of the New Independent Group.*" The recommendations would ensure that the scheme of delegation is up to date and that there is the capacity for future delegation. It was noted that the composition and remit of the Chief Executives Appraisal Panel, previously unspecified in the Constitution, would be included in Part 3. This was moved and seconded.

Several members felt that the composition of the Appraisal Panel could be controversial, they were reminded that the decision on composition and the remit of the Panel had been approved by the Council on the 27th January 2005.

One member requested that leniency be shown toward flyposters for village events and charities. Councillors were advised that these issues could be taken up with officers but provisions were there to provide permission for such requirements. All three recommendations were approved.

68. ADDITIONAL MEMBERS' FORUM: MONDAY 17TH OCTOBER 2005

DECISION:

That the Council approves an additional Members Forum on Monday 17th October 2005.

This was moved and seconded. One member said he hoped that attendance would be good. Such events were considered useful as they had a different style. He stated that an item on the Re-enrichment of the Democratic Process should be included.

Following confusion over the date, the Chief Executive confirmed that the forum on the 17th October 2005 would replace that scheduled on the 18th October 2005. The alteration had been made because the guest speaker was unable to attend on the 18th October. The date was approved.

69. REPRESENTATIVES ON OUTSIDE BODIES

DECISION:

That Councillor Rob Shorrock be appointed as the District Council Representative for the Earlesfield Community Centre and the Earlesfield Youth Centre Management Committee.

This was proposed and seconded.

A member stated that the Councillor for the Earlesfield Ward was automatically appointed to the Earlesfield Community Centre to prevent Councillors who did not know the area from being appointed. The Corporate Manager of Democratic and Legal Services stated that the appointment by the Council had to be formally recorded. It was suggested that concerns either body may have about the appointment of a Councillor from another Ward, should be communicated. Councillor Shorrock was appointed to both bodies with unanimous consent.

70. QUESTIONS WITHOUT DISCUSSION

Seven questions without discussion had been submitted prior to the meeting.

Verbatim details of the questions, together with their supplementary question and response, are set out in the appendix to the minutes.

71. CLOSE OF MEETING

The meeting closed at 17:59.

Minute Item 70

COUNCIL 8TH SEPTEMBER 2005

Questions from Members of the Public

Question to Councillor Mrs. Frances Cartwright

The residents of Essex Road, Stamford would like to know why they are charged £4.10 for using the Community Room when they have been deprived use of the room three times during the last four months, due to Elections. They have been unable to use the room for their leisure and fund raising activities.

Mrs. M. Patrick,

119 Essex Road,

Stamford,

Lincs.

COUNCIL 8TH SEPTEMBER 2005

Questions Without Discussion

QUESTION 1

TO COUNCILLOR MRS. LINDA NEAL

“Our management of water from when it rains to when it enters the sea needs drastic change before we, as a country, can talk meaningfully of sustainable developments”.

The recent words of the Chief Executive of a national environmental organisation.

Can the Leader of the Council please tell us what we have managed to achieve towards this end during the past year?

COUNCILLOR NORMAN RADLEY

RESPONSE TO QUESTION 1

Although not within my portfolio work area, the underlying theme of the question appears to query the council's policy on sustainable drainage. This is laid down for the planners in PPG25 from Central Government and states that wherever possible, drainage for new developments should be via sustainable means, eg soakaways.

A staff member working within the Asset and Facilities Management unit utilises knowledge of watercourses by commenting to the planners on many applications suggesting the use of soakaways or other alternatives to avoid an increase in flow to watercourses and main rivers, which does nothing to replenish groundwater supplies.

An example of a development that is attempting a sustainable system is the Elsea Park Development south of Bourne. The developers have formed a Trust, to which all

property purchasers must pay an annual fee, in order to finance maintenance of open spaces and the drainage system.

The District Council within its budget restrictions and through its planning procedures supports the Environment Agency wherever possible towards sustainable developments.

The responsibility for domestic drainage within the district is held by three drainage boards to which this council pays a substantial sum each year, Welland and Deepings in the south and east; Upper Witham in the north and west and Black Sluice mid-district. If you refer to page 117 of the current budget book you will see that levies are calculated in accordance with the Land Drainage Act 1991, being based on historic rateable values. You will also see that the amount South Kesteven expects to pay over to the drainage boards in the current year is £508,000.

LMN

QUESTION 2

TO COUNCILLOR MRS. FRANCES CARTWRIGHT

Does the portfolio holder believe that adequate provision is made within the constitution for dealing with members of this council who misbehave in any way when off duty but where they can be observed by members of the public?

Recent events as reported in the local press have caused consternation amongst some members of the public who believe, either rightly or wrongly, that we have one rule for them and another for members.

COUNCILLOR MIKE WILLIAMS

RESPONSE TO QUESTION 2

To serve residents of South Kesteven by being elected as their representative on the Council is both a responsibility and an honour. In my mind, whenever they are in a public place in the District, a Councillor is never off-duty.

The public reputation of the Council depends upon members displaying exemplary standards of conduct. We rightly expect our staff to meet the same standards and in particular to enforce legal powers delegated to them without fear or favour. If anyone thought it was one rule for us, and one for them, recent events provide irrefutable evidence to the contrary.

I recognise that it is difficult to enforce these sentiments in the code without diluting their impact, however I am sure that all members know what behaviour our public expects.

QUESTION 3

TO COUNCILLOR MRS. LINDA NEAL

Can the Constitution and Accounts Committee have a look at the current constitution / rules with a view to making a recommendation for a change to the rule that allow 5 members to call an extraordinary meeting of the Council and then having committed the Council to additional expense show enormous disrespect to the Council itself by failing to attend the meeting.

COUNCILLOR TERL BRYANT

RESPONSE TO QUESTION 3

I am in full agreement with the sentiment that there should be a question of proportionality and reasonableness in any decision to call an EGM. However, quite understandably, the law makes an assumption that elected representatives will act in the best interests of the community. In particular it assumes that they will not engage in futile acts that waste both public money and Councillors' time by trying to call meetings to discuss matters which have already been subject to full debate and decision by the Council.

I appreciate that legislation may provide a power but it is incumbent on all of us to use that power with discretion and responsibility.

LMN

QUESTION 4

TO COUNCILLOR MRS. LINDA NEAL

Can the Constitution and Accounts Committee review the members code of conduct with a view to allow punitive steps to be taken against any member who gives out any information, be it to his/her partner, political agent or anyone else that either appears to bring the Council or its members, a group of members, or even a single councillor, into disrepute.

COUNCILLOR TERL BRYANT

RESPONSE TO QUESTION 4

As leader of the Council it is perhaps not surprising that I find myself in sympathy with a question that seeks to punish those who bring the Council into disrepute.

However as a democratically elected representative I value the role that opposition, preferably constructive opposition, can play. Indeed on a national scale I would be foolish not to.

I would be equally foolish to pretend that in a Council employing over 700 people there are not some services, which are failing to deliver to our resident's services at the standard we would wish.

Distinguishing between information that is genuinely shared in order to secure improvements and that which is deliberately circulated to bring the Council into disrepute, is very difficult. Indeed it may depend entirely upon individual perceptions. For this reason whilst I am supportive of the question I am not over-optimistic about the prospects for success.

LMN

QUESTION 5

TO: COUNCILLOR MRS. LINDA NEAL

Following the recent by-election in Earlesfield ward, which produced an 8.2% turnout, do you believe this indicates a serious loss of belief in the democratic process in deprived areas and if so, how can this council begin to address the problem when so much money has been poured into Earlesfield and which seems to indicate that the money has been wasted?

COUNCILLOR MIKE WILLIAMS

RESPONSE TO QUESTION 5

Nobody who derives their mandate from the democratic process can be content to see a turnout figure of just 8.2%. As you indicate, Cllr Williams, it certainly is not the product of any neglect to the needs of this ward. Personally I don't think that any money spent on improving the quality of life for our residents is money wasted, but it is extremely disappointing that there is so little interest in Earlesfield in the election of a new representative.

The search for causes needs to go a little wider than this estate. It is surely not a coincidence that the national trend in declining turn-out has been accompanied by the unprecedented diminution in the powers of local Councils under the crude and universal capping regime and the CPA.

I am reminded of a speech I heard from Rudolph Giuliani at the LGA conference when he outlined the plethora of tax raising powers and responsibility which had been given to American cities as a result of the subsidiarity principles adopted during Regan's presidency. I fear that unless we can have a similar revolution in England to restore the powers and profile of our Councils, electors will continue to vote with their feet.

LMN

QUESTION 6

TO COUNCILLOR LINDA NEAL

Since May 2003, what percentage of policies or strategies adopted by the Full Council has been initiated by Cabinet Members?

CLLR STEPHEN O'HARE

RESPONSE TO QUESTION 6

As Cllr O'Hare will know a full audit of the Council's policies and strategies has recently been completed and made available to members. As a result I am pleased to be able to inform him that Cabinet members were closely involved in the preparation of all of them.

LMN

QUESTION 7

To Councillor Frances Cartwright

In May this year, this Council voted for the principle of transfer of Housing Stock.

This council will incur a cost of up to £1 Million, (referred to in the Medium Term Financial Strategy) which is earmarked for the cost of preparation for the ballot of tenants. That cost will be paid by this council whatever the result of the ballot of tenants. A corporate director did not state this on a slide presentation to political groups in the early part of this year.

Had she been the responsible portfolio holder from the start of 2005 would she have highlighted these facts to Councillors before they voted in May this year, a vote that now means up to £1 Million pounds of council taxpayers money will be spent – quite possibly to see no change?

COUNCILLOR STEPHEN O'HARE

RESPONSE TO QUESTION 7

Thank you for your question Councillor O'Hare, however, I must point out that unfortunately you have your facts wrong and I believe that this may be because you have not actively engaged in the member briefings and working groups looking into this matter.

To clarify the facts about the cost to the council tax payer, I can confirm that in the event of a positive ballot all the costs of the stock transfer setting up process will be written off against the capital receipt from the sale of the stock and therefore there will be no charge to the council taxpayer.

Agenda Item 5

SOUTH KESTEVEN DISTRICT COUNCIL CIVIC ENGAGEMENTS – SEPTEMBER 2005

<u>Ref</u>	<u>Date</u>	<u>Time/Duration*</u>	<u>Event</u>	<u>Location</u>	<u>Transport</u>
JK49	Sun 4th	2.45p.m.	Chairman's own Civic Service and Reception	Bourne Abbey Church and Bourne Corn Exchange	Chauffeur
JK84	Tue 6th	12.00p.m.	Hosting of Queen's Award to Grantham Talking Newspaper	Chairman's Room, Council Offices	Own
JK60	Thu 8th	7.30p.m.	Battle of Britain Reception	RAF Wittering	Chauffeur
JK47	Fri 9th	6.30.p.m.	Battle of Britain Cocktail Party	RAF Cottesmore	Chauffeur
JK51	Sun 11th	From 1.45	Civic Service, South Holland D.C.	Parish Church, Donington	Chauffeur
JK50	Fri 16th	7.30-9.30p.m.	Reception, Rutland County Council	Council Offices, Catmose, Oakham	Chauffeur
JK56	Sun 18th	10.00a.m.	Battle of Britain Parade & Service	Town Hall Stamford to process	Chauffeur
JK85	Tue 20th	10.00a.m.	Hosting of Japanese Visit to South Kesteven	Chairman's Room	Own
JK57	Sun 25th	10.30a.m. – 2.00p.m.	Harborough District Council Civic Service	Market Harborough Methodist Church, Northampton Road	Chauffeur
JK71	Sun 25th	6.30p.m.	East Northants Civic Service	Thrapston, Northamptonshire	Chauffeur
JK86	Tue 27th	9.30a.m.	Meeting with Chief Executive of Peterborough & Stamford NHS Trust	Stamford Hospital	Own
JK79	Thu 29th	7.30p.m.	Grand Opening of Live In-store Shopping Channel – Downtown Superstore	Downtown Garden Centre	Own
JK62	Fri 30th	Evening	Gala Concert	Bourne	Own

SOUTH KESTEVEN DISTRICT COUNCIL
CIVIC ENGAGEMENTS – OCTOBER 2005

<u>Ref</u>	<u>Date</u>	<u>Time/Duration*</u>	<u>Event</u>	<u>Location</u>	<u>Transport</u>
JK72	Sat 1st	7.30p.m.	Charity Dinner for Mayor of Melton Borough Council	Alpine Restaurant, Melton Mowbray, Leics.	Chauffeur
JK73	Sun 2nd	10.15a.m.	Fun Run	Wyndham Park, Grantham	Own Transport
JK55	Sun 2nd	2.45 3.10 3.30p.m.	Chaining/Photo Parade East Lindsey D.C. Civic Service Buffet Reception	Community Hall, Coningsby St. Michael's Church, Coningsby	Chauffeur
JK68	Mon 3rd	7.30p.m.	RAF Brass Band	RAF Cranwell	Chauffeur
JK43	Tue 4th	6.00p.m. - Welcome 8.00p.m. Supper	Peterborough City Opening of Bridge Fair and Sausage Supper	Peterborough Town Hall	Chauffeur
JK70	Wed 5th	p.m.	Afternoon Tea with Mayor of Bourne	Wake House	Own Transport
JK65	Sat 8th	7.30p.m.	Singing Event Voices for Hospices – GIFTS	Finkin Street Methodist Church	Own Transport
JK54	Sun 9th	3.00p.m. – 5.30p.m.	Civic Service of North Hykeham Town Council	All Saints Church, Moor Lane, N. Hykeham	Chauffeur
JK81	Thu 13th	8.45a.m.	Reception and Opening of the Allington Chord	Marston Lodge Hotel and Ancaster to Grantham Train ride on Allington Chord	Own Transport
GT8	Sun 16th	3.00p.m.	Civic Service Skegness Town Council	St. Mathews Church, Skegness	Own Transport
JK74	Sun 16th	11.00	Civic Service of Melton Borough Council	St. Mary's Church, Melton Mowbray	Chauffeur
JK77	Sun 16th	3.00p.m.	Lincolnshire County Harvest Festival	Lincoln Cathedral Organised by University of Lincoln	Chauffeur
JK64	Tue 18th	12.15p.m.	Reception Royal British Legion Poppy Appeal Lunch	Woodland Suite, Petwood Hotel, Woodhall Spa	Chauffeur

JK66	Thu 20th	12.10p.m.	Assemble for Parade Freedom Parade by Peterborough City C.	Town Hall foyer Peterborough C.C.	Chauffeur
JK44	Sat 22nd	7.00p.m. – 10.30- 11.00p.m.	North Hykeham Town Council – Trafalgar Night	Memorial Hall, Newark Road, North Hykeham	Chauffeur
GT7	Sat 22nd		Celebration of Anniversary of Battle of Trafalgar	Marquee, Lady Anne's Hotel, Stamford	Own
JK76	Sun 23rd	3.30p.m.	Civic Service, Lincoln City Council	St. George's Church, Swallowbeck, Lincoln	Chauffeur
GT6	Sun 23rd	2.30p.m.	Grantham Lions Club Annual Variety Concert	Central Technology College, Grantham	Own
JK83	Mon 24th	12 noon	Raising the Lincolnshire Flag	Council offices, Grantham	Own

Agenda Item 7

MEETING BETWEEN REPRESENTATIVES OF SOUTH KESTEVEN DISTRICT COUNCIL AND PETERBOROUGH AND STAMFORD HOSPITALS - N.H.S. FOUNDATION TRUST.

27th September 2005.

Present:

Dr Clive Morton, O.B.E. Chairman
Dr Alan Turner, Medical Director
Councillor John Kirkman, Chairman, SKDC
Councillor Ken Joynson, Group Leader Liberal Democrats
John Pell, Corporate Director – Community Services

Council Motion (60)

The Council strongly oppose the cutbacks at Stamford Hospital by Peterborough and Stamford Hospitals NHS Foundation Trust and seek the reinstatement of the Hurst Ward. To request an unequivocal assurance from the Trust that rather than reducing services they look elsewhere to make financial savings.

Areas of questioning:

To seek clarification about the land ownership of the site and request that they disclose any restrictive covenants that may exist preventing the disposal of the site for purposes other than health related uses.

To seek clarity about whether or not the site should be identified in the Urban Capacity Study.

To clarify the significance of the £7m shortfall in the budget and to explain how this has influenced subsequent decisions.

To ascertain if the emergency care provided at the hospital is subject to change.

Clarify the trust's commitment to Stamford Hospital.

Seek clarification about the role of the hospital during a major event or epidemic.

In response

Clarification was received about a number of areas.

The N.H.S. is required to outsource about 10% of its work to the private sector and this is likely to increase in the coming years.

The N.H.S. Policy known as 'Care In The Community' is increasing the amount of care that is provided either at home or in the community.

The policy that is going to increase patient choice will mean that funding will follow the patient to the point of delivery. This is likely to increase the number of patients selecting 'Centres of Excellence' for their care.

Changes to the commissioning role following the restructuring of the Primary Care Trust creates uncertainty for the Hospital Trust. Consequently there has been a significant increase in the number of day case surgery with fewer people being treated longer term at Stamford. As technology plays an increasing role in patient diagnosis and care, clinical staff are referring more patients to centres of excellence where high cost diagnostic equipment such as M.R.I. scanners are available. It was confirmed that the changes at Stamford Hospital are being made as a consequence of the above reasons rather than any financial deficits published in the media.

The Trust obtained advice from their staff confirming that there are no restrictive covenants that would prevent the Trust disposing of land and buildings for other uses. This has not been tested legally and counsel's opinion has not been sought.

The spare capacity created at Stamford Hospital will make some buildings surplus to requirements. Alternative uses are being examined and may include facilities for complimentary medicine and/or longer-term palliative care. The matter of including parts of the hospital in the Urban Capacity Study were discussed and as a consequence the hospital will reconsider whether or not they would wish parts of the site to be included in the Urban Capacity Study.

The final area explored was the development of a PFI project by the Trust. It appears that their 'total health solution' involving the merger of three hospitals in Peterborough will not have an adverse effect on Stamford Hospital. The plans reflect the Government's expectation that Peterborough will expand by 30% in the coming years. The project is expected to cost £300m comprising investment on the Edith Cavell site (acute care), £20m in integrated care and £24m in mental health care.

In terms of increased revenue expenditure we were told that increased funding has been absorbed by costs associated with the European Doctors Working Time Directive and other staff related expenditure.

REPORT TO COUNCIL

REPORT OF: Chief Executive

REPORT NO. CEX303

DATE: 27th October 2005

TITLE:	Memberships: Council Committees and Panels
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	N/A
COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	N/A
CORPORATE PRIORITY:	Corporate Governance
CRIME AND DISORDER IMPLICATIONS:	N/A
FREEDOM OF INFORMATION ACT IMPLICATIONS:	This report is available via the Local Democracy link on the Council's website www.southkesteven.gov.uk
BACKGROUND PAPERS:	None

Background

On 28th September 2005 I received notification from Councillor Stephen O'Hare informing me that he had resigned his seats on the Licensing Committee, the Alcohol, Entertainment & Late Night Refreshment Licensing Committee, and the Resources DSP

Following the uncontested by-election for the Grantham St. Anne's Ward, Councillor Lee Steptoe has become a member of the District Council. Councillor Steptoe has joined the Labour Group.

Implications of these changes

The composition of the Council following the uncontested by-election is detailed in Appendix A. The calculations demonstrate that there is no change required to the number of seats held by each political group on the Council committees and panels.

It remains for the Independent Group to nominate one of its members to fill the vacancy on the Engagement DSP.

I have invited the Group Leader for the Liberal Democrats to submit his group's nominations to fill the vacancies on the two licensing committees and the Resources DSP.

Recommendation

That nominations are made to, and approved by, the Council in respect of the vacancies detailed above.

Duncan Kerr,
Chief Executive

APPENDIX A

Make-up of the District Council after 20th October

Change in circumstances

Election of Labour councillor to replace Cllr Burrows

Stage 1 Allocation to decision-making Committees ensuring balance on each Committee

Party	Seats	%	DC Prop	DC Round	Lic Prop	Lic Round	C+AC Prof	C+AC Rounded
Administrat	32	55.17%	9.3793103	9	6.068966	6	2.758621	3
Labour	11	18.97%	3.2241379	3	2.086207	2	0.948276	1
Independen	6	10.34%	1.7586207	2	1.137931	1	0.517241	1
New Indep	5	8.62%	1.4655172	2	0.948276	1	0.431034	
Lib Dem	4	6.90%	1.1724138	1	0.758621	1	0.344828	
Total	58			17		11		5

Stage 2 Allocation to Development and Scrutiny Panels ensuring balance in totality.

Total seats available 45

Party	Seats	%	Seats prop	Seats Rour	ECD	Com	Eng	HE	C+R	Check
Administrat	32	55.17%	24.8276	25	5	5	5	5	5	5
Labour	11	18.97%	8.5345	8	1	2	2	2	2	1
Independen	6	10.34%	4.6552	5	1	0	0	2	1	1
New Indep	5	8.62%	3.8793	4	1	1	1		1	1
Lib Dem	4	6.90%	3.1034	3	1	1	1		1	1
Total	58			45	9	9	9	9	9	9

CABINET MEETING: 10TH OCTOBER 2005

Minute CO73: ALIGNING COUNCIL AND LSP PRIORITIES

DECISION: That the Council be recommended

(1) (1) to adopt the new corporate planning calendar as follows:

- | | |
|--|--------------------|
| • . Residents survey | February |
| • . Update of area profile | March |
| • . Gateway reviews by LSP and Council | April |
| • . Review of LSP priorities | May |
| • . Review of Council priorities | June |
| • . Approval of Service Planning pro-forma | July |
| • . Budget Preparation | August to December |

(2) (2) to promote Affordable Housing and Communications from Category B to Category A

(3) (3) to endorse that contingency plans are prepared to secure savings, if required, from Category Y services that scored 12 points or less.

Considerations/Reasons for Decision:

- (1) (1) Report CEX300 by the Chief Executive highlighting that the degree of alignment between the Council's priorities and those of the LSP, as expressed in the Community Strategy, will make a very significant contribution to the assessment of the District's CPA performance;
- (2) (2) Following full area profiling of the district, four new priorities have been agreed by the LSP which will be reflected in the revised Community Strategy. Determination of these priorities has enabled the Council to revise the service planning pro-forma to include reference to these within the corporate context;
- (3) (3) In the light of the LSP determining its priorities, it is appropriate for the Council to review its own priorities. By undertaking this process now it will influence the forthcoming budget round and can use the outcomes of the Gateway review of priorities reported to the September Council meeting. A future corporate calendar for the revision of priorities is therefore proposed;
- (4) (4) Affordable Housing and Communications are issues which arise from aligning our current priorities alongside the LSPs. It is also appropriate to review and prepare contingency plans in case greater savings are needed from non-priority areas.

REPORT TO CABINET

REPORT OF: Chief Executive

REPORT NO. CEX300

DATE: 10th October 2005

TITLE:	Aligning Council and LSP Priorities
COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	All
CORPORATE PRIORITY:	All
CRIME AND DISORDER IMPLICATIONS:	N/A
FREEDOM OF INFORMATION ACT IMPLICATIONS:	N/A

1. Introduction

- 1.1 As members will recall the CPA re-refresh identified that the Council's priorities were not aligned to the Community Strategy. This concern has recently been reinforced in a letter received from External Audit and commenting upon our direction of travel.
- 1.2 It is apparent from the draft CPA guidance for District Councils that the degree of alignment between the Council's priorities and those of the LSP, as expressed in the Community Strategy, will make a very significant contribution to the assessment of the District's CPA performance.
- 1.3 Progress in securing the required alignment (or "golden thread" as it is referred to in the CPA guidance) has been hampered by the lack of prioritisation in the previous Community Strategy and the time required to develop the capacity and understanding within the LSP to appreciate the importance of assessing the needs and priorities of the area based on objective data.

- 1.4 During the last few months, significant progress has been made and following a full area profiling of the district four new priorities have been agreed by the LSP. These are currently being reflected in a revised Community Strategy, which will be accompanied by a detailed action plan.
- 1.5 Determination of these priorities has enabled us to revise the service planning pro-forma to include reference to these within the corporate context.

2. LSP Priorities

- 2.1 As a leading member of the South Kesteven Local Strategic Partnership, the Council has worked closely with representatives of the business, voluntary and public sector to profile the needs of the area. This has resulted in the LSP adopting the following long-term vision:

“To ensure that by 2020 our residents live in one of the ten most desirable locations in the country and are proud that they have the skills necessary to participate in sustainable communities that are safe, healthy and economically vibrant”.

- 2.2 In order to translate this vision into action, the LSP has approved the following four priorities, which will guide the new Community Strategy currently being prepared:
 - a) Community safety.
 - b) Affordable housing.
 - c) Town centres and economic development
 - d) Improved transport and access.

3. Our current arrangements

SKDC – The Vision

- 3.1 The District Council’s vision complements and supports the vision of the LSP it is:

‘To ensure that the residents of South Kesteven are proud of their district and their Council’
- 3.2 This concept of “Pride” is articulated as a series of five steps detailed in a series of leaflets:
 - a) Performance and Priorities
 - b) Respect and recognition for diversity
 - c) Informing and Involving
 - d) Developing Communities
 - e) Empowering and enabling

SKDC - Strategic Alignment

3.3 In making strategic choices regarding service delivery the Council has taken account of the shared priorities that have been agreed at national level between representatives from Local Government and the Office of the Deputy Prime Minister (ODPM). These are:

- Sustainable Communities and Transport**
- Safe and Strong Communities**
- Healthier Communities**
- Older People**
- Children and Young Persons**

3.4 Both these shared aspirations, and the priorities of the LSP, are incorporated into the Council’s four ambitions:

- Economic Development**
- Community Safety**
- Healthy Environment**
- Community Engagement**

SKDC – Operational Alignment

3.5 To ensure that all our services are assessed against, and reflect these ambitions the Council has undertaken a comprehensive service prioritisation exercise using a four-fold classification of service priorities.

3.6 The linkage between these new ambitions and our current priorities, which were reviewed in May 2005, is demonstrated in the following table:

<i>Proposed Ambition:</i>	Priorities that it incorporates		Shared national priorities that it reflects
	Category A	Category B	
Economic Development	Town-centre regeneration	Business Development Planning Car Parks	Sustainable Communities and Transport
Safer communities	Anti-social behaviour	Diversity. Vulnerable Persons Housing Management Affordable Housing	Safer and Stronger Communities
Healthier Environment	Street Sweeping Recycling	Public Toilets	Healthier Communities
Engagement	Access	Communications LSP and Community Strategy	Children and Young People Older People

4. Timetable for future reviews

4.1 Now that the LSP has determined its priorities it would be appropriate for SKDC to review its own priorities in the light of these. If this process is undertaken now it could not only influence the budget round but would also be able to use the outcomes from the gateway reviews of priorities which was reported to Council on the 8th of September. This year priorities were revised in the Spring following a residents survey conducted over the winter. In future the corporate calendar for the revision of priorities could be as follows:

Residents survey	February
Update of area profile	March
Gateway reviews by LSP and Council	April
Review of LSP Priorities	May
Review of Council Priorities	June
Approval of Service Planning pro-forma	July
Budget preparation	August to December

5. Issues to be considered in the review of Council priorities

5.1 The alignment between our current priorities and the LSPs is as follows:

LSP Priority	Council Priority	Comment
Community safety	Anti-social behaviour (A)	Strong alignment
Housing	Housing (B)	Weaker alignment because housing is a category B priority
Town-centres and Economic Development	Town-centre Development (A) Street scene (A) Business Development (B)	Strong alignment
Improved transport and access	Access (A)	Strong alignment on access but weaker on public transport.

5.2 The issues that arise from this exercise are:

- 1) Affordable housing and the findings of the strategic housing inspection, it would seem appropriate for affordable housing to become a category A priority.
- 2) Communications may also need to become a category A based on the growing recognition (which will probably be reinforced by the members forum) of the importance of communications to the Council.

- 5.3 At this stage it is considered too premature to relegate any of the current category A or B services until the outcome of 2006 gateway review is known. The increased management resources provided through the re-structuring should provide the required capacity to undertake this additional work.
- 5.4 In the light of these priorities it is also appropriate to review and prepare contingency plans in case greater savings are needed from non-priority areas. To this end, I have enclosed the full scores and the classification of services that was approved by Council so that members can see which of our category Y services scored lowest. As members may recall, the prioritisation process was done in two elements; firstly those services considered by the public to be of high importance were divided between priorities A and B and then all services were evaluated using a model that assessed how much they could contribute to these priorities.

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

Service	Priorities (10)	Targets (6)	Vision (8)	Improve (5)	Total	Proposed Category
LSP and Community Strategy Support	8	5	6	5	24	B
Council Tax Collection	5	6	6	3	20	B
Housing Management	8	0	6	5	19	B
Car Parks	8	0	6	3	17	B
Public Toilets	6	0	7	4	17	B
Asset Management	7	2	6	1	16	Y
Business Rates	5	6	3	2	16	Y
Financial services	6	1	5	3	15	Y
Licensing	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
Housing Repairs	2	5	3	2	12	Y
Leisure	4	0	6	2	12	Y
Legal and Admin	6	0	4	2	12	Y
Human Resources	4	3	3	1	11	Y
Grounds Maintenance	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

5.5 It is proposed that contingency plans be prepared by the CMT to seek savings from:

Environmental Health non-statutory services, other than pest control (this is a category Z service).

Category Y service scoring 12 or less.

6. Recommendations

6.1 That the Cabinet recommends to Council:

- a) The adoption of the new corporate planning calendar as set out in section 4.1.
- b) That both Affordable Housing and Communications are promoted from category B to category A priorities.
- c) That contingency plans are prepared to secure savings, if required from category Y that scored less than 12 points.

Duncan Kerr
Chief Executive

REPORT TO COUNCIL

REPORT OF: CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES

REPORT NO. DLS46

DATE: 27th OCTOBER 2005

TITLE:	PROPOSED NEW PROTOCOL FOR MEMBER AND OFFICER RELATIONS
FORWARD PLAN ITEM:	N/A
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	N/A
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	N/A

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	
CORPORATE PRIORITY:	CORPORATE GOVERNANCE
CRIME AND DISORDER IMPLICATIONS:	N/A
FREEDOM OF INFORMATION ACT IMPLICATIONS:	N/A
BACKGROUND PAPERS:	DRAFT PROTOCOL OF ASSOCIATION OF COUNCIL SECRETARIES AND SOLICITORS

1. INTRODUCTION

- 1.1 A private briefing of the Cabinet on 24th January 2005 considered a suggested new protocol for member and officer relations. This suggested protocol had been prompted by a paper released by the Local Government Information Unit endorsing a model protocol that had been developed by the Association of Council Secretaries and Solicitors (ACSeS).
- 1.2 A copy of the protocol is enclosed which has been subject to extensive consultation and some amendment. The details of which are set out below.

2. DETAILS OF THE REPORT

- 2.1 The Council already has an existing protocol, however, this was drawn up some years ago and has now been overtaken by some significant legislative development, such as, the Local Government Act 2000 and the creation of the new executive form of management arrangements for Councils.
- 2.2 The current officer/member protocol does not therefore address the changed role of members particularly in relation to the scrutiny and executive functions.
- 2.3 The new draft protocol is therefore considered more relevant to the current constitutional arrangements of the Council. Prior to the draft protocol being reported to the Cabinet, it was considered by the Council's Corporate Management Team who endorsed the draft document but in doing so deleted certain references to unitary authorities and items that were not of relevance to this Council, such as, the employment of political assistants.
- 2.4 The Cabinet made a number of minor amendments and deletions to the document but then referred it to the Standards Committee for further detailed consideration. The Cabinet also requested that before finally being referred to Council for approval, the document was referred to the Scrutiny Co-ordinating Group for final comment.
- 2.5 The Standards Committee first considered the draft in its meeting on 11th February 2005. The Committee made some minor amendments and decided that further consultation should take place with all members before the Committee made its final recommendation back to the Cabinet.
- 2.6 All members of the Council were sent a copy of the draft from the Standards Committee with an invitation for comment. Comments were received and then reported to the next meeting of Standards Committee on 19th May who welcomed the suggestions which have now been included in the final draft and shown marked in bold italics.
- 2.7 The Standards Committee also consulted the Corporate Management Team and Unison. No objections to the new protocol were received.

- 2.8 The protocol was therefore finally reported to the Scrutiny Co-ordinating Group for comment and endorsement on 25th July 2005. The group did make some further additions and these are also included in italics.
- 2.9 The draft was finally submitted to the Cabinet at its meeting on 5th September and was approved subject to delegated authority being given to the Chief Executive in conjunction with the Leader and the Monitoring Officer to amend the wording of Paragraph 62.
- 2.10 Following discussion the wording of Paragraph 62 has been amended and is also shown in italics on the draft.

3. RECOMMENDATION

It is recommended that the Council now endorse the protocol that has been subject to the most extensive consultation and now represents the combined views of all consultees.

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**A PROTOCOL FOR RELATIONSHIPS BETWEEN
MEMBERS AND OFFICERS OF A LOCAL
AUTHORITY**

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“Every local authority should have its own written statement or protocol governing relations between members and officers.” (Third report of the Committee on Standards in Public Life - the Nolan Committee)

Preamble

1. Mutual trust and respect between members and officers is at the heart of a council’s good governance. They are essential if the partnership necessary for the effective running of a local authority is to succeed.
2. This may seem obvious. But what happens when relationships go awry? Where can members and officers turn for guidance? What mechanisms exist for addressing concerns? How can matters be improved?
3. Such questions point to the need for a written guide to the basic elements of the relationship between members and officers – a protocol:
 - to promote trust, openness, fairness and honesty by establishing some ground rules;
 - to define roles so as:
 - to clarify responsibilities (i.e. who does what),
 - to avoid conflict, and
 - to prevent duplication or omission;
 - to secure compliance with the law, codes of conduct and a council’s own practices; and
 - to lay down procedures for dealing with concerns by members or officers.
4. A protocol should be recognised both as a central element of a council’s corporate governance, and as a commitment to upholding standards of conduct in public life. It’s one way of demonstrating to the public at large that local government is serious about protecting and enhancing its integrity and reputation. *It should also be noted that this protocol applies to all forms of electronic communications including e-mail etc.*

Definitions

5. Unless the context indicates otherwise, references to the term Council include the Executive, overview and scrutiny committees, and other committees and sub-committees.
6. For the purposes of this protocol, the term Executive refers to the Leader and Cabinet.
7. Unless the context indicates otherwise, the terms member and members include non-elected (i.e. co-opted) members as well as elected councillors.
8. Officers and staff mean all persons employed by the Council.
9. Senior officer has the meaning of an officer of the Council appointed to a post on a PM salary grade.
10. Designated Finance Officer means the officer exercising the duties prescribed by law for the financial administration of the Council.

Principles

11. Members and officers must at all times observe this protocol.
12. The protocol has been approved by the ***Full Council and*** Council's Standards Committee who will monitor its operation.
13. The protocol seeks to maintain and enhance the integrity (real and perceived) of local government which demands the highest standards of personal conduct.
14. Members and officers must always respect the roles and duties of each other. They must show respect in all their dealings by observing reasonable standards of courtesy, and by not seeking to take unfair advantage by virtue of their position.
15. Whilst members and officers are indispensable to one another, their responsibilities are distinct. Members are accountable to the electorate and serve only as long as their term of office lasts. Officers are accountable to the Council as a whole. Their job is to give advice to members (individually and collectively) and to carry out the Council's work under the direction of the Council.
16. The Council has adopted codes of conduct for both members and officers. Both represent best practice. The members' code follows the national code which in

turn is based on the general principles governing members' conduct enshrined in law, viz:

- Selflessness – serving only the public interest.
- Honesty and integrity – not allowing these to be questioned; not behaving improperly.
- Objectivity – taking decisions on merit.
- Accountability – to the public; being open to scrutiny.
- Openness – giving reasons for decisions.
- Personal judgement – reaching one's own conclusions and acting accordingly.
- Respect for others – promoting equality; avoiding discrimination; respecting others (member/member, as well as member/officer).
- Duty to uphold the law – not acting unlawfully.
- Stewardship – ensuring the prudent use of a council's resources.
- Leadership – acting in a way which has public confidence.

17. These principles underpin this protocol. They will also be reflected in a new national code of conduct for employees due in the near future and on which the Office of the Deputy Prime Minister began a three months' consultation period in August 2004.
18. Until such time as a new national code appears, officers are bound by the Council's own code of conduct for staff and, in some cases, by the codes of their professional associations.
19. Breaches of this protocol by a member may result in a complaint to the Standards Board for England if it appears the members' code has also been breached. Breaches by an officer may lead to disciplinary action.

The role of members

20. Members have a number of roles and need to be alert to the potential for conflicts of interest which may arise between the roles. Where such conflicts are likely, members may wish to seek the advice of senior colleagues, the relevant senior officer(s), and/or the Monitoring Officer.
21. Collectively, members are the ultimate policy-makers determining the core values of the Council and approving the authority's policy framework, strategic plans and budget.
22. Members represent the community, act as community leaders and promote the social, economic and environmental well-being of the community often in partnership with other agencies.

23. Every elected-member represents the interests of, and is an advocate for, his/her ward [division] and individual constituents. He/she represents the Council in the ward, responds to the concerns of constituents, meets with partner agencies, and often serves on local bodies.
24. Some members have roles relating to their position as members of the Executive, *Development and Scrutiny Panels* or other committees and sub-committees of the Council.
25. Members of the Executive can have individual delegated powers. They may determine matters within their portfolios but implementation of their decisions is the responsibility of officers.
26. Members serving on *Development and Scrutiny Panels* monitor the effectiveness of the Council's policies and services, develop policy proposals and examine community issues. They also monitor local health service provision.
27. Members who serve on other committees and sub-committees collectively have delegated responsibilities, e.g. deciding quasi-judicial matters which by law are excluded from the remit of the Executive.
28. Some members may be appointed to represent the Council on local, regional or national bodies.
29. As politicians, members may express the values and aspirations of the party political groups to which they belong, recognising that in their role as members they have a duty always to act in the public interest.
30. Members are not authorised to instruct officers other than:
 - through the formal decision-making process;
 - to request the provision of consumable resources provided by the Council for members' use;
 - where staff have been specifically allocated to give support to a member or group of members; and
 - in the case of political assistants.
31. Members are not authorised to initiate or certify financial transactions, or to enter into a contract on behalf of the Council ***except in accordance with the Council's Financial Regulations and Standing Orders as it applies to members who are Cabinet Portfolio Holders.***
32. Members must avoid taking actions which are unlawful, financially improper or likely to amount to maladministration. Members have an obligation under their

- code of conduct to have regard, when reaching decisions, to any advice provided by the Monitoring Officer or the designated Finance Officer.
33. Members must respect the impartiality of officers and do nothing to compromise it, e.g. by insisting that an officer change his/her professional advice.
 34. Members have a duty under their code of conduct:
 - to promote equality by not discriminating unlawfully against any person, and
 - to treat others with respect
 35. Under the code, a member must not when acting as a member or in any other capacity:
 - bring the Council or his/her position as a member into disrepute, or
 - use his/her position as a member improperly to gain an advantage or disadvantage for his/herself or any other person.

The role of officers

36. Officers are responsible for giving advice to members to enable them to fulfil their roles. In doing so, officers will take into account all available relevant factors.
37. Under the direction and control of the Council (including, as appropriate, the Executive, committees, sub-committees or panels), officers manage and provide the Council's services within the framework of responsibilities delegated to them. This includes the effective management of employees and operational issues.
38. Officers have a duty to implement decisions of the Council, the Executive, committees and sub-committees which are lawful, and which have been properly approved in accordance with the requirements of the law and the Council's constitution, and duly minuted.
39. Officers have a contractual and legal duty to be impartial. They must not allow their professional judgement and advice to be influenced by their own personal views.
40. Officers must assist and advise all parts of the Council. They must always act to the best of their abilities in the best interests of the authority as expressed in the Council's formal decisions.
41. Officers must be alert to issues which are, or are likely to be, contentious or politically sensitive, and be aware of the implications for members, the media or other sections of the public.

42. Officers have the right not to support members in any role other than that of member, and not to engage in actions incompatible with this protocol. In particular, there is a statutory limitation on officers' involvement in political activities.

The relationship between members and officers: general

43. The conduct of members and officers should be such as to instil mutual confidence and trust.
44. The key elements are a recognition of and a respect for each other's roles and responsibilities. These should be reflected in the behaviour and attitude of each to the other, both publicly and privately.
45. Informal and collaborative two-way contact between members and officers is encouraged. But personal familiarity can damage the relationship, as might a family or business connection.
46. Members and officers should inform the Monitoring Officer of any relationship which might be seen as unduly influencing their work in their respective roles.
47. It is not enough to avoid actual impropriety. Members and officers should always be open about their relationships to avoid any reason for suspicion and any appearance of improper conduct. Where a personal relationship has been disclosed, those concerned should avoid a situation where conflict could be perceived. Specifically, a member should not sit on a body or participate in any decision which directly affects the officer on a personal basis.
48. Officers serve the Council as a whole. They have a duty to implement the properly authorised decisions of the Council.
49. With the exception of political assistants, officers work to the instructions of their senior officers, not individual members. It follows that, whilst such officers will always seek to assist a member, they must not be asked to exceed the bounds of authority they have been given by their managers. Except when the purpose of an enquiry is purely to seek factual information, members should normally direct their requests and concerns to a senior officer, at least in the first instance.
50. Officers will do their best to give timely responses to members' enquiries. However, officers should not have unreasonable requests placed on them. Their work priorities are set and managed by senior managers. Members should avoid disrupting officers' work by imposing their own priorities.
51. Members will endeavour to give timely responses to enquiries from officers.

52. An officer shall not discuss with a member personal matters concerning him/herself or another individual employee. This does not prevent an officer raising on a personal basis, and in his/her own time, a matter with his/her ward [division] member.
53. Members and officers should respect each other's free (i.e. non-Council) time.

The Council as employer

54. Officers are employed by the Council as a whole.
55. Members' roles are limited to:
- the appointment of specified senior posts,
 - determining human resources policies
 - hearing and determining appeals.
56. Members shall not act outside these roles.
57. If participating in the appointment of officers, members should:
- remember that the sole criterion is merit (other than in the case of political assistants where political consideration may apply),
 - never canvass support for a particular candidate,
 - not take part where one of the candidates is a close friend or relative,
 - not be influenced by personal preferences, and
 - not favour a candidate by giving him/her information not available to the other candidates.
58. A member should not sit on an appeal hearing if the appellant is a friend, a relative, or an officer with whom the member has had a working relationship.

Chairman and officers

59. Officers will respect the position of Chairman *of the Council* and provide appropriate support.

Executive members and officers

60. Executive members will take decisions in accordance with the constitution and will not otherwise direct staff. Senior officers will be responsible for instructing staff to implement the Executive's decisions.
61. In addition to individual members of the Executive, senior officers (including the Monitoring Officer and the designated Finance Officer) have the right to submit papers to the Executive as a whole or to individual Executive members for consideration.

62. Senior officers and Executive members shall agree mutually convenient methods of regular contact. Before taking any formal decisions, the Executive will seek appropriate professional advice including, without exception, the Monitoring Officer and designated Finance Officer, and will not *require officers to undertake actions which adversely affect their reputation for impartiality. Officers have a duty to prepare reports on the request of members and these reports will normally include recommendations. These recommendations must accord with their own impartial and professional judgment. Members must not instruct, or exert undue influence, on officers with regard to the content of recommendations*
63. Before any formal decisions with a financial implication are taken by the Executive, the Finance Officer and the senior officer(s) for the service(s) concerned must be consulted. This is to ensure that those officers who are budget holders:
- are aware of the proposed decision,
 - have the opportunity to offer advice, and
 - are subsequently able properly to authorise the financial transactions needed to implement decisions.
64. An individual Executive member who is minded to write or commission a report or to make a decision about a matter within his/her portfolio should use their best endeavors to ensure that those other members and officers who need to know of the matter are so informed. There is a particular requirement to involve other Executive members on cross-cutting issues.
65. Executive members when making decisions (whether collectively or individually) must state the reasons for those decisions. The written record of the decisions must include the reasons.
66. Officers taking decisions under their delegated powers must consider the advisability of informing the relevant Executive member(s) *and Chairmen of relevant Development and Scrutiny Panels* of their intentions in advance when the matter to which the decisions relates is likely to be sensitive or contentious, or has wider policy implications.

Overview and scrutiny members and officers

67. Chairmen and *Vice Chairmen of all Development and Scrutiny Panels* shall maintain regular contact with the officer(s) providing the principal support to the overview and scrutiny function. In consultation with chairmen, it shall be the responsibility of the latter to ensure that those who need to know of matters being considered or for possible future consideration are so informed.

68. *A Development and Scrutiny Panel* or its chairman acting on its behalf may require officers to attend overview and scrutiny meetings. Members should not normally expect junior officers to give evidence. All requests should be made to senior officers in the first instance.
69. When making requests for officer attendance, overview and scrutiny members shall have regard to the workload of officers.
70. It is recognised that officers required to appear before an overview and scrutiny committee may often be those who have advised the Executive or another part of the Council on the matter under investigation. In these circumstances, an officer may have a conflict of interest. Both members and officers need to consider the severity of the conflict. If deemed appropriate, research and advice may be sought elsewhere – from the Council’s dedicated overview and scrutiny support unit or externally.
71. Subject to 72 *below*, officers should be prepared to justify advice given to the Council, the Executive, or other committees and sub-committees even when the advice was not accepted.
72. Officers must also be prepared to justify decisions they have taken under delegated powers.
73. In giving evidence, officers must not be asked to give political views.
74. Officers should respect members in the way they respond to members’ questions.
75. Members should not question officers in a way which could be interpreted as harassment. Neither should they ask about matters of a disciplinary nature.
76. Overview and scrutiny proceedings must not be used to question the capability or competence of officers. Chairmen and members need to make a distinction between reviewing the policies and performance of the Council and its services, and appraising the personal performance of staff. The latter is not an overview and scrutiny function.
77. In exercising the right to call-in a decision of the Executive, overview and scrutiny members must seek officer advice if they consider the decision is contrary to the Council’s approved plans, policies or frameworks, or is unlawful.

Members of other committees or sub-committees and officers

78. The appropriate senior officers will offer to arrange regular informal meetings with chairmen, vice-chairmen, and spokesmen of committees and sub-committees.

79. Senior officers (including the Monitoring Officer and the designated Finance Officer) have the right to present reports and give advice to committees and sub-committees.
80. Members of a committee or sub-committee shall take decisions within the remit of that committee or sub-committee, and will not otherwise instruct officers to act.
81. At some committee or sub-committee meetings, a resolution may be passed which authorises a named officer to take action between meetings in consultation with the chairman. In these circumstances it is the officer, not the chairman, who takes the action and is responsible for it. A chairman has no legal power to take decisions on behalf of a committee or sub-committee, neither should he/she apply inappropriate pressure on the officer.

Party groups and officers

82. Senior officers may properly be asked to contribute to deliberations of matters concerning Council business by party groups.
83. Officers have the right to refuse such requests, and will normally not attend a meeting of a party group where some of those attending are not members of the Council.
84. Officer support will not extend beyond providing factual information or professional advice in relation to matters of Council business. Officers must not be involved in advising on matters of party business, and therefore should not be expected to be present at meetings or parts of meetings when such matters are to be discussed.
85. Party group meetings are not empowered to make decisions on behalf of the Council, and conclusions reached at such meetings do not rank as formal decisions. The presence of an officer confers no formal status on such meetings in terms of Council business and must not be interpreted as doing so.
86. Where officers provide factual information and advice to a party group in relation to a matter of Council business, this is not a substitute for providing all the necessary information and advice when the matter in question is formally considered by the relevant part of the Council.
87. It must not be assumed that an officer is supportive of a particular policy or view considered at a party group meeting simply because he/she has attended or provided information to the meeting.
88. Officers will respect the confidentiality of any party group discussions at which they are present and, unless requested to do so by that party group, will not relay the content of such discussions to another party group or to any other members.

- This shall not prevent an officer providing feedback to other senior officers on a need-to-know basis.
89. In their dealings with party groups, officers must treat each group in a fair and even-handed manner.
 90. Members must not do anything which compromises or is likely to compromise officers' impartiality.
 91. The duration of an officer's attendance at a party group meeting will be at the discretion of the group, but an officer may leave at any time if he/she feels it is no longer appropriate to be there.
 92. An officer accepting an invitation to the meeting of one party group shall not decline an invitation to advise another group about the same matter. He/she must give substantially the same advice to each.
 93. An officer who is not a senior officer shall not be invited to attend a party group meeting, but a senior officer may nominate another officer to attend on his/her behalf.
 94. An officer should be given the opportunity of verifying comments and advice attributed to him/her in any written record of a party group meeting.
 95. No member will refer in public or at meetings of the Council to advice or information given by officers to a party group meeting.
 96. At party group meetings where some of those present are not members of the Council, care must be taken not to divulge confidential information relating to Council business. Persons who are not members are not bound by the members' code of conduct. They do not have the same rights to Council information as members.
 97. Any particular cases of difficulty or uncertainty in relation to this part of the protocol should be raised with the Chief Executive and the relevant party group leader.
 98. *Where an officer prepares a report for a political group, the Chief Executive will advise all other groups that the report has been prepared and will provide a copy of that report to any group upon request. Also the Chief Executive will advise all other groups that an officer has attended a political group meeting and the subject upon which he or she did advise.*

Local members and officers

99. To enable them to carry out their ward role effectively, members need to be fully informed about matters affecting their ward. Senior officers must ensure that all relevant staff are aware of the requirement to keep local members informed, thus allowing members to contribute to the decision-making process and develop their representative role.
100. This requirement is particularly important:
- during the formative stages of policy development, where practicable,
 - in relation to significant or sensitive operational matters,
 - whenever any form of public consultation exercise is undertaken, and
 - during an overview and scrutiny investigation.
101. Issues may affect a single ward. Where they have a wider impact, a number of local members will need to be kept informed.
102. Whenever a public meeting is organised by the Council to consider a local issue, all the members representing the wards affected should be invited to attend the meeting as a matter of course.
103. If a local member intends to arrange a public meeting on a matter concerning some aspect of the Council's work, he/she should inform the relevant officer. Provided the meeting has not been arranged on a party political basis:
- an officer may attend but is not obliged to do so, and
 - the meeting may be held in Council-owned premises.
104. No such meetings should be arranged or held in the immediate run-up to Council elections (*i.e. after the issue of the notice of election*).
105. Whilst support for members' ward work is legitimate, care should be taken if staff are asked to accompany members to ward surgeries. In such circumstances:
- the surgeries must be open to the general public, and
 - officers should not be requested to accompany members to surgeries held in the offices or premises of political parties.
106. Officers must never be asked to attend ward or constituency political party meetings.
107. It is acknowledged that some Council staff (e.g. those providing dedicated support to Executive members) may receive and handle messages for members on topics unrelated to the Council. Whilst these will often concern diary management, care should be taken to avoid Council resources being used for private or party political purposes.

108. In seeking to deal with constituents' queries or concerns, members should not seek to jump the queue but should respect the Council's procedures. Officers have many pressures on their time. They may not be able to carry out the work required by members in the requested timescale, and may need to seek instructions from their managers.

Members' access to documents and information

109. This part of the protocol should be read in conjunction with the Access to Information Rules in the Council's constitution.
110. Members may request senior officers to provide them with such information, explanation and advice as they may reasonably need to assist them to discharge their roles as members. This may range from general information about some aspect of the Council's services to specific information on behalf of a constituent. Where information is requested on behalf of a third party, it will only be provided if:
- it is in the public domain, and
 - it is not barred by the Data Protection Act from being given.
 - it relates to the member's role as a ward councilor or to any role the members has been appointed to by the Council.
111. Every member of the Executive, an overview and scrutiny committee, and/or any other committee or sub-committee has a right to inspect documents about the business of that overview and scrutiny committee, other committee or sub-committee or the Executive.
112. A member who is not a member of a specific overview and scrutiny committee, other committee or sub-committee, or the Executive may have access to any document of that specific part of the Council provided:
- he/she can demonstrate a reasonable need to see the documents in order to carry out his/her roles as a member (the "need to know" principle), and
 - the documents do not contain "confidential" or "exempt" information as defined by the law.
113. Disputes as to the validity of a member's request to see a document on a need to know basis will be determined by the Monitoring Officer. Officers should seek his/her advice if in any doubt about the reasonableness of a member's request.
114. A member should obtain advice from the Monitoring Officer in circumstances where he/she wishes to have access to documents or information:
- where to do so is likely to be in breach of the Data Protection Act, or
 - where the subject matter is one in which he/she has a personal or

prejudicial interest as defined in the members' code of conduct.

115. Information given to a member must only be used for the purpose for which it was requested.
116. It is an accepted convention that a member of one party group will not have a need to know and therefore a right to inspect a document which forms part of the internal workings of another party group.
117. Members and officers must not disclose information given to them in confidence without the consent of a person authorised to give it, or unless required by law to do so.
118. When requested to do so, officers will keep confidential from other members advice requested by a member.
119. Members and officers must not prevent another person from gaining access to information to which that person is entitled by law.

Media relations

120. All formal relations with the media must be conducted in accordance with the Council's agreed procedures and the law on local authority publicity.
121. Press releases or statements made by officers must promote or give information on Council policy or services. They will be factual and consistent with Council policy. They cannot be used to promote a party group.
122. Officers will keep relevant members informed of media interest in the Council's activities, especially regarding strategic or contentious matters.
123. Before responding to enquiries from the media, officers shall ensure they are authorised to do so.
124. Likewise, officers will inform the Council's public relations office of issues likely to be of media interest, since that unit is often the media's first point of contact.
125. If a member is contacted by, or contacts, the media on an issue, he/she should:
 - indicate in what capacity he/she is speaking (e.g. as ward member, in a personal capacity, as an Executive member, on behalf of the Council, or on behalf of a party group);
 - be sure of what he/she wants to say or not to say;
 - if necessary, and always when he/she would like a press release to be issued, seek assistance from the Council's press office [or similar] and/or relevant senior officer, except in relation to a statement which is

- party political in nature;
- consider the likely consequences for the Council of his/her statement (e.g. commitment to a particular course of action, image, allegations of jumping to conclusions);
- never give a commitment in relation to matters which may be subject to claims from third parties and/or are likely to be an insurance matter;
- consider whether to consult other relevant members; and
- take particular care in what he/she says in the run-up to local or national elections to avoid giving the impression of electioneering, unless he/she has been contacted as an election candidate or political party activist.

Correspondence

126. Correspondence between an individual member and an officer should not be copied to another member unless the author expressly intends and states that this is the case or consents. Where correspondence is copied, this should always be made explicit, i.e. there should be no “blind” copies.
127. Official letters written on behalf of the Council should normally be in the name of the relevant officer. It may be appropriate in some circumstances (e.g. representations to a Government Minister) for letters to appear in the name of an Executive member or the chairman of a *Development and Scrutiny Panel*.
128. The Chairman may initiate correspondence in his/her own name.
129. Letters which create legally enforceable obligations or which give instructions on behalf of the Council should never be sent in the name of a member.
130. When writing in an individual capacity as a ward member, a member must make clear that fact.

Use of Council resources

131. The Council provides all members with services such as typing, printing and photocopying, and goods such as stationery and computer equipment, to assist them in discharging their roles as members of the Council. These goods and services are paid for from the public purse. They should not be used for private purposes or in connection with party political or campaigning activities.
132. Members should ensure they understand and comply with the Council’s own rules about the use of such resources, particularly:
 - where facilities are provided in members’ homes at the Council’s expense;
 - in relation to any locally-agreed arrangements e.g. payment for private photocopying; and

- regarding ICT security.
133. Members should not put pressure on staff to provide resources or support which officers are not permitted to give. Examples are:
- business which is solely to do with a political party;
 - work in connection with a ward or constituency party political meeting;
 - electioneering;
 - work associated with an event attended by a member in a capacity other than as a member of the Council;
 - private personal correspondence;
 - work in connection with another body or organisation where a member's involvement is other than as a member of the Council; and
 - support to a member in his/her capacity as a councillor of another local authority.

Interpretation, complaints and allegations of breaches

134. This part of the protocol should be read in conjunction with any “whistle-blowing” policy the Council may have.
135. Members or officers with questions about the implementation or interpretation of any part of this protocol should seek the guidance of the Monitoring Officer.
136. A member who is unhappy about the actions taken by, or conduct of, an officer should:
- avoid personal attacks on, or abuse of, the officer at all times,
 - ensure that any criticism is well founded and constructive,
 - should speak to the Chief Executive in the first instance,
 - should not make public comments on the matter before it has been investigated by the Chief Executive.
 - ***Complaints concerning the Chief Executive should be referred to the Head of Human Resources and/or the Monitoring Officer***
137. If direct discussion with the officer is inappropriate (e.g. because of the seriousness of the concern) or fails to resolve the matter, the member should raise the issue with the officer's manager or the relevant senior officer.
138. A serious breach of this protocol by an officer may lead to an investigation under the Council's disciplinary procedure.

139. An officer who believes a member may have acted other than in accordance with this protocol should raise his/her concern with the Monitoring Officer. He/she will consider how the complaint or allegation should be dealt with. At a minor level, this may be no more than informally referring the matter to the leader of the relevant party group. More serious complaints may involve alleged breaches of the members' code of conduct, and may be referred to the Standards Board for England.

REPORT TO COUNCIL

REPORT OF: Chief Executive

REPORT NO. CEX302

DATE: 7th September 2005

TITLE:	Stakeholders Conference and Extraordinary Council Meeting Thursday 8th December 2005
COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor Mrs. Frances Cartwright (Organisational Development)
CORPORATE PRIORITY:	Organisational Development
BACKGROUND PAPERS:	None

Background

1. As members will be aware the 8th of December is scheduled as the date for the Council's Annual Stakeholders Conference.

This year we are proposing that the Annual Stakeholders conference adopts the format of a Citizens Jury charged with the responsibility to investigate whether the Council delivers value for money to its residents. This will require us to select twelve residents who will reflect the diversity of the District. They will be asked to consider (and challenge) evidence presented, by witnesses who will include Members, Officers and local community representatives and then come to a verdict on whether the Council is delivering value. To make the event of interest to the wider community and the press, witnesses will be encouraged to use photographs as part of their evidence. To provide a clear structure for the event, it is proposed that we investigate each service in turn.

2. This is a very innovative idea. The key to its success will be securing the services of a person with the right skill sets to play the role of the "judge" or more precisely "investigating magistrate". This is the key role in the continuity of the event. He or she will ensure that the jury gain the confidence required to challenge the evidence presented to them and help them consider their "verdict". However as in a genuine court, this role will not actually contribute to the decision that is the preserve of the jury. In order to ensure an impartial approach we are currently seeking to identify someone with a background in broadcasting to fulfil this role.

3. The outcome of the event will be both an increased public understanding of the services and performance of the Council and an increased understanding by the Council of how it is perceived by the public. In addition to this, the Council should have a better understanding of its customers' expectations and the best means of meeting them. Hopefully residents will also have a better understanding of the financial and legal constraints on the Council.
4. Depending on the final number the event will be held in either the Council Chamber or the Guildhall theatre. A decision regarding the venue will be made nearer the time, however to assist members with their diary commitments the timings will be as follows:

9.30	Coffee
10.00	Citizens Jury Part 1
12.30	Lunch
13.30	Citizens Jury Part 2
15.30	Event ends.
5. If the Council approves this idea it is proposed that the finalisation of the arrangements be delegated to the Communications and Engagement DSP with a request that they finalise the arrangements at their meeting on the 17th of November.
6. At 16.00 on the same day (the 8th of December) it is proposed to hold an Extraordinary Council meeting to consider the strategic choice of landlord. This is a vital stage in the preparation for the ballot on the future of the housing stock and is a decision that has to be taken at this time if the Council wishes to be successful in this application to the ODPM to progress with the ballot. The outcome of this decision will constitute a key component of the details that will be provided to tenants in the ballot pack.

Recommendation

7. That the Council approves:
 - i) the proposals for the format of this year's annual Stakeholders Conference on the 8th December and asks the Communications and Engagement DSP to finalise the arrangements by its meeting in the 17th November.
 - ii) That an Extraordinary Council meeting be held at 16.00 on Thursday the 8th December to consider the strategic choice of landlord.

Duncan Kerr
Chief Executive

REPORT TO COUNCIL

REPORT OF: Joyce Slater, Training & Development Manager

REPORT NO. HR&OD 80

DATE: 27th October 2005

TITLE:	Councillor Development Charter
FORWARD PLAN ITEM:	N/A
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	N/A
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	N/A

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Elected Member Development Cllr Frances Cartwright
CORPORATE PRIORITY:	Supports all.
CRIME AND DISORDER IMPLICATIONS:	N/A
FREEDOM OF INFORMATION ACT IMPLICATIONS:	Unless exempt, this report is a public document and available from the Council's website: www.southkesteven.gov.uk
BACKGROUND PAPERS:	Report to Portfolio holder HR & OD 75 7 th March 2005 Councillor Development Charter www.emrlga.gov.uk/networks/documents/REGIONALCOUNCILLORDEVELOPMENTCHARTER.doc Change Management Action Plan HR Strategy Workforce Development Plan Local government Information Unit Charter 2000

1. INTRODUCTION OR SUMMARY

1.1 The Deputy Leader made a non-key decision on 7th March 2005 to support the Councillor Development Charter. The decision authorised the Leader and Chief Executive to sign a statement of commitment to work toward the charter. One of the requirements of the Charter Statement of Commitment is to make a public announcement in the Council of the intention to achieve the Charter.

1.2 This report is the public announcement, so that all councillors are aware of the continued support for elected member development, within a good practice framework.

2. RECOMMENDATIONS

That the Council acknowledges the public commitment and actively supports elected member development within the Improvement & Development Agency Councillor Development Charter framework.

3. DETAILS OF REPORT

The Commitment to the charter has the following requirements:

3.1 Commence work today toward the achievement of the Regional Councillor Development Charter (an Improvement & Development Agency framework supported by East Midlands Regional Local government Association).

3.2 Make a public announcement in Council of our intention to achieve the Charter

3.3 Identify a Councillor and an officer who will have the responsibility for ensuring that the work progresses. Councillor Moore and the training & development manager have been identified as the responsible people.

3.4 Put forward a Councillor and an officer to train as assessors to support the Council in working toward accreditation/ request external support from the region to enable the council to work toward accreditation.

3.5 Produce an action plan detailing how the council will work toward achieving accreditation.

3.6 Ensure the involvement of all councillors in our work towards accreditation work toward the achievement of the Charter.

4. OTHER OPTIONS CONSIDERED AND ASSESSED

This is the only national standard and it superseded the Local Government Information Unit charter 2000.

5. COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

There are no changes to budget requirements arising from this commitment.

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

No comments other than this supports the Councils decision to move forward with member development.

9. CONTACT OFFICER

Joyce Slater Training & Development Manager

REPORT TO COUNCIL

REPORT OF: Corporate Director (Community Services)

REPORT NO: DCS30

DATE: 27th October 2005

TITLE:	MEMBER FORUM ON COMMUNICATIONS, COMMUNITY STRATEGY, LOCAL STRATEGIC PARTNERSHIP AND LOCAL AREA AGREEMENTS – MONDAY, 17TH OCTOBER 2005.
FORWARD PLAN ITEM:	N/A
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	N/A
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	N/A

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor Paul Carpenter
CORPORATE PRIORITY:	Priority B

1. **BACKGROUND**

- 1.1 A series of member training events and workshops have been held throughout the year regarding a range of subjects.
- 1.2 A recurring theme identified during training has been the growing importance of communication and the increased expectations by Government of the need for Councils to work in partnership.
- 1.3 In response a Member Forum was organised to address both subjects. The event chaired by the Chairman, Councillor John Kirkman, was held in the Council Chamber on Monday, 17th October. It was attended by twenty-eight (28) elected members, and fourteen (14) senior managers.

2. DETAILS OF REPORT **THE FORUM**

- 2.1 The programme included a key note address presented by Ben Page, Director of MORI, Social Research Institute. Ben has been named by the Guardian newspaper as one of the 100 most influential people in public services. He has been a research adviser to the Cabinet Office since 1992. His presentation is attached for information. (Appendix A).
- 2.2 In addition to his key note address Ben worked with our members in one of three workshops that took place.
- 2.3 A number of workshops followed. Workshop (A) led by Councillor Paul Carpenter and Ben Page considered corporate communications. The purpose of the workshop was to come to a mutual understanding of the role of corporate communication and identify ways to build trust and credibility with the public through excellent communications. The results of this work will be incorporated into the service plan.
- 2.4 The second, Workshop (B) was led by Councillor Frances Cartwright and Nicola Winn from the Bridge Group (Communications Consultants). The workshop considered how effective communications could be used in taking forward Stock Transfer. The results of this work will be incorporated into the communications plan for Stock Transfer.
- 2.5 The third, Workshop (C) led by Councillor Ray Auger considered the need for a communication plan for taking forward future changes in the refuse collection service.
- 2.6 The afternoon session commenced with a presentation made by the Corporate Director of Community Services (John Pell) about the changes to the Local Strategic Partnership, the development of the new Community Strategy and the emergence of Local Area Agreements. A copy of his presentation is attached for information. (Appendix B).
- 2.7 Following the presentation workshops, based on the work areas of DSPs, considered the importance of the Local Strategic Partnership and the Community Strategy, specifically participants were asked to identify how they could engage with the Local Strategic Partnerships on a range of issues. The outcome of these discussions will be incorporated into the Community Strategy Action Plan.

3. RECOMMENDATION

That members note this report.

4. CONTACT OFFICER

John Pell, Corporate Director of Community Services
Tel: 01476 406510
Email: j.pell@southkesteven.gov.uk

MORI

What do the
places get right?

Ben Page

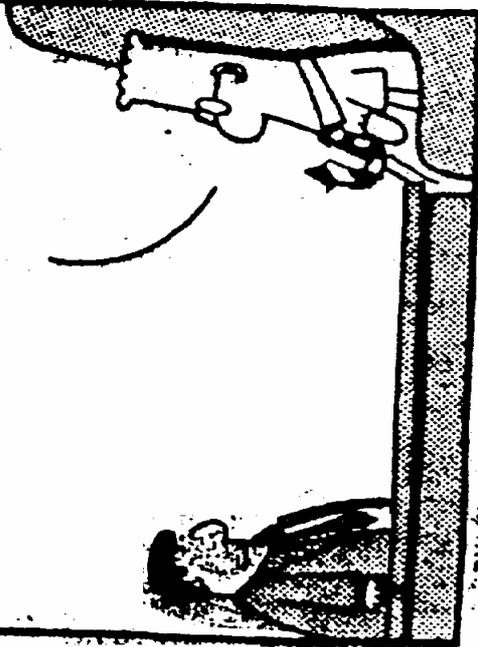
Director, MORI

ben.page@mori.com

0207 347 3242

DILBERT™ by Scott Adams

NOW THAT I'M CEO,
WHAT AM I SUPPOSED
TO ACTUALLY DO?



Leadership is risky.....

“There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things”

Machiavelli, The Prince, 1513

What makes an excellent organisation?

- Good at listening to punters and staff
 - What does that mean for you?
- Good at communicating
 - Whose job is that?
- Focuses on things that matter most to most people
- Staff who keep their promises
 - What are your promises?
- Self aware and able to reinvent itself

Describing local government...top of mind associations

Unreliable

High Council Tax

Too many chiefs – not enough indians

Unhelpful

Passing the Buck

Spendthrifts

Takes Time

Councillors

Long-winded

Invisible

Wasteful



Waiting lists

Disinterested

Nothing/blank

Boring

Distant

Bureaucratic

Ineffective

Anonymous

Faceless

Hands tied

Streetcleaning/refuse collection/housing/benefits

If local government was an animal – even now



“By the way they shove their head in the sand”

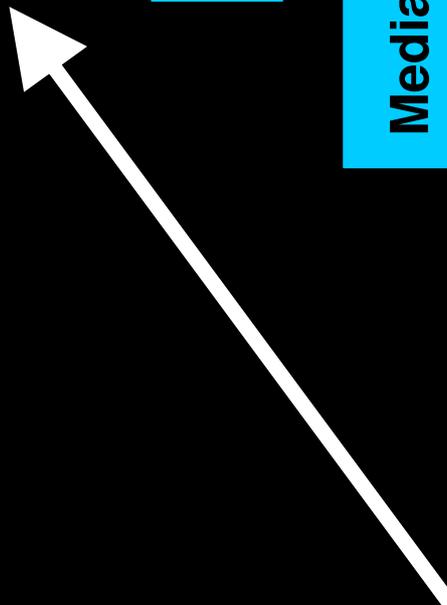


“I thought of a sloth. It’s just that they go about things very slowly”

So what matters for you?
Some key drivers

Most important drivers of reputation among local residents

Greatest drivers of overall satisfaction



Perceived quality of services overall

Perceived VFM

Deprivation and Diversity

Media coverage/mood

District/ County's performance

Direct communication

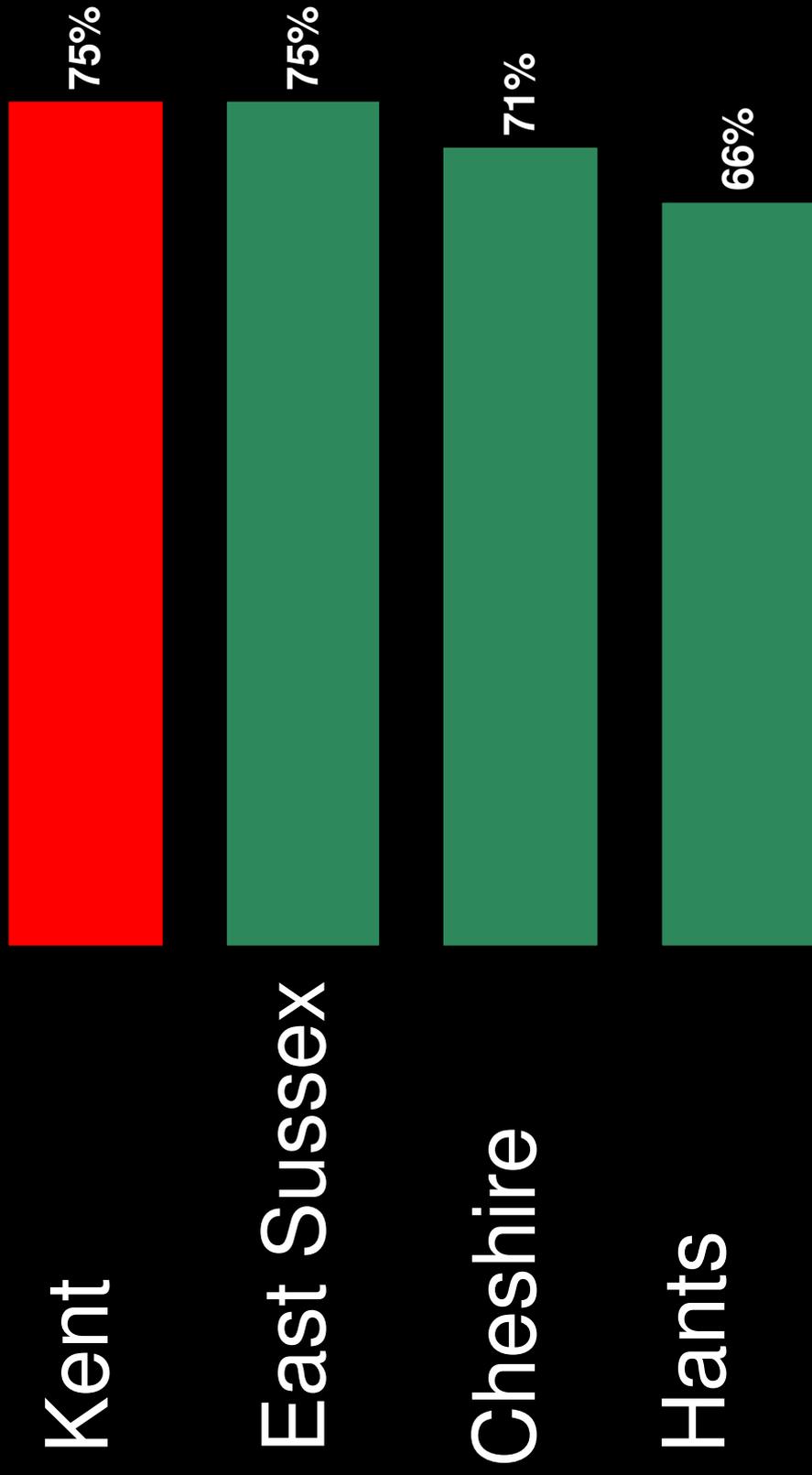
Street cleaning/liveability

Weaker drivers of overall satisfaction

Positive experiences of contact with staff

Communications are key –
internally and externally

Kent is top dog on overall Satisfaction



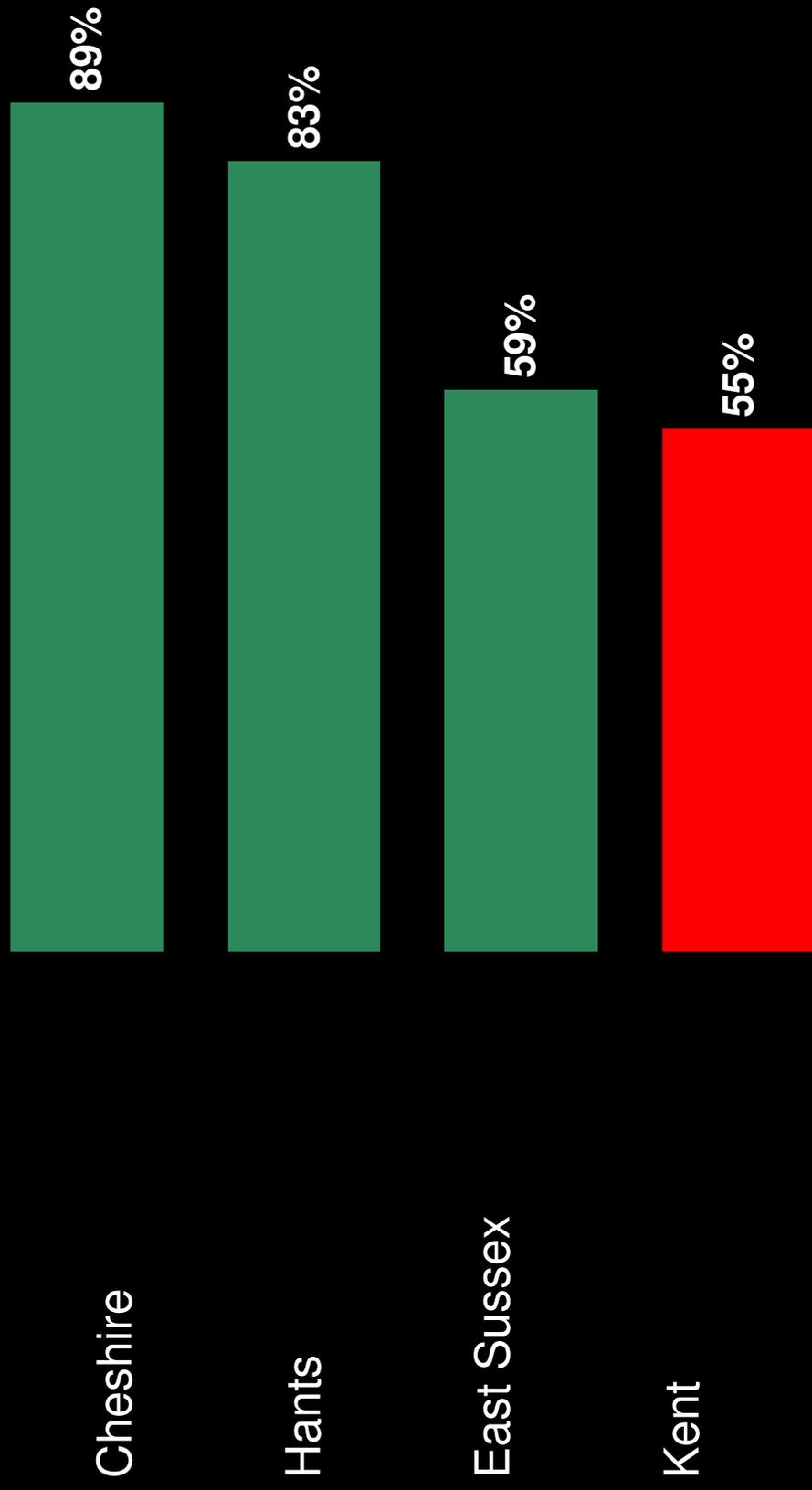
Base: BVPI surveys 2003/4

Kent on complaint handling



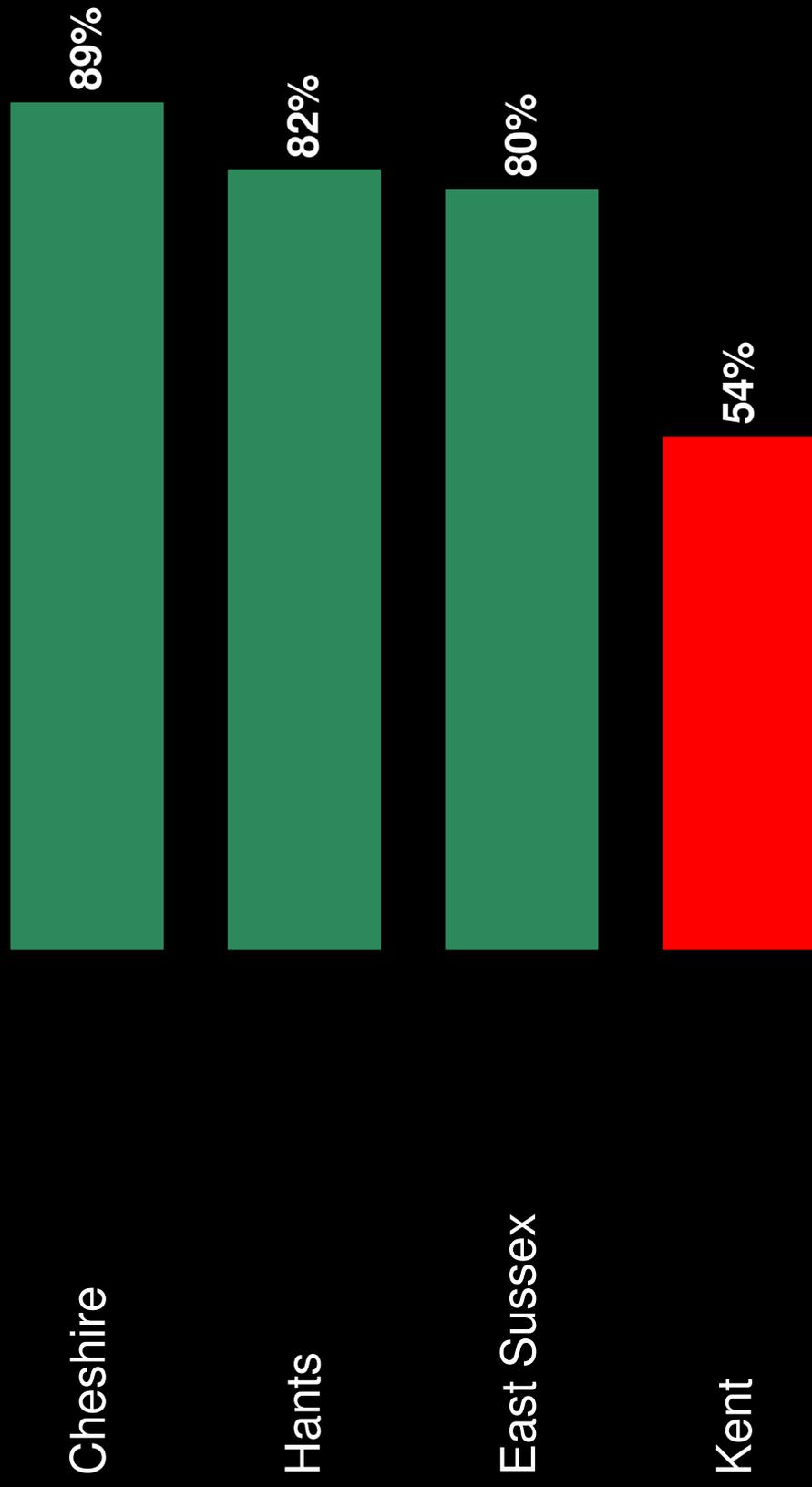
Base: BVPI surveys 2003/4

Satisfaction with Libraries



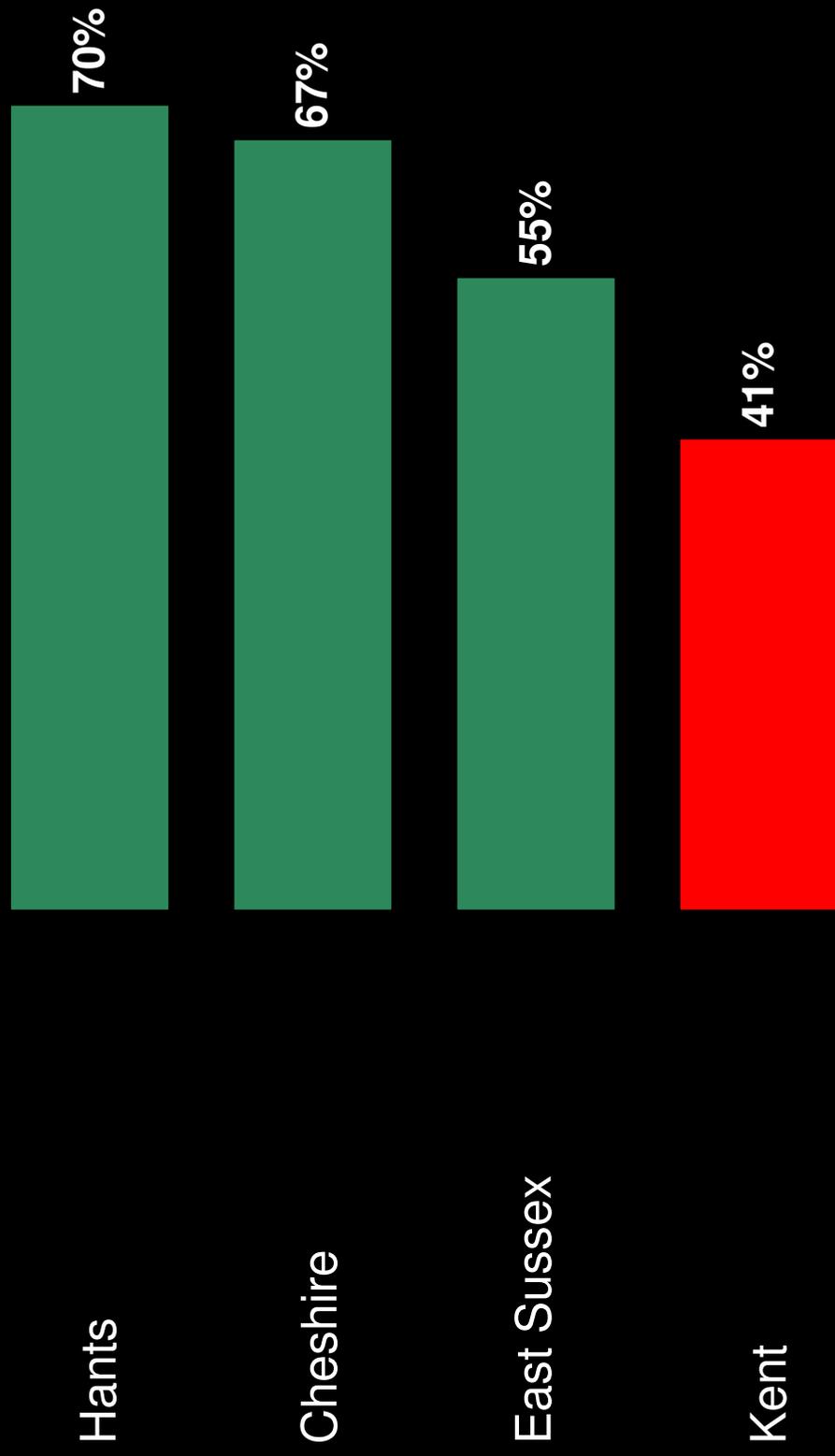
Base: BVPI surveys 2003/4

Satisfaction with Parks/Open Spaces



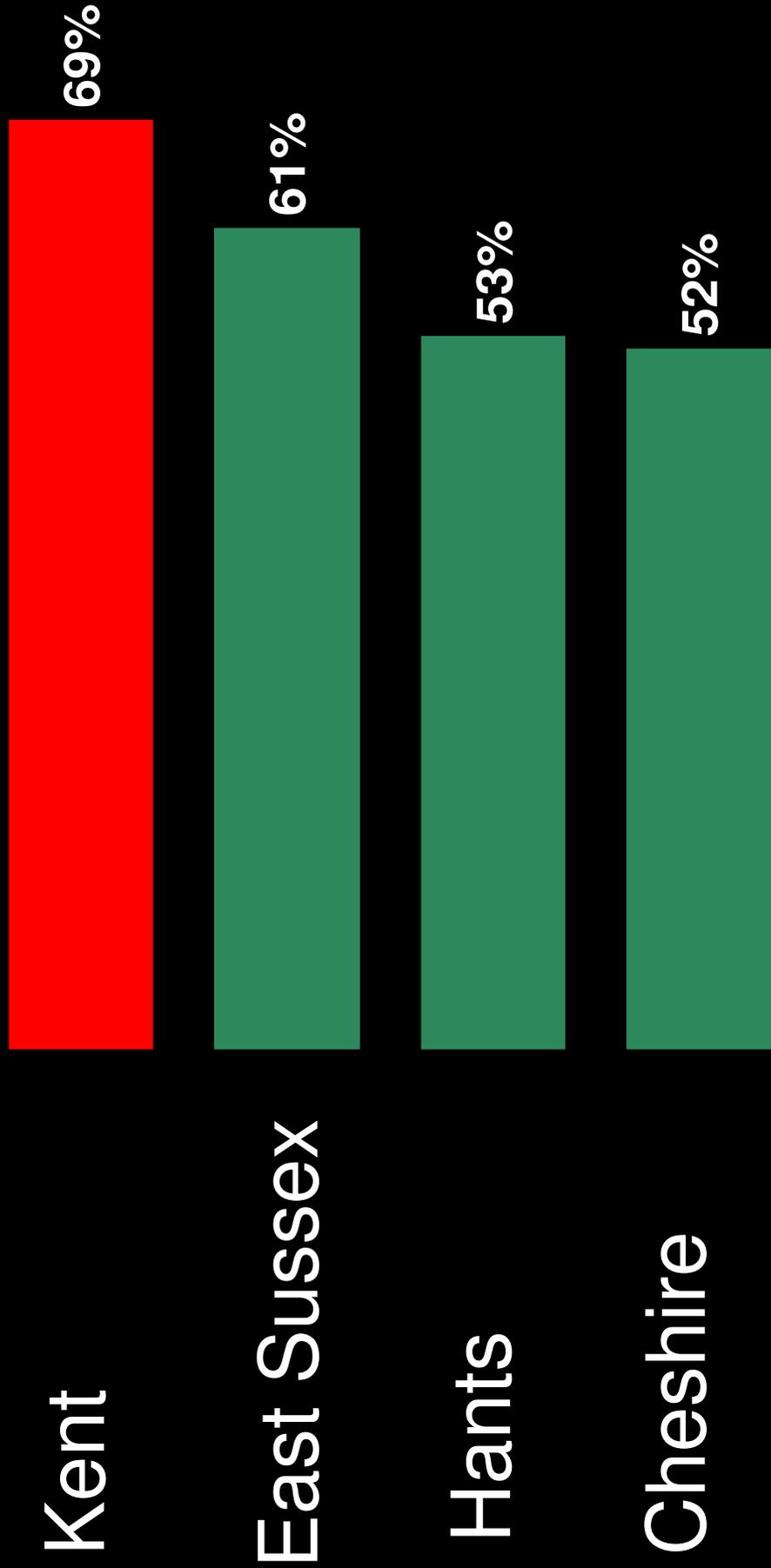
Base: BVPI surveys 2003/4

Or on Satisfaction with Sports/leisure facilities



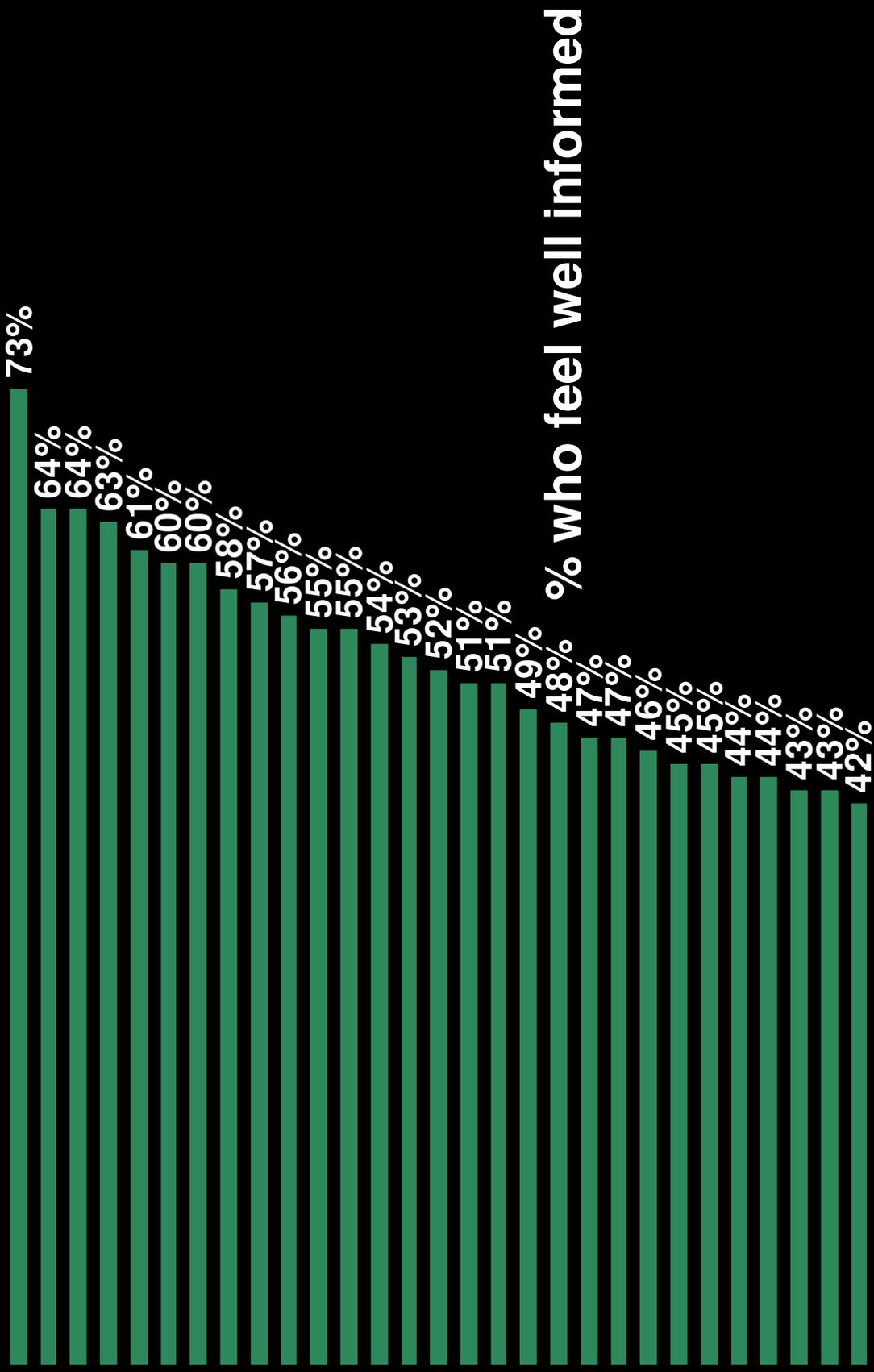
Base: BVPI surveys 2003/4

So is it because Kent streets ahead on Communications?



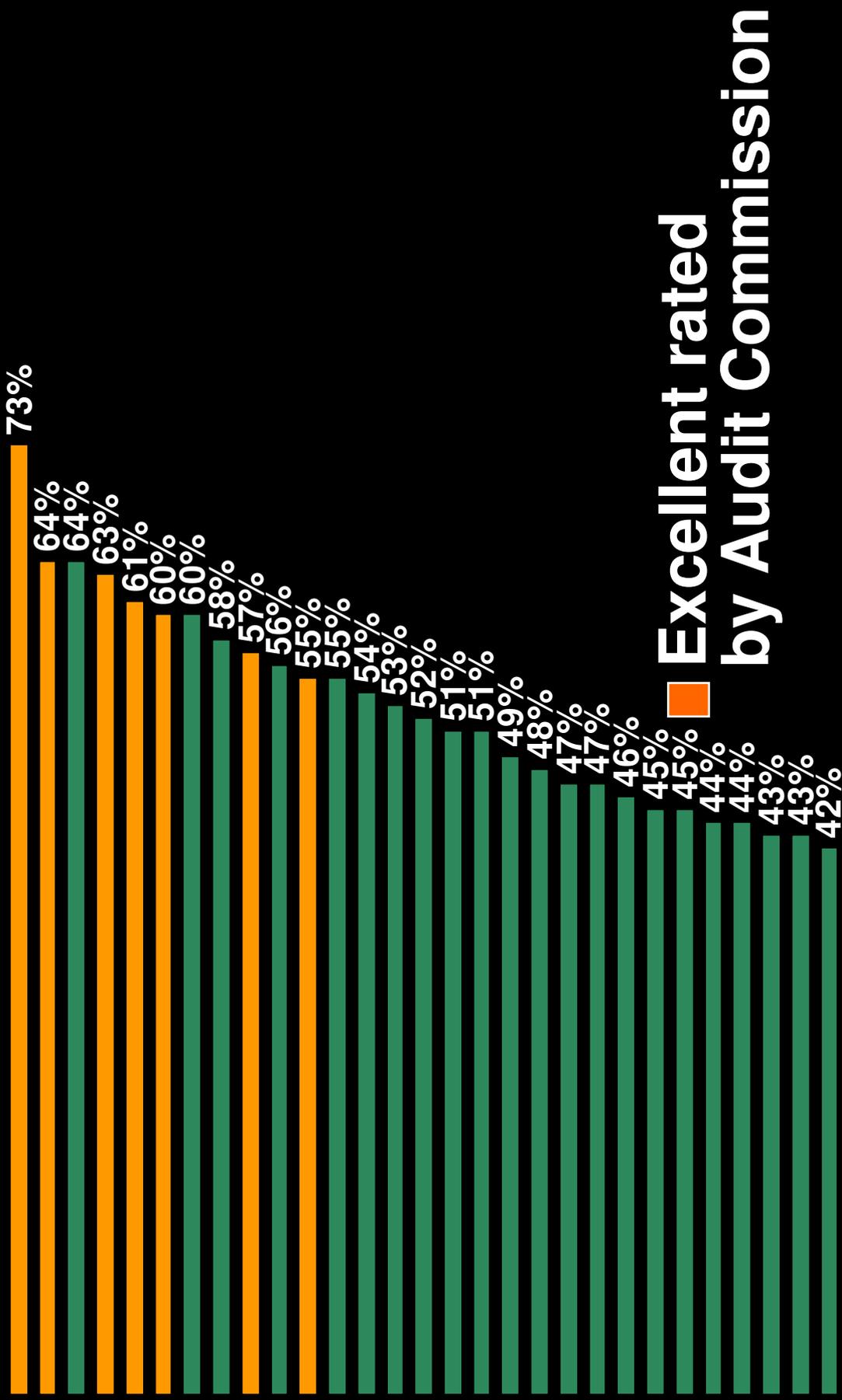
Base: BVPI surveys 2003/4

To be good at CPA, make sure Comms are effective.....



Base: All London Councils in ALG consortium

To be good at CPA, make sure Comms are effective.....



Base: All London Councils

**Tell people what
they get for the
money.....**

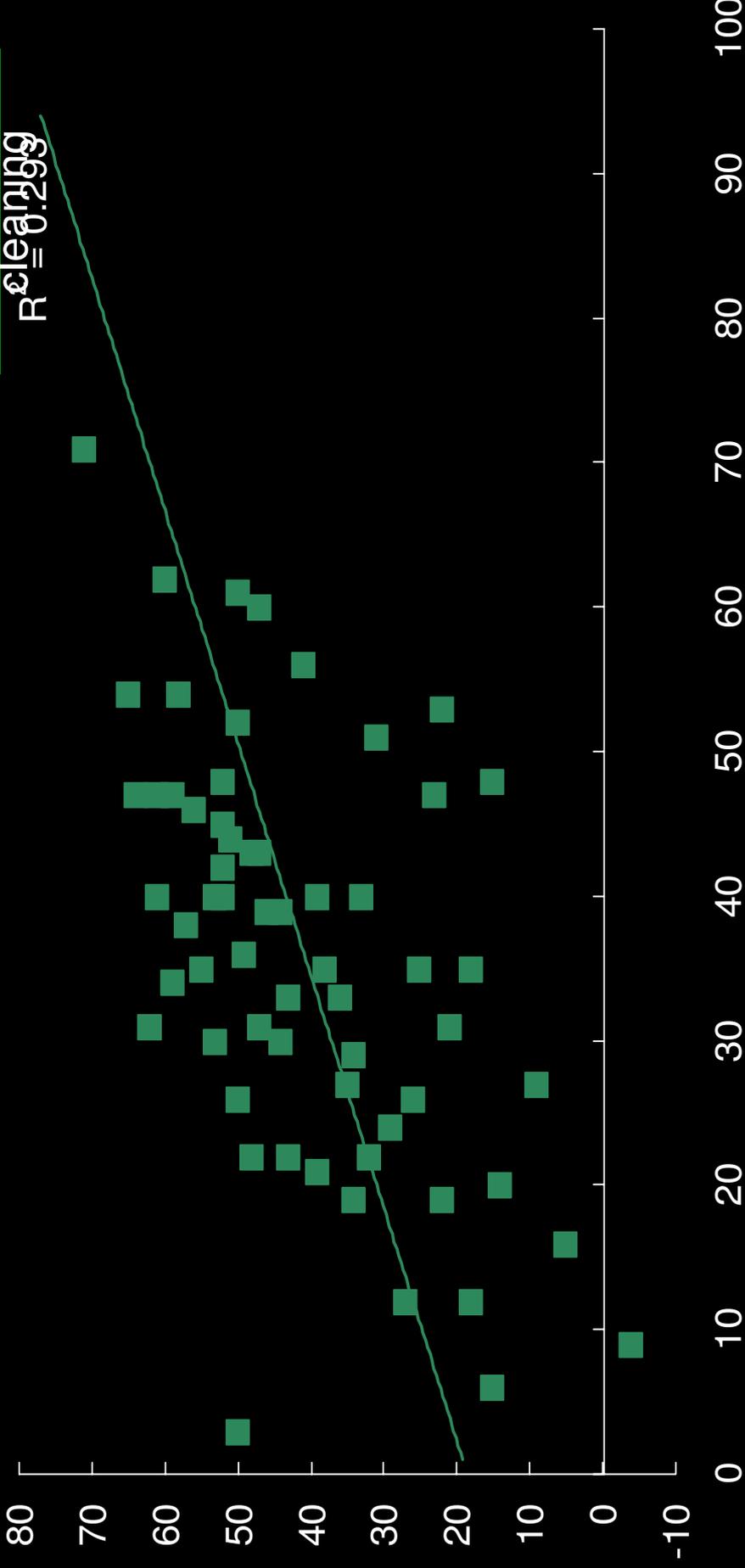
**Be
obsessed
about
Liveability**

Clean streets matter

±% Net overall satisfaction with Council

Street

$R^2_{\text{cleaning}} = 0.299$



±% Net satisfaction with street cleaning

MORI

A Day in the Life

I pick up my kid
from school....

MORI

Local schools are very
good - in fact it's why we
moved here.....

MORI

The sign says.....

Cromer Road JMI School
Headteacher: Mrs P Jones

Off to the Library. It has
won award for being a
good service, but.....

MORI

Where is the logo to link this with the Council??



Next I go to
the park

MORI







At last!! A Council logo



At last!! A Council logo



On my way home,
I see an
abandoned car

MORI

June



June

Notice from
the Met Police



One month later.....



One month later.....

**Progress!
A notice
from the
Council**



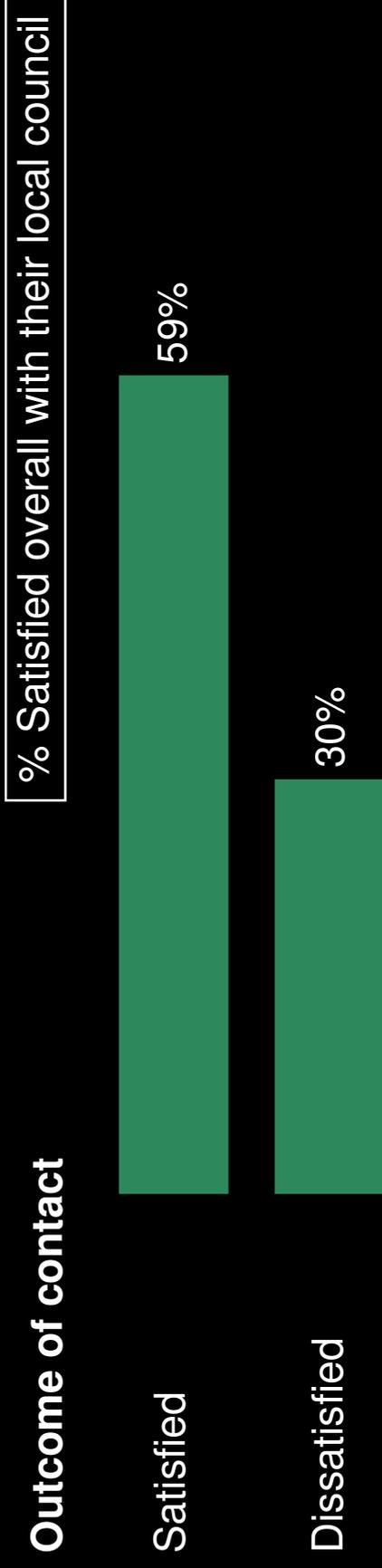
And they never send me
anything – I'm fed up

Core Communications actions for all Authorities agreed by all political groups at the LGA to be launched at Harrogate in July

- **Annual A-Z council services delivered to each home**
- **Council newsletter – at least four a year – home delivered**
- **Effective media management**
- **Effective branding (consistent signage)**
- **Good internal communications**

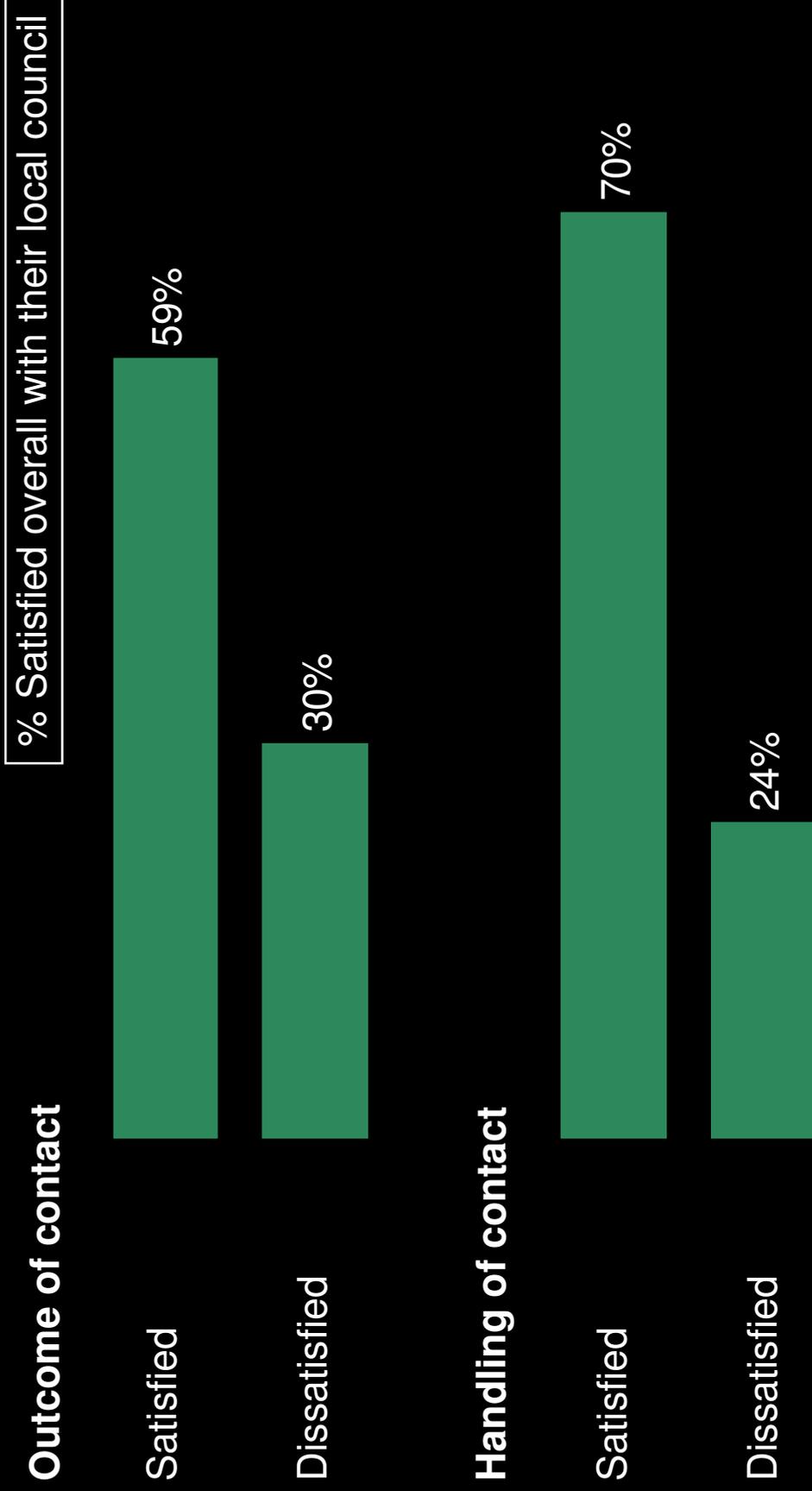
Be nice

Handling of contact just as important as outcome



Base: All who had contacted Council in last year or so (1,097) = BV evaluation baseline survey

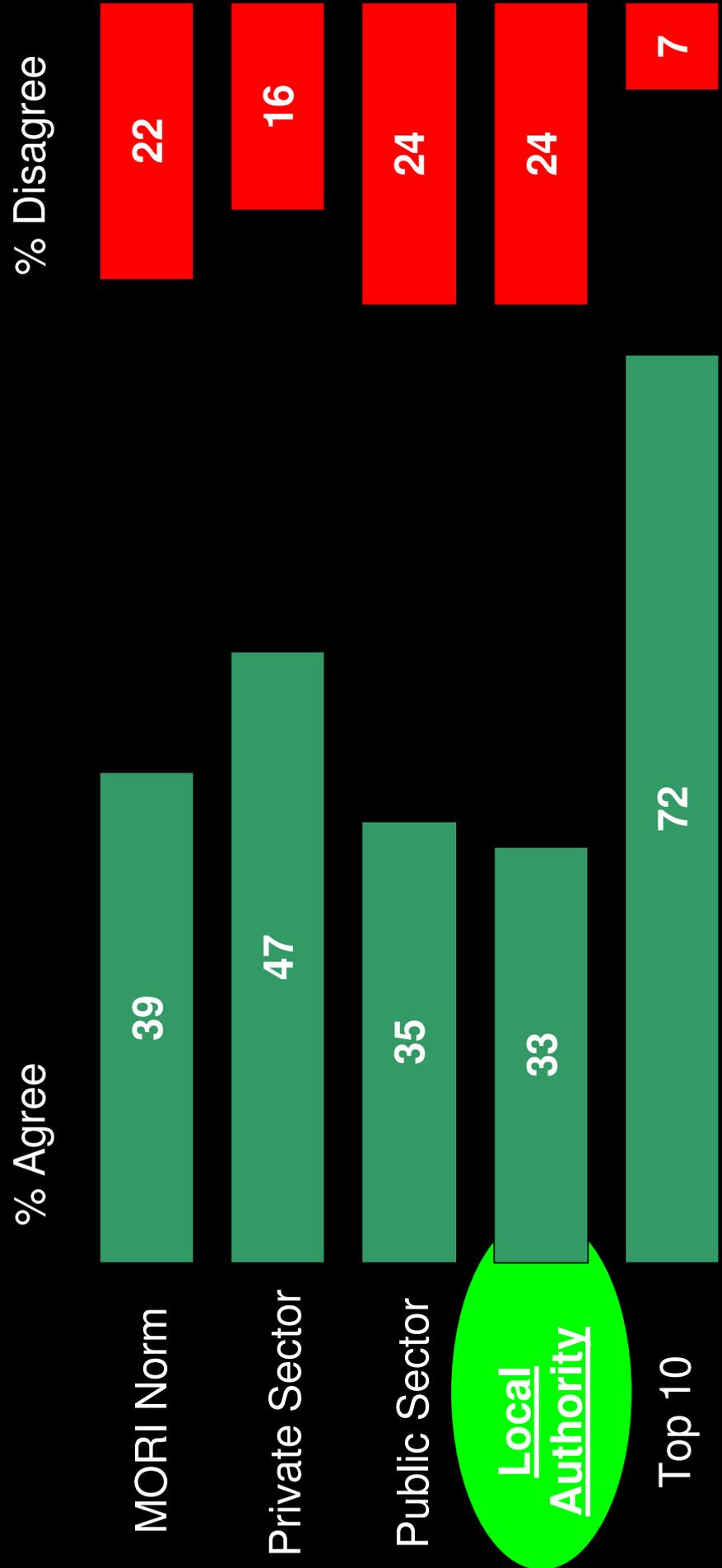
Handling of contact just as important as outcome



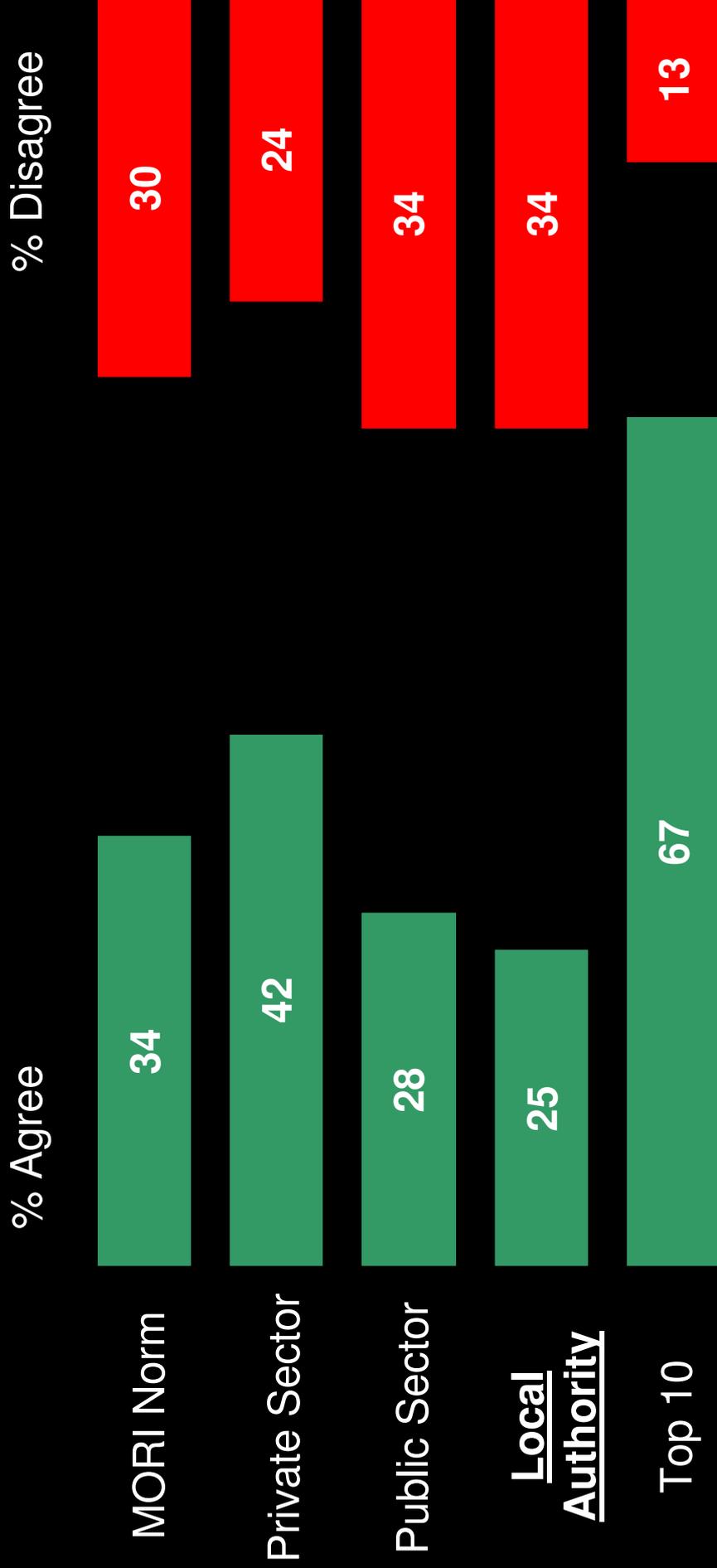
Base: All who had contacted Council in last year or so (1,097) = BV evaluation baseline survey

We have a
problem...

Senior management have a clear vision of where the organisation is going



I have confidence in the senior management of this organisation



**Excellent
councils are
better at
listening to staff,
and making them
feel part of
things**

Barriers identified by Local Government

- Lack of leadership/focus
- Too many conflicting priorities
- Staff resistance/behaviour
- Management commitment/behaviour
- Communications

**What do the
staff say?**

Attitudes to change among staff

■ %Agree **■ %Neither/** **■ %Disagree** **■ %Don't know/**
nor **no opinion**

I understand the need for change



I support the need for change



I look forward to change as a challenge



The reasons for change are well communicated to me



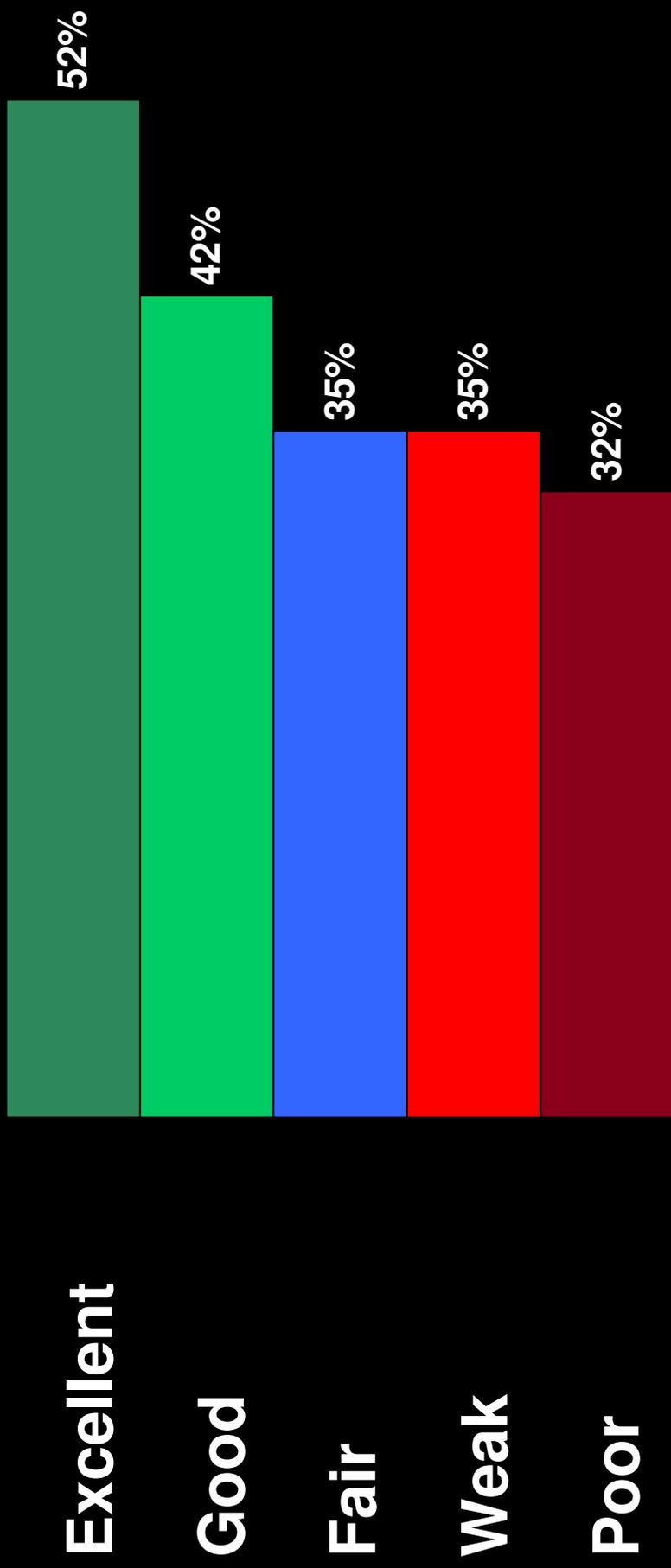
Change here is well managed



**Some clear evidence of what
works in Local Government**

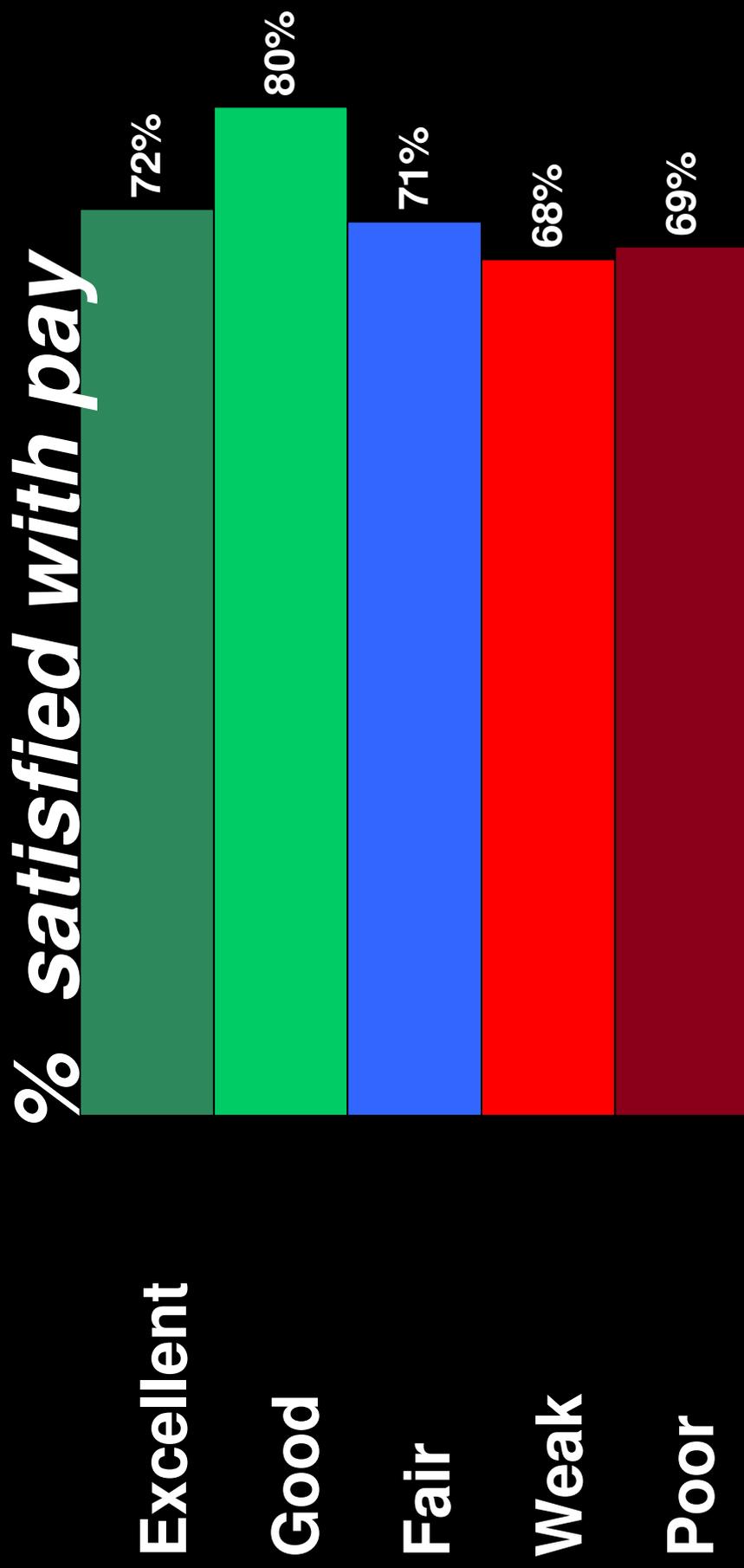
People in Excellent Councils have higher job satisfaction...

% very satisfied with job



Base: 500 Council employees interviewed by telephone in late July-early August 2003

**Satisfaction with Pay doesn't vary
much.....it isn't a critical factor in success,
more a hygiene issue**

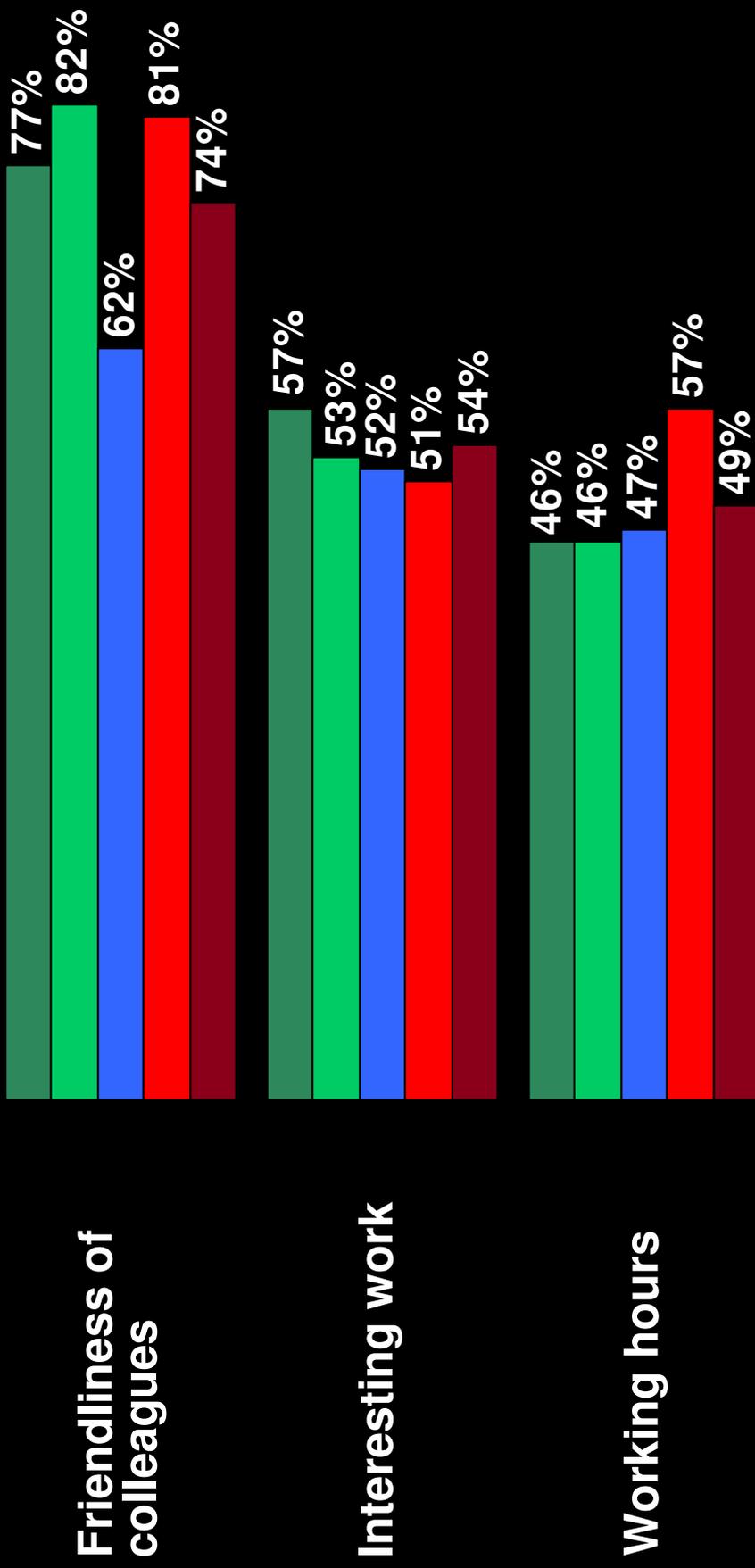


Base: 500 staff interviewed by phone - July/August 2003

Nice people, interesting work - everywhere

% very satisfied with job factors

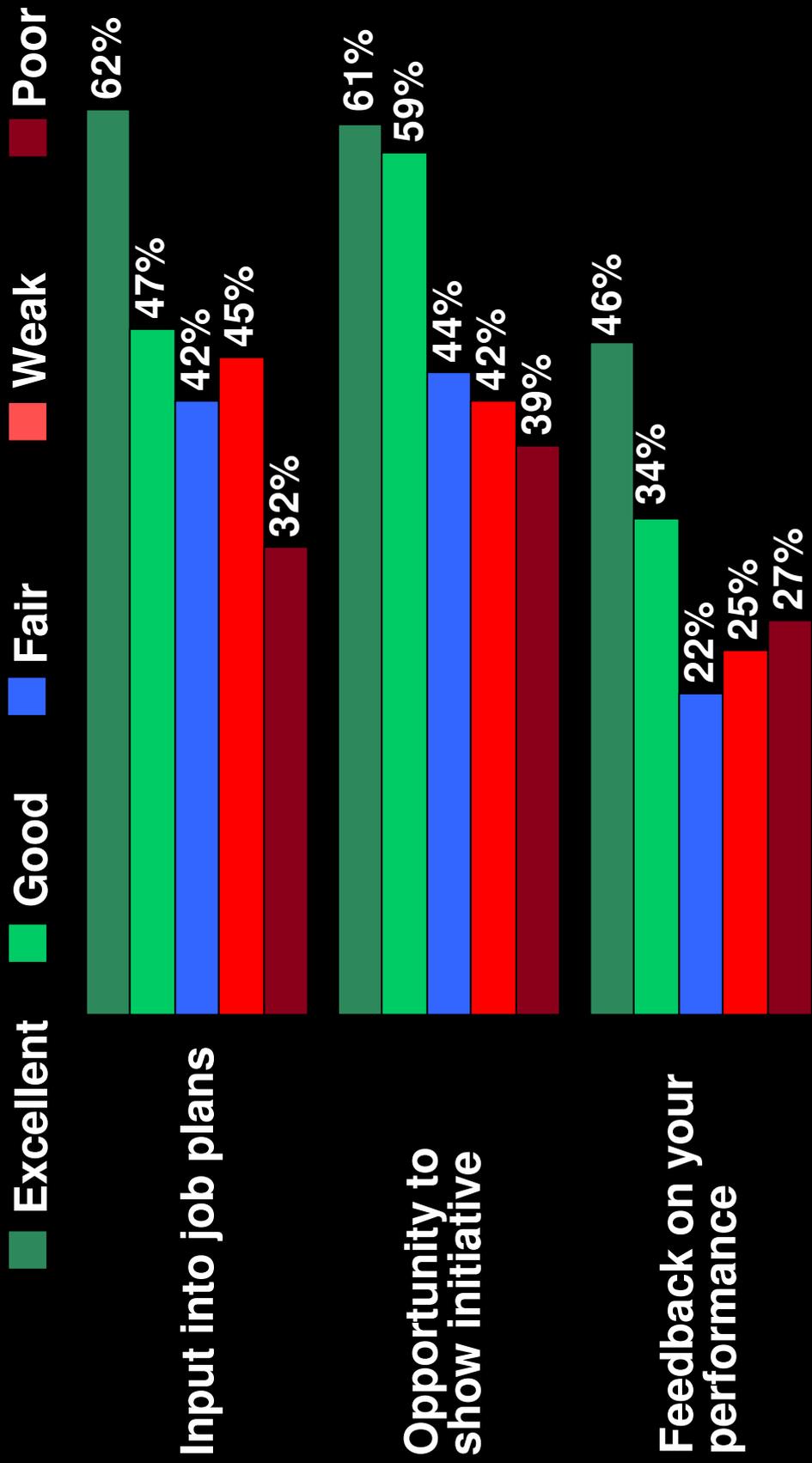
■ Excellent ■ Good ■ Fair ■ Weak ■ Poor



Base: All respondents (500)

What seems to distinguish excellent performers

% very satisfied with job factors



Base: All respondents (500)

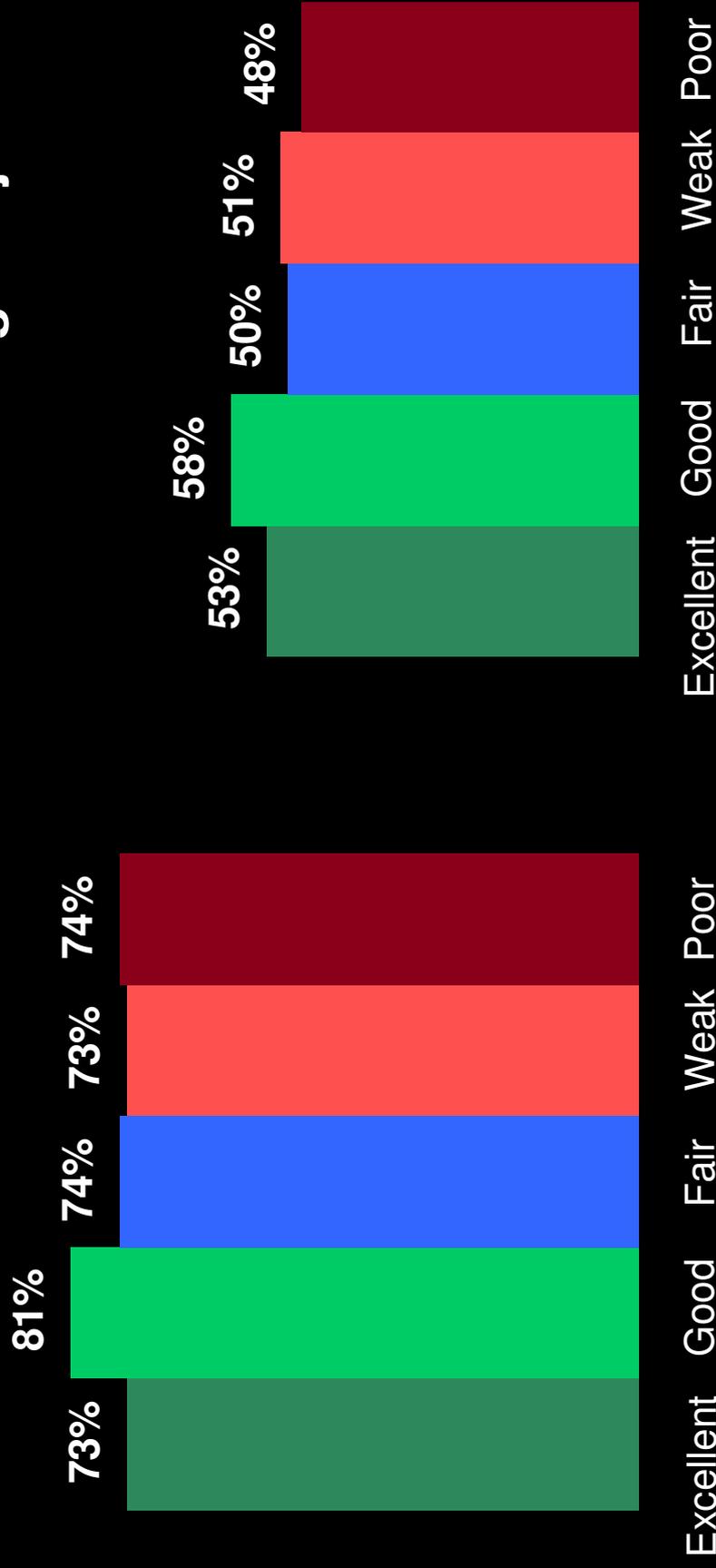
**What line
management skills
are most important?**

Being nice does not seem to correlate with CPA performance

% always applies to my line manager

Is approachable

Gives me credit when I've done a good job

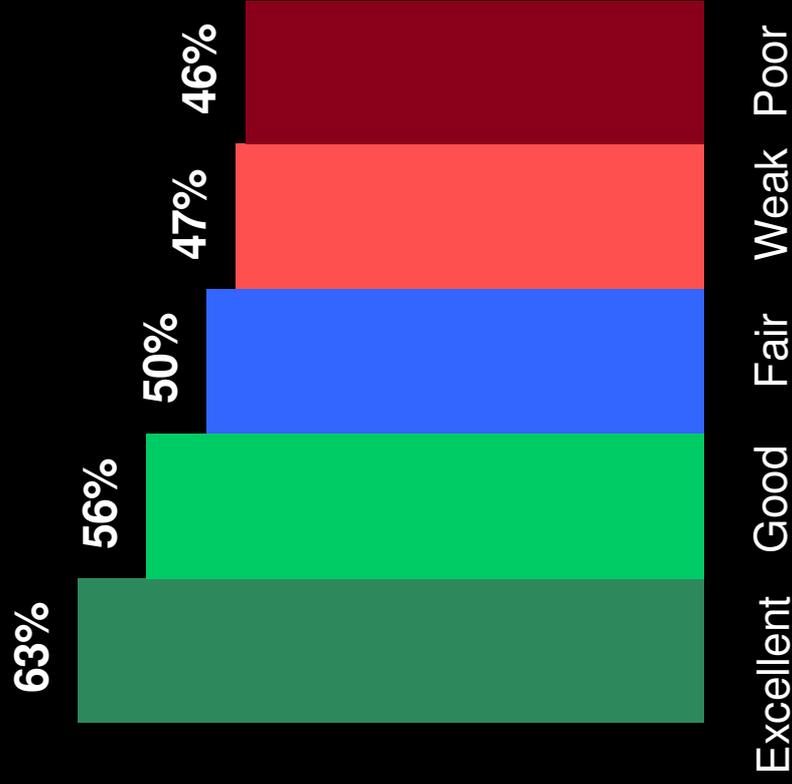


Base: 500 staff interviewed by phone - July/August 2003

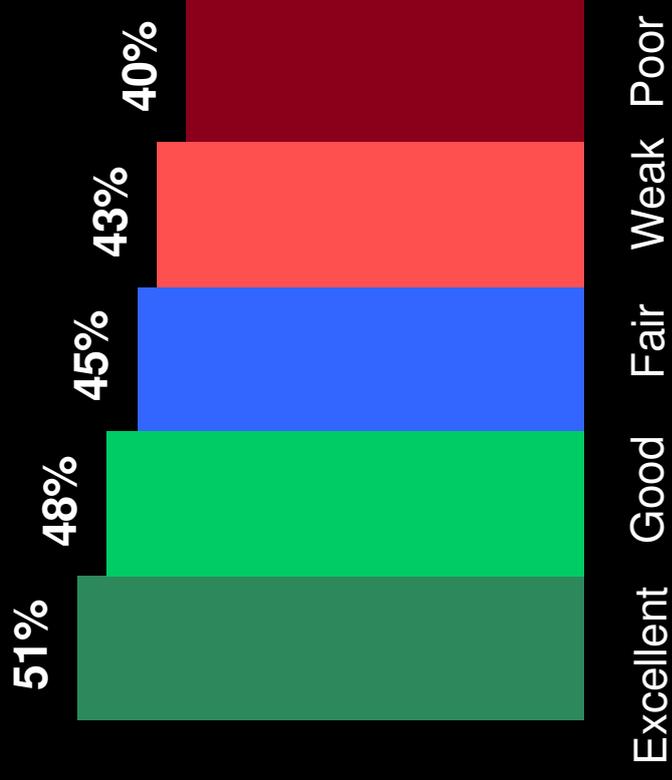
But listening to staff seems particularly important.....

% always applies to my line manager

Listens to my ideas



Consults me on matters where I can contribute

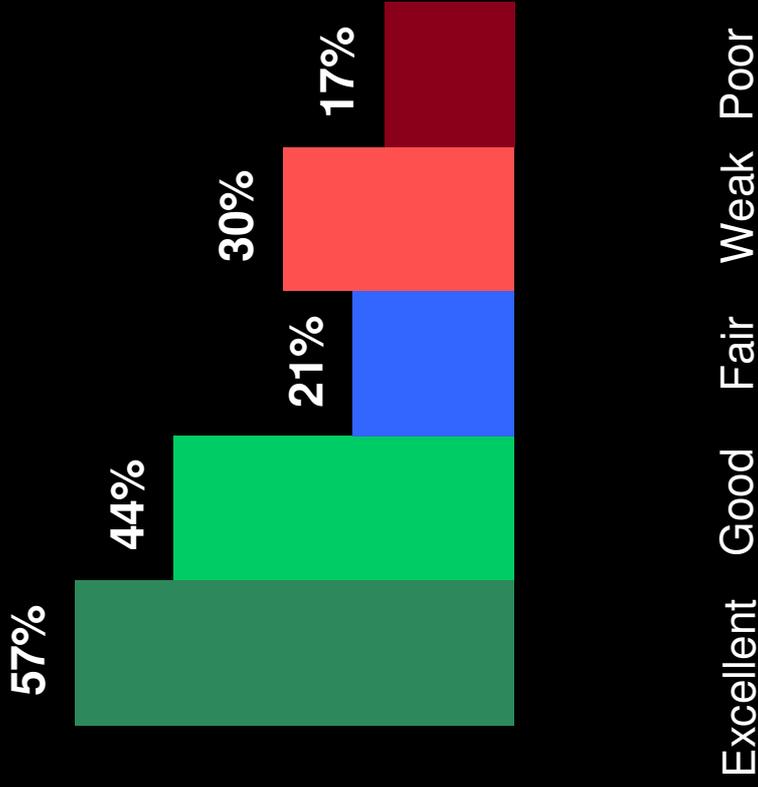


Base: 500 staff interviewed by phone - July/August 2003

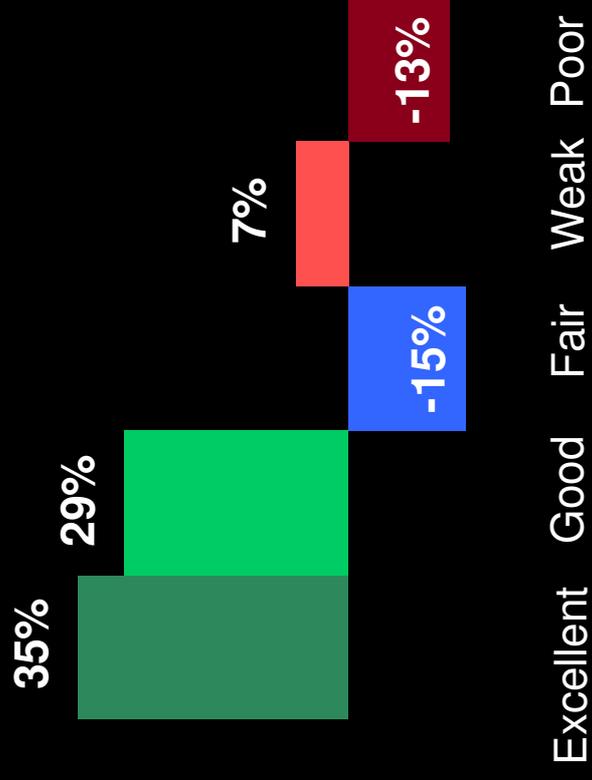
Change - Communication and Co-ordination

Net agree +/-

Reasons for change are well communicated



Change here is well managed



Base: 500 staff interviewed by phone - July/August 2003



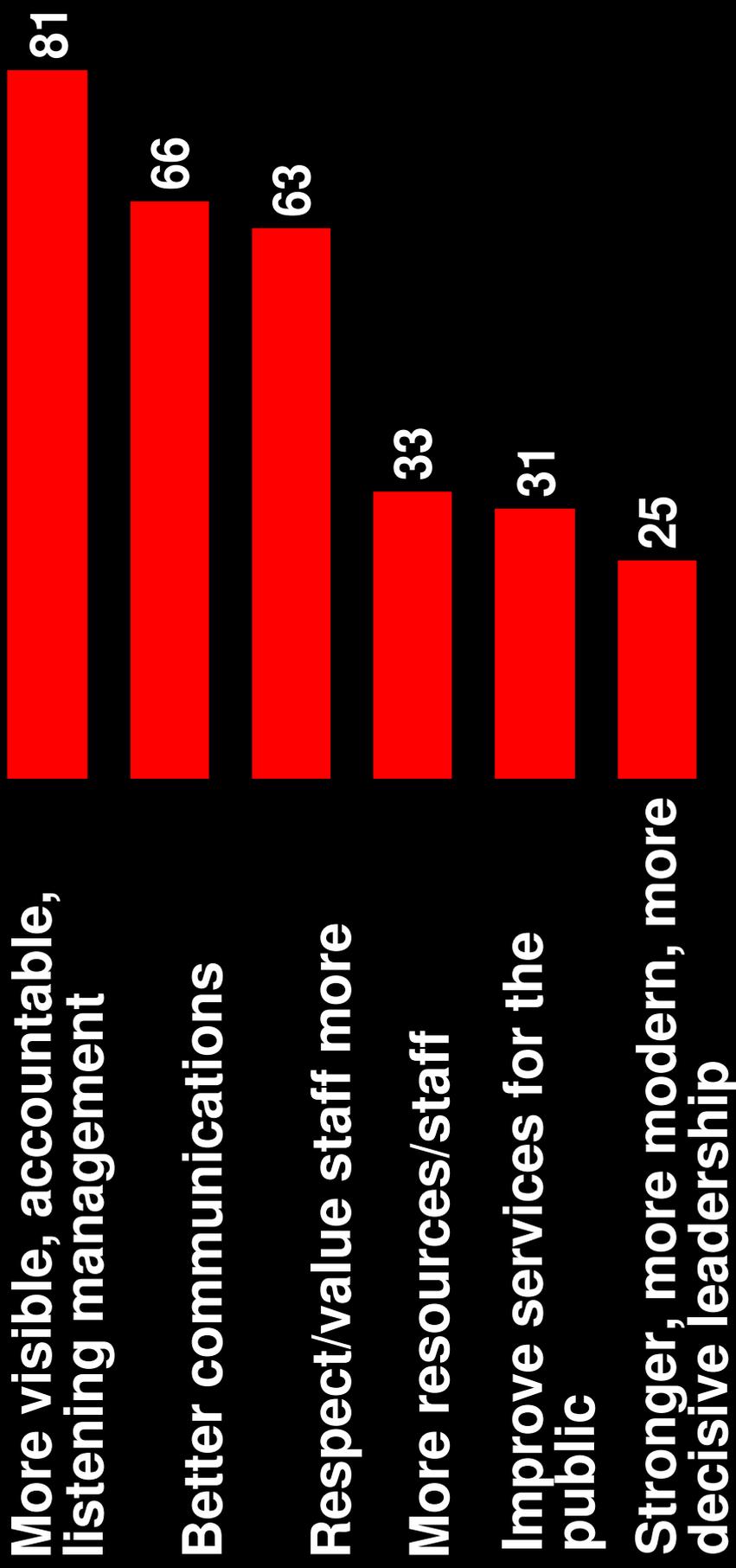
Kenneth Williams on Jackanory 1978

Familiar?

“Nobody could explain clearly what the authority claimed to stand for. Even within primary documents such as the Best Value Plan there is limited information”

Making a County Council a better place

Q *What one thing would most improve CC for the better?*



Base: All respondents (6,018) 14th July - 6th September 2002

What do these people have in common?

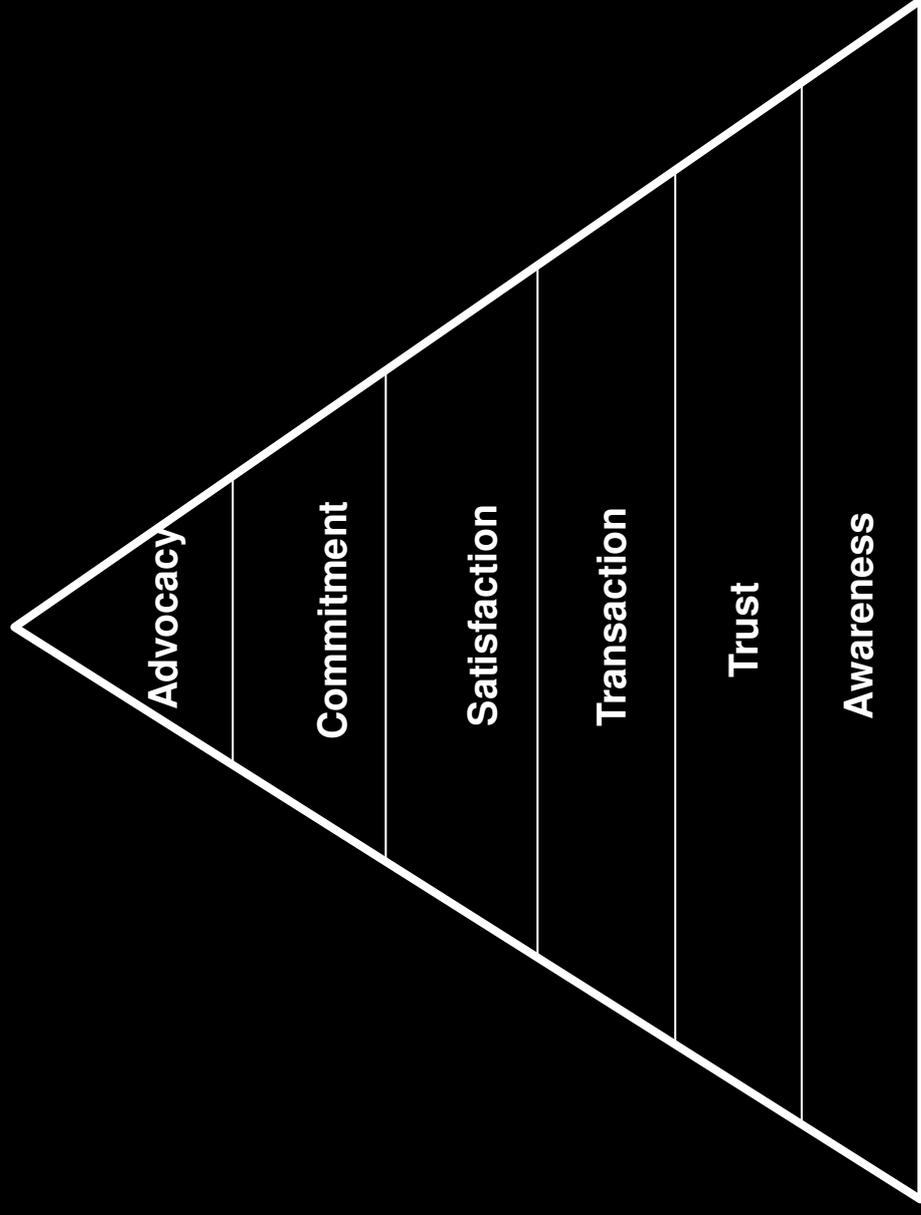


FROM COLIN POWELL'S LEADERSHIP PRIMER

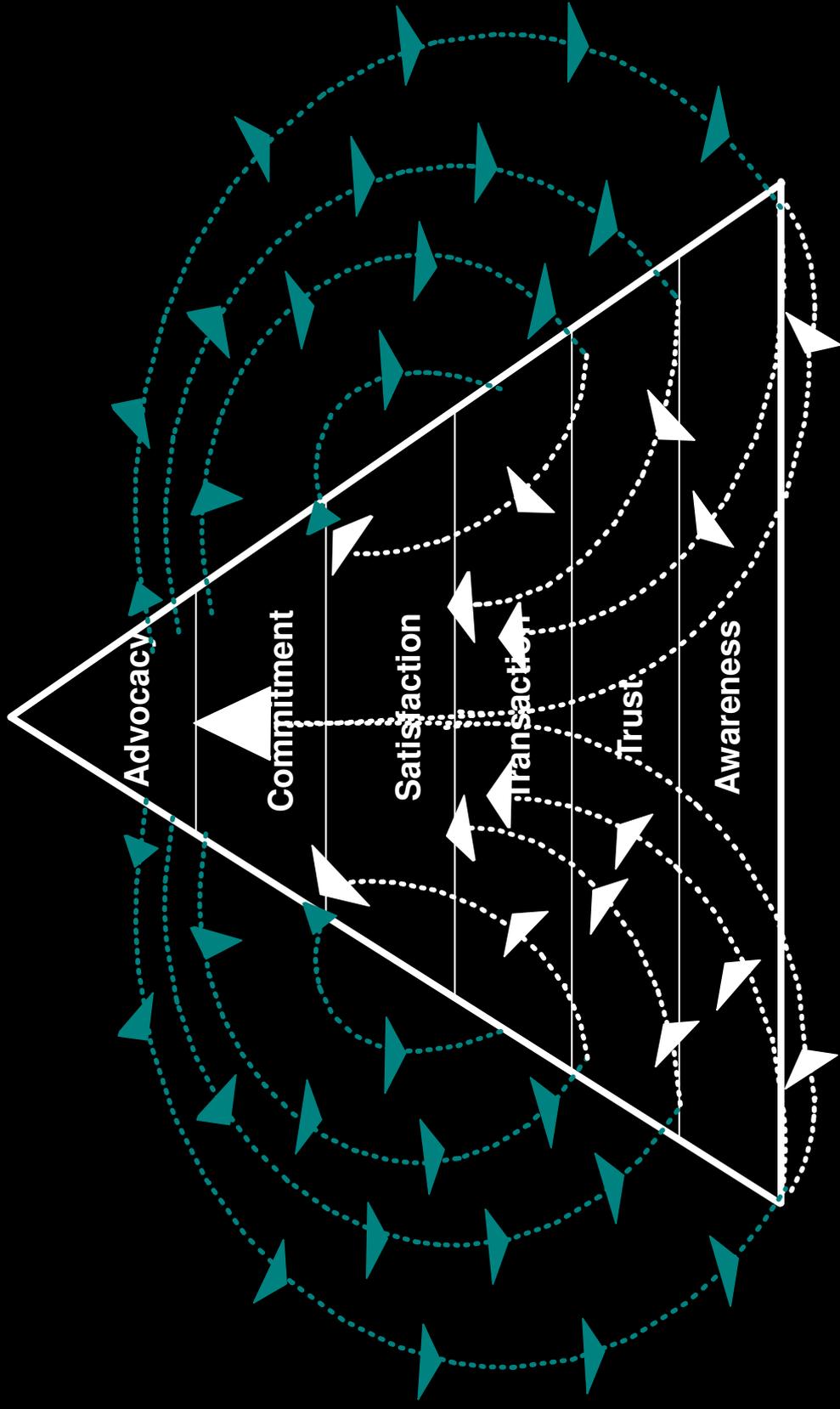
"Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand."

Staff Advocacy

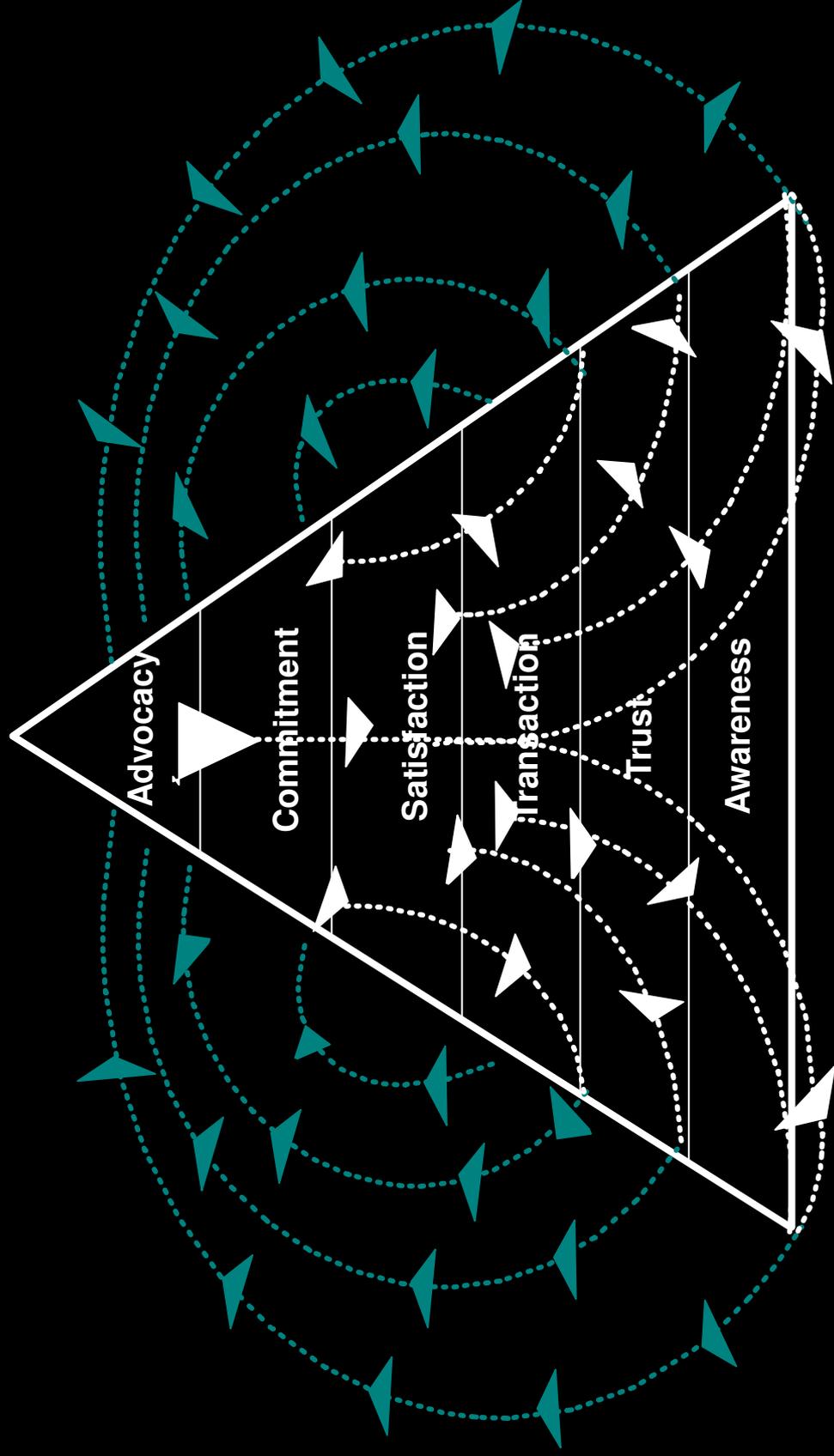
Cycle of Success



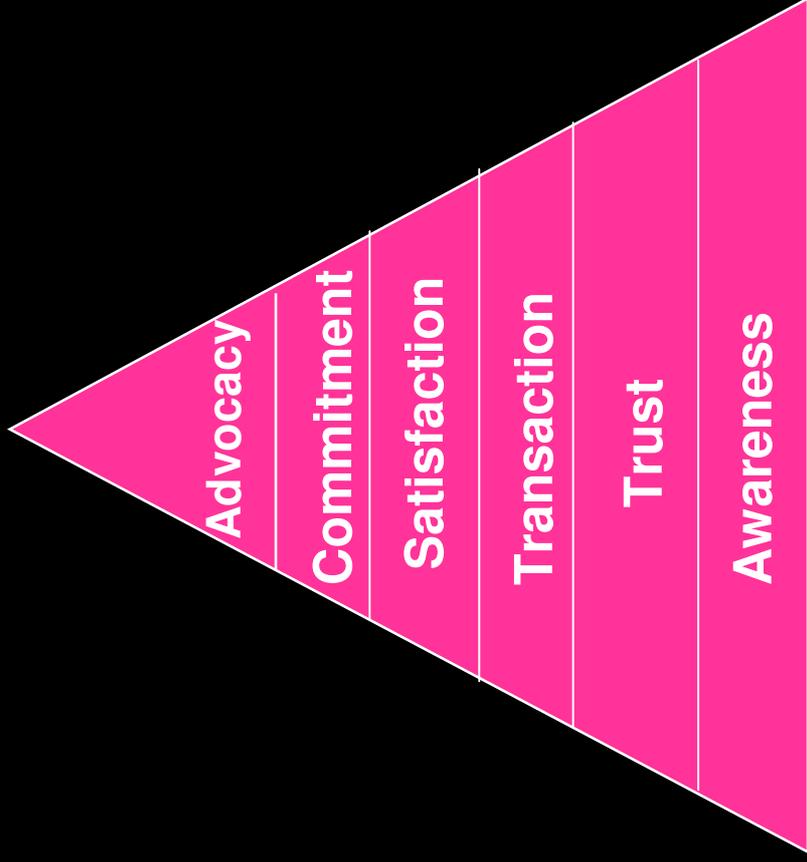
Cycle of Success



Cycle of Decline



MORI Excellence Model - Consumers - 1995



	M&S %	Sainsbury %	Tesco %
Advocacy	15	6	5
Commitment	55	30	37
Satisfaction	70	44	53
Transaction	72	45	55
Trust	97	85	94
Awareness	97	85	94

Advertising Spend

* £39m £38m

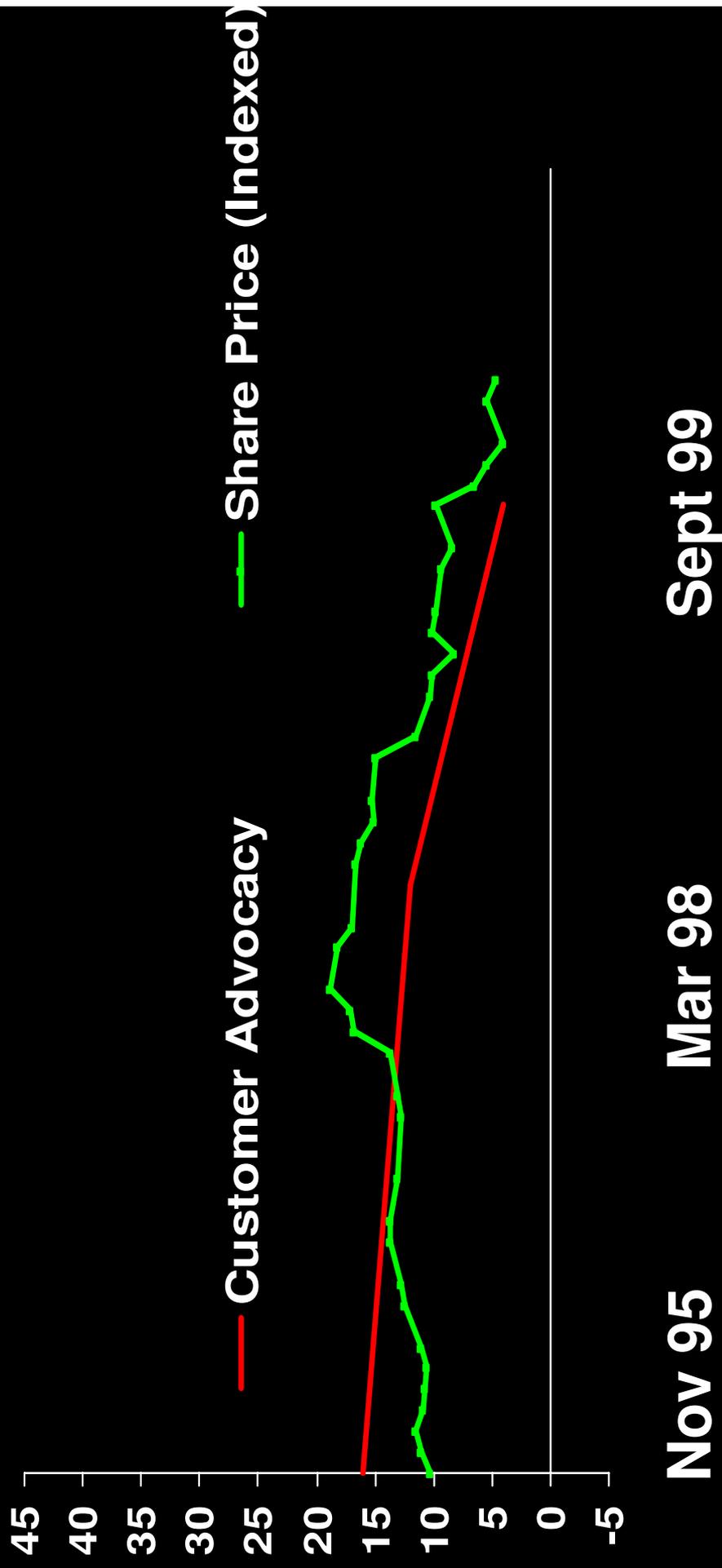
Base: Those in market for each business goods/service

M&S deemed to
be worst for
destroying value

Financial Times, 8 January 2001

MORI

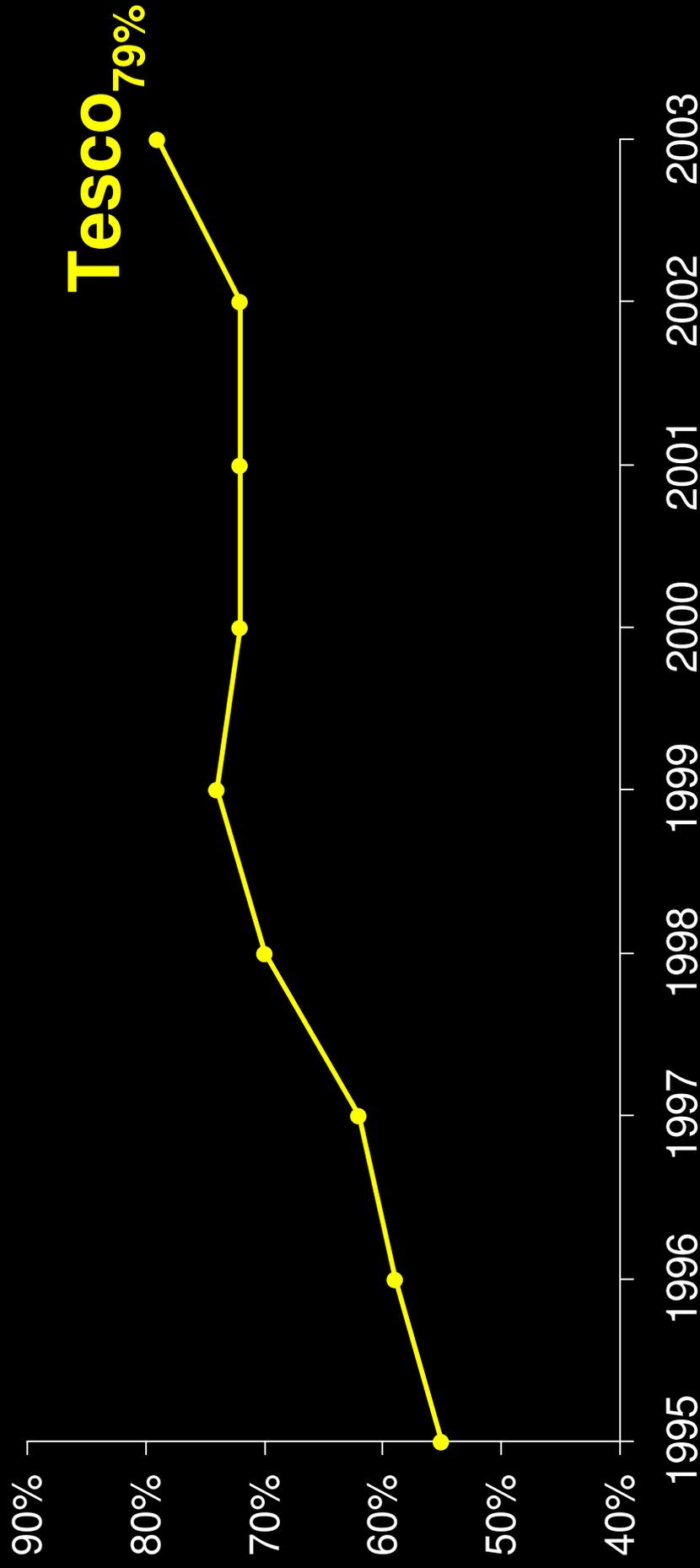
Marks & Spencer's Trends -since 1995



Base: M&S Customers

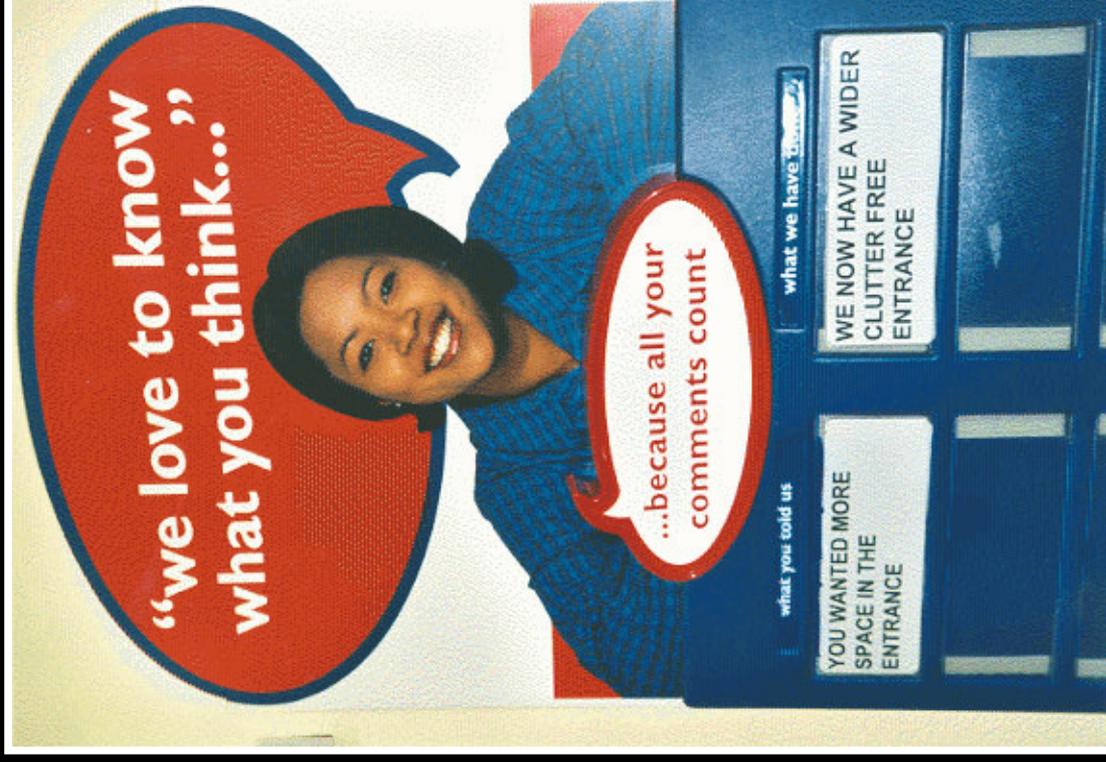
Learn from Tescos

Very/mainly favourable

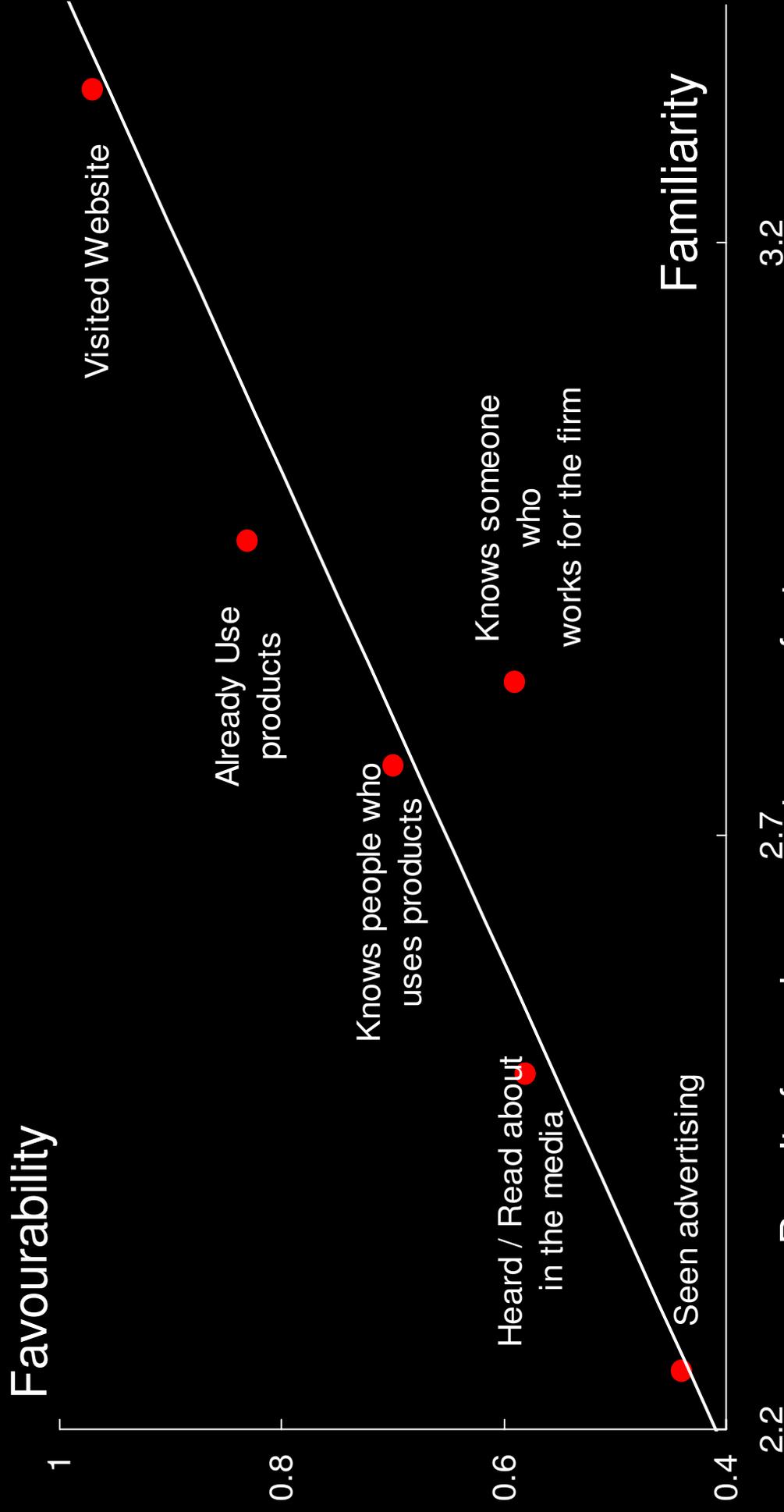


Base: GB adults aged 15+ (c.1,000/2,000), MORI's General Public Corporate Image Survey

And they show they love feedback...

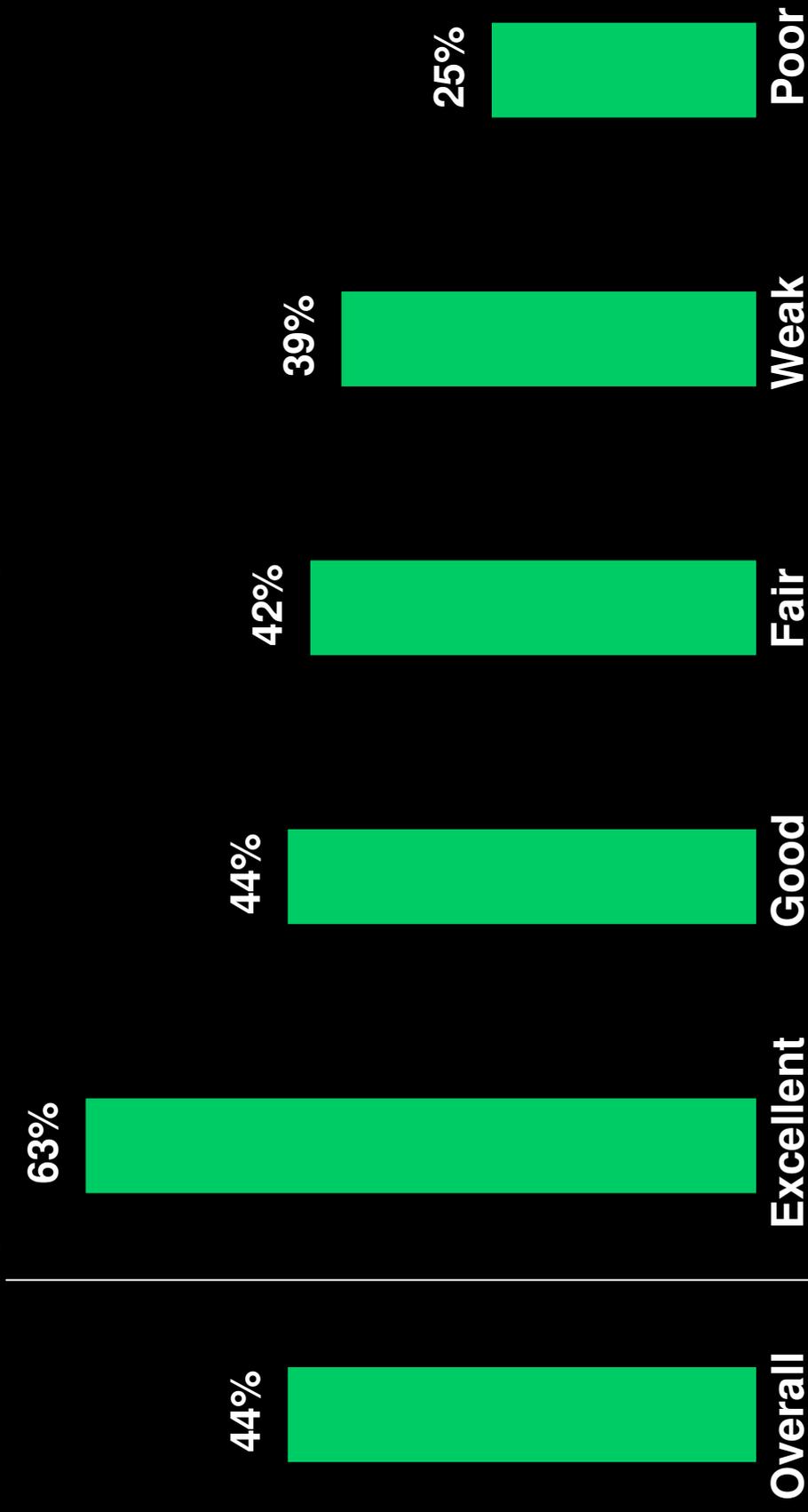


Impact of different types of communication



Advocacy - self fulfilling prophecy?

% who strongly agree that they would speak highly of the authority to others outside the organisation



Base: 500 staff interviewed by phone - July/August 2003

**Building
Real
Advocacy**

Keys to Advocacy - themes to focus on

- Being able to contribute; listening and feedback
- Faith in the leadership/direction - understanding the story
- Organisational Pride
- Communications
 - transparency
 - honesty
 - relevance

MORI

“Good Show. Canadian
Ice Hockey Team”

World Champions - 2003



*World Champions / Champions Mondiaux
2003 IIHF Men's World Hockey Championship - Finland
Championnat mondial de hockey masculin 2003 de l'IIHF - Finlande*

Women's U22 Team

Canada captured gold at the European Air Canada Cup with a 6-1 win over the host German team in Hanover, Germany.



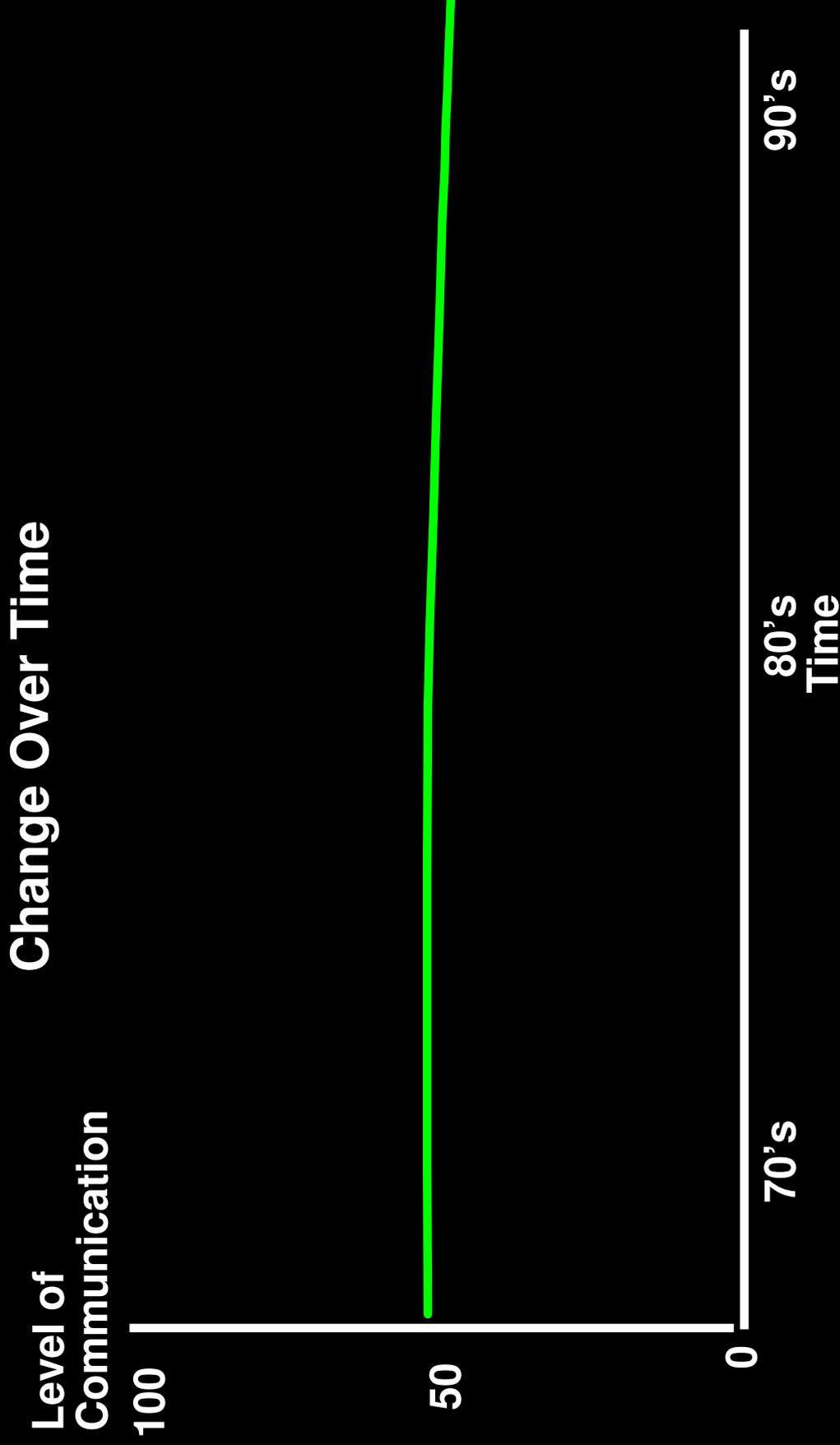
Yugoslav Men's Ice Hockey Team



Yugoslav Men's Ice Hockey Team



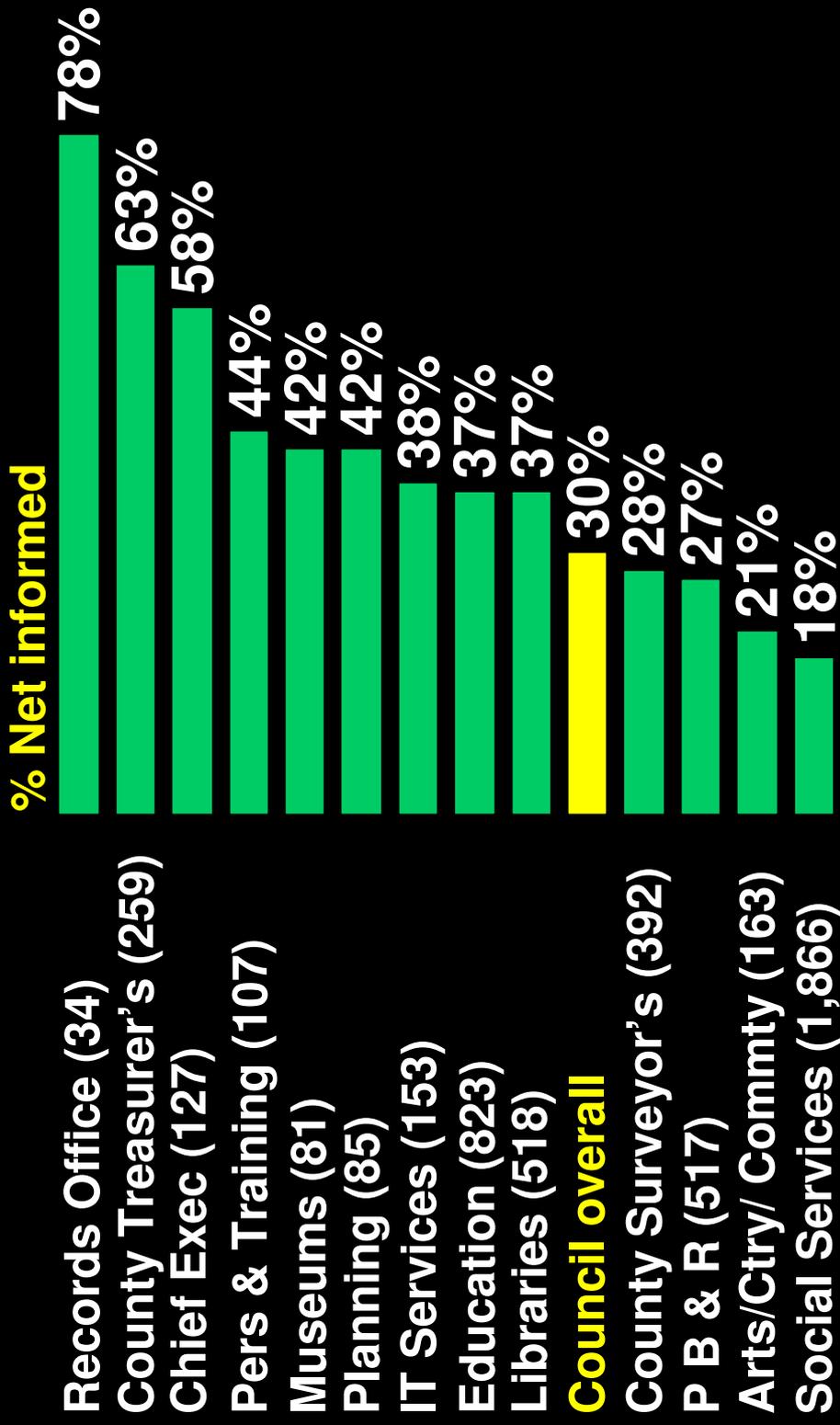
We aren't making progress on communications



Base: MORI normative database

Level of information varies dramatically

Department



Lateral communication

Communication is good..... % Agree

Within my section

60%

Within my department

41%

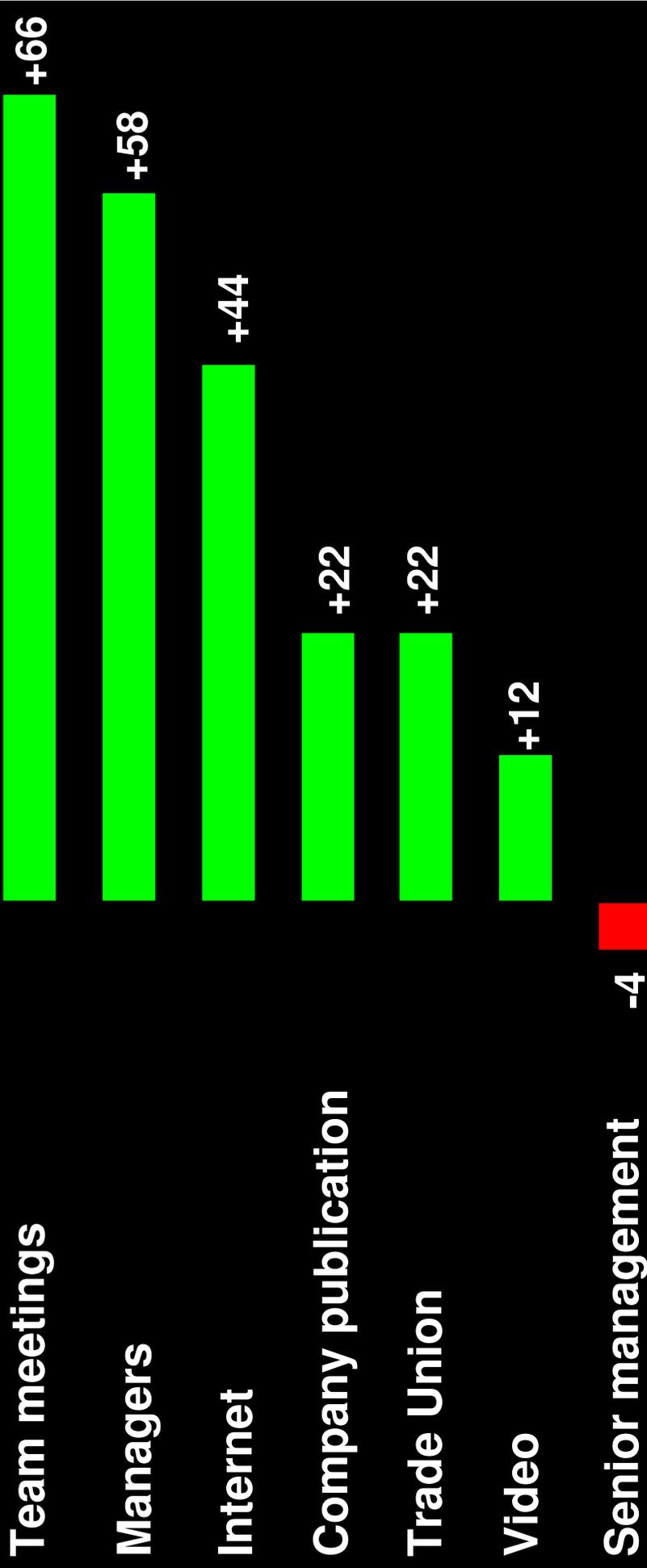
Between departments

11%

Base: All respondents (5,440) 31st January - 21st March 2000

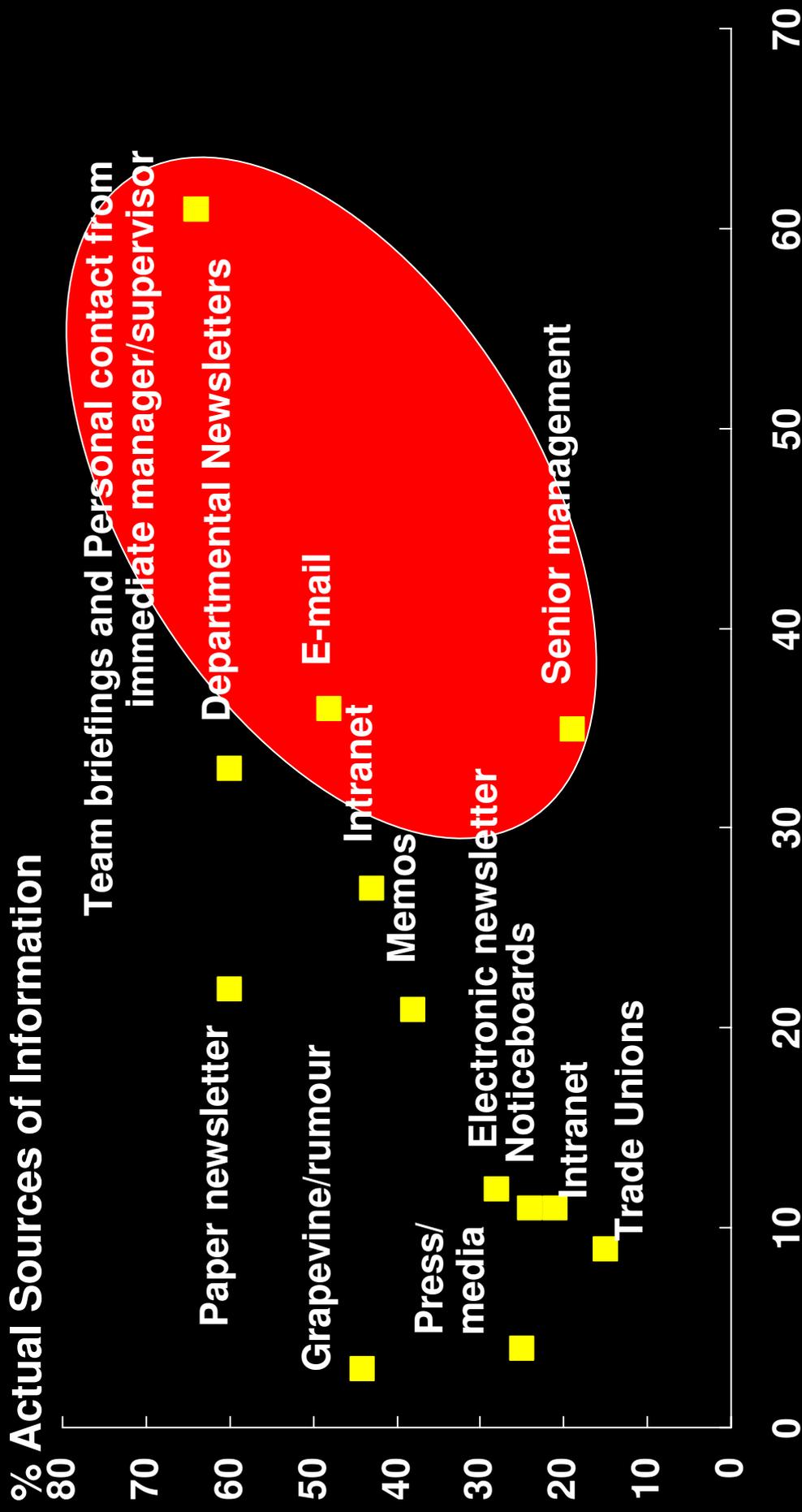
What channels do people
prefer?
Who do they believe?

Councilworthy?



Base: All working who expressed a view (net score)

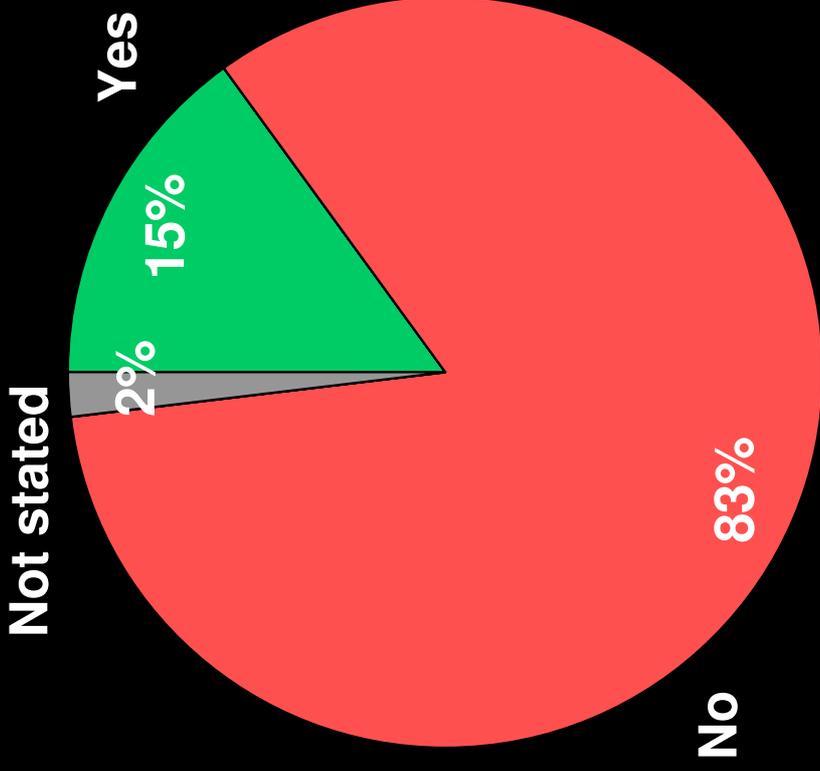
How do people want to hear it?



Base: All respondents (4,104) 13th January - 7th April 2003

Awareness of Management Teams....

Q *Have you heard of the Chief Officers' Team?*



Yes:

3% Scale 1

29% Senior Officer

60% Principal Officer

51% Resources

5% Commercial Services

Stopping to think

“As chief executive you have to be aware that you’re communicating all the time, whether you mean to or not. Everything you do and don’t do will be interpreted and you need to be aware of that”

Ownership

- How many of us have objectives that individual departments can directly relate to?
 - have ensured that staff know what these are?
 - what 4 things can
 - Directors/Members
 - Chief Officers
 - Managers
 - Staff
 - external audiences all identify you as being about?
- Need to share ownership of the communications agenda
- A meaningful brand for everyone - get a bit emotional
- Focus on key messages

Key Points

Summary

- **Need to over-invest in internal communications**
 - **Talk to each other**
- **Think carefully about how you manage your people**
- **Make sure people outside know what you are doing**
- **Decide what you are going to be famous for – and stick with it**

Questions?
Comments?

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Ownership

- How many of us have objectives that individual departments can directly relate to?
 - have ensured that staff know what these are?
 - what 6 things can
 - Directors/Members
 - Chief Officers
 - Managers
 - Staff
 - external audiences all identify you as being about?
- Need to share ownership of the communications agenda
- A meaningful brand for everyone - get a bit emotional
- Focus on key messages

Employees: brand alignment improves productivity

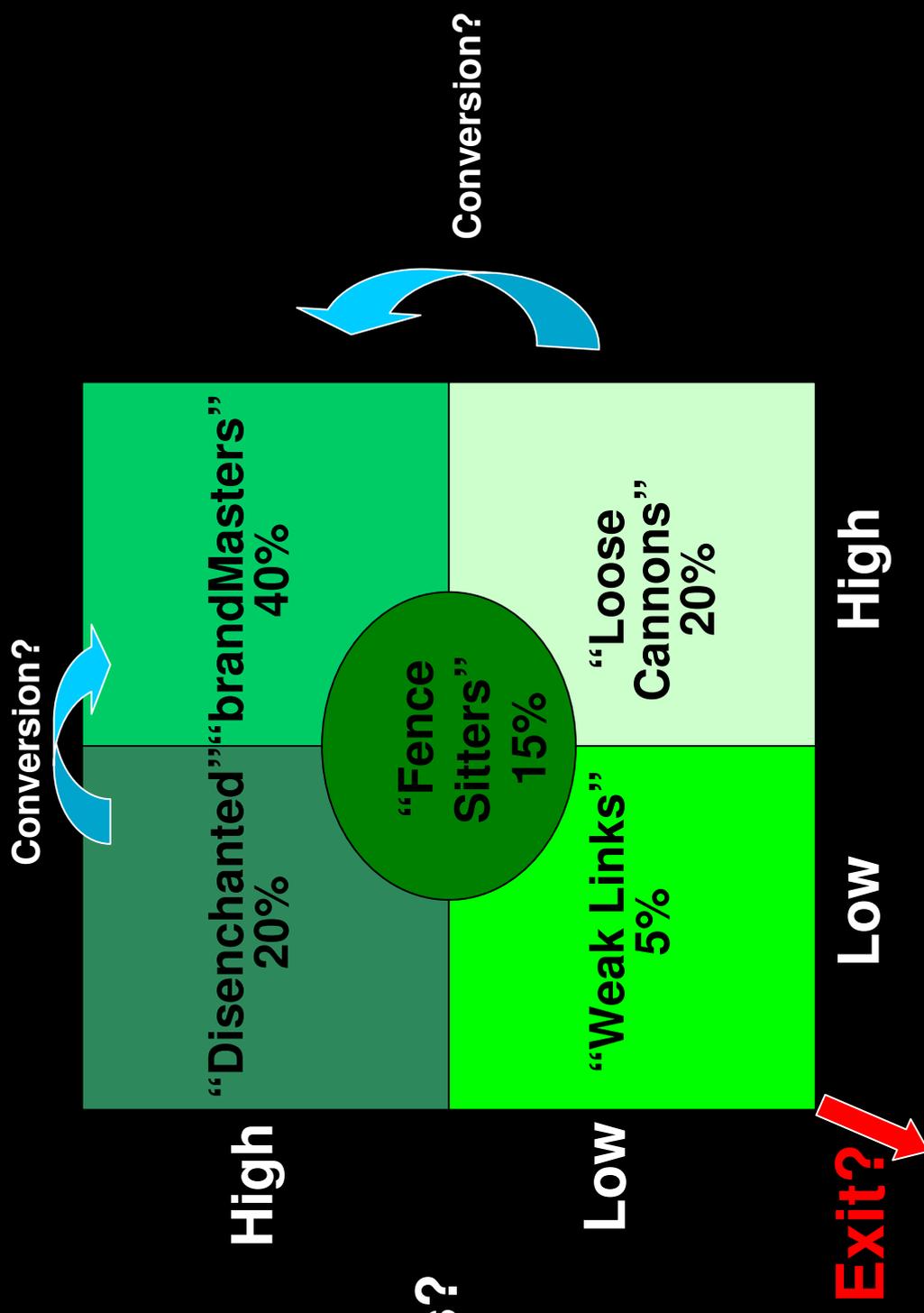
Committed to values of the organisation?



- Over 70% felt their productivity had improved over the past year

- Less than 1% felt their productivity had improved over the last 12 months

Your Staff and Your Brand



Key Points

Summary

- **Internal cohesion/corporacy**
- **Getting core information to everyone - but also thinking about the mood music throughout**
- **People management is the hardest part of the job for many senior managers**
 - **institutionally under valued**
- **Can demonstrate real vfm improvements**
- **Process of developing focus widely shared and understood objectives is powerful force for change in itself**
- **You can measure your progress!**

APPENDIX B

COMMUNITY STRATEGY

Local Strategic Partnership

Local Area Agreements

PURPOSE OF THE PRESENTATION

- **To provide an update about the work of the
Local Strategic Partnership (L.S.P.)**
- **To explain the position with the
Community Strategy**
- **To provide information about the emerging
Local Area Agreements.**

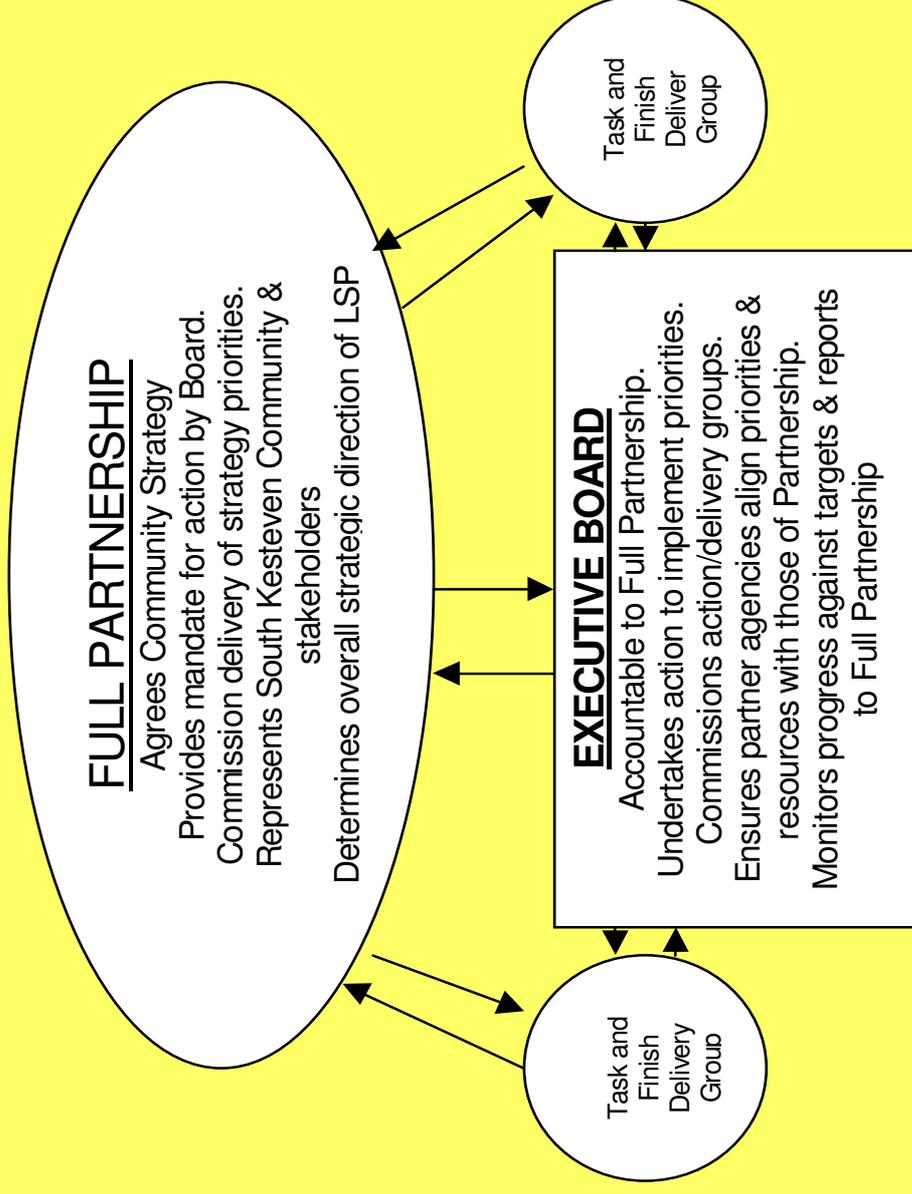
THE LOCAL STRATEGIC PARTNERSHIP

- **In place for over 4 years.**
- **Prepared and consulted over the community plan**
- **Community plan published July 2003**
- **Agreed to review in 2005**
- **L.S.P made up of 15+ partners organisations.**
- **6 Implementation groups for example Health, Housing, Learning, Community Safety, Economic/ enterprise.**
- **Chaired by Malcolm Saville Principal Grantham College.**

SO WHAT IS DIFFERENT?

- **New structure.**
- **New aims**
- **New priorities being developed.**
- **New Community Plan being written**

L.S.P. STRUCTURE



NEW STRATEGIC AIMS

Community Strategy Based on 4

Aims

- **Housing and related infrastructure.**
- **Improved transport and access.**
- **Improved town centres and economic development.**
- **Community safety.**

DEVELOPING PRIORITIES

Based on

- **Local area profiling.**
- **Residents survey weighted to ensure representative sample.**
- **Analysis of performance data collected at county, district, ward and super output level.**
- **National and regional priorities.**

WORKING ON THE DETAIL

- **Local Strategic Partnership visioning day
12th October.**
- **Developing actions plans for the
community strategy.**
- **The strategic aims and the action plans
will form the basis of the new community
strategy.**

BASED ON ADDED VALUE

SOME EXAMPLES

- Community safety – Enhance positive communications ‘fear of crime’
- Town centres – Business marketing to promote town centres
- Economic development – Iconic project such as Canal Basin

22+ IDEAS IDENTIFIED SO FAR

LOCAL AREA AGREEMENTS

POLICY OBJECTIVES

- **Reduce bureaucracy**
- **Streamlining**
- **Freedom**
- **Flexibility**

**COUNTY BASED AGREEMENTS INVOLVING
A RANGE OF PARTNERS**

SO WHAT ARE L.A.A.S.?

- **Agreements based on priorities (County-wide).**
- **Provide funding for an agreed set of outcomes. (No new money).**
- **Agreements based on themes or functional blocks.**

(1) Children and young people.

(2) Safer Stronger Communities.

(3) Healthier Communities and Older People.

(4) Economic Development and Enterprise.

HOW ARE L.A.A. DEVELOPED

- **County-wide but based on community strategies at a local level. 7x LSPs across Lincolnshire.**
- **Success determined on the alignment between national priorities, local area agreements and L.S.P. community strategies.**
- **Agreement signed off by Lincolnshire Assembly, Government Office and County Council as accountable body.**

WHAT WILL L.A.As INCLUDE?

- A specific role for each partnership organisation to play in delivering agreed outcomes. (Crime and Disorder)
- Allocation of funding for each partner organisation to spend in delivering the agreed outcomes.

WHEN WILL L.A.As. BE INTRODUCED?

**FROM 1 APRIL 2006
SAFER STRONGER COMMUNITIES
FUND**