AGENDA

<table>
<tr><td colspan="2">For a meeting of the
ECONOMIC DEVELOPMENT AND SCRUTINY PANEL
to be held on
TUESDAY, 20 SEPTEMBER 2005
at
2.30 PM
in the
COMMITTEE ROOM 1, COUNCIL OFFICES, ST. PETER'S HILL, GRANTHAM, LINCOLNSHIRE
Duncan Kerr, Chief Executive</td></tr>
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Panel Members:	Councillor Ken Joynson, Councillor Mrs Rosemary Kaberry-Brown, Councillor John Nicholson (Chairman), Councillor Stan Pease, Councillor Ian Selby, Councillor Mrs Judy Smith, Councillor Ian Stokes, Councillor Jeff Thompson (Vice-Chairman) and Councillor Mrs Azar Woods
Scrutiny Officer:	Paul Morrison 01476 406512 p.morrison@southkesteven.gov.uk
Scrutiny Support Officer:	Jo Toomey 01476 406152 j.toomey@southkesteven.gov.uk

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

1. COMMENTS FROM MEMBERS OF THE PUBLIC

To receive comments or views from members of the public at the Panel's discretion.

2. MEMBERSHIP

The Panel to be notified of any substitute members.

3. APOLOGIES

4. DECLARATIONS OF INTEREST

Members are asked to declare interests in matters for consideration at the meeting.

5. **ACTION NOTES**

    The notes of the meeting held on 21st June 2005 and 8th August 2005 are attached for information.

    (Enclosure)

6. **FEEDBACK FROM THE EXECUTIVE**

    (Enclosure)

PRIORITY A: TOWN CENTRE REDEVELOPMENT

7. **TOWN CENTRE ACTION PLAN**

    The Panel to Discuss the Draft Town Centre Action Plan by the Head of Planning Policy and Economic Regeneration.

    THE CONSULTATION DRAFT OF THE TOWN CENTRE ACTION PLAN IS ATTACHED FOR PANEL MEMBERS ONLY. IF ANY OTHER MEMBERS WISH TO SEE THE DOCUMENT, PLEASE CONTACT THE SCRUTINY SUPPORT OFFICER.

8. **PUBLIC INFORMATION PILLARS**

    The Panel to receive an update on Public Information Pillars from the Partnership Project Manager.

    (Enclosure)

9. **BUDGET PREPARATION**

    Members to discuss the Budget process for 2006/07.

    *   Budget Working Group Action Notes – 15/08/05   **(Enclosure)**
    *   Budget Working Group Action Notes – 12/09/05   **(To follow)**

10. **DRAFT SCRUTINY HANDBOOK**

    The Panel to consider and make comment on SKDC's Draft Scrutiny Handbook.

    (Enclosure)

11. **REPORTS FROM WORKING GROUPS**

    Reports from the Grantham Canal Basin Working Group and the Rail Link Working Group.

    (Enclosure)

12. **BEST VALUE PERFORMANCE INDICATORS**

    (Enclosure)

13. **WORK PROGRAMME**

    (Enclosure)

14. **ANY OTHER BUSINESS, which the Chairman, by reasons of special circumstances decides is urgent.**

MEETING OF THE ECONOMIC DEVELOPMENT AND SCRUTINY PANEL

TUESDAY, 21 JUNE 2005   2.30 PM

PANEL MEMBERS PRESENT

Councillor Kenneth Joynson
Councillor Stanley Pease
Councillor Ian Selby
Councillor Mrs Judy Smith

Councillor Ian Stokes
Councillor Jeffrey Thompson (Vice-Chairman)
Councillor Mrs Azar Woods

OFFICERS

Corporate Director, Community Services
Community Economic Development Manager
Economic Development Team Leader
Acting Scrutiny Officer
Scrutiny Support Officer

OTHER MEMBERS PRESENT

Councillor John Wilks

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1. **COMMENTS FROM MEMBERS OF THE PUBLIC**
   None received.

2. **MEMBERSHIP**
   None.

3. **APOLOGIES**
   An apology for absence was received from Councillor Mrs. Kaberry-Brown.

4. **DECLARATIONS OF INTEREST**
   None declared.

5. **ACTION NOTES**
   Noted.

6. **FEEDBACK FROM THE EXECUTIVE**
   Nothing to report.

7. **DEVELOPING GRANTHAM AS A SUB REGIONAL CENTRE**
   The Corporate Director of Community Services updated the Panel on the development of Grantham as a Sub-Regional Centre. The Panel discussed how the proposed developments would progress Grantham's ambition of being a Sub-Regional Centre.

Grantham Canal Basin
The project had been supported by Lincolnshire Enterprise. They had offered a contribution for the commission of a feasibility study for the project to assess site viability. Should the project proceed, it would take approximately eleven years. Work had been done to establish land ownership along Grantham Canal, a meeting to liaise with relevant bodies would be organised. The largest impediment would be creating a sufficiently large culvert under the A1 to allow the passage of boats. The idea was also popular with the East Midlands Development Agency. Development could also benefit tourism and the rural economy.

Grantham Market Place
Highway developments to facilitate the pedestrianisation of Grantham market place had begun. Pedestrianisation had been booked for early 2007 and would be put out to design competition. A twelve month period of consultation had occurred this included a traffic flow study and the input of local businesses, the majority of whom were in favour of the scheme; further consultation would occur with the TCMP and the Grantham LAA. Members discussed how a bypass would impact and the loss of short-term car parking. Car parking alternatives would be provided through retail developments in the town centre.

Car parking
A Cabinet report on parking within the town centre was being produced. As per the principle approved on 11th April 2005, it would cover the retention of Watergate car park while surrendering East Street car park and the construction of a multi-storey car park on Welham Street.

8. **PUBLIC INFORMATION PILLARS**
The Community Economic Development Officer circulated information on Public Information Pillars (PIPS) for the information of Panel Members. PIPs had been proposed by a sub-group of the Grantham TCMP. It would provide a self-sustaining way to reduce street clutter, flyposting and A-Boards while improving the Street Scene, as per Council priorities. Advertising space would be sold to local businesses, any surplus space would then be offered to local charities and organisations free of charge. The pillars would be approximately 2 metres in height and 500KG and freestanding. PIPs would be managed by the provider, who would be responsible for their maintenance; this would include cleaning, surveying towns and fulfilling legal obligations (i.e. obtaining planning permission) and would sell advertising space to fund them.

Each pillar could provide a net income without any expense to the commissioning authority. Public Information Pillars Ltd. would survey Town Centres within the District and make recommendations on the number of pillars that would be feasible. Pillars could also be included in some villages within the District.

CONCLUSIONS:

The Panel agreed in the principle of Public Information Pillars to reduce flyposting and to provide alternative street advertising facilities for local traders.

9. **REPORTS FROM WORKING GROUPS**
    The reports from the 'Grantham Canal Basin', 'Rail Link' and 'Small Business Units' Working Groups, circulated with the agenda, were presented to the Panel by members. A further meeting of the 'Canal Basin' and 'Rail Link' Working Groups had been arranged for the 30th June 2005. A further meeting had yet to be arranged for the 'Small Business Units' Working Group for their visit to Stamford and the Deepings. The contents were noted.

10. **DATES OF FUTURE MEETINGS**
    Noted. The Panel agreed to call a special meeting on Monday 8th August at 2.30p.m. to discuss the Economic Development Strategy.

11. **BEST VALUE PERFORMANCE INDICATORS**
    Panel members were informed that if they had any queries about any of the indicators, they should contact one of the Scrutiny Officers, who would arrange for the attendance of the relevant officer. Noted.

12. **WORK PROGRAMME**
    The Panel were informed that the following items would be added to the work programme from the Forward Plan:

    - Town Centre Action plan which would include the development of Grantham as a Sub-Regional Centre;
    - Grantham Car Parks;
    - Economic Development Strategy;
    - Local Development Framework – issues and options document.

    Public Information Pillars would also be added. Noted.

13. **REPRESENTATIVES ON OUTSIDE BODIES**
    None.

14. **ANY OTHER BUSINESS, WHICH THE CHAIRMAN, BY REASONS OF SPECIAL CIRCUMSTANCES DECIDES IS URGENT.**
    None.

15. **CLOSE OF MEETING**
    The meeting was closed at 16.06.

MEETING OF THE ECONOMIC DEVELOPMENT AND SCRUTINY PANEL

MONDAY, 8 AUGUST 2005 2.30 PM

PANEL MEMBERS PRESENT

Councillor Ken Joynson
Councillor John Nicholson (Chairman)
Councillor Ian Selby

Councillor Mrs Judy Smith
Councillor Ian Stokes
Councillor John Wilks
Councillor Mrs Azar Woods

OFFICERS

Team Leader, Economic and Community Regeneration
Acting Scrutiny Officer
Scrutiny Support Officer

OTHER MEMBERS PRESENT

Councillor Graham Wheat

County Councillor Roy Chapman
Kevin Mann
Peter Stone

1 Member of the Local Press

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16. **COMMENTS FROM MEMBERS OF THE PUBLIC**

    None received.

17. **MEMBERSHIP**

    The Panel were informed that Councillor Wilks would be substituting for Councillor Thompson for this meeting only.

18. **APOLOGIES**

    None received.

19. **DECLARATIONS OF INTEREST**

    None declared.

20. **GRANTHAM CANAL BASIN**

    The Chairman welcomed Peter Stone, honorary secretary of the Grantham Canal Partnership; Kevin Mann, the Grantham Canal Regeneration Manager and Lincolnshire County Councillor Chapman, attending on behalf of the Grantham Canal Partnership. Tony Wilkinson, the Chairman of the Partnership had apologised that he

was unable to attend the meeting. A copy of the outline plan produced in 2005 was circulated for the information of Panel members.

The Partnership was formed in 1997 as an umbrella organisation to coordinate the efforts of principal parties involved in the restoration of the full 33 miles of Grantham Canal. Six sub-committees had been formed to strengthen links with interest groups and contribute to the development of the Partnership's plans. The Partnership is committed to promoting the sustainable restoration of the Grantham Canal to full navigable standard in such a way as to conserve its character and the environment while enhancing the communities along its route. The end result will be an outstanding water-based leisure facility for all and a major contributor to both the economy and quality of life in the East Midlands. Canal restoration is government policy, increasing the economic and social benefits offered by the waterways. The restoration of canals and rivers to navigable standards have revitalised key parts of the country's transport and industrial heritage, generated jobs and development for leisure, recreation and tourism.

The primary priority of the Partnership would be to determine the definitive plan for restoration, to secure funding and commence efficient implementation. The Partnership proposed achieving 'quick wins', commencing with the reopening to navigable standard a 9-mile A1 – Woolsthorpe – Redmile waterway.

The three largest obstacles, all surmountable, were identified as: linking the canal with the River Trent, passing under the A52 at Gamston and the A1 in Grantham. The project would stimulate agricultural/rural economic regeneration and would benefit tourism within the region. The importance of Canal safety was discussed for users of both the waterway and the tow path.

The Panel discussed enhancing the natural habitat for animals and plants as the route of the Canal has three sites of special scientific interest (SSSI). SSSIs would increase project sustainability, as would appropriate development along the Canal, including the Grantham Canal basin. It was suggested that the Canal Partnership should address the Local Strategic Partnership as local stakeholders.

The Panel were interested in seeing examples of other restoration programmes from around the country and talking to other local Councillors for their perspective.

CONCLUSION:

1. *The Panel endorse the work of the Grantham Canal Partnership and recommend to Cabinet that work should focus on development to the West of the A1, as identified in the draft Town Centre Action Plan.*

2. *That there should be the opportunity for Panel members to see other canal restoration projects and speak to relevant Local Authorities.*

21. **ECONOMIC DEVELOPMENT STRATEGY**

The Team Leader for Economic and Community Regeneration presented the Draft Economic Development Strategy to the Panel. The Strategy was put in context of the regional, national and global economic climate; retail sales had fallen and there had been an increase in borrowing.

A large proportion of the District's eligible workers occupy managerial and senior professional positions, using the area as a commuter base. To entice a greater

number of the managerial, senior professional workers and graduates to remain in the District, there would be a need to provide or enable facilities for higher paid, higher knowledge jobs. The average earnings for people who live within the District are lower than the averages for people working throughout both the East Midlands and nationally.

To allow economic development throughout the District, schemes had been identified, including: new development areas within town, including the proposed area around the Grantham Canal Basin; business improvement districts; good town centre management attracting investment, encouraging diversity of services and roles for the centre; the potential to increase tourism stimulating wider economic growth while improving facilities for the community; providing advice for new business start-ups; to areas of continued deprivation and the development of all communities so that they are able to identify and address their own problems - a unique opportunity for this being offered through the development of Local Strategic Partnerships and affiliated sub-partnerships.

The Panel discussed the availability of land for business start-up facilities and the consequent difficulties of attracting new industries into South Kesteven. The Small Business Working Group would discuss this further at their next meeting to be held shortly. Council disinvestment of Tourism was discussed, as it is a principal source of economic sustainability within Stamford.

When development occurred, the Panel felt that concurrent development of public facilities and amenities would improve sustainability and provide rounded growth throughout the community. The Panel agreed that development was unbalanced because of current planning policy and the allocation of housing development opportunities throughout the District.

CONCLUSION:

1. *The Panel endorse the Draft Economic Development Strategy as presented;*

2. *The Panel recommends to the Economic Portfolio Holder that future developments should be community orientated, providing public services and amenities within the development area, while enhancing its essential character.*

22.   CLOSE OF MEETING

The meeting closed at 16:41.

From:	REBECCA CHADWICK
Sent:	22 August 2005 15:42
To:	JO TOOMEY
Subject:	FW: DSP Recommendations

-----Original Message-----

From:	**CLLR JOHN SMITH**
Sent:	22 August 2005 11:24 AM
To:	REBECCA CHADWICK
Subject:	RE: DSP Recommendations

Recommendation Notice 11

Dear Rebecca
It is not necessary to adjust the Economic Development Strategy as the importance of the Community is clearly expressed and will be an integral consideration in future developments.
John

-----Original Message-----

From:	REBECCA CHADWICK
Sent:	15 August 2005 09:19
To:	CLLR - Cabinet Members
Subject:	DSP Recommendations

Dear Members,

Please find attached three recommendation forms from the Economic DSP meeting last week. The first two are for Cabinet and the third for the Economic Development Portfolio Holder.

Regards,

Rebecca

 << File: RECOMMENDATION NOTICE 9.doc >> << File: RECOMMENDATION NOTICE 10.doc >>

 << File: RECOMMENDATION NOTICE 11.doc >>

Update for Healthy Environment & Economic DSP's – September 2005

PUBLIC INFORMATION PILLARS

Survey work of the town centres in respect to the locations of the Public Information Pillars has now been completed.

As previously agreed, Grantham would be the preferred trial town and as such the Partnership Project Manager would like to suggest a small task and finish group be set up, made up of two Grantham members one from the Environment DSP and one from the Economic DSP, the Partnership Project Manager and the Conservation Officer. This group would go through the submitted proposals to bring back the final recommended sites for the DSP's consideration.

A similar group should also be set up to look at the proposals for the other three towns of Stamford, Bourne & Market Deeping.

The company chosen to carry out this work (Public Information Pillars Ltd) have identified 40 potential sites around Grantham town centre and after initial investigation with the Development Control Manager this figure seems excessive with some locations considered inappropriate.

Other towns and cities currently using the PIP system include Southport, Lydiate, & Maghull (Merseyside), Bridlington, Shrewsbury, Derby, Coventry and Great Yarmouth. Other towns and cities currently waiting to implement the system are, Bedford, Kings Lynn, Harlow, Ross on Wye. Hereford and all of the Erewash Borough area. I am also informed that approximately 20 other towns are looking into the system with a view to implementation subject to final agreements regarding location of the pillars.

Size of individual information/advert panels available to hire:-

Single poster   70cms (H) X 102cms (W)
Double poster   140cms (H) X 102cms (W)
Triple poster   210cms (H) X 102cms (W)

Financial Information
Assuming Grantham has 20 pillars installed with 80% occupancy at an average rate of £10 per week for the adverts (based on current averages) this would mean an individual pillar would produce £90 per week less 20% unoccupied space. This would yield a revenue of £3,744 per annum. SKDC's 20% income from this would equate to £748.80 **per pillar**.

Anthony Hardy
Partnership Project Manager
01476 406115
a.hardy@southkesteven.gov.uk

BUDGET WORKING GROUP

Meeting date: Monday 15th August 2005

Members present: Councillor Bryant (Portfolio Holder)
                              Councillor Craft
                              Councillor Kirkman
                              Councillor Lovelock (Chairman)
                              Councillor Moore
                              Councillor Gerald Taylor
                              Councillor Mike Taylor

Officers present: Colin Wyatt
                              Rebecca Chadwick
                              Clare Barnes
                              David Scott
                              Andrew Crawford

Apologies: Councillor Mrs Bosworth
                              Councillor Conboy
                              Councillor Nicholson
                              Councillor Thompson
                              Councillor Wilks

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1. Review of Last Year

Mr Wyatt circulated the 2004/05 General Fund Revenue Account and explained briefly why there had been a significant underspend. The history of underspends was discussed by the Group with members expressing their concerns on the quality of budgeting within South Kesteven. The Portfolio Holder commented that the Government was apparently advocating zero-based budgeting and Lincolnshire County Council was now required to use this method as from next year. The Portfolio Holder was looking to implement Zero-based budgeting in service planning for 2006/2007 and beyond.

Mr Wyatt explained the reason for the underspend on the Council Tax Collection and Benefits Administration service.

The group also focussed on underspend in the areas of Development Control and Building Control and Mr Wyatt explained that the sections had generated more income through activity than anticipated. Further reasons for underspend in Economic Regeneration and Town Centre Development was given.

The group discussed this further in relation to the recent Planning Delivery Grant and apportionment of this was grant considered *(apportionment details appended)*. The Portfolio Holder contributed to the discussion and emphasised that failure to allocate the entire Grant in 2005/2006 may jeopardise receipt of further funding. One member was concerned that it appeared that planning applications were being subsidised. Further information on this was requested for the next meeting.

The group also queried the underspend on Leisure Centres and Stadium and accepted that an explanation would have to be provided at the next meeting.

Members queried certain aspects of the pension liability balance and the change in accounting treatment, on which one member was most concerned. Mr Wyatt explained that in reality, there had not been a major impact on the Council's accounts but that the triennial revaluation of the pension liability had prompted an increase in employer's contribution. The Portfolio Holder commented that this had been a professional review, upon which the Council acted, thereby aggregating the Council's liability for a number of years. It was agreed that further information on pensions was not required.

The group considered further the new approach to individual service plans, all of which had now been submitted to the Portfolio Holder. The Portfolio Holder would be meeting with the Principal Accountant the following day to discuss how best to move forward with the plans, given that all but one had been submitted below the desired standard. This provoked considerable concern with a few members, although members did support the approach undertaken by the Portfolio Holder, especially as it may result in a better budget with less underspend.

Members raised various other points relating to the General Fund Revenue Account which were discussed and clarified by the officers.

Conclusions:

> **(1) Officers to provide information at the next meeting of the working group on:**
>
> > - **the Development Control Service Plan and financial projections**
> > - **the reasons for underspend on Leisure Centres and the Stadium**
>
> **(2) That the Budget Working Group entirely support the Resources & Assets Portfolio Holder in the approach taken to individual service plans and that officers and the Portfolio Holder report at the next meeting on the progress with the service plans.**

2. Government Grants, Council Tax Levels etc.

The working group considered report number FIN239 submitted to Cabinet on 8th August 2005 by the Director of Finance and Strategic Resources, as this was pertinent to the setting of the 2006/2007 Budget.

The report stated that progress had been made in a number of areas including the government financial settlement, job evaluation, employer's pension contribution and resourcing of priorities. A number of members commented that progress had not been made, especially in relation to job evaluation. Members also questioned the large increase in Capital Finance Costs and further information was requested for the next meeting.

The group discussed in some detail financial strategy number 4 – the Council must continue to find new sources of funding for its activity – and it was commented that whilst this was acceptable, the recent DEFRA grant, although substantial, was not a good example of this because it had prompted a hasty decision regarding green waste collection. Members also considered that more should be done to maximise benefits of S.106 agreements; it was paramount that the Council be driven to use these more.

The group suggested that, in relation to strategy number 6, the Resources DSP should also receive regular investment reports. Discussion moved to more general aspects of

financial reporting and Mr Wyatt explained that a new computer system would be implemented that should provide an improved reporting mechanism. Members indicated that they desired at least quarterly financial statements. Members discussed the forthcoming non-key decision on the preferred software supplier and the procurement process. Some members were concerned that they had not been consulted formally on this decision.

The group discussed the profile of external financing 2004/05 to 2009/10. Mr Wyatt explained that this was the forecast should current levels of finance continue. This was considered in light of capping and the new approach to service plans. The benefits and otherwise of maintaining Council tax levels were discussed and it was suggested that significant increases were required regardless of slimmer budgeting to allow for inflation and capital projects. It was also suggested that because balances have not risen inordinately, the Council could not have been overcharging. An agreement on this matter was not reached as it was suggested that underspend had not been overly excessive as the Council had undertaken ad hoc projects. The level of reserves was also considered and it was suggested that these should be used more to even out pressure to increase Council Tax. There was no consensus on this matter.

In relation to the update on the potential influences on the draft base budget, Mr Wyatt stated that work on this was continuing. The group discussed further matters in the report including the progress with the Leisure Trust and the need to be innovative to reduce costs of the forthcoming grounds maintenance contract renewal.

Conclusions:

   (1) That officers provide further information at the next meeting on the increase in capital finance costs.
   (2) To recommend that Medium Term Strategy No. 6 be amended to include the Resources DSP, in addition to the Constitution and Accounts Committee, as a receiver of investment performance reports.
   (3) That the Budget Working Group expects to see a maximisation of S.106 Agreements and recommends that authorities implementing set percentages for developments be investigated.
   (4) That members be welcome to attend the demonstration of new finance software on 24th August 2005.
   (5) The Budget working group supports the continuation of budget consultation with the Local Area Assemblies.

3. Priority Services.

The group discussed how they would proceed with addressing the financial needs of priority services and it was agreed that cash availability needed evaluating alongside service plans. It was commented that as priorities were reviewed annually, the budget could not be set accurately for 2006/07 at this stage.

The group concentrated on the proposed changes to the waste collection service and the impact on revenue requirements, which had been estimated at a lower level than first anticipated.

Conclusion:

Officers to provide further details on the financial impact of the proposed changes to the waste collection service.

4. Capital Programme Review

Mr Wyatt circulated a Capital Programme Summary and Financing Statement and a proposed capital projects prioritisation mechanism. This issue was pertinent to the Use of Resources part of the CPA inspection. He explained that, traditionally, the Council had set programmes that have not been delivered and so a capital project appraisal process had been proposed whereby the Property Performance Management Group (PPMG) could assess formally proposed projects. Timescales and revenue implications were included in the proposed system. Terms of reference for the PPMG were to be presented to CMT for approval. The new system would allow for greater monitoring of the programme's implementation by officers and members.

Members welcomed the proposals, considering them a rational approach to prioritisation, but some felt that it was lack of political drive that was impeding progress with implementing the capital programme. It was suggested that on the summary of proposed projects, a column be included on political importance.

The group discussed other issues with the officers including partnership working, flooding, financial provision in the capital programme and individual managers taking reports on capital projects to Cabinet without prior consultation.

It was considered that capital spend made a significant impact on services and the community and therefore required detailed scrutiny.

Conclusions:

   (1) **To include the capital programme as a substantive agenda item at the next meeting of the working group with a view to establishing a smaller working group to scrutinise further.**
   (2) **The Chairman to discuss with the Leader improvements to the implementation of the Capital Programme.**

5. Date of Next Meeting

Monday 12th August 2005, 1.30p.m., Committee Room 1.

SCRUTINY HANDBOOK

2005/2006

Foreword

Since July 2004, South Kesteven District Council has been operating revised political structures and management arrangements. The Executive makes day-to-day decisions within a policy and budget framework agreed by full Council and the Development and Scrutiny Panels (DSPs) have a broad monitoring function.

DSPs review Council policy and performance and monitor Executive decisions. They make recommendations on service delivery, set up working groups or panels to conduct in depth scrutiny of selected aspects of the Council's work and can call in Executive decisions. Details of all these roles are to be found within this scrutiny guide.

The DSPs are working to establish a dialogue with all Members, Council staff, residents and local organisations. To fulfil their role the DSPs will need to engage with all sections of the community. They will need to work openly and objectively to demonstrate that they are an effective watchdog that has the will and the ability to hold the Executive to account.

Since the DSPs were established, the Council has been undergoing a steep learning curve. We have had to establish, modify and review our practice, the process of scrutiny and the way of identifying the topics for consideration.

The Council had previously, through its policy development committees, a limited experience of conducting formal scrutiny, so the process has been relatively new to all of us – councillors, officers, local organisations and residents. This handbook draws upon the experiences of the past 12 months.

This handbook is, therefore, a set of guidelines rather than a rigid prescription of how to carry out scrutiny. The aim is to ensure that there is a broad consistency of approach and achievement of high standards in carrying out overview and scrutiny work. This handbook will be updated and amended in future to reflect new experiences and understandings of how to achieve these goals. I and my colleagues in the Scrutiny Team welcome feedback on how scrutiny is developing and suggestions for changes or additions to this guide. This will help us all to develop good practice.

Paul Morrison
Scrutiny Officer

Contents

Scrutiny Explained

What is Scrutiny?

Overview and Scrutiny is crucial to the Government's Modernising Agenda for local councils. The role of Scrutiny in South Kesteven is to help develop policy, to improve the performance of the Council and to look in detail at decisions to make sure Council policy is being carried out and powers are being used wisely. Scrutiny should act as a critical friend to the Executive and the Council, standing back from day-to-day decision making to look at outcomes for the people of South Kesteven and contribute to improved council performance. Scrutiny is based on the model of parliamentary select committees at Westminster and is one of the most significant ways in which the non-executive councillor can contribute to the direction of the Council and act as a community leader for the people of South Kesteven.

Who can be scrutinised?

A lot of people think that scrutiny is only confined to Cabinet and Executive Member decisions. That is not the case, any Council decision and indeed any aspect of the Council can be **scrutinised,** this includes decisions of Full Council and regulatory committees and delegated officer decisions. But the only decisions that can actually be **called –in** are Cabinet and Executive Member decisions and any officer key decisions.

For a more detailed explanation of call-in, see below.

Scrutiny and the Outside World

Scrutiny's work does not just lie within the Council; under Part 1 of the Local Government Act 2000, Councils were given the power to do "anything they consider likely to promote or improve the economic, social or environmental well being of the area". This allows scrutiny to consider the actions of other organisations operating within South Kesteven and ask them to explain their activities.

The Health and Social Care Act gave further powers to county and unitary councils to scrutinise health services within South Kesteven. Within SKDC this is Lincolnshire County Council but scrutiny of certain health services within the district was carried out by the Councils Communications and Engagement Development and Scrutiny Panel (DSP) during 2004/5.

The Role of Scrutiny

- To provide "critical friend" challenge to the Executive as well as external authorities and agencies

- To reflect the voice and concerns of the public and its communities

- Scrutiny Members should take the lead and own the Scrutiny Process on behalf of the public

- Scrutiny should make an impact on the delivery of public services

Development and Scrutiny Panels

Making DSPs Effective

Introduction

Developing effective arrangements for scrutiny has been one of the most challenging tasks for the Council. It is a real opportunity for members to undertake investigative and deliberative scrutiny and reviews of policy that will contribute to the Council's policy framework. Reviews might well examine how well a policy has been implemented and if the desired outcomes have been achieved. Such reviews may well focus on oral hearings and written evidence whilst others may include workshops, seminars, public meetings, focus groups and the commissioning of specific research.

The process for gathering evidence will vary depending on the subject under review. Although the work will share certain characteristics with traditional committee procedures there are significant differences. The standard "committee" approach is for members to receive an officer written report that outlines the issues and offers ready made recommendations. Development and Scrutiny work is different in that it should be centred on finding solutions by weighing up all the evidence. This can come from several sources and Members will only get reports, data or oral submissions from individuals, when requested, as part of the review process. The process is not concerned with decision making (ie no committee style decision is taken) but is an investigative process similar to the Select Committees in Parliament.

The key to a successful outcome for this type of work is good organisation and a clear focus on the skills needed to make the process effective.

The Process

In a traditional committee meeting there was little time for an in-depth analysis of specific issues by Members, although some significant issues were discussed and debated. Scrutiny demands more detailed consideration; this can be achieved by the whole Panel, but is more likely to be effective if it is done by setting up single issue working groups which operate on a "task and finish" basis.

Such working groups are a useful way of taking forward specific issues and require a range of skills that would not normally be called upon in a traditional committee meeting. These will include

Asking relevant questions/seeking necessary information

Diagnosing why certain things happen and the reasons behind them

Summarising – bring together a considerable amount of information reflecting back to others the points to check understanding

Concluding what has to be done in order to solve problems or improve on current practice and making appropriate recommendations

Monitoring the outcome

Further details on skills to support effective scrutiny are provided in the chapter on Scrutiny Techniques

In short

- Scrutiny should be <u>member led</u>

- Any conclusions must be backed up by <u>evidence</u>

- Meetings should adopt an <u>inquisitorial</u> rather than adversarial style of traditional local government committees.

Terms of Reference

ECONOMIC DSP

Remit of the Panel:

Chairman:
Councillor John Nicholson

Vice Chairman:
Councillor Jeff Thompson

Economic Development Portfolio
Holder:
Councillor John Smith

Public conveniences
Street furniture
Car parks
Conservation
Markets
Tourism
Industrial Estates
Miscellaneous property
Economic development grants and
assistance
All planning services and policies
Town centre development and partnerships
Industrial Development
Agriculture and the rural economy
Liaison with SSPs and TCMPs

COMMUNITY DSP

Remit of the Panel:

Chairman:
Councillor Mrs Pam Bosworth

Vice Chairman:
Councillor Mrs Joyce Gaffigan

Community Affairs Portfolio
Holder:
Councillor Peter Martin-Mayhew

Crime and disorder
CCTV
Emergency planning
Watercourse and dykes
Flood prevention
Housing management
Private Housing
Licensing
Occupational health and safety
Care services
HRA management
Enabling the provision of affordable housing
Homelessness
Housing repairs
Property maintenance
Home safety
Energy advice
Building control
Footway lighting and maintenance
Sustainable rural communities
Police service liaison

ENGAGEMENT DSP

Chairman:
Councillor Mike Taylor

Vice Chairman:
Councillor Mano Nadarajah

Access & Engagement Portfolio
Holder:
Councillor Paul Carpenter

Remit of the Panel:

E Government and ICT
Customer service and modernisation
Communications and Consultation
Local Area Assemblies
Youth engagement and local liaison (YELLS)
Elections
Democratic representation
Register of electors
Freedom of information
Data protection
Printing
Dial-a-ride
Public transport initiatives and concessions
Bus stations
Vehicle management
Courier service
Access to services for rural communities
Community strategy
Local strategic partnerships
Annual stakeholder conference
East Midlands Regional Assembly
Lincolnshire Local Government Association
Welland partnership
Shared service partnerships

RESOURCES DSP

Chairman:
Councillor Reg Lovelock

Vice Chairman:
Councillor John Kirkman

Resources & Assets Portfolio
Holder:
Councillor Terl Bryant

Remit of the Panel:

Council tax collection
Non-domestic rates
Audit and accountability
Special expense areas
Grants and subscriptions
Risk management
Finance and accountancy
Budget preparation and council tax
Procurement
Liaison with ODPM on resources
Human resources, Training and development
Community leadership
Organisational development
Performance Management
CPA and Best Value Reviews
Scrutiny arrangements
Members induction and development
programme
Liaison with IDeA

HEALTHY ENVIRONMENT DSP

Chairman:
Councillor George Waterhouse

Vice Chairman:
Councillor Nick Craft

Healthy Environment Portfolio
Holder:
Councillor Ray Auger

Remit of the Panel:

Arts centres and development
Community centres
Fairs
Leisure Centres
Parks, gardens, and recreation
grounds
Playing fields and play areas
Grass cutting and grounds
maintenance
Sports development
Health promotion
Food safety
Noise and pollution control
Contaminated land
Water supplies
Waste management
Street sweeping and litterbins
Recycling
Closed burial grounds
Burial of the destitute
Infectious diseases
Graffiti removal
Dog fouling
Animal health and control
Pest control
Rural environment
Health services liaison
Environment Agency liaison

Planning the Work of Scrutiny

It is vitally important that the work of DSPs is well planned and co-ordinated. Mainly, panels need to filter potential items of work, to be selective and to **prioritise.** Panels should not be over ambitious when setting their work programme. Time and resources are limited and some capacity should always be left for any issues that may arise at short notice.

The Work Programme

At each scheduled DSP meeting, members update the work programme. They do this by including new items from the Forward Plan or those referred from Cabinet or Council and other issues raised by members. Members of the Panel are then required to bring forward items from the programme onto meeting agendas:

```
┌──────────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐
│    Items     │  │  New Items   │  │    Items     │  │    Items     │
│ suggested by │  │    from      │  │   referred   │  │   referred   │
│     DSP      │  │ Forward Plan │  │ from Cabinet │  │ from Council │
└──────────────┘  └──────────────┘  └──────────────┘  └──────────────┘
```

Work programme

Items are selected by members or the Chairman

DSP Agenda
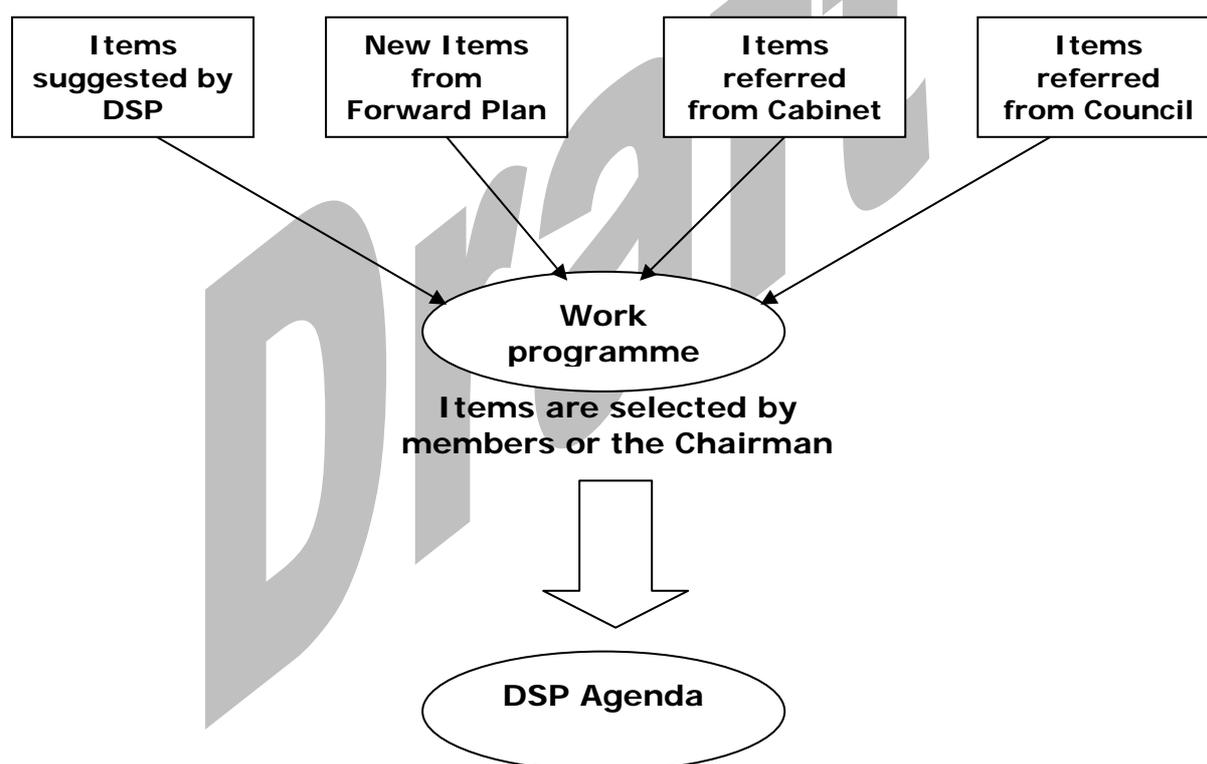
Selecting Items for the Agenda

Members of the DSP must be proactive in identifying items they wish to include on panel agendas. Officers will not choose them for you! If you would like an item to be included on a future agenda, either request this at an earlier meeting of the Panel or contact the DSP Chairman or the Scrutiny Officer at least three weeks before the date of the meeting. It is worthwhile noting that the Local Government Act provides that *any* DSP member can place an item on a scrutiny agenda.

Issues to consider when deciding whether or not to bring forward an item from the work programme:

- Will this topic add value to and support the corporate priorities and vision?
- Can the scrutiny work be successfully delivered within available resources?
- Is the topic of concern to the public?
- Will scrutiny of this topic lead to increased value for money?
- Is there imminent new government guidance or legislation?
- Is the service meeting all the relevant performance indicators?
- Are there customer satisfaction issues?

Scrutiny Panels should focus on **strategic issues**. It is important that ward or minor operational issues do not dominate the work of scrutiny. Such issues should be pursued through other channels as explained during your general Councillor induction.

Not to be Selected for Scrutiny

An item should not be included in the work of a DSP if:

- It is or has just been the subject of a scrutiny review.
- The issue will be addressed as part of a Best Value Review within the next year.
- It is subject to an imminent external inspection.

Scrutiny Chairs and Vice-Chairs – Job Description

SECTION	DESIGNATION	REF	DATE
Council	Chairperson Development& Scrutiny Panel		

PURPOSE OF JOB
To lead the panel and ensure that it fulfils its responsibilities for policy development and review and scrutiny

RESPONSIBLE TO
South Kesteven District Council and the local people

TYPE OF CONTRACT

GROUP RELATIONSHIPS
Reports to the Leader

LOCATION/PHYSICAL ENVIRONMENT
Council Offices, Grantham or any location in the District as required

HOURS OF WORK
As required

ECONOMIC CONDITIONS
This post attracts a special responsibility allowance as per the current Members allowance scheme.

POLITICALLY RESTRICTED POST
N/A

DUTIES: The activities described on the following page may be varied from time to time to meet the needs of the service. The potholder may be required to undertake any other relevant duties by the Council.

NO	OBJECTIVE	NO	DUTIES
1.	Provide Leadership & direction	1.1	Champion the panel inside and outside the Council
		1.2	To represent the panel at meetings with the cabinet or other agencies
		1.3	Ensure that work of the panel is constructive and adds value to the Council and the community
		1.4	To chair meetings for the panel that: • Enable all members of the panel to contribute. • Follow a prioritised work programme. • Ensure all meetings achieve outcomes based on sound evidence
2.	Ensure compliance with the constitution and any rules, regulations that are in place	2.1	Ensures meetings take place in accordance with those set at the annual general meeting and at any other time as required by the work
		2.2	Liaise with the scrutiny officer to ensure that agendas are sent out to panel members informing them of the business to be addressed at each meeting
		2.3	Manage any finances made available to the panel in order to perform their scrutiny function
		2.4	Make the annual report to full Council on the workings of their DSP, making recommendations for future work programmes, and amended working methods if appropriate.
		2.5	Request full Council to approve the cooption of members as required for a limited time or for specific purposes
		2.6	Report back to the panel any decisions that the Ch & vice chair have taken as a matter of urgency. Such decisions to be taken in consultation with the Chief officer or service managers.

3. Attend the Cabinet and Scrutiny Liaison group to coordinate work plans and share learning	3.1	Attend any meetings held to plan the business of the panel
	3.2	Contribute to the Liaison group to improve effectiveness of the scrutiny process and to Co-ordinate work plans
	3.3	Keep up to date on national & local issues and consider impact on work programme
	3.4	Ensure familiarity with the change management plan and how the work of the panel relates to it
4. Lead and manage a member led work programme	4.1	Ensure that the work programme is developed from input from panel members, the Cabinet and Scrutiny Liaison group and Officers,
	4.2	Manage a prioritised and feasible work programme.
5. Maintain integrity of policy development & review process	5.1	Monitor the effect of national legislation on the Council
	5.2	Lead and manage investigations, research of proposals and topical issues & consultations making best use of panel members as well as specialist expertise inside and external to the Council
	5.3	Consider and implement mechanisms to encourage and enhance community participation in the development of policy options
	5.4	Lead targeted reviews of existing policies & the development of new policies
6. Maintain Integrity of Scrutiny process	6.1	Promote scrutiny function
	6.2	Hold Executive to account in respect of their actions in carrying out Council policy
	6.3	Lead investigations into the basis on which decisions are taken and ensure they are consistent with Council Policy
	6.4	Ensure panel Monitors the Councils decision making process

	6.5	Oversee call ins
	6.6	Ensure panel monitor the council's performance
	6.7	Lead Scrutiny of external reports on council performance
	6.8	Lead timetable of investigations, selection of witnesses and writing of scrutiny report
	6.9	Ensure panel Investigates the quality of service provided
	6.10	Lead &/ or participate constructively in any short life task groups
	6.11	Ensure regular contact with non-executive members, community representatives, local stakeholders, & public to inform the effective scrutiny of Council policies, strategies, budgets and performance
7. Ensure panel members access relevant & timely training and development	7.1	Identify training and development needs that apply to the panel as a whole, and take action to address issues
	7.2	Identify training and development needs that apply to individual panel members and take action to enable them to access the appropriate support.

Call in

A brief guide

Introduction

The Local Government Act 2000 introduced, for the first time, the power for individual members of the Executive to make decisions on their own. Previously councillors had only been able to make a decision when meeting collectively as the Full Council or in a committee. In order to balance these new powers, and that of the Cabinet collectively, mandatory scrutiny arrangements were introduced, which includes the power to "call-in" executive decisions. Underpinning the whole system is ethical standards which was introduced by Part 111 of the 2000 Act.

However in introducing these call-in powers the Government intended that they should only be used in exceptional circumstances and not maliciously, vexatiously or for political point scoring.

How the call-in system operates

All Key decisions that the Cabinet, or an individual Cabinet Member (known as a Portfolio holder) intends to take must be published in the Council's Forward Plan. Once the decision has been taken, this must also be published within two working days of the decision being made.

The definition of what is a key decision is a matter for the Council to decide. At South Kesteven it is defined as an executive decision which will result in "significant" expenditure or savings to the Council or a decision that will affect two or more wards.

Non key executive decisions may also be called in by the relevant DSP. Decisions of regulatory committees and full Council cannot be called in, but these may still be scrutinised by a DSP if there is concern about a particular issue.

Once an executive decision has been made and published it is implemented and comes into force after five working days have elapsed, unless a valid call-in request form is received. A valid form must be signed by either five members (from any political group) or the Chairman of the relevant DSP. A call-in request form is at Appendix A. No member may sign more than three requests for a sanctioned call-in and no DSP may call-in more than 6 decisions in any one municipal year. A schedule of call-ins for 2004/05 is at Appendix B.

Once a form has been received, the proper officer must rule on whether it is valid, if it is valid then the meeting must be called as soon as possible.

Call-in Meeting Protocol

1) The Chairman introduces the meeting and welcomes members, witnesses etc. Announces the decision that has been called-in, whether it was made by the Cabinet or an individual Portfolio Holder and explain that it has been called-in either by the relevant DSP Chairman or any five members. If the decision-making body or person or a particular officer has been formally invited to the meeting – say so.

2) The Scrutiny Officer or deputy is invited by the Chairman to explain to the panel the following procedure to be undertaken during the meeting and the conclusions available to the panel, which are:

   ▪ Conclude to support the call-in and therefore refer the decision back to the decision making person or body for reconsideration – the nature of the panel's concerns must be specified in the conclusion;
   ▪ Conclude not to support the call-in and therefore not to refer the decision back – the original decision will therefore take immediate effect
   ▪ Conclude to refer the decision to full Council (only if it is believed the decision is outside the policy framework or budget)

3) The Scrutiny Officer or deputy is to advise the panel to wait until all evidence has been heard before coming to a conclusion.

4) Those members who called-in the decision are invited by the Chairman to make verbal representations to support their reasons for call-in.

5) Panel members are invited by the Chairman to question those members who requested the call-in or to ask for further clarification on their reasons for call-in.

6) Panel members are then invited to question the decision-maker (if present) who may also respond on the points raised by the call-in request.

7) Panel members are then invited to question officers and other witnesses present.

8) Any other member present may be invited to ask questions at the panel's discretion.

9) The Chairman should then make sure everyone has had the opportunity to ask questions.

10) The Chairman should then state that the panel has to now consider all the evidence they have heard and discuss the three conclusions available.

11) The panel should, ideally, come to a mutual conclusion without the need for a formal vote. If the panel chooses to refer the decision back, the reasons for doing so must be stated. The Executive is unlikely to change its mind about a decision if there is no evidence to support a call-in.

Scrutiny Techniques

14 Steps to Scrutiny Success

Although many of these steps have already been completed at SKDC, it is worth considering these core requirements for success to monitor our progress. Suggested levels of achievement as at 1st July 2005 are below:

1. Discuss and agree a definition of overview and scrutiny	Achieved
2. Select Chairs and Vice-Chairs who will give effective leadership to their committees and have comprehensive role descriptions to guide their work	Partly Achieved
3. Ensure that members selected for overview and scrutiny are prepared to make time for scrutiny, are committed to making overview and scrutiny work and have comprehensive role descriptions to guide their work	Partly Achieved
4. Design a structure which fits the purpose of overview and scrutiny, related well to the executive and officers and suits the culture of the authority	Achieved
5. Develop a member-led, realistic, flexible work programme for each committee	Achieved
6. Move away from traditional service committee processes by developing a wider range of activities	Partly Achieved
7. Prioritise a small number of items to investigate in-depth and ensure that these are effectively project managed	Not Achieved
8. Finish investigations on time and produce member-led reports which concisely summarise the evidence gathered and the recommendations of the committee	Partly Achieved
9. Ensure that there is adequate officer support for overview and scrutiny	Achieved
10. Create a separate budget for overview and scrutiny to fund site visits and other non-meetings based activities; pay the expenses of external witnesses; buy-in external advice and pay for training and development.	Not Achieved
11. Develop cross-party working, ensuring that no party group applies the whip to overview and scrutiny	Achieved
12. Ensure that the opposition parties have a key role to play by at least allocating some chairs and vice-chairs to the opposition	Partly Achieved
13. Provide a training and development programme for overview and scrutiny members, officers directly supporting overview and scrutiny and any co-optees. Provide awareness training for all other councillors and officers down to middle managers	Achieved
14. Develop and implement a system for continuously monitoring what is working well and what needs improving and undertake a more comprehensive evaluation at least every two to three years (and more frequently in the early stages)	Partly Achieved

(Adapted from the IDeA Modern Member module by Dr Stephanie Snape)

Gathering Evidence

It is often said that "scrutiny should be evidence-based'. This is because evidence will support members in each of their scrutiny roles (see page five) by giving **substance** to recommendations. Gathering evidence gives a real opportunity for members to think outside the box and be imaginative. Although DSPs have a Scrutiny Support Officer to undertake research, members are encouraged to undertake their own research either to support items already on a meeting agenda or to present to the Panel as a new item for the work programme. Below are some ideas on sources of evidence and it is suggested that good scrutiny would include a number of different sources for each issue.

Witnesses - These can be officers of the Council, Cabinet members, other members with certain expertise and external witnesses.

Co-optees - These can be appointed short or long-term. Internal or external "experts", member of public or service user.

Site Visits - These could take place within the organisation to look at service areas, other authorities, organisations or locations relevant to the issue under scrutiny.

Focus Groups & Workshops - These could include a wide range of "witnesses" at an informal session with two way feedback, exploring topics in detail and allowing people to speak who may not normally be so confident in formal meetings.

Legislation, Policies etc. - Reference to government legislation, regional guidance, local policies and strategies of this authority or others.

Surveys - This allows broad or narrow consultation, potential for confidentiality to allow more 'honest' evidence. Internal or external use.

Mystery Shoppers - Good method of obtaining service user point of view.

Balancing Inquiry and Advocacy

There is a danger that discussions at meetings can quickly become a spiral of increasing advocacy with both sides moving further into their own opposing positions. Members can get caught in the trap of listening to others only to dismiss their arguments and to reinforce their own point of view. Similarly, when members are in pure inquiry mode, dialogue is replaced with questions and members fail to share their own perspectives. In this case, silence, rather than members' arguments, negates any learning on either side.

The balancing act of inquiry and advocacy is one which, when achieved, will enable members to share their own ideas whilst gaining the best possible information and ideas from other members or witnesses.

To improve inquiry skills:

- Use the skills of active listening.
- Ask others to share the reasoning behind their conclusions.
- Use non-aggressive language to ask your questions.

To improve advocacy skills:

- Make your thinking process visible to others by articulating how you have come to your point of view.
- Encourage others to explore your assumptions and any information you may have obtained.
- Freely acknowledge where you think there might be gaps in your reasoning. This will invite others to participate by helping you resolve these gaps and makes your position appear more open.

An example of achieving this balance is to lay out your reasoning and thinking, and then encourage others to challenge you: "Here is my view and here is how I have arrived at it. How does it sound to you? What makes sense to you and what doesn't? Do you see any ways I can improve it?"

Members should be aware that there are dysfunctional forms of both advocacy and inquiry. For example, in organisations, adroit people can skew the inquiry process by relentless "interrogating," without caring at all for the person being questioned. In the same vein, advocacy can feel like an inquisition if the advocate simply "dictates" his or her point of view, while refusing to make their own reasoning process visible. People who are unwilling to expose their thinking may also "withdraw" into silence, instead of taking the opportunity to learn through observation.

One of the most destructive conversational forms is "politicking," in which there is no overt argument - just a relentless refusal to learn while giving the impression of balancing advocacy and inquiry. Scrutiny should be non-partisan and should embrace cross-party working.

The following protocols for improving the balance between inquiry and advocacy are from *The Fifth Discipline* by Roberts & Ross:

Improved Advocacy

➢ Make your thinking process visible

What to do	What to say
State your assumptions, and describe the data that led to them	*"Here's what I think and here's how I got there."*
Explain your assumptions.	*"I assumed that. . ."*
Make your reasoning explicit.	*"I came to this conclusion because. ."*
Explain the context of your point of view: who will be affected by what you propose, how they will be affected, and why.	
Give examples of what you propose, even if they're hypothetical or metaphorical.	*"To get a clear picture of what I'm talking about, imagine the you're a customer who will be affected. . ."*
As you speak, try to picture the other people's perspectives on what you are saying.	

➢ Publicly test your conclusions and assumptions.

What to do	What to say
Encourage others to explore your model, your assumptions, and your data.	*"What do you think about what I just said?" or "Do you see any flaws in my reasoning?" or "What can you add?"*
Refrain from defensiveness when your ideas are questioned. If you're advocating something worthwhile, then it will only get stronger by being tested.	
Reveal where you are least clear in your thinking. Rather than making you vulnerable, it defuses the force of advocates who are opposed to you, and invites improvement.	*"Here's one aspect which you might help me think through. . ."*
Even when advocating, listen, stay open, and encourage others to provide different views.	*"Do you see it differently?"*

Improved Inquiry

➢ Ask others to make their thinking process visible.

What to do	What to say
Gently walk others down the ladder of inference and find out what data they are operating from.	*"What leads you to conclude that?"* *"What data do you have for that?"* *"What causes you to say that?"*
Use unaggressive language, particularly with people who are not familiar with these skills. Ask in a way which does not provoke defensiveness or "lead the witness."	Instead of *"What do you mean?"* or *"What's your proof?"* say, *"Can you help me understand your thinking here?"*
Draw out their reasoning. Find out as much as you can about why they are saying what they're saying.	*"What is the significance of that?"* *"How does this relate to your other concerns?"* *"Where does your reasoning go next?"*
Explain your reasons for inquiring, and how your inquiry relates to your own concerns, hopes, and needs.	*"I'm asking you about your assumptions here because. . ."*

➢ Compare your assumptions to theirs.

What to do	What to say
Test what they say by asking for broader contexts, or for examples.	*"How would your proposal affect. . .?"* *"Is this similar to. . .?"* *"Can you describe a typical example. . .?"*
Check your understanding of what they have said.	*"Am I correct that you're saying. . .?"*
Listen for the new understanding that may emerge. Don't concentrate on preparing to destroy the other person's argument or promote your own agenda.	

Facing a Point of View With Which You Disagree

What to do	What to say
Again, inquire about what has led the person to that view.	*"How did you arrive at this view?"* *"Are you taking into account data that I have not considered?"*
Make sure you truly understand the view.	*"If I understand you correctly, you're saying that. . ."*
Explore, listen, and offer your own views in an open way.	*"Have you considered. . ."*

Listen for the larger meaning that may come out of honest, open sharing of alternative mental models.	
Use your left-hand column as a resource.	*"When you say such-and-such, I worry that it means. . ."*
Raise your concerns and state what is leading you to have them.	*"I have a hard time seeing that, because of this reasoning. . ."*

When You're at an Impasse.

What to do	What to say
Embrace the impasse, and tease apart the current thinking. (You may discover that focusing on "data" brings you all down the ladder of inference.)	*"What do we know for a fact?"* *"What do we sense is true, but have no data for yet?"* *"What don't we know?"*
Look for information which will help people move forward.	*"What do we agree upon and what do we disagree on?"*
Ask if there is any way you might together design an experiment or inquiry which could provide new information.	
Listen to ideas as if for the first time.	
Consider each person's mental model as a piece of a larger puzzle.	*"Are we starting from two very different sets of assumptions here? Where do they come from?"*
Ask what data or logic might change their views.	*"What, then, would have t happen before you would consider the alternative?"*
Ask for the group's help in redesigning the situation.	*"It feels like we're getting into an impasse and I'm afraid we might walk away without any better understanding. Have you got any ideas that will help us clarify our thinking?"*
Don't let the conversation stop with an "agreement to disagree."	*"I don't understand the assumptions underlying our disagreement."*
Avoid building your "case" when someone else is speaking from a different point of view.	

Types of Questioning

In addition to addressing the balance of advocacy and inquiry, members should be aware of their questioning techniques and their effectiveness.

The Do's

Open Questions

Open questions have the greatest potential. Information is requested in a neutral way and the witness is encouraged to do most of the talking and to expand the points at issue.

These often start with 'how', 'why', 'could you explain…', 'what are your views on…'

It is a good idea to follow up responses to these questions with future probing questions to yield additional clarity.

Probing Questions

This technique, as well as providing clarity, can also be used to strive beyond a superficial or rehearsed answer to the previous question. Remember, DSP meetings are not the same as committee meetings and there are no rules limiting members to how often they can speak.

Probing questions may be 'what is your evidence for that?' or 'how have you arrived at that conclusion?'

Hypothetical Questions

This can be useful in obtaining good evidence, as well as testing possibilities to formulate new ideas and solutions. They can also be valid in testing knowledge.

For example, 'How would you set about changing the Council's strategy on X?'

The Don'ts

Closed Questions

These questions invite only a 'yes/no' answer or seek only basic facts. If over-used, these questions will limit the quality of evidence gained from a witness.

'Do you like our Council magazine?'
'Are you happy with the recycling service?'

Leading Questions

These questions are phrased in such a way that they assume an answer. This technique is poor because it may force the respondent into a false position.

For example, 'I'm sure you were upset about that, weren't you?' or 'Presumably, you agree that this policy will not achieve anything?'

Double-Headed Questions

These ask more than one question at a time and should be avoided as they cause confusion. As a result, only one question is likely to be answered thereby limiting the evidence to be gathered.

Example: 'In your role, is there a responsibility to monitor service performance and how is this communicated throughout the organisation.'

It is better to separate the two questions and indicate to the meeting before hand that you may have more than one question to ask.

Phasing Questions

Different questions can be used at different stages of an interview or inquiry. These phases are:

1. Exploration
2. Integration
3. Action

1. Exploration

   Here, questions should help put the witness at ease, e.g.

   'What could the Council do to help you improve your service?'
   'Could you tell us a little bit about your general impression as a user of Council services?'

2. Integration

   In this phase, questions are used to understand the attitudes, behaviour and views of the witness. Four sub-types of questions are best:

   Clarifying – 'How many bedrooms do you have?', What do you mean by remediation works?' 'In what way does anti-social behaviour concern you?'

   Focussing – 'Let's discuss what's happening at the Youth Centre.'

   Redirecting – 'Could we talk about something you mentioned earlier, the commuters' car parking?'

   Confronting – 'Earlier you stated that there was no budget. How could you have then agreed to allocate £50,000 to the amenity group?'

3. Solutions

   Here questions may help the witness decide what action should be taken.

   'How would you like to see the situation resolved?'
   'Have you thought about X?'

Holding the Executive to Account

Holding the Executive to account comes in two forms: scrutinising decisions before they are made and scrutinising decisions after they have been implemented. It is vitally important to the success of scrutiny that members adopt a **proactive** rather than reactive approach to this process. This will ensure a good working relationship with Cabinet and Scrutiny Members. It will encourage greater openness and accountability within the decision making process.

Proactive	Reactive
Reading the Forward Plan on a monthly basis and noting items which are pertinent to you as a scrutiny member Such items could be of interest to you because: • They relate to an area which is already included in a scrutiny work programme • Scrutiny could add real value to a topic by providing more in-depth policy development or review • You think that there has been insufficient consultation planned prior to the decision being made • You have general questions or wish certain points to be raised If you do identify such an item, there are two courses of action open to you. If the decision is imminent, you should contact the decision-maker to discuss your concerns, in advance of the decision being made. If there is more time, you should discuss this with your DSP Chair to discuss and decide how best to address the issue.	Reactive scrutiny is using the call-in process once a decision has been made. This holds up the decision-making process and diminishes the credibility of scrutiny. Too frequent use of call-in will negate any effectiveness it may have for fundamental key issues. Cabinet may become resistant to sound arguments from scrutiny should call-in requests become vexatious, numerous or political. Call-in, however, does play an important role in scrutiny and can be used effectively if it is supported with sufficient evidence. Remember that scrutiny members are 'critical friends' to the Executive.

Conducting a Scrutiny Review

Introduction

A scrutiny review is a detailed and thorough investigation into a particular issue of concern and each DSP should aim to complete about one or two per year. A scrutiny review will normally conclude with recommendations to the executive based on the considerable amount of evidence obtained. Given the scale of work involved, DSPs may wish to delegate a scrutiny review to a working group comprising three members.

Chesterfield Borough Council has developed a three-stage approach to a scrutiny review, which comprises the following three principal stages:

1. Scoping

2. Development

3. Concluding

4. Monitoring

Scoping

The scoping of a scrutiny review is the very first thing that should be undertaken as it focuses members on the aim of the review and helps members and officers plan the work required. Scoping will aim to identify why the review has been chosen and what it hopes to achieve. Terms of reference will also be agreed.

Issues to consider in the early stages of scoping:

- Do we need to commission a consultant?
- How best will we involve the public?
- How does this review align with the Council's priorities and vision?
- What research is required and who will do it?
- Should we co-opt an expert/representative?
- When and where shall we hold meetings?
- What is the best way of collecting each piece of evidence?
- Is an expert witness required?
- Which aspect of the issue should we focus on?
- How shall we publicise the review?

Members undertaking the scrutiny review should complete the following scoping form. This will be supplied at the scoping meeting by the Scrutiny Support Officer.

SCRUTINY REVIEW SCOPING TEMPLATE

Name of Review	
Lead DSP	
Review Members	
Review Lead Member	
Portfolio Holder	
Scrutiny Support Officer	
Key Issues and Reasons for the Review *(include priority alignment)*	
Objectives of Review *(what should be achieved)*	
Indicators of Success *(what factors should be present)*	
Lines of Enquiry *(approach to be undertaken)*	
Witnesses/ Experts/Co-optees *(Who, when and for what?)*	
Documents *(Which documents to examine – internal or external)*	
Site Visits *(Where, when and why?)*	
Evidence sources for views of stakeholders	
Publicity Requirements	
Specific resources requirements	
Barriers/ dangers/ risks	

Start date		**Draft Report Deadline to DSP**	
Meeting dates		**Projected completion date**	

Development

After scoping, it is time to get on with the bulk of the work. This stage should be as **innovative** and **inclusive** as possible. Remember that one of the key roles for scrutiny is to reflect and voice the concerns of the public. To do this accurately and effectively, the scrutiny review must engage with the public and actively encourage community involvement. Members are encouraged to take a much more flexible approach to meetings. Informality is also much more relevant and appropriate.

Refer to the section on scrutiny techniques whilst carrying out the scrutiny review, especially the pages on gathering evidence, balancing inquiry and advocacy and types of questioning. This will help you collate relevant and effective evidence.

When all evidence has been collated, it will need evaluating. Assess whether or not it is relevant and valuable evidence. It may be necessary to gather additional evidence if there are weaknesses in that already collected or if further issues have arisen. Do not attempt making conclusions or recommendations until all evidence has been collected.

Concluding

The review group should hold a specific meeting to discuss and analyse any findings from the evidence and whether or not it has met the objectives set out in the scoping template. The key message from the evidence should be identified together with the options for any recommendations. Each option should be appraised and recommendations formed from those options that are relevant and achievable. Members should aim to reach a consensus on the recommendations. There should be no need for a vote.

When the recommendations have been agreed, the lead member will draft a report with the Scrutiny Support Officer. The report will include:

- Foreword by the lead member and acknowledgements
- Background to the review and executive summary
- Introduction to the issues and context of the review (national and local)
- List of evidence collected
- Summary of work undertaken
- Key messages that were identified from the evidence collected
- Conclusions and recommendations
- Monitoring arrangements

People who have contributed to the review should always be sent a copy of the draft report and be invited to comment. The final report should be submitted to the relevant DSP for approval prior to submission to Cabinet.

Monitoring

The final scrutiny review report is submitted to Cabinet under its standing agenda item "Matters referred to Cabinet by the Council or the Development and Scrutiny Panels". The Cabinet then has six weeks to consider the report from the date of its submission. If the content of the report has implications for the Council's budget or the policy framework, it is to be submitted to Council after the six weeks. Cabinet is able to respond to the report at the Council meeting.

The role of scrutiny, however, is not yet over. Scrutiny members have an ongoing role to monitor the implementation of their recommendations. As above, the scrutiny review report should include a section on monitoring arrangements. This will stipulate what actions are expected to be taken by whom and by when. If members are not satisfied with the outcome, they may choose to revisit appropriate aspects of the review. This is a vital element of the role of scrutiny members as it reinforces the importance of the scrutiny function in securing continuous improvement for the council. It also shows the Executive that scrutiny members are dedicated to their recommendations.

Key Officer Contacts

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- Probity
- Constitution
- Standards Committee

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- Full Council

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- Scrutiny Issues
- Call-in
- Work Programme
- Scrutiny Co-ordinating Group

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- Community DSP
- Yearbook
- Constitution and Accounts Committee

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- Engagement DSP
- Resources DSP
- Standards Committee

Jo Toomey
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- Healthy Environment DSP
- Economic DSP

Joyce Slater
Training Manager
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- Training

Useful Websites

www.cfps.org.uk - Centre for Public Scrutiny

- Scrutiny reviews and news from "champion" authorities
- Information on events
- Learning resources and publications
- On-line forums

www.idea.gov.uk - Improvement and Development Agency

- Examples of good practice
- Improving services and the Council
- Best Value and E-Government
- Scrutiny Guidance

www.audit-commission.gov.uk - Audit Commission

- Best Value
- Inspections and service assessments
- Publications

www.odpm.gov.uk - Office of the Deputy Prime Minister

- Policy and consultation documents
- Community and political leadership
- Improving public services
- E-Government

www.statistics.gov.uk - Office for National Statistics

- Comprehensive national and local statistics

www.lga.gov.uk - Local Government Association

- Information on events and meetings
- Key issues and news
- Publications

REQUEST FOR CALL-IN OF A CABINET DECISION

TO: THE CHIEF EXECUTIVE

MINUTE/DECISION NUMBER:_____

SUBJECT MATTER:_____

DATE OF DECISION:_____

DATE OF PUBLICATION:_____

I, being the Chairman[*]   **[or]   We, being 5 members of the Council**[*]

request that the above mentioned decision be called in for scrutiny.

[[*] **delete as appropriate]**

I/We certify than none of us has subscribed to more than 3 requests for call-ins during the current Municipal year.

REASONS FOR EXERCISING CALL-IN:

(i.e. where it is considered that a decision has not been taken in accordance with the principles of decision making as set out in Article 13 of the Constitution, for example:

- ▪ **It is outside the budget or policy framework;**
- ▪ **It is outside the delegated powers of the Cabinet;**
- ▪ **It is a key decision which has not been included in the Forward Plan;**

- **There has been inadequate/insufficient consultation;**
- **Insufficient consideration of all options/relative weighting of options.)**

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Signed:

_____ **Chairman of**_____**DSP**

OR

Sign:_____ **Print Name:**_____

Sign:_____ **Print Name:**_____

Sign:_____ **Print Name:**_____

Sign:_____ **Print Name:**_____

Sign:_____ **Print Name:**_____

DATE: _____

Schedule of Call-ins 2004/05

DATE	DSP	TITLE	CALLED IN BY	RESULT
21.6.04	Environment	Car Parking Charges NKD by Cllr Auger	Cllr Waterhouse used his Prerogative as Chairman to call it in on his own.	DSP decided to take no further action but rec relating to past policies
28.6.04	Community	Door Replacement Programme NKD by Cllr Martin-Mayhew	Cllrs Bisnauthsing, Hewerdine, Gibbins	DSP decided no further action was necessary
28.10.04	Environment	Star Lane Toilets NKD by Cllr Martin-Mayhew	Cllrs Craft, Fisher, Joynson	Ask Portfolio holder to reconsider decision. Not taken on board by the decision taker.
29.10.04	Capacity and Resources	Star Lane Toilets NKD by Cllr Mrs Neal	Cllrs Kirkman, Conboy, Lovelock	Ask Portfolio holder to reconsider decision. Not taken on board by the decision taker
11.11.04	Community	Newton Court, Colsterworth NKD by Cllr Martin-Mayhew	Cllrs Sandall, Gaffigan, Hewerdine	Having heard the evidence, DSP decided not to support the call-in
18.01.05	Environment	Charges for removal of graffiti NKD by Cllr Auger	Request by Cllr O'Hare	The DSP did not support Cllr O'Hare's request

21.01.05	Economic & Cultural	Thurlby Youth Hostel NKD by Cllr John Smith	Cllr Nicholson used chairman's prerogative to call it in on his own	To be reconsidered by Portfolio holder following representations by the DSP
21.03.05	Environment	Grantham Toilet Location, Cabinet Decision NKD by Cllr Martin-Mayhew	Cllr Waterhouse used chairman's prerogative to call it in on his own	Recommend that Portfolio holder reconsider . Decision reaffirming original decision was subsequently issued
05.04.05	Community	Housing Adaptations – To require means testing NKD by Cllr Martin-Mayhew	O'Hare Gibbins Hewerdine	The Panel agreed to take no further action and the decision was therefore confirmed

SKDC Vision

To ensure that the residents of South Kesteven are proud of their district and their Council.

Core Values

Promoting Pride in our Communities.

Performing
Respecting
Informing
Developing
Enabling

Category A Priorities

- Anti-social behaviour
- Recycling
- Street Scene
- Town Centre Development and Grantham as a Sub Regional Centre
- Access to Council Services

Category B Priorities

- Affordable Housing
- Business Development
- Vulnerable Persons
- Communications and Consultation
- Diversity
- Planning and Conservation
- LSP and Community Strategy
- Council Tax Collection
- Housing Management
- Car Parks
- Public Toilets

Report to the Economic DSP

Subject: Grantham Canal Basin

Meeting Date: 30th June 2005

Present: Cllr Thompson (C)
Cllr Stokes
Cllr Wilks
Cllr Pease (Observer)

Mike Sibthorp
Paul Morrison
Jo Toomey

The Group received a presentation on the progress of the Grantham Canal Basin Project. The topic would be covered in a report to be discussed by the Cabinet on Monday 11th July. This report would be referred to the Economic DSP for consultation. The Working Group felt that their role would be limited until after consultation had occurred. The Group were informed that the Canal Partnership had recently appointed a restoration manager for the project. The project had gained increasing momentum and was at the top of British Waterways' category B priorities for redevelopment.

Land around the Grantham Canal Basin had been earmarked for comprehensive development as much is underused and large parts vacant. Ambitions for the development of the Grantham Canal Basin would include brownfield redevelopment, employment creation, the restoration of the canal to navigable standard, the creation of an 'attraction' close to the Town Centre and increased leisure opportunities.

Project partners had been identified and had met with the Grantham Canal Executive. A study would be commissioned to establish the viability of the scheme. The most problematic element would be negotiating the A1; a tunnel would have to be bored through. A similar approach would be necessary for Trent Road and Earlesfield Lane. The project feasibility study would suggest the most practical approach for the project, indicating whether the focus should be on the Canal Basin itself or a broader area around the A1.

Emphasis would be placed on accessibility, contamination and infrastructure. Alternative Highways provision may be needed to supplement development projects in the area of the Canal Basin, as road capacity would be fully occupied. The study would also map in broad terms the distribution of residential, retail, employment and leisure development based on observation of the local economy. Having access to the A1 was felt to be of benefit for the scheme.

The project would need to be put out for design competition. From this a preferred developer would be identified who would attempt to purchase the land. If this is not possible, SKDC could use Compulsory Purchase Orders, providing there are legitimate planning grounds.

The Working Group felt that it would be pertinent to concentrate on the A1 area because access to the canal basin is not guaranteed.

The Working Group felt that after the paper on Town Centre Redevelopment had been considered by Cabinet, the scheme for Grantham Canal Basin should be heavily publicised. Discussions with the Grantham Journal were underway.

It was suggested that the Canal Basin be considered at the special meeting of the Economic DSP on Monday 8th August.

Action Points:

> ➤ **Should the Chairman of the Economic DSP agree, representatives from the Grantham Canal Executive be invited to the meeting on Monday August 8th 2005.**

Subject: Grantham Rail Link

Meeting Date: 30th June 2005

No formal meeting was held on the Grantham Rail Link but the following action point was agreed.

> ➤ **To invite representatives from Network Rail, Downtown and the Rail Passengers Consultative Committee to a meeting of the Working Group on either the 20th July 2005 or 22nd July 2005 at 10:30 a.m.**

Report to the Economic DSP

Subject: **Grantham Rail Link**

Meeting Date: **20th June, 2005 10.30a.m.**
                      Committee Room 2

Present: Councillor Thompson (Chairman)
                      Councillor Stokes
                      Councillor Wilks

                      Richard Thompson (Network Rail)
                      David Harby (Railfuture)
                      Caron Chapman (Downtown)

                      Paul Morrison
                      Jo Toomey

The Chairman welcomed those present to the meeting and thanked them for their attendance.

1.   **APOLOGIES**

      None.

2.   **EXPLANATION OF THE RAIL LINK PROPOSAL**

      Maps that showed the site were circulated for the information of the Working Group and visitors. The proposal concerned the Nottingham-Skegness railway line where it intersected with the B1174 road at Great Gonerby.

      The idea would involve the construction of a station with a waiting room and car park facilities and would offer a service between Grantham Town Centre and Gonerby Moor. Improved transport links would assist development at both Gonerby Moor and in Grantham. The project would also create the possibility of a commuter link and aim to ease congestion and would complement the new Community Rail Partnership. The development of Grantham as a Sub-Regional Centre was a District Council priority and this would contribute towards that goal.

3.   **DISCUSSION OF THE RAIL LINK PROPOSAL**

      The Group were advised that the project would involve liaison with many different organisations; most significantly the Strategic Rail Authority (SRA) / Department for Transport (DFT). A guide could be found on the SRA website detailing how proposals for new rail developments should be presented. A business case would need to be put to them.

      Mr. Thompson (Network Rail) observed that from what had been said so far, Network Rail would not object to the proposal in principle and that it appeared to be a viable proposition. However the scheme could not proceed if it was not supported by the SRA. Matters to be taken into account would include the existing capacity along the route and the fact that the cost would not be borne by the railway industry. The

opening of the Allington Chord would mean that timetables along the route would change with effect from December 2005. The current franchise along the line was held by Central Trains, it would be important to work the proposal into the franchise process before it came up for renewal.

Envisaged problems included the affect it would have on the Skegness timetable, a funding source and restrictions on the hold to comply with all relevant building and access legislation. The project would be more likely to succeed with support from the Government Office for the East Midlands (GOEM).

As a stakeholder Downtown would support the project, as it would improve traffic flow in the surrounding area.

A series of comprehensive studies would need to be done. This would need to include a timetable study, demand studies, future traffic expectations, intended traffic alterations to Grantham, identification of a funding source and of the different target markets. These would need to be included in the business proposal.

There is funding potential from the County Council Local Transport Plan, although it would be too late to make submissions for LTP2. The next submissions would be due to be made in five years.

To move the project forward GOEM and Lincolnshire County Council would need to be included in future discussions as would Central Trains. Funding would be a key issue. The engagement of consultants would need to happen at a much later stage.

Action Points:

  ➢ *To involve the Local Strategic Partnership*

  ➢ *To hold another meeting of the Working Group in late September/October, to which representatives from GOEM, Central Trains, Lincolnshire County Council and the Community Rail Partnership would be invited*

The meeting was closed at 11.50.

Economic DSP - Performance Monitoring 2005/06

Those indicators with a number in the PI column are from the Government's Best Value Performance Indicators suite used by many Councils. The remaining indicators are local to SKDC and may be relatively simple measures/indicators only. The reader is asked therefore to exercise an element of caution when interpreting any data attached to them.

Key: C=cumulative; A=average; N=number; %=percentage; CA=cumulative average; Q=quarterly; blank=monthly

PI	SKDC Priority Area and PI Description	IND Type	Reporting	2004/05 SKDC Outturn	2003/04 Upper Quartile	2005/06 SKDC Target	April	May	June	July	Year End (12 months to March)	Are We Improving Yr on Yr?	2006/07 SKDC Targets	2007/08 SKDC Targets
	TOWN CENTRE DEVELOPMENT Priority A													
Local	Score against checklist to make Grantham a performing SRC	%	Q			60%			57.64%		0%	N/A	65%	70%
Local	No. of new retail units in town centres	%	Q			4			2		0	N/A	4	4
Local	No. of vacant retail units as a % on NDR list	%	Q			9%			8.6%		0%	N/A	8.5%	8%
	BUSINESS DEVELOPMENT Priority B													
Local	No. of VAT registered businesses in district	N	Q			4400			4390*		0	N/A	4425	4500
	PLANNING & CONSERVATION Priority B													
109a	Planning major applications determined within 13 weeks	CA		63.16%	63.58%	65%	75%	80.95%	79.31%	69.70%	0%	Y	70%	70%
109b	Planning minor applications determined within 8 weeks	CA		74.88%	71%	75%	74.63%	77.19%	77.03%	76.30%	0%	Y	78%	80%
109c	Planning other applications determined within 8 weeks	CA		84.14%	86%	85%	80%	83.41%	83.91%	84.95%	0%	Y	86%	87%

DEVELOPMENT AND SCRUTINY PANELS (DSPs)
WORK PROGRAMME 2005/6
INTRODUCTION

This Work Programme is partly derived from the Cabinet's Forward Plan, but also contains items that have been brought forward by the DSPs themselves. Such items are in italics.

Where the item has appeared on the Forward Plan, the anticipated date of the key decision is listed in the second column. The third column shows the last available date that the DSP can consider this item before the key decision is due to be taken. This does NOT necessarily mean that the item will appear on the DSP agenda, this will only happen if this is requested by the Chairman or members of the DSP. There will also be instances where there is no DSP meeting before a decision is due to be taken; in these cases the next meeting date after the decision date is shown.

As Cabinet meets monthly and the DSPs meet bi-monthly it is not possible for the DSPs to consider every single Cabinet or Cabinet Member decision. Scrutiny members are therefore encouraged to peruse this Work Programme and bring forward items for consideration.

ECONOMIC DSP

ISSUES FOR CONSIDERATION	DATE OF KEY DECISION (IF APPROPRIATE)	DSP MEETING
Small Business Units	N/A	Working Group appointed, programme of site visits underway
Grantham Canal Basin	N/A	Working Group appointed, last meeting 30.6

DEVELOPMENT AND SCRUTINY PANELS (DSPs) WORK PROGRAMME 2005/6

Grantham Rail Link	*N/A*	*Working Group appointed, meeting held*
		20.7
Markets	*N/A*	*Six monthly review due 22.11.05*
Local Development Framework	October 2005	20.09.05
Approve Final Urban Capacity Study	Not before October 2005	20.09.05
Approval of preferred options	Not before December 2005	22.11.05
Economic Development Strategy – to approve a strategy document	10.10.05	Special DSP meeting was held 08.08.05
SKDC enforcement policy – a generic enforcement policy for regulatory services	October 2005	20.09.05
Capacity and Priorities including preliminary projections for 2006/7 budget	Not before September 2005	20.09.05
Crime & Disorder Action Plan	November 2005	Cross DSP Working Group is meeting
Car Parking Charges – review of charges in Grantham and Stamford	November 2005	20.09.05
Town Centres Action Plan – to finalise action plans for town centres including Grantham as a SRC	Not before November 2005	22.11.05