AGENDA

For a meeting of the
RESOURCES DEVELOPMENT AND SCRUTINY PANEL
to be held on
THURSDAY, 23 NOVEMBER 2006
at
9.30 AM
in
COMMITTEE ROOM 1, COUNCIL OFFICES, ST PETER'S HILL, GRANTHAM
Duncan Kerr, Chief Executive

Panel Members:	Councillor Brailsford, Councillor Conboy, Councillor Mrs Dexter, Councillor Joynson, Councillor Kerr, Councillor Kirkman (Chairman), Councillor Lovelock M.B.E. (Vice-Chairman), Councillor Moore and Councillor G Taylor
Scrutiny Officer: Scrutiny Support Officer:	Paul Morrison 01476 406512 p.morrison@southkesteven.gov.uk
	Rebecca Chadwick 01476 406297 r.chadwick@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 any interests in matters for consideration at the meeting.

5. **ACTION NOTES**
   The notes of the meetings held on 28th September 2006 and 5th October 2006 are attached for information. The notes from the meeting on 15th November 2006 will be circulated at this meeting. **(Enclosure)**

6. **UPDATES FROM LAST MEETING**

7. **FEEDBACK FROM THE EXECUTIVE**

8. **TRAVEL CONCESSIONS**
   Report MA2 by the Management Accountant. **(Enclosure)**

9. **CAPITAL PROGRAMME 2006/07**
    Report CHFR23 by the Service Manager, Financial and Risk Management.   **(Enclosure)**

10. **FEES AND CHARGES - PROPOSED STRATEGY**
    Report CHFR24 by the Service Manager, Financial and Risk Management.   **(Enclosure)**

11. **ANNUAL EFFICIENCY STATEMENT 2006/07 - PROGRESS TO DATE**
    Report CHFR25 by the Service Manager, Financial and Risk Management.   **(Enclosure)**

12. **STATEMENT OF INTERNAL CONTROL**
    Background papers:
    - Report CHFR3 by the Corporate Head of Finance and Resources
    - Statement of Internal Control (SIC) Document   **(Enclosures)**

    The panel to review the content of the SIC, progress made with delivery and any new areas for consideration.

13. **LARGE SCALE VOLUNTARY TRANSFER - FINANCIAL UPDATE**
    The Corporate Head of Finance and Resources to give a verbal report.

14. **PROGRESS WITH GATEWAY REVIEWS**
    The Corporate Head of Finance and Resources to give a verbal report.

15. **SUPPORTED HOUSING - RESOURCES AND BUDGETS**
    Report SHM18 by the Supported Housing Manager.   **(Enclosure)**

16. **DISCRETIONARY RATE RELIEF - POSITION STATEMENT**
    Report by the Revenues and Benefits Manager.   **(To follow)**

17. **DIAL-A-RIDE**
    Briefing paper by the Economic Development Officer.   **(Enclosure)**

18. **BUDGET REPORTS**
    To be circulated at the meeting if necessary.

19. **BEST VALUE PERFORMANCE INDICATORS**   **(Enclosure)**

20. **WORK PROGRAMME**   **(Enclosure)**

21. **REPRESENTATIVES ON OUTSIDE BODIES**
    Representatives on outside bodies to give update reports.

22. **ANY OTHER BUSINESS, WHICH THE CHAIRMAN, BY REASONS OF SPECIAL CIRCUMSTANCE, DECIDES IS URGENT.**

WORKING STYLE OF SCRUTINY

The Role Of Scrutiny
- To provide a "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

Remember...
- Scrutiny should be member led
- Any conclusions must be backed up by evidence
- Meetings should adopt an inquisitorial rather than adversarial style of traditional local government committees

MEETING OF THE RESOURCES DEVELOPMENT AND SCRUTINY PANEL

THURSDAY, 28 SEPTEMBER 2006 9.30 AM

PANEL MEMBERS PRESENT

Councillor David Brailsford
Councillor Robert Conboy
Councillor Dorrien Dexter
Councillor Albert Victor Kerr

Councillor John Kirkman (Chairman)
Councillor Reg Lovelock M.B.E. (Vice-Chairman)
Councillor Andrew Roy Moore
Councillor Gerald Taylor

OFFICERS

Scrutiny Officer
Chief Executive
Strategic Director
Training Manager
Corporate Head of Finance & Resources
Finance Manager
Scrutiny Support Officer

OTHER MEMBERS PRESENT

Councillor Terl Bryant

46. APOLOGIES

Apologies for absence had been received from Councillor Joynson.

47. DECLARATIONS OF INTEREST

There were no declarations of interest.

48. ACTION NOTES

The notes from the meeting on 13th July 2006 and the joint meeting on 24th August 2006 were noted, with the addition of Councillor Bryant's apologies for the latter.

49. UPDATES FROM LAST MEETING

- The portfolio holder wished action note 30 to be kept under review.
- There had been no substantial change to the financial aspects of large scale voluntary stock transfer (note 39) and so there had been no written report submitted with the agenda.
- Travel concessions (note 41) was not on the agenda because it fell under the remit of the Engagement DSP. The Corporate Head of Finance &

Resources reported on her recent attendance at the Lincolnshire finance officers meeting, at which this subject was discussed. It was anticipated that regulations would be published in 18 months time so there was nothing formal to work on yet. Early indications were that the new scheme would be administered locally.

- The chairman circulated a new-style leaflet on the statement of accounts, following a recommendation from the finance scrutiny working group (note 29).
- The completion of performance development reviews for staff was getting closer to the target (note 31).
- The Corporate Head of Finance & Resources explained that the mechanism for member approval of virements could be scrutinised by the panel when incorporated in draft into the financial regulations (note 34).

50.   FEEDBACK FROM THE EXECUTIVE

The portfolio holder commended the finance staff for their presentation at the recent seminar and for the production of the statement of accounts leaflet. He commented that it was a shame that the event had not been better attended. He also spoke about recent developments relating to his portfolio:

- Officers were working on an action plan to reduce rent arrears (this was available to the panel on request).
- Service managers training guidance on budgeting was available for reading by the panel. This would be useful to members, especially Resources DSP members and Chairmen and Vice-Chairmen, because it explained the process at the user level.
- The appeals procedure for discretionary rate relief award had been dealt with on a case by case basis and scored according to the council's category A priorities. The portfolio holder had found that some small organisations were obtaining 5% rate relief as small businesses, but if they achieved community amateur sports club (CASC) status, they could receive 80%. The portfolio holder emphasised the importance of proactive work to communicate the value of this to small charities, as there was still a significant number of organisations who were only obtaining the 5% reduction (at the council's expense). He would like to speak at all local forums on the matter to better communicate this opportunity. He added that he would ensure that the DSP had official representation on the appeals panel.
- Information on feedback from the Bourne local forum (note 32) would be provided to members on request.

51.   INTERNAL AUDIT

The panel welcomed Thembi Pato and Natasha Scarisbrick from PricewaterhouseCoopers, who presented their reports as appended to the agenda. They explained that the operational plan was now in line with the council's financial year and they were on target to complete the plan. They thanked the council's finance team for their cooperation and work in achieving this. Five completed reviews were outlined in the summary of findings. The

"level of assurance" column was a new addition to their reports.

The panel questioned the auditors and council officers on aspects in the report, who explained that:

- The outstanding high risk area for the creditors system had been identified because the introduction of the CEDAR system had halted progress in this area. The panel was assured that this was an IT issue, not a financial one. The issue concerning bank reconciliations was being worked on, and had been related to the way in which the banks engage with the council electronically.
- The risk identified with amendments to pay rates had now been rectified.
- The risk associated with completion of the tender book had been identified by the current finance team and being worked on.
- The auditors had established a monthly surgery at the council offices to allow for whistleblowing but this had been seldom used and so ways to promote this service were being investigated.

Conclusion:

(1) *To note and accept the internal audit report.*
(2) *To receive an update at the panel meeting on 23rd November 2006 on the finance team's progress with bank reconciliations.*
(3) *To ask the internal auditors to provide feedback on progress with their monthly surgery and whistleblowing mechanisms.*

52.   **CEDAR DEMONSTRATION**

The chairman introduced this item by explaining that it had originally been assumed that members would have access to CEDAR, the new financial system, but this was no longer possible because it would require substantial expenditure on licences. It would also have limited effectiveness because a person needed to be using the system on a regular basis to gain confidence and understanding of its applications.

The Financial Management Services Team Leader gave a demonstration to the panel on how the new CEDAR system was used internally. This included: graphical charts of accounts which summarised according to DSPs, service sections and then to specific transactions; an analysis tool for service managers to view transactions under CIPFA headings; and e-procurement integrated into the system, which now allowed commitment accounting from the point of order. The officer explained that it was planned to enable invoices to be scanned to view from the system. Although this was not a high priority at the moment, it would reduce physical storage requirements and an easier method of locating past invoices.

The portfolio holder added that he would soon be making a non-key decision to purchase a collaborative planning model to assist in budget management and budget setting for service managers.

Members of the financial services team would meet with other DSP chairmen and vice-chairmen to discuss their particular reporting needs from the system. This approach was endorsed by the panel.

The panel thought that the CEDAR system was excellent and members of the team were congratulated for their hard work in getting the system working for the council. The team leader was also congratulated for his recent qualification.

Conclusions:

(1) To welcome the use of the CEDAR system and endorse the approach to allow other DSP chairmen and vice-chairmen to request their specific reporting needs.
(2) For members of the Resources DSP to inform the chairman and vice-chairman of any particular requirements for information from the CEDAR system.

53.   BUDGET MONITORING

The Finance Services Manager circulated a revised budget report. A profile against the budget would be included on subsequent reports. This information, relevant to their remit, would also be made available to each DSP.

The panel welcomed the report, as its format met their requirements. The portfolio holder was concerned about the need for manual calculations to produce the final reports. The officer explained that he had no concerns about the integrity of the system and that the only information requiring additional calculations was the profiling of the columns. The portfolio holder added that the reports published for service managers were more detailed than the report submitted to the panel.

The panel discussed monthly charges, mainly depreciation. Although not yet included in the reports for the panel, charges were made monthly on the system but some accounting adjustments were required. Other operational issues were discussed and clarified by the officers.

Conclusion:

To note the report and ask that the observations made throughout discussion be considered by the financial services team.

54.   FINANCE SCRUTINY WORKING GROUP RECOMMENDATIONS

The Corporate Head of Finance and Resources presented her responses to the recommendations made by the finance scrutiny working group. The key impact had been the recognition of the need to give as much time for members for preparation, even though it was a tight timescale given the shortage of resources within financial services. There were four remaining vacancies and these were being advertised shortly. Other Lincolnshire authorities had been approached about providing secondments but this had not been possible

because they were experiencing similar shortages.

The panel suggested that to achieve full capacity, temporary staff should be employed. Even though this was costly, and temporary staff did not have specific knowledge of the authority, they could be useful if managed well.

Conclusions:

(1) Councillor Moore be nominated to assist in the developing of key financial documents. Councillor Gerald Taylor, whilst noting his busy schedule during his chairmanship of the council, be nominated to deputise for Councillor Moore.
(2) The Resources DSP expresses its continued concern about the lack of resources for the financial services team and the detrimental effect this may have on the budget process.
(3) A special meeting of the Resources DSP be arranged for 15th November 2006 at 9.30a.m. to undertake gateway 2 of the service plans.

55.   FEES AND CHARGES STRATEGY

The Financial Services Manager presented report CHFR17, which set out an initial draft strategy for the authority's fees and charges. He circulated a supplementary note outlining the main areas of income from fees and charges.

The medium term financial strategy (MTFS) had identified a need to set out principles for fees and charges. The draft strategy, which set out a three-year review, put into context the statutory powers to charge for discretionary services, although it was noted that the pending Lyons Inquiry would likely have an impact on councils' charging policies. Under the strategy, managers would be identifying costs, charges and concessions in light of the council's priorities. This was particularly important given the comprehensive spending review in 2007 and the likeliness of a tight grant settlement from central government.

The panel discussed their understanding of various charging policies for council services. Some considered that an overall view had only been applied previously and a more detailed and rigorous approach to continuity for services throughout the district. This was noted, although the officer explained that charges for services in particular areas of the district did need to consider the environment within which it was offered (e.g. competition).

Conclusions:

(1) To support the draft fees and charges strategy, emphasising that its utilisation should be a rolling programme.
(2) If the meeting schedule permits, the Resources DSP scrutinises a further draft of the fees and charges strategy before submission to cabinet.

The meeting adjourned 12.10p.m. – 12.45p.m.

56.   USE OF RESOURCES

The Corporate Head of Finance and Resources presented an issues paper on the forthcoming use of resources assessment. The assessment considered five key lines of enquiry: financial reporting; financial management; financial standing; internal control; and value for money. Although these seemed focussed on finance, they encompassed broader, corporate issues and were key considerations in comprehensive performance assessment and annual audit. A score for each line of enquiry was given from 1(inadequate) to 4 (excellent) and the council could realistically aim to achieve level 3 for the first two lines of enquiry. To get a level 3 overall, however, requires a level 3 score for the value for money element, but various improvements such as time costing and an embedded approach in all scrutiny panels were required for this. Overall level 3 could be achieved for the 2007/08 assessment.

The panel discussed the value for money element, particularly the role of all scrutiny members. It was considered that the DSPs needed encouraging to address value for money aspects of services they scrutinised.

The chairman then explained that he had taken up the corporate head on her offer to provide a brief explanation of the section 151 officer's responsibilities. The corporate head explained that the role of the section 151 officer was historically laid out in statute and case law and the title referred to the section of legislation codifying the role. Using CIPFA guidance, the role, which stood in its own right, encompassed:

- Duty to the employer (council)
- Duty to officers
- A broader, fiduciary duty to tax payers in terms of value for money and utilising resources
- Duty in relation to lawful expenditure and a balanced budget.
- To manage the finance team
- Appropriate managed resources and closure of accounts.
- Provide advice to the council on the financial position during decision-making.
- Key point of liaison with auditors
- Fraud prevention.

Conclusion:

The Resources DSP supports the view that the self assessment for Use of Resources be submitted to the external auditor with the aim of achieving a level 3 score for financial reporting key lines of inquiry 1.1 and 1.2 for the current assessment period. In addition, the DSP supports the aim of achieving a level 3 overall for 2007/08 assessment.

57.   MEDIUM TERM FINANCIAL STRATEGY

The panel referred to report CHFR15 on the medium term financial strategy, which had been considered at the last full council meeting. This was a 'living'

document and the panel would therefore continue to keep it under review, along with associated documents such as the fees and charges strategy and treasury management.

Conclusion

To continue to keep the medium term financial strategy and associated documents under review.

58. **STAFF STATISTICS – SCRUTINY OF DISAGREGGATION OF SALARIES BUDGET**

Following a request from the last meeting of the panel, the Training Manager responded to questions from the panel about the disaggregation of staff budgets. She provided current staff statistics and explained that:

- Implementation of the new CEDAR system had had a time impact but the management restructure had made responsibility for budgets clearer.
- As part of the originally concept for the restructure, business support officers would be appointed to assist corporate heads but it was not yet clear how these roles would function. This infrastructure needed to be in place before disaggregation of staff budgets could take place.
- It was hoped that all service managers would be in place soon. Training on processes and budget monitoring skills was required before disaggregation, which was anticipated March/April 2007. Training therefore needed to be established in January.
- Control mechanisms also needed to be in place.
- There would be fewer budget heads than in previous years.
- Communication was ongoing with services managers to ensure that budgets were met.

The Corporate Head of Finance and Resources explained that internal control mechanisms and contract procedure rules formed part of the policy framework which reflected the disaggregation. These were being considered by council in October. Further policies such as financial regulations and delegations would follow.

The Strategic Director explained that resources for business support officers would come from existing resources within the relevant service(s). Each corporate head would liase with their support officer about the information they required. The panel expressed concern that sufficient resources should be available for this and that business support should take a corporate approach to prevent the emergence of silos. The panel asked that information be provided on how corporate heads would be provided with all the required resources to ensure the smooth implementation of business support officers.

Conclusions:

(1) Staff statistic information to include a column for actual establishment and to be submitted to every ordinary meeting of the Resources DSP

for the time being.
(2) *The Resources DSP scrutinise disaggregation of staff budgets when the new management structure is established.*

59. BEST VALUE PERFORMANCE INDICATORS

The panel considered the performance indicators up to July 2006 and officers responded to their concerns as follows:

- BVPI15 did show as being below target but because the figure had been rounded to the nearest whole number, it impacted the result. This should be shown to two decimal places to better reflect the situation.
- BVPI8 was now higher in August although there was no specific reason for it falling in July.
- Although current results were disappointing, SK116 was improving and had reached 20% in August. Line managers were now required to complete performance development reviews (PDRs) by the end of September so considerable work was being done to achieve in service areas that posed particular problems. Staff were also required to add their own comments.
- The operational and strategic management teams were looking at how to improve completion and timeliness of PDRs. A current issue was the funding of training and development needs identified through the PDRs, possibly through a corporate learning pot.
- There was a discrepancy between the target staff statistic and the figure identified in the budget book.

The panel discussed whether it should receive all performance indicators from time to time, as they all had some financial implications. It was considered, however, that this was not necessary because other DSPs would take finance into account and the Resources DSP did not want to become a general scrutiny committee.

The strategic director spoke to the panel about the performance management culture. She was working with services managers to identify a set of meaningful local indicators. Managers needed to understand the benefit of these and be able to take quick corrective action. Member input came at the service plan gateway review stage and so members should ensure that service plans provided clear and focussed performance indicators

Conclusions:

(1) *If BVPI 8, relating to payment of invoices, falls below target in September or later, the Resources DSP to receive a written report outlining the reasons for the decline in performance.*
(2) *The Resources & Assets portfolio holder be recommended to investigate finances available for supporting the outcomes of staff performance development reviews.*
(3) *The Training Manager to investigate the discrepancy in staff statistic targets.*

## 60.	DRAFT CORPORATE PLAN

The Strategic Director presented the a draft of the council's first corporate plan. This would be presented to cabinet on 9th October 2006. She explained that a staff group, represented a number of services and levels, had worked on the plan, having taken into account a large number of plans produced by other authorities. The plan was targeted at staff and other stakeholders, to provide an overview of the council and what it does. This set the tone for service plans and then performance development reviews (PDRs). The preparation of the plan took into account the recommendations from the finance scrutiny working group about publishing documents in formats that can be easily understood. This document therefore formed part of a suite of documents such as priority action plans, risk management, use of resources, organisational development plan, which would provide further details for those people interested. Work was being done on how many copies to print, although it would be available electronically, and it would be printed on recycled paper.

The panel considered that this was an excellent document. It was attractive in style and had a suitable tone.

Conclusion:

To support the document and congratulate everyone involved in its production. Resources DSP members to email any suggestions for content to the Strategic Director.

## 61.	SKDC PENSIONS POLICY

The Chief Executive was invited to provide an update on the proposed new pensions policy.

- The last council meeting terminated the local scheme (rule 70), and this may be subject to challenged through the unions. Advice was pending from the QC on outstanding cases. This scheme had come from regulations that dealt with early retirements and they had to be made in the interests of efficiency. There was no requirement for a policy, but that each case had to be considered. There was a comprehensive pro forma to ensure the views of various officers were taken into account during this process.
- Rule 85 had followed on from this scheme, which required other elements to be considered. This was when early retirement could be requested when a persons age and their length of service came to 85 years. The government had decided that this contravened their forthcoming legislation on age discrimination. This had also been challenged by unions.
- The previous policy of the council had been that rule 85 would always be applied but it was to be proposed to the next council that this should be kept only if it was in the council's best interests to do so.
- Other elements to be considered by council was the calculation of compensation for redundancies for people over the age of 50, which included age and length of service. This could be considered discriminatory, although government had used exemptions for this in relation to the

statutory element of the compensation payment. Consultation with unions showed that there would be no objection to the council continuing its current policy. The chief executive would therefore be proposing that the council moves to the statutory formula but with a multiplier to allow up to 66 weeks pay and an opportunity to pay up to 104 weeks for compassionate reasons.

- Indications were that unions would be very concerned if redundancy pay was capped at the statutory minimum, he would therefore propose that there be no cap.

The Chief Executive answered a number of questions for clarification from the panel. He concluded by stressing the importance to provide good working relations to attract people to work for the council and in the overall interests of the council, he considered his proposals to offer a good and fair deal.

62. ORGANISATION RESTRUCTURING OF STAFF

The chairman reported that since the last panel meeting and its discussion on disaggregation of the staff budget, it became apparent that members were unaware of staffing situations and the complexities of the restructuring exercise. A number of the Political groups had received briefings from the Chief Executive, who had welcomed the suggestion that a small group of councillors (one from each group) form to liase with the Chief Executive on staffing matters and to pass information back to their groups. There would be no substitutes and so the group required members who would be committed.

For information, the strategic director provided an update on the situation with the restructure. The third strategic director had been appointed and interviews for the remaining corporate heads would be completed shortly and service managers also appointed. It was anticipated that all should be in place by January 2007.

Conclusions:

(1) The resources DSP to set up a stand alone group of one member from each Political group to liase with the chief executive on staffing matters. The group would have no powers but would report back to their groups and report to the Resources DSP on progress and effectiveness of the group whenever necessary,

(2) The chairmen of the Resources DSP to write to leaders of groups to ask for nominations to the liaison group.

(3) When the management restructure is complete, the Resources DSP to scrutinise the costs of the exercise.

63. WORK PROGRAMME

Noted – with updates.

64. REPRESENTATIVES ON OUTSIDE BODIES

Councillor Kerr reported on his attendance at a meeting of the Upper Witham

Drainage Board in September. The board had found new premises and would relocate there in the new year. There were various projects ongoing by the board and an engineer to the board had expressed his concern that certain flooding areas had not been identified on maps published by the Environment Agency.

Councillor Lovelock reported on his attendance at the Lincolnshire Local Government Association, which had considered the cancelled merger of police authorities, Lincolnshire Enterprise and decriminalisation of car parking.

Councillor Gerald Taylor reported on his attendance at the Crime and Disorder Reduction Partnership, which had considered planning, affordable housing and had welcomed the new East Midlands chairman.

65.   CLOSE OF MEETING

The meeting closed at 3.09p.m.

MEETING OF THE RESOURCES DEVELOPMENT AND SCRUTINY PANEL

THURSDAY, 5 OCTOBER 2006   9.30 AM

PANEL MEMBERS PRESENT

Councillor Conboy
Councillor Mrs Dexter
Councillor Exton
Councillor Joynson
Councillor Kerr

Councillor Kirkman (Chairman)
Councillor Lovelock M.B.E. (Vice-Chairman)
Councillor Moore
Councillor GTaylor (note 72 only)

OFFICERS

Scrutiny Officer
Financial Services Manager
Interim Revenues and Benefits Manager (note 70)
Facilities Officer (note 71)
Senior Quantity Surveyor (note 71)
Solicitor to the Council (note 72)
Scrutiny Support Officer

66.   MEMBERSHIP

The panel was informed that Councillor Brailsford had been replaced by Councillor Exton for this meeting only.

67.   APOLOGIES

Councillor G Taylor had informed the panel in advance that he would be arriving later in the meeting.

68.   DECLARATIONS OF INTEREST

There were no declarations of interest.

69.   GATEWAY REVIEW 1: FINANCIAL MANAGEMENT SERVICES

The Financial Services Manager gave a presentation as part of the first gateway review:

- The 06/07 service plan included accountancy, audit, insurance, treasury management, and paymaster services. New areas for the plan were concessionary travel, risk management and exchequer services.

- The service now came under the category A priority 'use of resources', which enabled increased focus on the achievement of excellence for the use of resources assessment.
- An action plan was to be agreed for working towards level 3 of the assessment. This needed to be embedded throughout all services with financial services leading and supporting. Whereas each DSP should be scrutinising financial aspects of their remit, the Resources DSP should take an overarching view.
- Budget consultation had not provided sufficient feedback and so the service plan was looking to address this.
- The staffing situation in the section was explained. Three new staff had been appointed and three vacancies were being re-advertised. The officer suggested that the advertised salaries were only attracting partly qualified staff. The panel discussed this issue and expressed concern about the need to pitch salary levels appropriately.
- The officer outlined key aspects of the action plan for the future of the service. The panel discussed the upgrade of the LACHS claims handling system. The officer clarified that this should not affect claims processing. The led to discussion on funding the insurance reserve and the appointment of a risk management officer.
- Gershon savings had been achieved. New procurement process would provide cashable and non-cashable savings and there was an ongoing saving in respect of the audit contract. The quality of the audit contract would be monitored and reviewed at the end of its three-year term.
- A member of the panel suggested that there should be a type of audit committee to meet with the auditors. The chairman advised that the scrutiny coordinating committee was reviewing the DSP structure and may make recommendations for the next annual general meeting of the council.
- Spend was currently matching budget in all relevant service areas and there was currently no anticipated budget increase required for 2006/07, although salary increases anticipated for 2007/08. The officer clarified that whereas failure to achieve level 3 in the use of resources assessment could have a detrimental effect on recruitment, there was no evidence to suggest that this had been the case at this authority.
- Areas of risk were explained. The officer explained how those area identified had been dealt with during the current financial year. The panel discussed these in detail. 30% purchase orders were being made using the system and the target was 80% for early next year.
- The officer explained that gateway reviews should not be considered in silos because a lot of cross-boundary movements (such as the move of procurement to assets and facilities) did not affect the council's bottom line budget requirements.

Conclusions:

The Resources DSP made the following observations on the financial management service plan:

1) A mechanism should be established for DSPs to scrutinise financial aspects (such as overspends and underspends) on

services within their remit and for the Resources DSP to take an overarching role to ensure that this scrutiny is undertaken sufficiently.

2) *Information on the volume of claims dealt with by the LACHS system to be provided for gateway 2.*
3) *CIPFA benchmarking information to be provided at a future gateway review.*
4) *Estimated amounts for non-cashable Gershon savings and updated cashable savings to be included.*

The DSP also concluded to include on its work programme:

- *Scrutiny of salary levels in high priority services*
- *Scrutiny of buy-in of financial system throughout the authority*

70.   GATEWAY REVIEW 1: REVENUES AND BENEFITS

The interim Revenues and Benefits Manager gave a presentation on how the service was progressing, its relevance, financial plans, performance and moving forward.

- The completed aspects of the 06/07 service plan were detailed. The Benefits Self Assessment was discussed by the panel. The council had achieved a score of 3 (good) for two years, despite the raise in assessment standards. Those areas that had not been achieved were corporate fraud, a written customer service policy for benefits and a separate costing structure.
- The separation of revenues and benefits was under review but this was difficult given the lack of adequate time monitoring.
- The panel was concerned that the revenues and benefits services was being marked down in assessment because of a lack of a corporate policy on fraud. The officer explained that the section needed to take ownership of this and work with the human resources section to include suitable training through staff induction.
- The national performance management framework was now live and provided an interactive benchmarking tool.
- Ongoing work included a benefits training programme, customer survey, implementing electronic access and review of impact of completed projects, which would feed into the second gateway review.
- Further work was outstanding on electronic access (modernisation). Business process re-engineering had not yet started because planning and waste services were still being completed. The chairman reinforced the point that no service should be moved into the customer service centre until all processes had been established.
- Upon questioning from the panel, the officer explained protections in place against risk.
- In terms of the plan's relevance, the new plan needed to include reference to stakeholders and stronger links to the council's and national priorities.
- The Welfare Reform Bill was currently going through parliament and this would require several changes to the service. It had been proposed, and was being piloted elsewhere, that local housing allowance would be paid to

customers and not landlords.

- There had been a shortfall in anticipating some Gershon savings. Savings had been achieved in discretionary rate relief, but this was because of its de-prioritisation, not a Gershon saving.
- The original service plan stated that joint working with South Holland would be evaluated. The officer explained that a date had still not been agreed.
- The officer outlined performance which, overall, was good, especially as the service plan had been very ambitious. Future work would involve a complete structure review, investing in risk areas, establishing key links with other services and setting the budget around business objectives.
- Performance information on processing new claims and change of circumstances was presented and explained.

Conclusion:

The Resources DSP made the following observations on the revenues and benefits service plan:

1) *Information on benchmarking from the national performance management framework to be provided for gateway review 2.*
2) *Any impact on benefits claims from the increase in EU immigration to be investigated and reported back.*
3) *The implications of the Welfare Reform Bill to be reported in more detail to the DSP at an appropriate time. A briefing paper to be circulated to all members, including an anticipated implementation timescale.*
4) *To ask the portfolio holder to explain why there had been no progress with joint working with South Holland, as per section 6.2 of the service plan.*

The DSP also concluded to recommend that other DSPs ensure the robustness of Gershon efficiency savings in their scrutiny of service plans.

The DSP decided to include on its work programme: fraud performance measures from Department for Work and Pensions to be scrutinised in January or when published if later.

Revenues and Benefits to continue to liaise with the scrutiny section to ensure relevant issues are included on the panel's work programme.

71.   **GATEWAY REVIEW 1: ASSETS AND FACILITIES MANAGEMENT**

The Facilities Officer and the Senior Quantity Surveyor gave a presentation on the assets and facilities service plan:

- The aims of the plan were to achieve customer focus, good communications, robust performance management and joined up service provision to maximise value for money.
- The SWOT (strengths, weaknesses, opportunities & threats) analysis

revealed a need for training, flexibility of cover and meetings.

- Progress towards achieving service plan objectives was detailed in a separate report, which was explained further in the presentation. The panel scrutinised this section of the report in detail and various points were clarified for them.
- In relation to the capital and asset monitoring group (CAMG), the panel was concerned that its role in scrutinising disposal of assets needed better facilitation.
- The contribution of the service to category A and B priorities were outlined.
- Compared with budget, the service was just underspending overall. Specific achievements were also described, such as the adoption of a corporate energy policy
- Examples of the estimated Gershon savings were given.
- Additional resources may be required for homogenisation of additional services coming under the remit of assets and facilities, but these should be cost neutral as they were already in other service budgets.

Conclusion:

The Resources DSP made the following observations on the assets and facilities management service plan:

1) ***Further explanation needed on section 2.1.1. on progress with ratification from the strategic management team on the restructure.***
2) ***The Resources DSP to scrutinise any recommendation from the capital and asset management group, or elsewhere, to dispose of any land or property asset of significant value, prior to a decision being taken by the portfolio holder or cabinet.***
3) ***Detailed figures on actual income and expenditure compared to budget were required for gateway review 2.***
4) ***The service plan did not provide evidence of actual Gershon savings. Estimated figures and timescales were required for gateway 2 on what the original estimates for 2005/06 were, what the actual figures are likely to be and what is planned for 2006/07.***
5) ***Joint procurement of energy should be investigated, especially opportunities within the Welland partnership.***

72. GATEWAY REVIEW 1: LEGAL SERVICES

The Solicitor to the Council presented the service plan for legal services:

- Staffing levels were reviewed in the previous year. The biggest challenge had been carrying on the work of the Monitoring Officer, following the previous officer's retirement. Staffing, however, remained adequate. The section provided professional services and practice services (case work). LSVT transfer would likely require one third of a case officer.
- There were no national or local performance indicators for legal services so comparisons were mainly used. The service plan showed that the service was low cost compared with other authorities, although accurate comparisons were difficult to make.

- All of the service's customers were internal and the next satisfaction survey would be sent in January 2007.
- In addition to the key achievements and outcomes outlined in the plan, the service had also absorbed the role of the Monitoring Officer, taken on a key role in the Licensing Committee, contractual challenges, successful prosecution on street scene issues and pro-active work on affordable housing.
- Every action point in section 3 of the plan and training requirements in section 6.3 had been achieved. Some planned partnership working had fallen through but work had progressed with the East Midlands Law Share, which had provided free training.
- Estimated Gershon savings had been met for 2005/06 with an indicative saving of £17,000 in relation to planning. Further re-estimates were required, however, for following years.
- There was no indication that significant additional resources would be required for the next service plan.

Conclusion:

The Resources DSP requested that updated information on Gershon savings and resources estimated be provided for gateway review 2.

73.   CLOSE OF MEETING

The meeting closed at 2.25p.m.

REPORT TO RESOURCES DSP

REPORT OF: MANAGEMENT ACCOUNTANT

REPORT NO: MA2

DATE: NOVEMBER 2006

TITLE:	TRAVEL CONCESSIONS
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	Ongoing
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Policy Framework Proposal

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor Paul Carpenter Portfolio: Access and Engagement
CORPORATE PRIORITY:	Y – BUS PASSES Z – TRAVEL VOUCHERS
CRIME AND DISORDER IMPLICATIONS:	Minor
FREEDOM OF INFORMATION ACT IMPLICATIONS:	This report is publicly available via the local democracy link of the Council's website.
BACKGROUND PAPERS:	Business Management Services – Travel Concessions

1. INTRODUCTION

The statutory free bus pass was introduced in April 2006, together with an alternative option for those eligible of travel vouchers. This report shows the position to-date with regard to customer take-up of the schemes,mnj and financial implications

2. RECOMMENDATIONS

It is recommended that the take-up and cost of both schemes be monitored closely.

3. DETAILS OF REPORT

BUS PASSES

The table below shows the current payments made to operators to date.

REIMBURSEMENT COSTS TO DATE

	April £	May £	June £	July £	August £	Sept £	Oct £		Total £ for Year
2005	8,970	7,630	8,823	8,672	8,868	8,528	8,267		106,500
2006	27,260	28,630	25,478	22,020	23,234	16,506	15,497		303,900 Estimate

Note the reimbursement figures for September and October are lower as information from one operator is still outstanding.

The above table shows that the annual average reimbursement cost per customer in 2005 was £20. If current trends continue, this is likely to rise to £50 per customer.

The above calculations are based on the current customer base, which is likely to increase during the year.

The table below shows that there is a greater take up of new bus passes per month compared with last year.

Comparison of no. of new bus passes issued to customers by month

	2005	2006
January	96	674
February	18	111
March	23	151
April	25	228
May	23	172
June	28	104
July	14	90
August	26	134
September	29	47
October	39	45
Total	**321**	**1756**

TRAVEL VOUCHERS

The popularity of travel vouchers has remained consistent. To date the following has been issued to customers:

	£18 books	£22 books	£28 books	Total
No of customers	9,649	1,510	1,946	13,105
Value £ Issued	£173,682	£33,220	£54,488	£261,390
Budget				£280,000

It is estimated that a possible 2,000 customers may take up vouchers during the year, bringing the issue value to £286,000. However, past experience shows that the redemption rate is likely to be in the region of 71%.

Allowing for a redemption rate of 75% this would calculate a projected spend of £196,043 against an original budget of £280,000. Although it should always be noted that customers may take up the service at any time.

4.   OTHER OPTIONS CONSIDERED AND ASSESSED

Not applicable.

5. COMMENTS OF DEPUTY SECTION 151 OFFICER

6. COMMENTS OF MONITORING OFFICER

None.

7. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

None.

8. CONCLUSION/SUMMARY

9. CONTACT OFFICER

Sharon Yates

REPORT TO RESOURCES DSP

REPORT OF: SERVICE MANAGER, FINANCIAL AND RISK
          MANAGEMENT

REPORT NO.: CHFR23

DATE: 23 November 2006

TITLE:	**CAPITAL PROGRAMME 2006/07**
FORWARD PLAN ITEM:	
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	COUNCILLOR BRYANT – RESOURCES AND ASSETS	
CORPORATE PRIORITY:	EFFECTIVE USE OF RESOURCES	
CRIME AND DISORDER IMPLICATIONS:		
FREEDOM OF INFORMATION ACT IMPLICATIONS:		
INITIAL EQUALITY IMPACT ASSESSMENT	**Carried out and appended to report?** **Not Applicable**	**Full impact assessment required?** **n/a**
BACKGROUND PAPERS:	CHFR 21	

INTRODUCTION

1. The Capital Programme for 200607 has been reviewed as part of the budget setting process and the revised programme was agreed by Council at its meeting on 26 October 2006. A copy of the revised programme (General Fund) and details of spend (up to 31 October 2006) is appended to this report.

RECOMMENDATION

2. Resources DSP is asked to note the revised capital programme and the spend to date on the capital projects for the financial year 2006/07.

DETAILS OF REPORT

3. The revised capital programme shows a total projected spend for 2006/07 of £6.976M compared with an original of £8.590M. Spend to date is £3.291M representing 7 months expenditure. Members attention is drawn to the following areas which have resulted in the programme being revised:

Grant – Aire Road Flats – scheme did not receive Approved Development Funding from the Regional Housing Board and therefore a revised scheme is now being compiled.

Demolition of East St site Grantham – slippage of works into 2006/07

Car Parking Wharf Road Stamford – the remediation scheme will be unable to proceed in this financial year due to further investigative work being undertaken during the summer. This, coupled with ongoing liaison work with the Environment Agency, has resulted in the opportune 'window' for the commencement of the work being missed. It is now proposed the works will be undertaken during the spring of 2007/08.

Car park multi storey Welham Street Grantham – the works started later than anticipated and the budget has been profiled over 2006/07 and 2007/08 to reflect the revised contract period.

Capital Grants – The two grants identified in the programme (Stamford Gateway and Northfields Market Deeping) have not yet been submitted due to delays in both schemes. However it is expected both will be granted during 2006/07.

COMMENTS OF SECTION 151 OFFICER

4. My comments are included in the report.

COMMENTS OF MONITORING OFFICER

5. No comments.

CONTACT OFFICER

Richard Wyles – Service Manager, Finance and Risk Management
Email:r.wyles@southkesteven.gov.uk
Direct Dial: 01476 406210

	Description	Corporate Head Responsibility	2006/2007 Estimate Base	2006/2007 Actual to 31/10/06	2006/2007 Projected Outturn	2007/2008 Estimate Base	2008/2009 Estimate Base
			£'000		£'000	£'000	£'000
	COMMUNITY DSP						
1	Grant-Aire Road, Grantham	Tenancy Services	250	-	-	-	-
	Purchase of Vehicles						
2	Care Services	Healthy Environment	30	-	30	30	-
3	Housing Maintenance	Healthy Environment	80	56	80	80	-
			360	56	110	110	-
	ECONOMIC DSP						
	Town Centre Development						
4	Town Centre Projects-Provision	Sustainable Communities	-		-	1,000	1,000
5	Demolition of East Street	Finance and Resources	-	31	26	-	-
	Public Conveniences						
6	Abbey Gardens, Grantham	Finance and Resources	200	139	200	-	-
	Car Parking						
7	Wharf Road, Stamford	Finance and Resources	500	43	50	500	-
8	Welham Street Multi Storey, Grantham	Finance and Resources	2,690	413	1,940	750	-
9	Town Centre Parking-Provision	Sustainable Communities	-	-	-	500	-
	Capital Grant						
10	Stamford Gateway	Sustainable Communities	350	-	350	-	-
11	Economic Grant - Northfields Mkt Deeping	Sustainable Communities	160	-	160	-	-
			3,900	626	2,726	2,750	1,000
	ENGAGEMENT DSP						
12	Access to Services	P'ship and Organis. Improvement	720	280	600	120	-
			720	280	600	120	-
	HEALTHY ENVIRONMENT DSP						
	Waste Management						
13	Wheelie Bin Procurement and Enhancements	Healthy Environment	2,700	2,000	2,500	200	-
			2,700	2,000	2,500	200	-
	RESOURCES DSP						
	Provision for Existing Assets						
	Committed						
14	Committee Room 3	Finance and Resources	-	-	65	-	-
15	Resurfacing of East Street Car Park	Finance and Resources	-	-	55	-	-
16	Improvements to Stamford Cattle Market	Finance and Resources	-	-	38	-	-
17	Refurbishment of Reception Area	Finance and Resources	-	-	50	-	-
18	Provision	Finance and Resources	500	105	292	500	-
19	Purchase of Financial Ledger modules	Finance and Resources	-	39	50	-	-
20	Purchase of Pool Vehicles	Healthy Environment	60	-	60	60	-
			560	144	610	560	-
	HOUSING - GENERAL FUND						
21	Disabled Facilities Grant		350	185	430	350	350
22	**TOTAL - GENERAL FUND**		8,590	3,291	6,976	4,090	1,350

REPORT TO RESOURCES D.S.P.

REPORT OF: SERVICE MANAGER, FINANCE AND RISK
　　　　　　MANAGEMENT

REPORT NO. CHFR24

DATE: 23 NOVEMBER 2006

TITLE:	FEES AND CHARGES – PROPOSED STRATEGY
FORWARD PLAN ITEM:	
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	COUNCILLOR TERL BRYANT – RESOURCES AND ASSETS
CORPORATE PRIORITY:	EFFECTIVE USE OF RESOURCES
CRIME AND DISORDER IMPLICATIONS:	NONE

1. INTRODUCTION

At its meeting on 28 September Resources DSP considered the draft fees and charges strategy. Following that meeting several minor amendments have been made to the document and the revised version is presented to the DSP for further consideration prior to its presentation to Cabinet in December.

2. COMMENTS OF THE MONITORING OFFICER

No comments.

3. CONCLUSION

Members are asked to make any specific comments or observations regarding the proposed fees and charges strategy.

Name:Richard Wyles – Service Manager, Finance and Risk Management
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FEES AND CHARGES STRATEGY (DRAFT)

1. Introduction

Income from fees and charges is an important source of revenue for the Authority. Charges do more, however, than just raise income. They play a significant role in the achievement of a range of Council priorities from social inclusion to the contribution towards the health of the population.

In addition charges also have a central role to play in service delivery: raising income, controlling access to services, responding to competition, funding investment and affecting (and influencing) public behaviour. Charges should be reviewed as part of the revenue budget and service plan setting on an annual basis.

To put it into context fees and charges raised £6.7M for the local authority compared with £6.1M from Council Tax. The main areas of income for the Authority is provided below:

Building Control fees	£530,000
Land Charges Search fees	£240,000
Planning application fees	£720,000
Licensing – hackney etc.	£166,000
Arts Centres	£645,000
Contribution for Deepings Leis Centre	£190,000
Market Income	£320,000
Miscellaneous Property	£70,000
Industrial Estates	£530,000
Car Parking Income	£1.3M
Waste Management (exc. Specific grant)	£330,000
Helpline income	£800,000 (of which £440,000 is credited to the HRA)

Other areas of income:

Grants (PDG, LABGI, etc)	£590,000 (approx.)
CCTV income	£77,000
Corn Exchange room hire	£52,000
Leisure Premises income	£43,900
Fairs income	£42,000
Bus Stations	£41,500

Street cleansing   £33,000

(the figures quoted are based on 2006/07 budget)

2. Statutory Powers

The Local Government Act 2003 includes a general power for
Authorities to charge for discretionary services it provides (where
there is a separate power to charge for a discretionary service that
power shall remain in force). In addition this power encourages local
authorities to provide more wide ranging and new innovative services
for their communities. This is achieved by providing new services and
ensuring the charges levied recover the costs associated with
providing the service.

Discretionary services are those services that an authority has the
power, but is not obliged, to provide. Charges set must be at a level
that ensures income does not exceed the associated expenditure.
However it is worth bearing in mind that at the time of writing this
strategy a study is being undertaken to explore whether Councils
should be allowed to charge for a range of services. This study will
feed into the Lyons Inquiry which is due for publication in December of
this year. The fees and charges strategy may need to be updated and
amended to take into consideration the findings of this study.

3. Framework

Fees and charges broadly fall into three categories:

- Statutory – a service that has to be provided under current
  legislation

- Cost related – recovery of costs relating to a provided service
  (e.g. recharge of photocopying charges, external printing etc)

- Discretionary – a service that may be provided but that the
  authority is not compelled to provide under legislation (e.g. arts,
  leisure, etc)

<u>Statutory</u>

Statutory charges are outside of the Council's control. However it is assumed that charges can be increased in line with inflation and it is the responsibility of the service manager to ensure that the income generation is maximized.

<u>Cost Related Charges</u>

For some services provided charges are not prescribed but the service manager is able to recommend to members the appropriate charge structure by reference to the cost of service provision. To achieve this activity based costing models will need to be introduced in order to capture the costs (including overheads) associated with providing the service.

<u>Discretionary Charges</u>

Discretionary services are those services that an authority has the power, but is not obliged, to provide. Charges set must be at a level that ensures income does not exceed the associated expenditure.

Under this heading there is the opportunity to include concessionary charges for specific user groups where there is a clear alignment between the service objectives and the Council priorities. However any concessionary scheme must undergo an equality and diversity impact assessment to ensure it fully complies with any legislative requirements.

<u>4. Fees and charges budget setting Process</u>

In accordance with the Medium Term Financial Strategy budget setting will be based on a 3 year rolling review with annual updates. Therefore in the context of fees and charges it is proposed that a fundamental review of key charges will be undertaken at the commencement of the 3 year review and annual increases for the remaining two years will be agreed.

Charges should be categorised and documented depending upon their category (i.e. statutory, discretionary or cost related)

Charges should be profiled for the last two years and projected for the next three years.

Where discretionary and cost-related:

Where charges are categorised as discretionary or cost related then, as a minimum, the charges should be increased in line with inflation for the next year with an indicative increase for the following two years. At the commencement of the medium term 3 year review all discretionary and cost related charges should be fundamentally reviewed in accordance the priorities and relevant strategies of the Council. Where current policy provides for a different charging review then the policy should be clearly stated.

Cost related income (such as a recharge of expenditure) should be reviewed annually to ensure all related costs are recovered.

Where increases to current charges are being proposed then income profiling models should be completed in order to accurately predict future income levels. The s151 Officer will be able to provide support and advice in this regard.

Supporting policies and strategies that determine or may influence the new charging structure should be referred to.   Examples of this may include social inclusion agenda or contribution towards Council priorities.

Where leases contain rental profiles these should be documented and incorporated into the budget setting.

If it is agreed that the fees and charges should carry a subsidy element this should be clearly stated and the level of subsidy per taxpayer should be calculated and documented.

Where appropriate suitable benchmarking data from other providers of the service should be included in the service plan and explanations for significant differences should be provided.

Where mandatory:

The latest approved charging structure should be adopted unless there is a portfolio holder/Cabinet decision to the contrary.

All Fees and Charges - Summary of key points

- Charges levied should have due regard to existing corporate and service policies.

- In line with the Council's Medium Term Financial Strategy all fees and charges should be fundamentally reviewed every 3 years and indicative increases for the following two years (at least) in line with inflation (unless there are policies in place to the contrary. Where this is the case then reference to the relevant policy should be stated).

- Fees and charges reviews should be undertaken as part of the budget setting and the service planning process and with close liaison and discussion with the relevant portfolio holder and DSP.

- Where increases are proposed the appropriate statutory process and duty of consultation may be adhered to and taken into consideration (eg car parking charges) when calculating the budget impact of the increases.

- Charge reviews must have due regard to the current VAT regulations.

- Where there is a policy to provide a subsidy level this should be clearly documented and the level of subsidy stated. Equally any concessionary scheme must adhere to policy and undergo an equality and diversity impact assessment.

REPORT TO RESOURCES DSP

REPORT OF: SERVICE MANAGER, FINANCE AND RISK
MANAGEMENT

REPORT NO: CHFR25

DATE: 23 November 2006

TITLE:	**ANNUAL EFFICIENCY STATEMENT 2006/07 - PROGRESS TO DATE**
FORWARD PLAN ITEM:	
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor Terl Bryant – Resources and Assets Portfolio Holder	
CORPORATE PRIORITY:	Effective Use of Resources	
CRIME AND DISORDER IMPLICATIONS:	None	
FREEDOM OF INFORMATION ACT IMPLICATIONS:	None	
INITIAL EQUALITY IMPACT ASSESSMENT	**Carried out and appended to report?** **Not Applicable**	**Full impact assessment required?** **No**
BACKGROUND PAPERS:		

1.   INTRODUCTION

Members will be aware that the Council is required to produce an Annual Efficiency Statement (AES) which sets out the annual efficiency target together with the detail of how the target will be achieved. This is required over a three year period from 2005/06 to 2007/08 on a financial year basis against an agreed target set by the Department for Communities and Local Government (DCLG). The Council also produces a Backward Look statement for each year setting out the details of actual efficiencies compared with forecasted ones.

Any AES submission must be endorsed by the Leader, Chief Executive and the Chief Finance Officer.

The purpose of this report is to update members of the progress being made in 2006/07 against the designated target for this financial year.

2.   RECOMMENDATION

Members are asked to note the latest position of anticipated savings against targets for 2006/07.

3.   DETAILS OF REPORT

The DCLG has set the following targets to achieve over the three year period:

2005/06   £505,000
2006/07   £725,000
2007/08   £1,087,500

These targets are cumulative over the three years so by the end of 2007/08 we need to have achieved an overall annual efficiency saving of £1,087,500 during that financial year.

These targets are broken down between cashable and non-cashable savings which account for 50% of the target respectively. When calculating efficiency gains it is permissible to over achieve against target but not to underachieve. This is based on a 50% spilt of cashable and non-cashable i.e. an overachievement on cashable saving cannot be offset against an underachievement on non-cashable or vice versa.

Within each year efficiency savings can be classified as on-going or one-offs (these can only be taken into account for the target in that current year). The ongoing savings can be used against future targets but the actual figures need to be reviewed annually to take account of any adjustments.

In 2005/06 savings of £507,000 were achieved against the target of £505,000, of which £423,000 was classed as ongoing. Following a review of these efficiency areas for 2006/07 the ongoing amount has been revised upwards to £499,517. It should be

noted that these figures are mainly based on projections following data from a mid year perspective and will be subject to change once actuals are known at the financial year end. These are broken down as follows:

Efficiency Area	Service Area	Description	Amount	Of which Cashable
Environmental Services	Waste Services	Waste Collection Services	£40,415	
LA Social Housing	Supported Housing	Monitoring of lifeline customers for South Holland	£34,750	£34,750
Corporate Services	Environmental Health Corporate services – Modernisation agenda	Redeployment of staff to front line services Website use to contact SKDC	£84,114 £122,129	£84,114
Procurement	Service Transformation	ICT server replacement	£4,000	£4,000
	Financial Services	E-procurement	£9,325	
	Corporate Services	Civic Vehicle	£25,063	£25,063
	Financial Services	Internal Audit contract	£35,000	£35,000
	Service Transformation	Telephony	£1,100	£1,100
	Asset and Facilities	Mobile Phone Contract	£6,330	£6,330
	Asset and Facilities	5% saving on preventative maintenance of M&E	£7,970	£7,970
Productive Time	Care Services	Care Services Sickness Reduction	£25,311	£25,311
	Corporate Services	Corporate Sickness	£89,097	

		Reduction		
Transactions	Financial Services	Electronic payments	£14,913	
	TOTAL		**£499,517**	**£223,638**

Over recent months there has been extensive work undertaken by the accountancy section in order to identify savings that can be achieved to meet our 2006/07 target. However, it is apparent that some service areas are still not contributing savings (cashable or otherwise) which is putting pressure on the efficiency delivery programme. This issue will need to be addressed if the Council is to fulfil its overall efficiency target. During the course of this work the following areas have been identified as addition efficiency savings totalling £166,317:

Efficiency Area	Service Area	Description	Amount	Of which Cashable
Corporate Services	Planning Policy	Redeployment of staff to front line services	£11,132	£11,132
	Waste Services	Redeployment of staff to front line services	£16,521	£16,521
Procurement	Legal Services	Tree Preservation Orders	£7,083	£7,083
Transactions	Corporate Services	AllPay	£106,656	£106,656
	Financial Services	CEDAR electronic ordering	£24,925	
	TOTAL		**£166,317**	**£141,392**

These calculations are based on predicted outcomes using the latest available information, but these will be subject to change and will require regular review throughout the remainder of the financial year.

Therefore, against the target for 2006/07 of £725,000 the savings identified to date are £665,834 which is broken down as follows:

	Cashable	Non-cashable	Total
2005/06 ongoing	£223,638	£275,879	£499,517
2006/07 new	£141,392	£24,925	£166,317
Total	£365,030	£300,804	£665,834
2006/07 Target	£362,500	£362,500	£725,000
Variance	**£2,530**	**(£61,696)**	**(£59,166)**

This means that whilst the target for cashable efficiency gains is anticipated to be achieved there is still a shortfall of £61,696 on non-cashable which still needs to identified. This will need to be undertaken in conjunction with the on-going review work on the savings found thus far.

4.   COMMENTS OF SECTION 151 OFFICER

I have been consulted regarding the content of this report.

5.   COMMENTS OF MONITORING OFFICER

No comments.

6.   CONCLUSION

Work will need to be undertaken to identify the required shortfall in non-cashable efficiency gains. Accountancy services will be putting further processes in place to capture the further savings necessary to ensure the Council achieves its overall efficiency target for 2006/07. However, input from service areas is essential if these further savings are to be realised.

7.   CONTACT OFFICER

Richard Wyles
Service Manager, Finance and Risk Management
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BACKGROUND PAPER

REPORT TO CONSTITUTION & ACCOUNTS COMMITTEE

REPORT OF: Corporate Head of Finance and Resources

REPORT NO.   CHFR3

DATE: 16th May 2006

TITLE:	Statement of Internal Control
COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Corporate Governance Report – Cllr L Neal (Leader)
FREEDOM OF INFORMATION ACT IMPLICATIONS:	Statement of Internal Control will be published with the Statement of Accounts
BACKGROUND PAPERS:	CIPFA guidance – The Statement on Internal Control in Local Government – Meeting the requirements of the Accounts and Audit Regulations 2003

1.   INTRODUCTION OR SUMMARY

The Accounts and Audit Regulations 2003 established requirements relating to systems of internal control, and the review and reporting of those systems. The Council is required to maintain and review a systems of internal control and risk management and to produce a Statement of Internal Control (SIC)

2.   RECOMMENDATIONS

It is recommended that the Constitution and Accounts Committee:

a. Consider and approve recommendations for action within the Statement of Internal Control
b. Subject to a) above approve the Statement of Internal Control

3.   STATEMENT OF INTERNAL CONTROL – BACKGROUND AND REQUIREMENTS

Corporate Governance is defined in CIPFA/SOLACE guidance[1] as "*the system by which local authorities direct and control their functions and relate to their*

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[1] Corporate Governance in Local Government – A Keystone for Community Governance: The Framework

communities". A key aspect of this is the adoption local corporate governance codes to reflect the requirement to put in place effective risk management systems, including systems of internal control and internal audit function.

The production and publication of a SIC are the final stages of an ongoing review of internal control and not activities which can be planned and viewed in isolation. The compilation of the SIC has involved the Council:

- Reviewing the adequacy of its governance arrangements
- Knowing where it needs to improve those arrangements, and
- Communicating to users and stakeholders how better governance leads to better quality public services.

The Corporate Head of Finance and Resources, has consulted with the Monitoring Officer to produce the draft Statement of Internal Control in consultation and on behalf of the Chief Executive and Leader of the Council.

The SIC requires approval by the Council or delegated committee, in this case the Constitution and Accounts Committee. The SIC must be published with the financial statements. In considering whether to approve the SIC the Committee must seek to satisfy itself that it has obtained relevant and reliable evidence to support the disclosures made. Following approval it should be signed by the most senior officer, the Chief Executive, and the most senior member of the Council, the Leader.

4. KEY ACTIONS

A review of Internal Control issues based on Officer Review, External and Internal Audit assessments has revealed some areas where improvements can be made, these are shown within the Action plan in the SIC. In particular, these may be grouped under the following headings:

- Procurement Practice
- Partnerships
- Budget Management and Embedding Value for Money and Efficiency
- Constitution and Financial Regulations
- Risk Management
- Contingency Planning
- Performance Management

This Council has not currently adopted a Local Corporate Governance Code, but has established mechanisms through its Constitution and associated documents and processes. The Action Plan in the Statement of Internal Control proposes the development of a Code of Local Corporate Governance. This Committee together with the Resources Development and Scrutiny Panel will be consulted during the development of this code.

4. COMMENTS OF SECTION 151 OFFICER

My comments have been incorporated within the body of the report. However, I can confirm that the stated systems and procedures of internal control are in operation and being complied with. Areas for strengthening have been picked up in the action plan.

5.   COMMENTS OF MONITORING OFFICER

I am satisfied the stated systems and procedures for internal control, as detailed in the Statement for Internal Control, are in place and will be reviewed and monitored accordingly. Any revision of the systems and procedures must be revised in the Statement.

6.   CONTACT OFFICER
Sally Marshall, Corporate Head of Finance and Resources
04176 406511   s.marshall@southkesteven.gov.uk

EXTRACT FROM STATEMENT OF ACCOUNTS 2005/06

STATEMENT OF INTERNAL CONTROL

Scope of Responsibility

South Kesteven District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999, to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

The Purpose of the System of Internal Control

Corporate Governance is the system by which local authorities direct and control their functions and relate to their communities. The framework for corporate governance recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of local authority Chief Executives and Senior Managers (SOLACE) identifies three underlying principles of good governance, namely:

- openness and inclusivity
- integrity
- accountability

The principles of corporate governance should be embedded into the culture of each local authority. Furthermore each local authority has to be able to demonstrate that they are complying with these principles. To achieve this, the framework document recommends that all local authorities should develop a local code of corporate governance, comprising the following elements:

- Community Focus
- Service Delivery Arrangements
- Structures and Processes
- Risk Management and Internal Control
- Standards of Conduct

The Council is committed to the highest standards of Corporate Governance and is ensuring it complies with the Statement of Recommended Practice (SORP), and although the Council has not yet formally adopted a local code of governance, the principles and standards contained in the framework document are recognised as good working practice, and hence are supported and followed. This Statement forms part of the overall process within the Council for monitoring and reporting on the adequacy and effectiveness of the corporate governance arrangements, particularly those in respect of risk management and internal control.

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

A system of internal control has been in place at the Council for the year ended 31 March 2006 and up to the date of approval of the annual report and accounts and beyond.

The Internal Control Environment

The requirement to have a sound system of internal control covers all of the council's activities. In June 2001 the Council adopted a Leader and Cabinet style of political management under the Local Government Act 2000. In accordance with this Act the Council has produced a comprehensive constitution that governs its actions and decision-making. This document is available to the public on its web site.

The Council acknowledges its responsibility for the systems of internal control within the Council and for ensuring that these systems maintain the integrity of accounting records and safeguard its assets. The purpose of these systems is to provide reasonable assurance as the reliability of financial information and to maintain proper control over the income, expenditure, assets and liabilities of the Council.

The internal control environment within the Council consists of a number of different elements, which taken together contribute to the overall corporate governance framework. The key elements of internal control within the Council are identified below.

Council Priorities and Objectives

The Council's mission statement is "*To ensure that residents of South Kesteven are proud of their district and their Council*". During 2004/2005 the Council consulted the public on Priorities for future service delivery, and has undertaken an annual review to ensure they remain fit for purpose. The Council has seven major priorities that are underpinned by action plans and objectives to help measure our achievements. Using a resource allocation model, all of the services and activities of the Council have been measured and scored against their contribution to the achievement of these Priorities. In 2005/2006 the Council decided which Priorities would be resourced and identified where the savings would be delivered.

Underpinning these Priorities, each service area of the Council has prepared Service Business Plans to define its role in achieving the corporate objectives, identify links to national objectives and to set its targets accordingly. This process has been completed in 2005/2006. The Service Plans and review of priorities have been subjected to a series of "Gateway Reviews" to establish their fitness for purpose, progress and achievements.

Policies and Plans

At a strategic level the Council has a number of policies and plans that include:

- Best Value Performance Plan
- Community Plan
- Asset Management Plan
- Corporate policies, for example those relating to Whistleblowing and the Prosecution of Fraud and Corruption
- Strategic Management Strategy and Risk Register
- Procurement Strategy
- Housing Revenue Account Business Plan

In addition, the Council has a number of written guidance documents which include:

- Guide to Managing Financial Risks
- Register of Breaches and Waivers of Financial Regulations.
- Code of Conduct for Members and Protocol for Officer/member relationships
- Financial Regulations, Procurement Regulations and Contract Procedure Rules
- Member and Officer Schemes of delegation

- Registers of interests, gifts and hospitality

Policy and Decision Making

The Council's decision-making process is defined in the Constitution, but can be summarised as follows:

- The Council is responsible for deciding the policy framework and for setting the budget.
- The Cabinet is responsible for day-to-day decisions in line with the policy framework and budgets
- Cabinet works to a Forward Plan of forthcoming decisions for the four months ahead.
- Development and Scrutiny Panels carry out overview and scrutiny of decisions.
- Separate Committees deal with quasi-judicial matters such as Licensing and Development Control.
- Forthcoming issues are considered in advance at informal Cabinet Briefings
- A comprehensive set of delegations of authority and financial regulations is maintained within the Constitution

Members are receiving training to develop their leadership skills and focus upon the pursuit of corporate priorities.

Compliance

a) Policy and Legislation
The Council's statutory officers are the Chief Executive, the section 151 officer (Chief Finance Officer) and Monitoring Officer. They are responsible for ensuring that the Council acts within the law and in accordance with established policy and procedure. The Section 151 Officer is specifically responsible for the proper discharge of the Council's financial arrangements and must advise elected Members where any proposal is unlawful or where expenditure is likely to exceed resources.

Strategic Directors and Corporate Heads carry responsibility for ensuring that legislation and policy relating to service delivery and Health and Safety are implemented in practice.

b) Risk Management
The Risk Management function is led by the Chief Finance Officer and managed by the Management Board made up of Strategic Directors and Corporate Heads. The Council's Risk Management Strategy was approved by Council in September 2004 and incorporates the Strategic Risk Register. Cabinet allocated responsibility for overseeing progress to the Resources Development and Scrutiny Panel. Training has been given to senior managers and some Members. The Property Performance Management Group oversees the Operational Risk register.

The CPA Inspectors recognised that progress had been made but identified that the process was not fully embedded throughout the organisation. We look to build upon the Council's existing skills and capacity for managing risk and to provide the Council with a coherent and structured approach across all services.

Best Value

Each year the Council publishes its Best Value Performance Plan showing how it performed against National and Local Performance Indicators. The range of local indicators has been rationalised to focus on producing meaningful management information. These are reviewed by Members through the Cabinet and Development and Scrutiny Panels and by officers through the Management Board and individual service Managers.

Best Value Reviews are integrated within the Corporate Improvement process.

Financial Management

The Council's financial management framework is summarised as follows:-

- Medium Term Financial Strategy
- Thirty year Housing Revenue Account Business Plan
- Capital Strategy and Capital Programme
- Annual budget and setting of the Council Tax and fees and charges
- Treasury Policies
- Ongoing monitoring by budgetary responsible officers and the Corporate Head of Finance and Resources
- New arrangements are being put in place for ongoing monitoring by the Operational Management Team who will report to the Management Board on use of service budgets
- Annual outturn position reported to Cabinet and Constitution and Accounts Committee.

Performance Management

Performance Management was identified as a weakness at CPA with particular emphasis on the lack of officer commitment to Performance Indicators and the lack of a consistent approach to Performance Appraisals. Consequently Performance Management was identified in the Council's Improvement Plan. Progress has been made and Service Business Plans have been compiled linked to Council Priorities and Budgets. . Staff Performance Reviews are operating for staff and will link to service objectives. The Management Board is monitoring progress on the completion of Performance Reviews.

Review of Effectiveness

Introduction

The Council has responsibility for conducting, at least annually, a review of the effectiveness of the system of internal control. The review is informed by the work of Internal Audit and the Council's Management Board and senior managers who have responsibility for the development and maintenance of the internal control environment, together with comments by the external auditors and other review agencies and inspectorates.

The Council

The above section on Policy and Decision-making sets out the framework under which the Council operates. In maintaining and reviewing the effectiveness of internal control the Council approves:

- Service Priorities
- Annual Budget and Council Tax
- Annual budget outturn
- Policy
- Code of Corporate Governance Statement of Assurance

The Cabinet:

The above section on Policy and Decision-making sets out the framework under which the Cabinet operates. In maintaining and reviewing the effectiveness of internal control the Cabinet:

- Recommends to Council the budget and Council Tax proposal.
- Oversees Strategic Risk Management
- Enacts Policy set by the Council

Overview and Scrutiny

The Development and Scrutiny Panels provide scrutiny and examine the activity of the Executive to ensure it delivers Council Policy. The Resources Development Scrutiny Panel receives the Annual Report of the Internal Audit incorporating their opinion on the state of internal control throughout the Council together with interim reports.

Constitution and Accounts Committee

The Constitution and Accounts committee undertakes the following responsibilities:

- To advise and propose to Council, amendments to the Constitution relating to all matters other than Conduct and Probity which are the responsibility of the Standards Committee.
- To accept financial reports in accordance with Local Government Act 2003
- To accept reports on behalf of the Council with regard to Treasury Management and Prudential Code of Practice on Borrowing
- To approve the Statement of Accounts in accordance with the Accounts and Audit Regulations 2003.
- To report to Council on completion of accounts and operation of the Constitution during the past year.

Internal Audit

Corporate Heads are responsible for ensuring proper standards of internal control within their service areas. The Internal Audit Manager is responsible for review of the systems of internal control and for giving an opinion both service specific and corporate, on the standards in place. The four-year Strategic Internal Audit Plan covers all activities of the Council at a level and frequency determined by risk using a risk management methodology.

An Annual Audit Plan governs each year's activity and at the completion of each audit a report is produced for management with recommendations for improvement. At the end of each financial year the Internal Audit Manager delivers an Annual Report to the Resources Development Scrutiny Panel, showing performance of the service and giving his/her opinion on the corporate state of internal control.

For the financial year 2005/2006 the Head of Internal Audit was satisfied that the overall level of internal control throughout the Council was adequate.

Other Review and Assurance Mechanisms

a)   Comprehensive Performance Assessment Team (Audit Commission Inspectorate)

In 2003 the CPA Inspectors scored the Council as 'fair'. Since then, the Council has embarked on a major programme of change. A Change Management Action Plan (now referred to as the Corporate Change Project) was been developed to address all of the weaknesses identified by the Inspectors. The Council is being supported in this process by an external group of experts who are providing expertise in key areas known as the Performance Management Board. An annual review peer review of CPA standing has been undertaken by SOLACE.

b)   Benefit Fraud Inspectorate

The Revenues and Benefits service has been reviewed by the Benefit Fraud Inspectorate (BFI) and rated as 'fair' with excellent prospects for improvement'. An action plan is underway to ensure further improvement is achieved by fully implementing the Performance Standards Framework. The BFI have been actively involved with reviewing progress within the service.

c)   Strategic Housing Inspection

There was an external inspection of our Strategic Housing Function by the Audit Commission in 2005/6. The Authority was assessed as providing a "Poor" service with uncertain prospects for improvement. The Council has adopted an improvement programme and progress is being made. A re-inspection is due in 2006/7. Some of the recommendations made by the inspectors concerned internal control issues, particularly in relation to performance management and benchmarking of cost and service quality.

d)   External Audit

As our appointed auditor, the Audit Commission carries out audits in line with the Commission's Code of Audit Practice. They review financial aspects of corporate governance, including systems of financial control and performance management.

The Auditor have identified that overall internal control arrangements are satisfactory in most key areas, however, the Council has identified key weaknesses in its arrangements in the Statement of Internal Control, which are being addressed.   They also identified that there are no significant weaknesses in the Council's arrangements to prevent and detect fraud and corruption or tow ensure the legality of financial transactions.

Work Undertaken on Action Plan for 2005/2006

- Work on embedding Risk Management into the Council's planning process has been undertaken. The Management Board reviews the strategic risk register monthly to identify new risks to the organisation and ensures appropriate ownership for the management of those risks. The Property Performance Management Group reviews the Operational Risks on a monthly basis and recommends appropriate action.
- Service Business Plans were compiled as part of the Budget Process for 2005/2006. A balanced score-card summary was added to the Budget Book for each plan.
- The Management Board reviews performance against targets on a monthly basis. A traffic light system operates for reporting figures.
- Member training is underway for ensuring their role is effectively fulfilled.

Significant Internal Control Issues

Areas for improvement in Corporate Governance are set out in the Action Plan for the Statement of Internal control for 2006/2007:

Control Issue	Action taken or proposed	Responsibility	Due Date
Procurement Practice			
Procurement practice across the organisation is variable risking non-compliance with financial regulations, legislation and EU Directives, as a result there is a danger best value for money is not necessarily achieved when goods and services are purchased.	- Preparation of a corporate contracts register - Annual training programme for staff involved in procurement based on needs assessment. - Compliance monitored by the Procurement Team and checked as a matter of standard procedure through the annual audit programme. - Procurement practices developed in accordance with National Guidelines	Corporate Head of Finance & Resources	Register by 31.12.06. Annual training programme scoped & implemented 1.8.06. 1.9.06

Partnerships			
The capacity within the Council to properly support partnerships is limited and there is concern about the adequacy and consistency of corporate governance arrangements within partnerships.	• Review of Corporate governance arrangements actions taken where necessary.	Chief Executive	30.6.06
Budget Management and Embedding Value for Money and Efficiency			
The Integrated Service Planning and Budget Process has not embedded Value for Money and decentralisation of budget management to service managers has yet to take place	• Value for money assessment will be embedded through the Service Planning arrangements including further development of the Gateway Reviews • Implement financial reporting mechanisms and process to enable decentralisation of budget management to service managers	Strategic Director of Resources Corporate Head of Finance & Resources	30.6.06 30.9.06
Constitution and Financial Regulations			
The Constitution and Financial Regulations will need to reflect the impact of the changes in Strategic and Corporate management structure to remain fit for purpose	• Review of Constitution to reflect changes to management structure • Review of Financial Regulations • Development and adoption of a code of Corporate Governance • Assess the need for an Audit Committee	Chief Executive and Monitoring Officer Corporate Head of Finance & Resources	30.9.06 30.9.06
Risk Management			
Risk management processes are not sufficiently embedded within the Council	• Training and support will be provided to service managers to develop effective risk management practices based on best practice advice and guidance provided by the Council's corporate Risk Manager. • Operational risks will be identified and recorded within Portfolio of Services Risk Registers as part of phase 2 roll out of Risk Management arrangements 2006/7.	All Strategic Directors and Corporate Heads	30.6.06

Contingency Planning			
Whilst some progress has been made in 2005/6 Business Continuity arrangements require further development to ensure their robustness	• Contingency planning arrangements will be further developed as required	Corporate Heads	31.5.06
Performance Management			
The quality of performance information continues to be variable. There is a concern to ensure performance management processes are sufficiently embedded within the Council.	• Existing arrangements will be kept under review • Relevant service managers will receive training on its use and reporting requirements.	Strategic Director for Resources	30.6.06

We have been advised on the implications of the result of the review of effectiveness of the Council's system of internal control by the Chief Finance Officer and where appropriate the Cabinet and Performance Management Group, and the plan to address weaknesses and ensure continuous improvement of the system is in place as shown above.

COUNCILLOR MRS. L. M. NEAL **DUNCAN KERR**
LEADER OF THE COUNCIL **CHIEF EXECUTIVE**

   2006

REPORT TO   Resources DSP

REPORT OF: Supported Housing Manager

REPORT NO.:   SHM18

DATE: 23rd November 2006

TITLE:	Supported Housing - Resources and Budgets
FORWARD PLAN ITEM:	
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor Mrs F Cartwright	
CORPORATE PRIORITY:	Affordable Housing	
CRIME AND DISORDER IMPLICATIONS:		
FREEDOM OF INFORMATION ACT IMPLICATIONS:		
INITIAL EQUALITY IMPACT ASSESSMENT	**Carried out and appended to report?** **No**	**Full impact assessment required?** **No**
BACKGROUND PAPERS:	1. Supporting People Document - Eligibility Criteria for SP Grant 2. Supporting People Document - Methodology for the benchmarking of SP services through VFM 3. SKDC Budget Book	

1. INTRODUCTION

This report intends to set out the current resources and financial position of the Supported Housing services provided by Tenancy Services, namely :-

- Sheltered Housing – Housing Revenue Account responsibility and
- The Helpline Service – General Fund.

2. RECOMMENDATIONS

That the Panel notes and considers the report on Supported Housing services.

3. DETAILS OF REPORT – SHELTERED HOUSING

3.1 BACKGROUND

The Supported Housing section of Tenancy Services is responsible for nearly 1,300 dwellings currently designated to receive the Scheme Manager (Warden) Service.

Supported Housing has 14 full time Scheme Managers, 8 part time Scheme Managers and two area teams of Mobile Scheme Managers (each with 10 FTE staff) delivering services to the residents at 40 sheltered housing sites in the district.

A sheltered housing scheme is a group of dwellings (either flats or bungalows) that are visited by a scheme manager on a regular basis.

Most of the schemes have community centres for the residents to use and enjoy and a number of grouped schemes (flats in a large complex-type setting) have extra facilities such as a laundry and a lift.

All residential units are connected to the 24 hour Care Centre in Grantham that is responsible for monitoring intercommunication calls from the residents via the two way speech units or special Lifeline telephone units contained in each dwelling. The Care Centre provides a 24 hour, 365 days a year support and emergency response service to ensure that help and assistance is readily available at all times.

Each week, Monday to Friday between the hours of 9.00am to 5.00pm, visiting and any other contact is provided by the scheme manager. Outside of these hours and when the scheme manager is on holiday or absent because of illness, the on-duty team of mobile scheme managers are on hand to provide an effective and efficient response.

3.2 SERVICE SPECIFICATION & DUTIES

Scheme managers and staff at the Care Centre are trained to respond and deal with all manner of emergency situations that occur in a residential setting. They use information provided by the residents - for example, about their family details and medical history - to help assist the

residents when they most need it. Master-keys are held by the scheme manager and mobile staff that can be used to gain access if an emergency response is required.

When assistance is needed and called for, staff form an assessment of the situation and in many circumstances will be able to deal with the problem themselves without recourse to other agencies. In extreme and emergency situations, relatives will also be contacted as well as the relevant emergency services (a doctor, ambulance, police or the fire brigade) or other statutory agencies.

3.3   SUMMARY OF A SCHEME MANAGER'S RESPONSIBILITIES

To help the Panel understand what a scheme manager's role is, listed below are some of the tasks s/he does to help support sheltered housing residents maintain their independence in their homes :-

- helping residents to settle into their new home and giving advice on facilities
- ensuring that all residents are contacted on a regular basis as their needs demand
- monitoring residents well being and their need for support
- complete a support plan on a regular basis and determine an appropriate level of visiting with the resident
- be an advocate and adviser to residents when required
- liaising with Tenancy Services staff in respect of housing management issues and repairs to the dwelling
- calling on additional services provided by other agencies and organisations when necessary
- help residents with applications for appropriate financial benefits
- continually updating his/her knowledge and information about other services available - for example, provision of meals, mobility aids, adaptations and home care provision
- liaising with doctors, health and adult care / social services staff
- keeping in contact with and encouraging the involvement of relatives and friends in the support of residents
- dealing with tenant disputes and where appropriate, referring them to Tenancy Services staff
- responding to emergencies as appropriate and calling for assistance from others - eg, doctors or emergency services
- arranging for emergency shopping and collection of prescriptions when residents are ill
- encouraging and / or organising communal activities
- encouraging the tenants to use the communal facilities.

Most of these tasks are classed as "eligible support" under the Supporting People programme. SP is a government-funded programme, administered locally by Lincolnshire County Council, to provide a grant and financial support to cover the cost of housing related support service charges for vulnerable residents. Residents only have to be claiming Housing Benefit to be able to qualify for the SP grant.

3.4   SUPPORT PLANS

Introduced following a Best Value review in 2003 and in readiness for the introduction of the Supporting People programme, the council changed the "traditional" method of visits by a scheme manager from a "one size fits all" service delivery to one providing individually tailored levels of visiting as befits the needs of each resident.

The scheme manager and the resident jointly complete a Support Plan to assess the individual needs of the resident. In turn, this will normally determine the frequency of the visits to be made by the scheme manager but residents do ultimately make the final choice.

3.5   LEVELS OF WARDEN SERVICE

Having discussed their needs and completed the support plan, residents are able to choose the frequency of visiting from a range of options :-
Core   **A Monthly visit**
Level 1   **A Weekly visit**
Level 2   **Monday, Wednesday & Friday visits (or other days by arrangement)**
Level 3   **Daily visits, to include weekends**
Level 4   **Twice daily visits.**

To give the Panel an indication of current service levels, the table below shows the relevant levels of service per sheltered scheme as at October 2006.

A	B	C	D	E	F	G	H	I	J
Scheme ID	Net of De-des	De-Des	Total	Core	Level 1	Level 2	Level 3	Level 4	Void
Service Charge per week				£ 3.19	£ 6.76	£ 11.00	£ 41.97	£ 81.62	
1022	49	7	56	2	2	47	4	0	1
1024	58	7	65	15	0	42	8	0	0
1023	33	7	40	1	1	36	1	0	1
1021	39	0	39	8	0	28	3	0	0
1031	26	20	46	5	2	38	1	0	0
1026	46	47	93	18	5	65	3	2	0
1030	104	19	123	15	10	88	7	1	2
1027	56	15	71	10	3	54	2	0	2
1028	73	0	73	21	3	44	1	2	2
1029	57	14	71	5	0	66	0	0	0
1025	75	18	93	24	3	66	0	0	0
1037	59	15	74	9	3	59	2	0	1
1039	40	25	65	14	6	34	11	0	0
1038	28	10	38	3	3	28	0	1	3
1036	0	37	37	4	1	31	1	0	0
1040	31	22	53	11	4	38	0	0	0
1032	60	0	60	11	4	42	1	0	2
1035	68	0	68	25	1	36	5	0	1
1034	55	0	55	18	4	30	1	0	2
1033	57	6	63	9	3	42	7	0	2
TOTALS	**1014**	**269**	**1283**	**228**	**58**	**914**	**58**	**6**	**19**

A different Service Charge is applicable to each level and residents are notified of these charges each year at the same time as their rent payment is reviewed. Any changes in their needs, evidenced by the Support Plan, may mean residents are advised to change the level of warden service and hence the number of visits.

In circumstances where a resident is considered to be at "risk" for short periods (because they are ill, or in need of more help and support than would normally be expected) the scheme manager will increase the frequency of visits as considered appropriate, without altering the weekly service charge. This simply reduces the administrative burden.

In addition to the support charges, additional weekly charges are made to cover the costs of maintaining the communal areas, lifts, fire alarms and other buildings related costs. These are covered by Housing Benefit.

3.6   DE-DESIGNATION STATUS

The 2003 Best Value Review brought about the change in status of nearly 500 dwellings that were de-designated from having to receive the Warden Service as part of the tenancy agreement. This change in policy was the result of a determination that the council had insufficient stock available for general purpose tenancies to cope with increasing demands brought about by changes to Homeless legislation. Since that time, some 230 dwellings have either opted-out from receiving the service or a change of tenant has occurred.

In an attempt to combat this gradual reduction in sheltered stock, numerous changes have taken place over the last three years in terms of shifting (and reducing) scheme manager staffing resources to cope with the changing number of dwellings where the service is provided and the resultant loss of service charge income.

This situation is kept permanently under review and is the subject of constant debate and consultation with staff who have coped admirably with the ever-present concerns of "job-security".

3.7   RESIDENT SATISFACTION

Despite the many changes with service delivery and provision over the last few years, a survey of 635 residents that responded to a Supporting People consultation exercise conducted in December 2005 revealed a very high satisfaction rating (96.7%) with the support received from the service.

	Frequency	Percent	Cumulative Percent
Pleased	328	51.7	51.7
Satisfied	286	45.0	96.7
Not satisfied	21	3.3	100.0
Total	635	100.0	-

3.8   PERFORMANCE INDICATORS

There are two relevant Supporting People PI's that show the effectiveness of the sheltered housing schemes in supporting its' vulnerable and elderly residents. They are produced quarterly for the SP Administering Authority team at the County Council.

SK PI ref	Description	SP Targets	Qtr ended June 2006	Qtr ended Sept 2006
n/a	**Service Utilisation** % of available dwellings occupied & let during the period	97%	82.2	97.7
SK61	**Independent Living** service users who established or maintained independent living	97.0%	99.5	99.2

Note : the utilisation figure for the period ending June 2006 was low as a result of SP contracts not reflecting true dwelling numbers where de-designation had taken place. SP contracts have now been amended to take account of the changes over the last 3 years.

3.9   COSTS OF PROVIDING THE SERVICE – 2006/7

The costs of providing this Landlord service, together with associated income derived from service charges, are part of the council's Housing Revenue Account (HRA).

Within the HRA summary section of the Budget Book, expenditure items are shown as part of the "Supervision and Management – Special" line and service charge income is shown under "Charges for Services and Facilities".

The headline details for the 2006/7 Sheltered Housing budget are shown in appendix 1 at the end of this report. Whilst this table demonstrates the overall financial situation of the sheltered housing service, it gives little information as to what lies behind each heading. Hence a more detailed breakdown of costs is shown in appendix 2 that I hope prove useful and informative for Members of the Panel.

3.10   SUPPORTING PEOPLE

The Supporting People programme has transformed the way in which the local authority plans, budgets and delivers its' sheltered housing service.

In the nineties and the run up to the SP programme in 2003 many evolutionary changes had been introduced by the authority in an attempt to professionalise the warden service. However, like many other providers of older people's housing and support services, South Kesteven's warden service was still regarded by many, especially the residents, as that of a "good neighbour". Whilst we have many staff that had taken an industry professional qualification, the support provided by daily visits were still considered to be more about providing a reassuring

presence for the residents rather promoting the enabling role and encouraging a residents' ability to maintain their independence. This is no longer the case.

Supporting People has brought about a whole different perspective on the delivery and management of the service. The more unique features are :-

- A real contractual relationship between Lincolnshire County Council (the county's Administering Authority, who are responsible for managing the Government SP grant, commissioning services, monitoring and reviewing performance of providers) and all providers of services
- Contractual "constraints" on the annual increase for warden service charges
- The introduction of the Quality Assessment Framework (QAF) as a means of measuring a quality and standard for the services provided – a yardstick
- Formalised Support Planning – a record of each resident to evaluate and demonstrate individual needs and requirements from the services
- Performance Indicator Workbooks – a requirement on providers to demonstrate their inputs to services provided in terms of staffing (costs and hours) and accommodation (availability and utilisation)
- A new arena of benchmarking, comparisons, Value for Money and contract reviews
- A shifting emphasis on providing services to vulnerable people on the basis of their real, individual needs rather than the "one size fits all" approach.

Whilst the above features have changed the manner in which the services are delivered, probably the most significant change is yet to be fully realised by the residents of our district as the financial restraints imposed by the Supporting People programme have yet to be fully felt locally by the council and its' tenants.

Changes to services have been made that now provide a more person centred and individualised approach to support planning and as seen the effect on customer satisfaction has generally been good. The council has been at the forefront of introducing and implementing those changes with the blessing of the Supporting People commissioners and this willingness to embrace change has placed the service in a good position to counter some of the proposed changes that may be on the horizon.

In this respect, we eagerly await the deliberations of the SP sectorial review of county-wide Older People's services. This review, due to be completed by the end of the year, coupled with a revised strategic approach from the county commissioners who are

- focussing on better VFM outcomes
- considering the implementation of a procurement strategy
- dealing with a reducing central government grant
- determining how to invest in new services for other vulnerable groups where there are presently no services or under provision of support services in the county

may mean a more tightly controlled and "reduced" specification for SKDC to again change or adapt its' services to comply with new or revised specifications and contracts that are likely to be introduced following the sectorial review.

This new environment will require careful planning at a local level and consultation with potentially disaffected residents and employees as to the effects of the new service

specifications. In addition, prudent financial management will be needed to ensure the future viability and sustainability of service provision.

3.11 WHAT IMPROVEMENTS ARE PLANNED FOR SHELTERED HOUSING?

By the time this report is discussed by the Panel, the outcome of the LSVT ballot will be known. In respect of the sheltered housing service, whichever way the result goes, a significant amount of work is required to bring our accommodation and schemes up to modern day standards.

The programme of improvements outlined below will be very demanding, on both our resources to complete the work but also on the disruption and inconvenience to the residents during the carrying out of the improvement schemes planned. As usual, this work will need careful and sympathetic management to ensure that residents' views and opinions are sought, they are consulted about the options available and informed / communicated with throughout the whole process.

As a summary, the following improvements are planned for the future :-

- **Re-model bedsit properties** – affecting a small number of schemes and properties
- **Improve security and access** – crucial as less scheme managers now reside on-site and to allay the "fear of crime"
- **Introduce Closed Circuit Television** to monitor main communal entrances – the control centre has the capability to do this work but will require significant investment to achieve
- **Redecorate / refurbish all lounges and communal areas and guest bedrooms** – a vital project to modernise the outlook and atmosphere of the majority of our "older" schemes
- **Provide stairlifts** at an additional 4 sheltered housing schemes
- **A choice of a bath or walk in shower** – will prove to be very popular with elderly tenants
- **Provide secure parking & storage facilities and charging points for electric wheelchairs and scooters** – a must for modern sheltered housing and eliminate existing H&S issues where storage is not provided
- **Provide dropped kerbs** to unadopted roads and parking areas – enhance existing provision and comply with DDA requirements
- **Environmental and landscaping** work to communal areas
- **Update facilities and services in all communal lounges** to have :-
    o a Broadband Internet connection, at least one computer for tenants use free of charge, and free training on how to use the internet
    o a current T.V. licence and use of a Freeview television facility in the communal lounge
    o an Induction Loop facility
    o all communal aerials capable of receiving a digital TV signal.

All of the above improvements will enable provision of modern sheltered housing accommodation that will be
- Attractive and welcoming
- Safe and secure
- Supported by the latest technology

- Designed and adapted to allow anyone with physical impairments to retain their independence
- Able to support a wide range of activities and social events for the benefit of residents and other older and vulnerable people in the neighbourhood.

It is likely that the cost of completing this extensive range of improvements will amount to at least £4million. Once the outcome of the LSVT ballot is known, more detailed work will be undertaken to determine the timescale to enable this significant area of improvements to be carried out.

4. DETAILS OF REPORT – HELPLINE SERVICE

4.1 BACKGROUND

The introduction of the Helpline service in December 1988 was to provide a 24 hour 7 day a week service to the Council's Sheltered Housing Schemes through the employment of site wardens supported by a central telephone control unit and a mobile warden service.

The introduction of the Helpline service was highly significant in that for the first time the elderly and disabled, both in the public and private sectors, could receive within the comfort of their own home the assurance and peace of mind of a 24 hour service. The service was originally funded through the Housing Revenue Account (HRA) but following the 'ring fencing' of the HRA in 1991 the service transferred to the Council's General Fund.

From those early beginnings, the Care Centre operation has now become a vital component in the delivery of services to the more vulnerable members of society and currently monitors the safety and well-being of nearly 5,500 clients in and around our district.

4.2 STAFFING RESOURCES

The service provision involves two distinct elements - Care Centre operation and Mobile Scheme Managers.

The Care Centre Operators receive all calls to the service via the Tunstall PNC4 (Piper Network Controller) computer equipment and arrange the dispatch of either Scheme or Mobile Scheme Managers where and when necessary to aid and support clients. Mobile staff provide services in respect of demonstrating, installing and servicing community alarm telephones for new and existing clients as well as routine and emergency visits to clients in the sheltered schemes and private sector subscribers.

To provide a 24 hour a day, 7 day a week, 52 week a year service requires a large and flexible pool of dedicated and committed staffing resources. This is identified as follows:

- **The Care Centre**

The operations centre based at Mowbeck House, Alexandra Road, Grantham is staffed with two operators each day between 6.30am and 10.30pm working an eight hour shift. A supervisor is also present each day during normal office working hours. On the overnight shift, one operator is on duty. Staffing is provided from a pool of 13 operators, all on a mixture of permanent and casual annual hours contracts.

- **Mobile Scheme Managers**

For ease of operation the District is split into north & south areas. Offices are located at Mowbeck House in Grantham and the Essex Road sheltered housing scheme in Stamford. At any given time there are always 2 mobile scheme managers on duty in each of the areas. Staffing is drawn from 20+ people employed as Mobile Scheme Managers. A fleet of six cars is available to facilitate the visiting of residents and clients in and around the district.

There are two Supervisors based at the Care Centre during office hours each day.

All staff are on annual hours contracts. A pool of bank-staff are also available to call on in the event of staffing shortages.

4.3   CHARGES LEVIED

Service charges are calculated having regard for the elements of the service. A special phone (Lifeline handset) is required, which can be rented or purchased. There are two types available – a lifeline or a portal unit.

A Lifeline telephone unit.

A portal telephone unit.
(Unit connects to your own phone)

A monitoring charge is made for the permanent connection to the Care Centre. Separate weekly charges are made for the Mobile Warden Service - this charge includes for personal attendance in the event of an emergency and for a monthly courtesy visit.

SCALE OF CHARGES			
	Weekly Charge	**Quarterly Charge**	**Quarterly Charge (+Vat)**
RENTED LIFELINE			
Monitoring Only	£2.75	£35.75	£42.01
Monitoring and Mobile Warden	£5.00	£65.00	£76.38
RENTED PORTAL UNIT			
Monitoring Only	£2.45	£31.85	£37.42
Monitoring and Mobile Warden	£4.70	£61.10	£71.79
MONITORING OF CALLS ONLY			
Monitoring Only or Daily callout from Control Centre	£1.15	£14.95	£17.57
RESPONSIVE VISIT BY MOBILE WARDEN (in response to emergency situations etc where the nominated contact(s) could not be contacted)			
Charge per visit		£8.50	£9.99

Note :VAT (17.5%) is additional to all charges which are payable by quarterly account, in advance. The end column shows the quarterly charge inclusive of VAT.

4.4 COMPUTER EQUIPMENT AT THE CARE CENTRE

In January 2006, the council approved expenditure of £50,000 to upgrade the Piper Network Controller PNC3 system to that of PNC4. The system is maintained by Tunstall Telecom under the terms of a service contract with a four hour response time in the event of a system failure.

The upgrading of our existing infrastructure to PNC4 will give the Helpline Service and the Care Centre the capacity, hardware and software resources to be able to compete in the rapidly changing environment of supporting older and vulnerable people to remain in their own homes rather than a move to residential care settings.

In July 2005, the Government issued guidance to enable the development of effective plans and strategies to deliver the telecare services required. Numerous initiatives - such as the Adult Social Care Green Paper (2005), the Preventative Technology Grant 2006-2008, Developing a National Framework Agreement for Telecare, the Care Services Improvement Partnership (CSIP) – has lead to £80M nationally in grant funding from April 2006 being allocated to Social Services authorities to pump prime the required processes and changes required as part of this commitment to modernising care services. Locally in Lincolnshire, this grant amounts to £1.2M.

In summary, telecare services are expected to :-

- o Increase choice and independence for service users
- o Contribute to a range of preventative measures
- o Reduce the burden placed on carers
- o Reduce accidents / falls at home
- o Reduce the need for residential / nursing care
- o Reduce acute hospital admissions
- o Support hospital discharge and intermediate care
- o Redirect resources to telecare from elsewhere in the system.

Upgrading to PNC4 has provided the Care Centre with the ability to embrace new telecare business opportunities that will open up as Lincolnshire Social Services, the NHS and other care agencies strive to meet their targets of enabling older and vulnerable people to maintain their independence and their home.

4.5 CLIENT BASE

As At the end of October 2006, the following organisations and individual clients were connected to the Helpline Service. This table demonstrates the wide and diverse business generated by the Care Centre across South Lincolnshire and beyond.

Corporate Client	No. of Connections
South Holland District Council	1203
Lincolnshire Police - DV	5
LCC – Adult Social Services	45
Private Lifeline Subscribers	1438
Advance Housing (various)	77
Grantham Almshouses	39
Brownes Hospital (Stamford)	11
FCH Housing & Care (Grantham)	32
Hanover (Stamford)	63
Jephson (Mablethorpe)	23
Lace Housing (Lincoln)	48
Long Bennington Charities	17
Longhurst HA (Grantham)	38
Metropolitan HA (Grantham)	45
Minster (Stamford)	18
Muir HA (Bourne)	25
Nene HA (various)	168
Nottm Community HA (Grantham)	44
Raglan HA (Barrowby)	40
Ramsey Charities (Cambs)	51
Spalding Townhusbands	44
Burghley Estates (Stamford)	11
Waterloo HA (Grantham)	42
Miscellaneous	29
South Kesteven District Council	1928
TOTAL	**5484**

4.6   COSTS OF PROVIDING THE SERVICE – 2006/7

The costs of providing this discretionary service, together with associated income derived from service charges, are part of the council's General Fund under the responsibility of the Community DSP.

The headline details for the 2006/7 Helpline Service budget are shown in appendix 3 at the end of this report. Again, whilst this table demonstrates the overall financial situation of the Helpline Service, it gives little information as to what lies behind each heading. Hence a more detailed breakdown of costs is shown in appendix 4 that I hope prove useful and informative for Members of the Panel.

As part of the deliberations regarding transfer of the housing stock under LSVT, it was decided that the Helpline Service would also transfer in the event of a positive ballot. In this respect, the Panel will note the level of deficit being carried by the General Fund. If transfer proceeds, a service level agreement will be needed between the council and the new housing association to secure a commitment as regards this level of funding to enable continued provision of the helpline service for the wider community.

4.7   WHAT CHANGES / IMPROVEMENTS ARE PLANNED FOR HELPLINE ?

4.7.1 Telecare Services Association – Code of Practice

As stated earlier in this report, the upgrade to TT PNC4 will provide the Helpline Service and the Care Centre with the capacity, hardware and software resources to be able to compete in a rapidly changing environment of support for vulnerable people.

However, what is increasingly evident in the market place is that the Care Centre will struggle to compete and secure new business unless it can clearly demonstrate and evidence the quality of its service and standards for the operation of Telecare Response Services.

This is backed up by evidence from new tender documents currently in the market and county Supporting People discussions held over the last twelve months indicating that accreditation to the nationally recognised Code of Practice for Response Services will become an essential requirement for providers to acquire and thereby demonstrate the robustness of their service delivery against a wide ranging set of strategic and operational criteria.

It is with this in mind, officers are working toward the Telecare Services Association Code of Practice, that is independently audited to provide a robust framework for Telecare delivery across its end to end process and has been given passport status in England by the Department for Communities and Local Government (DCLG) within the Supporting People quality framework. This means the Helpline service will have the means to demonstrate to the County SP team the quality of its service delivery without having to carry out additional work.

The Code of Practice applies to Telecare Response Services (organisations) of all sizes providing a range of support services. It provides the strategic framework within which quality service providers must operate, outlining the standards to be achieved for the framework and the three distinct business activities that are involved in the process of delivering Telecare Services.

The key areas for each element are :-

- **Strategic Framework**
  o Legislative environment
  o Dignity, choice and empowerment of service users
  o Co-ordination with other services
  o Governance
  o Risk Assessment and management
  o Staffing

- **Part 1 – Calls Handling Operational Requirements**
  o Physical environment
  o Information management
  o Performance management
  o Dealing with Telecare calls
  o Business Continuity plans
  o Configuration and integrity of Response systems

- **Part 2 – Installation Operational Requirements**
  o Physical environment
  o Contract with service users
  o Information management
  o Performance management
  o Dealing with installations
  o Business Continuity plans
  o Equipment management

- **Part 3 – Mobile Response Operational Requirements**
  o Physical environment
  o Needs and Risk Assessments
  o Contract with service users
  o Information management
  o Performance management
  o Dealing with visits
  o Business Continuity plans

The 2006/7 Business and Service Plan for Tenancy Services included provision for the successful acquisition of accreditation to the TSA Code of Practice (all elements), recognising the importance to future viability of the Helpline and Warden Services to provide support and assistance to maintain the independence of Vulnerable People in our district.

Budget provision was secured for 2006/7 to acquire expertise from specialist consultants who would enable officers and managers in the Supported Housing team to work through documentation and procedural requirements to achieve accreditation status. Work has commenced on this project with an estimated completion of March 2007.

It is anticipated the total consultancy and project cost will be £16,000 and an additional £1,400 will acquire a bespoke software package with user licences to manage all future changes to procedural and policy documentation and identify training requirements.

On the downside, it is already evident that changes to processes and procedures will be required to ensure strict compliance with the Code of Practice. In particular, it is essential call handling response times meet the PI targets set by the TSA. To ensure the Care Centre can comply will mean strengthening and increasing staffing at key, busy times of the week where we have already identified a problem exists.

In addition, the administrative workload to achieve compliance will undoubtedly require enhancing to meet the onerous requirements on providers to demonstrate the quality aspects of the service. As yet, this element has not been properly evaluated but could mean the recruitment of one additional member of staff.

4.7.2 Supporting People

As mentioned earlier in this report, the Supporting People sectorial review of Older People's services could well impact on the provision of services provided by the council and any changes could have repercussions for the Helpline service. It is too early to form any view on this at the moment and all we can do is await the outcome of the review and participate in the consultation period that will inevitably follow. Early discussions have been held with tenant compact representatives and staffing groups to "flag" the issues and ensure that every opportunity is taken to keep all concerned up to date and aware of issues as they develop.

5.   CONCLUSION/SUMMARY

It is intended for this report and appendices to have given members of the Panel an insight into the service provision and delivery of two important council services aimed at improving the lives of the most vulnerable people in the district.

6.   CONTACT OFFICER

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**SPECIAL SUPERVISION AND MANAGEMENT
SHELTERED HOUSING SCHEMES**

	Detail	2005/2006 Estimate Base	2005/2006 Projected Outturn	2006/2007 Estimate Base	2007/2008 Indicative Base
		£'000	£'000	£'000	£'000
	EXPENDITURE				
1	Employees	507	504	518	534
2	Premises	238	200	215	217
3	Transport	12	10	14	14
4	Supplies and Services	507	511	534	548
5	Support Services	162	165	161	153
		1,426	1,390	1,442	1,466
	INCOME				
6	Service Charges	1,017	1,273	1,247	1,223
7	Anticipated Additional Supporting People Grant	201	-	-	-
8	Other Income	29	26	26	26
		1,247	1,299	1,273	1,249
9	**NET SERVICE COST**	179	91	169	217

**SHELTERED HOUSING SCHEMES
2006/7 DETAILED BUDGET BREAKDOWN**

Details	2006/7 Budget	Comments on Budget
Salaries	496,624	22 Scheme managers, maintaining 20 SP contracts + scheme cleaners
Misc Payments	1,500	Casual staff
Other Staff expenses	3,350	
Misc Costs	6,500	Office telephones and accommodation
Training + other costs	10,550	
Employees expenditure	**518,524**	
General Maintenance	28,500	Communal areas
Engineering inspections scheme	1,320	
Fire Alarms	35,000	Linked to Care Centre for 24/7 cover
Lifts	15,000	Service costs + repairs
Electricity	52,040	Communal areas
Gas	19,429	Communal areas
NNDR	140	
Water charges	35,600	Communal areas + residents acomm. In the larger complex type schemes, costs are re-charged to residents.
Floor coverings	4,000	Communal areas
Window coverings	4,000	Communal areas
Cleaning materials	7,000	Communal areas
Window cleaning	9,000	Communal areas
Premise insurance	3,820	
Premises related expenditure	**214,849**	
Cars	11,680	Pool fleet for SM's covering multiple sites
Business travel	2,000	SM's using own vehicles
Transport related expenditure	**13,680**	
Misc equipment & Repairs	15,000	Laundry equipment – new & repairs
Furniture	6,000	Communal areas

Misc Materials	2,000	
Protective clothing	1,000	Staff
Pest control fees	400	
Refuse collection fees	4,100	Larger complex type schemes
New IT Equipment	6,000	PC's for scheme managers
Mobiles - out of hours cover	111,000	4 staff on duty 24/7 – provide visits to cover SM's on holiday / sick & evenings / weekends to those residents "at risk".
Provision of Care Centre Service	333,000	24/7 support from Care Centre in Grantham
Intercom Service Costs	34,000	Annual service contract for maintaining intercoms in sheltered schemes.
Telephones - direct	2,000	Telephone communication from schemes to Care Centre
Telephones -mobiles/pagers	6,000	For scheme managers use
Public telephones	500	
Insurances	6,140	
Licences	700	Concessionary TV licences
Compensation	200	
Health & safety	5,910	Scheme Inspections
Supplies and Services expenditure	**534,150**	
Management & Admin - Support Services	**160,798**	Support services – tenancy services, HR, finance, paymaster, legal + Supported Housing supervisory / management costs
Misc. Sundry goods	(400)	
Warden service charges	(1,247,000)	Supporting People grant (residents on HB) + service charges from "self-funders"
Water charges	(20,500)	From residents in larger complex type schemes
TV licences - pooled costs gopd scheme	(700)	TV licences
Room hire and lettings - pooled costs gopd scheme	(1,800)	Hire of guest bedrooms
Recharges of costs - pooled costs gopd scheme	(2,760)	From SM's who reside on site – heat / light etc
Total Income	**(1,273,160)**	
Total Expenditure	**1,442,001**	
Service Cost to HRA	**168,841**	

APPENDIX 3

**COMMUNITY DEVELOPMENT AND SCRUTINY PANEL
HELPLINE**

	Detail	2005/2006 Estimate Base	2005/2006 Projected Outturn	2006/2007 Estimate Base	2007/2008 Indicative Base
		£'000	£'000	£'000	£'000
	EXPENDITURE				
1	Employees	606	612	631	649
2	Premises	14	15	16	16
3	Transport	26	28	27	27
4	Supplies and Services	95	91	93	93
5	Support Services	138	160	135	130
		879	906	902	915
	INCOME				
6	Customer and Client Receipts	363	779	803	828
7	Recharge to Housing Revenue Account	430	-	-	-
		793	779	803	828
8	**NET SERVICE COST**	86	127	99	87

HELPLINE
2006/7 DETAILED BUDGET BREAKDOWN

Details	2006/7 Budget	Comments on Budget
Salaries (care centre)	171,077	Staffing as per page 10
Salaries (mobile wardens)	441,656	Staffing as per page 10
Other employee exp & allowances	8,590	
Training costs	9,290	
Employees expenditure	**630,613**	
Gen maintenance of building	750	
Electricity	415	
Gas	254	
Notional rents (Mowbeck)	10,550	Mowbeck House
Rent payments	2,600	Essex Road office
Business rates	950	
Premises expenditure	**15,519**	
Cars	25,750	Pool car fleet for mobile staff
Pool cars	200	
Vehicle hire	100	
Public transport costs	100	
Business travel (claims)	500	
Travel expenses	600	
Transport expenditure	**27,250**	
Office equipment	250	
Photocopiers	2,000	
Purchase of lifeline telephones & other telecare equipment	30,000	Acquisition of new lifeline telephone units for rental / sale
Office furniture	2,000	
Materials	500	
Catering provisions	50	
Uniforms	1,500	Staff
Printing charges	3,000	Advertising literature & brochures
Pooled photocopiers	250	
Lifeline equipment	31,000	Cost of service contract to maintain 24/7 service at Care Centre (PNC, voice recorder, DR service & maintaining lifeline stock

Postages	500	
Telephones (recharge)	4,010	Mowbeck House internal telephones
Telephones (direct lines)	7,500	8 x PNC telephones lines at the Care Centre
Telephones (mobiles/pagers)	2,000	For mobiles use
Fax machines	400	
Subscriptions	1,000	Telecare Services Association
Advertising	2,000	Marketing costs
Insurance premium	4,480	
Licenses	260	
Supplies and Services expenditure	**92,710**	
Accountancy	16,610	
Collection and enforcement	14,110	Costs of issuing accounts to Subscribers
Human Resources	22,290	
Paymaster	3,870	
Supported Housing	78,250	Supervisory & management
Support Services expenditure	**135,130**	
Income		
Lifeline – rental charges	(162,000)	
Lifeline - monitoring charges	(593,000)	
Miscellaneous charges	(13,000)	Out of Hours work for Tenancy Services & Environmental Health
Contributions from other LA's	(34,750)	Gershon saving
Total Income	**(802,750)**	
Net Service Cost	**98,522**	

Resources Development & Scrutiny Panel Briefing Paper – Dial-a-Ride
Resources Development & Scrutiny Panel of 23rd November 2006

Dial-a-Ride Performance Report (April '05 to March '06)
The purpose of this report is to evaluate Lincolnshire Dial-a-Ride's performance for the period 05/06 and bring to the Resource DSP's attention the latest partnership developments.

Overview
Dial-a-Ride is a countywide service providing door-to-door transport for those who are unable to use or who find it difficult to use public transport such as the elderly, disabled and vulnerable people or those who find themselves to be socially isolated. Dial-a-Ride offers more than just a taxi service, with all its drivers trained in both first aid and in the assistance of those with mobility problems.
Each district within the county is responsible for running its own scheme in conjunction with the County Council. Three minibuses, one based in Grantham, one in Stamford and the other in Bourne, provide the service in the South Kesteven area.

The service operates between 08:30am and 5:30pm from Mondays to Fridays and journeys can be made anywhere in Lincolnshire. Membership is £5.00 for 3 years for single members, £7.50 for family membership for 3 years or £5.00 per year for group membership.

Performance
The table below details the performance of the individual buses operated by Dial-a-Ride. SKDC buses are highlighted.

Dial-a-Ride's Performance from April '05 to March '06							
2005 - 2006	No of Passengers	No of Return journeys	No of Wheelchairs	Mileage	Mileage - travel 'to' and 'from'	Fare Revenue	Av. miles travelled per passenger
Skegness	3200	1600.0	875	20593	-	£4,829.95	12.9
Grantham	4803	2401.5	336	24566	24566	£5,190.20	10.2
Skegness 2	2162	1081.0	651	25771	-	£3,078.20	23.8
Bourne	3259	1629.5	443	27621	23121	£5,281.20	14.2
Alford & Mablethorpe	2375	1187.5	489	29815	-	£3,597.40	25.1
West Elloe	3547	1773.5	439	30748	-	£5,109.05	17.3
Gainsborough	3524	1762.0	502	31252	-	£5,264.70	17.7
Sleaford	4601	2300.5	296	32180	-	£7,041.65	14.0
Louth	2265	1132.5	525	34174	-	£3,498.29	30.2
East Elloe	2563	1281.5	411	37044	34544	£5,394.64	27.0
Market Rasen	2465	1232.5	394	38725	-	£4,388.90	31.4
Stamford	2650	1325.0	200	39507	29507	£3,503.74	22.3
Cliff Villages	3241	1620.5	208	39745	-	£5,500.80	24.5
Horncastle	1653	826.5	261	39906	-	£4,663.70	48.3

The table indicates the number of persons using Dial-a-Ride services throughout Lincolnshire for the period April '05 to March '06, it also details the number of persons using the service who are confined to a wheelchair.

The original figures submitted have since been revised to take into account a number of considerations that have now emerged. The figure showing the number of passengers using the service has been halved to show the number of return journeys made, as previously it did not take into account return journeys and thus was double counting passengers. Also the figures for Bourne and Stamford's mileage has now been changed to take into account the distance each bus must travel 'to' and 'from' their respective depots to their service areas. For the Bourne

service, this is the distance from the TransLinc depot in Spalding to Bourne, and for the Stamford service, it is the distance between the TransLinc depot in Grantham and Stamford. Without this amendment, the mileages for the services would look grossly inflated and would suggest a much higher average distance travelled per passenger than was actually occurring.

The results show South Kesteven's Dial-a-Ride services have been extremely popular, with a total of 5,356 return trips being made (10,712 journeys in total) by the service during the period April '05 to March '06, and with Grantham's bus topping the table as the most used service.

However, looking at the figures it is evident there are major deviations between services. The Grantham and Bourne services both have a low mileage, low average miles travelled per passenger and a relatively high fare revenue. Whereas the Stamford service has a higher mileage, high average miles travelled per passenger and relatively low fare revenue.

After researching the issue, it is our opinion that the difference in figures for the Stamford service and the other SKDC services are created by the geographic location of Stamford in relation to the District and the service not offering a route into Peterborough.

A study conducted by the Dial-a-Ride Manager shows the 'staple journey' provided by Dial-a-Ride is the weekly shop. By 'staple', we mean most frequent and most profitable. The weekly shop provides this due to its regularity and the numbers of people wanting to make similar journeys on the same day. The more persons occupying a bus on any given journey, the better the economies of scale realised.

It is widely believed that most people (and especially those who fall into the category of elderly, disabled and/or vulnerable) do not want to travel a great distance to purchase their household goods, say a maximum of 10km. For Grantham and Bourne, this works out well as they lie in the middle of the District that is entirely covered by Dial-a-Ride. Stamford however, sits on the southwestern tip of the district very close to the border with Rutland, East Northamptonshire and Peterborough. If we draw a 10km radius around Stamford (please see diagram attached) we can see that more than 50% of the area falls outside of the District and therefore outside Lincolnshire, which is not covered by the Dial-a-Ride service.

The Lincolnshire Dial-a-Ride service can still transport persons from Stamford and the surrounding area to anywhere in the county, but because of it's the location the target audience for Stamford Dial-a-Ride's 'staple journey' or the weekly shopping trip is greatly reduced. A further issue regarding the service's 'staple journey' is Stamford's close proximity to Peterborough. With Stamford being so close to such a major conurbation, many residents prefer to shop in the city because of the additional choice available, this however excludes them from using the Dial-a-Ride service and therefore has had a negative effect on its demand.

We therefore can argue that the Stamford Dial-a-Ride service has fewer people requesting it due to its inability to convey passengers into Peterborough and because of its geographic location. In addition, those who do request the service will generally wish to travel a lot further than if they were simply doing their weekly shop. These journey's tend to be more specific to an individual (i.e. visiting a friend or attending an appointment), and therefore when they do take place will largely be under capacity and costly, with many spare seats. It has also come to our attention that due to the lower levels of demand on the Stamford service, the bus is often used to support the Bourne and Grantham services, covering their more specialised journeys leaving the Grantham and Bourne buses to concentrate on the 'staple shopping runs'. This could in part be an explanation as to why the Bourne and Grantham's service looks so healthy.

In addition to these findings it has been observed that some of the figures showing 'Fare Revenues' do not always reflect the findings of other figures shown, for instance services carrying similar numbers of passengers over similar mileage distance are not always realising similar fare revenues. This could be caused by the sliding scale on which charges for Dial-a-Ride operates. (please see table below) If two services have the same number of passengers travelling on them over a given period but very different fare revenues it could indicate that passengers on one of the services tend to travel further than those on the other, at a greater charge, thus generating more revenue. This fact should then be validated by the individual services mileage figures, with one service having a larger figure than the other.

Dial-a-Ride Charges Breakdown				
Miles travelled	Single Journey	Revenue per Mile	Return Journey	Revenue per Mile
2	£1.40	£0.70	£2.20	0.55
3	£1.80	£0.60	£2.70	0.45
4	£2.20	£0.55	£3.30	0.41
5	£2.60	£0.52	£3.90	0.39
6	£3.00	£0.50	£4.50	0.38
7	£3.40	£0.49	£5.10	0.36
8	£3.80	£0.48	£5.70	0.36
9	£4.20	£0.47	£6.30	0.35
10	£4.60	£0.46	£6.90	0.35
11	£4.90	£0.45	£7.50	0.34
12	£5.20	£0.43	£8.10	0.34
13	£5.50	£0.42	£8.70	0.33
14	£5.80	£0.41	£9.30	0.33
15	£6.10	£0.41	£9.90	0.33
16	£6.40	£0.40	£10.50	0.33
17	£6.70	£0.39	£11.10	0.33
18	£7.00	£0.39	£11.70	0.33
19	£7.30	£0.38	£12.30	0.32
20	£7.60	£0.38	£12.90	0.32

NB. Additional mileage above 10 miles is charged at £0.30/Mile.

For clarification on this matter, a request was made on 1st November 2006 to TransLinc, the company who operate the Dial-a-Ride service on the partnership's behalf, to investigate the matter further and to produce a more detailed breakdown of fare revenues in order to identify how these figures were arrived at.

Partnership Developments

All South Kesteven vehicles' operational mileages have been extended from 15,000 to 25,000 along with other districts, in order to minimise additional mileage reconciliations at the end of each year.

Further to reporting the Dial-a-Ride partnerships success for the period April '05 to March '06, the partnership manager has requested that partners re-confirm their intention to support the initiative up until 31st March 2008, as previously agreed when the partnership was established. The current partnership agreement allows any member to withdraw support for the Dial-a-Ride services on 31st March of any year providing six months notice has been given.

Financial Implications

The total cost of providing the service throughout South Kestven is £90,900 plus £5,466 of additional mileage claims reconciled in May '05. South Kesteven's contribution to these running costs is £45,450 plus £2,733 of additional mileage claims, exactly half of the overall cost. Lincolnshire County Council covers the remaining half of the cost for providing the Dial-a-Ride service.

The District council currently has £26,940 left in its budget for the delivery of this service, with an allocation of £32,000 in next year's budget. The cost of the service in the next budgetary period is estimated at £48,000 plus additional mileage claims to be reconciled in May '08.

South Kesteven's Current Budgetary Position:

Period	Budget Remaining	Anticipated Cost	Budget Deficit
2005/2006	£26,940	£48,183	-£21,243
2006/2007	£32,000	£52,000	-£20,000

Reasons

In the past, the Lincolnshire Dial-a-Ride scheme was part funded by The Countryside Agency, with SKDC's contribution being £32,000 per annum. With funding from The Countryside Agency withdrawn, it was decided, that the Dial-a-Ride scheme should continue at an adjusted cost to partners as stipulated in the initial bid for funding's exit strategy. Costings were calculated by the partnership, taking into account the loss of CA funding and a new sum of £45,450 per annum was agreed for SKDC. Additional excess mileage claims are reconciled in May of each year, the amount payable for this year is £2,733.

In previous years, Dial-a-Ride's budgetary responsibility fell to Property Services under a transport heading. In 2005 it was transferred to Economic Development to overcome Priority problems with access to services, and with rural concerns also being a consideration. During the handover from Property Services, funding changes to the scheme were overlooked and resulted with the Dial-a-Ride Scheme being under budgeted for periods 05/06 and 06/07.

Conclusions / Recommendations

The Resource DSP is requested to approve payment in full of Dial-a-Ride services for the period 06/07 and to revise the budget allocation for 07/08 to account for the new cost structure.

In addition, it is recommended that a request be made to the Dial-a-Ride partnership to investigate fare revenue figures and to revisit the way Dial-a-Ride services are provided throughout South Kesteven, with particular emphasis put on Stamford. The Resource DSP are encouraged to ask the Partnership to research the potential of implementing an allocated 'Shopping Day' for services to encourage better use of bus capacity. Also to investigate the possibility of offering out of county journeys on a particular day each month, and to look into storing the Stamford bus closer to Stamford in order to minimise excess mileages.

S151 Comments

Members will be aware that funding of rural routes was designated a category z service and an anticipated annual saving of £36,000 was predicted. However whilst funding was been withdrawn from the Welland Rural Transport Partnership budget provision has continued to be allocated to both Dial-a-Ride and the Lincs Rural Transport Partnership for 2006/07, 2007/08 for the following amounts:

Dial-a-Ride   £32,000
Welland Rural   £2,500

There are two issues that require consideration. The first is that there is insufficient budget in the current financial year and next year to meet the costs the Council is incurring with respect to Dial-a-Ride which is now forecast to incur an overspend of £20,000. The second point is that, as the service is not contributing to the z savings of the Authority then there will be a shortfall in the anticipated total savings that were identified for re-investment into priority services. Consideration should be given to either withdrawing our support from these schemes at the earliest opportunity or, alternatively, re-categorising the service from the current z service.

Monitoring Officer Comments

If the partnership agreement requires 6 months notice to terminate on the 31st March in any year, it is not an option to terminate for this current financial year or the following year as 5 months only remain up to the 31st March 2007. To terminate the agreement in March 2008, notice should be given as soon as possible to satisfy the 6 month notice period required.
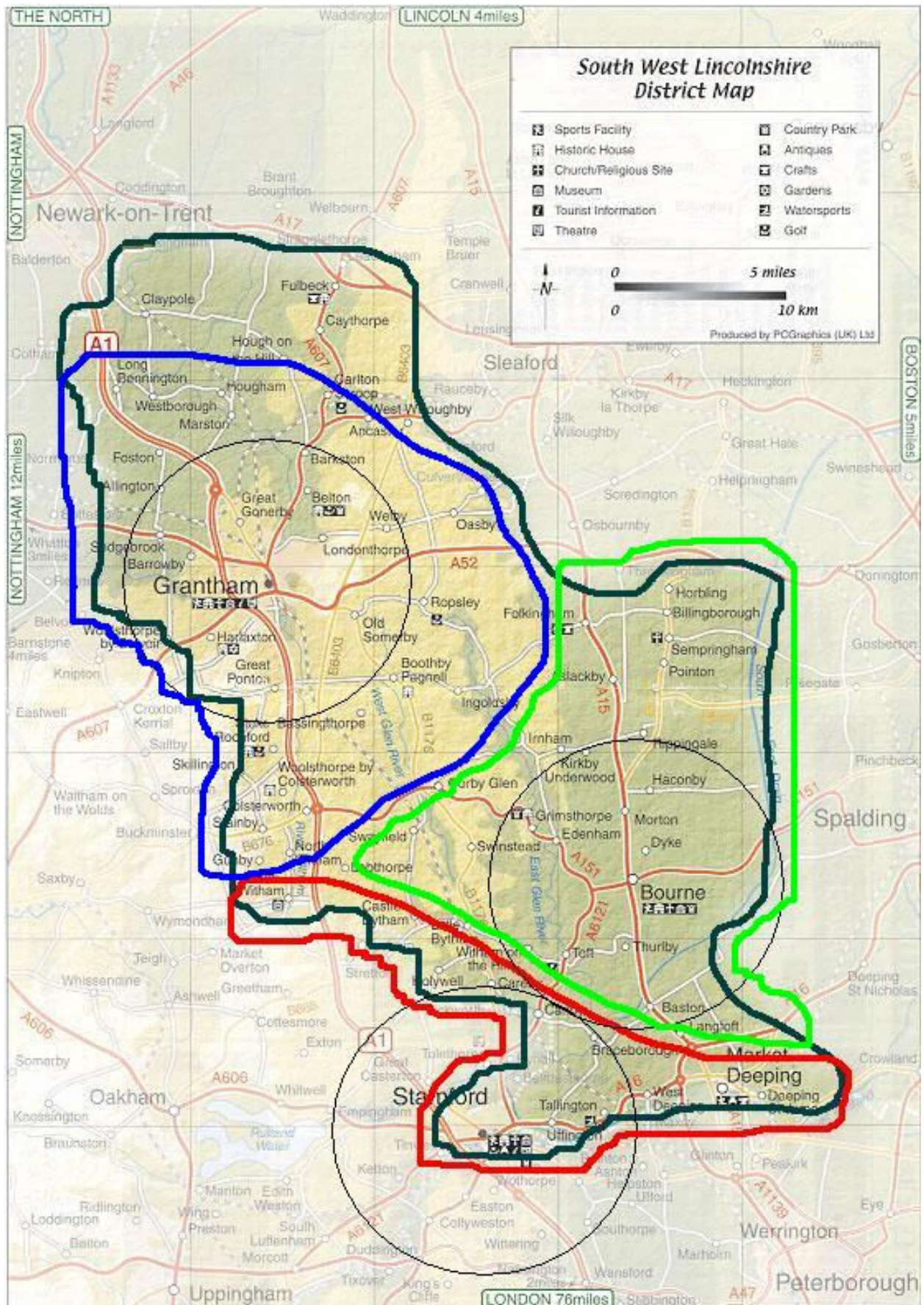
Contact Officer:
Neil Carrington (Economic Development Officer)
Tel. 01476 406358
Email. n.carrington@southkesteven.gov.uk

Appendix 1

Dial-a-Ride service centres and target areas for 'Staple Shopping Journey'.

Resources 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.

IND Type = C - Cumulative/% - Percentage/ CA - Cumulative Average/N - Number/A - Average

Reporting = blank - Monthly/Q - Quarterly/Y - Yearly/H - Half yearly (Sept)

PI	SKDC Priority Area and PI Description	Lead Officer	IND Type	Reporting	2005/06 SKDC Outturn	2004/05 Upper Quartile	2006/ 2007 SKDC Target	April	May	June	July	August	September	Are We Improv-ing Yr on Yr?	2007/ 2008 SKDC Targets	2008/ 2009 SKDC Targets
	USE OF RESOURCES Priority A															
BVPI 9	Council Tax collected	Craig Scott	C		98.30%	98.3%	**98.60%**	10.56%	20.89%	30.34%	39.8%	49.27%	**58.77%**	**N**	98.70%	98.80%
SK90	% of CT payers paying by direct debit/self serve	Craig Scott	C		66.30%	N/A	**70%**	69.91%	70.69%	71.65%	69%	72.29%	**72.56%**	**Y**	71%	72%
BVPI 10	NDR collected	Jeanette Strutt	C		98.90%	99.10%	**99.0%**	12.20%	23.78%	33.07%	41.89%	50.97%	**59.80%**	**Y**	99.1%	99.2%
BVPI 12	Days sick per member of staff	Joyce Slater	CA		8.10	8.40	**8**	6.24	6.77	6.53	6.17	6.13	**6.13**	**Y**	7.9	7.8
SK113	% of large projects delievered on time and within budget	Sally Marshall (lead)	%		N/A	N/A	**80%**	n/a	n/a	n/a	N/A	N/A	**N/A**	**n/a**	80%	90%
SK114	% availability of core ICT systems during core working hours	Andy Nix	CA		95%	N/A	**96%**	n/a	98.5%	98.75%	98.75%	99.00%	**99.00%**	**n/a**	97%	97.5%
SK117	% of "Z" savings achieved	Richard Wyles	%		N/A	N/A	**tbc**	n/a	n/a	n/a	34%	54%	**54%**	**n/a**	tbc	tbc
SK118	Use of Resources - Assessment Score	Sally Marshall (lead)	N	Y	N/A	N/A	**Level 2**							**n/a**	Level 2	Level 3
SK119	% of Gershon targets achieved	Richard Wyles	C	Q	N/A	N/A	**100%**			n/a				**n/a**	100%	100%

Resources 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.

IND Type = C - Cumulative/% - Percentage/ CA - Cumulative Average/N - Number/A - Average

Reporting = blank - Monthly/Q - Quarterly/Y - Yearly/H - Half yearly (Sept)

	OTHER BVPIS - CORPORATE HEALTH BASED															
BVPI 8	Invoices paid on time	Sally Dalby	C		98.30%	95.90%	99.5%	100%	99.8%	99.56%	99.26%	99.35%	99.32%	Y	99.5%	99.5%
BVPI 15	Ill health retirements / staff	Joyce Slater	C		0.20%	0.1%	0.30%	0%	0%	0	1%	1%	0.41%	N	0.30%	0.30%
SK110	Number of FTE staff employed by SKDC	Joyce Slater	N		547	N/A	545	550	553	548	544	544	547	Y	545	545
SK111	% Turnover of leavers from SKDC in year	Joyce Slater	C		6%	N/A	10%	17%	11%	11%	8.42%	8.58%	8.02%	n/a	10%	10%
SK112	% of elected members that have attended SKDC elected member training & development programme events	Joyce Slater	C	Q	N/A	N/A	90%			32.7%			32.7%	n/a	90%	90%
SK115	Number of Staff satisfaction survey's done using the Opinionmeter	Ellen Breur	C	H	N/A	N/A	1						N/a	n/a	2	2
SK116	% Performance & Development Reviews completed	Joyce Slater	C		N/A	N/A	100%	n/a	9%	10%	11%	20%	39%	n/a	100%	100%

DEVELOPMENT AND SCRUTINY PANELS (DSPs)
WORK PROGRAMME 2006/7

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.

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 full DSP can consider this item before the key decision is due to be taken (unless a special meeting is called). 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 within the current timetable of meetings for the DSPs to consider every single Cabinet or Cabinet Member decision. Scrutiny members are therefore encouraged to read this Work Programme and bring forward items for consideration where they think that an item should be considered by the DSP.

RESOURCES DSP			
ISSUES FOR CONSIDERATION	Date item appeared on Forward Plan	DATE OF KEY DECISION (IF APPROPRIATE)	DSP MEETING
LSVT – financial aspects		Ongoing	Ongoing
Internal Audit		N/a	Ongoing
Budget Monitoring		N/a	review quarterly
Service Planning: Gateway Reviews		Jan/Feb 2007	Gateway 2 15.11.06 Gateway 3 tba

Scrutiny Work Programme November 2006

Agenda Item 20

DEVELOPMENT AND SCRUTINY PANELS (DSPs)
WORK PROGRAMME 2006/7

Gateway Reviews Process: Scrutinise progress		Jan/Feb 2007	23.11.06
Supported Housing Resources/Budgets	N/a	N/a	23.11.06
Use of Resources Action Plan	N/a	N/a	23.11.06
Corporate Governance/Internal control	N/a	N/a	23.11.06
Discretionary rate relief	N/a	N/a	23.11.06
Entrenching efficiency	N/a	N/a	23.11.06
Travel concessions	N/a	N/a	23.11.06
Fees and charges		Not before November 2006	23.11.06
Treasury Management Strategy		Not before November 2006	TBA
Capital Programme – to scrutinise Cabinet reports	N/a	N/a	23.11.06
Dial a ride	N/a	N/a	23.11.06
Post scrutiny of pensions policy	N/a	N/a	18.01.07
Financial spend on management restructure (provisional)	N/a	N/a	18.01.07
Grantham Masterplan – potential financial issues	N/a	N/a	18.01.07
Operation of Arts Centres – maximum subsidy per council tax payer		N/a	Portfolio holder to be invited to future meeting
Staff employment statistics		N/a	To receive quarterly reports

Scrutiny Work Programme November 2006