

AGENDA



For a meeting of the
SCRUTINY COMMITTEE
to be held on
TUESDAY, 28 AUGUST 2012
at
10.00 AM
in the
WITHAM ROOM, COUNCIL OFFICES, ST PETER'S HILL, GRANTHAM, NG31 6PZ
Beverly Agass, Chief Executive

Committee Members:	Councillor Paul Cosham, Councillor Alan Davidson, Councillor Reginald Howard (Chairman), Councillor Mrs Rosemary Kaberry-Brown, Councillor Michael King, Councillor David Nalson, Councillor Helen Powell, Councillor Bob Russell, Councillor Bob Sampson, Councillor Mrs Judy Smith (Vice-Chairman) and Councillor Frank Turner	
Scrutiny Support Officer:	Jo Toomey	Tel: 01476 40 61 52 E-mail: j.toomey@southkesteven.gov.uk

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

1. COMMENTS FROM MEMBERS OF THE PUBLIC

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

2. MEMBERSHIP

The Committee to be notified of any substitute members.

3. APOLOGIES

4. DISCLOSURE OF INTERESTS

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

5. ACTION NOTES - 12 JUNE 2012 AND 11 JULY 2012

(Enclosure)

6. UPDATES FROM PREVIOUS MEETING

- Wind energy supplementary planning document
- Procurement Lincolnshire
- CCTV

7. FEEDBACK FROM THE EXECUTIVE

8. STAMFORD AND RUTLAND HOSPITAL CLINICAL STRATEGY

(Enclosure)

9. PROCUREMENT LINCOLNSHIRE

Procurement Lincolnshire Annual Report 2011/12

(Enclosure)

10. QUARTER 1 PERFORMANCE REPORT

Report number PPMO2.

(Enclosure)

11. DRAFT SCRUTINY COMMITTEE ANNUAL REPORT 2011/12

The Committee will consider its draft annual report for 2011/12.

(Enclosure)

12. REPORTS FROM WORKING GROUPS

13. WORK PROGRAMME

14. REPRESENTATIVES ON OUTSIDE BODIES

15. ANY OTHER BUSINESS, WHICH THE CHAIRMAN, BY REASONS OF SPECIAL CIRCUMSTANCES, DECIDES IS URGENT

ACTION NOTES

SCRUTINY COMMITTEE
TUESDAY, 12 JUNE 2012



COMMITTEE MEMBERS PRESENT

Councillor Alan Davidson
Councillor Reginald Howard (Chairman)
Councillor Michael King
Councillor David Nalson
Councillor Helen Powell

Councillor Bob Russell
Councillor Bob Sampson
Councillor Mrs Judy Smith (Vice-Chairman)
Councillor Ian Stokes

OFFICERS

Head of Legal and Democratic Services (Lucy Youles)
Head of Development and Growth (Mark Williets)
Head of People, Projects and Performance (Sue Griffiths)
Service Manager – Community Safety and Licensing (Mark Jones)
Performance Management Officer (Sam Selby)
Principal Democracy Officer (Jo Toomey)
Community Engagement and Policy Development Officer (Carol Drury)

1. COMMENTS FROM MEMBERS OF THE PUBLIC

A question was put by a member of the public:

“What is the policy of the SKDC Scrutiny Committee towards the development of Wind Turbine energy production in the South Kesteven District Council area?”

As leaders within the SKDC Council are you prepared to review the circumstances surrounding the possible proliferation of wind turbines in South Kesteven? It would appear that localism and harm to the environment are being disregarded.

The question is, by design, of a general nature and not specific to a single application.”

The Council's Local Plan document included a policy on renewable energy (EN3), which provided the framework on which any decisions made by SKDC's Development Control Committee were based. Any application was considered

on its own merits and in the context of other planning policy principles, including those relating to the protection and enhancement of the character of the local area. There was also guidance in the National Planning Policy Framework and regional guidance.

Lincolnshire County Council had agreed a policy document on what it considered appropriate parameters and restrictions for the development of wind farms. It was noted that Lincolnshire County Council had no powers in respect of planning. National guidance from the Department of Communities and Local Government stated that renewable energy targets should not be a justification for the development of wind farms in inappropriate places. It also indicated that policies should be in place to ensure any adverse impacts were mitigated.

The Council was in the early stages of producing a supplementary planning document on wind farms. When it had been through the complete process for formal adoption as a supplementary planning document, it would take greater precedence in determining local applications than the national framework. Consultants had been commissioned to produce the document because there was not capacity in-house to complete the piece of work in the required time.

Informal consultation with interested parties was underway. Councillors reported that parish councils on which they sat had not received any consultation documentation. Concerns were expressed because the deadline for replies was Friday 15 June 2012. Feedback from the informal consultation would form the basis of the draft document, which would be presented to the Cabinet on 6 August 2012 recommending the content and seeking approval for formal consultation.

It was suggested that the procedure for the production of wind farm supplementary planning document be added to the PDG's work programme. This was agreed this would be discussed as part of the work plan item on the agenda

Action Point:

Consider scrutiny of the procedure for the production of the wind farm supplementary planning document as a work plan item.

Recommendation:

The process to adopt a wind farm supplementary planning document should not continue until all parish councils have been given the opportunity to participate in consultation.

2. MEMBERSHIP

The Committee was notified that Councillor Ian Stokes was substituting for Councillor Mrs Kaberry-Brown for this meeting only.

3. APOLOGIES

Apologies for absence were received from Councillors Cosham and Turner.

4. DECLARATIONS OF INTEREST

Councillor Russell declared a personal interest in discussions about renewable energy under agenda item 1, (comments from members of the public) as his son worked for a renewable energy supplier.

Councillor Sampson declared a personal interest in respect of discussions relating to parish councils under agenda item 1 because his wife had just been appointed as chairman of a parish council.

5. ACTION NOTES FROM THE MEETING HELD ON 10 APRIL 2012

The action notes of the meeting held on 10 April 2012 were agreed as a correct record subject to the following amendments:

- Pg 8, action point should read: *“That the Committee considers a piece of work on the relationship between Portfolio Holders, senior/chief officers and Policy Development Groups as part of its work programme for 2012/13.”*
- Pg 8, question 8 should read: *“What industrial or employment sectors is the Council concentrating on?”*

6. UPDATES FROM PREVIOUS MEETING

The Committee reviewed the session during which it questioned the Economic Development Portfolio Holder. A list of the portfolio holder’s responsibilities was circulated with the agenda. Based on the session, the Committee expressed some concerns about the workload of portfolio holders. There was brief discussion on how the performance and effectiveness of portfolio holders was measured. It was acknowledged that broader performance was recorded through performance against the Council’s priorities.

7. 2011/12 YEAR END PERFORMANCE REPORT

Report number PPMO01 was presented to the Committee. The report included a summary of measures that had met or exceeded their targets and highlighted measures that had not performed so well. The direction of travel was also indicated. Some of the indicators included in the report did not have data for 2011/12 because the indicator was either new for the current year or there had been changes to the way in which they were calculated.

21 measures had exceeded their targets, 6 measures did not achieve their targets but were within acceptable tolerances and 5 did not meet their targets.

Officers explained the process for setting targets. Heads of service worked with service managers to produce stretching targets which were based on previous years' performance. Additional performance indicators which measured services' performance were included in service plans.

Discussion ensued on whether targets should be adjusted if they had not been achieved. When indicators related directly to the Council's priorities it was felt that challenging targets could be retained, however when performance was influenced by other factors (for example the impact of the economic market on delivering affordable housing), it might be more appropriate to adjust the target.

Where targets were not met, improvement plans were produced.

The Committee noted in particular, the indicators which related to: long-term sickness absence, fly-tipping, ticket sales for live events, market occupancy in Grantham and the collection of non-domestic rates.

Scrutiny Committee members could have an opportunity to feed into performance targets through their performance management role and any reviews conducted.

11:23-11:38 The meeting was adjourned

8. PROCUREMENT LINCOLNSHIRE

Report number SD33 by the Strategic Director, Corporate Focus summarised responses to the Committee's review of Procurement Lincolnshire, was considered. The Committee was not clear whether the comments in the report were from Procurement Lincolnshire, one of the management boards or a combination thereof. It was confirmed that the Strategic Director sat as an officer on the Procurement Advisory Board and the report had been made in that capacity.

The following points were noted:

- The Scrutiny report was produced by the Committee at the culmination of several months' work.
- Councillors did not feel the report had been taken in the spirit in which it was intended – to help and support Procurement Lincolnshire rather than to criticise
- National indicator 179 and its definition by the Department of Communities and Local Government
- Following the removal of the Lincolnshire Finance Officer's Group as a governing body for Procurement Lincolnshire, its governance structure was unclear
- Savings against contracts procured through Procurement Lincolnshire would plateau; the Committee's report suggested other opportunities

through which Procurement Lincolnshire could demonstrate its effectiveness when that occurred

It was suggested that representatives from each of the Procurement Lincolnshire boards (the Procurement Advisory Board and the Strategic Board) be invited to a future meeting of the committee to respond directly to the recommendations. This was agreed.

Action Point:

Establish and inform members of the Procurement Lincolnshire governance structure and invite representatives from Procurement Lincolnshire's Procurement Advisory Board and the Strategic Board to a future meeting of the Committee to directly respond to the recommendations made in the Committee's review.

9. WORK PROGRAMME

The Committee was introduced to the Community Engagement and Policy Development Officer, who would have a role supporting the Scrutiny Committee and the policy development groups.

A list of topics that the Committee had previously suggested it would like to consider was circulated. Councillors added to the list during discussions:

- Defibrillator and first aid provision
- Hospital provision in South Kesteven (a special meeting had been scheduled for 11 July 2012 to consider recent media reports in respect of Grantham hospital)
- Housing policy and the impact of the Localism Act (phased investigation starting with the refinancing of the Housing Revenue Account – use of any surplus)
- Grantham Area Action Plan and Site Allocation Development Plan Document
- Planning obligations and Community Infrastructure Levy
- Changes to policing arrangements as a result of the Police Reform and Social Responsibility Act
- CCTV provision
- Improving Broadband in rural areas (already under consideration by the Communities PDG)
- Procurement Lincolnshire
- Relationship between Portfolio Holders, officers and PDGs, including helping Portfolio Holders work more effectively
- Wind farm Development Plan Document
- Skills agenda for young people
- Portfolio holder question and answer sessions (to be programmed over the next 18 months to 2 years)

It was suggested that priority should be given to the items on Grantham hospital and wind turbines as the most time sensitive topics.

A special meeting had been arranged for 11 July 2012 at 9:30am to meet with health service representatives to discuss public concerns about the provision of accident and emergency and mental health services at Grantham hospital.

A working group was set up to look at the procedure for the creation of the wind farm supplementary planning document. Councillors King, Sampson and Russell agreed to form the working group.

Conclusion:

To appoint Councillors King, Sampson and Russell to the working group scrutinising the procedure for the adoption of the wind farm supplementary planning document.

A concern was expressed about future provision of CCTV in the district. Officers were tasked to gather a preliminary overview and highlight any time critical issues.

Action point:

Identify any proposed changes to CCTV provision in the district that are time-critical and report to the Committee for its consideration

10. REPRESENTATIVES ON OUTSIDE BODIES

The Elsea Park Community Centre in Bourne was running and had enjoyed a successful open weekend in May 2012.

11. CLOSE OF MEETING

The meeting was closed at 13:10.

ACTION NOTES

SCRUTINY COMMITTEE

WEDNESDAY, 11 JULY 2012



COMMITTEE MEMBERS PRESENT

Councillor Paul Cosham
Councillor Reginald Howard (Chairman)
Councillor Mrs Rosemary Kaberry-Brown
Councillor Michael King
Councillor David Nalson
Councillor Helen Powell

Councillor Bob Russell
Councillor Bob Sampson
Councillor Ian Selby
Councillor Mrs Judy Smith (Vice-Chairman)
Councillor Frank Turner

OFFICERS

Head of Legal and Democratic Services
(Lucy Youles)
Principal Democracy Officer (Jo Toomey)

OTHER MEMBERS

Councillor Charmaine Morgan
Councillor Raymond Wootten

12. COMMENTS FROM MEMBERS OF THE PUBLIC

Councillor Morgan spoke as a member of the public in her capacity as chairman of SOS Grantham Hospital. She read from a letter that had been sent to United Lincolnshire Hospitals NHS Trust by the group. The letter invited comments on provision of a number of acute services it considered critical for local residents:

- Fully operational Accident and Emergency unit with fully qualified A&E consultants and nursing staff
- Consultant-led midwifery unit
- Consultant-led paediatric unit

13. MEMBERSHIP

The Committee was notified that Council Selby would be substituting for Councillor Davidson for this meeting only.

14. DISCLOSURE OF INTERESTS

No interests were disclosed.

15. SERVICE PROVISION AT GRANTHAM HOSPITAL

The Chairman welcomed the following representatives to the meeting:

- Clair Raybould – Head of Business Improvement and Delivery from South West Lincolnshire Clinical Commissioning Group (CCG)
- Allan Kitt – Chief Operating Officer from South West Lincolnshire CCG
- Dr Dave Baker – GP Vine House Surgery and Urgent Care Lead GP for the CCG
- Jane Lewington – Director of Strategy and Performance, United Lincolnshire Hospitals NHS Trust (ULHT)
- Helen Sirs – Deputy Director Grantham hospital

The representatives explained that the South West Lincolnshire CCG would lead healthcare provision in the area from 1 April 2013. It covered a population of 128,000 centred round Grantham and Sleaford. There were 19 medical practices covering urban and rural areas. Patients were directed to hospitals in Grantham, Lincoln, Nottingham and Peterborough.

The CCG had agreed a vision:

- If it is possible and the right thing to treat patients locally, they should be treated locally
- Treatment must be safe and cost-effective
- If patients need to see a specialist they should expect the best quality of healthcare
- Services should be joined up
- Care should start at home; as much as possible, patients should be treated at home

The population of the area was aging. As resources were limited, they needed to reflect priority need and the demographics of residents. The efficiency agenda for Lincolnshire was approximately £275m over a three-year period.

The Shaping Health for Mid-Kesteven programme started in 2010 when a stakeholder board which included representatives from district and county councils and patient groups had been developed. Councillors were told that in previous programmes local GPs felt that a lot of proposed changes to Grantham hospital had been determined from a county level.

Models of care were produced which would deliver the CCG's vision. These would be subject to public consultation, which was due to commence in September 2012. Implementation was scheduled to begin from January 2013. The representatives reported that the future of Grantham hospital was bright and it would play a key role for the county in the delivery of some services. The panel was confident that safe and efficient services would be provided in the longer term. They also indicated there would be a significant role providing accident and emergency services and acute medicine on the site.

Proposed changes to the accident and emergency department would see the development of an integrated service incorporating out of hours provision, support from mental health services and social care. Specialist GPs would also work alongside A & E consultants. This enhanced current out of hours service provision. While there was not a GP in the hospital after 11pm, one remained on call until 8am.

There were also plans for Grantham hospital to play an increased role in the delivery of planned care, for example hip and shoulder surgery, for which many patients were currently referred to Nottingham.

Grantham hospital has played a key role in the delivery of countywide services including cardiology, providing specialist imaging support. It was anticipated that the public consultation would include other areas in which Grantham would take a county lead over the next 12 to 18 months.

Before any proposals were put forward for public consultation, a gateway review was required to ensure the correct process was followed, that there had been engagement, and that options were evaluated in a professional, fair and transparent manner. Feedback from the review was positive. The document is now subject to review by the National Clinical Advisory Team; subject to their satisfactory agreement, the document would then be put forward for public consultation.

Trust staff acknowledged that the Shaping Health for Mid Kesteven Programme and changes to a Foundation Trust had caused anxiety for some hospital staff. Councillors were advised that there were mechanisms through which staff could air any concerns.

Councillors were invited to ask questions of the panel.

One question probed why the local public had concerns about A&E services being closed or run down at Grantham hospital. They explained that the hospital had a long history in the town and whilst there had been 5 service reviews in 10 to 15 years, none had provided a clear direction on the future of the department. The panel felt that anxieties were exacerbated by the closure of A&E departments across the country. Panel members emphasised that the future for Grantham was bright and that the Shaping Health for Mid Kesteven Programme included definite statements about the future of the A&E department.

Dr Baker, a GP from Grantham commented on his experience of previous reviews which had been done on a countywide basis. The latest review had been undertaken locally and involved patients, the public and local clinicians.

A Councillor asked whether there were plans to change the service model at Grantham hospital to reflect Louth, where service was provided through GPs.

The panel stated that there were no plans to introduce the Louth model in Grantham; there were fewer patients and medical staff at Louth which determined the service model. Dr Baker stated that as a local GP he would not want to see Grantham hospital adopt this model.

In response to a question on ambulance provision, the panel explained that the CCG was working with the ambulance service at a local level. A pilot had recently begun in South Kesteven, which included a team of clinicians who responded when ambulances were called where the patient did not need hospital treatment but could be cared for at home. The team would also arrange treatment for ongoing needs.

Ambulances meeting response times was considered important by ULHT, who expected East Midlands Ambulance Service (EMAS) to meet national standards. ULHT could use their contract with EMAS to apply penalties when these standards were not met.

In responding to a further question on ambulance provision regarding the use of private ambulances and taxis in the evenings and at weekends, the panel explained that an increased service had been negotiated as part of a new contract. This would provide an evening service that would run until 10pm on weekdays and would also operate on Saturdays and Sundays.

If detailed discussion on the ambulance service was required, the panel offered to organise for the attendance of an EMAS representative at a future meeting of the Committee.

One Councillor asked a question about proposals to reduce the number of beds at Grantham hospital by 30. Representatives stated they were not aware of any proposals to reduce the number of beds. They were unable to comment whether proposals within the Shaping Health Mid Kesteven Document would include changing the use of any beds.

A question was asked about the provision of paediatrics and whether there was an intention to reduce the current service. The board confirmed that proposals would be put forward in respect of changing emergency care for children. Day care would be provided on the Kingfisher Ward. They stated that treatment of children required specially trained doctors. National paediatric services had been centralised to provide a critical mass. Treatment of children where there was not a specialism because of insufficient critical mass would put lives at risk.

The Shaping Health consultation would include a section on maternity provision. The panel stated that there was not a critical mass in Grantham and so the service would not be safe to deliver.

Panel members discussed the employment of new consultants and middle-grade doctors at Grantham hospital. They explained that new staff had been attracted by the vision of the Shaping Health programme. For the first time in

several years the majority of staff were in substantive posts and the use of agency staff and locums had significantly decreased.

One Councillor highlighted rumours around the closure of the High Dependency Unit and the Critical Care Unit. Representatives stated that there was no truth in these rumours.

The United Lincolnshire Hospitals NHS Trust was keen to review governance arrangements that would incorporate a strong voice for local people. This included a key role for clinicians. The Trust was also keen to engage local councils on changes to government arrangements.

Patients were being encouraged to share their experiences. The hospital had a suggestion box and was using Netpromoter to improve the delivery of services. Patients were asked to rate the service they received and whether they would recommend the hospital to friends and family.

Mr Kitt gave a brief presentation on the provision of mental health services. Outline proposals would be taken to the Lincolnshire County Council health scrutiny committee on 25 July 2012. He explained that Partnership Foundation Trusts had to have a clinical strategy that remained viable. Any significant changes that were proposed would be subject to gateway review, consultation with the National Clinical Advisory Team then public consultation (as a countywide service, consultation would incorporate all of Lincolnshire).

Emerging themes from review work by clinicians, GPs, service users and carers were:

- Services were not joined-up
- Too many small teams dispersed around the county
- Services were sometimes hard to get into
- Not enough home treatment and too many beds
- Not enough out of hours support
- Unsuitable and some unsafe buildings
- Lack of specialism and untherapeutic mix of patients in some wards

Mr Kitt explained that the Sycamore Unit in Grantham was closed at the request of the Care Quality Commission as it was not deemed a safe environment for acutely ill people. The Trust had a legal duty to take action when concerns for safety were expressed. The unit could not be closed permanently without public consultation.

Patients with challenging needs were being sent to facilities outside the county. Work was underway to find opportunities to treat high risk patients within the county. The Trust was generating options that addressed all issues: improving safety and quality and also protecting the dignity of patients with dementia.

In response to a question on the causes of mental health problems, the panel

said that environmental, social and economic factors contributed. Partnership working between health services and district councils would provide opportunities to create conditions for a healthy population.

Further discussion on governance ensued. The Trust stated that they wanted future governance arrangements that reflected the local area and gave sufficient weight to the local perspective. The panel suggested that it could come back to the Council to discuss governance at a local level.

Councillors questioned why the Trust had not discussed proposals with district councils as stakeholders in the local area. The panel advised the Committee that the Council's Leader and Chief Executive both sat on the Shaping Health for mid-Kesteven board. The panel acknowledged the comment and said that as part of future consultations they could schedule meetings with councillors to ensure they were fully informed. It was suggested that district councillors could form part of the conversations in respect of mental health service provision in the county.

A final question was asked on care for stroke patients. Work was led by the East Midlands cardiovascular network which looked at national standards for the care of acute stroke patients. Lincoln and Boston Pilgrim hospitals received investment to provide an acute stroke service. Grantham hospital received investment as a rehabilitation centre for stroke patients following the first acute phase of treatment in Lincoln, Boston or Nottingham. This was implemented on 1 May 2012. The three units would be subject to peer review and inspected annually to ensure they continued to meet the expected standards.

The five representatives from the CCG and United Lincolnshire Hospitals NHS Trust were thanked for their attendance, the presentations they delivered and their responses to Councillors' questions. Members of the Committee showed their appreciation with a round of applause.

16. CLOSE OF MEETING

The meeting was closed at 11:21am.

Presented for:	Discussion
Presented by:	John Randall, Medical Director
Date:	25 June 2012

The proposed Clinical Strategy for Stamford and Rutland Hospital Stakeholder Engagement Paper – June 2012

Introduction

This Stakeholder Engagement Paper summarises the proposed clinical strategy for Stamford and Rutland Hospital.

This proposed clinical strategy has been developed jointly by the clinical leadership of Peterborough and Stamford Hospitals NHS Foundation Trust (which owns and runs the hospital) and South Lincolnshire Clinical Commissioning Group (which holds the budget for NHS care and treatment in South Lincolnshire and determines which services should be commissioned for NHS patients).

The purpose of the strategy is to determine which clinical services might be provided at Stamford and Rutland Hospital in the next 5 years.

Once the shape and scale of those clinical services is agreed between the Trust and the South Welland Clinical Commissioning Group (CCG), the Trust will prepare an investment plan for redeveloping the hospital to make its facilities fit for delivering the very best healthcare in coming years and to make best use of its extensive site.

Between June and August 2012, this paper will be discussed with key stakeholder groups (including patient and voluntary groups, GPs, hospital staff, local authorities, LINK and Friends of Stamford Hospital) to obtain their views on the proposed clinical strategy.

Subject to the views of those groups, in autumn 2012, the Trust and the CCG aim to confirm the clinical strategy and to publish the business case for the redevelopment of the hospital site in line with the clinical strategy by the end of 2012.

Why do we need a clinical strategy?

Of the many things which could be said about Stamford and Rutland Hospital, three stand out:

1. The hospital is very popular with patients, GPs, the public and hospital staff – with the number of patients attending in key areas such as out-patients, therapies and pain management growing significantly over recent years.
2. The hospital Trust as a whole (Peterborough and Stamford Hospitals) draws 30% of its patients from South Lincolnshire and sees Stamford and Rutland Hospital as a core part of the Trust's future.

3. The Stamford site urgently needs redevelopment, to improve facilities for patients and staff and to make much better use of the extensive estate (in which about half of the current buildings are either empty or under-used and many are badly in need of modernisation).

The hospital Trust wishes to redevelop Stamford and Rutland Hospital as a health campus, with the hospital at its heart, but with other healthcare providers (e.g. GPs) also operating there (as now). It also wishes to ensure that the taxpayer (through the NHS) gets best value from the hospital site.

Before it can plan how to develop the health campus with the hospital at its heart, the Trust must know what clinical services might be provided at Stamford in the future – the clinical strategy for Stamford and Rutland Hospital. This is because you cannot decide what buildings and facilities you need in the future, until you know what clinical services you expect to provide in them.

In today's NHS, it is the relevant CCG (Clinical Commissioning Group) which determines which services are offered to patients, by whom and where. The future of the hospital and its services are, to that extent, in the hands of the CCG. Consequently, the Trust has been working with leaders of Welland (now South Lincolnshire) CCG since last autumn to identify what it wants from Stamford and Rutland Hospital over coming years.

When the clinical strategy is clear, the estates and investment strategy (the plan to redevelop the hospital) can be agreed.

What is currently provided at Stamford and Rutland Hospital?

Services and number of patients for Stamford Hospital

	2008/9	2009/10	2010/11	2011/12
Day treatment procedures	2,750	3,125	3,090	3,235
Diagnostics – ultrasound and plain X-ray with GP access	18,370	19,487	20,373	18,336
Medicine for the elderly - John Van Geest ward	194	157	92	43*
Minor Injuries Unit (MIU)	9,011	8,792	8,707	8,594
Outpatients – new, including haematuria, dermatology, gynaecology and pain management	9,038	9,416	9,938	10,224
Outpatients - follow up	16,519	19,604	22,999	23,747
Theatres	1,865	1,862	1,986	1,838
Therapies – new	364	992	1,107	1,270
Therapies – follow up	794	2,693	2,330	2,458

* John Van Geest ward was closed for part of the year for refurbishment

The proposed clinical strategy

The following services would be provided at Stamford and Rutland Hospital:

- John Van Geest ward redeveloped as an 'intermediate' care, nurse/ therapy-led facility.
- Out-patients – as today – but probably expanded (additional services/speciality provision).
- Minor Injuries Unit (MIU) – nurse-led. Nurse-led MIUs are increasingly the norm with successful examples in Louth, Loughborough, Ilkeston, Mexborough and many other market towns. (The Trust is intending to pilot this nurse-led MIU for six months commencing in autumn 2012).
- Oncology and haematology services (including provision of chemotherapy).
- Day Treatment Unit – with two procedure rooms (including endoscopy, one stop haematuria clinic, dermatology, gynaecology and pain management).
- Substantial endoscopy service (returning to Stamford the service which recently transferred to Peterborough City Hospital, plus further provision).
- Pain Management Services (these have trebled in volume at Stamford over the last three years).
- Ante-natal services.
- Imaging (including ultrasound and plain x-ray with GP access).
- Expanded Therapy provision (these have expanded significantly at Stamford in the last four years and there is scope for further increase with better facilities).
- Phlebotomy (blood-taking) services.

The hospital Trust is keen to attract patients from Rutland, Leicestershire and Northamptonshire, in addition to South Lincolnshire and is in discussions with CCGs and GPs from these areas to seek their referrals into Stamford and Rutland Hospital.

More patients are being seen at Stamford Hospital for therapies (increased around 70 per cent in the last four years) and outpatients (increased around 25 per cent in the last four years) and we would anticipate the growth in patients continuing if we expand provision. However, we would see a significant increase if we provide new services, such as endoscopy.

Operating theatre

Currently there is an operating theatre at Stamford and Rutland Hospital. The Trust and the CCG have not yet decided if this service should be retained. A number of issues still need full evaluation, including: commissioner (CCG) requirements in light of their plan to procure through competitive tender a Primary Care Surgical Service; the long term sustainability of the current operating theatre and the capital costs of upgrading/replacing it; risks and costs associated with providing General Anaesthetics in a hospital with just one theatre; the Trust's aggregate requirements for operating theatre capacity across Peterborough and Stamford, in light of its proposals to expand planned surgery at Peterborough. The Trust will also establish the proportion of operations currently undertaken in theatre that could be undertaken more cost effectively in a new procedure room.

Neither the CCG's nor the Trust's requirements will become fully clear before the autumn. Therefore it is proposed to review the need for an operating theatre at Stamford then (i.e. at the Business Case stage).

Next steps

This paper will be discussed with key stakeholder groups (including patient and voluntary groups, GPs, hospital staff, local authorities, LINK and Friends of Stamford Hospital) between June and August 2012 to get their views on the proposed clinical strategy.

Subject to the views of those groups, the Trust and the CCG aim to confirm the clinical strategy in autumn 2012.

The Trust (with CCG support) will then prepare a Business Case for the redevelopment of the hospital site in line with this clinical strategy. This will include more detailed work (at specialty level) with relevant hospital clinicians and GPs.

We will also aim to identify a partner to work with the Trust on developing plans for the health campus, focusing on the areas of the site that are not likely to be required to directly support the Trust's clinical strategy.

The Trust (with CCG support) will aim to complete and publish (in summary form) the Business Case by the end of 2012. It is expected that this Business Case will present a costed appraisal of options for the future redevelopment of the Stamford and Rutland Hospital site to make it fit for delivery of the proposed clinical strategy.

We will undertake further stakeholder engagement to inform on progress as necessary, throughout this process. NHS Lincolnshire will determine whether there is a need for full public consultation.

Any redevelopment proposals will be subject to planning permission from South Kesteven District Council and the normal planning processes.

Mr John Randall
Medical Director
Peterborough and Stamford Hospitals NHS Foundation Trust

Dr Miles Langdon
Chair, Welland Locality,
South Lincolnshire CCG

Gary Thompson
Chief Operating Officer
Lincolnshire Primary Care Trust

PROCUREMENT LINCOLNSHIRE

2011/12 ANNUAL REPORT



Introduction

2011/12 was a decisive year for Procurement Lincolnshire. The eight partners renewed their commitment to the shared service, the recommendations from the Year Three review were implemented and substantial new savings were delivered. The service also continued to work closely with the Federation of Small Businesses and the Chamber of Commerce to help support a strong local economy.

As Chair of the Procurement Advisory Board I continue to work closely with the service and representatives from the districts to ensure that the service maintains its high standard and continues to meet the needs of its partners. We also shape the future direction of the service to ensure it remains fit for purpose and is running as effectively as possible. Procurement Lincolnshire is an excellent example of a partnership of the county council and the seven district councils in Lincolnshire which highlights the benefits of successful collaboration between authorities.

The service is in a strong position to support the partners to meet the challenges that face us over the coming months and years. This report provides an insight into the work of the service over the last year and highlights some of the key benefits that the service has delivered on behalf of the partners.



Manjeet Gill

Chair - Procurement Advisory Board

Procurement Lincolnshire Strategic Objectives

- Efficient and Effective Procurement - delivering year on year efficiencies, but not at the cost of quality.
- Socially Responsible Procurement - developing and embracing socially responsible procurement that delivers value for money, engages with local and regional suppliers to promote the local economy, and takes into account the social and environmental impact of spending decisions.

1. Efficient and Effective Procurement

1.1 Savings

We have secured significant savings for the eight authorities by continuing to focus on collaborative procurement opportunities. The new savings delivered in 2011/12 are set out in Table 1 below, cumulative savings since PL was established in 2008/09 are shown in Table 2.

Table 1 - 2011/12 Cashable savings (as at 22/06/2012)

Authority	Savings	Target	Variance*
Boston Borough Council	£ 156,150	£ 59,585	162%
City of Lincoln Council	£ 411,948	£ 83,129	396%
East Lindsey District Council	£ 280,958	£ 185,588	51%
Lincolnshire County Council	£ 1,491,497	£ 1,775,035	-16%
North Kesteven District Council	£ 781,164	£ 110,304	608%
South Holland District Council	£ 199,026	£ 100,483	98%
South Kesteven District Council	£ 366,040	£ 60,869	501%
West Lindsey District Council	£ 166,814	£ 82,131	103%
Total	£ 3,853,597	£ 2,457,121	57%

*The variance shows the variance in performance against the target, a fully met target would show 0% variance, rather than 100%. The calculation is: ((Savings – Target)/Target) * 100

Table 2 – 2008–12 Cumulative cashable savings (as of 22/06/2012)

Authority	Cumulative Savings	Cumulative Target	*Variance
Boston Borough Council	£458,016	£162,304	182%
City of Lincoln Council	£926,479	£220,916	319%
East Lindsey District Council	£804,754	£459,494	75%
Lincolnshire County Council	£7,642,101	£4,820,756	59%
North Kesteven District Council	£1,227,260	£276,415	344%
South Holland District Council	£880,207	£259,561	239%
South Kesteven District Council	£730,433	£158,993	359%
West Lindsey District Council	£495,838	£197,269	151%
Total	£ 13,165,088	£ 6,555,708	101%

*The variance shows the variance in performance against the target, a fully met target would show 0% variance, rather than 100%. The calculation is: ((Savings – Target)/Target) * 100

Case Study – Achieving savings through collaborative procurement

North Kesteven, South Holland and South Kesteven District Council’s retain control of their dry recycling waste streams with the agreement of Lincolnshire County Council, and each had their own contracts in place. Procurement Lincolnshire led on an exercise to facilitate a collaborative tender which would accommodate individual requirements including staggered start dates.

Procurement Lincolnshire managed the procurement project working closely with the three Districts to develop a common specification and to jointly evaluate the bids. The County Council contributed software and consultant’s time to allow the operational costs to be assessed. The benefits of this exercise are substantial and demonstrate an excellent example of partnership working.

Benefits include:

- Significant savings for the three Districts:

Lot	Annual Savings
1 – NKDC	£630,230
2 – SHDC	£557,127
3 – SKDC	£749,486

- Positive experience of collaborative working for all participating partners.
- Common specification agreed making the contract more attractive to the market.
- Staggered start dates enabling all possible districts to participate and ensuring a common contract period for future procurement.
- Support of increased recycled streams and recycling rates.
- Provides the opportunity for a consistent approach to support effective contract management and continuous improvement.

Case Study – Achieving savings through a national framework

PL supported Yorkshire Purchasing Organisation (part of the PRO5 group) to establish a national framework for a range of micro-generation technologies including solar panels. The service then worked closely with sustainability officers from South Kesteven District Council and Lincolnshire County Council to manage a mini competition on behalf of 5 of the PL partners and 2 Lincolnshire schools.

This £1.1 million project delivered Solar Photovoltaic Cells to 15 buildings across the county. The contract was awarded to a local (SME) supplier working in partnership with a worldwide distributor.

Benefits include:

- Collaborative savings of £400,000 were achieved on supply and installation through the use of the framework, working to a standardised specification.
- Based upon current utility costs a further £38,000 per annum will be saved on electricity costs across the partners.
- An additional government guaranteed income to the sum of £136,000 per annum for the next 25 years is being generated by the higher Feed-in Tariff across the partners.
- A significant reduction in CO₂.

Case Study – Delivering savings by embedding a Category Management approach to Professional Services.

The Professional Services Category team are responsible for the HR, Financial and Legal sub-categories with a total annual spend in the region of £24m. A comprehensive review of spend, towards the end of 2011 highlighted specific projects and areas of work that will deliver both quick wins and process driven savings in 2012-13. Synergies across the category were also highlighted in Consultancy, Legal Advice and Temporary Staffing and Subscriptions and Learning & Development.

Focusing on Procurement Lincolnshire's two key objectives of delivering savings and sustainability, the team took the core tools and principles of Category Management and applied them to the category over a series of workshops (the goal being to drive through robust work-streams for 2013 onwards. The aspiration was that Category Management influenced our work rather than work influencing our Category Management process).

The team found the process to be both challenging and empowering. Whilst this process is not complete and will be on-going as part of using the Category Management approach a number of clear benefits have already been identified.

Benefits include:

- Application of Category management principles has allowed the team to discover a wider scope of opportunities.
- Challenging existing ways of doing things (because we have always done it this way).
- Reducing duplication of effort and making the best use of internal resources.
- Using the team's knowledge of the categories to generate improvements from the market.
- Better SME engagement and relationship management.

Some New Initiatives:

Insurance – the creation, for the first time, of a working group to explore and maximise the benefits of collaboration in buying insurance.

- *Consultancy* – work is on-going to reinforce the governance arrangements around approval of consultancy spend. In addition, forthcoming solutions will allow better access to consultancy opportunities for SMEs and local suppliers

1.2 E-procurement Programme

Spend Analysis

PL has continued to drive forward the use of spend data in order to better understand the partnership spending profile and collaborative opportunities. This has seen the continued development and use of the Lincolnshire Category Analysis Tool (LCAT). PL has received significant interest in LCAT from the East Midlands Tier 1 authorities which has resulted in the submission of a funding application to the EM Councils to deliver LCAT to these authorities. This will bring additional benefits to PL partners through access to new collaborative opportunities and investment into the technology infrastructure.

e-Contract Management

The partnership can now benefit from an electronic system to manage its contract registers. A web service called Firefly has been commissioned that gives users an easy to use web portal to record contract data and documentation. This has been successfully implemented for Lincolnshire County Council and will be phased into the partnership over the coming months. Additional features are being developed that will allow Contract Managers to track and monitor contract performance and risk in order to improve the value delivered through the relationship with the supplier.

e-Tendering

The e-Tendering system continues to be successful and to date has helped Procurement Lincolnshire and its partners deliver 468 tendering exercises. Through a collaborative arrangement with the East Midlands authorities, Procurement Lincolnshire partners also have free access to an online e-Auctions system thus ensuring the partnership has access to best practice electronic procurement systems.

Procurement Cards

The roll out of procurement cards across the county continues with Boston expected to go live in April 2012. At the same time a review of procurement card use within the County Council has taken place which has resulted in unused cards being withdrawn and in some cases credit limits being lowered to a more relevant level. Monthly reports are also produced which provide information on who is using the cards and where cards are being used. This in turn leads to potential opportunities to develop contracts with suppliers, or for discussions with suppliers about developing improved processes.

1.3 Process Savings

Conservative estimates of the savings (non-cashable) that have been made through improved processes are shown below. Other projects include non-cashable savings that result from one tender being undertaken for two or more authorities which previously would have been managed as single tenders for each authority.

Process savings as of 22/06/2012

	<i>Cumulative</i>
<i>P-Card total</i>	<i>£ 1,049,072</i>
<i>Other projects</i>	<i>£ 763,630</i>
<i>Total</i>	<i>£ 1,812,702</i>

1.4 Supporting Best Practice Procurement

An on-line library of best practice procurement related documents has been developed which is available for all colleagues involved within procurement across the partnership. The on-line library includes a full suite of templates and a host of supporting materials including evaluation matrices and guidance notes. A complete review was undertaken of all documentation in 2011/12 and legislative updates such as The Bribery Act were included within the Conditions of Contract, while new documents establishing a Framework Agreement template, have been added to the library. This review is on-going to ensure all documents remain fit for purpose and up to date.

A number of corporate contracts have been developed and promoted over the last 12 months including contracts for paper, stationery and telephone line rentals and calls. Each of these contracts are with single suppliers allowing for volumes to be combined which in turn leads to better prices. This approach has also allowed for a review of what is actually being bought, making sure that the corporate contracts meet our current needs and demonstrate value for money. Each of the new corporate contracts has directly led to cashable savings.

2. Socially Responsible Procurement

2.1 TIPPS Programme (Training in Public Procurement)

Our TIPPS programme which is run in partnership with the Chamber of Commerce, the Federation of Small Businesses and Economic Development colleagues has grown from strength to strength.

We continue to deliver training for the higher value contracts (£75,000 and above) and in response to feedback from the business sector, have developed a new course which is specifically designed to show local small to medium sized businesses (SME's) how to successfully bid for contracts worth up to £75,000. These training sessions are delivered across the county and provide practical advice and guidance on the areas identified to us by suppliers – e.g. completing requests for quotations and identifying opportunities.

The benefits for suppliers in attending include:

- Having a greater understanding of public procurement and the processes;
- Being better equipped to win public sector contracts;
- Being more aware of contract opportunities and where they are advertised;
- Business networking.

The feedback has been very positive with over 95% of delegates saying they are satisfied or very satisfied with the content of the new course.

Our annual Meet the Buyer event was held at the University of Lincoln Riseholme Campus on 9th June 2011 attracting over 160 businesses, this number increases year on year. These events provide us with an invaluable opportunity to interact with a broad range of local businesses and suppliers and to understand the perceptions held and challenges faced by SME's, both locally and regionally. This information helps to inform the work that we do in supporting the local economy.

2.2 Local Purchasing Policy

Procurement Lincolnshire has worked with the eight Councils to develop a Local Purchasing Policy which requires all buyers to consider local suppliers for all purchases up to £25,000. In essence the policy means that for goods and services below £5,000 a local supplier will be used wherever possible and for any purchases up to £25,000 at least one bid will be sought from a local supplier. This policy will help contribute towards or directly deliver the following benefits:

1. Local Suppliers will be given the opportunity to bid for work.
2. Ensuring adequate competition is maintained whilst minimising legal risk.
3. Local Suppliers can register on Source Lincolnshire to receive email alerts ensuring they don't miss opportunities to bid for work.
4. Increase in economic regeneration and social development.

2.3 Community Purchasing Plan

The service has made good progress working closely with the Federation of Small Businesses and the Chamber of Commerce in delivering support to local businesses, helping them to successfully compete for council contracts. During 2011/12 we decided that to take this work to the next level we needed to begin to push the boundaries and find new ways to help the local economy. This resulted in the development of a Community Purchasing Plan (CPP) which sets out five areas for action.

Community Purchasing Plan

Five Areas for Action

- 1) Identifying opportunities and contracts which may be appropriate for Local Procurement. This has been taken into consideration as part of the Category Management approach.
- 2) Establishing and Managing Contracts through reducing internal barriers to local procurement ie: lack of track record, credit history etc. Standard documentation has been simplified.
- 3) Building Local SME Capacity, understanding and supporting the local supplier base, ie: eighty organisations benefited from Supplier Training in 2011/2012. Hosting Supplier Days relating to high value contracts encouraged SME participation through subcontracting and consortia.
- 4) Monitor and Evaluate Strategy. It is vital to understand whether the intended outcomes have been achieved. A balanced scorecard approach has been developed detailing outcomes, target and methods.
- 5) Organisational Improvements. Ensuring business process, cultures, attitudes and reward systems change focus and make local purchasing a core business objective. Procurement Lincolnshire has developed steps that need to be taken to effectively deliver this.

A set of actions underpins each of the five areas and progress against these will be monitored through and supported by the Procurement Advisory Board.

2.3 Governance

Our governance arrangements were strengthened in 2011/12 with the establishment of a new Strategic Procurement Board (STB). The STB has taken on the governance role that was previously undertaken by the Lincolnshire Finance Officers Association and it will meet three times each year and focus entirely on the work of Procurement Lincolnshire. The Board will monitor performance, work with the service to develop the annual work programme and approve the annual report and the level of financial contribution to the service from each partner. The STB will report to the Procurement Advisory Board, chaired by a District Chief Executive and with elected member and Director level representatives. The PAB welcomed Councillor Ric Metcalfe, the Leader of City of Lincoln Council, to the Board in 2011/12.

2.4 Staffing

We have made changes in the way PL is organised to help us to make the best use of our skills and experience. The service is now structured into three main areas: Category Management; Policy and Partnerships and Operations and Standards. Three new MCIPS qualified officers joined the team in early 2012 adding different areas of experience and expertise to the service from the private sector and the wider public sector.

2.5 Wider Partnership Working

Procurement Lincolnshire represents the East Midlands Councils on a number of groups including the Local Government Collaborative Commissioning Group and the Local Government Association's National Advisory Group for Procurement. Through these groups Procurement Lincolnshire is directly able to influence procurement policy and practice at a regional and national level.

The LGA National Advisory Group for Procurement has been established to influence procurement policy at a national government and EU level and to develop and share best practice in procurement across local government. In 2011/12 the Group contributed to the UK Government's response to the review of the EU Procurement Directives and worked with the LGA to develop a National Procurement Strategy for Local Government which is expected to be published in 2012/13.

PL was asked by the LGA to participate in a study of a small number of successful shared services from across the country. The research study will be published as a case study to help other local authorities who are considering developing a shared service.

Procurement Lincolnshire remains the only local authority with a shared procurement service that works on behalf of all of the local authorities within a county boundary. However, there are a small number of other shared procurement services including the Welland Partnership, PANNEL (North and North East Lincolnshire) and the LGSS arrangement (Cambridgeshire/Northamptonshire) that provide procurement services under a shared service arrangement. PL has made contact with these services and the services have agreed to meet a couple of times a year to share best practice and learning and to consider whether there are any areas for joint collaboration that would benefit the respective partner authorities.

2.6 Income Generation

Whilst Procurement Lincolnshire's prime focus is on delivering benefits for the eight partner authorities, where appropriate, the service does generate income, for example to support the development of systems or delivery of key projects. In 2011/12 the service was successful in a funding bid to the LGA for £20k to support one of its major procurement projects, Refuse Fleet. The funding has allowed PL to appoint a project manager who has significant expertise and experience in the field.

The service also secured funding from the EM Councils to allow the further development and roll out of LCAT (Lincolnshire Category Analysis Tool) to tier authorities in the East Midlands. The funding is over £100,000 and will significantly improve the infrastructure and reporting capability of LCAT.

The service has also generated a small amount of income by delivering training to Breckland District Council and, at the request of LGA, contributing to a Master Class on Shared Services for a number of authorities looking at establishing shared services. The service has subsequently been asked to provide expert input on a one to one basis to a group of District Councils to help them establish a business case.

2011/12 Key Performance Indicators

KPI	Performance Indicator	Performance indicators to understand how we are improving	2011-12 Annual Target	2011-12 Actual
11/12 – 1	Regeneration	% of local influenceable spend *This KPI has changed to “local spend” as SME data was sourced from Spikes and is no longer available to use. Local refers to the address held within the FMS and represents the Lincolnshire postcode boundaries.	50%	TBC when spend data is available
11/12 – 2	Community / Customer Involvement	Number of Procurement Lincolnshire newsletters published	4	50 newsletters / e-updates
11/12 – 3	Community / Customer Involvement	Number of engagement events held to engage with local suppliers and SMEs	9	16
11/12 – 4	Training / Development	Number of training events held to increase the skill levels across all partners	14	23
11/12 – 5	Collaborative Procurement	% of key spend areas that have a strategic sourcing plan in place	80%	100%
11/12 – 6	Collaborative Procurement	NI179 Value for money - % of shared services cash releasing efficiencies forecast	£2,457,122	£3,853,597
11/12 – 7	Collaborative Procurement	% of collaborative contracts let (2 or more authorities)	60%	52%
11/12 – 8	E-Procurement	% of tenders carried out electronically by PL	90%	100%
11/12 – 9	E-Purchasing	Number of Procurement Lincolnshire Partners using e-Marketplace	3	1
11/12 – 10	E-Purchasing	% increase in number of procurement cards*	5%	-22%
11/12 – 11	E-Purchasing	% increase in total spend through procurement cards	5%	22%
11/12 – 12	E-Purchasing	% increase in number of transactions made using procurement cards	5%	6%
11/12 – 13	E-Purchasing	Number of Procurement Lincolnshire partners actively using the Lincolnshire Procurement card	8	7
11/12 – 14	Performance Management	% of quarterly contract register updates completed	100%	75%

*The number of procurement cards was reduced due to the impact of LCC’s Managing Workforce Change Programme (reduction in FTEs).

Our key performance indicators changed in 2011/12 and, therefore, in order to demonstrate our performance over the life of the shared service we have included a summary below of our direction of travel measured over the five key areas of our service.

Key Service Area	2008/09	2009/10	2010/11	2011/12
Efficiency and Value for Money	→	↑	↑	↑
Training and Development	→	↑	↑	↑
E-Procurement and Procurement Cards	↑	→	→	→
Collaborative Procurement and Partnerships	↑	↑	↑	↑
Community and Customer Involvement	→	→	↑	↑
Regeneration	↑	→	↑	*TBC

*Awaiting 2011/12 local spend figures.

Overall our performance has improved year on year across most areas. Performance in e-purchasing and procurement cards has been maintained over the last two years but is expected to improve in 2012/13 as the full benefits of e-contract management (Firefly) are realised.

2011/12 Financial Statement

201/12 PL Budget	£
<i>Staffing Costs</i>	
Salaries	624,322
On costs	158,774
Other Staffing Costs e.g. travel	41,144
Total Staffing Costs	824,240
<i>Non Staffing Costs</i>	
Supplies and Services	43,515
e-Procurement	59,875
Other Support Costs	37,122
<i>Total Non Staff Costs</i>	140,152
Total Staffing Costs	824,240
Total Non Staff Costs	140,152
Total Costs	964,752
Budget	968,633
(under) / overspend	-3,881

3. Looking forward

The public sector continues to face significant financial challenges over the coming years and procurement is expected to play a full role in supporting Councils to manage these challenges. Procurement Lincolnshire has established a very strong working relationship with each of the member Councils, both on an individual level, and as a shared partnership.

The service and the partners must continue to work together to identify and take full advantage of opportunities to deliver maximum benefit from external spend. There will be an increased focus on those areas that will deliver most benefit and on improved contract management – the service is well placed to support authorities in both these areas. The full spend analysis undertaken in 2011/12 identified potential savings in the region of £14m over the next three years – further work will be done in 2012/13 to develop these potential opportunities into detailed business cases. The full support and engagement of the partners is essential if this scale of benefit is to be realised.

The implementation of the Social Value Act in 2012/13 and the anticipated publication of a National Procurement Strategy for Local Government will further increase the profile of procurement. The service is in its fifth year and we must work with our partners to review the Service Level Agreement and business model going forward to ensure that we continue to meet the expectations of the member authorities and continue to deliver benefits year on year.

CONTACT DETAILS

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REPORT TO SCRUTINY COMMITTEE

REPORT OF: Head of People, Projects and Performance

REPORT NO: PPMO 02

DATE: Tuesday 28 July 2012

TITLE:	2012/13 Quarter 1 Performance Report	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	N/A	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Paul Carpenter: Governance & Communications	
CONTACT OFFICER:	Sam Selby (Performance Management Officer) Tel: 01476 40 65 46 E-mail: s.selby@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT: Equality and Diversity	Not required	Full impact assessment Required: No
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Your Council and Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS		

1. RECOMMENDATIONS

That Scrutiny Committee notes the performance achieved for the period April 2012 to June 2012 and considers any appropriate initiatives or actions that they may wish to request.

2. PURPOSE OF THE REPORT

This report shows our first quarterly report for 2012/13. It shows progress made on our projects and corporate performance measures that are used to monitor our progress towards achieving our priorities.

3. DETAILS OF REPORT

The report includes a summary of the projects and performance measures by exception and highlights. In addition there are a full set of tables detailing progress on all projects and performance measures by priority.

Quarter 1 will be focusing on the progress in detail made so far this year towards our priority "Grow the Economy".

4. RESOURCE IMPLICATIONS

There are no resource implications to this report. Any actions detailed to address performance will be met within existing resources.

5. RISK AND MITIGATION

Data Quality is a key feature of a performance management framework and underpins the decision making process of the authority.

6. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

None

7. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications directly arising from this report.

8. COMMENTS OF FINANCIAL SERVICES

The report forms part of the overall performance management framework of the council. There are no specific financial issues emanating from the data. Cash flow and income implications are managed through either the collection fund or individual departmental budgets.

9. COMMENTS OF DEMOCRATIC AND LEGAL SERVICES

This report is made to Scrutiny Committee to inform it of the progress made in respect of performance measures and projects. This report will also be presented to the Cabinet for consideration and recommendation if appropriate.

Performance and Projects Quarter 1 (April to June 2012) Update

Report to Scrutiny Committee

Summary

This is the first of four reports that will be presented to Scrutiny Committee on a quarterly basis informing the members of the progress made on our projects and corporate performance measures. The report is designed to give you the exceptions and highlights on the corporate performance measures and projects but will focus in more detail on one priority per quarter.

Quarter 1 will focus on Grow the Economy

Quarter 2 will focus on Support Good Housing for all

Quarter 3 will focus on Keep SK clean, green & healthy and Promote leisure, arts & culture

Quarter 4 will focus on Well run council

The report is broken down by each of the priorities and highlights for both projects and performance measures together.

Projects are broken down into two types:



1. Business Transformation Projects (BTP) – these are projects that are either changing the way we work or release savings to enable us to deliver our corporate priority projects
2. Corporate Priority Projects (CPP) – these are projects that have been identified as key drivers to deliver our priorities

The focus for quarter 1 will look at the progress made so far towards achieving the objectives set out within Grow the Economy priority. Details can be found on pages 4-5.

Exceptions & Highlights

Projects

At the end of quarter 1 (April to June 2012) there are no projects to report against that have fallen behind plan and that have no remedial actions in place (**Red**) but some projects that are highlighted as **Amber** do have actions in place to ensure the completion date is still met. These can be viewed in the detailed tables (page 4 onwards). However there a number of projects that have been completed during this period and are within time and resource.

Project status	Project Code & Title	Progress completed to date	Start Date	Due Date	Service Update
	BTP-WR-02 Green Waste Charging		03-Oct-2011	01-Apr-2013	Project continues to progress well with few difficulties to report. 22,444 customers have signed up to the service (83%) so far.
	CPP-LA-01 Olympics 2012 – Torch Relay and Peripheral Events		15-Nov-2011	31-Jul-2012	Events in all parts of South Kesteven were well supported and very successful even the Grantham Relay event went very well despite severely challenging weather conditions.
	CPP-FR-01 Local Authority Mortgage Scheme (LAMS)		03-Oct-2011	05-Jul-2012	Money has been deposited with Lloyds account in July. Publicity launch took place on 5 July. The scheme take up will be monitored.

Performance

This table is showing the measures that have not performed against their targets over the last quarter:

Code & PI Description	April 2012		May 2012		June/Quarter 1 2012		Annual Target 2012/13	Direction of Travel	Service comments
	Value	Target	Value	Target	Value	Target			
SK 144 Working Days Lost Due to Sickness Absence	8.69	10 days	10.56	10 days	10.20 days	10 days	10 days	↑	<p>Days lost to sickness in June have shown a welcome reduction with 450.53 days lost a reduction of 22%.</p> <p>Long term absence = 82.9% of all absence with 373.47 days lost. Main reason for absence was Muscular skeletal related with 6 employees resulting in 61 days absence. A further 5 instances of "other" health problems which include maternity related absence, cancer etc. These resulted in 92 days of absence</p> <p>Short term absence = 17.1% of all absence with 77.07 days lost. Main reason for absence was digestive/ stomach problems there were 13 instances however many were of one day duration.</p> <p>Actions that are already in place:</p> <ul style="list-style-type: none"> • 4 month trial of new Occupational Health company – already seeing improvements • Sickness triggers being actively chased up by HR • Wellbeing week organised (16/7/2012) to encourage health promotion and improvements • Specialist manual handling training organised for high risk areas
SK 430 Number of days taken to determine minor planning applications (end to end times)	54.38	55	60.9	55	70.6	55	55	↓	<p>The average performance for the quarter was 70.6 days. This includes decisions having been made on a number of outstanding applications which have had a significant impact on the average number of days to determine applications. If those applications are not taken into account the average is 65 days. However this level of performance is still unacceptable and urgent managerial and operational measures have been introduced to improve performance, including: proactive performance management measures to promote the delivery of earlier decision taking; formalised 1-2-1 meetings and/or surgeries with officers to unblock issues; weekly data collection rather than monthly to monitor and challenge poor performance.</p>
SK 431 Number of days taken to determine other planning applications (end to end times)	57.33	50	67.7	50	76.3	50	50	↓	<p>The average performance for the quarter was 76.3 days. This includes decisions having been made on a number of outstanding applications which have had a significant impact on the average number of days to determine applications. If those applications are not taken into account the average is 65.8 days. See managerial actions as SK 430.</p>
SK 484 Number of householders in receipt of benefits					10,992		Data only	↓	<p>Number of households on benefits has continued to increase compared to the end of 2011/12 which reported 10,843</p>

The following measures have continued to perform against their targets and are within their tolerances.




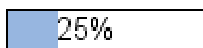

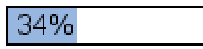





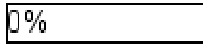






Code & PI Description	April 2012		May 2012		June/Quarter 1 2012		Annual Target 2012/13	Direction of Travel	Service comments
	Value	Target	Value	Target	Value	Target			
NI 154 Net additional homes provided	58		120		185			↑	There was an increase in the number of new dwellings completed up until the end of the first quarter compared to the corresponding period in 2011/12. As a consequence the cumulative number of completions is slightly ahead of the apportioned target figure expected for this point in the year.
SK 502 % of households participating in Green Waste service	61.5%		72.3%		83.1%		Data only	↑	At the end of quarter 1 22,444 customers had signed up to the service (83%) so far
SK 530 % of SKDC housing stock that meets the national Decent Homes Standard	96%	97%	96%	97%	96%	97%		▬	Decent homes standard within SKDC housing stock has been maintained for the 1 st quarter of 2012/13
SK 368 NI 184 % of Food establishments in the area which are broadly compliant with food hygiene law					93%	93%		▬	
NI 192 Percentage of household waste sent for reuse, recycling and composting	52.95%	50%	55.40%	50%	55.5%	50%			The level of recycling performance is higher than the same period in the previous year

Detailed Projects and Performance tables

Grow the Economy

















Projects




The following table shows the progress made to date on all projects that support this priority.

Project status	Project Code & Title	Progress completed to date	Start Date	Due Date	Service Update	SRO/Project Manager
	CPP-PD-02 Strategic Capital Investment Strategy (Service Land)		03-Oct-2011	31-Mar-2014	The Landowner of the preferred site has now provided the technical information requested. This information is currently being reviewed prior to a further meeting being organised to discuss the potential of SKDC acquiring the site.	Ian Yates Neil Cucksey/ Mark Williets
	CPP-ED-02 Station Approach		18-Aug-2008	31-Dec-2014	CPO: Objections have been received from two parties. A public inquiry will now be scheduled with a date anticipated in November 2012. Application to revise floor areas and scale of buildings in the outline planning permission received early July.	Ian Yates Mark Williets
	CPP-ED--03 Southern Quadrant		01-Oct-2007	01-Jan-2016	1. Growing Places Fund (GPF): full application for £3.5m made and anticipated that bid will progress to due diligence with LEP during the summer. GPF will specifically support the delivery of the distribution hub including the A1 junction. 2. Southern Relief Road: LCC Highways undertaking detailed design work on route option, including specific work on the bridge design which will be subject to consultation . 3. SQ Master plan: options consultation completed in May and responses being analysed and incorporated in to preferred layout that will be subject to Cabinet approval ahead of further consultation in the Autumn.	Ian Yates Mark Williets
	CPP-ED-04 Grantham Business Innovation Centre		20-Jan-2010	30-Jun-2015	Lead Architects have been appointed and are progressing their design of the proposed BIC. The planning application is expected by September 2012. ERDF support for the project has been secured in principle and subject to contracting and conditions.	Ian Yates Mark Williets
	CPP-ED-05 Shop Front Scheme - phase 2		01-Feb-2012	28-Dec-2012	Application deadline was 22 June. 15 applications in total received of which : Bourne had 11 applications totalling £39,126 with 3 expressions of interest being followed up and in Grantham we have received 4 applications totalling £7,000 with 4 expressions of interest are being followed up.	Ian Yates Lia Ibbotson
	CPP-ED-10 Destination SK		01-Jan-2012	01-Apr-2014	This project was approved by the Performance and Programme in June 2012. A Project Board is currently being established to enable the PID and project plan to be developed.	Beverly Agass Geoff O'Neill
	CPP-HR-02 Apprenticeships - Internal		01-Apr-2012	03-Sep-2012	Newly approved project.	Beverly Agass Joyce Slater
	BTP-PD-03 Accommodation Review		05-Sep-2011	28-Sep-2012	This project is a single gateway decision, based on the future options around the St Peters Hill site. The options will be based on the work and projects around agile, co-location, CAPs' and the customer access strategy. The possible outcomes are to be considered via an option appraisal.	Daren Turner Neil Cucksey
	CPP-PD-01 Bourne Core Area		31-Oct-2011	08-Apr-2013	Work continues to progress on site. The gas disconnections are planned for next week w/c 9th July, although this has not prevented other works taking place on site. Some buildings have already been demolished the remaining will be completed once the asbestos works conclude. Structural works have begun in the Mill which will stabilise the building ready for conversion.	Ian Yates Neil Cucksey

Performance

This table shows the current results for each of the strategic performance measures that monitor "Grow the Economy".







	Code & PI Description	2011/12 Year End Results	June/Quarter 1 2012		Annual Target 2012/13	Direction of travel	Update	Responsible Service Manager
			Value	Target				
	SK 209 % of Non-domestic Rates Collected	97.1%	33.2%	33.50%	98.20%		The council continues to offer a sympathetic approach to the recovery of NDR arrears during the current difficult economic conditions, however, the recovery schedule for progressing accounts in arrears through formal recovery stages has been tightened further in order to encourage those businesses who are able to pay to make their payments on time rather than delaying by up to a month. The difficulties experienced are being replicated at other LA's across the East Midlands and Nationally, and illustrates the very tough economic conditions in which businesses are operating.	Craig Scott
	SK 484 Number of households in receipt of benefit	10,843	10,992		Data only			Craig Scott
	SK 480 Number of new VAT registrations				Data only		Reported annually	David Mather
	SK 481 Number of new active businesses in the area	5350			Data only		Latest figures are taken from the LRO (2010). To be reported annually.	David Mather
	SK 482 Occupancy rates of retail units in town centres				Data only		The reporting of this measure is to start from quarter 2	David Mather
	SK 483 Number of items appearing in all national media		17		Data only		The main feature during this period was the Olympic Torch Relay coverage.	Geoff O'Neill
	SK 485 Total footfall within key shopping areas				Data only		Counts for 2012/13 will take place August and December, and then 2013/14 will revert back to three counts (April, August & December) in all 4 towns.	David Mather
	SK 488 Total retail spend generated in catchment area4 (Grantham)				Data only		Reported annually	David Mather
	SK 489 Average earnings across the district				Data only		Reported annually	David Mather
	SK 490 % of economically active people (Adults)	78.4%			Data only		Latest figures are taken from the LRO (2010-Annual Population Survey). To be reported annually.	David Mather
	SK 491 % of Youth employment rate	10.4%			Data only		Latest figures are taken from the LRO (2011). To be reported annually.	David Mather
	SK 492 Number of SKDC apprenticeships created and filled				Data only		Reported annually	Joyce Slater
	SK 493 GDP at a district level				Data only		Reported annually	David Mather
	SK 494 % of premises with no "Broadband" (fixed line) access	11.06%			Data only		Latest figures are taken from the LRO (2010). To be reported annually.	Andy Nix

	Code & PI Description	2011/12 Year End Results	June/Quarter 1 2012		Annual Target 2012/13	Direction of travel	Update	Responsible Service Manager
			Value	Target				
	SK 495 % of children who live in families that are income deprived				Data only		Reported annually	David Price
	SK 496 % of medium to high skilled jobs				Data only		Reported annually	David Mather
	SK 497 % in the knowledge driven sectors				Data only		Reported annually	David Mather

Keep SK clean, green and healthy













Projects






The following table shows the progress made to date on all projects that support this priority.

Project status	Project Code & Title	Progress completed to date	Start Date	Due Date	Update	SRO/Project Manager
	BTP-WR-02 Green Waste Charging	 100%	03-Oct-2011	01-Apr-2013	Project continues to progress well with few difficulties to report. 22,444 customers have signed up to the service (83%) so far.	Tracey Blackwell Michael Rickard
	BTP-WR-03 Bartec - Waste Collector System	 88%	23-Feb-2012	04-Jul-2012	This performance monitoring and communications system have been fitted and is operational in the green waste collection vehicles it enables progress with collections to be tracked and allows important messages to be sent to and from the crews in real time.	Tracey Blackwell Pat Swinton
	CPP-LA-01 Olympics 2012 – Torch Relay and Peripheral Events	 100%	15-Nov-2011	31-Jul-2012	Events in all parts of South Kesteven were well supported and very successful even the Grantham Relay event went very well despite severely challenging weather conditions.	Tracey Blackwell Susie McCahon

Performance

This table shows the current results for each of the strategic performance measures that monitor “Keep SK clean, green & healthy”.


	Code & PI Description	2011/12 Year End Results	June/Quarter 1 2012		Annual Target 2012/13	Direction of travel	Update	Responsible Service Manager
			Value	Target				
	SK 368 NI 184 % of Food establishments in the area which are broadly compliant with food hygiene law	94%	93%	93%	93%			David Price
	NI 192 Percentage of household waste sent for reuse, recycling and composting		55.5%	50%	50%		The level of recycling performance is higher than the same period in the previous year	Pat Swinton
	SK 393 Number of requests to remove fly tipping		87	156	625		Requests are lower compared to the same period in 2011/12 when we had received 164 requests	Pat Swinton
	SK 501 % of streets that meet clean streets standards						This is to be a combined measure of all the clean street measures. First data will be reported in quarter 2. This measure is reported every 4 months.	Pat Swinton
	SK 498 Obesity prevalence among adults (aged 16 & over)	24.3%			Data only		Taken from recently published data by the Public Health Observatory which is released annually.	David Price
	SK 499 Prevalence of childhood obesity in school children in year 6 (ages 10-11)	16.9%			Data only		Taken from recently published data by the Public Health Observatory which is released annually	David Price
	SK 500 % of adults (aged 18+) self reported smoking	19.3%			Data only		Taken from recently published data by the Public Health Observatory which is released annually	David Price
	SK 502 % of households participating in Green Waste service		83.1%		Data only		22,444 customers have signed up to the service (83%) so far	Pat Swinton

	Code & PI Description	2011/12 Year End Results	June/Quarter 1 2012		Annual Target 2012/13	Direction of travel	Update	Responsible Service Manager
			Value	Target				
	SK 503 Urban crime figures		n/a		Data only		Awaiting data from Lincs Police	Mark Jones
	SK 504 Rural crime figures		n/a		Data only		Awaiting data from Lincs Police	Mark Jones
	SK 505 Domestic burglary rate per 1000 population	n/a	0.74		Data only		The recent increase in this crime type has been caused by two groups of criminals operating in the Grantham and Stamford. The Police now have a tactical plan in place which has resulted in a number of arrests.	Mark Jones
	SK 507 Number of parks that been awarded and maintained "green" flag status	n/a			Data only		Reported annually	Mike Smith
	SK 506 Total CO2e emissions from all SKDC operations (building stock, transport fleet and street lighting)	7,102			Data only		Reported annually	Michael Rickard

Promote leisure, arts and culture










Projects

The following table shows the progress made to date on all projects that support this priority.

Project status	Project Code & Title	Progress completed to date	Start Date	Due Date	Update	SRO/Project Manager
	CPP-ED-06 Gravity Fields (Science Festival)	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #add8e6; display: flex; align-items: center; justify-content: center;">70%</div>	01-Oct-2011	28-Sep-2012	National press launch at National Portrait Gallery took place in June which was a success and has generated lots of interest. Sale of festival tickets also went live in June which has seen a steady stream of sales. Final festival programme agreed and went to print in July for distribution. Extensive communication programme in place.	David Mather

Performance



This table shows the current results for each of the strategic performance measures that monitor “Promote leisure, arts & culture”.

	Code & PI Description	2011/12 Year End Results	June/Quarter 1 2012		Annual Target 2012/13	Direction of travel	Update	Responsible Service Manager
			Value	Target				
	SK 402 % of licensed premises with a low (good) risk rating for management		100.0	95.0	95.0		Two inspections were carried out in this quarter, both achieved a high rating. The inspection regime has now reverted to an intelligence lead approach with inspections primarily being carried out following concerns raised by the public, other internal departments and/or partner agencies.	Mark Jones
	SK 453 Number of visits through our leisure centres		182,699	175,000	700,000		First quarter figures are on trend with same quarter for 2011/12 which achieved 184,2436	Susie McCahon
	SK 508 Total number of visitors that attend events/shows at SKDC Art Centres/Meres		18,604		Data only			Graham Burley
	SK 511 Number of visitors to the SKDC website that viewed the Arts & Cultural pages		n/a		Data only			Graham Burley
	SK 512 Information from key tourist sites e.g.: Belton, Burghley etc (footfall) (National Trust)				Data only		Data currently unavailable the measure is still being developed.	David Mather
	SK 513 Number of people who have participated in: Sports, Arts, Heritage, Community or voluntary work (Residents Survey)				Data only		Scope yet to be determined which will include frequency.	Geoff O'Neill
	SK 514 Footfall at key events/festivals where SKDC has invested resource				Data only		This will be reported in the next quarterly report.	David Mather

Support good housing for all













Projects













The following table shows the progress made to date on all projects that support this priority.

Project status	Project Code & Title	Progress completed to date	Start Date	Due Date	Update	SRO/Project Manager
	BTP-SH-01 Alarm monitoring control centre	<div style="width: 88%;"><div style="width: 88%;"></div></div> 88%	07-Dec-2011	03-Sep-2012	All on target and no major issues to report. Back up arrangements to ensure resilience during transition period in place.	Ian Yates Jane Booth
	CPP-FR-01 Local Authority Mortgage Scheme (LAMS)	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	03-Oct-2011	05-Jul-2012	Money has been deposited with Lloyds account in July. Publicity launch took place on 5 July. The scheme take up will be monitored.	Daren Turner Richard Wyles

Performance

This table shows the current results for each of the strategic performance measures that monitor "Support good housing for all".


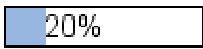



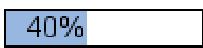





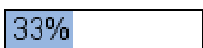

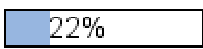



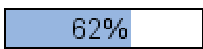






	Code & PI Description	2011/12 Year End Results	June/Quarter 1 2012		Annual Target 2012/13	Direction of travel	Update	Responsible Service Manager
			Value	Target				
	NI 155 Number of affordable homes delivered (gross)		28	25	100		21 affordable housing completions occurred this month. 3 units in Colsterworth has completed the affordable housing provision on the former industrial site and a further 4 units were completed in Bourne and 14 in Stamford.	Karen Sinclair
	NI 156 Number of households living in temporary accommodation		9	15	15		Figure represents 2 households in B & B; 6 in our designated emergency accommodation units and one household on licence in our general housing stock	Kevin Martin
	SK 449 Number of days of total "void" lettings and repairs		24.14	29	29		This void turnaround time is from April onwards and is recorded month by month. In June 2012 there were 25 properties completed. This figure has increased since last month and the voids team are being closely monitored, including twice weekly checks on the status of every void.	Liz Banner
	SK 529 % of SKDC housing stock that meets the national Decent Homes Standard		96%	97%	97%		Decent homes standard within SKDC housing stock has been maintained for the 1 st quarter of 2012/13	Liz Banner
	NI 154 Net additional homes provided		185		Data only		There was an increase in the number of new dwellings completed up until the end of the first quarter compared to the corresponding period in 2011/12. As a consequence the cumulative number of completions is slightly ahead of the apportioned target figure expected for this point in the year.	Karen Sinclair
	SK 513 % of households in the area estimated as having High Affordability.	60.6%			Data only		Latest figures are taken from the LRO (2010) this is released annually.	
	SK 515 % of households in the area estimated as having Low Affordability.	5.10%			Data only		Latest figures are taken from the LRO (2010) this is released annually.	

	Code & PI Description	2011/12 Year End Results	June/Quarter 1 2012		Annual Target 2012/13	Direction of travel	Update	Responsible Service Manager
			Value	Target				
	SK 516 Total number of empty properties brought back into use (private sector property empty for more than 6 months)	n/a			Data only		To be reported annually – new measure	Neil Cucksey & David Price
	SK 519 Average property prices by type of dwelling by town: Grantham (detached, semi-detached, terraced & flat)				Data only		To be collected quarterly	David Mather
	SK 520 Average property prices by type of dwelling by town: Stamford (detached, semi-detached, terraced & flat)				Data only		To be collected quarterly	David Mather
	SK 521 Average property prices by type of dwelling by town: Bourne (detached, semi-detached, terraced & flat)				Data only		To be collected quarterly	David Mather
	SK 518 Average property prices by type of dwelling by town: The Deepings (detached, semi-detached, terraced & flat)				Data only		To be collected quarterly	David Mather
	SK 522 Volume of house sales	635			Data only		To be collected quarterly	David Mather
	SK 523 Number of private sector rented properties improved through advice or intervention	n/a	34		Data only		To be collected quarterly	David Price
	SK 524 Number of lifetime homes delivered per number of total housing completions per annum	n/a			Data only		Reported annually	Karen Sinclair
	SK 525 Mortgage repossession leading to orders		46		Data only		This is a snapshot count of number of properties received CLASS L exemption (mortgagee has possession).	Craig Scott
	SK 526 % of People that feel they belong to their neighbourhood (residents Survey)				Data only		Scope yet to be determined which will include frequency.	Geoff O'Neill
	SK 527 % of households in fuel poverty	16%			Data only		Latest figures are taken from the LRO (2010) which are released annually.	David Price
	SK 528 Average rent levels within the district				Data only		Data currently unavailable further development being undertaken.	Craig Scott

Well run council















Projects

The following table shows the progress made to date on all projects that support this priority.

Project status	Project Code & Title	Progress completed to date	Start Date	Due Date	Update	SRO/Project Manager
	BTP-RC-02 Advertising (Central Advertising Gateway)		01-Mar-2012	03-Sep-2012	Due to outside influences project is currently behind plan but will still go live in September.	Daren Turner Geoff O'Neill
	BTP-CS-02 Tell Us Once		30-Mar-2012	15-Aug-2012	On track and being delivered	Daren Turner Hayley Kent-Simpson
	BTP-FR-06 Employee Self Service (Phase 2)		05-Dec-2011	30-Sep-2012	The project has now moved onto the 'pay me more' elements of overtime and minor expenses claims. As part of this further system development is required with a training day held during June to cover the additional requirements needed to put in place. This has subsequently identified the need to change part of the historical configuration of the system in order to ensure the new electronic process operates in the most efficient manner - a further training day is being programmed into the project to met this requirement	Daren Turner David Scott
	BTP-HR-01 Integrating HR into the Payroll System (Phase 3)		01-Dec-2011	31-Aug-2012	Further training to do customizations took place in June unfortunately as this was delayed due to the availability of the external trainer it has caused slippage in progressing customisation of screens and subsequent data entry templates. Issues relating to "Reason for absence" screen lookups has been resolved between HR\$ & Payroll following HMRC advice. Target for all redesigns to be completed by end of July.	Daren Turner Joyce Slater
	BTP-PD-04 CPE - Civil Parking Enforcement		01-Feb-2012	30-Nov-2012	A progress meeting has been arranged for the CPE enforcement and collection contracts in July 2012 at Sleaford for our County colleagues to inform us of the tender details received and evaluated.	Daren Turner Neil Cucksey
	BTP-RB-01 Upgrade of Revs and Bens Business Rates System		19-Apr-2012	12-Dec-2012	Project is on track with data cut 1 completed	Daren Turner Craig Scott
	BTP-PD-02 Agile working		09-Mar-2012	27-Dec-2013	A number of productive meetings have been held with LCC colleagues re agile implementation and post room / facilities solutions. 3rd party options around ICT still being considered as part of the overall agile solution.	Daren Turner Neil Cucksey
	BTP-PF-01 Bourne Community Access Point (CAP)		07-Nov-2011	03-Jan-2013	Updated programme of works now received from contractor and work is progressing. Work continues with services to determine their response to providing customer services from the CAP and how they will utilise the agile working space.	Daren Turner Richard Wyles
	CPP-HR-05 Unlocking our Potential - Skills		01-Aug-2011	29-Mar-2013	change control to CCB for approval of L&D programme and Customer Focus program	Beverly Agass Joyce Slater
	CPP-HR-06 Unlocking our Potential - Performance		01-Aug-2011	29-Mar-2013	PDR responses now at 90.5%. We are aware of others in draft/ awaiting signature and have been chased.	Beverly Agass Joyce Slater
	CPP-HR-03 Unlocking our potential - Values		01-Aug-2011	31-Mar-2015	Project on track	Beverly Agass Sue Griffiths
	CPP-HR-04 Unlocking our Potential - Goals		01-Aug-2011	03-Sep-2012	Service Plans are now completed and launches have taken place to all members of staff. The SK Business Plan has broadly been agreed subject to minor redrafting.	Beverly Agass Sue Griffiths

Performance

This table shows the current results for each of the corporate performance measures that monitor "Well Council".

	Code & PI Description	2011/12 Year End Results	June/Quarter 1 2012		Annual Target 2012/13	Direction of travel	Update	Responsible Service Manager
			Value	Target				
	SK 144 Working Days Lost Due to Sickness Absence		10.20 days	10 days	10 days		Days lost to sickness in June have shown a welcome reduction with 450.53 days lost a reduction of 22%. Long term absence = 82.9% of all absence with 373.47 days lost. Main reason for absence was Muscular skeletal related with 6 employees resulting in 61 days absence. A further 5 instances of "other" health problems which include maternity related absence, cancer etc. These resulted in 92 days of absence Short term absence = 17.1% of all absence with 77.07 days lost. Main reason for absence was digestive/ stomach problems there were 13 instances however many were off one day duration.	Joyce Slater
	SK 430 Number of days taken to determine minor planning applications (end to end times)		70.6	55	55		The average performance for the quarter was 70.6 days. This includes decisions having been made on a number of outstanding applications which have had a significant impact on the average number of days to determine applications. If those applications are not taken into account the average is 65 days. However this level of performance is still unacceptable and urgent managerial and operational measures have been introduced to improve performance, including: proactive performance management measures to promote the delivery of earlier decision taking; formalised 1-2-1 meetings and/or surgeries with officers to unblock issues; weekly data collection rather than monthly to monitor and challenge poor performance.	Pat Reid
	SK 431 Number of days taken to determine other planning applications (end to end times)		76.3	50	50		The average performance for the Quarter was 76.3 days. This includes decisions having been made on a number of outstanding applications which have had a significant impact on the average number of days to determine applications. If those applications are not taken into account the average is 65.8 days. See SK 430 for managerial actions.	Pat Reid
	SK 432 Number of days taken to determine householder planning applications (end to end times)		53.3	45	45		Average performance in for the Quarter was 53.3 days. Whilst this is within tolerance limits is still regarded as unacceptable given the ambition to focus of customer service through prompt decision taking. See SK 430 for managerial actions.	Pat Reid
	SK 429 Number of days taken to determine major planning applications (end to end times)		77.5	90	90		The measure relates to large scale developments of 10 or more houses or 1,000 sqm floor space or 1 hectare in size. Naturally there are fewer of such applications determined by the Council. Whilst our current performance is good, the same focus of proactive management is being applied as detailed in SK430.	Pat Reid
	SK 345 % of creditor payments made electronically		91.36%	89%			Performance has improved since last month and remains above the target for 2012/13 of 89%	David Scott
	SK 534 Number of Complaints received		79		Data only		This is lower compared to the same period in 2011/12 when we had received 88 complaints	Hayley Kent-Simpson
	SK 536 % of customer feedback that resulted in a change to policy or practice				Data only		Reported annually	Hayley Kent-Simpson
	SK 539 Customer overall satisfaction				Data only		Reported annually	Geoff O'Neill

Scrutiny Committee Annual Report May 2011-May 2012

Chairman's Foreword

[Insert Chairman's foreword here]

*Councillor Reg Howard
Chairman, Scrutiny Committee*

Introduction

Overview and Scrutiny was introduced as part of the modernisation agenda for Local Government in the Local Government Act 2000. The Overview and Scrutiny process influences decisions but does not make them.

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

The Scrutiny Committee is politically balanced, comprising 11 non-Executive members of the Council. It provides an opportunity for Members to challenge decisions made by the Executive.

The Scrutiny Committee has a responsibility to monitor the performance of the Council, consider its decisions, to question how those decisions are made and to recommend improvements.

The Scrutiny Committee also undertakes external scrutiny to examine the wider issues that affect people living within the district. The Council is required to have a Crime and Disorder Scrutiny Committee; the Constitution allows the Scrutiny Committee to fill this role.

SCRUTINY COMMITTEE

Chairman – Councillor Reg Howard
 Vice-Chairman – Councillor Mrs Judy Smith

Meeting Date	Commentary
14 June 2011	<p>This was the first meeting of the Committee following the quadrennial elections. The Committee received reports from Councillors who represented the authority on outside bodies including the Lincolnshire Health Scrutiny Committee, Bourne Youth Centre Management Committee and the Lincolnshire Flood and Drainage Management Committee.</p> <p>The Committee also considered ideas for its annual work programme. Suggestions included further reports from the Council’s representative on Lincolnshire County Council’s Health Scrutiny Committee, the Police Reform and Social Responsibility Bill and further scrutiny of Council performance against its priorities.</p>
30 August 2011	<p>The Committee considered the 2010/11 quarter four performance report on the ‘Quality Organisation’ priority. Members recognised the importance of the theme in ensuring the Council delivered a high quality service. To help improve the effectiveness of any future scrutiny of performance issues, the Committee requested it receive data in a format that would allow the Committee to compare year-on-year progress and that showed the direction of travel. It also recommended that contextual information to support any charts and graphs would further help the Committee in its Scrutiny.</p> <p>The Community Safety and Licensing Service Manager gave a presentation on the Police Reform and Social Responsibility Bill. Consequently a representative from Lincolnshire Police Authority (and chairman of the Community Safety Partnership) and the Chief Inspector with responsibility for the district were invited to attend a future meeting of the Committee.</p>
27 September 2011	<p>Representatives from Procurement Lincolnshire made a presentation to the Committee, which formed the basis for a report on the role of Procurement Lincolnshire and the service it provided for South Kesteven District Council. As part of the review, the Committee agreed to invite SKDC officers for their perspective on working with Procurement Lincolnshire.</p> <p>The Head of Finance gave an update on the Bourne Community Access Point project, on which SKDC was working with Lincolnshire County Council.</p> <p>The Committee also considered its draft annual report for 2010/11, which was presented to Council at its meeting on 20 October 2011.</p>

Meeting Date	Commentary
<p>29 November 2011</p>	<p>John Atter from the Lincolnshire Police Authority and the Chairman of the South Lincolnshire Community Safety Partnership talked to the Committee about the role of the police authority and the changes that would occur as a result of the Police Reform and Social Responsibility Act.</p> <p>Chief Inspector Mark Housley, who was responsible for neighbourhood policing in the South Kesteven district area gave an update, summarising changes to Lincolnshire Police's structure.</p> <p>As part of its review of Procurement Lincolnshire, members of the Committee reviewed a number of background papers (Lincolnshire Joint Scrutiny Committee review of Procurement Lincolnshire, the Procurement Lincolnshire Annual Report and the Procurement Lincolnshire structure chart) and asked the Head of Finance and the Property and Facilities Service Manager about the Council's relationship with Procurement Lincolnshire.</p>
<p>24 January 2012</p>	<p>The Committee received a presentation on S.106 Agreements and Community Infrastructure Levy from the Planning Policy and Partnerships Service Manager.</p> <p>The Committee convened a working group to consider the draft report on Procurement Lincolnshire, which contained a number of recommendations. The draft report was referred to the Scrutiny Committee meeting on 21 February 2012 for formal consideration.</p> <p>A presentation was given on the impact of new legislation on scrutiny provisions. The presentation considered the Localism Act, the Police Reform and Social Responsibility Act and the Health and Social Care Bill.</p>
<p>21 February 2012</p>	<p>The Committee considered its draft report on Procurement Lincolnshire. The contents of the report were finalised and the Committee agreed the report should be presented to Cabinet. The Cabinet considered the report and recommendations made by the Committee at its meeting on 5 March 2012 and agreed that a copy of the report should be sent to Procurement Lincolnshire's two co-ordinating groups and the working group of the Joint Lincolnshire Scrutiny Committee.</p> <p>A brief update was given, which provided the latest information in respect of the Police Reform and Social Responsibility Act.</p>
<p>10 April 2012</p>	<p>The Committee considered recent media articles on the provision of services at Grantham hospital, specifically in respect of accident and emergency and mental health services. The Committee agreed to invite representatives from relevant bodies (including the chairman of the Joint Lincolnshire Health Scrutiny Committee) to answer questions about future provision of health services in Grantham.</p>

Meeting Date	Commentary
<p>3 May 2012 (adjourned from 10 April 2012)</p>	<p>The Committee asked questions of the Economic Development Portfolio Holder. Topics covered included Gravity Fields Festival, measuring the success of Economic Development work, potential opportunities through which the Scrutiny Committee could support the Portfolio Holder, training and briefings received by the Portfolio Holder on appointment (and ongoing), sustainable villages, the Grantham Area Action Plan and the Site Allocations Development Plan Documents, and Local Enterprise Partnerships.</p> <p>As a result of discussions with the Portfolio Holder, the skills agenda for young people was added to the Committee's work programme as a possible topic, as was the relationship between Portfolio Holders, policy development groups and council officers. Councillor Mrs Cartwright also circulated a list of her Portfolio responsibilities.</p>