

South Kesteven District Council

Electoral Review Council size submission

December 2012

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1. Introduction

- 1.1 This paper sets out the Council's formal response to a request from the Local government boundary Commission for England (LGBCE) to put forward a submission for council size. The technical guidance on electoral reviews states that: *"Decisions on council size are the starting point in any electoral review, since that number determines the optimum councillor to elector ratio for the purposes of achieving electoral equality"*.
- 1.2 The criteria that triggered a Further Electoral Review are either 30% of Wards have an electoral variance of more than 10% from the average and/or one Ward has an electoral variance of more than 30% from the average. South Kesteven met the criteria as 13 out of the 34 Wards (38%) have an electoral variance of more than 10% from the average. Ringstone has the greatest variance (26% greater than the average).
- 1.3 Council appointed a working group of five Councillors representing each of the council's political group on a proportional basis. It is based on a detailed examination of the working practices of the Council in relation to the need to make well-informed and speedy decisions that are subject to rigorous overview and scrutiny controls and the need to ensure proper democratic accountability for those decisions by representing the views of local communities.
- 1.4 The LGBCE's technical guidance says that: *"It is important that, if we are to reach clear and transparent decisions on council size, we receive well-reasoned proposals that are based on the individual characteristics and needs of each local authority area and its communities"*.
- 1.5 The approach adopted in this submission has been to follow these guiding principles to support a proposed change to the size of the Council. The following sections of the submission set out the Council's case for that change.
- 1.6 The last electoral review of the district took place in 1997 when the Council size increased from 57 to 58.

2. Overview of submission

- 2.1 This section sets out the Council's recommendation and a summary justification for that proposal. The following parts of this proposal contain the background to our submission.
- 2.2 Initial work in determining the workload of councillors led the council to the conclusion that the current council size of 58 remains appropriate to fulfil its role in the district of South Kesteven ensuring electoral equality.
- 2.3 The justification for the proposal to reduce the Council size by 3 to 55 elected members is summarised and set out in more detail in the document below:
- Retains sufficient council capacity to run current Cabinet, Scrutiny and regulatory arrangements of the Council. Experience suggests that it would also retain sufficient capacity to support any future governance model that the council may wish to adopt
 - Councillor workloads would remain manageable. Electors will continue to be able to receive comprehensive support from, and have good access to, Councillors in all areas of the district
 - It still retains sufficient councillor capacity to enable changes to the roles and responsibilities of councillors to be catered for to reflect local implementation of national policy initiatives in areas such as 'localism', local planning and community right to bid
- 2.4 Based on the amount of council business and the projected electorate figures, the working group determined that the Council was in a position to confirm this proposal.

3. Overview of South Kesteven

Profile of the District of South Kesteven

3.1 District overview

- 3.1.1 The district of South Kesteven is one of seven within the county of Lincolnshire and borders North Kesteven to the north, South Holland in the east, the unitary authorities of Rutland and Peterborough to the south and the counties of Leicestershire and Nottinghamshire to the west.
- 3.1.2 The district covers 943 square kilometres (365 sq miles) making it the 31st largest in England with the administrative centre in Grantham and three further market towns of Stamford, Bourne and Market Deeping. Two-thirds of the population live in one of the four market towns and the remaining third live in one of over 80 villages in the area.
- 3.1.3 There are approximately 59,600 properties in South Kesteven, with Grantham being the largest urban settlement. The district is divided up into 77 parishes with Morton (near Bourne) and Londonthorpe and Harrowby Without (outskirts of Harrowby) being the most densely populated parishes after the urban areas. The district has 34 Wards represented by 58 councillors.

3.2 Population

- 3.2.1 In South Kesteven there are 139 people per square kilometre, this compares with an overall Lincolnshire average of 118 people per square kilometre. The 2011 census states a population of 133,800 which shows an increase in population of 9000 since the census taken in 2001. Figures released by the NHS relating to GP registrations however show the significantly higher figure of 137,344 which makes the increase closer to 12,500. The overall population size is projected to increase to 151,000 by the year 2021, mainly through a net increase in international and internal migration as well as usual population growth. This figure is likely to increase in line with the results of the 2011 census.
- 3.2.2 South Kesteven has an increasingly diverse demographic. Many of the changes in the makeup of the population of the district have taken place since the 2001 Census and more representative figures compiled as part of the 2011 Census have yet to be released. Mapping of the district shows however significant increases in Black and Minority Ethnic communities with the largest concentration coming from A8 states, Portugal, Africa and India. There are also growing numbers of people choosing to live South Kesteven from countries such as Nepal and the Philippines. These influxes of migrant workers have increased the demand on council services and, in turn, Councillor time. South Kesteven has also seen growth in the number of people aged 65 and above amongst its residents with figures expected to rise by 13% over the next five years.

3.3 Education

3.3.1 There are high achieving schools in the district with 85.4% pupils achieving 5+ GCSE's A*-C. This is higher than both the East Midlands average of 80% and England average of 79.5%. Also 70.5% of the working age population had qualifications of NVQ2 or above. Again this is higher than the East Midlands average of 68.2% and the National average of 69.7%.

3.4 Employment

3.4.1 The unemployment rate for South Kesteven is 2.8% (Jul 2012) as compared to 3.7% for the East Midlands and 3.3% in Lincolnshire (as a percentage of the economically active 16-64 year olds in the area). The district also has the largest decrease in job seekers' allowance claimants, although youth unemployment is high and we have low paid, low skilled jobs.

3.4.2 We also have over 8,000 businesses trading in our district and we are actively supporting new growth through initiatives like Enterprise Week and our shop front improvement scheme.

3.5 Poverty and Deprivation

3.5.1 There are varying levels of poverty and deprivation in South Kesteven. There are high levels of housing benefit take up in wards such as Harrowby, Earlesfield and St. Anne's, and these Wards also have some of the highest numbers of working age benefit claimants. Other areas such as Stamford St. Johns, Barrowby and Thurlby rank much lower, nationally as well as locally.

3.6 Health

3.6.1 The health of people living in South Kesteven is generally better than the England average. Deprivation is lower than average, however about 3500 children live in poverty. Life expectancy for both men and women is higher than the England average. Life expectancy is 8.6 years lower for men and 5.0 years lower for women in the most deprived areas of South Kesteven than in the least deprived areas. Over the last 10 years all cause mortality rates have fallen. The early death rate from heart disease and stroke has fallen and is better than the England average. An estimated 19.3% of adults smoke and 24.3% are obese. The rate of road injuries and deaths is worse than the England average. Rates of smoking related deaths and hospital stays for alcohol related harm are better than the England average.

3.6.2 The number of people in our district aged over 65 currently stands at 19.22% which is set to increase to about 28% by 2030, with the number living alone doubling to 12,000 individuals. This shows the need to prepare for an aging population with changing needs.

3.7 Transport and Infrastructure

3.7.1 South Kesteven lies approximately 100 miles from London, which is an hour away by train from Grantham and cities such as Nottingham, Lincoln and Peterborough are not far away by both road and rail. The district is skirted to the west by the main A1 traffic artery with the A15, A16 and A52 main road

connections to other parts of Lincolnshire and the East Midlands. Whilst there are bus services between the major settlements and the many rural villages, the population however remains heavily reliant on cars.

- 3.7.2 Broadband access, particularly in rural areas, remains patchy but we are working to secure better coverage and connectivity speeds across the district. Not only will this mean better access to services for residents but make South Kesteven a better place for companies to relocate and to do business.

3.8 Political and Local Representation

- 3.8.1 South Kesteven has three constituency boundaries and is represented in Parliament by the Members for Grantham and Stamford, Sleaford and North Hykeham and South Holland and the Deepings.

- 3.8.2 South Kesteven is further represented across fifteen County Electoral Divisions – Bourne Abbey, Bourne Castle, Colsterworth Rural, Deeping St James, Folkingham Rural, Grantham Barrowby, Grantham East, Grantham North, Grantham North West, Grantham South, Hough, Market and West Deeping, Stamford North, Stamford Rural and Stamford West.

- 3.8.3 Four of South Kesteven's district councillors are also County Councillors and twenty-nine of South Kesteven's district councillors are also Parish or Town Councillors. The town of Grantham, made up of seven Wards has neither parish nor town council status. Grantham is however represented by the sixteen ward councillors who make up the town's Charter Trustees.

Ward Scheme

3.9 Existing arrangements

- 3.9.1 The full Council is re-elected as a whole every four years. It comprises a combination of single and multiple member wards spread across urban and rural areas. There are currently 17 single member wards, 10 two-member wards and 7 three-member wards.

- 3.9.2 With the exception of Truesdale Ward, all multiple-Member wards are based around the urban areas of the district. Truesdale Ward, which is in the south of the district, comprises four large villages and two smaller villages and has an electorate of 3,820¹.

¹ Correct as at 16 October 2012

4. Governance arrangements

Overview

- 4.1.1 The Local Government Act 2000 fundamentally altered the political management of local authorities by separating executive from non-executive functions. Previously the Council had a range of committees each with its own remit and responsibility for overseeing a function of the Council. South Kesteven introduced Executive and overview and scrutiny arrangements from 2001.
- 4.1.2 The LGA 2000 is significant as, whilst Full Council now sets the broad Policy and Budgetary framework, executive decision-making is the responsibility of the Cabinet. There is no requirement for the Executive to be politically proportionate and it is currently comprised solely of the members of the controlling group. The role of the executive is to 'propose the policy framework and implement policies within the agreed framework'.
- 4.1.3 The role of non-executive councillors is to represent their constituents, share in the policy and budget decisions of the full Council, develop policy and make recommendations to the Executive. Other non-Executive councillors scrutinise the Cabinet's decisions and their implementation; they also monitor the council's ongoing performance and the work of key organisations within the district of South Kesteven. Non-Executive councillors also play an active role through the Council's regulatory functions, determining applications in respect of licensing and planning.

Decision-making

4.2 Full Council

- 4.2.1 The Council currently has 58 Councillors, elected every four years. All councillors are members of full Council, which is responsible for appointing the Leader, the committees of the Council (excluding Cabinet members), and for setting its Budget and policy framework on the recommendation of the Cabinet.
- 4.2.2 The Council has six scheduled meetings per year including Annual Council. If required, additional meetings of Council can be convened to discuss urgent business on which decisions need taking before the next scheduled meeting.
- 4.2.3 From August 2010 to July 2012 there have been 12 meetings. The average length of Council meetings was 2¾ hours and the longest meeting was 3¾ hours. During the 2011/12 municipal year there were 6 meetings with an average length of 2¾ hours. The longest meeting was 3½ hours. Comparing meeting length after the election in 2011 against an average 2-year period shows commonality in the average length.

4.2.4 The level of business varies between meetings. Three meetings have considered two or three substantive items while a further three dealt with nine or ten substantive items.

4.3 Cabinet

4.3.1 From May 2011 the Council has operated the 'Strong Leader Model' in line with the requirements of the Local Government and Public Involvement in Health Act 2007.

4.3.2 The Cabinet comprises the Leader, who was appointed by the Council for a term of four years following the 2011 local elections. At this time, the Leader appointed five other Councillors to sit alongside her on the Cabinet. The Constitution provides for the Cabinet to consist of up to 10 members (including the Leader and Deputy Leader).

4.3.3 The Council's Constitution gives Portfolio Holders delegated authority to determine key and non-key issues which, in the opinion of the Leader are wholly or mainly within their own remit. The Cabinet plays a key role in proposing the budget and policy framework to the Council. It carries out all the local authority's functions which are not the responsibility of any other part of the local authority by virtue of law or the Council's Constitution.

4.3.4 Individual members of the Cabinet have an allocated Portfolio. When Policy Development Groups discuss issues relevant to a Cabinet member's Portfolio, the appropriate Cabinet Member(s) attend the meeting. Portfolio Holders are also required to attend Scrutiny Committee meetings when invited to answer questions relevant to their portfolios; it could either be in respect of specific projects or broader aspects of the Portfolios.

4.3.5 The Cabinet meets every month. In addition the Cabinet meets twice monthly, once with the strategic management team for strategic planning days and once with other key officers for a briefing. The Leader and Deputy Leader also participate in weekly Leadership meetings with the Chief Executive.

4.3.6 As part of the councillor activity questionnaire completed by members, five out of the six Cabinet members reported spending 15 hours or more a month on average reading papers. When this information was further drilled down, Cabinet members reported that the actual time spent reading papers in preparation for meetings within the Council and for outside bodies at which they represent the Council can amount to between 6 to 8 hours per week. This time commitment is further increased in relation to the Leader of the Council and represents approximately 15 hours per week. Much of this time was spent during evenings and weekends. This time commitment was also reported by the chairmen of the Policy Development Groups. All six Cabinet members reported spending over 15 hours a month in informal briefings. This figure could also be elevated during development and delivery of large scale projects such as Grantham Growth.

4.3.7 Policy Development Groups have a clearly defined role in supporting the Cabinet. Cabinet members work alongside officers at a strategic level, while Policy Development Groups provide additional support from an operational

perspective. Further information relating to Policy Development Groups can be found later in this document.

- 4.3.8 The Cabinet can either take decisions collectively at meetings or individually. The Council's Constitution provides portfolio holders with "delegated authority to determine key and non-key issues which, in the opinion of the Leader, are wholly or mainly within their remit" (Constitution, Part 3, page 74).
- 4.3.9 From August 2010 to July 2012 there have been 21 formal Cabinet meetings. The number of reports considered at each meeting varied between one and six. During 2012, the highest number of reports considered at a meeting was 3 (January 2012).
- 4.3.10 All key decisions of the Cabinet are published in the Schedule of Decisions (together with those items that Cabinet has recommended to Council). This is updated monthly, at which point all Councillors are notified and the new version published on the Council's website.
- 4.3.11 Following each meeting of the Cabinet, details of the decisions made are published within 2 working days. Key decisions of the Cabinet come into effect on the sixth working day after the decision is published (not including the date of publishing) unless five Councillors or the chairman of the Scrutiny Committee give notice in writing to the Proper Officer (SKDC Constitution – Part 4 – Rules of Procedure – page 187) that they wish to call-in that decision. The same deadlines apply to decisions made by individual Cabinet members unless they are dealt with as a matter of special urgency. Before a Portfolio Holder takes a decision, a copy of the report is sent to the Chairman and Vice Chairman of the Scrutiny Committee and relevant Policy Development Group(s). The report is also subject to the Access to Information Procedure Rules and published on the Council's website.
- 4.3.12 All Cabinet members sit on other bodies. These representational roles are determined by Portfolio and support or contribute to the work of the Council. These include the Community Safety Partnership, housing boards, Lincolnshire Agricultural Forum, Welland Market Towns Partnership, the Supporting People Commissioning Body and the Strategic Housing Board.
- 4.3.13 The remuneration scheme recognises the work expected of Portfolio Holders and sees that commitment constitute the equivalent of full-time employment. When using the methodology of the Welland Remuneration Panel for determining the remuneration of councillors (50% of time is given on a voluntary basis and average time spent on duties multiplied by the mean for salaries in the geographical area), the special responsibility allowance would equate to a payment for working full-time (on a pro rata basis taking account of the voluntary element).
- 4.3.14 The Council also has a Scheme of Delegation to Officers which sets out where the responsibility and extent of delegation lies (SKDC Constitution – Part 3 – Delegated Authority – pages 90 to 117). A copy of the delegation scheme is attached as appendix 2 to this submission.

Regulatory functions

4.4 Licensing Committee

- 4.4.1 The Licensing Committee is responsible for determining taxi, gaming, entertainment, food and miscellaneous licensing. It will also consider licensing policy and make recommendations to the appropriate decision-making body.
- 4.4.2 Eleven Councillors sit on the Committee and are subject to mandatory training.
- 4.4.3 A number of meetings are scheduled at the beginning of each year. If required, additional meetings of the Committee could be called to consider any urgent items of business. Between August 2010 and July 2012 15 meetings were held.
- 4.4.4 Attendance at these meetings is usually good with an average attendance rate of 9.2.
- 4.4.5 Members of the Licensing Committee are also eligible to sit on the Council's Appeals Panel and Review Board (further details on this panel are included in section 9: Other Committees including Partnership Working).

4.5 Alcohol, Entertainment and Late Night Refreshment Licensing Committee

- 4.5.1 There are eleven members who sit on the Alcohol and Entertainment Licensing Committee. There is provision within the Constitution for a sub-committee of three members of the Committee to hear applications however these meetings are generally attended by its full membership. The membership of the Committee is the same as the Licensing Committee.
- 4.5.2 Only Councillors who have received training can sit on the Committee and hear applications. Substitute members cannot sit on the Committee.
- 4.5.3 The Committee exercises functions of the licensing authority as allocated to the Committee under the Licensing Act 2003 and other associated functions of the Council.
- 4.5.4 Meetings of the Committee are scheduled monthly but are usually held on a more *ad hoc* basis, with the addition of extra meetings and the cancellation of scheduled meetings. The frequency of meetings is determined by the number of applications and the statutory decision deadlines attached to them by the Licensing Act 2003. Legislative requirements can mean that members can sometimes be called in at short notice to consider temporary event notices (a few days) or hear expedited reviews (48 hours). This Committee has some of the highest demands in respect of the number of meetings that are held. Between August 2010 and July 2012, there were 25 meetings.
- 4.5.5 Councillors attempt to plan their holidays and absences around scheduled meetings however the unpredictability in the frequency and timetabling of

meetings can make it difficult for the full Committee to attend. Maintaining a committee of 11 helps provide a quorate committee. The average number of attendees at meetings is 8.48.

4.6 Development Control Committee

- 4.6.1 The Development Control Committee, which has 17 members, is a quasi-judicial regulatory committee. Its functions relate to town and country planning, development control and conservation.
- 4.6.2 Members of the Committee are required to undergo mandatory training. A small number of other members have also received training to enable them to act as substitutes. Training for Development Control Committee members rolls throughout the year and includes training on specific planning considerations, like wildlife and the adoption of roads and highways issues, to support Councillors in their decision-making.
- 4.6.3 Thirteen meetings are held each year scheduled at 4-weekly intervals. Additional sessions have been called to complete outstanding business from longer meetings or when there are a large number of applications due for determination. It is practice when there are a considerable number of items for consideration to informally set a reserve date for the consideration of outstanding business. Meetings of Development Control Committee require a huge time commitment from Councillors with meetings lasting on average 4.08 hours. The longest meeting of the Committee in the past year lasted 8.14 hours and took place over two days. The shortest recorded meeting in the same year lasted 1.25 hours.
- 4.6.4 Members of the Development Control Committee are required to attend site visits on a monthly basis. The chairman and vice-chairman will attend all site visits plus six other councillors from the Committee as part of a rolling programme. In exceptional circumstances if an application is considered particularly controversial or there is a strong reason for the full Committee to see the site, a full Committee site visit will take place.
- 4.6.5 The Chairman and Vice-Chairman of the Development Control Committee meet with officers on a weekly basis. These meetings provide an opportunity for managing the agendas for meetings, providing updates and consulting the chairman and vice-chairman on any outstanding conditions.
- 4.6.6 The workload of the Committee varies considerably and is dependent on the number of applications due for decision. The longest meeting, which spanned two separate days, lasted eight hours and fourteen minutes. Attendance at this Committee is usually high, with only a small number of substitutions.
- 4.6.7 It is incumbent on members of this Committee to read a large amount of material. The councillor activity questionnaire revealed that on average, half of the members of the Development Control Committee spend in excess of 11 hours a month reading associated documents against an average of all non-executive councillors of 4 hours. On the day of Committee meetings late papers are available for members of the Committee to read from midday onwards (meetings start at 1pm).

4.6.8 Members of the Council who do not sit on the Development Control Committee are entitled to attend meetings and speak on applications. This opportunity has been used 14 times in the two year period from 1 August 2010 to 31 July 2012.

4.7 Standards Committee

4.7.1 Following the implementation of provisions within the Localism Act 2011, Council disbanded the Standards Committee at its meeting on 12 July 2012. New arrangements were put in place for dealing with complaints made against councillors or co-opted members. The Council decided that in instances where Councillor input was required, a meeting of the Review Board (3 members of the Licensing Committee) should be convened.

Other Committees

4.8 Governance and Audit Committee

4.8.1 Until May 2011, Governance and Audit Committee had five members. Following a review of arrangements relating to Governance and Audit Committee, the Council changed the terms of reference and agreed to increase the number of members from five to seven. The decision to change the number of members was because of difficulties getting a quorum to sign off the statement of accounts. Council Procedure Rule 8 stipulates that “the quorum of a meeting will be one quarter of the whole number of members.” The quorum for a meeting with five or seven members would be two members, but the larger committee size provided a greater pool from which to draw.

4.8.2 This Committee is subject to the political balance rules in Section 15 of the local Government and Housing Act 1989. All Committee members are subject to having the appropriate skill, experience and mandatory training set out in Part 2, Article 12.3 of the Council’s Constitution (pages 53-4). Training has been made available for a small number of substitutes.

4.8.3 The Committee’s terms of reference cover audit activity, risk management, corporate governance, the council’s regulatory framework and accounts and financial reporting. It also considers the Monitoring Officer’s annual report on the outcome of Ombudsman enquiries.

4.8.4 The Council has delegated a number of important functions to the Committee, including the appointment of internal auditors, approving internal audit’s strategy, plan and monitor performance, review progress of audit work and ensuring the implementation of recommendations. The Committee also has responsibility to approve the risk management strategy and framework and review the corporate risk register. Other key functions delegated to the Committee included the approval of the Annual Governance Statement, approving the Code of Corporate Governance, review the Council’s internal control policies, to approve the Counter Fraud, Bribery and Corruption Framework including Whistle-blowing Policy and Anti-Money Laundering Policy and to monitor, review and amend the Council’s approved Treasury Management Strategy as appropriate. The Committee also approves the

Annual Statement of Accounts and the Annual Revenue and Capital Outturn report.

4.8.5 Between August 2010 and July 2012, the Committee has met 11 times.

4.9 Constitution Committee

4.9.1 The Constitution Committee, which is composed of five Councillors, complies with the political balance rules. The Committee's role is to advise and propose to the Council amendments to the Constitution, receive reports from officers or other committees of the Council proposing amendments to the Constitution and monitoring and reviewing the operation of the Constitution.

4.9.2 Each year four meetings of the committee are scheduled. Additional meetings can be called if there is urgent business to be considered. During the period 1 August 2010 to 31 July 2012 seven meetings of this committee were held.

4.10 Review Board

4.10.1 The Review Board comprises 3 members of the Licensing Committee. It meets on an *ad hoc* basis to consider housing and benefit appeals against decisions made by the Council, the Executive or an officer in relation to housing benefit, council tax benefit and various matters including tenancy allocations. Since August 2010, two housing review board meetings have been convened.

4.10.2 When the Council considered its code of conduct and standards arrangements in 2012, the review board was also appointed to hear complaints made against councillors over their conduct.

4.11 Appeals Panel

4.11.1 The appeals panel, which meets to consider personnel and grievance matters and complaints at stage 3 of the Council's complaints process, is made up of any three members from the Licensing Committee and Resources PDG.

4.11.2 Since 1 January 2011 there have been seven stage 3 complaints panels. On average the panel hearings last between an hour and a half and two hours. Panel members are required to read and understand a large amount of information to effectively and fairly review the complaint from the perspective of the council and the complainant. They reach their conclusion by meeting with aggrieved parties, for which panel members require listening and questioning skills.

4.11.3 Between 1 August 2010 and 31 July 2011, there was one grievance hearing, while between 1 August 2011 and 31 July 2012 there were no grievance hearings.

4.12 Chief Executive panels

4.12.1 The Council appoints three panels that relate to the office of Chief Executive: the Chief Executive's Remuneration Panel, the Chief Executive's Performance Panel and the Chief Executive's Appeal Panel.

4.13 Chief Executive's Remuneration Panel

4.13.1 This panel consists of three members; its membership must be politically balanced and include at least one member of the Cabinet. Substitute members nominated by the Leader of the relevant group are permitted. Members of the remuneration panel cannot also be members of the Chief Executive's Performance Panel.

4.13.2 The panel has the delegated authority of the Council to meet in private to review the remuneration of the Chief Executive on a regular basis (at least annually), review any remuneration issues arising from the performance panel and make informed and evidence-based decisions on the pay and remuneration package of the Chief Executive in line with the Council's policies and strategies. The panel can commission research and background information to inform its decision making process. It can also co-opt an external member on a temporary basis to assist its review and to assist with objective analysis of data. The panel refers proposed decisions to the Section 151 officer for consideration of any budgetary implications. The panel can meet as frequently as necessary to discharge its responsibilities and must commit to working objectively and impartially whilst maintaining confidentiality.

4.14 Chief Executive's Performance Panel

4.14.1 The Chief Executive's performance panel consists of three members and must be politically balanced including at least one member of the Cabinet. The membership is determined by Council. The panel can meet as frequently as it needs to discharge its functions. Substitute members are permitted at the nomination of the respective group leader. Members of this panel may not also be members of the remuneration panel or the appeal panel.

4.14.2 The panel has delegated authority to carry out a number of functions in respect of the Chief Executive's performance, including setting objectives, undertaking a performance and development review against those objectives on a regular basis. The panel also makes recommendations to the remuneration panel in respect of the Chief Executive's performance.

4.14.3 The panel addresses any formal complaints and any capability, conduct or other substantial employment issues, reaching appropriate solutions and has delegated authority to take formal action reflecting guidance in national regulations.

4.14.4 In an emergency and/or in exceptional circumstances the Chairman of the performance panel has the delegated authority of the council to suspend the Chief Executive pending the commissioning, by the performance panel, of a properly constituted investigation. It also hears any grievance made by the Chief Executive against the Service Manager for Human Resources and Organisational Development.

4.15 Chief Executive's Appeal Panel

- 4.15.1 This panel comprises three members and must be politically balanced. Members of this panel cannot be members of the performance panel and can have no involvement with any of the matters within the remit of the appeal. It must also include at least one member of the Cabinet. The membership of this panel is determined by Council however the Leader has delegated authority to ensure that the appeal panel is independent of the subject of any appeal.

Overview and Scrutiny

4.16 Overview of arrangements

- 4.16.1 The Local Government Act 2000 required each local authority to set up a Scrutiny process. Since its introduction, the Council's overview and scrutiny function has been reviewed as a result of working practice, experience and best practice.
- 4.16.2 The last review of the Scrutiny function was undertaken in 2007 (Council minutes, 19 April 2007, minute no. 135 and report number CEX373). This review reduced the number of scrutiny panels (9 members each) from five to one Scrutiny Committee (11 members). The same review also saw the introduction of three thematic policy development groups, each with 7 members.
- 4.16.3 Neither Cabinet members nor policy development group members can sit on the Scrutiny Committee to ensure its objectivity (SKDC Constitution – Part 4 – Rules of Procedure – page 183). The terms of reference for the Scrutiny Committee (and policy development groups) are set out in the Council's Constitution.
- 4.16.4 Both the Scrutiny Committee and the policy development groups can commission working groups to undertake in-depth policy development work or scrutiny of particular topics.
- 4.16.5 Cabinet members are invited to attend meetings to present evidence and answer questions but do not take part in the determination of the conclusions or recommendation of the groups/Committee.
- 4.16.6 The three Policy Development Groups provide pre-decision scrutiny and the overview function. The Scrutiny Committee has responsibility for post-decision scrutiny, crime and disorder scrutiny, the scrutiny of external bodies, the Council's performance and call-in.
- 4.16.7 Members of the Scrutiny Committee receive support from officers to deliver their work programme. Officers with specialist knowledge support separate pieces of work. Broader support is provided by Legal and Democratic Services.

4.16.8 There have been a number of occasions when councillors from the Scrutiny Committee and Policy Development Groups have produced their own reports; particular examples included reporting on rural broadband and a major scrutiny review on Procurement Lincolnshire. Where required, support is available from officers, who record members' thoughts and provide any recommendations for the consideration of Cabinet.

4.17 Scrutiny Committee

4.17.1 The Scrutiny Committee reviews and scrutinises the performance of the Council and holds the Cabinet to account for its actions. It also has a key role in considering other matters of local concern. The Committee also has responsibility for fulfilling crime and disorder requirements in Section 3 of the Crime and Disorder (Overview and Scrutiny) Regulations 2009.

4.17.2 The terms of reference for the Committee state that it can review and scrutinise decisions or actions taken in the discharge of council functions, make reports or recommendations to the council or cabinet on the discharge of council functions, consider any matter affecting the area or its inhabitants, exercise the right of call-in for reconsideration any decisions made but not yet implemented by the Cabinet and consider councillor calls for action. The Committee can also scrutinise the performance of the council in relation to its policy objectives, performance targets or particular service areas, question other members or officers about their decisions and performance, review and scrutinise the performance of other public service bodies in the area and invite reports from them, and question and gather evidence.

4.17.3 There are seven scheduled meetings of the Committee each year however additional meetings or working group meetings can be called as business requires.

4.17.4 The Scrutiny Committee calls in external expert witnesses for discrete pieces of work as historically a large proportion of the work considered by the Committee has been dealt with in formal meetings. As the scrutiny structure has developed, there has been an increase in the number of working groups that carry out work between scheduled meetings, conducting investigations and obtaining evidence. Final reports are presented to the full Committee at scheduled meetings for consideration and formal recommendation.

4.17.5 The district council does not have direct responsibility for health scrutiny however it makes a regular appointment of one councillor to Lincolnshire County Council's health scrutiny committee. SKDC's Scrutiny Committee has also invited representatives from health organisations to address issues of public concern, including media reports relating to the cessation of some services at Grantham hospital, the production of the clinical strategy for Peterborough and Stamford and mental health service provision in the area.

4.18 Policy Development Groups

4.18.1 The Council's three policy development groups (PDG): Resources, Engagement and Communities have no decision-making powers but they make recommendations to Cabinet and Council on the development of policies. PDGs conduct research, community engagement and other

consultation in the analysis of policy issues and possible options, consider and implement mechanisms to encourage and enhance community participation in the development of policy options, question members of the Cabinet and relevant officers about their views on issues and proposals affecting the area, and liaise with external organisations to ensure that the interests of local people are enhanced by collaborative working.

- 4.18.2 To assist decision-making, the PDGs consider the practicality and potential impacts of new/changing policies. The workload for each PDG varies and is dependent on the Council's broader programme of work and priorities. The time-span of individual studies also varies: for example some issues are resolved in a single meeting (changes to services at a local hospital) while others are considered over several months (strategic car parking review). A combination of task and finish groups and full PDG/Committee meetings or workshops are used to investigate, debate and ultimately make recommendations. These can be group-specific or combined to ensure all relevant elements of the development of policy are considered. This in depth involvement enables councillors to make robust and meaningful recommendations to Cabinet
- 4.18.3 Periodically, non-Cabinet members attend Cabinet meetings. During meetings there is an opportunity for chairmen (or their representative) from the Council's policy development groups or the Scrutiny Committee to present recommendations to Cabinet.
- 4.18.4 Members of the Resources PDG are eligible to sit on the Council's Appeals Panel (further details on this panel are included in section 4.13: Other Committees including Partnership Working).
- 4.18.5 The Chairman and Vice-Chairman of the Policy Development groups meet regularly with the Cabinet for co-ordination meetings; this is one mechanism through which a PDG is populated. The Chairman also attends regular briefings with senior officers to discuss the work of their PDGs and to prepare for meetings.

4.19 Communities PDG

- 4.19.1 The Communities Policy Development Group considers matters relating to the Council priorities of grow the economy; keeping the district clean, green and healthy and promoting leisure arts and culture. Policies developed or reviewed with the active involvement of the Communities PDG support Development Control Committee and Licensing Committee and its recommendations form the foundation for Cabinet/Council decisions. Policies, procedures and guidance considered by Communities PDG over the past twelve months have included: National Planning Guidance (input into the Council's response to national consultation), Skin Piercing (development of a byelaw and recommendations on registration/application process), Right to Buy (retention of right to buy receipts for local investment in affordable housing), Wind Energy Supplementary Planning Document (SPD) (recommendations relating to specific inclusions within the SPD).
- 4.19.2 The PDG has taken part in a number of national and local consultations on behalf of the Council and made suggestions and recommendations on topics

including the National Planning Policy Framework, Lincolnshire Homelessness Strategy, the Fire and Rescue National Framework for England and the InterCity East Coast Franchise Replacement Consultation.

4.20 Engagement PDG

4.20.1 This PDG supports a number of aspects of the 'Well Run Council' priority. It has an important role in the way the Council engages with the communities within the district (in respect to the engagement of Councillors and the organisation as a whole). Areas of consideration for the Engagement PDG include ICT, training, consultation, community engagement. During the past twelve months members of Engagement PDG have made recommendations to both Cabinet and Council and played a key role in the review of polling districts and polling places. The PDG was also instrumental in the production of a new Members' Code of Conduct to replace provisions repealed by the Localism Act.

4.20.2 Members of Engagement PDG also have an active role in the Council's Community Focus Forum. This representational group is made up of members of a diverse range of communities including faith groups, the Lesbian, Gay and Bisexual community, the transgender community, disability (physical, sensory and learning) groups, Black and Minority Ethnic communities (including representatives for Gypsy and Traveller families), carers and dementia groups. The Community Focus Forum works closely with the Council on its policies, procedures and practices in relation to equality and diversity.

4.21 Resources PDG

4.21.1 The work of the Resources PDG is focused primarily on the Council's budgeting processes. There is strong correlation with Governance and Audit Committee as the PDG receives financial updates through the year and receives an update on the annual outturn. Recommendations made by this PDG can also impact on the Council's Treasury Management Strategy, (which is the responsibility of the Governance and Audit Committee), for example the arrangements for self-financing of the Housing Revenue Account required changes to the Council's Prudential Indicators (changes were so significant they were made by full Council).

4.21.2 Policies of significant importance developed through Resources PDG over the past year include: the Fees and Charges strategy (incorporating a comprehensive review of the Council's fees and charges), the creation of a Local Authority Mortgage Scheme, a review of procedures in relation to Void Properties and the development of a scheme for the introduction of localisation of council tax benefit from 2013.

Case Study 1

Localisation of Council Tax Support

On 24 November 2011 a presentation on changes to council tax support was made to the Resources Policy Development Group. The PDG discussed the changes and requested officers model scenarios based on information within the Council's databases to help understand the number of people likely to be affected. The new policy for a localised council tax support scheme would need to be in place before the budget-setting process for the 2013/14 financial year. Councillors also requested that officers work with colleagues in neighbouring authorities. PDG members also took account of other risks related to changes in the provision for council tax support.

A strategic planning day between the Council's strategic management team and the Cabinet was held on 28 November 2011 at which a presentation was given by a representative from the Institute of Revenues Rating and Valuation about the welfare reform changes (including Council Tax Support). The presentation was an information provision session to enable Cabinet members to fully understand the challenges that would be faced in the near future and help them with their decision making. Members asked questions to gain a fuller understanding of the changes.

A presentation on the localisation of council tax support was made to the Communities Policy Development Group at its meeting on 8 March 2012. Councillors on the PDG were advised on the potential impact of the changes based on early modelling work both in terms of the number of people likely to be affected and the possible impact in real terms on those individuals. Potential challenges on which councillors were required to provide direction and guidance included the identification of vulnerable groups that the Council wished to protect and how the scheme should be funded. Councillors also discussed potential risks that could be related to the introduction of new scheme for council tax support.

On 29 March 2012 a presentation was made to the Resources Policy Development Group Councillors were given an update on the acquisition of equipment to model the impact of different schemes and the considerations that were undertaken on a countywide basis. Government grant for council tax support would be split on a pro rata basis between agencies that receive income from council tax. Councillors considered the potential implications of not achieving the required savings in the scheme's first year. A number of suggestions were made on how council tax support could be applied.

A discussion was held with members of the Cabinet on 2 July 2012. Members directly influenced the scheme at this stage. A series of models were presented to Members so that they could see the impact of changing the scheme in various ways. Members asked for further modelling work to be completed and for clarification on key points to enable them to see how a different scheme(s) would impact on local communities. They also wanted to be sure that the council met its statutory obligations.

At a meeting of the Cabinet on 9 July 2012, a discussion was held on the localisation of council tax support. The additional modelling work was discussed. Members

looked at the options and agreed the scheme that they felt best met what they wanted to achieve. The scheme was taken to PDG following this for further debate.

A working group of the Resources Policy Development Group took place on 10 July 2012 at which localised council tax support was discussed. At this meeting the PDG made a number of recommendations on the principles that should guide South Kesteven District Council's local scheme for council tax support together with recommendations in respect of changes to discounts. These recommendations formed the basis of the report to Cabinet and the draft scheme.

A draft scheme for council tax support was presented to Cabinet on 20 August 2012. At this meeting a decision was taken to approve the draft document for consultation.

Before a meeting of full council on 13 September 2012, a briefing was made available for all Councillors to explain the reason behind the changes, the proposed local scheme for council tax support and how they could play a role in promoting and participating in consultation events.

A number of consultation events were held across the district. A number of these sessions were attended by Councillors.

On 19 November 2012, a report was given to a Cabinet briefing. Members were advised of the outcome of the public consultation discussed the options and agreed that they wanted to continue with the scheme which had been consulted upon. A report reflecting this recommendation was prepared for the Cabinet meeting on 3 December 2012.

The report was scheduled for the Cabinet to make a recommendation to Council at its meeting on 3 December 2012. The Council was due to receive the Cabinet's recommendation on 13 December 2012.

Case Study 2

Strategic Car Parking Review

As part of the strategic review of car parking within the district, the Property Development Manager gave a brief presentation to the Communities Policy Development Group on key areas for consideration on car parking at their meeting on 8 March 2012, including locations of car parks and their usage. The PDG agreed to set up a working group to gain an in-depth overview of the current position in respect of car parking, consider growth plans for the future and take account of key council policies and strategies.

The first meeting of the car parking working group took place on 20 April 2012. The Group was informed at this time that the Resources PDG would complement the work of the Communities PDG by considering the financial aspects of car parking.

During the course of the working group meeting Members reviewed the following items:

- Effective management of car parks for the benefit of users and businesses to include initiatives such as pay on exit and payment by mobile telephone.
- Effective cash collection, counting and banking if existing pay stations retained.
- Alternative uses for under-utilised car parks or those considered to be in the wrong place. Consider asset value for alternative use.
- Possible effects from introduction of Civil Parking Enforcement (CPE) including enforcement and collection of fine income.
- Review of long and short stay and recommendations for tariff structure.
- Review of on street signage to car parks to promote appropriate usage.
- Consider provision of electrical charging points within SKDC car parks particularly Grantham and Stamford.

To aid discussion at its first meeting, which concentrated on parking provision for Grantham, the group received a presentation on a traffic movement study for the town and then participated in two workshop sessions.

Workshop session one reviewed data from a movement study and determined which existing SKDC owned car parks were best placed to be retained as car parks to support the development of the town centre and which, if any, could be released to promote redevelopment.

In workshop session two the group explored opportunities to replace and expand car parking to improve traffic movement around the town to promote a quality town centre environment.

At the conclusion of the workshop it was agreed that the feedback from the two sessions would be captured on a plan of the town centre. The Group would then review the findings by walking around the town centre as the first activity of the next workshop session so that firm recommendations could be made.

The Group met twice in June. The first of these meetings which took place on 7 June 2012 began with a town walk to view current car park facilities in Grantham.

This was followed by a discussion relating to changes and improvements required to complement the work being undertaken as part of the Grantham Growth.

At its meeting of 21 June 2012 the group was provided with an overview of a proposed Residents' Parking Scheme. This meeting concentrated on the scheme for Stamford. The group viewed maps and discussed the zoning of the town – domestic and commercial/areas with high demand and currently under-utilised areas. Following this discussion the Group worked through the draft scheme and put forward corrections and amendments.

A town walk of Stamford was undertaken on 19 July 2012 by members of the Communities PDG Working Group to view current car park facilities, assess whether these facilities were still fit for purpose and ascertain whether any further car parks would be required to facilitate the needs of a growing population.

At the meeting of the Communities Policy Development Group on 6 September 2012 the Property Development Manager gave members an update on the implementation of CPE. The county application was projected for sign-off on 30 November 2012 meaning the first date from which powers could be used was 1 December 2012.

Town walks in Bourne and Market Deeping to view current car parking facilities were undertaken on 20 September 2012.

Findings from these meetings were utilised in the development of the Car Parking Strategy and presented to Resources PDG on 2 November 2012. This information will form the basis of their considerations for fees and charges.

Research and recommendations by both of these Policy Development Groups over the course of this eight month period has been carried out in support of the Cabinet to ensure a robust decision can be reached at its meeting of 3 December 2012.

Case Study 3

Review of Polling Districts and Polling Places

Between 19 September 2012 and 14 October 2012 an invitation was made for the submission of comments on the designation of polling places. Councillors were invited to submit their comments and suggestions.

In any instances when concerns or suggestions were made, either by councillors or other key stakeholders (for example parish councils, accessibility groups and political parties), all local alternatives were evaluated. Where the siting of polling stations proved particularly contentious, the Ward Councillor was involved in discussions. Feedback was given directly to those Councillors who submitted proposals or comments.

The comments submitted by members were based on their knowledge of their Wards.

A set of draft proposals based on the feedback received was presented to the Engagement Policy Development Group at a special meeting on 1 February 2012. Councillors considered the proposals in the draft schedule to ensure the proposed polling places complied with the following considerations:

- It must seek to ensure that all electors in the area have reasonable facilities for voting as are practicable in the circumstances;
- It must seek to ensure that, so far as is reasonable and practicable, every polling place is accessible to all electors.

Members of the PDG were also given the opportunity to put forward their comments and made a number of additional suggestions, all of which were investigated before the report was submitted to Council for its approval. The outcome of the meeting was a recommendation that the Council approve the report, which was to include (where appropriate) changes made based on Engagement PDG members' comments.

At its meeting on 3 May 2012, Council considered the review of districts and polling places. The Council approved the proposed schedule of polling districts and polling places and also granted delegated authority to the Chief Executive as Returning Officer, to determine polling places in the event that a polling place becomes unavailable during the election period.

Partnership working and working with other organisations

4.22.1 As part of its appointment of representatives on outside bodies, the Council has appointed representatives to the Lincolnshire County Council Flood and Drainage Management Committee, the Lincolnshire County Council Health Scrutiny Committee and the Lincolnshire Police and Crime Panel. Portfolio Holders also represent the Council on significant partnerships².

4.22.2 Other bodies to which the Council has appointed representatives include the internal drainage boards, charitable trusts and voluntary and community groups and organisations.

Summation

Instead of drawing a conclusion based on decision-making, then a further conclusion taking account of Overview and Scrutiny, South Kesteven District Council recognises that decision-making and overview and scrutiny are integral to the way the Council works.

The arrangements under which the Council operates are designed to actively engage all 58 Councillors.

² Those required by statute (e.g. Community Safety Partnership), those for which the district council is the accountable body (town centre management partnership) or those that had funding in excess of £100,000 (Grantham Growth Point).

5. Demands on time

Councillors' time commitment

5.1.1 The impact of Council business on Councillors' workloads has been discussed at length in Section 4 of this document. Sections 5 and 6 explore the impact of a Councillors' wider duties including training, sitting on external bodies and their representational role as a Ward Councillor.

Councillor role descriptions

5.2.1 Role profiles are available which demonstrate what is expected of councillors filling a number of roles. The roles for which profiles exist are: Ward Councillor, Leader of the Council, Deputy Leader of the Council, Executive members, Scrutiny Committee Chairman, chairman of a committee with a regulatory role and chairman of a committee or a policy development group. These are attached at appendix 3 to this submission.

Training

5.3.1 Following the election in 2011 the Council delivered a comprehensive induction programme comprising structured events on the role of the Councillor, Council Vision and Values, statutory planning, licensing and Governance and Audit training, media and communication, local government finance, staying within the law (incorporating safeguarding children and vulnerable adults), ward profiling (incorporating basic equality and diversity awareness raising), service area briefings and a range of other necessary introductory information.

5.3.2 The Council is a member of the East Midlands Member Development Network and Members have benefited from several training sessions run by them for councils in Lincolnshire including chairing skills, speed reading and scrutiny.

5.3.3 An ongoing programme of training has been designed that continues to develop the knowledge and skills of Councillors generally, together with those in specialist roles, throughout the four-year term. Refresher training is made available to Councillors (specifically on quasi-judicial committees) to ensure they are aware of the latest developments in law.

Business of the Council

5.4.1 Details of time spent on Council business by Members are included in the narrative of this submission. A breakdown of this information is available at appendix 4.

Member involvement in external bodies

5.5.1 The Council has appointed representatives to 33 outside bodies, on which there are 47 places. These are filled by 27 Councillors. Several appointments are made based on Portfolio. 13 Councillors each represent the Council on a

single body, nine sit on two bodies, four councillors sit on three bodies and one councillor sits on four outside bodies. Of the five Councillors who sit on three or four outside bodies, three of them are Cabinet members.

Retention of Members

- 5.6.1 During the election in 2011, 24 new Councillors were elected. Overall there were 132 candidates. These figures include some duplication because some unsuccessful candidates at the main election stood at the countermanded election in Deeping St. James. In six Wards, Councillors were returned unopposed. Twelve former councillors did not stand for re-election because of their personal circumstances, while one former councillor had died just prior to the election taking place. This provided a number of opportunities for new councillors to come forward.
- 5.6.2 The average length of service on the council has varied however several councillors have served in excess of 20 years. Some of the Councillors elected in 2011 had no previous experience of being district councillors, while some candidates had formerly been councillors for South Kesteven or other local authorities.

Successful transaction of Council business

- 5.7.1 South Kesteven District Council has not had an occasion on which business has not been successfully completed because of a lack of Members. The Council took a proactive decision to increase the number of members on the Governance and Audit Committee to ensure the successful transaction of business (as explained previously).

Ward budget/allocation

- 5.8.1 Councillors do not have individual Ward budgets or allocations. This was a decision taken by Council because of the mixture of single and multiple member Wards and the disparity in funding that would ensue.

6 Representational role

- 6.1 In order to present a clear picture of the representational role of its Members, South Kesteven District Council conducted an evidence gathering exercise in the form of a councillor activity questionnaire. Findings of this questionnaire, from which we received an 81% response rate, are referred to throughout this document. A summary of the responses is included as appendix 5 to this submission.
- 6.2 There are two distinct Ward types in the District i.e. rural or urban. The representational role of Councillors is varied and often demands on time and caseload appear to be greater for those Members representing urban wards, particularly those wards with high levels of deprivation. Councillor's meeting with residents in the more rural wards have the extra time demand of travelling distance when dealing with specific issues raised by residents. During a single month one Councillor reported travelling 1,116 miles on Council business travelling around his Ward and getting to the Council offices for meetings. This travelling time in and from the District's most rural wards obviously adds a considerable amount to the time commitment of Councillors.
- 6.3 As previously mentioned within this document 29 of the District's Councillors also sit on parish or town councils whilst four represent divisions within South Kesteven as county councillors. Members who do not sit as parish councillors also indicated within their responses to the questionnaire that they attend parish meetings on a regular basis. Members view this connection to the parishes as a vital form of engagement and communication. Further information on Councillor involvement in consultation and engagement events can be found at appendix 6
- 6.4 89% of respondents said they always deal with electorate problems and queries on a personal basis. The remaining respondents dealt with constituents' problems on a personal basis 'sometimes'. Matters are referred to the relevant officer as necessary and are followed through with the officer and constituent to a conclusion. Officers assist all members with their relevant casework. Officers also ensure members are complying with all relevant legislation when dealing with their constituents. Members reported that representations from constituents can come to them in a variety of ways from attending Parish Council meetings to telephone calls, engagement events to conversations in supermarket queues!
- 6.5 64% of respondents said they are involved with organisations within their Wards. These organisations include village hall committees, neighbourhood groups, schools' boards of governors, church organisations, hospices and various charities and charitable groups. Some of South Kesteven's Councillors hold surgeries but the frequency is dependent on suitable premises being available. Some Councillors stated that they did not like the formal structure of surgeries and highlighted the perception that Councillors were only available to talk to their constituents on these formal occasions. Newsletters and social networking tools are also used by Councillors to communicate with their constituents but these percentages are very small.

- 6.6 4% of members who responded to the questionnaire spend up to 1 hour a month dealing with issues raised by their constituents, 33% spend between 1 and 5 hours a month, 39% of members spend between 6 and 10 hours each month, 13% spend 11 to 15 hours and 11% of respondents over 15 hours, in a typical month. Responses to this question are reflective of the differing demands of urban and rural-based Councillors.
- 6.7 There has been a considerable change in the sort of issues raised by the electorate. A good deal of time is spent in an advisory capacity. Changes to the different benefit systems and householder planning applications are among the most frequent. The consultation processes, particularly in relation to major planning applications, has also increased member time dealing with the public's concerns. Wind farm applications are of particular concern to many Wards in the rural areas.
- 6.8 Officers and members are very proactive in trying to reach young people and minority groups. There is a Community Focus Forum which meets on a monthly basis. More information about the Community Focus Forum can be found in part 4 of this document in the section relating to Policy Development Groups.
- 6.9 Schools and colleges are invited to send school parties to the Council Offices to learn about the work that is done and Councillors have played an active part in events planned for Local Democracy Week, 11 Million Takeover, Youth Local Strategic Partnership debates and consultation events and in engagement projects such as Hot Streets (Ward specific projects tackling issues such as anti-social behaviour, area clean-up etc).
- 6.10 Regular drop in sessions are held throughout the district to enable residents to discuss any issues they may have with the Council. The Council also piggy-backs other community events providing information stands and opportunities for residents to interact with Councillors and officers on issues of a local nature. Councillors have also been proactively involved in consultation events in support of the Growth initiative, spending whole days actively engaging with residents. Some examples are given in the table at appendix 6.
- 6.11 Within the Councillor activity questionnaire, 64% respondents felt that their workload as a district councillor had increased in the past year. Increases in the frequency of meetings of both Licensing and Alcohol and Entertainment Committee have contributed to workload demands; extra working groups established by Policy Development Groups have been convened to assist with the development of a Car Parking Strategy and national policy such as the Localism Act and its component parts, Welfare Reform and its impact on the most vulnerable in our communities and the Localisation of Council Tax Benefit Support have also had an impact on Councillor workload. Workload has also increased particularly for Cabinet Members and Chairs of Committees and Policy Development Groups with the need to research topics prior to meetings.

Summation

The conclusion drawn in this part of the submission is based on evidence collected referencing Member involvement in council business and has been balanced with the equally important role councillors have in relation to representing their ward. Also taken into consideration is Member involvement in parish and county council activity and in the role Councillors play in representing both the Council and their electorate on community groups.

Soft evidence provided by elected Members does not demonstrate an evidence-based case that those Councillors who do not sit on any committees are any more or less busy on Ward work than any other Councillor. The proposal at this stage of the summary is therefore to reduce council size by four, leaving 54 Members to represent South Kesteven.

7 Future

The Council's Vision and Priorities

- 7.1.1 South Kesteven is an ambitious Council with a vision to make the district a destination to live, work and visit where everyone has a good quality of life. The Council's vision has been determined by listening to feedback from communities and understanding the district's profile. The Council's aim by 2021 is to create an environment where vibrant communities want to live, work and invest.
- 7.1.2 South Kesteven is set to be one of the fastest growing districts in the country (by a further 15% in the next 10 years) so we need to plan for new homes, employment and infrastructure.
- 7.1.3 Through four key priorities, the Council intends to deliver growth, raise aspirations and provide value for money services for communities. The Council is committed to its growth agenda however SKDC realises that it is working in difficult economic times and needs to be innovative and resourceful providing services that offer good value for money.
- 7.1.4 Feedback received from residents helped inform the Council's last review of its priorities: grow the economy; keep SK clean, green and healthy; promote leisure, arts and culture and support good housing for all.

7.2 Grow the economy

7.2.1 The economic prosperity of the district is driven by national factors, but there are key things the Council can do to help.

7.2.2 The Council will:

- Support and facilitate business growth
- Enable the delivery of an attractive retail and leisure offer
- Be a council that is easy to do business with and look to say 'yes' whenever we can
- Promote infrastructure to support growth
- Encourage the provision of higher paid jobs
- Be somewhere that businesses want to invest

7.2.3 Priority projects include:

- Promote Destination South Kesteven as THE place to do business
- Improve Grantham town centre to attract investment
- Develop an apprenticeship scheme to meet local demands
- Encourage higher paid jobs through business development
- Capture and retain local talent
- Progress major projects including the Southern Quadrant and Station Approach in Grantham and Wherry's Lane in Bourne

- Secure broadband coverage across the district, particularly in rural areas, to improve overall access and attract new business

7.3 Keep SK clean, green and healthy

7.3.1 The Council has identified the services the public value most – refuse collection, street cleaning, recycling, green spaces; investment in these services will continue, ensuring they are both high quality and low cost.

7.3.2 The Council will:

- Provide and develop our parks and open spaces
- Maintain a clean and attractive street scene
- Sustain high levels of recycling
- Reduce our carbon footprint whenever and wherever we can
- Encourage active and healthy lifestyles

7.3.3 Priority projects include:

- Healthy lifestyles – tackle health inequalities and childhood and adult obesity (Fit Kids, Exercise Referral, Food4Life)
- Youth sports engagement – to encourage participation in sport (fair play football and summer activities)
- South Kesteven in Bloom – encourage residents to take part in floral competitions to develop community pride
- Green flag status for parks in South Kesteven – five-year improvement programme starting with Wyndham Park in Grantham before being rolled out across the district

7.4 Promote leisure, arts and culture

7.4.1 People are living longer than ever before so the Council needs to provide services which help people stay fit and healthy as well as offering them a wide choice of things to do in their spare time

7.4.2 To do this the Council will:

- Support and develop a diverse economy – daytime and evening
- Enable access to a balanced culture and arts programme
- Promote our heritage and tourism offer
- Maintain wide ranging leisure opportunities

7.4.3 Priority projects include:

- Destination South Kesteven – raise the profile of the district to make it a place where people want to live, work and visit
- Develop a cultural programme of arts and leisure activities and events to attract a wider audience
- Promote the district's heritage and tourism
- Encourage a diverse daytime and evening economy

7.5 Support good housing for all

7.5.1 Demand for housing in South Kesteven continues to grow. SKDC must move with the times and ensure that future development benefits local communities and improves the quality of the environment.

7.5.2 To do this, the Council will:

- Ensure the mixture of housing on offer represents local needs
- Maximise the development of lifetime homes
- Support the creation of neighbourhoods and cohesive communities
- Work to reduce fuel poverty

7.5.3 Priority projects include:

- Work with developers to increase the number of lifetime homes – properties which can be adapted to fit residents at all stages of their lives
- Work with the community to create a safer, cleaner and greener South Kesteven by ensuring a visible presence on the streets to help combat antisocial behaviour, the fear of crime and crime itself
- Bring old homes back to life by investing in run-down (void) properties and using local skill in the form of apprentices, local colleges and businesses
- Work with landlords to improve the quality of private rented housing

7.6 Well Run Council

7.6.1 South Kesteven District Council has also established a well-run council priority, which provides the conditions and infrastructure under which the council can achieve its vision and priorities, make best use of its resources and give excellent customer service in a way that suits the Council's diverse customers.

Growth

7.7.1 The Council's Core Strategy promotes the vision that by 2026 South Kesteven will be:

7.7.2 "A successful rural district supported by excellent social and transport infrastructure. Grantham will have developed as a key economic centre not only in Lincolnshire but also sub regionally. Stamford, Bourne and The Deepings will have equally developed their distinctive market town roles. Rural communities will have remained viable by achieving development that supports their needs.

7.7.3 "All of this will have been achieved in ways which ensure a good quality of life, health and well-being for everyone as well as celebrating the distinctiveness of the district's countryside and heritage.

7.7.4 “This will be achieved by:

- Creating the right balance of jobs, housing and infrastructure
- Ensuring that development is sustainable in terms of location, use and form
- Balancing the development needs of the District with the protection and enhancement of the natural and built environment
- Addressing and mitigating any negative effects of development on the built and natural environment
- Working with partners and residents to develop a place where people really matter”

7.7.5 During the next five years significant developments are planned to take place in Grantham (2050 homes), Market Deeping (270 homes) and Bourne (825 homes) and Stamford (300 homes). All sites are allocated and projections in relation to electorate numbers amount to an increase of 5936. Smaller developments expected within villages across the district will of course increase this figure further.

7.7.6 Projected growth figures have been produced and provided for the information of the commission. Figures have been produced using an elector to population ratio based on 2011 population estimates and electorate information (2012 population estimates were not available). An estimated population projection for 2018 was produced using knowledge of sites that had received planning permission and where sites were being promoted for allocations for houses; this was done by Ward. The estimate is based on the number of dwellings expected to be completed and inhabited within that period and multiplied by the average number of prospective householders (this is based on local demographic information on the number of adults/children living in the area. This elector/population ratio has been applied to the projected population for 2018 to calculate an estimated electorate number. A copy of the projections is attached as appendix 7 of the report.

Localism and policy development

7.8.1 The Localism Act was introduced as part of the national Big Society initiative. Its provisions are designed to increase power locally and “breaking down barriers that stop local councils, social enterprises and voluntary groups getting things done for themselves”. The implementation of this legislation thus strengthens the role as a community leader and local representative³.

7.8.2 The enactment of the Localism Act has created a number of provisions for which the council needs to adopt appropriate policies and procedures. The introduction of these provisions is providing work for the policy development groups including standards arrangements and the community right to bid. The Localism Act is particularly generating work for the Communities PDG through the changes in relation to housing and planning.

³ Rt Hon Greg Clark MP, Minister of State for Decentralisation – Foreword of the Plain English Guide to the Localism Act.

- 7.8.3 The general power of competence introduced by the Act gives local authorities the legal capacity to do something that an individual can do so long as it is not specifically prohibited. This significantly increases the freedom of councils to work in new ways and better address the needs of local people. These provisions are further enhanced by other parts of this legislation.
- 7.8.4 The community right to challenge and the community right to bid both provide for local people to play more active roles in shaping their communities and delivering services to those communities. The community right to challenge allows for voluntary and community groups (including parish councils) the right to express an interest in running a service. These requests must be considered by the council and where it is accepted, the authority must run a procurement exercise for the service in which the challenging organisation can bid. This could see the Council having to respond and take major decisions about the way in which some of its services are provided.
- 7.8.5 The community right to bid requires that local authorities maintain a list of assets of community value which have been nominated by the community. When these come up for sale or a change of ownership, the Act gives community groups the time to develop a bid and raise the money to bid and buy the asset when it comes on the open market. There is a particular role that local councillors can play supporting this work in their Wards. The importance of this role is also supported by the development of neighbourhood planning arrangements.

Service delivery

- 7.9.1 Over the last two years, following the Comprehensive Spending Review, South Kesteven District Council has worked hard to make efficiency savings across the Council with minimal impact on frontline services. This means that the Council continues to provide a full range of services, which Councillors drive and support.
- 7.9.2 The district council has retained its housing stock which means that members are required to ensure the authority fulfils its duty in accordance with housing legislation and that it is effectively managed.
- 7.9.3 The management and delivery of the council's Leisure and Grounds Maintenance services is provided by an external contractor. Contract management remains the responsibility of the Council.
- 7.9.4 The Council is recognised as the in-house provider of the waste service, which means that residents tend to inform councillors if there is an issue. A particular example was the introduction of the green waste service and a later decision to charge for that service.
- 7.9.5 Recently councillors have played an important role in the first Gravity Fields Festival, an arts and science festival. Councillors were instrumental in promoting, stewarding and participating; this will be a biannual event.
- 7.9.6 Members also have a key function in the development of the Council's vision and priorities. The Council last reviewed its priorities in 2011 and Councillors

participated in a series of workshops to determine the vision and priorities. As part of the on-going drive for improvement to its service delivery and to ensure value for money, Members participate in regular monitoring of performance and progress.

7.10 Procurement

7.10.1 SKDC is part of a procurement shared service for the whole of the county (Procurement Lincolnshire); it comprises all eight of Lincolnshire's local authorities. The service is formally hosted by Lincolnshire County Council on behalf of the other member partners.

7.10.2 Procurement is part of a wider Lincolnshire Shared Service programme which aims to be innovative in transforming the way in which services are organised and delivered to improve the customers' experience. The Shared Services agenda supports Lincolnshire local authorities in working together to give communities a voice and providing more integrated and simplified services.

7.10.3 Together, the eight partner authorities spend in excess of £480 million per year on the procurement of goods, services and works and we have a duty to make sure that this spending represents value for money. By working together Procurement Lincolnshire and its partner authorities will seek to deliver two clear priorities:

- Delivering year on year efficiencies, but not at the cost of quality;
- Developing and embracing socially responsible procurement, engaging with local and regional suppliers to promote the local economy and taking account of the social and environmental impact of spending decisions.

7.10.4 Procurement Lincolnshire operates at a strategic level focusing on procurement activity which delivers value for money to the eight local authority partners whilst procuring in a sustainable and responsible manner.

7.10.5 The service is responsible for supporting local authorities in Lincolnshire with their strategic direction in regard to procurement. It does not undertake operational procurement (such as placing purchase orders, expediting deliveries, etc), which takes place at a local level in each of the councils.

7.10.6 Procurement Lincolnshire supports its partner local authorities through the provision of cost-effective contracts which have undergone rigorous selection procedures in order to appoint suppliers who are capable of delivering high quality goods, services and works. By using contracts recommended or instigated by Procurement Lincolnshire, local authority partners can ensure that they comply with all relevant procurement regulations. The organisation maximises use of existing framework contracts led by other public sector buying organisations where pre-competited contracts offer value for money. In areas of significant spend further value is released from such frameworks by Procurement Lincolnshire undertaking mini-competitions on behalf of its local authority partners.

7.10.7 Where frameworks do not exist or offer best value, Procurement Lincolnshire will work in conjunction with partners to put in place its own contracts. These

will be competitively tendered in accordance with local authority partners' own contract regulations and wider public procurement legislation.

7.10.8 By working collaboratively, Procurement Lincolnshire supports partners with new and innovative means of purchasing and is changing the way in which local authorities in Lincolnshire procure. It seeks to embed the sustainable principles of undertaking purchasing decisions which take account of environmental, economic and social factors whilst still securing value for money. Procurement Lincolnshire also has an active supplier engagement programme which facilitates local smaller businesses in being better equipped to access new opportunities.

7.11 Joint scrutiny arrangements

7.11.1 South Kesteven District Council appoints representatives to sit on two Scrutiny Committees of Lincolnshire County Council. One Member is appointed to the Health Scrutiny Committee, which considers matters relating to the provision of health services within the County. The Committee meets on a monthly basis and has the following role:

- Review and scrutinise any matters relating to the planning, provision and operation of health services which affect the residents of Lincolnshire.
- Consider and respond to any consultations by any local NHS body, which constitute a substantial development or substantial variation in the provision of health services in Lincolnshire and where required, refer the matter to the Secretary of State.
- Consider and respond to any health consultations, which affect the residents of Lincolnshire.
- Establish time limited task and finish groups in relation to the health service provision.
- Make reports and recommendations to any local NHS body, the County Council, the Executive or relevant Executive Councillor in relation to any of the Committee's functions listed above.
- Liaise with the Lincolnshire Local Involvement Network in relation to the health care element of the Network's work programme and to consider referrals from the Local Involvement Network in relation to health care.

7.11.2 A second councillor is appointed to the Lincolnshire Flood and Drainage Management Scrutiny Committee. This Committee meets as frequently as required to fulfil its role; it meets a minimum of once a year. The Committee considers the following as part of its role:

- How Lincolnshire County Council delivers its local leadership role in relation to flood and drainage management
- The development & delivery of the Local Flood Risk Management Strategy
- The work of all flood risk management authorities operating within Lincolnshire
- The effectiveness of the partnership framework
- The local implementation of the Environment Agency-led National Strategy for Flood Risk and Coastal Erosion

- Action plans for Shoreline Management Plans and Catchment Flood Management Plans (main rivers)

7.12 Finance

- 7.12.1 South Kesteven District Council has been recognised by the Audit Commission as being a council that provides value for money services. The Council's acknowledged approach as a well-run, prudent and careful council has been maintained even in economically tough times.
- 7.12.2 The Council's medium term financial plan looks at the way in which the Council organises its finances to ensure it is best placed to deliver plans and priorities for the years 2011/12 through to 2014/15.
- 7.12.3 A significant reduction in the level of government grant funding received by the Council had already been experienced and was expected to continue through to 2014/15. This reduction equates to around 23% in government funding during this four-year period. This is further exacerbated by tight restrictions on council tax growth, decreasing streams of income from fees, charges and investments, and the costs of increasing salaries, utilities and fuel and pensions.
- 7.12.4 Despite these pressures the council remains in a robust position. Years of good financial management and tight control have left the Council with a sustainable budget and an adequate level of balances and reserves to support our priorities.
- 7.12.5 The Council has carried out a SIMALTO (Simultaneous Multi Attribute Level Trade-Off) budget exercise that involved focus groups and other forms of consultation where the public were asked to determine how we reappropriate the budget we have at our disposal. Councillors and their constituents met along with officers at public engagement events across the district to determine the things that were important to their communities and the level of service available.
- 7.12.6 The Resources Portfolio Holder, with the Resources PDG has played a key role in the financial leadership for the Council in reviewing the outcome and informing the budget process.
- 7.12.7 All Councillors participate in the budget-setting process. The budget is presented to Council, and Members are actively engaged in debate and ultimate decision making. A number of alternative budgets have been proposed in recent years.
- 7.12.8 The Resources PDG undertakes ongoing budget monitoring and plays a key role in the budget setting process and including fees and charges. The Governance and Audit Committee has responsibility for the annual outturn and approving the annual statement of accounts.
- 7.12.9 The Council has an ambitious capital programme with an indicative spend of £24.529 million for 2013/ to 2014/15 and supports major projects concentrated on Council priorities, particularly Grow the Economy and around the Customer First approach the Council has adopted.

Summation

It is clear from the evidence presented during this third and final part of our submission that significant growth is expected in South Kesteven over the course of the next five years. All housing developments referred to have allocated sites; some already have planning permission in place whilst others are pending approval. Given that the increase in electorate has been robustly estimated at just short of 6,000 within the five year period, the Council concludes that in order to provide adequate services in terms of both council business and ward responsibilities the submission for reduction in council size should be re-evaluated and a more modest reduction of three Councillors should be submitted.

8 Conclusion

- 8.1 The process of reviewing council size for South Kesteven has been welcomed by elected Members. Evidence gathered and presented as part of this submission has been carefully considered and has determined reasoned argument in support of our submission.
- 8.2 In examining the evidence presented throughout this document and in the accompanying appendices, the Council puts forward a submission to the Commission to make a modest reduction in council size to a number that will still allow business to be effectively conducted and for the electorate to be equitably represented while achieving parity in the Councillor / elector ratio.
- 8.3 We therefore submit our proposal to reduce the council size of South Kesteven by 3 leaving a representation of 55 elected Members for the district.

Appendix 1: Member involvement in committees and outside bodies

No of Committees on which Members sit	Member Involvement	Representation on Outside Bodies	Member Representation
0	4	0	31
1	27	1	12
2	20	2	11
3	6	3	3
4	1	4	1
Total No of Committees 8	58	Total No of Outside Bodies 33	47

Appendix 2: Delegation scheme

CONSTITUTION



PART 3

DELEGATED AUTHORITY

DELEGATED AUTHORITY TO CABINET PORTFOLIO HOLDERS

Portfolio holders shall have delegated authority to determine “key and non-key issues which, in the opinion of the Leader, are wholly or mainly within their own remit”.

GROW THE ECONOMY AND ECONOMIC DEVELOPMENT PORTFOLIO

Councillor Mrs Frances Cartwright

GOVERNANCE AND COMMUNICATION PORTFOLIO

Councillor Paul Carpenter

GREEN, HEALTHY AND ARTS PORTFOLIO

Councillor J A Smith

STRATEGIC RESOURCES PORTFOLIO

Councillor Mike Taylor

GOOD HOUSING PORTFOLIO

Councillor Terl Bryant

POLICY, STRATEGY AND STRATEGIC PARTNERSHIPS

Councillor Linda Neal

LEADERS PORTFOLIO

RESPONSIBILITY FOR COUNCIL FUNCTIONS

DEVELOPMENT CONTROL COMMITTEE (17 members)

Chairman
Vice-Chairman

Councillor Wilkins
Councillor Parkin

Councillor Ashberry
Councillor Cook
Councillor Higgs
Councillor Howard
Councillor Mrs Kaberry-Brown
Councillor Vic Kerr
Councillor King
Councillor Morgan

Councillor Powell
Councillor Jacky Smith
Councillor Mrs Smith
Councillor Stevens
Councillor Adam Stokes
Councillor Sumner
Councillor Wren

1. All 17 members of the quasi-judicial regulatory committee to be known as the Development Control Committee.
2. Planning and Conservation - Functions relating to town and country planning and development control as specified in Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (the Functions Regulations).

The Development Control Committee shall only have delegated power to refuse an application against the clearly expressed advice from the Lead Professional Development Control^{09/08} if it has acted in accordance with the following:

- (a) If any such motion is put and seconded, the members so proposing and seconding the motion shall express the necessary planning reason for the motion at the meeting for consideration of the matter. If no such reasons are provided or the Development Control Lead Professional considers that the reasons given are not valid planning reasons or cannot be supported by evidence then the rules detailed below at clause 2(b), (c), (d), (e) and (f) shall prevail.^{06/09}
- (b) If any such motion is put and seconded, the Chairman or Vice-Chairman shall before any vote is taken, inform the Committee and the public of these provisions.
- (c) On first consideration the Committee is not empowered to determine the application against the officer recommendation. If the Committee is minded to do this it must pass a resolution stating that on the basis of the consideration to date it is minded to refuse and therefore requires to defer a decision pending the receipt and consideration of further information clarifying the proposed reasons for refusal and the planning officers' responses to those reasons.

- (d) This vote must be recorded and all members who support it must within the next five working days provide to the Development Control Services Manager, the planning reasons for their view and the evidence that supports it.
 - (e) The application shall be placed on the agenda for consideration at the next Development Control Committee. At this meeting the Development Control Committee shall have the power to determine the application, but, before doing so the Lead Professional Development Control having assessed the information provided to him, shall inform the Committee whether, in his opinion, the reasons advanced are substantial enough for the authority to defend the decision at an inquiry. In light of this additional information members may then determine, without being fettered by their vote at the previous meeting.
 - (f) The second vote must also be recorded and any member who votes to refuse the application in contravention of the officer recommendation must be willing to appear for the authority and give evidence regarding the reasons for their decision at any planning inquiry.
3. Functions relating to high hedges pursuant to Part 8 of the Anti-Social Behaviour Act 2003.
 4. A list of the powers may be found at page 79 of this Constitution.

**LICENSING COMMITTEE
(11 members)**

Chairman	Councillor Mrs Bosworth
Vice-Chairman	Councillor Russell
Councillor Ashberry	Councillor Vic Kerr
Councillor Broughton	Councillor Rowlands
Councillor Chivers	Councillor Mrs Taylor
Councillor Griffin	Councillor Turner
Councillor Howard	

1. 11 Members of the Licensing Committee.
2. Taxi, gaming, entertainment, food and miscellaneous licensing – Functions relating to licensing and registration as set out in Schedule 1 to the Functions Regulations.
3. A list of the powers delegated to the Head of Environmental Services may be found at page 75 of this Constitution.

**ALCOHOL, ENTERTAINMENT AND LATE NIGHT
REFRESHMENT LICENSING COMMITTEE
(11 members)**

Chairman
Vice-Chairman

Councillor Mrs Bosworth
Councillor Russell

Councillor Ashberry
Councillor Broughton
Councillor Chivers
Councillor Griffin
Councillor Howard

Councillor Vic Kerr
Councillor Rowlands
Councillor Mrs Taylor
Councillor Turner

1. Alcohol, Entertainment and Late Night Refreshment Licensing Committee to consist of 11 members of the existing Council's Licensing Committee, appointed by the Council, at or as soon as reasonably practicable after the Annual Council meeting.
2. The purpose of the Committee is to undertake and exercise functions of the licensing authority as allocated to the committee under the Licensing Act 2003, together with any associated functions of the Council.

REVIEW BOARD

1. 3 Members of the Licensing Committee.
2. Housing and Benefits Review – To consider appeals against decisions made by the Council, the executive or an officer in relation to housing benefit, Council tax benefit and various matters including tenancy allocations provided for in the Housing Act 1996.
3. Members Code of Conduct -
 - (a) To receive reports on investigations carried out into alleged failure to comply with the Members' Code of Conduct.
 - (b) To consider whether a complaint should be investigated as required by the Monitoring Officer.
 - (c) Determine the outcome of investigations by hearing reports of investigations, the evidence of the parties involved and any other evidence available to the Board.

APPEALS PANEL

1. 3 Members of the Licensing Committee or the Resources Policy Development Group.

2. Personnel and Grievance matters – To consider appeals against dismissal grading and grievances by employees of the Council individual grading decisions.
3. To consider appeals against decisions taken by or on behalf of the Chief Executive under the Council’s complaints procedure.

CONSTITUTION COMMITTEE

(5 members)

Chairman	Councillor Wootten
Vice-Chairman	Councillor Adam Stokes
Councillor Auger	Councillor Shorrock
Councillor S Sandall	

1. 5 Members of the Constitution Committee.

Amendments to the Constitution

SCRUTINY COMMITTEE

(11 members)

Chairman	Councillor Howard
Vice-Chairman	Councillor Mrs Smith
Councillor Cosham	Councillor Powell
Councillor Davidson	Councillor Russell
Councillor Mrs Kaberry-Brown	Councillor Sampson
Councillor King	Councillor Turner
Councillor Nalson	

1. The Scrutiny Committee will comply with the Political Balance Rules in Section 15 of the Local Government and Housing Act 1989. The Scrutiny Committee will be composed of 11 members or such number of members as the Council considers appropriate from time to time.
2. The Scrutiny Committee will discharge the functions conferred by section 21 of the Local Government Act 2000 or regulations under section 32 of the Local Government Act 2000.
3. The Scrutiny Committee will review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council’s functions;
4. Make reports and/or recommendations to the Council and/or the Cabinet and/or any joint or area committee in connection with the discharge of any functions;
5. Consider any matter affecting the area or its inhabitants and exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Cabinet and/or any area committee.

**GOVERNANCE AND AUDIT COMMITTEE
(7 Members plus 1 external co-optee)**

Chairman
Vice-Chairman

Councillor Ian Stokes
Councillor Bevan

Councillor Scott
Councillor Shorrocks
Councillor Thompson

Councillor Wilkins
Councillor Woolley

1. The Governance and Audit Committee will comply with the Political Balance Rules in Section 15 of the Local Government and Housing Act 1989. The Governance and Audit Committee will be composed of 7 Councillors appointed annually at the Annual Council Meeting.
2. The Committee may appoint, as a co-opted member, an external appointee (subject to appropriate training) as a member of the Governance and Audit Committee with voting rights.

Membership of the Governance and Audit Committee will be subject to having the appropriate skill, experience and mandatory training set out at Article 12.3.

3. Functions as detailed at Article 12 of part 2 of this Constitution.

**CHIEF EXECUTIVES REMUNERATION PANEL MEMBERSHIP^{01/09}
(3 Members)**

Councillor Bryant, Councillor Sampson, Councillor Scott

1. The Chief Executive's remuneration panel of three elected members must be politically balanced and must include at least one member of the Cabinet.
2. The membership of this panel is to be determined by Council.
3. If a panel member is unable to attend a meeting the Leader of the relevant Group has the delegated authority of the Council to nominate a substitute.
4. The members of the remuneration panel may not be members of the performance panel.

Remit

The panel has the delegated authority of the Council to meet in private to:

- (i) Review the total remuneration of the chief Executive on a regular basis, at least annually.
- (ii) Review any remuneration issues arising from the performance panel.

- (iii) Make an informed and evidence based decision on the pay and remuneration package of the Chief Executive, in line with the council's pay and reward strategy, employment policies and practices and financial regulations.
- (iv) Commission research and background information to inform its decision making process, using the officers of the council to provide information on national guidance, pay benchmarking information, best practice advice, affordability, performance data.
- (v) The panel may also co-opt an external member on a temporary basis to assist their review and to assist with objective analysis of data.
- (vi) Refer proposed decisions to the S151 officer for consideration of any budgetary implications.
- (vii) The panel can meet as frequently as it requires to discharge its responsibilities.
- (viii) Panel members must commit to working objectively, impartially and maintaining confidentiality

CHIEF EXECUTIVES PERFORMANCE PANEL

(Members 3)

Councillor Mrs L Neal, Councillor Powell, Councillor M Taylor

1. The Chief Executive's Performance Panel must be politically balanced comprising of three members including at least one member of the Cabinet.
2. The membership of this panel is to be determined by the Council.
3. If a panel member is unable to attend the Leader of the relevant Group has the delegated authority of the Council to nominate a substitute.
4. The members of the performance panel may not be members of the remuneration panel or the appeal panel.

Remit

The panel has the delegated authority of the Council to meet in private to:

- (i) Set the objectives of the Chief Executive on a regular basis.
- (ii) Undertake a performance and development review against these objectives on a regular basis, at least annually.
- (iii) Monitor performance against objectives.

- (iv) Make recommendations to the remuneration panel regarding the performance of the Chief Executive.
- (v) Address any formal complaints and any capability, conduct or other substantial employment issues, reaching appropriate solutions by agreement in the best interests of the Council.
- (vi) Take formal action (reflecting the guidance contained in the national handbook on the conditions of service for Local Authority Chief Executives and the provision of the Local Authorities (Standing Orders) (England) Regulations 2001) including the appointment of a Designated Independent Person and consideration of their recommendations.
- (vii) In an emergency and/or in exceptional circumstances, the Chairman of the performance panel will have the delegated authority of the Council to suspend the Chief Executive, pending the commissioning by the performance panel of a properly constituted investigation by a Designated Independent Person
- (viii) Hear any grievance made by the Chief Executive against the Service Manager for Human Resources & Organisational development of the Leader
- (ix) The Monitoring Officer and the Service Manager for Human Resources and Organisational Development are responsible for acting as advisers to the performance panel to ensure legislative compliance and HR advice, and the Section 151 Officer is responsible for advising the panel on any relevant financial matter.
- (x) The panel can meet as frequently as it requires to discharge its responsibilities.
- (xi) Panel members must commit to working objectively, impartially and maintaining confidentiality.

Formal complaints that fall under the remit of this panel are written complaints about the Chief Executive that are not related to ordinary service delivery, or that can be dealt with through other procedures and which are not trivial or unfounded. The Chair of the performance panel and the Monitoring Officer are responsible for ensuring that complaints are addressed through the most appropriate procedure.

CHIEF EXECUTIVES APPEAL PANEL^{01/09}
(3 Members)

Councillor P Carpenter, Councillor V Kerr, Councillor I Stokes

1. This must be a politically balanced panel made up of three members who:
 - Are not members of the performance panel.
 - Who have no involvement with any of the matters within the remit of the appeal.
 - It must include at least one member of the cabinet.
2. The membership of this panel is to be determined by the Council.
3. The Leader has the delegated authority of the Council to make any necessary substitutions to ensure that the appeal panel is independent of the subject of the appeal.

COMMUNITIES POLICY DEVELOPMENT GROUP

Chairman	Councillor Nicholson
Vice-Chairman	Councillor Thompson
Councillor Cooke	Councillor Mrs Taylor
Councillor Morgan	Councillor Wootten
Councillor Griffin	

ENGAGEMENT POLICY DEVELOPMENT GROUP

Chairman	Councillor Adams
Vice-Chairman	Councillor Woolley
Councillor Auger	Councillor Jock Kerr
Councillor Bisnauthsing	Councillor Robins
Councillor Channell	

RESOURCES POLICY DEVELOPMENT GROUP

Chairman	Councillor Craft
Vice-Chairman	Councillor Scott
Councillor Bevan	Councillor B Sandall
Councillor Cook	Councillor Jacky Smith
Councillor Dilks	

RESPONSIBILITY FOR LOCAL CHOICE FUNCTIONS

1. Any function under a local Act other than a function specified or referred to in Part 2 or Schedule 1.

- Decision Making body – The Council

(There are presently no local Acts in force in South Kesteven).

2. The determination of an appeal against any decision made by or on behalf of the authority.

- Decision Making Body – Appeal Panel – 5 members of a Regulatory committee

3. The appointment of review boards under regulations under subsection (4) or Section 34 (determination of claims and reviews) of the Social Security Act 1998.

- Decision Making Body – Review Board – 5 members of a Regulatory committee

4. The conducting of best value reviews in accordance with the provisions of any order for the time being having effect under Section 5 (best value reviews) of the Local Government Act 1999.

- Decision Making Body – Cabinet
- Delegation of Function - The member with responsibility for performance management

5. Any function relating to contaminated land

- Decision Making Body – Cabinet – Leader and 5 members of the authority
- Delegation of function – A list of powers delegated to the Head of Environmental Services may be found at page 95 of this Constitution

6. The discharge of any function relating to the control of pollution of the management of air quality.

- Decision Making Body – Cabinet - Leader and 5 members of the authority
- Delegation of function – A list of powers delegated to the Head of Environmental Services may be found at page 95 of this Constitution.

7. The service of an abatement notice in respect of statutory nuisance

- Decision Making Body – Cabinet – Leader and 5 members of the authority.
- Delegation of function – a list of powers delegated to the Head of Environmental Services to be found at page 95 of this Constitution.

8. The passing of a resolution that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in the authority's area.
 - Decision Making Body – Leader and 5 members of the authority
 - Delegation of function – a list of powers delegated to the Head of Environmental Services to be found at page 95 of this Constitution.
9. The inspection of the authority's area to detect any statutory nuisance.
 - Decision Making Body – Cabinet – Leader and 5 members of the authority
 - Delegation of function – a list of powers delegated to the Head of Environmental Services to be found at page 95 of this Constitution.
10. The investigation of any complaint as to the existence of a statutory nuisance.
 - Decision Making Body – Cabinet – Leader and 5 members of the authority
 - Delegation of function – a list of powers delegated to the Head of Environmental Services to be found at page 95 of this Constitution.
11. The obtaining of information under Section 330 of the Town and Country Planning Act 1990 as to interest in land.
 - Decision Making Body – Cabinet
 - Delegation of function – A list of powers delegated to the Head of Assets may be found at page 100 of this Constitution also Head of Development & Growth page 101 and Head of Environmental Services, page 95 of this Constitution. ^{09/08}
12. The obtaining of particulars of persons interested in land under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976.
 - Decision Making Body – Cabinet
 - Delegation of function – A list of powers delegated to the Head of Assets may be found at page 100 of this Constitution
13. The appointment of any individual:-
 - a. to any office other than an office in which he is employed by the authority;
 - b. to any body other than –
 - (i) the authority;
 - (ii) a joint committee of two or more authorities; or

- c. to any committee or sub-committee of such a body, and the revocation of any such appointment.
- Decision Making Body – Council
14. Membership of the Scrutiny Committee – 11 members.
 15. Membership of the Policy Development Groups – 7 members.
 16. By way of classification no committee, Policy Development Group, board or panel has the power to establish a panel for the purpose of advising officers on the exercise of authority delegated to them by Council.
 17. The approval of key human resources and organisational development strategies and policies that have significant financial implications e.g. remuneration/pay, pensions, redundancy.^{06/09}
 - Decision Making Body – Cabinet
 - Delegation of function – The member with responsibility for human resources and organisational development
 18. The approval of operational human resources and organisational development policies, working procedures, protocols.^{06/09}
 - Decision Making Body – the Head of Paid Service and their management team
 - Delegation of function – a list of powers delegated to the Chief Executive is to be found on page 90 of this Constitution.

LIST OF POWERS DELEGATED TO OFFICERS

CHIEF EXECUTIVE, HEADS OF SERVICE, SERVICE MANAGERS

1. To manage the services for which they are responsible:-
 - (i) in accordance with any policy decisions made by, or guidelines issued by, the Council;
 - (ii) within the budgets made or approved by the Council;
 - (iii) in compliance with all standing orders, codes of practice, financial regulations or instructions approved or adopted by the Council.
2. To take such decisions or actions as they are required or authorised to take:-
 - (i) under standing orders adopted by the Council, and
 - (ii) as proper officers of the Council (as defined in Section 270(3) of the Local Government Act 1972).
3. To accept tenders and award contracts to contractors on behalf of the Council in the following circumstances:-^{01/08}
 - (i) following a tender process strictly in accordance with the Council's Contract Procedure Rules and Financial Regulations;^{01/08}
 - (ii) for the carrying out of works and/or the provision of goods and/or services; and^{01/08}
 - (iii) which are to be awarded on the basis of lowest possible price^{01/08}

CHIEF EXECUTIVE

1. All functions as Head of Paid Service, including the approval of operational human resources and organisational development policies, working procedures, protocols. The Head of Paid Service may delegate such approvals to the management team.^{06/09}
2. That the Head of Paid Service be made responsible for maintaining and updating the scheme of delegation to officers.
3. To authorise officers in appropriate posts who are suitably trained and qualified to carry out the delegations where authorised posts become vacant or cease to exist and to authorise the change in the Constitution to bring into effect the changes to the scheme of delegation.^{01/10}
4. To authorise the Head of Paid Service (or deputy) to grant dispensation in respect of any conflict of interest of any Member of the Cabinet declared at meetings of the Cabinet.^{10/12}

STRATEGIC DIRECTOR CORPORATE FOCUS (Chief Finance Officer) (S151 OFFICER)^{10/10}

1. To make arrangements for the proper administration of the Council's financial affairs under Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988.
2. To conduct loans, finance operations and to incur and repay bank overdrafts within the policies of the Council as prescribed from time to time.
3. To write off all debts due to the Council as approved in the financial regulations^{09/08} when he is satisfied that recovery is not possible.
4. To take and authorise in writing other officers appropriately qualified and trained to take^{01/10} all such action as may be required in relation to an appeal under Section 16 of the Local Government Finance Act 1992.
5. To exercise the powers of the Council to anticipate precepts in accordance with regulations made by the Secretary of State under Section 41 of the Local Government Finance Act 1992.
6. To exercise and authorise in writing other officers appropriately qualified and trained^{01/10} to exercise the powers of the Council under Section 14 and Schedule 2 of the Local Government Finance Act 1992 relating the variation of the statutory instalment scheme for the payment of the Council Tax.
7. To exercise and authorise in writing other officers appropriately qualified and trained^{01/10} to exercise the powers of the Council under Section 14 and Schedule 3 of the Local Government Finance Act 1992 relating to any request to any person appearing to be resident, owner or managing agent of a particular dwelling to supply information needed for the purpose of identifying the liable person in relation to the dwelling.
8. To exercise and authorise in writing other officers appropriately qualified and trained^{01/10} to exercise the powers of the Council under Section 14 and Schedule 3 of the Local Government Finance Act 1992 relating to the management of the schemes of civil penalties (including the imposition and collection of such penalties) within the policies of the Council prescribed from time to time.
9. To take, and authorise in writing other officers appropriately qualified and trained^{01/10} to take on behalf of the Council, any appropriate action to enforce the payment of Council taxes under Section 14 and Schedule 4 of the Local Government Finance Act 1992 and to enforce payment of community charges under Schedule 4 of the Local Government Finance Act 1992.
10. To make determinations and authorise in writing other officers appropriately qualified and trained to make determinations^{01/10} under Section 47 of the Local Government Finance Act 1988 and Section 1 and Schedule 1 of the Local Government and Rating Act 1997 as to discretionary rate relief in

accordance with any such scheme for the time being approved or adopted by the Council.

11. To compile and maintain, on behalf of the Council, in accordance with Section 42 of the Local Government Finance Act 1988 (and Section 1 and Schedule 1 of the Local Government Rating Act 1997) a local non-domestic rating list and a rural settlement list.
12. To take and authorise in writing other officers appropriately qualified and trained^{01/10} to take all such action as is required of the Council in the administration of the non-domestic rating system under Section 62 and Schedule 9 of the Local Government Finance Act 1988 and any regulations made by the Secretary of State there under.
13. To exercise the powers of the Council under Section 99 of the Local Government Finance Act 1988 relating to the collection fund and the payment of precepts.
14. To take all such action as is required of the Council to establish and maintain its general fund under Section 91 of the Local Government Finance Act 1988.
15. To take all such action as is required of the Council to establish and maintain its Housing Revenue Account under Section 74 of the Local Government and Housing Act 1989.
16. Subject to any directions given from time to time by the Council to make all such calculations as are required for the purposes of Section 32 of the Local Government Finance Act 1992.
17. To make arrangements for the proper administration of housing and Council tax benefits under Section 134 of the Social Security Administration Act 1992, (as amended by SS 121, 227, Schedules 12 & 19 of the Housing Act 1996) (Section 123 of the Social Security Contributions and benefits Act 1992 and Schedule 9 of the Local Government Finance Act 1992).
18. To implement schemes for lease cars, car loans and travelling allowances from time to time approved by the Council.
19. Without prejudice to the exercise and authorise in writing other officers appropriately qualified and trained^{01/10} to exercise of any of the powers referred to in paragraphs 1 to 17 inclusive, the Strategic Director Corporate Focus is authorised to serve notices, enter into agreements, give receipts, make adjustments, institute proceedings and to take any action available to the Council to collect or enforce the collection of non-domestic rates, Council Tax and the personal, standard and collective community charges from those persons liable.
20. To authorise contributions up to a maximum of £200 towards litigation costs in cases supported by the Local Government Association.

21. To carry out all functions relating to treasury management in accordance with the Council's Treasury Management Policy. The policy is in accordance with the CIPFA Code of Practice.
22. To maintain adequate internal controls by setting appropriate authorisation limits for Council officers in relation to the procurement of goods and services for the Council.
23. To take the appropriate action in respect of forfeiting, terminating or repossessing a lease between the Council and any tenant as the final part of a debt recovery and breach of tenancy process where rent remains outstanding or there has been some other breach of the terms of the lease which would require the Council to obtain vacant possession of the leased premises.^{03/09}
24. To make the appropriate financial arrangements and/or payment to mitigate risk, including litigation or risk management situations, taking such action as may be required for each situation/case based on appropriate professional opinion and advice.^{06/09}
25. To exercise the powers of the Council to prosecute as contained in the Social Security Administration Act 1992 (as amended) and any subsequent legislation relating to Housing and Council Tax Benefit Fraud and any other fraud which local authorities are permitted to prosecute in accordance with current legislation in consultation with Legal Services.^{10/09}
26. To sign and serve and authorise in writing other officers appropriately qualified and trained to sign and serve notice seeking possession and take action for possession of any Council dwelling, land or a garage, authorised under Schedule 2 of the Housing Act 1985 (as amended by the Housing Act 1996) due to rent arrears and Section 128 Housing Act 1996.^{01/10}
27. To sign, serve and authorise in writing other officers appropriately qualified and trained to sign, serve and issue Notice to Quit and take action for possession of any Council dwelling or garage under licence, non secure tenancy as a result of rent arrears.^{01/10}
28. To sign, serve and authorise in writing other officers appropriately qualified and trained to sign, serve make application to the County Court in connection with rent arrears under the Housing Act 1985.^{01/10}
29. To authorise the sale of Council dwellings in accordance with the Right to Buy as required by the Housing Act 1985 (as amended).^{09/08}

HEAD OF HOUSING AND NEIGHBOURHOODS^{09/10}

1. To exercise the general management, regulation and control of the Council's housing stock under Section 21 of the Housing Act 1985.

2. To take all such action as is required of the Council to prepare, maintain and administer the housing register under Sections 159 to 166 of the Housing Act 1996 as amended by the Homelessness Act 2002.
3. Subject to any policy directions given by the Council, to take all such action as is required of the Council to prepare, maintain and administer a housing allocation scheme under Sections 161, 167 to 168 of the Housing Act 1996 and Section 106 of the Housing Act 1985 as amended by the Homelessness Act 2002..
4. To allocate housing to the homeless applicants to whom the Council owes a duty under Part VII of the Housing Act 1996 as amended by the Homelessness Act 2002.
5. To sign and serve notice seeking possession and take action for possession of any Council dwelling, land or garage for any reason authorised under Schedule 2 of the Housing Act 1985 (as amended by Housing Act 1996) due to breach of tenancy and Section 128 Housing Act 1996.
6. To publish information about secure tenancies under Section 104 of the Housing Act 1985.
7. To maintain arrangements for consultation with tenants on matters of housing management which are likely substantially to affect them (Section 105, Housing Act 1985).
8. To issue reports to all housing revenue account tenants each year containing information determined by the Secretary of State about functions of the Council as housing authority (Section 167, Local Government and Housing Act 1989).
9. To implement and ensure compliance with Tenancy & Neighbourhood Services Tenancy Agreement (April 2002).
10. To sign, serve, and authorise Officers to issue Notice to Quit and take action for possession of any Council dwelling or garage occupied under licence, non-secure tenancy as a result of breach of tenancy or trespass.
11. To sign, serve and authorise officers to sign and serve anti-social behaviour contracts drawn up and served under the provisions of the Crime and Disorder Act 1998.
12. To sign, serve and authorise officers to make any application to the County Court in connection with the general housing management regulation and control of the Council's stock under the Housing Act 1985, Housing Act 1996, Homelessness Act 2002, the Crime and Disorder Act 1998 and the Anti-Social Behaviour Act 2003.
13. To authorise the disposal of small parcels of land held for the purpose of Tenancy Services land (not exceeding 0.25 acres) which is not longer

required for use by Tenancy Services purposes provided such disposals are in accordance with established policy, the land is not required by any other service of the Council and subject to prior consultation with the Ward Member in which the land is situated. ^{09/08}

14. To authorise grants under the Housing Grants, Construction and Regeneration Act 1996 as implemented under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 with the exception of discretionary Disabled Facilities Grants. ^{06/09}

Homelessness

15. To authorise Housing Solutions Officers to exercise the duty of providing or securing the provision of advisory services and assistance in relation to homelessness under Part VII of the Housing Act 1996 as amended by the Homelessness Act 2002.
16. To take all such action and authorise all Housing Solutions Officers as is required of the Council to undertake enquiries in relation to homelessness under Section 184 of the Housing Act 1996 as amended by the Homelessness Act 2002 and to determine homelessness applications as appropriate.

HEAD OF ENVIRONMENTAL SERVICES ^{09/10}

Private Sector Housing

1. To serve and to authorise Housing Solutions Officers and Environmental Health Officers to serve, abatement notices under Section 80 of the Environmental Protection Act 1990.
2. To serve, and to authorise Housing Solutions Officers and Environmental Health Officers to serve, notices under Section 35 of the Local Government (Miscellaneous Provisions) Act 1976 to unblock private sewers.
3. To serve, and to authorise Housing Solutions Officers and Environmental Health Officers to serve, notice under Sections 45, 50, 79 and 140 of the Public Health Act 1936.
4. To serve, and to authorise Housing Solutions Officers and Environmental Health Officers to serve, notice under Sections 189, 190 and 352 of the Housing Act 1985 relating to fitness of property for human habitation.
5. Authorisation to sign on behalf of the Council documents under the Housing Act in relation to condition of houses or environmental health as proper officer under Section 234 of the Local Government Act 1972.
6. To serve and to authorise Officers to serve notice in relation to defective premises under Section 76 of the Building Act 1984.

7. Authorised and to authorise Officers to arrange for restoration of gas, electricity or water supply where the building is occupied as a dwelling and the supply has been cut off as a result of landlord failure under Section 33 of the Local Government (Miscellaneous Provisions) Act 1976.
8. (Authorised and to authorise) Officers to undertake works to a building to prevent it becoming a danger to public health under Section 29 of the Local Government (Miscellaneous Provisions) Act 1982
9. Authorised and to authorise Officers to arrange for repair where drainage is inadequate under Section 59 of the Building Act 1984.
10. Authorised and to authorise Officers to serve repair notices where property is unfit for human habitation under Section 189 of the Housing Act 1985.
11. To serve and to authorise Officers to serve repair notice where property is in state of disrepair under Section 190 of the Housing Act 1985.
12. To serve and to authorise Officers to serve notice to make houses in multiple occupation fit for number of occupants under Section 352 of the Housing Act 1985.
13. To serve and to authorise Officers to serve requisitions for information under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976.
14. To serve and to authorise Officers to serve, deferred action notices in relation to unfit properties under Section 81 of the Housing Grants, Construction and Regeneration Act 1996.
15. To serve and to authorise Officers to serve, "Minded to" notices in respect of houses in disrepair or unfit under Regulation 3 of the Housing (Fitness Enforcement Procedures) Order 1996.
16. To serve and to authorise Officers to serve, demand and recover payment for enforcement action notices in respect of properties in disrepair or unfit under the Housing Grants, Construction and Regeneration Act 1996.
17. To serve and to authorise Officers to serve notices to recover expenses incurred when serving notices under Section 352 of the Housing Act 1985.

Waste Services

1. To serve and authorise Officers to serve^{09/08} on behalf of the Council enforcement notices for litter, waste and dog fouling in respect of the following statutes:

Environmental Protection Act 1990
 The Refuse Disposal (Amenity) Act 1978
 Dogs (Fouling of Land) Act 1996
 Clean Neighbourhood Act 2005

2. The Head of Environmental Services be authorised to designate in writing any other officers that are to be authorised by the Council to enter premises for these various statutory purposes and also to act in respect of the enforcement of the various statutory provisions relating to waste, dog fouling and fly tipping within these statutes.
3. That the Head of Environmental Services be an authorised officer for the purpose of the enforcement of the graffiti and fly posting provisions of the Anti Social Behaviour Act 2003;
4. That the Head of Environmental Services be authorised to designate in writing any other officers that are authorised by the Council to enter premises for these various statutory purposes and also to act in respect of the enforcement of various statutory provisions relating to graffiti and fly posting within the Anti Social Behaviour Act 2003; and
5. That the Head of Environmental Services have delegated powers relating to enforcement given under the provisions of the Clean Neighbourhood Act 2005.

Licensing

1. To act as authorised officer and authorise Officers to act^{09/08} for the purposes of licensing hackney carriage and private hire vehicles and drivers under the provisions of the Local Government (Miscellaneous Provisions) Act 1976 and the Town Police Clauses Act 1847 and then exercise the powers of the Council in respect of the offences set out below:-
 - (i) sex offences;
 - (ii) drink driving;
 - (iii) reckless driving;
 - (iv) driving without insurance;
 - (v) burglary and theft;
 - (vi) offences involving violent behaviour (e.g. grievous or actual bodily harm or assault);
 - (vii) impersonation;
 - (viii) arson;
 - (ix) blackmail
 - (x) offences involving fraud or deception;
 - (xi) firearms and or weapons;
 - (xii) drugs;

which in the opinion of the Head of Environmental Services will or may render the applicant not fit to hold, or continue to hold, a licence.

2. No hackney carriage or private hire driver's licence shall be issued to an applicant until:
 - (i) the applicant has held a full driving license for one year;

- (ii) three years have elapsed with no further convictions since his/her driving license was restored following a conviction for offences involving drink/driving or reckless driving.
- 3 That the Head of Environmental Services in consultation with Legal Services and the Licensing Committee Chairman (Vice-Chairman in his/her absence) be authorised to immediately suspend or revoke a hackney carriage or private hire drivers' licence if "the interests of public safety require the suspension or revocation of the licence to have immediate effect" as detailed in Section 52 of the Road Safety Act 2006.^{10/09}
 4. To approve permits for public collections for charitable or other purposes under the provisions of the Charities Act 1992, and 2006 when the Act comes into force^{09/08} and other relevant statutory provisions.
 5. To approve applications for the grant, renewal and transfer of license and registrations under the provisions set out below provided he/she is satisfied that all necessary conditions are met:-

Act	Function
Local Government Miscellaneous Act 1968	Street Trading
Licensing Act 2004	Alcohol Licensing
Gambling Act 2005	Gambling

6. To approve requests for busking in the Stamford Pedestrian Precinct.
7. To authorise officers to take enforcement action on licensing matters in accordance with any enforcement policy approved by the Licensing committee and late Night Refreshment Committee.^{09/08}

Community Safety

1. To authorise Anti Social Behaviour Officers and Legal Officers to consult in accordance with Crime and Disorder Act 1998 Section 1 (1) and 1 (2) as appropriate and make application to the relevant court for an anti-social behaviour order.^{09/08}

Public Health

To authorise the Director of Public Health and all other proper officers of the Health Protection Agency (HPA) so authorised:

Dr Colin Brockway as lead proper officer and as alternative proper officers
 Dr Patrick Morgan Dr Keith Neal Dr Frances Pitt
 Dr Richard Slack Dr Roy Fey Dr Vanessa MacGregor
 Susie Singleton

Note:

The following only may be authorised to exercise the powers contained in the National Assistant Acts 1948 and 1951

Dr Mandy Bretman (Lincolnshire Primary Care Trust)
 Dr Isabel Perez (Lincolnshire Primary Care Trust)
 Dr Robert Wilson (Lincolnshire Primary Care Trust)

Legislation	Section of Regulations	Effect
Public Health (Control of Disease) Act 1984	Sections 11, 18, 20, 21, 22, 24, 29, 31, 32, 36, 38, 40, 42, 43 and 48	Notification and control powers for Communicable Diseases
Public Health (Infectious Diseases) Regulations 1988	Regulations 6, 8, 9, 10	Additional Powers to the above
Public Health Act 1936	Sections 84 and 85	Cleansing of filthy or verminous articles, persons or clothing
Public Health Act 1961	Section 37	Disinfestations of verminous articles offered for sale
National Assistance acts 1948 and 1951	Section 47 of the National Assistance Act 1948 and section 1 of the National Assistance (amendment) Act 1951	Removal from home and detention in a care home or hospital for persons in need of proper care and attention

1. To apply to a Justice of the Peace for orders under Sections 37 & 38 of the Public Health (Control of Diseases) Act 1984 (as modified or applied by the Public Health (Infectious Diseases) Regulations 1988) in relation to persons suffering from acquired immune deficiency syndrome (AIDS) or other notifiable disease.
2. To apply in emergency situations to the relevant court under Section 47 of the National Assistance Act 1948 and Section 1 of the National Assistance (Amendment) Act 1951 for the removal to suitable premises of people in need of care and attention.

The Head of Environmental Services is authorised:

1. To approve and authorise Officers to approve^{09/08} all applications (including applications for renewal, variation and transfer) for licences or registration of premises and/or persons which or who fall within the terms of reference of the Licensing Committee and Alcohol, Entertainment and Late Night Refreshment Committee^{09/08} provided he is satisfied that all qualifying conditions have been met.
2. To engage and authorise Officers to engage^{09/08} a veterinary officer on a fee basis for the occasions where they consider that an application for the licensing or registration of premises requires an inspection by a veterinary officer

3. To serve, and to authorise Environmental Health and other officers to serve under Section 80 of the Environmental Protection Act 1990 when he is satisfied that immediate action is necessary.
4. To serve and to authorise Environmental Health and other officers to serve notices and to take all necessary action under Part 11 (A) of the Environmental Protection Act 1990.
5. To exercise and authorise Officers to exercise^{09/08} the powers of the Council under Section 46 of the Public Health (Control of Diseases) Act 1984 relating to:
 - (a) the burial or cremation of a body of any person who has died or been found dead in the area where no other suitable arrangements have or will be made;
 - (b) the recovery of the costs incurred.
6. To serve, and to authorise Environmental Health and other Officers to serve, notices under Section 17 of the Public Health Act 1961 relating to drainage when satisfied that immediate action is necessary.
7. To serve, and to authorise Environmental Health and other Officers to serve, notices under Section 35 of the Local Government (Miscellaneous Provisions) Act 1976 to unblock private sewers when satisfied that immediate action is necessary.
8. To serve and authorise Officers to serve^{09/08} notice under Sections 45, 50, 79 and 140 of the Public Health Act 1936 when satisfied that immediate action is necessary.
9. To serve and authorise Officers to serve^{09/08} notice under Section 60 of the Control of Pollution Act 1974 to control noise levels from construction sites when satisfied that immediate action is necessary.
10. To serve and authorise Officers to serve^{09/08} notice under Section 59 and 60 of the Building Act 1984 relating to drainage when satisfied that immediate action is necessary.
11. To serve and authorise Officers to serve^{09/08} notice under Sections 189, 190 and 352 of the Housing Act 1985 relating to fitness of property for human habitation when immediate action is necessary.
12. To prosecute fly-tipping offences under S.33 (1) (a) Environmental Protection Act 1990 following consultation with the Head of Legal and Democratic Services.
13. That the Head of Environmental Services appoints inspectors for the purposes of Part 1 of Schedule 2 of the Sunday Trading Act 1994.

HEAD OF LEGAL & DEMOCRATIC SERVICES^{09/10}

1. To serve, or authorise the service of, requisitions for information and to prosecute offenders under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976 and Section 330 of the Town and Country Planning Act 1990.
2. To instigate prosecution proceedings for unlawful advertisements and breach of condition notices under the Town and Country Planning Act 1990.
3. To serve planning contravention notices and to commence prosecution proceedings under Section 171 (c) of the Town and Country Planning Act 1990.
4. To make corrections to the Constitution in respect of minor anomalies and inaccuracies and to report these changes.^{07/11}
5. After consultation with the Independent Person or reserve, to determine whether a complaint merits formal investigation and to arrange such investigation.^{07/12}
6. To receive complaints of failure to comply with the Members' Code of Conduct by district, town and parish councillors, with authority to delegate the function of dealing with the complaints relating to parish and town councillors to the relevant town or parish council where appropriate.^{07/12}
7. To consider and determine applications for dispensations in accordance with the legislation relating to dispensations to allow Members to participate and vote in any decision where they have an interest. In the event that the Monitoring Officer is unable to determine such an application for dispensation, the Monitoring Officer is authorised to refer that application to the Review Board for consideration and determination.^{07/12}

HEAD OF ASSETS^{09/10}

1. To prepare and implement, with resources provided by the Council programmes for the refurbishment, repair and maintenance of Council dwellings.^{01/10}
2. To exercise the powers of the Council relating to tenants' right to have repairs carried out and pay compensation for improvement under Sections 121 and 122 of the Leasehold Reform, Housing and Urban Development Act 1993 and Section 96 of the Housing Act 1985 (Tenants Right to Repairs).^{01/10}
3. To serve and authorise officers to serve requisitions for information under Section 16 of the (Miscellaneous Provisions) Act 1976.^{01/10}

PROPERTY DEVELOPMENT MANAGER^{01/12}

1. To arrange short term lettings of land not immediately required for other purposes at rents/licences fees fixed by the S151 Officer.
2. To grant, vary or discharge easements and covenants in, over or for the benefit of land owned by the Council subject to:-
 - (i) valuation agreed by the District Valuer;
 - (ii) approval of the Head of any service directly concerned.
3. To exercise all the Council's powers and duties, including the power to issue directions and to apply
 - (i) to the Magistrates' Court for orders relating to unauthorised encampments of travellers contained in the Criminal Justice and Public Order Act 1994 and
 - (ii) to the Civil Courts for orders against trespassers on Council land or property.
4. To serve and to authorise officers to serve notices under Section 17 of the Public Health Act 1961 relating to drainage.^{01/10}
5. To serve, and to authorise officers to serve notices under Section 35 of the Local Government (Miscellaneous Provisions) Act 1976 to unblock private sewers.^{01/10}
6. To serve and to authorise officers to serve notice under Sections 59 and 60 of the building Act 1984 relating to drainage.^{01/10}
7. Authorise and to authorise officers to arrange for repair where drainage is inadequate under Section 59 of the Building Act 1984.^{01/10}

Building Control

1. Power to determine applications submitted under building regulations including the determination of applications for the relaxation and variation of building regulations and authority to engage consultants for the checking of structural details where this work cannot be carried out by the Council's own staff.
2. To take, after consultation with the relevant Cabinet members and the Legal Service Manager, enforcement action under the Building Regulations (including the services of notices under Section 35^{09/08} and 36 of the Building Act 1984).
3. To authorised Building Control Officers to serve notices under Section 330 (Requisition for Information) and Section 171C (Planning Contravention Notices) of the Town and Country Planning Act 1990.

4. In consultation with the Chief Executive, to vary the standard fee scale of the Local Government Association Model Scheme by plus or minus 10% (under The Building Control (Local Authority Charges) Regulations 1998).
5. To exercise the powers of the Council relating to emergency measures needed to deal with dangerous structures under Section 78 of the Building Act 1984.
6. In consultation with the Chief Executive and the relevant Cabinet member, to vary the standard fee scales of the Local Government Association Model Schemes by a percentages greater than 10%.
7. Delegation to determine applications for uncontested street naming.^{03/11}

HEAD OF DEVELOPMENT & GROWTH^{09/10}

That the Head of Development & Growth is authorised to delegate to other officers in writing who have the necessary training and qualifications the delegations listed at the headings 1-2 below:^{01/10, 01/12}

1. Business Grants

- (i). To authorise awards under the Council's Business Grant Scheme in consultation with the relevant Cabinet member.

2. Development Management Enforcement

- (i) To authorise enforcement officers^{09/08} to administer cautions in respect of breach of advertisement control and in order cases where, following authorisation, court proceedings are considered inappropriate.
- (ii) To serve, in consultation with Head of Legal & Democratic Services, breach of condition notices in respect of breaches relating to the implementation of planning permissions and conditions containing a precedent requirement.
- (iii) To take action under Section 225 of the Town and Country Planning Act 1990 to remove or obliterate unauthorised placards and posters.
- (iv) To serve notices under Section 330 (Requisition for Information) and Section 171C (Planning Contravention Notices) of the Town and Country Planning Act 1990.
- (v) To serve the following notices in consultation with the Development Management Service Manager or any officer delegated in writing by her or him and Legal Services the following:^{01/10}
 - Enforcement Notice
 - Breach of Condition Notice
 - Section 215 Notice

- Listed Building Enforcement Notice
- Hazardous Substance Notice
- Stop Notice and
- Temporary Stop Notice

3. **Development Management**

- (i) To exercise and authorise in writing other Officers appropriately qualified and trained to exercise^{01/10} the following powers of the Council under the Town and Country Planning Acts and other relevant legislation:-

All decisions, responses or determinations arising in relation to applications, approval of reserved matters, prior approvals, consents and consultations, submitted to or received by the Council in accordance with all Town and Country Planning, Listed Building and related or associated legislation (including subordinate legislation and any consolidation, re-enactment or amendment thereto) shall be delegated to the Development Control Lead Professional or another Officer authorised in writing by him who has the appropriate qualifications and training^{01/10} except in the following situations:

- Any application for planning permission which, in the opinion of the Authorised Officer is a departure from the Development Plan or an emerging replacement plan, and where the intended officer decision is permission/consent.
- Any application for planning permission, approval of reserved matters, conservation area consent or listed building consent where a Member of the Council has requested in writing to the Development Control Lead Professional that the application be considered by Committee. All requests shall be on the appropriate pro-forma and shall be submitted within three weeks of the circulation of details of the application.

The request shall include a statement outlining material planning reasons why the proposal needs to be considered by Committee, accompanied by a list of related Development Plan of National Planning Policies. The Development Control Lead Professional shall have the power to decline the request if in their opinion the reasons do not constitute material planning reasons.

All requests will be acknowledged in writing, and the reasons for the application being referred will be included in the officer report to the Development Control Committee.

- Any application or consultation or like matter where the Authorised Officer considers a decision should be taken by Committee.

- Any application submitted by or on behalf of a Councillor of the authority (or their spouse or partner) or by or on behalf of a member of the Council's staff (or their spouse or partner).
 - Any application submitted by or on behalf of the Council for its own developments, except for the approval of routine minor developments to which no objection has been received.
- (ii) In those cases where statutory time limits are involved for making decisions or taking action, for example in cases if agricultural buildings, demolitions, telecommunications determinations and notifications of works to trees in Conservation Areas, where non determination within a set period automatically gives consent; any objections received will be considered by the Authorised Officer and at their discretion efforts will be made to resolve the objection before the expiry period. However, the existence of the objection will not alter their authority in these instances to make a decision
- (iii) To accept minor amendments to approved plans.
- (iv) To determine, under Section 31 of the Town and Country Planning Act (General Permitted Development) Order 1995, whether prior approval is required in cases where demolition of buildings is involved.
- (v) To determine under the Town and Country Planning (General Permitted Development) Order 1995 whether prior approval is required for proposed agricultural development.
- (vi) To determine prior notification submissions under Article 24 of Schedule 2 of the Town and Country Planning (general Permitted Development) Order 1995 – and as amended by the Amendment Order 1991 – Development by Telecommunications Code Systems Operators.
- (vii) To exercise the powers under the Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 1999, and any future amending or replacement regulations, to undertake screening opinions and to determine the need for an Environmental Impact Assessment statement for development which requires planning permission.
- (viii) Power to authorise:-
- (a) the making of immediate Tree Preservation Orders;
 - (b) routine maintenance work to trees covered by Tree Preservation Orders or trees in Conservation Areas.
- (ix) To issue hedgerow retention notices and generally to discharge duties under the Hedgerow Regulations 1997 made under Section 97 of the Environment Act 1995.

- (x) To deal with all complaints in relation to high hedges made pursuant to Part 8 of the Anti-Social Behaviour Act 2003 and any regulations issued thereunder;
- (xi) To authorise persons to exercise the power of entry pursuant to Section 74 and 77 of the Anti-Social Behaviour Act 2003.
- (xii) To authorise approval to enter into an Agreement under Section 106 of the Town and Country Planning Act 1990 (as amended) on a delegated planning application approval provided that the Section 106 Agreement does not contain any financial contributions.^{06/08}
- (xiii) To enter into planning performance agreements on behalf of the Council as local planning authority.^{01/09}

4. Neighbourhood Planning^{10/12}

To take, after consultation with the relevant Portfolio Holder and the local ward member(s), decisions on the following matters, as defined in the Localism Act 2011 and Neighbourhood Planning (General) Regulations 2012 (or as may be amended):

- Applications to designate a Neighbourhood Area
- Applications to designate a Neighbourhood Forum
- To accept or decline repeat proposals for a Neighbourhood Development Plan or Neighbourhood Development Order
- Validity and acceptance of proposals for a Neighbourhood Development Plan or Neighbourhood Development Order
- Appointment of person to carry out examination of a Neighbourhood Development Plan or Neighbourhood Development Order.^{10/12}

SERVICE MANAGER PLANNING POLICY

1. To determine, subject to the exceptions set out below, applications received for grant aid under the Planning (Listed Buildings and Conservation Areas) Act 1990.^{09/08}

EXCEPTIONS:-

- (a) New applications which would commit the District Council to expenditure in excess of £1,000.
- (b) Applications for supplementary grant which would commit the District Council to further expenditure in excess of £500.
- (c) Applications where an applicant has requested reconsideration of a decision of the Development Control Lead Professional or Services Manager Development Services.^{09/08}
- (d) Applications which involve a matter of policy (e.g. grants to churches).

LIST OF “PROPER OFFICERS” & DESIGNATED OFFICERS FOR PARTICULAR FUNCTIONS

1. The officers listed in column A below have responsibility for the functions set opposite them in column B under the statutory provisions set out in column C:-

A	B	C
Chief Executive	Head of Paid Service	Section 4 L.G.H.A. 1989
Chief Executive	Electoral Registration Officer	Section 8 R.P.A. 1983
Chief Executive	Returning Officer at district and parish elections	Section 35 R.P.A. 1983
Strategic Director Corporate Focus	Financial Administration and Council Tax	Section 151 L.G.A. 1972 Section 114 L.G.F.A. 1988 and L.G.F.A. 1992 other than the functions reserved to the Council under Section 67 of that Act.
Head of Legal & Democratic Services	Monitoring Officer	Section 5 L.G.H.A.

2. The officers listed in column A are proper officers for the functions set opposite them in column B under the statutory provisions set out in column C.

A	B	C
Chief Executive	To act as parish trustee	Section 13 L.G.H.A. 1972
Chief Executive	Declaration of acceptance of office	Section 83 L.G.A. 1972
Chief Executive	Delivery of resignation from office	Section 84 L.G.A. 1972
Chief Executive	Summoning Council meeting to fill casual vacancy for office of chairman	Section 88 L.G.A. 1972
Chief Executive	Receipt of notice of casual vacancy	Section 89 L.G.A. 1972
Chief Executive	As Returning Officer for South Kesteven has delegated authority in consultation with Ward Councillors to determine Polling Places ^{01/10}	Section 16 of the Electoral Administration Act 2006
Monitoring Officer	Pecuniary Interests	Section 96 L.G.A. 1972 Section 19 LGHA 1989 and the Local Authorities (Members' Interests) Regulations 1992
Monitoring Officer ^{07/12}	Disclosable Pecuniary Interests	Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012
Monitoring Officer	To exclude from agendas any report which is likely to be considered in the absence of the public	Section 100B(2) L.G.A. 1972
Monitoring Officer	To supply to any newspaper copies of documents supplied to Councillors in connection with any item on the agenda	Section 100B(7)(c) L.G.A. 1972

A	B	C
Monitoring Officer	To prepare a summary of proceedings taken in the absence of the public when the minutes do not provide a reasonably fair and coherent record of the proceedings	Section 100C(2) L.G.A. 1972 Local Authorities (Executive Arrangements)(Meetings and Access to Information) (England) Regulations 2012
The Officer who issues a report to the Council/ Committee	To compile a list of background papers	Section 100D(1)(a) L.G.A. 1972 Local Authorities (Executive Arrangements)(Meetings and Access to Information) (England) Regulations 2012
The Officer who issues a report to the Council/ Committee	To identify background papers	Section 100D(5)(a) L.G.A. 1972 Local Authorities (Executive Arrangements)(Meetings and Access to Information) (England) Regulations 2012
Monitoring Officer	To decide whether a document contains certain categories of exempt information which will exempt the document from inspection by members of the Council	Section 100F(2) L.G.A. 1972 Local Authorities (Executive Arrangements)(Meetings and Access to Information) (England) Regulations 2012
Monitoring Officer	Recording of Executive Decisions ^{10/12}	Local Government Act 2000; Local Authorities (Executive Arrangements)(Meetings and Access to Information) (England) Regulations 2012
Chief Executive	Signature of documents	L.G.A. 1972

A	B	C
Chief Executive	Politically restricted posts	L.G.H.A. 1989 Section 2(4)
Chief Executive	Duty to notify auditor of meetings to consider statutory reports	L.G.F.A. 1988 Section 116
Chief Executive	Functions in relation to charities	Section 210 L.G.A. 1972
Head of Development & Growth	Local Land Charges	Local Land Charges Act 1975 and rules made there under
Chief Executive	Deposit of documents	Section 225 L.G.A. 1972
Head of Legal & Democratic Services	Certification of photographic copies	Section 229 L.G.A. 1972
Head of Legal & Democratic Services	To send copies of bylaws to county and parish Councils	Section 236 L.G.A. 1972
Chief Executive	Certification of byelaws	Section 238 L.G.A. 1972
Chief Executive	Signing summonses to Council meeting	L.G.A. 1972 Schedule 12 para. 4(2)
Chief Executive	Address to which summonses are to be sent	L.G.A. 1972 Schedule 12 para. 4(3)
Chief Executive	Receipt of monies from officers	Section 115 L.G.A. 1972
Chief Executive	Transfer of securities on alteration of name or area	Section 146 L.G.A. 1972
Head of Development & Growth	Ordnance Survey matters	Section 191 L.G.A. 1972
Head of Development of Growth	Local Land Charges	Local Land Charges Act 1975 and rules made there under
Property Development Manager ^{01/12}	Dangerous Buildings and emergency measures	Building Act 1984 Sections 77 & 78
Property Development Manager ^{01/12}	Notices to the Council of intended demolition	Building Act 1984, Sections 80, 81 & 82

A	B	C
Head of Environmental Services	Signature of documents under the Housing Act in relation to the condition of houses or environmental health	L.G.A. 1972 Section 234
Head of Environmental Services	Defective premises	Building Act 1984 Section 76
Head of Environmental Services	To act as appointed officer for dogs	Environmental Protection Act 1990 Section 149
Head of Environmental Services	To inspect district for detection of statutory nuisance	Environmental Protection Act 1990 Section 79
Head of Environmental Services	To arrange for restoration of gas electricity or water supply where building is occupied as a dwelling and supply has been cut off as a result of landlord failure	Local Government (Miscellaneous Provisions) Act 1976 Section 33
Head of Environmental Services	To undertake work to a building to prevent it becoming a danger to public health	Local Government (Miscellaneous Provisions) Act 1982 Section 29
Head of Environmental Services	To arrange for repair where drainage is inadequate	Building Act 1984 Section 59
Head of Environmental Services	To serve repair notice(s) where property is unfit for human habitation	Housing Act 1985 Section 189
Head of Environmental Services	To serve repair notice(s) where property is in state of disrepair	Housing Act 1985 Section 190
Head of Environmental Services	Signature of documents in relation to local authority air pollution control	Environmental Protection Act 1990 Part 1
Head of Environmental Services	To issue prior consents regarding noise from construction sites	Control of Pollution Act 1974, Section 61
Head of	To serve notice to make	Housing Act 1985

A	B	C
Environmental Services	houses in multiple occupation fit for number of occupants	Section 352
Head of Environmental Services and Head of Housing & Neighbourhoods	To serve requisitions for information	Local Government (Miscellaneous Provisions) Act 1976, Section 16
Head of Housing & Neighbourhoods	To serve deferred action notices in relation to unfit properties	Housing Grants, Construction and Regeneration Act 1996, Section 81
Head of Housing & Neighbourhoods	To serve 'Minded To' notices in respect of houses in disrepair or unfit	The Housing (Fitness Enforcement Procedures) Order 1996, Regulation 3
Head of Housing & Neighbourhoods	To serve Demand for Payment for Enforcement Action notices in respect of properties in disrepair or unfit	Housing Grants, Construction and Regeneration Act 1996
Head of Environmental Services and Head of Housing & Neighbourhoods	To serve notices to recover expenses incurred when serving notices under Section 352, Housing Act 1985	Housing Act 1985 Section 352(A)
Head of Environmental Services	To issue approvals to food businesses falling under the provisions of regulations made using the powers of the Food Safety Act 1990 and the European Communities Act 1972	Food Safety Act 1990
Head of Environmental Services	To serve notice to require destruction of rats or mice or keeping land free of rats and mice	Prevention of Damage by Pests Act 1949, Section 4
Head of Development and Growth	Ruinous and dilapidated buildings and neglected sites	Building Act 1984 Section 79

NOTE:- In this list:-

L.G.A. 1972 means the Local Government Act 1972

L.G.F.A. 1988 means the Local Government Finance Act 1988

L.G.H.A. 1989 means the Local Government and Housing Act 1989

R.P.A, 1983 means The Representation of the People Act 1983

L.G.F.A, 1992 means the Local Government Finance Act 1992

3. The Head of Environmental Services is a proper officer of the Council in relation to the Public Health Act 1961 Section 85, the Public Health Control of Disease Act 1984, Section 47 of the National Assistance Act 1948 and Section 1 of the National Assistance (Amendment) Act 1951.
4. Without prejudice to the specific appointments as proper officers set out in paragraphs 1, 2 and 3 above, the Chief Executive, the Development Control Lead Professional and Heads of Service are proper officers of the Council in relation to any matters (including, but not limited to, matters referred to in Section 234 of the Local Government Act 1972) which fall either by specific resolution of the Council or by custom or practice within their responsibilities.
5. The Chief Executive is the proper officer of the Council in relation to any matter or function which is not otherwise catered for in this list or by later resolution of the Council.
6. A proper officer shall nominate in writing another officer of the Council to act as proper officer in his stead in the event that he is at any time absent or unable to act as such proper officer.
7. In the event of any ambiguity in or discrepancy between any of the paragraphs 1 to 5 above, those paragraphs shall take precedence in numerical order.

AUTHORISED OFFICERS

The Head of Environmental Services and officers designated in writing by them are authorised by the Council to enter premises for various statutory purposes (including survey, examination and valuation) under Sections 197, 260, 319, 340, 395, 411 and 600 of the Housing Act 1985, and Section 97 of the Local Government and Housing Act 1989.

The Head of Development & Growth and the Development Control Lead Professional^{09/08} and officers, designated in writing by him/her, are authorised to enter premises for various statutory purposes under Sections 196 A and B and Section 324 of the Town and Country Planning Act 1990 and Sections 88 and 88A of the Town and Country Planning (Listed Building and Conservation Areas) Act 1990.

The Head of Development & Growth and the Development Control Lead Professional and officers designated in writing by him/her are authorised to enter premises for various statutory purposes under Section 95 of the Building Act 1984.

Head of Environmental Services and officers designated in writing by them are authorised to act under the following statutes:-

Animal Boarding Establishments Act 1963
Animal Health Act 1981
Animal Welfare Act 2006
Breeding of Dogs Acts 1973 and 1991
Breeding and Sale of Dogs (Welfare) Act 1999
Building Act 1984
Burials Act 1857
Caravan Sites and Control of Development Act 1960
Chemicals (Hazard Information and Packaging) Regulations 1993
Cinemas Act 1985
Clean Air Act 1993
Clean Neighbourhoods and Environment Act 2005
Control of Pollution Act 1974
Control of Pollution (Amendment) Act 1989
Control of Smoke Pollution Act 1989
Control of Substances Hazardous to Health Regulations 1999
Criminal Justice and Public Order Act 1994
Crop Residues (Restriction on Burning) No.2 Regulations 1991
Dangerous Dogs Act 1991
Dangerous Dogs (Amendment) Act 1997
Dangerous Wild Animals Act 1976
Dark Smoke (Permitted Period) Regulations 1958
Dogs Act 1871
Dogs (Fouling of Land) Act 1996
Electricity at Work Regulations 1989
Environmental Protection Act 1990
Environmental Protection (Applications, Appeals & Registers) Regulations 1991 and amendments

Environmental Protection (Prescribed Processes and Substances) Regulations 1991 and amendments
Environment Act 1995
Factories Act 1961
Fire Safety and Safety of Places of Sport Act 1987
Food and Environment Protection Act 1985
Food Hygiene (England) Regulations 2006
Food Labelling Regulations 1996
Food Safety Act 1990
Food Premises (Registration) Regulations 1991
Food Safety Act 1990 and any orders or regulations made there under
Fresh Meat (Beef Controls) (No.2) Regulations 1996
Gambling Act 2005
Gambling Act 1968 (and Regulations and Orders made there under)
General Food Regulations 2004
Health Act 2006
Health and Safety at Work etc. Act 1974 and associated legislation
Health and Safety (Enforcing Authority) Regulations 1998
Health and Safety (First Aid) Regulations 1981
Health and Safety Information for Employees Regulations 1989
House to House Collections Act 1939 (and Regulations made there under)
Housing Act 1985
Housing Act 1996
Housing Act 2004
Housing Grants Construction and Regeneration Act 1996
Housing (Fitness Enforcement Procedures) Order 1996
Housing (Prescribed Forms) (No.2) Regulations 1990, as amended 1997
Houses in Multiple Occupation (Charges for Registration Schemes) Order 1997
Housing (Means of Escape from Fire in Houses in Multiple Occupation) Order 1981
Hypnotism Act 1952
Land Compensation Act 1973
Land Drainage Act 1991
Late Night Refreshment Houses Act 1969
Licensing Act 2003
Licensing and Management of Houses in Multiple Occupation and other houses (miscellaneous provisions) (England) Regulations 2006^{09/08}
Lifting Operations and Lifting Equipment Regulations 1998
Local Government Act 1972 (Byelaw, Section 235)
Local Government & Housing Act 1989
Local Government (Miscellaneous Provisions) Act 1976 and 1982
Motor Vehicle Salvage Operators Regulations 2002
National Assistance Act 1948 & 1951
Noise and Statutory Nuisance Act 1993
Noise at Work Regulations 1989
Offices, Shops & Railway Premises Act 1963
Pesticides Act 1998
Pet Animals 1951
Pollution Prevention and Control Act 1999
Poultry Meat, Farmed Game Bird Meat and Rabbit Meat (Hygiene and Inspection) Regulations 1994

Prevention of Damages by Pests Act 1949
Pressure Systems and Transportable Gas Containers Regulations 1989
Private Water Supplies Regulations 1991
Products of Animal Origin (Import and Export) Regulations 1996 (SI 1996/3124) As Amended
Products of Animal Origin (Third Country imports) (England) Regulations 2003
Products of Animal Origin (Third Country Imports) (England) (No.3) Regulations 2004
Public Health Act 1936
Public Health Act 1961
Public Health (Control of Disease) Act 1984
Radioactive Substances Act 1960
Rag Flock and Other Filling Materials Act 1951
Refuse Disposal (Amenity) Act 1978
Regulations of Investigatory Powers Act 2000
Riding Establishments Act 1964
Riding Establishments Act 1970
Road Traffic (Regulations) Act 1984
Rural Water Supplies and Sewerage Act 1971
Scrap Metal Dealers Act 1964
Sunday Trading Act 1994
Slaughter of Poultry Act 1967
Slaughterhouse Act 1974
Sunday Observance Act 1780
Theatre Act 1968
The Contaminates in Food (England) Regulations 2003*
The Dangerous Substances (Notification and Marking of Sites) Regulations 1990
The European Communities Act 1972
The Game Act 1831
The Game Licences Act 1860
The Health and Safety (Display Screen Equipment) Regulations 1992
The Houses in Multiple Occupation (Specified Educational Establishments) (England) Regulations 2007
The Housing (Deferred Action and Charge for Enforcement Action) (Forms) Regulations 1996
The Housing (Enforcement Procedures for Houses in Multiple Occupation) Order 1997
The Housing (Fire Safety in HMO's) Order 1997
The Housing (Fitness Enforcement Procedures) Order 1996
The Housing (Interim Management Orders) (Provisional Circumstances) (England) Order 2006
The Housing (Management of Houses in Multiple Occupation) Regulations 1990
The Housing (Maximum Charge for Enforcement Action) Order 1996
The Housing (Recover of Expenses for Section 352 Notices) Order 1997
The Licensing and Management of Houses in Multiple Occupation and Other Houses (Miscellaneous Provisions) Regulations 2006
The Imported Food Regulations 1997
The (Import & Export) (as amended 2001) Regulations 1996
The Licensing of Homes in Multiple Occupation (Prescribe Descriptions) (England) Order 2006

The Local Government (Miscellaneous Provisions) Act 1982 S.3
The Lotteries and Amusements Act 1976 S.5 (as amended by the National Lottery etc. Act 1993)
The Management of Houses in Multiple Occupation (England) Regulations 2006
The Management of Health and Safety at Work Regulations 1992
The Manual Handling Operations Regulations 1992
The Meat (Enhanced Enforcement Powers) England Regulations 2000
The Notification of Cooling Towers and Evaporative Condensers Regulations 1992
The Noise Act 1996
The Official Feed and Food Controls (England) Regulations 2006
The Personal Protection Equipment at Work Regulations 1992
The Police, Factories etc (Miscellaneous Provisions) Act 1916, S.5 as amended by S.251 and Schedule 29 to the Local Government Act 1972
The Products of Animal Origin (Third Country ~Imports) England Regulations 2002
The Provision and Use of Work Equipment Regulations 1998
The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995
The Selective Licensing of Houses (Specified Exemptions) (England) Order 2006
The Transmissible Spongiform Encephalopathy (England) Regulations 2002
The Working Times Regulations 1998
The Workplace (Health, Safety and Welfare) Regulations 1992
Town Police Clauses Act 1847
Vehicles (Crime) Act 2001
Water Industry Act 1991 and 1999
Water Resources Act 1991 Water Supply (Water Quality) Regulations 1989
Water Supply (Water Quality) Regulations 2000
Zoo Licensing Act 1981

*Including any orders or regulations made there under or having effect by virtue of any of the foregoing, or any modification or re-enactment of the foregoing

NOTE:

By resolution of the Council contained in Minute 15 in volume 14, all officers who are duly authorised officers of their own local authorities within the meaning of Section 5 of the Food Safety Act 1990 are duly authorised officers for the same purposes within the district of South Kesteven.

AUTHORISED OFFICERS

The Head of Housing & Neighbourhoods and the Head of Environmental Services and officers designated in writing by them be authorised to enter premises in accordance with the provisions of the Housing Act 1985, the Local Government and Housing Act 1989 and the Housing act 2004 and act in accordance with the provisions of the following statutes:-

Building Act 1984
Environmental Protection Act 1990
Housing Act 1985
Housing Act 1986
Housing Grants, Construction and Regeneration Act 1996
Housing (Prescribed Forms) (No.2) Regulations 1990
Housing in Multiple Occupation (Charges for Registration Schemes) Order 1981
Public Health Act 1934
Public Health Act 1961
The Housing (Deferred Action and Charge for Enforcement Action) (Forms) Regulations 1996
The Housing (Enforcement Procedures for Houses in Multiple Occupation) Order 1997
The Housing (Fire Safety in HMO's) Order 1997
The Housing (Fitness Enforcement Procedures) Order 1996
The Housing (Management of Houses in Multiple Occupation) Regulations 1990
The Housing (Maximum Charge for Enforcement Action) Order 1996
The Housing (Recovery of Expenses for Section 352 Notices) Order 1997
Local Government (Miscellaneous Provisions) Act 1976
Local Government (Miscellaneous Provisions) Act 1982
Local Government and Housing Act 1989
The Crime and Disorder Act 1998
The Anti Social Behaviour Act 2003
The Homelessness Act 2002

The Head of Housing & Neighbourhoods and the Head of Environmental Services and officers designated by them in writing are authorised to carry out all duties and powers authorised by Sections 11, 20, 28, 32, 40, 46, 47, 64, 102, 113, 136, 139 and 243 of the Housing Act 2004.

DEPUTIES

Under the relevant provisions, certain statutory officers of the Council have a duty to nominate members of their staff to perform their duties when they are unable to act owing to absence or illness. In practice this will be a service manager, having the requisite professional qualifications according to the particular duties requiring to be performed.

Currently, the Monitoring Officer has nominated the Principal Lawyer to act on his/her behalf in these circumstances and the Section 151 Officer (Chief Finance Officer) has nominated the Head of Finance to act on his/her behalf in these circumstances There is no specific duty to appoint a deputy Head of Paid Service,

and in the absence or illness of the Chief Executive the same rule would apply. The Chief Executive will establish arrangements with the Operational Management team and the Strategic Management team to ensure that his or her duties are carried out in a deputy capacity during the Chief Executives absence.

LOCAL GOVERNMENT ACT 1972

The Chief Executive, and any officer of the Council so authorised by him in writing, may prosecute, defend or appear in any proceedings under Sections 222 and 223 of the Local Government Act 1972.

Appendix 3: Councillor role profiles

Member Job Descriptions

Contents

- 1 Councillor
- 2 Leader of the Council
- 3 Deputy Leader of the Council
- 4 Executive members
- 5 Scrutiny Committee Chairman
- 6 Chairman of a committee with a regulatory role
- 7 Chairman of a committee or policy development group (PDG)
- 8 Leader of a political group

POST 1: COUNCILLOR

Purpose

- To participate constructively in the good governance of the District
- To contribute actively to the formation and scrutiny of the authority's policies, budget, strategies and service delivery
- To represent effectively the interests of the Ward for which the councillor was elected, and deal with constituents' enquiries and representations
- To champion the improvement of the quality of life of the community in terms of equity, economy and environment
- To represent the council effectively, when appointed to an outside body, such as a charitable trust or association, etc.
- To act at all times with probity and propriety in the best interest of the Council.

Duties and Responsibilities

1. To fulfil the statutory and locally determined requirements of an elected member of a local authority and the authority itself, including compliance with all relevant codes of conduct, and participation in those decisions and activities reserved to the full Council (e.g. setting budget, overall priorities and strategy)
2. To attend full council and participate effectively (by regular attendance) as a member of any committee or Panel to which the councillor is appointed, including related responsibilities for the services falling within the committee's (or Panel's) terms of reference, and its liaison with other public bodies to promote better understanding and partnership working
3. To participate in the activities of an outside body to which the Councillor is appointed, providing two-way communication between the organisations. Also, for this purpose, to develop and maintain a working knowledge of the authority's policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and functions
4. To participate in the scrutiny or performance review of the services of the authority including, where the authority so decides, the scrutiny of policies and budget, and their effectiveness in achieving the strategic objectives of the Council
5. To participate, as appointed, in consultative processes with the community and with other organisations

6. To provide a link between the authority to the community, through the various forums available
7. To develop and maintain a working knowledge of the authority's services, management arrangements, powers/duties, and constraints, and to develop good working relationships with relevant officers of the authority
8. To develop and maintain a working knowledge of the other organisations and services which serve the District
9. To contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the democratic process
10. If appropriate, to participate in the activities of any political group of which the councillor is a member
11. To maintain confidentiality in all relevant Council business
12. Not individually to seek to instruct officers
13. To find a suitable substitute and to brief them on the meeting due to be attended, on occasions when personal attendance is not possible and where substitutes are permissible.

Desirable Skills

1. Good communication and interpersonal skills including computer literacy
2. Ability to relate and deal with the public in a professional and timely manner
3. Ability to work effectively with members, council officers and outside organisations
4. Community Leadership skills.

POST 2: LEADER OF THE COUNCIL

Purpose

1. To provide effective political leadership and strategic direction for the Council
2. To ensure effective Corporate Governance
3. To provide effective stewardship of the Council
4. To chair the Cabinet and ensure that it achieves its terms of reference
5. To ensure that the Council delivers high quality, value for money services.

Duties and Responsibilities

1. To provide the political leadership to the Council, including proposing the policy framework within which the Council will operate and to take such executive action as may be delegated by the authority
2. To ensure effective corporate governance including working with other political groups to seek to achieve where possible cross party co-operation
3. To lead the Cabinet and be responsible for the Council's corporate and resource strategy
4. To ensure that the Cabinet achieves its terms of reference both collectively and as individual portfolio holders
5. To ensure the effective integration of roles, responsibilities and functions within the Cabinet membership
6. As Leader of the Council, to be the key contact for outside organisations (including Central Government, Local Authority Associations and Council partners) and the Council's Senior Management Team
7. To be the representative voice of the Council, for example, in its dealings with Central Government, other Local Authorities and their Associations and to positively promote the Council as a whole in the media
8. To act as the political spokesperson for the Council
9. To promote the long term financial, business and economic stability of the Council
10. To encourage the highest standards of probity and corporate governance for the well being of the District

11. To communicate the Administration's policies and priorities to the Senior Management Team and to receive their advice.

Desirable skills

1. Good communication and interpersonal skills including computer literacy
2. To have the ability to analyse and grasp complex issues
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks
4. A clear understanding of the operation of the Council, including the economic and social situation within South Kesteven
5. Business and financial acumen, including the ability to understand and oversee the management of the Council's budget
6. Effective leadership skills
7. Excellent political knowledge and awareness
8. The ability to chair meetings and facilitate open discussion
9. The ability to work effectively with members, council officers, the public, the media and outside organisations.

NOTE

The above duties and responsibilities are in addition to the Member's role as a councillor and as an Executive Member (see separate job profile)

POST 3: DEPUTY LEADER OF THE COUNCIL

Purpose

1. To assist and work with the Leader of the Council to provide effective political leadership and strategic direction for the Council
2. To assist the Leader of the Council with other responsibilities such as ensuring effective Corporate Governance and Stewardship of the Council and to ensure the Council delivers high quality, value for money services
3. Where appropriate and where permissible under the Council's Constitution to act in the absence of the Leader of the Council.

Duties and Responsibilities

1. To assist and work with the Leader of the Council in delivering responsibilities to the Council within the job profile
2. To deputise for the Leader of the Council in her absence from Council meetings and, if a member of Cabinet, to deputise in the Leader's absence at Cabinet meetings
3. In the Leader of the Council's absence to carry out the requirements of the job profile so far as legally possible and permissible
4. To carry out such other duties and undertake portfolio responsibility as delegated by the Leader of the Council.

Desirable skills

1. Good communication and interpersonal skills including computer literacy
2. To have the ability to analyse and grasp complex issues
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks
4. A clear understanding of the operation of the Council, including the economic and social situation within South Kesteven
5. Business and financial acumen, including the ability to understand and oversee the management of the Council's budget
6. Effective leadership skills
7. Excellent political knowledge and awareness

8. The ability to chair meetings and facilitate open discussion
9. The ability to work effectively with members, council officers, the public, the media and outside organisations.

NOTE

The above duties and responsibilities are in addition to the Member's role as a councillor and as an Executive Member (see separate job profile)

POST 4: EXECUTIVE MEMBERS

Purpose

1. To provide collective and individual leadership as part of the Executive
2. To undertake lead responsibility for allocated portfolios
3. To contribute effectively towards the strategic direction of the Council.

Duties and Responsibilities

1. Participate effectively as a Member of the Executive – take joint responsibility with colleague Executive Members for all actions and be accountable collectively. Challenge issues prior to making decisions if felt appropriate to do so. Ensure appropriate regard to the community's interests and to any equalities and diversity issues. Encourage openness and honesty
2. To exercise delegated powers in accordance with the Council Constitution
3. Shape and develop the Strategic priorities and vision of the Council, participating in debates and discussion about policy issues across the range of services provided by the Council
4. Act as the Lead Member for a particular portfolio as may be determined by the Leader of the Council, but in doing so, have regard to the overall collective responsibilities of the Executive and the Council's corporate policy objectives. Champion the portfolio concerned within that strategic context
5. Recognise the differing roles of members and officers in the Council's Constitution
6. In connection with the portfolio:
 - a) Build good relationships with appropriate senior officers and work with them in developing policy or strategic issues prior to formal reporting. Be supportive in dealing with any problems at a strategic level
 - b) Keep abreast of related developments and policies at national, regional and local level
 - c) Enhance the Council's reputation through taking the national stage where possible and participating in regional and national networks.
 - d) Aim for South Kesteven to be at the forefront of service development and provision where possible; take an active interest in related performance indicators and rankings including visiting Beach Councils and exemplars of good practice (if appropriate)

- e) Represent the Executive at the Scrutiny Committee in connection with any related matter that may be requisitioned (called in). Similarly, attend Scrutiny Committee and Policy Development Groups when necessary in connection with any issues associated with the Executive Member portfolio that are being scrutinised
 - f) Be aware of issues of importance to the community and other stakeholders concerning portfolio services (for example, through issues raised at Local Forums), and work towards implementing the Community Strategy
 - g) Be aware of key budgetary issues affecting the portfolio of the Executive Member
7. Represent the Council on external bodies, as appointed, and feedback to the Executive any issues of relevance/importance
 8. Facilitate a corporate leadership role where appropriate to do so, and foster links through partnerships such as the Local Strategic Partnership
 9. Be responsible for continuous personal development. Take advantage of learning opportunities to build on understanding and knowledge, and to develop relevant skills
 10. Along with colleague Executive Members and the Senior Management Team be available as appropriate for other Members to discuss any queries or matters of concern
 11. To positively promote the portfolio and where appropriate to act as the spokesperson with the media for that portfolio area only

Desirable skills

1. Good communication and interpersonal skills including computer literacy
2. Ability to analyse and grasp complex issues
3. An understanding of national and local government statutory and financial frameworks
4. An understanding of the Council, including the economic and social situation within South Kesteven
5. The ability to understand the Council's budget especially in respect of the relevant portfolio
6. Leadership skills
7. Political knowledge and awareness

8. Ability to work effectively with members, council officers, the public, the media and outside organisations
9. Ability to work as part of a team.

NOTE

The above duties and responsibilities are in addition to the member's role as a Councillor (see separate job profile)

POST 5: SCRUTINY COMMITTEE CHAIRMAN

Purpose

1. To provide leadership of & direction to the Committee
2. To ensure that adequate resources (financial & officer support) are identified and sought from the Council
3. To chair Committee meetings and ensure the Committee achieves its terms of reference.

Duties and responsibilities

1. To ensure that Committee members lead on developing an effective member led work programme
2. To encourage Committee members to obtain necessary skills to carry out the scrutiny role and to work with officers to provide training if necessary
3. To endeavour to engage all members of the Committee within the scrutiny process
4. To lead the Committee in prioritising its work so as to ensure effective scrutiny
5. To co-ordinate work with other Policy Development Groups & Chairmen and to share learning
6. To develop a constructive relationship with the Executive, especially with relevant portfolio holders (i.e. act as critical friend)
7. To develop a constructive relationship with the Executive Directors/Heads of Service in the areas that the Committee scrutinises
8. To find a suitable substitute and to brief them on the meeting due to be attended, on occasions when personal attendance is not possible and where substitutes are permissible.

Desirable Skills

1. Good communication and interpersonal skills including computer literacy
2. Leadership and chairmanship skills
3. Project and time management skills
4. Ability to influence and work constructively with members, officers, the public and outside organisations
5. Ability to work as part of a team.

NOTE

The above duties and responsibilities are in addition to the member's role as a Councillor (See separate job profile)

POST 6: CHAIRMAN OF A COMMITTEE WITH A REGULATORY ROLE

Purpose

1. To provide leadership of and direction to the Committee
2. To demonstrate to the public, applicants, objectors etc., fair and open decision making by or on behalf of the Committee
3. To ensure that adequate resources (financial and officer support) are identified and sought from the Council
4. To chair and manage Committee meetings and ensure the Committee achieves its terms of reference.

Duties and responsibilities

1. To encourage Committee members to obtain necessary skills to contribute the work of the Committee and to work with officers to provide training if necessary
2. To endeavour to engage all members of the Committee in its activities
3. To lead the Committee, in consultation with officers, in prioritising its work
4. To develop a constructive relationship with the relevant Executive Director and their staff and where appropriate, with relevant portfolio holders
5. To be willing to learn about the professional disciplines and services relevant to the work of the Committee
6. To find a suitable substitute and to brief them on the meeting due to be attended, on occasions when personal attendance is not possible
7. To Chair the committee in a fair and open manner in accordance with the procedures of the committee, applicants and objectors to put their arguments to the committee
8. To guide, with the assistance of officers, the committee to reach decisions based on the information presented to it.

Desirable Skills

1. Good communication and interpersonal skills including computer literacy
2. Leadership and excellent chairmanship skills
3. Project and time management skills
4. Ability to influence and work constructively with members, officers, the public, external advisors and outside organisations

5. Ability to work as part of a team.

NOTE

The above duties and responsibilities are in addition to the member's role as a Councillor (See separate job profile)

POST 7: CHAIRMAN OF A COMMITTEE OR POLICY DEVELOPMENT GROUP (PDG)

Purpose

1. To provide leadership of and direction to the Committee or PDG
2. To ensure that adequate resources (financial and officer support) are identified and sought from the Council
3. To chair Committee/PDG meetings and ensure the meeting achieves its terms of reference.

Duties and responsibilities

1. To encourage Committee/PDG members to obtain necessary skills to contribute the work of the meeting and to work with officers to provide training if necessary
2. To endeavour to engage all members of the Committee/PDG in its activities
3. To lead the Committee/PDG, in consultation with officers, in prioritising its work
4. To develop a constructive relationship with the relevant Executive Director and their staff and with relevant portfolio holders
5. To be willing to learn about the professional disciplines and services relevant to the work of the meeting
6. To find a suitable substitute and to brief them on the meeting due to be attended, on occasions when personal attendance is not possible.

Desirable Skills

1. Good communication and interpersonal skills including computer literacy
2. Leadership and chairmanship skills
3. Project and time management skills
4. Ability to influence and work constructively with members, officers, the public, external advisors and outside organisations
5. Ability to work as part of a team.

NOTE

The above duties and responsibilities are in addition to the member's role as a Councillor (See separate job profile)

POST 8: LEADER OF A POLITICAL GROUP

Purpose

1. To provide effective leadership and strategic direction for a political group.

Duties and Responsibilities

1. To provide the leadership of a political group including scrutiny of the majority group's administration of the Council
2. To act as spokesperson for the Group of which he/she is leader
3. To be a representative voice of a group for example and where applicable, in its dealings with Central Government, other Local Authorities and their Associations and to positively promote the Council as a whole in the media
4. To promote the long term financial, business and economic stability of the Council
5. To encourage the highest standards of probity and corporate governance
6. To represent the Council's best interests on all organisations to which he/she is nominated by the Council.

Desirable Skills

1. Good communication and interpersonal skills including computer literacy
2. To have the ability to analyse and grasp complex issues
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks
4. A clear understanding of the operation of the Council, including the economic and social situation within South Kesteven
5. Business and financial acumen, including the ability to understand the Council's budget
6. Effective leadership skills
7. Excellent political knowledge and awareness
8. The ability to chair meetings and facilitate open discussion
9. The ability to work effectively with members, council officers, the public, the media and outside organisations.

NOTE

The above duties and responsibilities are in addition to the member's role as a councillor.

Appendix 4: Council business – 1 Aug 2010 to 31 Jul 2012

Council

Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees	Notes
02.09.10	3	58	44	N/A	44	
28.10.10	5	58	48	N/A	48	
09.12.10	7	58	46	N/A	46	
03.03.11	9	56	50	N/A	50	Attendance out of 56 because of 2 vacancies
19.05.11	10	55	51	N/A	51	Attendance out of 55 pending by election in DSJ
07.07.11	4	58	50	N/A	50	
08.09.11	3	58	50	N/A	50	
20.10.11	6	58	49	N/A	49	
08.12.11	2	58	50	N/A	50	
01.03.11	6	58	51	N/A	51	
03.05.12	9	58	55	N/A	55	
12.07.12	6	58	49	N/A	49	

Cabinet

Meeting Date	Substantive items	Type of meeting
02.08.10	1	Cabinet
16.08.10		Strategic planning day
23.08.10	1	Cabinet briefing
06.09.10	2	Cabinet
20.09.10		Strategic planning day
27.09.10	6	Cabinet briefing
04.10.10	6	Cabinet
18.10.10		Strategic planning day
25.10.10	3	Cabinet briefing
01.11.10	3	Cabinet
15.11.10		Strategic planning day
22.11.10	1	Cabinet briefing
06.12.10	6	Cabinet
13.12.10		Strategic planning day
10.01.11	2	Cabinet
24.01.11		Strategic planning day
31.01.11	3	Cabinet briefing
07.02.11	5	Cabinet
21.02.11		Strategic planning day
28.02.11	7	Cabinet briefing
07.03.11	2	Cabinet
21.03.11		Strategic planning day
18.04.11		Strategic planning day
16.05.11		Strategic planning day
20.06.11	6	Cabinet briefing
27.06.11		Strategic planning day
04.07.11	3	Cabinet
18.07.11	7	Cabinet briefing
25.07.11		Strategic planning day
01.08.11	6	Cabinet
15.08.11	2	Cabinet briefing
22.08.11		Strategic planning day

Meeting Date	Substantive items	Type of meeting
05.09.11	2	Cabinet
19.09.11	7	Cabinet briefing
26.09.11		Strategic planning day
03.10.11	4	Cabinet
24.10.11	6	Cabinet briefing
31.10.11		Strategic planning day
07.11.11	3	Cabinet
21.11.11	6	Cabinet briefing
28.11.11		Strategic planning day
05.12.11	4	Cabinet
12.12.11	3	Cabinet briefing
19.12.11		Strategic planning day
09.01.12	3	Cabinet
23.01.12	7	Cabinet briefing
30.01.12		Strategic planning day
06.02.12	2	Cabinet
20.02.12	6	Cabinet briefing
27.02.12		Strategic planning day
05.03.12	2	Cabinet
19.03.12	3	Cabinet briefing
26.03.12		Strategic planning day
02.04.12	1	Cabinet
16.04.12		Strategic planning day
23.04.12	6	Cabinet briefing
14.05.12	3	Cabinet briefing
21.05.12	1	Cabinet
11.06.12	1	Cabinet
18.06.12	7	Cabinet briefing
25.06.12		Strategic planning day
02.07.12	2	Cabinet
16.07.12	3	Cabinet briefing
23.07.12		Strategic planning day

Scrutiny Committee

Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees
29/09/10	5	11	10	0	10
25/01/11	3	11	7	0	7
02/02/11	3	11	8	0	8
05/04/11	4	11	9	0	9
14/06/11	2	11	9	1	10
30/08/11	3	11	8	1	9
27/09/11	3	11	11	0	11
19/11/11	3	11	9	1	10
24/01/12	3	11	8	2	10
21/02/12	2	11	10	1	11
10/04/12	1	11	9	2	11
03/05/12	1	11	9	2	11
12/06/12	3	11	8	1	9
11/07/12	2	11	10	1	11

Governance & Audit Committee

Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees
09/09/10	4	5	2	2	4
23/09/10	6	5	3	1	4
15/12/10	9	5	3	0	3
17/03/11	10	5	4	1	5
30/06/11	12	7	4	3	7
21/07/11	1	7	6	1	7
29/09/11	12	7	7	0	7
01/12/11	7	7	5	1	6
15/03/12	10	7	3	3	6
26/06/12	9	7	4	2	6
23/07/12	2	7	5	1	6

Constitution Committee

Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees
11/10/10	1	5	2	2	4
01/01/11	4	5	5	0	5
11/04/11	2	5	4	1	5
13/06/11	3	5	4	1	5
26/09/11	2	5	5	0	5
16/04/12	2	5	5	0	5
28/05/12	2	5	4	0	4

Licensing Committee

Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees
06-Aug-10	2	11	9	N/A	9
24-Aug-10	1	11	9	N/A	9
05-Nov-10	1	11	11	N/A	11
03-Dec-10	1	11	9	N/A	9
04-Mar-11	1	11	11	N/A	11
30-Jun-11	3	11	8	N/A	8
05-Aug-11	3	11	10	N/A	10
05-Sep-11	1	11	10	N/A	10
07-Oct-11	1	11	9	N/A	9
06-Jan-12	1	11	9	N/A	9
03-Feb-12	1	11	10	N/A	10
02-Mar-12	1	11	8	N/A	8
27-Apr-12	1	11	9	N/A	9
18-May-12	3	11	7	N/A	7
10-Aug-12	2	11	9	N/A	9

Alcohol & Entertainment Licensing Committee

Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees
06/08/10	1	11	10	N/A	10
24/08/10	4	11	9	N/A	9
03/09/10	1	11	7	N/A	7
01/10/10	1	11	9	N/A	9
03/12/10	2	11	9	N/A	9
14/12/10	1	11	8	N/A	8
07/01/11	1	11	9	N/A	9
28/01/11	1	11	7	N/A	7
08/03/11	1	11	10	N/A	10
14/04/11	2	11	11	N/A	11
04/05/11	1	11	8	N/A	8
24/05/11	3	11	4	N/A	4
30/06/11	1	11	7	N/A	7
05/08/11	3	11	10	N/A	10
05/09/11	2	11	10	N/A	10
07/10/11	1	11	9	N/A	9
22/12/11	2	11	9	N/A	9
03/02/12	4	11	5	N/A	5
02/03/12	1	11	10	N/A	10
12/03/12	1	11	7	N/A	7
27/04/12	2	11	9	N/A	9
18/05/12	1	11	7	N/A	7
22/06/12	1	11	10	N/A	10
29/06/12	1	11	8	N/A	8
27/07/12	3	11	10	N/A	10

Development Control Committee

Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees
17-Aug-10	15	17	16	0	16
14-Sep-10	14	17	13	1	14
12-Oct-10	6	17	17	0	17
09-Nov-10	12	17	16	0	16
07-Dec-10	9	17	10	1	11
04-Jan-11	7	17	13	0	13
01-Feb-11	12	17	15	1	16
01-Mar-11	11	17	15	0	15
29-Mar-11	16	17	15	0	15
26-Apr-11	17	17	14	1	15
31-May-11	17	17	15	0	15
28-Jun-11	16	17	15	1	16
26-Jul-11	6	17	14	0	14
23-Aug-11	8	17	16	0	16
20-Sep-11	13	17	16	1	17
18-Oct-11	13	17	14	1	15
15-Nov-11	10	17	15	0	15
13-Dec-11	9	17	15	1	16
10-Jan-12	10	17	14	0	14
07-Feb-12	11	17	15	0	15
06-Mar-12	6	17	17	0	17
19-Mar-12	5	17	17	0	17
03-Apr-12	6	17	16	0	16
01-May-12	6	17	15	0	15
29-May-12	4	17	16	0	16
26-Jun-12	8	17	13	3	16
24-Jul-12	10	17	15	1	16

Communities PDG

Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees
18/11/10	4	7	6	0	6
27/01/11	4	7	4	0	4
07/06/11	1	7	6	0	6
28/07/11	4	7	7	0	7
01/09/11	3	7	6	1	7
10/11/11	3	7	6	1	7
05/01/12	3	7	7	0	7
08/03/12	3	7	7	0	7
17/05/12	3	7	6	0	6
19/07/12	4	7	6	0	6

Engagement PDG

Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees
09/09/10	3	7	5	1	6
11/11/10	2	7	6	0	6
17/03/11	4	7	4	0	4
09/06/11	2	7	5	1	6
28/07/11	3	7	6	1	7
15/09/11	4	7	6	1	7
18/11/11	4	7	5	1	6
13/01/12	4	7	7	0	7
01/02/12	1	7	7	0	7
24/05/12	3	7	7	0	7
26/07/12	4	7	7	0	7

Resources PDG

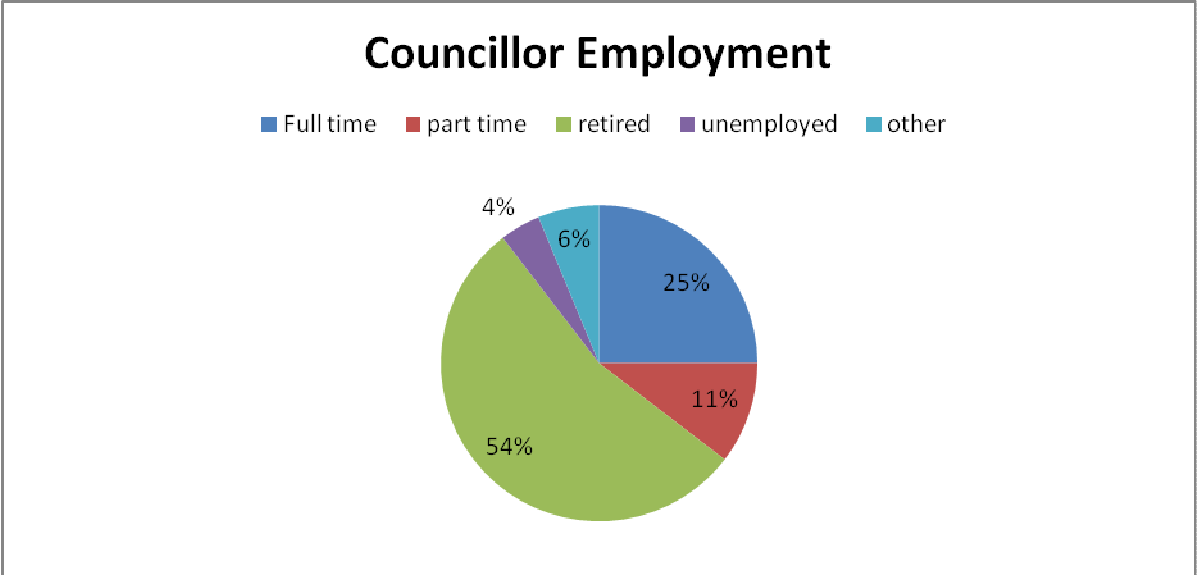
Meeting Date	Substantive items	Committee size	Members in attendance	Substitutes	Total attendees
07/10/10	2	7	7	0	7
16/12/10	5	7	7	0	7
10/02/11	5	7	4	2	6
07/04/11	5	7	7	0	7
06/06/11	5	7	6	0	6
11/08/11	5	7	7	0	7
06/10/11	3	7	7	0	7
24/11/11	3	7	4	2	6
19/01/12	5	7	7	0	7
29/03/12	4	7	4	2	6
31/05/12	3	7	7	0	7

Appendix 5: Councillor Activity Questionnaire

Summary of responses to Councillor Activity Questionnaire

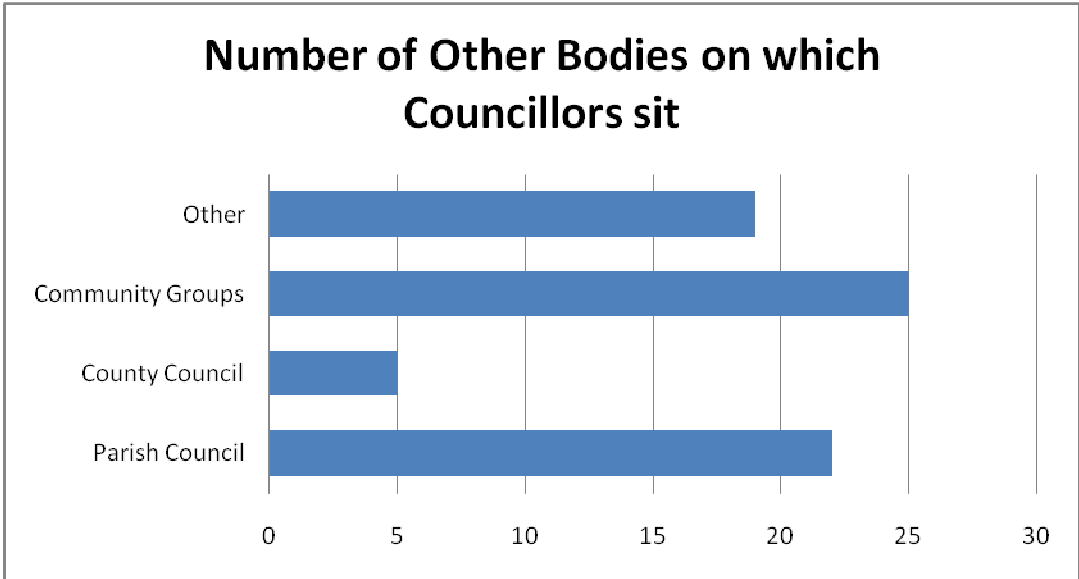
As part of the evidence gathering process to feed into the South Kesteven District Council submission to the Electoral Commission a Councillor Activity Questionnaire was issued to the 58 Members of the Council. 81% of Councillors submitted a response and the following information is a summary of statistical responses.

In order to assess their availability Members were asked their employment status. Of the 48 responses received (some Councillors responded to more than one section of this question) 12 were employed on a full time basis, 5 on a part time basis and 26 were retired.



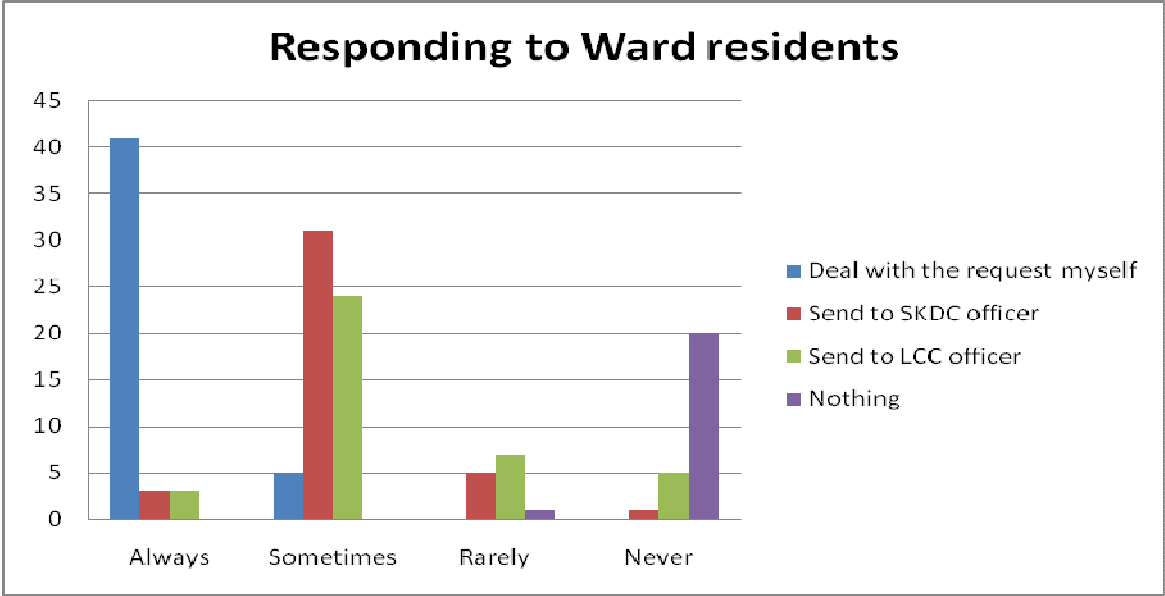
Of the 34 Members who responded to the question asking them how long they had been a Councillor 38% had served for less than 5 years, a further 38% had spent between 5 and 10 years on the Council, 12% had served the District for 10 to 15 years, 6% for 15 to 20 and 6% had served for more than 20 years with one Councillor amassing a remarkable 41 years of service.

66% of the total number of Councillors representing SKDC sit on some type of voluntary or community group.

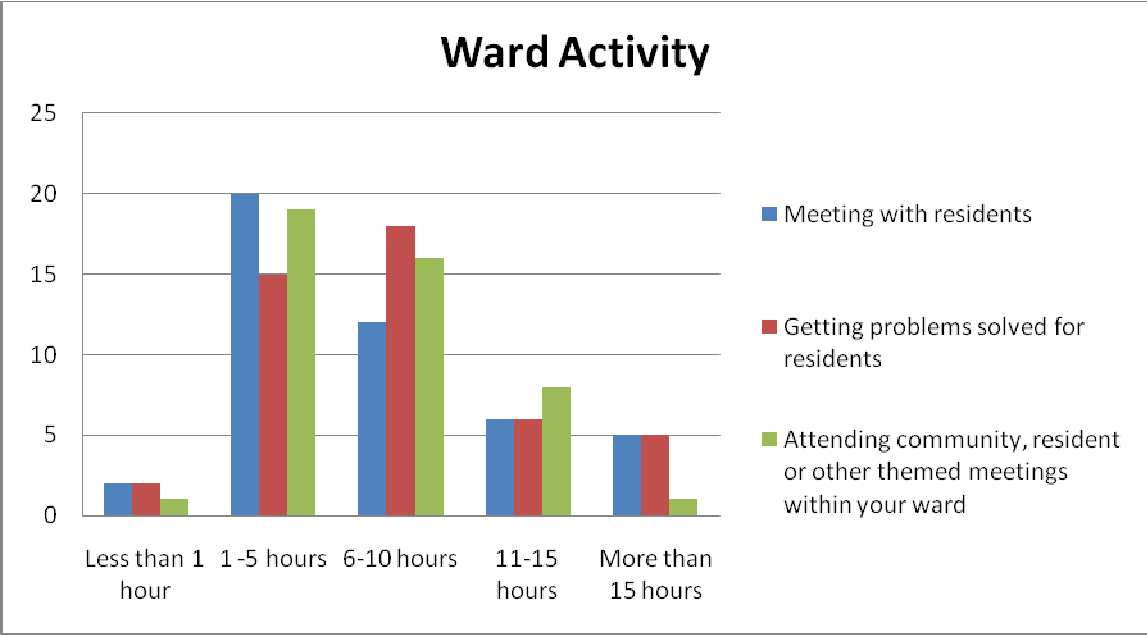


When asked how they respond to requests from Ward residents the responses showed that of the 46 replies 89% always respond directly to residents queries whilst 11% answered that they sometimes respond directly. Of those 46 responders 74% refer the query to an officer of South Kesteven District Council whilst the remaining 25% either rarely or never refer the query on.

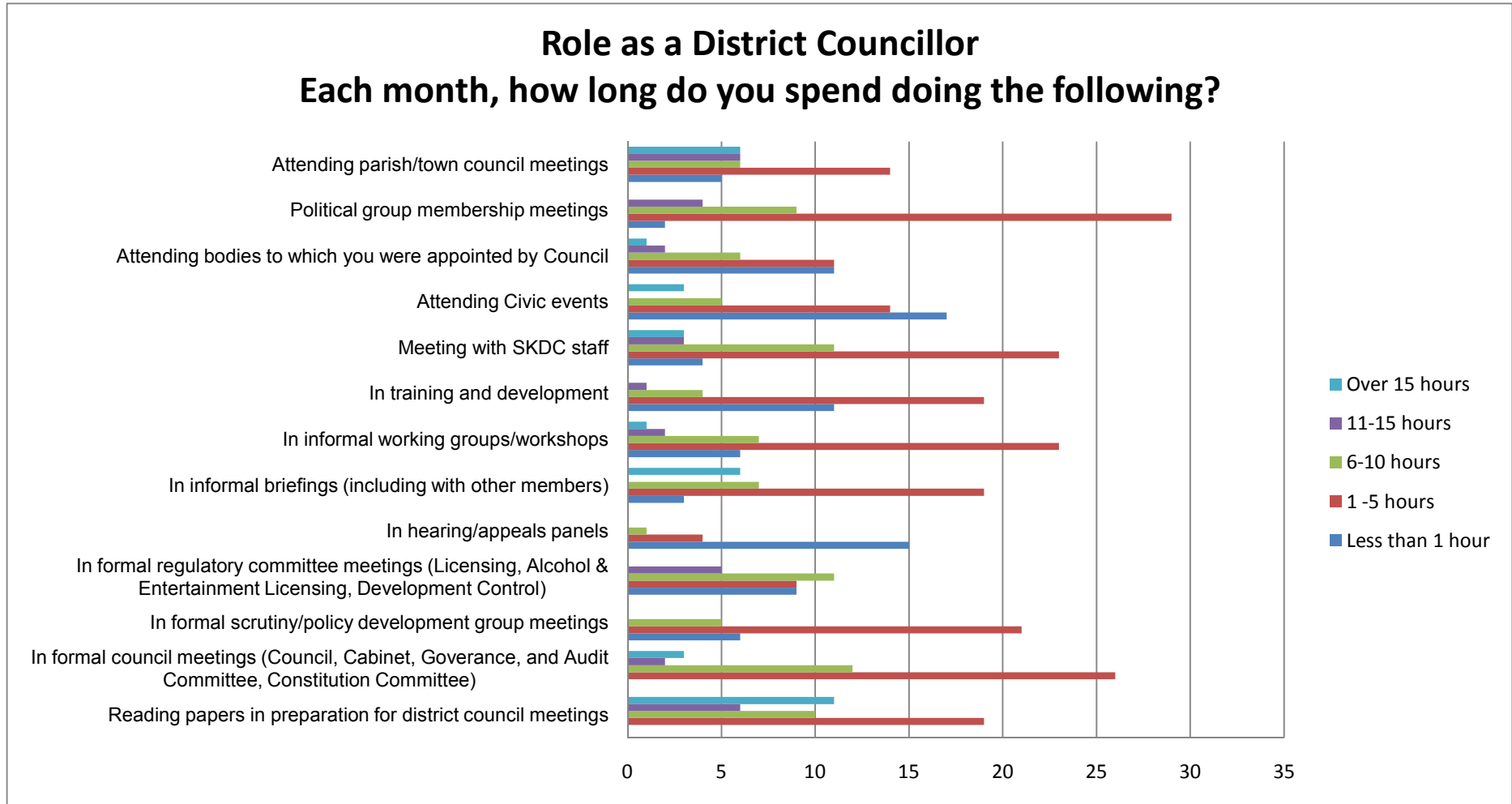
Members were asked how long they spend each month meeting with residents and, of the 45 responses 4% meet for less than one hour, 45% spend between 1 to 5 hours meeting with residents, 27% spend 6 to 10 hours, 13% spend 11 to 15 hours and 11% spend more than 15 hours in meetings with residents. When asked how long Members spent getting problems solved for residents 46 replied. 4% of responders spent less than an hour on solving problems, 33% spent 5 hours or fewer to resolve problems, 39% spent between 6 and 10 hours, 13% spent 11 to 15 hours and 11% stated that they spent more than 15 hours solving problems on behalf of their constituents.



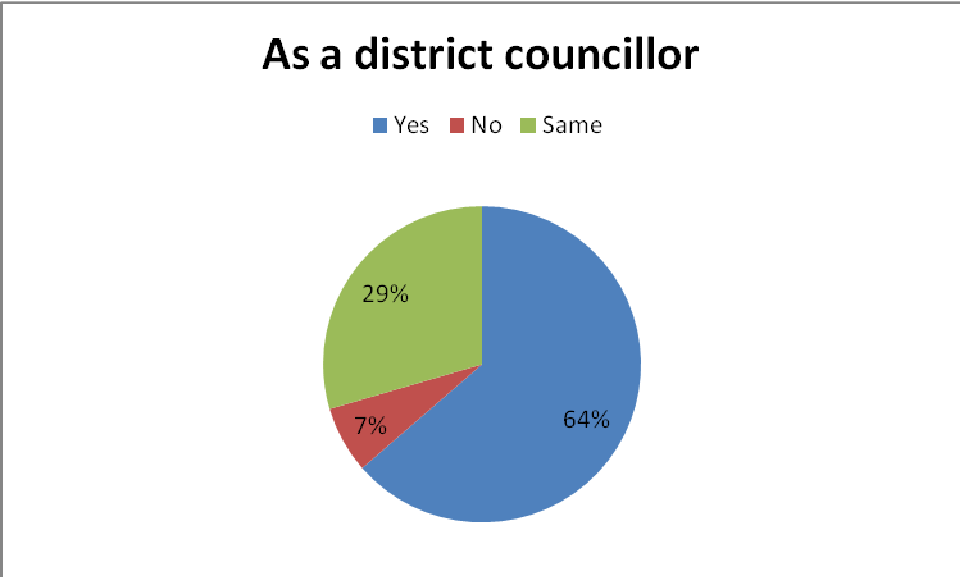
Forty-five Members responded when asked how long they spend attending community, resident or other themed meetings within their Ward. 2% of responders spent more than 15 hours in attending such meetings, 18% spent a little less time responding that they spent between 11 and 15 hours at community meetings, 36% spent between 6 and 10 hours whilst the largest proportion, 42% spent between 1 and 5 hours. The remaining 2% stated that they spent less than an hour in community meetings per month.



Members were then asked a series of questions to gain an understanding of their time commitments in relation to the business of the Council. The responses are laid out in the graph below



Members were finally asked if they felt their workload had increased over the past 12 months. Of the 33 responses received the majority of Councillors – 67% felt that workload had increased. This trend was also evident in responses gained in relation to workload as a Parish or County Councillor.



Appendix 6: Community Drop in and Engagement Events 2012

Community Drop in and Engagement Events 2012

Drop-in themed around Council Priorities, Projects and Spending Plans
<ul style="list-style-type: none">• Grantham• Stamford• Bourne• Long Bennington• Market Deeping
Public Engagement events themed around Quality of Life
<ul style="list-style-type: none">• Grantham• Stamford• Market Deeping• Bourne
Planning Policy public consultations
<ul style="list-style-type: none">• Grantham Area Action Plan• Southern Quadrant (Grantham)• Bourne Core Area
Leisure Consultations
<ul style="list-style-type: none">• Wyndham Park - Grantham• Stamford Arts Centre – Stamford• BRM Day – Bourne• Gravity Fields Festival – district-wide
Localisation of council tax support
<ul style="list-style-type: none">• Long Bennington• Market Deeping• Homelessness Forum• Community Focus Forum• Stamford Arts Centre• Cree Centre, Grantham• Guildhall Arts Centre, Grantham• Harrowby Lane Methodist Church, Grantham• The Methodist Church, Bourne

Councillors who attended one or more event	
Cllr Mrs Cartwright	Cabinet Member – Grow the Economy and Economic Development
Cllr Wooten	Chairman Constitution Committee: Communities PDG
Cllr Adams	Chairman Engagement PDG
Cllr Bryant	Cabinet Member – Good Housing
Cllr Carpenter	Cabinet Member (Deputy Leader) – Governance and Communications
Cllr Mrs Neal	Cabinet Member (Leader) – Policy, Strategy and Strategic Partnerships
Cllr Chivers	Licensing and Alcohol & Entertainment Committee
Cllr Rowlands	Licensing and Alcohol & Entertainment Committee
Cllr Bevan	Governance & Audit Committee : Resources PDG
Cllr Sampson	Scrutiny Committee
Cllr Vic Kerr	Licensing, Alcohol & Entertainment and Development Control Committee
Cllr Wood	
Cllr Higgs	Development Control Committee
Cllr Mrs Judy Smith	Vice-Chair Scrutiny Committee
Cllr John Smith	Cabinet Member – Green Healthy and Arts
Cllr Cooke	Communities PDG
Cllr Nicholson	Chairman Communities PDG
Cllr Woolley	Vice-Chair Engagement PDG : Governance and Audit Committee
Cllr Cosham	Scrutiny Committee
Cllr Auger	Constitution and Scrutiny Committee
Cllr Dilks	Resources PDG
Cllr Powell	Development Control and Scrutiny Committee
Cllr Judy Stevens	Development Control Committee
Cllr Thompson	Vice-chairman Communities PDG, Governance & Audit Committee
Cllr Mrs Kabberry-Brown	Chairman of SKDC
Cllr Jock Kerr	Engagement PDG
Cllr Ashberry	Development Control Committee, Licensing Committee and Alcohol and Entertainment Licensing Committee
Cllr Morgan	Development Control Committee, Communities PDG
Cllr Wells	
Cllr Shorrock	Governance and Audit Committee and Constitution Committee
Cllr Selby	
Cllr Bob Sandall	Resources PDG
Cllr Susan Sandall	Constitution Committee
Cllr Ian Stokes	Chairman of Governance and Audit Committee
Cllr Mike Taylor	Cabinet Member – Strategic Resources – Well Run Council
Cllr Nalson	Vice-Chairman of the Council, Scrutiny Committee
Cllr Craft	Chairman Resources PDG

Appendix 7: Growth projections

Polling District	Parish	District	2001 census population	Total Estimated population at 2012	Electorate as at October 2012	Elector - population ratio 2012 (No of electors on register at 2012/ population estimate 2012)	Housing completions expected 2012-2018	increased population arising from new development (at average household size)	Estimated population in 2018 if completions happen	Electorate Estimate for period 2012-2018
AA1 - Denton	Denton	Forest	283	283	237	0.84	3	7	290	242
AB1 - Great Ponton	Great Ponton	Forest	333	430	312	0.73	3	7	437	317
AC1 - Wyville/Hungerton	Wyville-Cum-Hungerton	Forest	62	62	40	0.65		0	62	40
AD1 - Little Ponton	Little Ponton & Stroxtun	Forest	135	150	149	0.99		0	150	149
AE1 - Woolsthorpe	Woolsthorpe-By-Belvoir	Forest	398	403	323	0.80		0	403	323
AF1 - Harlaxton	Harlaxton	Forest	705	782	662	0.85	9	19	801	678
AK1 - Boothby Pagnell	Boothby Pagnell	Glen Eden	150	156	130	0.84	3	8	164	137
AL1 - Bitchfield	Bitchfield & Bassingthorpe	Glen Eden	154	159	114	0.72		0	159	114
AM1 - Burton Coggles	Burton Coggles	Glen Eden	112	117	95	0.81		0	117	95
AN1 - Corby Glen	Corby Glen	Glen Eden	719	1062	815	0.77	14	33	1095	840
AO1 - Edenham	Edenham	Glen Eden	292	297	232	0.78	1	2	299	234
AP1 - Irnham	Irnham	Glen Eden	175	201	168	0.83		0	201	168
AQ1 - Swayfield	Swayfield	Glen Eden	338	356	289	0.81	2	5	361	293
AR1 - Swinstead	Swinstead	Glen Eden	247	281	184	0.66	3	7	288	188

Polling District	Parish	District	2001 census population	Total Estimated population at 2012	Electorate as at October 2012	Elector - population ratio 2012 (No of electors on register at 2012/ population estimate 2012)	Housing completions expected 2012-2018	increased population arising from new development (at average household size)	Estimated population in 2018 if completions happen	Electorate Estimate for period 2012-2018
BA1 - Colsterworth	Colsterworth & District	Isaac Newton	1508	1827	1,415	0.77	46	109	1935	1499
BB1 - Easton	Stoke Rochford & Easton	Isaac Newton	100	100	66	0.66		0	100	66
BC1 - Gunby/Stainby	Colsterworth & District	Isaac Newton	141	143	107	0.75		0	143	107
BD1 - Skillington	Skillington	Isaac Newton	1439	1726	273	0.16		0	1726	273
BE1 - Stoke Rochford	Stoke Rochford & Easton	Isaac Newton	142	142	129	0.91		0	142	129
BJ1 - Castle Bytham	Castle Bytham	Morkery	744	772	638	0.83	1	3	774	640
BK1 - North Witham	Colsterworth & District	Morkery	157	168	128	0.76		0	168	128
BL1 - South Witham	South Witham	Morkery	1439	1717	1,229	0.72	2	5	1722	1232
BP1 - Braceby	Ropsley & District	Lincrest	47	52	45	0.87		0	52	45
BQ1 - Heydour	Heydour	Lincrest	286	321	257	0.80	1	2	323	259
BR1 - Old Somerby	Old Somerby	Lincrest	242	247	188	0.76		0	247	188
BS1 - Ingoldsby	Ingoldsby	Lincrest	254	273	241	0.88	1	2	276	243
BT1 - Lenton	Lenton, Keisby & Osgodby	Lincrest	168	185	142	0.77	1	3	188	144
BU1 - Ropsley	Ropsley & District	Lincrest	808	847	668	0.79	6	14	861	679

Polling District	Parish	District	2001 census population	Total Estimated population at 2012	Electorate as at October 2012	Elector - population ratio 2012 (No of electors on register at 2012/ population estimate 2012)	Housing completions expected 2012-2018	increased population arising from new development (at average household size)	Estimated population in 2018 if completions happen	Electorate Estimate for period 2012-2018
BV1 - Pickworth	Pickworth	Lincrest	170	188	145	0.77	7	18	206	159
BW1 - Welby	Welby	Lincrest	179	190	144	0.76		0	190	144
CA1 - Billingborough	Billingborough	Toller	1098	1465	1,075	0.73	12	28	1493	1096
CB1 - Folkingham	Folkingham	Toller	729	922	659	0.71	1	2	924	661
CC1 - Horbling	Horbling	Toller	397	463	360	0.78	7	17	480	373
CJ1 - Aslackby	Aslackby & Laughton	Aveland	243	286	216	0.76	5	12	298	225
CK1 - Dowsby	Dowsby	Aveland	169	171	169	0.99		0	171	169
CL1 - Dunsby	Dunsby	Aveland	141	144	114	0.79		0	144	114
CM1 - Kirkby Underwood	Kirkby Underwood	Aveland	200	227	178	0.79		0	227	178
CN1 - Pointon	Pointon & Sempringham	Aveland	507	576	446	0.77	2	5	581	450
CO1 - Rippingale	Rippingale	Aveland	837	997	742	0.74	10	27	1024	762
DA1 - Haconby	Haconby	Ringstone	448	548	407	0.74	3	9	557	414
DB1 - Morton	Morton & Hanthorpe	Ringstone	2352	2517	1,913	0.76	39	96	2614	1986
DJ1 - Braceborough	Braceborough & Wilsthorpe	Hillsides	268	308	254	0.82	2	5	313	258
DK1 - Careby	Careby, Aunby & Holywell	Hillsides	146	146	120	0.82		0	146	120
DL1 - Carlby	Carlby	Hillsides	537	578	438	0.76	1	3	581	440
DM1 - Counthorpe	Counthorpe & Creeton	Hillsides	97	97	77	0.79		0	97	77

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DN1 - Greatford	Greatford	Hillsides	260	287	217	0.76	4	11	297	225
DO1 - Little Bytham	Little Bytham	Hillsides	291	315	228	0.72	5	12	327	237
DP1 - Toft	Toft with Lound & Manthorpe	Hillsides	273	307	262	0.85		0	307	262
DQ1 - Witham-on-the-Hill	Witham-on-the-Hill	Hillsides	193	212	183	0.86		0	212	183
EA1 - Bourne	Bourne Town Council	Bourne East			1,827					
EB1 - Bourne	Bourne Town Council	Bourne East			1,483					
EC1 - Bourne	Bourne Town Council	Bourne East			1,233					
ED1 - Bourne (New polling district 2012)	Bourne Town Council	Bourne East			1,884					
EE1 - Bourne (Dyke)	Bourne Town Council	Bourne East			261					
EF1 - Bourne (Twenty)	Bourne Town Council	Bourne East			151					
EL1 - Bourne	Bourne Town Council	Bourne West			1,693					
EM1 - Bourne	Bourne Town Council	Bourne West			2,314					
EN1 - Bourne	Bourne Town Council	Bourne West			896					
EO1 - Bourne (new polling district 2012)	Bourne Town Council	Bourne West			151					
Bourne Total			11933	15309	11,893	0.75	825	1898	17207	12905

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FA1 - Thurlby	Thurlby	Thurlby	2136	2293	1,792	0.78	19	49	2342	1830
GA1 - Stamford	Stamford Town Council	St. George's			1,545					
GB1 - Stamford	Stamford Town Council	St. George's			1,757					
HA1 - Stamford	Stamford Town Council	All Saints			4,052					
JA1 - Stamford	Stamford Town Council	St. Mary's			1,853					
JB1 - Stamford	Stamford Town Council	St. Mary's			1,988					
KA1 - Stamford	Stamford Town Council	Stamford St. John's			4,763	0.74	300	690	690	511
Stamford total			19525	21413	15,958	0.74	300	0	21413	15846
LA1 - Barholm	Barholm & Stowe	Truesdale	87	100	81	0.81		0	100	81
LB1 - Baston	Baston	Truesdale	1469	1503	1,155	0.77	13	34	1538	1181
LC1 - Langtoft	Langtoft	Truesdale	1924	2120	1,631	0.77	18	46	2167	1667
LD1 - Tallington	Tallington	Truesdale	406	467	423	0.91		0	467	423
LE1 - Uffington	Uffington	Truesdale	676	700	530	0.76	1	2	702	532
LG3 - Market Deeping	Market Deeping Town Council	Market & West Deeping	6200	6660	2,103	0.73	270	675	7335	5388

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LH3 - Market Deeping	Market Deeping Town Council	Market & West Deeping			2,789			0	0	0
LI3 - West Deeping	West Deeping	Market & West Deeping	335	358	220	0.62	1	3	360	222
LS3 - Deeping St. James	Deeping St James	Deeping St James	6933	7598	2,706	0.76	135	338	7936	6002
LT3 - Deeping St. James	Deeping St James	Deeping St James			3,041			0	0	0
NA2 - Carlton Scroop	Carlton Scroop & Normanton	Loveden	203	205	163	0.79	1	2	208	165
NB2 - Claypole	Claypole	Loveden	1132	1442	1,093	0.76	20	53	1495	1133
NC2 - Fenton	Fenton	Loveden	97	133	107	0.80	2	6	139	112
ND2 - Honington	Honington	Loveden	133	147	125	0.85	4	9	156	133
NE2 - Hough	Hough-on-the-Hill	Loveden	175	222	338	1.52	8	21	243	370
NF2 - Normanton	Carlton Scroop & Normanton	Loveden	96	96	85	0.89	4	9	105	93
NG2 - Stubton	Stubton	Loveden	163	182	157	0.86		0	182	157
			1999	2428	2,068	0.93	39	100	2528	2162
NJ2 - Caythorpe	Caythorpe	Heath	1472	1567	1,082	0.69	11	27	1594	1100

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NK2 - Fulbeck	Fulbeck	Heath	501	531	416	0.78	1	2	533	418
NS2 - Long Bennington	Long Bennington	Saxonwell	1843	2216	1,712	0.77	48	119	2335	1804
NT2 - Dry Doddington	Westborough & Dry Doddington	Saxonwell	335	392	292	0.74		0	392	292
NU2 - Westborough	Westborough & Dry Doddington	Saxonwell						0	0	0
OA2 - Ancaster	Ancaster	Ermine	1317	1673	1,289	0.77	2	5	1677	1293
OB2 - Barkston	Barkston & Syston	Ermine	497	530	423	0.80	1	2	532	425
OC2 - Belton/Manthorpe	Belton & Manthorpe	Ermine	517	562	425	0.76	1	3	565	427
OD2 - Syston	Barkston & Syston	Ermine	165	170	135	0.79	1	2	172	137
OK2 - Allington	Allington	Witham Valley	728	797	782	0.98	3	7	803	789
OL2 - Foston	Foston	Witham Valley	450	531	427	0.80	1	3	534	429
OM2 - Hougham	Hougham	Witham Valley	376	389	152	0.39		0	389	152
ON2 - Marston	Marston	Witham Valley	417	422	304	0.72		0	422	304
OO2 - Sedgebrook	Sedgebrook	Witham Valley	372	386	291	0.75		0	386	291

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			2343	2525	1,956	0.73	4	9	2534	1850
PA2 - Barrowby	Barrowby	Barrowby	1996	2111	1,648	0.78	10	24	2135	1667
PB2 - Great Gonerby	Great Gonerby	Peascliffe	2050	2231	1,795	0.80	25	56	2287	1840
QA1 - Grantham	Grantham	St. Anne`s			937					
QB1 - Grantham	Grantham	St. Anne`s			1,263					
QC1 - Grantham	Grantham	St. Anne`s			1,132					
QD1 - Grantham	Grantham	St. Anne`s			450					
RA1 - Grantham	Grantham	Grantham St. John`s			715					
RB1 - Grantham	Grantham	Grantham St. John`s			2,871					
RC1 - Grantham	Grantham	Grantham St. John`s			1,053					
SA1 - Grantham	Grantham	Earlesfield			3,288					
SB1 - Grantham	Grantham	Earlesfield			1,810					
TA1 - Grantham	Grantham	Green Hill			3,517					
TK1 - Grantham	Grantham	Greyfriars			2,305					
TL1 - Grantham	Grantham	Greyfriars			949					
UA1 - Grantham	Grantham	St. Wulfram`s			2,051					
UB1 - Grantham	Grantham	St. Wulfram`s			1,264					

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VA1 - Grantham	Grantham	Harrowby			1,427					
VB1 - Grantham	Grantham	Harrowby			771					
VC1 - Grantham	Grantham	Harrowby			1,417					
VD1 - Grantham	Grantham	Harrowby			875					
Grantham Total			33918	38373	28,095	0.72	2050	4715	43088	31023
WA1 - Londonthorpe	Londonthorpe & Harrowby Without	Belmont	4344	5249	424	0.75	19	48	5297	3954
WB1 - Londonthorpe	Londonthorpe & Harrowby Without	Belmont			929					
WC1 - Londonthorpe	Londonthorpe & Harrowby Without	Belmont			1,283					
WD1 - Londonthorpe	Londonthorpe & Harrowby Without	Belmont			1,283					