

MINUTES

**CABINET
THURSDAY, 10 MAY 2018**



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

THE LEADER: Councillor Matthew Lee (Chairman)
THE DEPUTY LEADER: Councillor Kelham Cooke

CABINET MEMBERS PRESENT

Councillor Helen Goral
Councillor Michael King
Councillor Dr Peter Moseley
Councillor Nick Neilson
Councillor Nick Robins
Councillor Jacky Smith
Councillor Adam Stokes

NON-CABINET MEMBERS PRESENT

Councillor Bob Sampson
Councillor David Taylor
Councillor Ray Wootten
Councillor Linda Wootten

OFFICERS

Chief Executive (Aidan Rave)
Strategic Director, Environment (Tracey Blackwell)
Strategic Director, Growth (Steve Ingram)
S.151/Chief Finance Officer (Debbie Mogg)
Assistant Chief Executive (Lee Sirdifield)
Assistant Director, Environment (Ian Yates)
Assistant Director, Growth & Development (Paul Thomas)
Assistant Director, Housing (Harry Rai)
Assistant Director, Legal & Democratic (Lucy Youles)
Assistant Director, Transformation & Change (Judith Davids)
Interim Service Manager, Communication (Adrian Smith)
Principal Democracy Officer (Jo Toomey)

CO146. MINUTES OF THE MEETING HELD ON 12 APRIL 2018

The minutes of the meeting held on 12 April 2018 were agreed as a correct record.

CO147. DISCLOSURE OF INTERESTS (IF ANY)

No interests were disclosed.

CO148. *REVISED LOCAL PLAN - SUBMISSION DOCUMENT AND STATEMENT OF COMMUNITY INVOLVEMENT

Decision:

- 1. Cabinet recommends to Council the approval of the Proposed Submission Local Plan as set out at Appendix 2 of report SEG58 for the purpose of publication for representations in accordance with Regulation 19 of the Local Plan Regulations and then submission to the Secretary of State**
- 2. To agree that any minor corrections to the document can be approved by the Cabinet Member for Economy and Development, so long as these do not substantially affect the substance of any policies or land allocations**
- 3. Cabinet approves the revised Statement of Community Involvement as set out at Appendix 3 of report SEG58 for consultation**

Considerations/Reasons for decision

1. Report number SEG58 of the Cabinet Member for Economy and Development on the revised Local Plan – submission document and Statement of Community Involvement
2. The requirement in the National Planning Policy Framework (NPPF) that every local authority has a clear, up-to-date Local Plan that:
 - a. Conforms with the NPPF
 - b. Meets identified local development needs
 - c. Reflects local people’s views about how they wish their community to develop
3. Responses received during a period of non-statutory consultation on a Consultative Draft Local Plan, which ran from June 2017 (the main changes as a result of this consultation are set out in appendix 1 to report SEG58)
4. The draft Local Submission Plan (attached as appendix 2 to report SEG58)
5. The Government consultation document ‘Putting the Right Homes in the Right Places’ regarding housing need assessment
6. Objectively assessed housing and employment needs
7. The draft revised National Planning Policy Framework
8. Information on the steps required for the Local Plan following consideration by Cabinet and Council
9. Regulation 19 of the Local Plan Regulations setting out the requirements for consultation
10. Comments made by Members at meetings of the old Growth Policy

Development Group and more recently the Growth Overview and Scrutiny Committee, including a workshop of the latter to which all Members were invited

11. The requirement to prepare a Statement of Community Involvement as set out in the Planning and Compulsory Purchase Act
12. The draft Statement of Community Involvement set out in appendix 3 to report SEG58 together with an equality analysis

Other options considered:

The only other option available to the Council would be to not undertake the production of the Local Plan. This would not be in line with Government requirements and expectations, and would also lead to development proposals coming forward in an uncoordinated way with no long-term strategic direction to guide growth. This would not be in the best interests of the District, its communities, residents and businesses.

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The Cabinet Member for Economy and Development presented report number SEG58. He outlined the work that had already been undertaken in preparing the revised Local Plan and drew Members' attention to an informal consultation exercise that had been conducted in June 2017. This had informed the draft submission Plan. During discussions, other Members spoke favourably of the consultation and how the information had informed the submission version of the Local Plan.

The Cabinet Member proceeded to outline those measures within the document that were either new or enhanced from the previous versions. He also referred to proposed allocations. The Cabinet Member also outlined the process that the submission Plan would undergo subject to its approval by Council on 24 May 2018, including how feedback generated during the formal consultation period would be used.

Cabinet Members were also advised about a change in Government policy on the methodology for calculating housing need, how the Council had responded to that and its impact on the production of the submission Plan document.

During debate, Members referred to changes that would allow limited development in villages, which was welcomed. Some concerns were expressed about the impact of any increase in development on services and community facilities. Reference was also made to the emergency services' ability to respond to the proposed growth across the district.

Support was expressed for a new document that was being introduced, which focused on good design. Members were advised that the Council had been awarded grant funding by Government to support the preparation of such a document.

Cabinet Members agreed unanimously to support the recommendations in the

report.

CO149. *HIGHER STREET STANDARD

Decision:

That Cabinet approves the adoption of the South Kesteven Higher Street Standard as appended to report number ENV692 (including amendment to the plan relating to Grantham)

Considerations/Reasons for decision

1. Report number ENV691 of the Cabinet Member for Environment on the introduction of a Higher Street Standard for South Kesteven and the draft higher Street Standard document attached as appendix 1 to the report (including amendment to the plan relating to Grantham)
2. A recommendation (listed in ENV660) that was made when the Big Clean project was approved to develop a South Kesteven street scene standard which would reflect the improvements made during the Big Clean
3. The national standard for cleanliness set out in the Code of Practice on Litter and Refuse
4. Provision within the 2018/19 Budget for two additional teams with specialist equipment
5. A recommendation made by the Environment Overview and Scrutiny Committee at its meeting on 24 April 2018 to adopt the Standard

Other options considered:

No other options have been given detailed consideration

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In presenting the recommendations in report ENV692, the Cabinet Member made reference to the Big Clean project. He explained that in preparing the new South Kesteven standard, reference had been made to the national standards and the standards to which other local authorities were working. The Higher Street Standard document included maps showing the level of priority that would be afforded to different areas. During discussion, the suggestion was made by a non-Cabinet Member that the zone in Grantham town centre should be expanded to include the area around Station Road and Railway Terrace; the Cabinet Member agreed to look at incorporating this area.

Several Members who spoke referred to the impact of the Big Clean, how it had been received and the affect that it had had on local communities' pride.

Part of the Higher Street Standards document gave an indication of intended allocations and visits. It was acknowledged that this was indicative and that some areas may need more time while others would need less. Members were

reassured that even if there were no reported issues in an area, teams would still visit and carry out general tasks like weed-ripping and bin cleaning. Any other spare time, it would be used to work on the areas between villages.

Cabinet Members unanimously agreed the recommendations in the report.

CO150. *SOUTH KESTEVEN DISTRICT COUNCIL'S TENANT INVOLVEMENT FRAMEWORK

Decision:

To adopt the South Kesteven District Council Tenant Involvement Framework as attached at appendix 1 to report number Housing 133.

Considerations:

1. Report number Housing 133 of the Cabinet Member for Communities and proposed Tenant Involvement Framework attached as Appendix 1 to the report
2. Draft terms of reference for the Tenants' Panel attached as appendix 2 to report number Housing 133, which would be a consultative group for the Council as it explored ways to improve the housing service
3. An equality analysis attached as appendix 3 to report number Housing 133
4. Feedback on the Tenant Involvement Survey attached at appendix 4 to report number Housing 133
5. Comments of the Communities and Wellbeing Overview and Scrutiny Committee and its recommendation of 20 March 2018 that the Framework be adopted

Other options considered:

No other options were considered. Local authority landlords who retain their stock are expected to meet the four 'consumer' standards set out by the Homes and Community Agency to develop and provide their tenants with opportunities to influence, and be involved in, the formulation of housing policies and strategic priorities; the making of decisions such as setting service standards and the scrutiny of performance.

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The Cabinet Member for Communities presented report Housing133 summarising the activities that had been undertaken in the preparation of the new Strategy. The Chairman of the Communities and Wellbeing Overview and Scrutiny Committee addressed the Cabinet to express the Committee's support for the document.

Brief discussion ensued on how the sample used for consultation was identified.

The Cabinet Members unanimously agreed the recommendations in report number Housing 133.

CO151. CORPORATE STRATEGY

Decision:

Cabinet recommends the adoption of the draft Corporate Strategy 2018 to Council

Considerations/Reasons for decision

1. Report number ACEX002 of the Leader of the Council and the draft Corporate Strategy (Appendix 1 to the report)
2. The political vision of the Council
3. Feedback from the staff survey conducted in 2017 and subsequent culture and morale workshops
4. Feedback from the Joint Overview and Scrutiny Committee meeting (9 April 2018) and Councillor Briefing (19 March 2018)
5. The existing Corporate Plan brought forward in 2016 which provided the financial foundations for the new strategy

Other options considered:

The development of the Corporate Strategy has drawn on feedback from the staff survey and a series of culture and morale workshops which were attended by over 200 employees. A range of views and options were therefore considered whilst developing the draft strategy, these included:

- **Do nothing:** the existing Corporate Plan was designed to run through to 2020 and therefore remains 'live' for a further two years. This option was rejected on the basis that the new political leadership has led to a change in the corporate focus which is not reflected in the current plan.
- **Repurpose the existing plan:** this would see a development of the existing plan, modified to take into account the changed environment. This option was rejected on the basis that the opportunity to 'reset' the culture and outlook of the Council is best served by involving the staff as well as Members in the development of a wholly new strategy.
- **Abandon the idea of a plan altogether:** many corporate plans are written and never read, so it might be as well to do away with them altogether. This option was rejected on the basis that the proposed Corporate Strategy will be short to the point and very relevant to the work of SKDC; it will be a 'user manual' for the organisation and will play a central and very relevant role in our work going forward.

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The Leader of the Council presented the draft Corporate Strategy (report

ACEX002). He stated that the document was the response of the Council's professional officers to the challenges set by the political leadership and was designed to capture the mood and ambition of the organisation. The new Corporate Strategy was intended to be a living document about how the organisation was going to deliver.

The recommendations in report ACEX002 were approved unanimously.

CO152. INVEST SK

Decision:

- 1. The Cabinet agrees Option 4, as set out at clause 6.5 in this report iSK002, to establish InvestSK as a private company limited by guarantee, with the Council as the sole member.**
- 2. The Council's liability, as a sole member of the Company, will be limited to the amount of £1 and no share capital will apply.**
- 3. The following be appointed as Directors of the Company:**
 - 3.1 Councillor Matthew Lee, the Leader of the Council (Chairman).**
 - 3.2 Councillor Kelham Cooke, the Deputy Leader of the Council**
 - 3.3 Aidan Rave, the Chief Executive of the Council**
- 4. The Board determines who should be nominated to become the Company Secretary.**
- 5. The Board appoints an interim Chief Executive.**
- 6. Delegated Authority be given to Councillor Mike King, Cabinet Member for Economy and Development, to put in place the proposed Memorandum of Understanding, to determine membership of the Advisory Committee, agree the Articles of Association for InvestSK and to agree an initial award of seed funding to allow the incorporation process to take place.**

Considerations/Reasons for decision

1. Report number iSK002 of the Leader of the Council on the formation of InvestSK as a company limited by guarantee
2. A current economic worth for the district of £2.7bn and aim to add a further £1.2bn
3. An announcement made by the Leader of a series of projects to achieve the first £400m of this growth through a £40m investment
4. Key benefits of InvestSK including:
 - a. A business-focussed approach encouraging the private sector to bring forward land, property, investment and business growth

- b. Being distinct from the local planning authority
 - c. Making introductions between confirmed business enquiries and the Council and supporting the business through formal procedures
 - d. It is already recognised as a named brand in the District
 - e. It is developing wider initiatives to grow economic and community wellbeing
5. The Companies Act 2006
 6. Provision for InvestSK was included in the 2018/19 Budget
 7. S1 of the Localism Act 2011 which gave local authorities a general power of competence
 8. A letter received from the Burghley Preservation Trust and the response given

Other options considered:

The following options were considered for the longer-term solution for InvestSK:

Option 1: Continue, 'as is', supported by Opportunity Peterborough

This would involve a core team of officers from the Council, supported by the team from Opportunity Peterborough who would be contracted to the Council.

Pros: This approach is tried and tested, and the engagement with businesses and progress on projects has been positive.

Cons: Whilst InvestSK acts as – and is perceived by businesses as – an arms-length company to the Council, there are certain constraints placed on InvestSK by virtue of it being a 'rebranded' economic development team. If InvestSK is to reach its full potential, this will need to be as a separate entity to the Council.

Whilst the current formation of InvestSK allows strong business-to-business performance, the credibility of InvestSK will be further-enhanced, and it will be able to deliver at a greater pace, by it being a separate company. This option has therefore been rejected.

Option 2: Continue, 'as is', but unsupported by Opportunity Peterborough

This option is similar to Option 1 above, but without the expert support and advice that is currently contracted through Opportunity Peterborough.

Pros: InvestSK would move towards a potentially more sustainable model, with its economic support being provided in-house, or even by an alternative provider.

Cons: The Opportunity Peterborough team bring a wealth of knowledge and experience in terms of economic development and to change this whilst InvestSK is relatively 'young' may negatively impact on the good progress achieved to date. This option would also fail to capitalise on the benefits of

InvestSK being a separate company (as described in option 1, above).

This option has been rejected because it would undermine current progress and fail to build on the full potential of InvestSK.

Option 3: De-brand and revert to in-house only

This option would see a reversion to a traditional form of economic development support, similar to what was in place before InvestSK was created.

Pros: There are not considered to be any benefits to this approach.

Cons: This option would waste the momentum and credibility already established by InvestSK with external partners, particularly in the private and third sectors.

This option was rejected because it was considered to be a retrograde step, for the reasons set out above.

Option 4: Set-up InvestSK as a separate company

There are various types of company that can be set up. It is normal for local authorities to set-up companies that are wholly-owned by the Council and which are limited by guarantee, or by shares. Although InvestSK will initially be funded by the Council the intention is that, through its activities, it will gradually become self-sustaining. The intention is to run InvestSK as a "not for profit" organisation, with any income being reinvested and not being returned to the Council. This aim is broadly in line with establishing InvestSK as a company limited by guarantee.

Pros: This option would build on the credibility of InvestSK, as a brand, within the business sector and provide freedoms to make decisions, at pace, in-line with the expectations of the business community.

Cons: There are not considered to be any dis-benefits to setting-up InvestSK as a separate company.

This option is favoured because it builds on the momentum and credibility already established by InvestSK in its current guise.

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The Leader, in presenting report iSK002 stated that his primary priority when he became the Leader of the Council was achieving economic growth. He added that part of the response to this was the launch of InvestSK in October 2017. Feedback on the work of InvestSK since that time had been positive and was seen as distinct to the traditional relationship between businesses and the Council. It was proposed that InvestSK should become a company limited by guarantee, which would provide greater flexibility and an ability to respond that would not be possible if it remained part of the Council. It was also seen as advantageous that InvestSK was seen as distinct from the Council as the local planning authority.

Reference was made to a letter that had been sent by the Burghley House Preservation Trust. A copy of the letter and the Leader's response to it had been supplied to all Cabinet Members. The content of the letter prompted several Members to ask questions, seeking reassurance. The first issue that the Leader was asked to clarify was the function of the company; within the letter reference had been made to acquisitions and investments. The Leader stated that InvestSK had not been set up to acquire or manage land, assets or other such development. The Company's operation would be controlled by the Memorandum of Understanding.

Cabinet Members also sought reassurance that the Council had done everything it needed to prior to bringing the report forward. The Leader advised that the Council had sought clarification and taken legal advice on the options for setting up InvestSK as a company and the process through which it would be established. Legal advice had also been taken on the letter received from Burghley House Preservation Trust. The Council's legal advice considered that the recommended option was right for the Council and that the process was sound.

The letter sent on behalf of the Burghley House Preservation Trust indicated that they would be happy to discuss the proposals relating to InvestSK. A suggestion was made that it may be helpful to arrange a meeting with them, which would provide an opportunity to explain the real purpose of the company. The Leader stated that while he had recently met with representatives from the Trust and received positive comments about the work that was being done, he would be happy to continue to talk to them.

Members were given clarification that no non-executive directors would be appointed at this stage. Once the company had been established, consideration would be given to directorships and the skills and knowledge that were required. The aim of the membership proposed in the report was to establish the company in the most straightforward way possible with all necessary probity.

Cabinet Members were reassured by the answers given by the Leader and agreed the recommendations unanimously.

CO153. MATTERS REFERRED TO CABINET BY THE COUNCIL OR OVERVIEW & SCRUTINY COMMITTEES

Report number LDS281 of the Leader of the Council summarised the activity of the Overview and Scrutiny Committees since the last report was presented to Cabinet on 12 April 2018.

Communities and Wellbeing Overview and Scrutiny Committee

The Chairman of the Communities and Wellbeing Overview and Scrutiny Committee gave a brief overview of a workshop of the Committee which had considered the Government's 'Integrated Communities Strategy Green Paper'.

During this workshop, to which all Members of the Council had been invited, a response had been prepared to the consultation on the Green Paper. One idea arising from that workshop was the creation of a 'chat cafe'. The Committee also suggested that there should be a Cabinet Member champion for Community Cohesion and the enhancement of the role of an existing officer of the Council to incorporate liaising with local and national government departments on community cohesion.

The Leader stated that a Cabinet Member would be named as the champion for community cohesion at the annual meeting of the Council on 24 May 2018.

Culture and Tourism Overview and Scrutiny Committee

While there had been no meetings of the Culture and Tourism Overview and Scrutiny Committee since the last meeting of Cabinet, the Committee's Chairman referred to the enhanced market for St. George's Day and the street market in Denton. She also referred to the Council's community engagement vehicle, which had been in attendance at Denton Street Market.

Rural Overview and Scrutiny Committee

The Chairman of the Rural Overview and Scrutiny Committee gave a brief synopsis of its activities throughout the year and highlighted a number of the guest speakers who had attended. The final meeting of the year had been attended by a senior officer from Lincolnshire Police who spoke about the aims and challenges of policing crime in rural areas.

Some discussion ensued amongst Members present at the Cabinet meeting about rural policing and the views of residents that lived in the villages that criminals were not being caught. Cabinet Members who represented rural areas stated that they disagreed with the police priority, which was victim support, and suggested that the priority should be detection. The Leader stated that the Police and Crime Commissioner for Lincolnshire had been keen to engage with the Council. It was suggested that after the Annual Council meeting, the Overview and Scrutiny Chair of Chairs would decide whether they wished to address the village's concerns through scrutiny or whether there should be an all Councillor Briefing.

Brief reference was also made to the current availability of high speed broadband in rural areas.

Environment Overview and Scrutiny Committee

An update from the Environment Overview and Scrutiny Committee that had taken place on 24 April 2018, after Cabinet papers had been finalised, would be provided at the Cabinet meeting in June 2018. The Cabinet Member for Environment briefly mentioned a presentation that the Committee had received on the Joint Municipal Waste Management Strategy and the consultation that was taking place, encouraging anyone with an interest to submit their own responses.

CO154. ITEMS RAISED BY CABINET MEMBERS INCLUDING REPORTS ON KEY AND NON KEY DECISIONS TAKEN UNDER DELEGATED POWERS.

Report number LDS282 informed the Cabinet of decisions that had been taken by individual Members since the last meeting of the Cabinet was held on 12 April 2018.

Appendix A related to a decision on Council Tax reduction for care leavers, which had been made by the Cabinet Member for Finance.

CO155. REPRESENTATIONS RECEIVED FROM NON CABINET MEMBERS

Report number LDS283 of the Leader of the Council informed Cabinet Members that no non-Cabinet Members had submitted requests to speak prior to the publication of the agenda. Since the agenda had been published no requests had been received.

CO156. CABINET FORWARD PLAN

Report number LDS284 of the Leader of the Council gave an indication of the items that would be presented to the Cabinet during the 2018/19 municipal year. The report also included items that were scheduled to be considered at Council on 24 May 2018. The Asset Disposal Strategy needed to be added to the Cabinet's Forward Plan.

CO157. ANY OTHER BUSINESS WHICH THE CHAIRMAN, BY REASON OF SPECIAL CIRCUMSTANCES, DECIDES IS URGENT

Councillor Ray Wootten had requested the permission of the Chairman to address the Cabinet. He stated that he had attended a board meeting of United Lincolnshire Hospitals Trust at which he had asked about extending the opening hours for Grantham's accident and emergency from 6.30 to midnight. At that meeting he was advised that it was not safe to do so and that the closure was permanent.

Councillor Wootten asked the Leader whether he would be prepared to send a joint letter with the Leader of Lincolnshire County Council to United Lincolnshire Hospitals Trust and the South West Lincolnshire Clinical Commissioning Group on the future of Grantham hospital and the overnight closure of Grantham's accident and emergency department. The Leader said that he was happy to sign such a letter, adding that it was critical that the county and district councils worked together.

CO158. CLOSE OF MEETING

The meeting was closed at 15:53.

DATE DECISIONS EFFECTIVE

Decisions CO148(3), CO149, CO150 and CO152 as made on Thursday 10 May can be implemented on Monday 21 May 2018, unless subject to call-in by the Chairman of the relevant Overview and Scrutiny Committee or any five members of the Council from any political group. Decisions CO148(1) and CO148(2) and CO151 stand referred to full Council on 24 May 2018.