

# Cabinet



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



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Thursday, 22 September 2022 at 10.30 am  
Council Chamber - South Kesteven House, St. Peter's  
Hill, Grantham. NG31 6PZ

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**Cabinet Members:** Councillor Kelham Cooke, The Leader of the Council (Chairman)  
Councillor Adam Stokes, The Deputy Leader of the Council (Vice-Chairman)

Councillor Annie Mason, Cabinet Member for People and Safer Communities  
Councillor Robert Reid, Cabinet Member for Housing and Property  
Councillor Nick Robins, Cabinet Member for Planning and Planning Policy  
Councillor Rosemary Trollope-Bellew, Cabinet Member for Culture and Visitor Economy  
Councillor Mark Whittington, Cabinet Member for Waste Services and Climate Change  
Councillor Linda Wootten, Cabinet Member for Corporate Governance and Licensing

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## Agenda

This meeting can be watched as a live stream, or at a later date, via the

[SKDC YouTube Channel](#)

**1. Register of attendance and apologies for absence**

**2. Minutes of the previous meeting**

(Pages 3 - 17)

Minutes of the meeting held on 12 July 2022.

**3. Disclosure of Interests**

**Items for Cabinet Decision: Key**

**4. Corporate Asset Management Strategy**

(Pages 19 - 39)

This report seeks approval of a Corporate Asset Management Strategy,

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**Karen Bradford, Chief Executive**

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providing the Council with a clear and consistent approach to the strategic management of its corporate land and buildings, outlining how the use of the Council's assets will support the delivery of the Council's priorities.

**5. Asset Transfer to Stamford Town Council** (Pages 41 - 53)

This report sets out proposals for the freehold transfer of specified assets to Stamford Town Council.

**6. Use of the ESPO Liquid Fuel Framework for the Procurement of Diesel Fuel** (Pages 55 - 58)

The Council currently utilises an ESPO Framework for the procurement of diesel fuel. ESPO is establishing a new framework agreement for the provision of liquid fuels from 1 October 2022. Agreement is sought to utilise this Framework.

**7. Essential works relating to new Council Offices, St Catherine's Road, Grantham** (Pages 59 - 63)

This report sets out progress made in relation to the decision to relocate to the Council's new offices, located in St Catherine's Road, Grantham and to recommend entering into a contract for the delivery of associated works, using approved funds.

**8. Replacement of Gym Equipment at Bourne Leisure Centre** (Pages 65 - 69)

For Cabinet to consider an amendment to the in-year budget framework and provide a loan to LeisureSK Ltd to finance the purchase of gym equipment at Bourne Leisure Centre.

**Items for Cabinet Decision: Non-Key**

**9. People Strategy 2022-2025** (Pages 71 - 87)

To communicate the Employment Committee's recommendation to Cabinet that the People Strategy 2022 – 2025 be approved.

**Items for information**

**10. Key and Non-Key Decisions taken under Delegated Powers** (Pages 89 - 98)

This report provides an overview of decisions taken by individual Cabinet Members since the last meeting of the Cabinet on 12 July 2022.

**11. Cabinet's Forward Plan** (Pages 99 - 107)

This report highlights matters on the Cabinet's Forward Plan.

# Minutes

**Cabinet**  
**Tuesday, 12 July 2022**



**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**

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**The Leader:** Councillor Kelham Cooke, The Leader of the Council (Chairman)

**The Deputy Leader:** Councillor Adam Stokes, The Deputy Leader of the Council (Vice-Chairman)

## **Cabinet Members present**

Councillor Annie Mason, Cabinet Member for People and Safer Communities

Councillor Robert Reid, Cabinet Member for Housing and Property

Councillor Mark Whittington, Cabinet Member for Waste Services and Climate Change

Councillor Linda Wootten, Cabinet Member for Corporate Governance and Licensing

## **Non-Cabinet Members present**

Councillor Ray Wootten

## **Officers**

Karen Bradford (Chief Executive)

Andrew Cotton (Director of Housing and Property)

Nicola M<sup>c</sup>Coy-Brown (Director of Growth and Culture)

Anne-Marie Coulthard (Assistant Director of Operations and Public Protection)

Alison Hall-Wright (Assistant Director of Finance)

Craig Spence (Assistant Director of Housing)

Graham Watts (Assistant Director of Governance and Deputy Monitoring Officer)

Karen Whitfield (Assistant Director of Culture and Leisure)

Debbie Roberts (Organisational Development and Business Support Manager)

Claire Saunders (High Street Heritage Action Zone Project Manager)

Jon Hinde (Head of Economic Development)

Chris Prime (Interim Communications Manager)

Amber Wakeling (Project Lead)

Matt Lane (IT Helpdesk Engineer)

## **16. Register of attendance and apologies for absence**

Apologies for absence were received from Councillors Nick Robins and Rosemary Trollope-Bellew.

## **17. Minutes of the previous meeting**

The minutes of the previous meeting held on 21 June 2022 were confirmed as a correct record.

## **18. Disclosure of Interests**

No interests were declared.

## **19. UK Shared Prosperity Fund**

### Purpose of report

To present the proposed interventions for inclusion in the Investment Plan, for submission to the Government, which detailed projects that met the requirements of the funding programme and supported the growth and prosperity of the district.

### Decision

That Cabinet:

1. Recommends to Full Council the proposed interventions, as set out in Appendix A to the report, to form the basis of the South Kesteven UK Shared Prosperity Fund Investment Plan, with the intention this be submitted to the Government by 1 August 2022 for consideration.
2. Delegates authority to the Chief Executive and Section 151 Officer, in consultation with the Leader and Deputy Leader of the Council and the appropriate Director, to allocate funding between the approved interventions within the Investment Plan.

### Alternative options considered and rejected

An alternative option would be to commission an external provider to develop the bids on behalf of the Council with no local knowledge or partnership links. This option was discounted because the Government had placed importance on leveraging options from the locality when selecting communities and place and supporting local business interventions to fund.

### Reasons for decision

The primary goal of the UK Shared Prosperity Fund was to build pride in place and increase life chances across the United Kingdom. Underneath this overarching aim were the following three investment priorities:

- Communities and place
- Supporting local businesses
- People and skills

Details relating to the three investment priorities, a summary of objectives and example interventions were set out in paragraph 1.14 of the report.

In order to allow flexibility, it was permissible to select 'bespoke' interventions which did not necessarily feature in the menu of options available. This would require the Council to provide evidence to support the bespoke intervention, including a logic chain or theory of change and demonstrate alignment with the investment priorities.

The funding was allocated annually and must be invested by March 2025, with most of the funding being available in the final year of the programme. It was mainly a revenue-based fund, with limited allocation for capital projects.

In order to secure the 30-month funding allocation, an Investment Plan had to be submitted to the Government by 1 August 2022. In developing its Investment Plan, the Council was working in partnership with Councillors, Members of Parliament and local stakeholders, including businesses and residents.

An internal officer group initially met to consider suggested interventions and activities. On 18 May 2022, Cabinet Members considered the outcome of this work and mapped out the interventions against the Council's Corporate Plan to decide which meaningful local activities, based on need, should be considered for inclusion in the Investment Plan. This had resulted in over 40 suggested interventions and activities relating to both the communities and place and support local businesses priorities.

On 8 June 2022, several of the district's business support practitioners and representatives were consulted on the proposed local businesses priority. Unanimous support for the suggested proposals was received.

Further engagement with the Council's elected Members had taken place throughout June 2022 and early July, including four locality-based virtual sessions held in Bourne, Grantham, Stamford and The Deepings which included representation from local ward Councillors and representatives from the respective Town Councils and Chartered Trustees.

Engagement had also taken place with the voluntary and community sector umbrella groups who had been provided with an overview of the local intervention headers and an invitation to partner with or put forward suggestions to add to the Investment Plan. Further consultation with these groups was planned in the coming weeks.

In presenting the report, the Leader of the Council took the opportunity to pay tribute to officers for the work undertaken in accordance with tight timescales. They highlighted that this initiative represented a significant opportunity to secure substantial investment in the district, of benefit to all four towns and rural areas.

The following comments were noted during discussion:

- The potential for match-funding associated with the initiatives in the Investment Plan would ensure the Council could get the most out of the

funding being made available, encourage further investment and aid stimulation of the local economy

- A question was raised regarding the role of the Programme Manager as paragraph 1.11 of the report stated the individual selected was also writing proposals for two other authorities. It was reported that once the formal transition had been made the Programme Manager would have responsibility for the overall integrity and coherence of the Council's programme, with any services to other authorities ceasing at that stage
- A question was raised regarding the Business Growth Hub and how monitoring would take place to ensure that businesses benefited equally from the Shared Prosperity Fund. The number of businesses currently engaged with the Business Growth Hub, and their various sizes of respective employees was referred to, with 400 businesses supported through the Business Growth Hub and 600 having actively engaged with the Hub. The Council needed to be assured that it was receiving value for money from the investment which it could shape as the initiative developed. The close relationship between the Council and the Business Growth Hub was emphasised
- The £3.9million would act as significant leverage for other funding which had the potential to increase the amount available for investment. Whilst match-funding was not a mandatory requirement as part of the initiative, it was agreed that it should be encouraged

## **20. Housing Allocations Policy**

### Purpose of report

To consider adoption of the Housing Allocations Policy as a document which provided the Council with the framework to manage the allocation of social housing within the district and allow the Authority to meet its legal duties in relation to its housing function.

### Decision

That Cabinet:

1. Notes the report, the proposed Housing Allocations Policy, consultation responses and Equality Impact Assessment.
2. Approves the Housing Allocation Policy.
3. Delegates authority to the Director of Housing and Property to make minor amendments to the Housing Allocations Policy, as needed, by changes to regulation or legislation.

### Alternative options considered and rejected

Cabinet could have made other amendments to the revised Allocations Policy or continue with the existing Policy.

### Reason for decision

The Council had a clear commitment in its Corporate Plan to provide housing that met the needs of all residents. As a stock-retained Local Authority, the Council had approximately 6,000 properties with a waiting list consisting of approximately 1,500 live applications.

The current Housing Allocations Policy was adopted in March 2019 and since its implementation issues had been experienced around its ease of understanding in relation to the banding of applications and eligibility size. Taking this into account, as well as the fact that the existing Policy did not take into account the Armed Forces Covenant, recent domestic abuse guidance or the Homelessness Act 2017, it was considered appropriate to undertake a thorough review of the document.

In addition to addressing these issues, the proposed revisions to the Housing Allocations Policy were intended to provide customers in the greatest need with as much choice as possible and to create a Policy which could easily be understood by customers. The main principles behind the revised Policy were set out in paragraph 1.8 of the report, with key changes ensuring the document was lawful, up to date, simplified and transparent. It also ensured that the Council advertised properties, giving residents choice, and proposed a realignment of bandings focusing on those in housing need.

The following comments were noted during discussion:

- Officers were thanked for the work they had undertaken in developing the revised Housing Allocations Policy
- It was pleasing to see that updated reference to domestic violence and the Armed Forces Covenant had now been reflected in the Policy
- A question was raised regarding reference to penalties in respect of the auto-bid process should a customer refuse accommodation. It was noted that the application of penalties could not be ruled out and so it was right that this was provisioned for within the Policy. An assurance was provided, however, that an applicant's needs would be taken into account as part of the auto-bid process
- Clarification was sought regarding paragraph 6.5.2.1 of the revised Policy under the banding system in respect of housing conditions, which did not make any reference to private sector housing whereas other parts of the Policy explicitly did. It was explained that all applicants would be considered in line with relevant legislation, such as that in relation to homelessness for example, with other criteria outlined in the Policy being applied consistently

## **21. Turnpike Close Site Remediation works**

### Purpose of report

To seek approval of the budget required to remediate the Council-owned site off Turnpike Close, Grantham.

## Decision

That Cabinet:

1. Approves an additional budget allocation of £150,000 for the remediation of the Council asset at Turnpike Close, Grantham and this allocation be funded from the Local Priorities Reserve.
2. Approves the remediation of the site and delegates authority to the Chief Executive and Section 151 Officer, in consultation with the Cabinet Member for Housing and Property, to confirm the appointment of a contractor to undertake the works within the budget envelope of £245,000.

## Alternative options considered and rejected

Cabinet could have agreed to leave the site in its existing condition or undertake the works as part of a main contract at a later stage.

## Reason for decision

In April 2021, the Council purchased land at Turnpike Close, Grantham, for the proposed relocation of its operational depot which was currently situated at Alexandra Road in Grantham.

It had been identified through the lead consultant commissioned as part of procurement process associated with the acquisition of the land that the land required a significant amount of demolition and remediation works to prepare the site before any construction could commence. Two quotes for these remediation works had been received from contractors to date, however, it was proposed that the Council approached a framework to appoint a contractor so that site management and set up costs would be included as part of the contract and reduce costs, as opposed to including this in a main construction contract at a later stage.

£95,000 was remaining in the budget originally allocated after deduction of legal fees, surveys and consultants' fees. It was therefore proposed that the remaining balance was increased by a further £150,000 to provide a maximum budget envelope of £245,000 for the demolition and remedial works.

The following comments were noted during discussion:

- Clarification was sought as to whether this was the right time to commit to such expenditure when the total costs associated with the scheme were unknown. The demolition and remedial works needed to be undertaken before any further works could commence on the site. A point was made that, in the event that the proposed development of the site did not take place, the undertaking of these works would make the land more marketable to potential purchasers. It was considered more cost effective to procure these works now as opposed to paying potentially inflated rates at a later date as a result of the current economic climate and cost of living crisis



- This represented a key project for the district, creating light industrial units and regeneration of a town centre site in Grantham

## **22. Policy for the Provision of Litter Bins**

### Purpose of report

To provide Cabinet with an opportunity to consider the Council's approach and principles to be followed in selecting and reviewing sites for the provision of litter bins across the district.

### Decision

That Cabinet:

1. Approves the adoption of the South Kesteven District Council Policy for the provision of litter bins.
2. Delegates authority to the Deputy Chief Executive, in consultation with the Cabinet Member for Waste Services and Climate Change, to make minor amendments to the Policy which may become necessary from time to time to ensure its continued accuracy, but do not affect its direction or intent.

### Alternative options considered and rejected

There was no statutory requirement to adopt a policy relating to the provision of litter bins. Cabinet could have considered that it was not necessary to adopt a policy and litter bins could continue to be provided in accordance with current practice.

### Reason for decision

An audit of litter bins across the district had been undertaken to establish an up-to-date record of their condition and assess the effectiveness of the existing provision. A total of 608 litter bins had been recorded. Historically, the providing and siting of litter bins had been in response to requests from the public or elected members without any structured review to ensure there was a genuine and continuing need.

To support a consistent approach to future litter bin provision, a draft Policy for the provision of litter bins had been developed, as appended to the report.

The Policy sought to clarify responsibilities where Parish and Town Councils had provided litter bins and detailed how requests for new litter bins would be dealt with. It also suggested criteria which would generally be taken into consideration when determining site location and gave an indication of areas which would not normally be considered a priority.

It was noted that, as local ward Councillors, this issue came up regularly. The Policy therefore provided useful clarity to Parish and Town Councils in respect of litter bin provision across the district.

The Policy outlined that requests for additional litter bins from Parish or Town Councils would not be rejected but would need to be paid for out of their respective precepts and that all additional litter bins would be collected as part of the Council's normal collection rounds.

### **23. Grantham High Street Heritage Action Zone Scheme**

#### Purpose of report

To seek a recommendation from Cabinet to Historic England to allocate a £300,000 grant from the Grantham High Street Heritage Action Zone programme, to restore Westgate Hall and bring it back into use.

#### Decision

That Cabinet recommends to Historic England an allocation of £300,000 from the High Street Heritage Action Zone programme to restore Westgate Hall and bring it back into use.

#### Alternative options considered and rejected

The alternative would be for Cabinet to outline its opposition to the proposal and recommend refusal of the grant.

#### Reason for decision

The High Street Heritage Action Zone was a national scheme managed by Historic England, with 68 schemes approved within England offering funding to Local Authorities to regenerate and revitalise historic town centres.

The Council had successfully bid for a High Street Heritage Action Zone for Grantham in December 2019 with the total cost of the programme consisting of £1,262,000 made up of £886,540 from Historic England and £375,660 from South Kesteven District Council over a four-year programme from May 2020 to March 2024.

This report focussed on a specific project to support the regeneration of the Grade II listed building known as Westgate Hall. The building was of significant architectural importance to Grantham, having been constructed in 1852 and being previously used as a corn exchange.

It was considered that the restoration of Westgate Hall would enhance other regeneration works which were being delivered in and around the marketplace from both the High Street Heritage Action Zone and the Future High Streets Fund. The scale and fabric of the building were distinct from any other building in the area and as such its current state had a disproportionately negative impact on the area. Regeneration of the building would therefore have a much more significant impact on the area than other projects, with the potential to act as a catalyst for further regeneration.

Both the property owner and the tenant would be making financial contributions to the project, with the owner contributing to the repair and reinstatement works supported by the grant and the tenant funding the fit out of the property. It was estimated that their combined contribution to the project would be approximately £350,000 and represented more than double the target public sector investment for the Grantham Heritage Action Zone programme as a whole. It was also estimated that the Hall, when in operation, would create 30 jobs and act as a destination venue for Grantham attracting people to the district, supporting the visitor economy and enhancing and diversifying the evening and night-time economy of the town centre.

It was noted that, even though the proposed decision was a recommendation to Historic England, it was considered good governance to take it through Cabinet as a Key Decision due to it being a single grant allocation of significant value which exceeded the Council's threshold in its Financial Regulations.

The following points were noted during discussion:

- A question was raised as to any financial risk attributable to the Council should the scheme not meet Historic England's criteria. It was reported that the funding would be paid in arrears once works had been inspected by the Heritage Action Zone Programme Manager and representatives of Historic England. Until they were satisfied that the works had been delivered in accordance with the agreed specification and criteria, no payment of the Council's element of funding would be made
- Clarification was sought as to why Westgate Hall in particular had been chosen to receive this allocation of funding. It was noted that the building in its current condition was an eyesore in that part of the town. It represented a significant architectural design and it was considered that restoration of this building would act as a catalyst for regeneration in the area. The return of investment in this respect and the subsequent impact on the town made it an obvious scheme for Historic England to support

## **24. Outturn Position Report 2021/22**

### Purpose of report

To provide Cabinet with the detail of the Council's provisional outturn position for the financial year 2021/22, covering the General Fund Revenue Budget, Housing Revenue Account Budget and Capital Programmes for the General Fund and Housing Revenue Account.

### Decision

That Cabinet:

1. Recommends to the Governance and Audit Committee approval of the provision position for the financial year 2021/22.
2. Approves the budget carry forwards set out in Appendices D and H.

3. Recommends to the Governance and Audit Committee the following reserve movements in respect of the General Fund:

The balance of the Covid Recovery Reserve of £1.286 million to be transferred to the:

- ICT Reserve increase by £0.202 million
- Waste and Recycling Reserve increase by £0.084 million
- Creation of an Inflation Reserve to £0.500 million
- Invest to Save Reserve increase by £0.500 million

#### Alternative options considered and rejected

No alternative options were considered.

#### Reason for decision

The report provided detailed information relating to the following areas:

- General Fund Revenue Budget
- Housing Revenue Account Budget
- Capital Programmes for the General Fund and Housing Revenue Account
- Reserves

The Finance, Economic Development and Corporate Services Overview and Scrutiny Committee had considered this report at its meeting on 27 June 2022 and supported the recommendations contained within it.

The backdrop of the 2021/22 financial year had been one of continued uncertainty, with the beginning of the financial year seeing the country still in lockdown and restrictions in place which had an impact on the Council's income in many areas, especially markets, arts and car-parking revenue in the first quarter and additional cost pressures.

Overall, it was reported the outturn report was favourable and there was not a deficit on the General Fund Revenue Account.

The Covid Reserve, which had been established to protect the Council's finances from unexpected costs, could now be closed and it was recommended that the balance be redistributed to other reserves to bolster balances for the future. The proposal to create an Inflation Reserve would provide financial resilience to inflationary pressures, utility increases and fuel increases. £500,000 was recommended for inclusion in the Inflation Reserve at this time, but it was highlighted it was not possible to confirm at this stage whether this would be sufficient. Over the course of the year further modelling and forecasting would be undertaken. It was reported that the same pressures were relevant for the Housing Revenue Account and these would be funded from the Housing Revenue Account reserves as and when required.

Capital reserve balances for the General Fund left the Council with the option to fund capital expenditure by using its revenue reserves or undertake borrowing. The Cabinet Member for Finance and Leisure was hopeful that capital receipts would be achieved in the medium term, enabling reserves to be replenished and acting as a funding source for the future.

The following comments were noted during discussion:

- Despite the significant challenges experienced with regard to lockdown, reduced income and unexpected costs, there had been no adverse effect from a financial position in respect of achieving a balanced budget. The Cabinet Member for Finance and Leisure and Officers were thanked for their excellent stewardship of the Authority's finances. The Finance, Economic Development and Corporate Services Overview and Scrutiny Committee was also thanked for its role in monitoring the budget
- The Inflation Reserve was to be welcomed in the current climate
- A number of Councils were in the unfortunate position of issuing Section 114 Notices, something this Council was not at risk of due to the excellent way in which its finances were managed

## **25. The Hackney Carriage and Private Hire Licensing Policy (vehicle age at first licence)**

### Purpose of report

To consider the recommendation from the Environment Overview and Scrutiny Committee in respect of the current South Kesteven District Council Hackney Carriage and Private Hire Policy regarding the vehicle age requirement.

### Decision

1. That no changes be made to the Council's Hackney Carriage and Private Hire Policy at this time and a review be undertaken upon publication of the results of the Department for Transport's consultation on the revised Taxi and Private Hire Vehicle Licensing Best Practice Guidance for Licensing Authorities in England.
2. That the Leader of the Council or Cabinet Member for Corporate Governance and Licensing writes to the Government Minister responsible to seek confirmation as to when the Taxi and Private Hire Vehicle Licensing Best Practice Guidance for Licensing Authorities in England will be published.
3. That the position be reviewed in three months, with a view to adopting the Government's best practice.

### Alternative options considered and rejected

Cabinet could have considered an amendment to the Council's existing Hackney Carriage and Private Hire Policy.

### Reason for decision

At its meeting on 10 May 2022 the Environment Overview and Scrutiny Committee considered the response to the Department for Transport consultation on the revised Taxi and Private Hire Vehicle Licensing Best Practice Guidance for Licensing Authorities in England. This included revised guidance on the setting of vehicle age limits. The Committee recommended that Cabinet urgently reviewed the vehicle age at first registration aspect of the Council's Hackney Carriage and Private Hire Policy, paying special regard to the vehicle age five-year rule.

The Council's current Policy was approved on 12 January 2021 and took effect on 1 April 2021, with the exception of the reduction in vehicle age at first licensing from seven to five years which took effect from 1 October 2021. The delay in implementation of this element of the Policy was intended to give the taxi trade an opportunity to plan for the change. Once a vehicle was licensed it could continue to be renewed until it reached the age of ten years, or twelve in the case of wheelchair accessible and low or zero emission vehicles.

The Department for Transport's consultation closed on 20 June 2022 and it was understood that responses were in the process of being analysed, with no date currently set for publication of the results.

The draft guidance being consulted upon did include reference to the age of taxi vehicles and suggested that authorities should consider more targeted requirements to meet policy objectives rather than those solely based on age. South Kesteven District Council's Policy sought to promote the protection of the public and the environment, the safety of drivers and provision of access to an efficient and effective public transport service delivered by a professional and respected trade. Licensing authorities could attach to the award of a license of a Hackney Carriage or Private Hire driver such conditions as they may consider reasonably necessary to achieve these objectives.

Table 1 of the report set out a comparison of current age policies with other neighbouring Councils.

It would be considered normal practice for the Council to wait until the results of the consultation had been published, together with the revised Taxi and Private Hire Vehicle Licensing Best Practice Guidance for Licensing Authorities in England, in order that it could review its criteria and Policy in line with its content. Making changes at this stage could lead to the Council's Policy being contrary to the new best practice document resulting in a further review which could cause confusion and uncertainty.

It was therefore proposed that no changes be made to the current Policy and this be reviewed after publication of the Department for Transport's consultation results in order that the best practice guidance could be taken into consideration.

The Cabinet Member for Corporate Governance and Licensing reported they had been accused of lying and falsehood, with certain individuals and media outlets being encouraged to rubbish their name online in respect of this particular issue. They

assured Cabinet they had remained professional at all times and would not be intimidated or bullied, confirming they were not a liar.

In response to this particular point, the Leader of the Council had no doubt as to the Cabinet Member's honesty and integrity in the role they undertook as a Councillor.

## **26. Grounds Maintenance Options Appraisal**

### Purpose of report

To provide Cabinet with information on the work undertaken to develop a new specification, outline possible options and seek agreement for Officers to commence a procurement exercise to assess the future delivery for the Council's grounds maintenance service.

### Decision

Cabinet:

1. Approves the commencement of a procurement process in order to seek proposals from providers of the grounds maintenance service, to assess the future delivery options.
2. Approves the commencement of a full appraisal of alternative delivery models of the grounds maintenance service in order that a final option can be presented to Cabinet that delivers the right quality for the best value to the Council and its housing tenants.

### Alternative options considered and rejected

The options contained within the body of the report formed the basis of the options appraisal work the Council had undertaken.

### Reason for decision

Councillor Adam Stokes wished it noting that he currently held the position of Chairman of EnvironmentSK Limited.

Since 1 March 2019 the Council's grounds maintenance service had been provided by EnvironmentSK Limited, a wholly owned Council company. The Council was responsible for the grounds maintenance of Council-owned land, including General Fund and Housing Revenue Account land. Being predominantly a rural district, 3% of the land being maintained was in urban areas and 97% being in rural locations.

It was reported that other areas were maintained, including 21 closed churchyards, three parks in Grantham, Grantham Cemetery and maintenance of sports fields, including white lining. The total amount of land maintained equated to 1.5 million square metres across the district, with the total cost to the Authority being £1.016 million.

Taking into consideration the significant amount of land required to be maintained as part of the contract, together with their varying locations across the district, a review of the specification had been undertaken. As part of this, all areas and sites across the district that required maintenance had been visited, measured and were mapped on a new Geographic Information System. This had provided the Council with the ability to accurately plan and cost out those areas requiring maintenance across the whole of South Kesteven.

A review of the specification provided an opportunity to address anomalies between General Fund land and Housing Revenue Account land, which currently received varying levels of service in respect of grounds maintenance and respective cost efficiencies. Having reviewed and updated the specification, it was considered an appropriate time to reconsider the provision of the service. As part of an options appraisal to facilitate how the service could be provided in the future, the following options were noted:

- Retention of the services of EnvironmentSK Limited
- Accessing the grounds maintenance supplier market
- Insourcing the service

It was emphasised that there was no preferred option at this stage as it would be necessary to assess the outcome of the options appraisal process.

A joint meeting of the Environment Overview and Scrutiny Committee and Rural and Communities Overview and Scrutiny Committee considered this report at its meeting on 27 June 2022 and supported the recommendations contained within it.

A vote of thanks was given to Officers and the Cabinet Member for undertaking the comprehensive options appraisal and associated work. The two Overview and Scrutiny Committees were also thanked for their in-depth scrutiny of the proposition.

## **27. Key and Non-Key Decisions taken under Delegated Powers**

Cabinet noted Key and Non-Key Decisions taken under delegated powers since the previous meeting, as set out in the report.

## **28. Cabinet's Forward Plan**

Cabinet noted its Forward Plan.

Prior to closure of the meeting the Leader of the Council made the following announcements:

- The demolition works at the St Martin's Park site in Stamford were progressing at an incredible pace which was pleasing to see
- Recent coverage in the press regarding the outcome of the Scrutiny Review had been unfair against the administration of the Council and its Officers. Clarity was added that Overview and Scrutiny Committees were cross-party and the Council had itself requested the undertaking of the review. At the time of the final report being received the Council was still continuing to address



the Covid-19 pandemic, undertake the Local Government Association Corporate Peer Challenge process, undertake a comprehensive review of the Council's Constitution and undertake corporate restructures. The Leader was content that Overview and Scrutiny Committee meetings were very robust

- The Stamford Neighbourhood Plan Referendum would take place on 14 July 2022 and those residents of Stamford registered and eligible were encouraged to cast their vote

The meeting closed at 15:26.

Decision implemented date, subject to no call-in being received: 25 July 2022

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**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**



## Cabinet

22 September 2022

Report of: Councillor Robert Reid  
Cabinet Member for Housing and  
Property

## Corporate Asset Management Strategy

### Report Author

Andrew Cotton, Director of Housing and Property



[Andrew.cotton@southkesteven.gov.uk](mailto:Andrew.cotton@southkesteven.gov.uk)

This report seeks approval of a Corporate Asset Management Strategy, providing the Council with a clear and consistent approach to the strategic management of its corporate land and buildings, outlining how the use of the Council's assets will support the delivery of the Council's priorities.

### Recommendations

#### That Cabinet:

1. Approves the adoption of the Corporate Asset Management Strategy 2022 – 2027.
2. Delegates to the Director of Housing and Property authority to make minor amendments to the Strategy as needed by changes to regulation or legislation.

Decision Information	
Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Growth and our economy Clean and sustainable environment High performing Council
Which wards are impacted?	All

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The Council's asset base is a significant annual cost both in terms of operational cost but also planned and responsive maintenance. It is important the Council has a clear and robust strategy in respect of the asset portfolio in order to ensure the assets are well maintained and managed in order to provide value for money and to minimise cost exposure. This is particularly important in a climate of rising costs and operational demands.

### ***Legal and Governance***

- 1.2 It is good Governance practice for a Local Authority to have an up to date Corporate Asset Management Strategy.

### ***Risk and Mitigation***

- 1.3 In accordance with the Council's insurance policy, its property portfolio is covered for the common insurable risks, for example fire. The Council's insurers undertake periodic surveys of the Council's major assets and provide risk-improvement actions where necessary.

### ***Health and Safety***

- 1.4 The Strategy states the Council's top priority for the effective management of the council's assets is ensuring the health and safety of residents, staff and others using the Council's buildings. This confirms the current approach of regular

surveys, comprehensive risk assessments and appropriate remedial actions and is appropriate in terms of the Health and Safety Executive's recommended methodology.

### ***Diversity and Inclusion***

- 1.5 Section 3.4 of the Strategy confirms the Council's commitment to meeting its legal duties in terms of the Equality Act, both as a service provider and an employer. This includes ensuring that equal access to services and buildings is enjoyed by all people living, working, and visiting the district. This is managed through the completion of appropriate Equality Impact Assessments for all projects.

### ***Climate Change***

- 1.6 The Corporate Asset Management Strategy includes a section (5.10) confirming that the Council declared a Climate Emergency in 2019 and commits to using its property base to support considerations around carbon reduction and climate change in all appraisals of properties. The aim to reduce energy costs and CO2 emissions wherever possible will assist the Council in its commitment to meeting Carbon Net Zero.

## **2. Background to the Report**

- 2.1 The Council's Corporate Plan contains a specific action to adopt a Corporate Asset Management Strategy (AMS), linked to the priority of being a High Performing Council.
- 2.2 Following preparatory work over 2021/22, including a review of the Council's asset base and the adoption of an Asset Disposal Strategy in December 2021, a draft AMS has been prepared for Cabinet's consideration.
- 2.3 The AMS is intended to be consistent with the Council's Medium Term Financial Plan and support the delivery of the Corporate Plan through either the management of investment properties; the provision of cost-effective assets for service delivery; or the use of assets to support regeneration.
- 2.4 The Council's Housing Revenue Account (HRA) assets are not included in the AMS. The strategic management of assets associated with the Council's social landlord function are provided for by the HRA Business Plan.

## **3. Key Considerations**

- 3.1 The AMS states an overall vision of:
- Using the Council's assets to support the delivery of the Council's Corporate Plan in a sustainable and socially responsible way***

and covers the Council's approach to the strategic management of its corporate land and buildings, outlining how the Council's assets support the Council's priorities.

- 3.2 In common with most asset-holding local authorities, the Council faces a number of key challenges; section 3 of the AMS provides the context of the District, the Council's Corporate Plan, the current asset base, and the financial operating environment.
- 3.3 Section 4 of the AMS gives further detail of the key challenges in the context of the Council's asset base and operating environment, and places emphasis on the ongoing responsibility of the Council to ensure compliance with applicable health and safety responsibilities. It commits to an ongoing programme of regular costed building condition surveys to inform a proactive, planned maintenance programme and reduce the need for more expensive reactive repairs.
- 3.4 Section 4 of the AMS also commits to the Council maintaining its assets in a satisfactory condition, with assets classed as needing significant investment being appraised for such factors as location, utilisation, operating costs, fitness for purpose, accessibility, capacity, contribution to current service delivery and the property's ability to support future service delivery. This appraisal will allow a judgement to be taken to either dispose of the asset or what investment is required to achieve the desired standard.
- 3.5 Section 5 contains eleven key actions for delivery over the lifetime of the AMS, reproduced below with comments:

1	Service Planning and Asset Appraisal	It is intended throughout the course of the AMS to review all corporate property assets on a premise-by-premise basis and challenge the need to retain the current portfolio. Service and financial efficiency will be key considerations, but there will consideration of property aspects such as running costs, maintenance backlog and potential capital receipts. The principal objective is to ensure the portfolio is fit for purpose and agile in responding to changing service requirements.
2	Asset Information	Robust, accurate and up to date information is at the heart of effective decision-making on assets. This action commits to maintaining a complete and accurate property asset register
3	Compliance	This action will ensure that the statutory responsibilities are met in relation to landlord/owner asset-related health and safety.
4	Maintenance and Investment	This is critical to the Council's approach and will include: <ul style="list-style-type: none"> <li>• Implementing a regular building condition survey regime.</li> <li>• Producing a five-year capital programme.</li> </ul>

		<ul style="list-style-type: none"> <li>Identifying, prioritising, and clearing any maintenance backlog.</li> <li>Rationalising and reviewing maintenance, repair, and operating budgets</li> </ul>
5	Current Major Projects	This confirms major projects over the lifecycle of the ASM that are being undertaken, including the waste depot and relocation from St Peter's Hill Offices to St Catherine's Road.
6	Regeneration	This section notes the Council's track record and commits to continuing its place-shaping role within the district and region.
7	Equalities	This confirms the importance of equalities and its consideration as part of service planning and asset maintenance.
8	Investment Portfolio	Confirmation that non-operational assets will continue to be monitored by the Chief Finance Officer to ensure a satisfactory financial return on the capital invested and that rents will be kept under review, in accordance with provisions of the agreements and the wider property market.
9	Working with Partners	This confirms the Council's membership of the One Public Estate programme, working closely with other Public Sector organisations across the district to explore opportunities to reduce premises costs and make assets work better for our communities and customers.
10	Energy Efficiency	<p>This section confirms two ambitions:</p> <ul style="list-style-type: none"> <li>A preference to not make investments in assets that do not match the commitment to meeting Carbon Net Zero.</li> <li>To seek to reduce energy costs and CO2 emissions by applying infrastructure upgrades during refurbishments or building improvements and the capital maintenance programme.</li> </ul>
11	Value for Money	A key identified action is to review all service and utility contracts to ensure that they continue to provide value for money.

## 4. Other Options Considered

### 4.1 Options include:

- 4.1.1 Continue with current custom and practice – not recommended as this may be a missed opportunity to support the delivery of the Council's Corporate Plan
- 4.1.2 Undertake repairs on a purely responsive basis – not recommended as this tends to be more costly than planned maintenance and may impact on the delivery of services

- 4.1.3 Aim for a higher standard of building condition than that proposed – not recommended due to the financial implications of exceeding a satisfactory condition.

## **5. Reasons for the Recommendations**

- 5.1 The adoption of the AMS will continue to strengthen the Council's management of its assets, providing greater assurance that they are safe and comply with statutory requirements as well as creating the opportunity to improve the quality and value for money of the services they can deliver. The foundations of this process will require robust data and process, increased capacity and strong governance and decision-making.

## **6. Consultation**

- 6.1 Internal consultation has taken place through the development of the AMS. Naturally, the delivery of the AMS will involve supporting a number of corporate projects and appropriate consultation will take place with service users and stakeholders as needed.


## **7. Appendices**

- 7.1 Draft Corporate Asset Management Strategy 2022 – 2027.



# South Kesteven District Council

## Corporate Asset Management Strategy 2022 - 2027



Version	Author	Date	Changes
1.0	Director of Housing and Property	25 April 2022	First draft
1.1	Director of Housing and Property	12 May 2022	Initial revision
1.2	Director of Housing and Property	19 May 2022	CMT Revision
1.3	Chief Finance Officer	26 June 2022	Third Revision

## Executive Summary

South Kesteven District Council owns a large property portfolio, held as a source of income to the Council, assets for the delivery of operational services and assets of cultural importance to our heritage-rich district.

The nature and extent of the portfolio is kept under review, to ensure it remains suited to its operational purpose and is efficient in use. As such, all decisions affecting property assets are considered from a corporate perspective, with the benefit of appropriate professional advice.

The Asset Management Strategy supports the Council's Corporate Plan and Medium Term Financial Strategy to ensure that its assets are used in an effective and efficient manner. It identifies the location and condition of assets, establishes who owns them and makes links to the Corporate Plan. The scope of the Asset Management Strategy includes General Fund assets only and therefore the Housing Revenue Account assets are not included.

It promotes a "Corporate Landlord" role and will continue to challenge and justify why assets are being retained, whilst looking at other alternative options for asset use and service delivery to maintain and enhance front line services within a sustainable budgetary framework.

The Council's vision for its property portfolio is:

***Using the Council's assets to support the delivery of the Council's Corporate Plan in a sustainable and socially responsible way***

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# 1 Purpose

*Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation's property assets in a way which best supports its key business goals and objectives*

Royal Institute of Chartered Surveyors: Public Sector Asset Management

- 1.1 It is recognised good practice for local authorities to produce an Asset Management Strategy (AMS) setting out their broad objectives for the management, development and rationalisation of their built and land asset base over a three to five-year period.
- 1.2 Asset management provides a structured process to ensure value for money in serving the needs of the organisation. Property assets are expensive, in terms of both their capital value and annual maintenance and running costs. They need to be carefully managed over their lives to ensure best value through their use, maintenance, and generation of income.
- 1.3 There are a range of benefits that can be derived from effective asset management including:
  - a) release of capital for re-investment or debt reduction;
  - b) efficient running costs;
  - c) delivery of carbon reduction;
  - d) income generation;
  - e) better public service provision by improved property and co-location of services;
  - f) property in good condition;
  - g) improved property utilisation and bringing together similar uses into the same property, rather than providing them separately;
  - h) improved productivity, changes in corporate culture and facilitation of corporate change;
  - i) improved delivery of community objectives through the more effective use of property; and
  - j) innovative strategic procurement.
- 2.4 The purpose of this document therefore is to set out the Council's approach to corporate asset management from 2022 to 2027. It will:
  - a) Provide councillors, officers and key stakeholders with a document that can support informed, transparent and consistent decisions on property assets, acquisitions and disposals.
  - b) Provide a clear and integrated strategic approach to the management and review of operational assets from which to deliver services.
  - c) Create a strategic framework for the delivery of the asset management function, including prioritisation of key aims, outputs and outcomes.

- d) Support the Council's Medium Term Financial Strategy by integrating capital planning with financial planning and achieving best value to maximise the use of assets.
- e) Demonstrate how the council will deploy its assets to ensure that plans and programmes involving land and property complement and assist in the delivery of other corporate strategies and policies.

## 2 Scope

- 2.1 This Corporate AMS sets out the Council's approach to the strategic management of its corporate land and buildings, outlining how the Council's assets support the Council's priorities. It also identifies the action required to develop these priorities further and contains proposals for improving the effectiveness and efficiency of the Council's property portfolio.
- 2.2 This AMS does not include land, houses, buildings, and fixed assets associated with the Housing Revenue Account (HRA), which is subject to a HRA Business Plan. However, because of the inter-relationship between Asset Management and the Council's Social Landlord function, reference will be made to projects that involve collaboration with cross-cutting responsibilities and HRA-led development.

## 3 Strategic Context

The AMS can only be effective in the context of the Council's Corporate Plan, the current asset base and the financial operating environment.

### 3.1 South Kesteven District Council's Corporate Plan

The key to ensuring property assets deliver what is required for the Council, its residents and its partners is by ensuring the use and management of assets is linked to the Council's priorities and key strategies.

The Corporate Plan is the key document providing the framework for the delivery of services to residents and businesses with the vision:

***to make South Kesteven the best district in which to live, work and to visit.***

Five priorities are highlighted in the Corporate Plan, based on an analysis of the current performance of South Kesteven both as a district and as a council, and emerging opportunities and challenges:

- Growth and the Economy
- Housing that Meets the Needs of all Residents
- Healthy and Strong Communities
- A Clean and Sustainable Environment
- A High Performing Council

Actions that will help the Council achieve its goals include:

- Investment to improve the leisure facilities
- A commitment to reduce the council's carbon footprint
- Embedding an approach that seeks to continuously improve our service delivery, including good governance and staff and customer experience
- Undertake an asset management review to ensure that the property portfolio contains appropriate assets to support the Council's Corporate Priorities and make effective use of the assets in delivery of strong public services.

### **3.2 Overview of the current asset base**

The Council's property function sits within the Housing and Property Directorate. Assets held range from Civic offices, complex operational sites (such as car parks, a depot, and leisure centres), retail and industrial units held as investments, and a mix of smaller land holdings (such as sub stations).

They are held on a mixture of tenures, freehold and leasehold. As such, the Council's responsibilities for maintenance and statutory compliance varies, dependent upon the terms of the lease.

### **3.3 Compliance**

Good asset management ensures safe and compliant buildings. This involves:

- a) technical advice, coordination and management of activities;
- b) procurement, prioritisation, and management of budgets;
- c) centralised coordination of documentation, training, certificates and records; and
- d) managing performance.

The basis of British health and safety law is the Health and Safety at Work Act 1974 and associated supplementary Regulations and Codes of Practice. Section 3 of the Act imposes a clear duty on local authorities to conduct their undertakings in such a way as to ensure, so far as is reasonably practicable, the safety of the public using premises.

The primary statutory instruments driving statutory compliance for property assets are:

- The Health and Safety at Work etc. Act 1974
- Managing Health and Safety at Work Regulation 1999
- The Regulatory Reform (Fire Safety) Order 2005
- The Building Regulations 2000 (as amended)
- The Control of Substances Hazardous to Health COSHH Regulations 2002 and Amendment 2003
- The Control of Asbestos Regulation 2012
- The Health and Safety Executive Approved Code of Practice (ACoP) Guidance on Legionnaires Disease, the Control of Bacteria in Water Systems L8.

### **3.4 Equalities**

On 5 April 2011, the public sector Equality Duty (the equality duty) came into force. The Equality Duty was created by the Equality Act 2010. The broad purpose of the Equality Duty is to integrate consideration of equality into the day-to-day business of public authorities.

The Council promotes equality of opportunity across all its functions and is committed to long-term, continuous improvement. It is the responsibility of all officers and elected Members to implement the principles of equality and diversity. The Council continues to work towards mainstreaming issues of social exclusion, equality and diversity into service delivery, employment and procurement.

The Council is fully committed to meeting its legal duties in terms of the Equality Act, both as a service provider and an employer. Key to this is to remove unnecessary barriers and make certain that equal access to services and buildings is enjoyed by all people living, working and visiting the district.

This commitment is demonstrated through the completion of Equality Impact Assessments covering all aspects of the Council's services.

### **3.5 Asset Disposal (Property and Land)**

A methodology is in place to ensure that assets are regularly reviewed in order to assess their operational or investment need and surplus assets are identified for disposal. This process ensures that the Council can generate capital receipts and can then be used for reinvesting in new capital schemes that support the Council's priorities.

The methodology for the disposal of Council property assets supports a range of purposes including direct delivery of services, revenue generation and supporting corporate plan objectives.<sup>1</sup>

It is noted that the Council is required to be innovative in how its property assets will be utilised to stimulate economic growth activity, attract investment, and create income to support service delivery in keeping with the ambitions of the Corporate Plan 2020-2023.

The methodology for disposal sets out principles and processes that will ensure good governance and best value is achieved with regards to a programme of General Fund land and property disposals over the timescale of the Corporate Plan and Medium Term Financial Strategy. This includes:

- Identifying assets for disposal
- Asset valuation
- Disposal and methods of disposal

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<sup>1</sup> Available here:

<http://moderngov.southkesteven.gov.uk/documents/s31897/CabinetDisposal%20report.pdf>

- Officer delegation
- Asset and land acquisition

This AMS is entirely consistent with the adopted methodology, and in terms of asset disposals, the approved process will be followed.

For asset disposal, other than land and property, then the disposal of assets procedure as set out in the Council's Financial Regulations must be followed.

### **3.6 Financial context**

The Council's General Fund property asset base has an estimated asset value for accounting purposes as at 31 March 2022 of £78.596 million overall; the Council's operational land and buildings were valued at £64.826m, assets under construction £9.141m, surplus assets £0.140m and investment properties at £4.489m. These assets are held at current market value and are reviewed annually with the values reported in the latest statement of accounts.

The Council sets a capital programme that is reviewed and approved by Full Council on an annual basis. This includes details of both acquisitions and improvement works as well as any other expenditure that is accounted for as capital under legislation. The version approved at the time of setting Council Tax can be found in the budget book for the relevant year.

In addition, the capital programme is reviewed during the year and updates are presented to Council for out-turn and during the budget process.

The annual revenue expenditure on property assets is £2.07m and the Council receives income of £3.24m from these properties.

## **4 Key Asset Management Challenges**

### **4.1 Data**

Effect asset management requires clear and accessible data on the running costs, value, condition, backlog maintenance, suitability assessments, and future service needs in relation to the corporate property portfolio.

The Council accepts more detailed information is required in relation to a number of its assets. The AMS takes a pragmatic view to resolve this. Using this process, those portfolios with high revenue spend and/or those portfolios subject to significant business change can be identified and subjected to a more detailed analysis and opportunity assessment.

Additionally, the Council will ensure it holds all data on its asset on one system providing assurance on the reporting and management of its assets.

### **4.2 Compliance**

Ensuring the health and safety of residents, staff and others using the Council's buildings is the top priority for the effective management of the council's assets. The



activity in this AMS to reinforce accurate information, classify assets according to their use, and ensure appropriate leases are in place will all contribute to reducing this exposure to risk.

It is also important that management of the asset portfolio ensures compliance with legal agreements and therefore minimises the council's exposure to risk because of environmental, social and economic factors.

To meet this challenge the aim is to ensure that all council-owned properties have comprehensive risk assessments for statutory compliance, and where relevant an identified programme of recommended remedial works is agreed, this is then resourced.

The Council's portfolio of assets includes sites that are directly managed by a third party. Where an external organisation has operational control of a premises it is essential that the Council understands and addresses the residual financial, legal and reputational risks that remain.

### **4.3 Forward Maintenance Planning**

Required Maintenance (sometimes called back-log maintenance) is the cost of bringing a building from its current state up to a condition that fully meets statutory and regulatory compliance obligations. Required Maintenance liabilities can only be established by regular costed building condition surveys.

Under the Chartered Institute of Public Finance and Accountancy (CIPFA) model, costs are prioritised as:

- 1 (urgent works)
- 2 (essential works within years 1 and 2) or
- 3 (desirable works required within years 3 to 5).

The total of priority 1 to 3 works for each operational building provides us with a total Required Maintenance figure for the following five years. This prioritised assessment of Required Maintenance should in principle inform both the revenue and capital budget setting process.

The aim is to ensure that the most urgent works are identified, with the greatest priority being given to those elements in the worst condition in the most strategically important buildings. The Council faces a backlog in some required maintenance and in a fiscally constrained environment it needs to ensure the best use of resources, provide value for money and ensure that funding is properly prioritised.

Comprehensive building condition surveys will need to be carried out to inform decisions on capital and revenue expenditure on assets, their classification and their disposal.

Building condition can be characterised as:

- A (Good)
- B (Satisfactory)

- C (Poor)
- D (Bad).

The strategy target will be to achieve a **B3** (i.e. satisfactory condition / desirable works required within years 3 to 5) as the required status for all strategic properties, with investment being targeted accordingly.

In principle, properties assessed as either C (poor) or D (Bad) should have only essential work undertaken on them in order to maintain their operational capability, this effectively being critical health and safety works and work that would continue to keep the property 'wind and watertight', until the future of the property has been reviewed. This is to avoid non-essential expenditure.

In addition to condition and maintenance data, other factors need to be considered such as location, utilisation, operating costs, fitness for purpose, accessibility, capacity, contribution to current service delivery and the property's ability to support future service delivery.

A building in poor condition may still represent a suitable building, so a decision made based on either condition or suitability in isolation may not necessarily be correct. It may sometimes be beneficial to undertake a more in-depth condition survey before any key estate rationalisation decisions are taken.

#### **4.4 Risk Management**

Risk identification and mitigation are embedded in the Council's approach to operational and strategic management and is integrated into formal reports and decisions considered by Cabinet and Council. In this context, risk arises out of uncertainties about future events and their associated consequences, and in the likelihood of an event occurring that will have an impact on the ability to deliver operational and strategic objectives incorporated within the AMS.

It is important that risk is identified and managed as part of the asset management process. There are different risks associated with the various stages of a project and property lifecycle. Individual risks will be identified, monitored and evaluated on an ongoing basis.

#### **4.5 Corporate Property Team**

The corporate restructure adopted in April 2022 included the transfer of all corporate facilities operations to the Housing and Property Directorate, thus providing opportunity to generate efficiencies and a "one team" approach to facilities management.

In the period of the AMS, the Council will seek to enhance the existing model with Corporate Property centrally managing all corporate land and building assets, with service departments making use of them for operational purposes as internal tenants.

All aspects of building and facilities management across service departments will be reviewed to avoid duplication and inefficient practice, allowing the Council to generate savings related to resource costs.

In accordance with new structure and this AMS, the Corporate Property Team will:

- a) Act as an enabler for all service delivery.
- b) Provide design and project management services.
- c) Provide a stable, fully integrated property service, with high levels of customer care and clear roles and responsibilities around the landlord/tenant relationship.
- d) Enable the design of attractive, functional and sustainable buildings on time and within budget.
- e) Provide, manage and maintain good quality facilities for the district's residents and staff, improving customer confidence and satisfaction.
- f) Take the lead role on safety and statutory compliance within buildings. Effectively manage all property related risks.
- g) Manage the Council's property portfolio.
- h) Optimise available resources, including personnel, spatial management and innovation through value for money projects.
- i) Provide accurate and relevant data around buildings and business performance to inform stakeholders.
- j) Ensure best value through prioritisation of maintenance spend, backed by effective procurement arrangements.

The adoption of this approach will ensure that buildings are viewed as a corporate resource. It will contribute to the optimisation of occupancy levels, improve suitability and condition, identify future investment needs, improve efficiency, reduce CO2 emissions/ generate energy savings, ensure compliance with leases and ensure internal and external occupational agreements are in place.

## 5 Achieving the Vision

### Overview

The Council has gained considerable momentum in its drive to make South Kesteven **the best district in which to live, work and to visit**. The AMS documents the way in which the Council will achieve its corporate asset vision of **using Corporate Assets to support the delivery of the Council's Corporate Plan in a socially responsible and sustainable way**.

Strengthening the management of assets is an important priority for the council, providing greater assurance that they are safe and comply with statutory requirements as well as creating the opportunity to improve the quality and value for money of the service they can deliver. The foundations of this process will require robust data and process, increased capacity and strong governance and decision-making. The Council continues to face budget pressures and therefore must consider a range of options to reduce the cost of maintaining, repairing and operating its property portfolio.

This will include a more commercial approach to asset management, increasing income generation and new types of income including energy generation, requiring a more focused and strategic approach across the council's assets.

This section of the AMS sets out the priorities for delivering on this agenda, which cover a wide range of activities and work strands, some in progress and some to be delivered over the coming years, with the following Key Actions to be undertaken during the period of the plan:

### **5.1 Key Action One - Service Planning and Asset Appraisal**

As a key purpose of holding operational property is to facilitate and support service delivery; it is intended throughout the course of this AMS to review all corporate property assets in that context.

This will be undertaken on a premise-by-premise basis and challenge the need to retain the current portfolio. Each review will have proper regard to the Corporate Plan - service and financial efficiency will be key considerations, but there will be consideration of property aspects such as running costs, maintenance backlog and potential capital receipts. The principal objective is to ensure the portfolio is fit for purpose and agile in responding to changing service requirements.

The process, however, will include a presumption that where a service property can be declared surplus, it will be released for disposal in order that capital and revenue can be released for reinvestment in other policy priorities. A review process has started but it is envisaged that conducting the review rigorously will take the duration of this AMS to complete.

Although it is too soon to draw conclusions, it is clear that:

- a) Access to appropriate premises is critical for service delivery. The extent, nature and location of service premises must be kept under review, through active service planning.
- b) The current portfolio presents an affordability challenge in the medium to long term.
- c) Potentially, the maintenance backlog will not be eliminated by the level of resources currently available to maintenance.
- d) A managed approach to prioritisation will be required, while the size of the portfolio is reduced.
- e) There is opportunity to release capital and revenue resources by disposing of surplus assets. This resource will become available for reinvestment by the Council, in line with its policy priorities.
- f) A suite of asset specific indicators will be developed and implemented to focus on asset performance and will consider running costs, building condition, energy efficiency and utilisation. These indicators will help to inform decisions on future use and asset rationalisation.

### **5.2 Key Action Two – Asset Information**

Robust, accurate and up to date information is at the heart of effective decision-making on assets. The Council will review its current information to determine whether it has a system that is fit for purpose and allows the council to:

- a) Maintain a complete and accurate property asset register.
- b) Support the continuous management and maintenance of the property asset base.
- c) Satisfy statutory and other reporting and compliance requirements.
- d) Implement performance reviews across the asset portfolio.
- e) Review property assets, appraisals, decision-making and planning with accuracy and timeliness.
- f) Provide a single corporate resource for managing assets.

### **5.3 Key Action Three – Compliance**

As noted above, the Council places upmost importance on the safety of its corporate assets. It will ensure that the following statutory responsibilities are met, and can be demonstrated through the information held on each asset:

- a) Fire Risk Assessment and action plan
- b) Asbestos policy and management plan
- c) Water Hygiene plan
- d) Equality Act 2010 access to buildings and services
- e) Radon Risk Assessment and action plan
- f) Gas servicing and certification
- g) Electrical certification and remedial actions
- h) Lift servicing
- i) Control of Substances Hazardous to Health (COSHH)

Additionally, regular “housekeeping” inspections are required to be undertaken by service areas who are, in effect, internal tenants. The Corporate Property Team will deliver this annual check.

The Council will also make clear and take reasonable steps to ensure leaseholders are honouring their health and safety responsibilities, as defined in the terms and conditions of their lease.

### **5.4 Key Action Four – Maintenance and Investment**

Effective day-to-day maintenance, planned in the context of the assets long-term benefit to the Council, is an essential attribute of a good landlord. Over the period of the AMS, the Council will:

- a) Implement a regular building condition survey regime.
- b) Produce a five-year capital programme.
- c) Identify, prioritise and clear any maintenance backlog.
- d) Rationalise and review maintenance, repair and operating budgets.

### **5.5 Key Action Five – Current Major Projects**

The Council is undertaking a number of major capital asset-related projects. These projects are consistent with the aims and vision of the AMS. Current projects include:

- a) Move from St Peter's Hill Offices into the Upper Floor of the St Catherine's Road building, and disposal of the Council offices at St Peters Hill.
- b) The design and construction of a new Waste Depot at Turnpike Close, Grantham and the option appraisal of the Mowbeck Way Depot site.
- c) The major refurbishment of the Deeping Leisure Centre.

## **5.6 Key Action Six – Regeneration**

The Council has a strong track-record of promoting investment in the district, including regeneration projects such as St Martin's Park in Stamford. We will continue to act in this place-shaping role within the district and region, in the following way:

- a) With existing assets, the potential for future strategic regeneration and/or redevelopment purposes will be considered as part of our Service Planning and Asset Appraisal (Key Action One).
- b) Land and property interests will be considered for acquisition if the acquisition of the interest has potential for future strategic regeneration and/or redevelopment or contributes to wider corporate objectives and appropriate funding has been identified.

## **5.7 Key Action Seven - Equalities**

We will ensure that all actions undertaken through the AMS support the Council's Equality Policy. In the delivery of projects, we will ensure that Equality Impact Assessments are undertaken and support the direction of the project.

## **5.8 Key Action Eight - Investment Portfolio**

The Council's property portfolio not utilised for direct service delivery is owned for two purposes: to provide revenue income and to influence future development opportunities.

The revenue income of non-operational assets will be monitored by the Chief Finance Officer to ensure it provides a satisfactory financial return on the capital invested. Rents will be kept under review, in accordance with provisions of the agreements and the wider property market. Where the revenue return is not satisfactory, assets will be considered for sale to release capital for reinvestment.

In any review of non-operational assets, the potential to facilitate future development opportunities or physical regeneration will be considered.

## **5.9 Key Action Nine - Working with Partners**

The Council is an active member of the One Public Estate programme, working closely with other Public Sector organisations across the district to explore opportunities to reduce premises costs and make assets work better for our communities and customers.

The Council remains committed to this approach, in line with the following principles:

- a) Supporting service integration, joint working and/or co-location
- b) Rationalising public assets
- c) Reducing revenue costs associated with asset
- d) base to make it cost effective for the public sector
- e) Release of redundant public assets for future use and investment, including the delivery of new housing

### **5.10 Key Action Ten – Energy Efficiency**

South Kesteven District Council declared a Climate Emergency in 2019, recognising that this is one of the biggest issues affecting the district, the country, and the world. It is the Council's ambition to continue to go further to tackle the climate emergency, putting the environment at the heart of everything we do.

Investment opportunities that allow us to positively respond to the climate emergency will be welcomed. The Council will not make investments in its assets that do not match its commitment to meeting Carbon Net Zero. This will be measured by identifying whether every investment we make can achieve Net Zero in its operation by 2030.

The Council will seek to reduce energy costs and CO2 emissions by applying infrastructure upgrades during refurbishments or building improvements and the capital maintenance programme.

This will be measured in the following way:

- a) Improvement in EPC rating
- b) Reduction in utility and energy usage
- c) Reduction in carbon

### **5.11 Key Action Eleven – Value for Money**

All service and utility contracts will be reviewed to ensure that they continue to provide value for money.

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**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**



## Cabinet


Date 22 September 2022

Report of Councillor Robert Reid,  
Cabinet Member for Housing and  
Property

## Asset Transfer to Stamford Town Council

### Report Author

Richard Wyles, Chief Finance Officer

 [r.wyles@southkesteven.gov.uk](mailto:r.wyles@southkesteven.gov.uk)

### Purpose of Report

The report sets out proposals for the freehold transfer of specified assets to Stamford Town Council.

### Recommendations

#### That Cabinet:

1. Approves the freehold transfer of the public conveniences and the upper floor at Red Lion Square Stamford to Stamford Town Council for a nominal consideration of £1.
2. Approves the disposal of the land at West Street Stamford to Stamford Town Council for a nominal consideration of £1.

Decision Information	
Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Growth and our economy Housing that meets the needs of all residents Healthy and strong communities Clean and sustainable environment High performing Council
Which wards are impacted?	Stamford Wards

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The recommendations set out in the report relate to the freehold transfer of Council owned assets to Stamford Town Council. The recommendation includes the transfer of Red Lion square Stamford public conveniences and an identified surplus asset at West Street Stamford. There will be operational revenue savings arising from the transfer of approximately £30,000 per annum and there will also be the removal of ongoing maintenance responsibility.

### ***Legal and Governance***

- 1.2 The legal basis for this transaction is set out in paragraph 2.1 and seeks to rely on the general consent for disposals with a value less than £2 million.

## 2. Background to the Report

- 2.1 The Council is engaging with local parishes in order to identify Council owned assets that could be transferred to local ownership in order to enhance responsibility and meet local operational requirements. Specific asset transfers to Stamford Town Council have previously been agreed by Cabinet at their meeting

on 9<sup>th</sup> November 2021 in respect of Empingham Road and Uffington Road sites. Cabinet at that time also approved the continuation of discussions with Stamford Town Council in order to consider other Council owned assets that would be of mutual benefit.

- 2.2 Building on the positive relationship between the two councils, further discussions have been taking place in respect of other specific assets that can be transferred. These have been identified as the public conveniences (and the upper vacant floor) at Red Lion Square and the land West Street Stamford. Once the transfer has been completed, the freehold and the associated operating costs will be incurred by the Town Council and therefore the budgets for the District Council will be adjusted accordingly.
- 2.3 The assets will be transferred on an existing use basis and therefore in order to ensure there is no adverse financial impact on the District Council there will be covenants in place for each of the assets.
- 2.4 In accordance with the Council approved asset disposal strategy the surplus land at West Street Stamford has been marketed for disposal. Stamford Town Council in conjunction with the discussions in respect of Red Lion Square expressed an interest in acquiring the site for a nominal £1 consideration.
- 2.5 Transfers of these assets to Stamford Town Council will need to satisfy the best value provisions of the LGA and accordingly, the Council will therefore need to demonstrate that best value has been obtained or that the transfer helps to secure the economic social or environmental well-being of its area. The proposal is that disposals should be at nominal consideration of £1. This may amount to an undervalue against a strict 'open market' valuation of the asset, however, the Council has the benefit of a general consent from the Secretary of State for such disposals if the undervalue is less than £2 million (which it will be in these cases), and the proposal contributes to promoting economic, social, or environmental wellbeing in its area. It is considered that placing ownership and maintenance of this sort of asset in the hands of the local community through its Town Council is justifiable as contributing to social and environmental wellbeing. The District Council will no longer be incurring the ongoing financial responsibility for the operational and maintenance aspects of these assets particularly Red Lion Square and this cost saving will offset the disposal of West Street land for a nominal consideration.
- 2.6 It is proposed that both parties will meet their own respective legal costs associated with the transfer.
- 2.7 The associated land registry Title Plan and Register for each of the proposed sites are appended to the report. There is a lease at the West Street location in respect of an electricity substation and this will be assigned to the Town Council following the freehold transfer.

### **3. Key Considerations**

- 3.1 The key considerations are set out in the report.

### **4. Other Options Considered**

- 4.1 The other option considered is not to approve the asset transfers as set out in the report, but the Council would continue to own and maintain two assets and incur the operational costs of each. The recommendations will enable the assets to be transferred to the local Town Council enabling local ownership.

### **5. Reasons for the Recommendations**

- 5.1 Cabinet has approved the consideration of the transfer to specific assets to parish and town councils and the recommendation set out in the report meets this approval.

### **6. Appendices**

- 6.1 Appendix A – Red Lion Square Stamford Official Copy (Title Plan)  
Appendix B – Red Lion Square Stamford Official Copy (Register)  
Appendix C – West Street Stamford Official Copy (Title Plan)  
Appendix D – West Street Stamford Official Copy (Register)

# Appendix A

**These are the notes referred to on the following official copy**

The electronic official copy of the title plan follows this message.

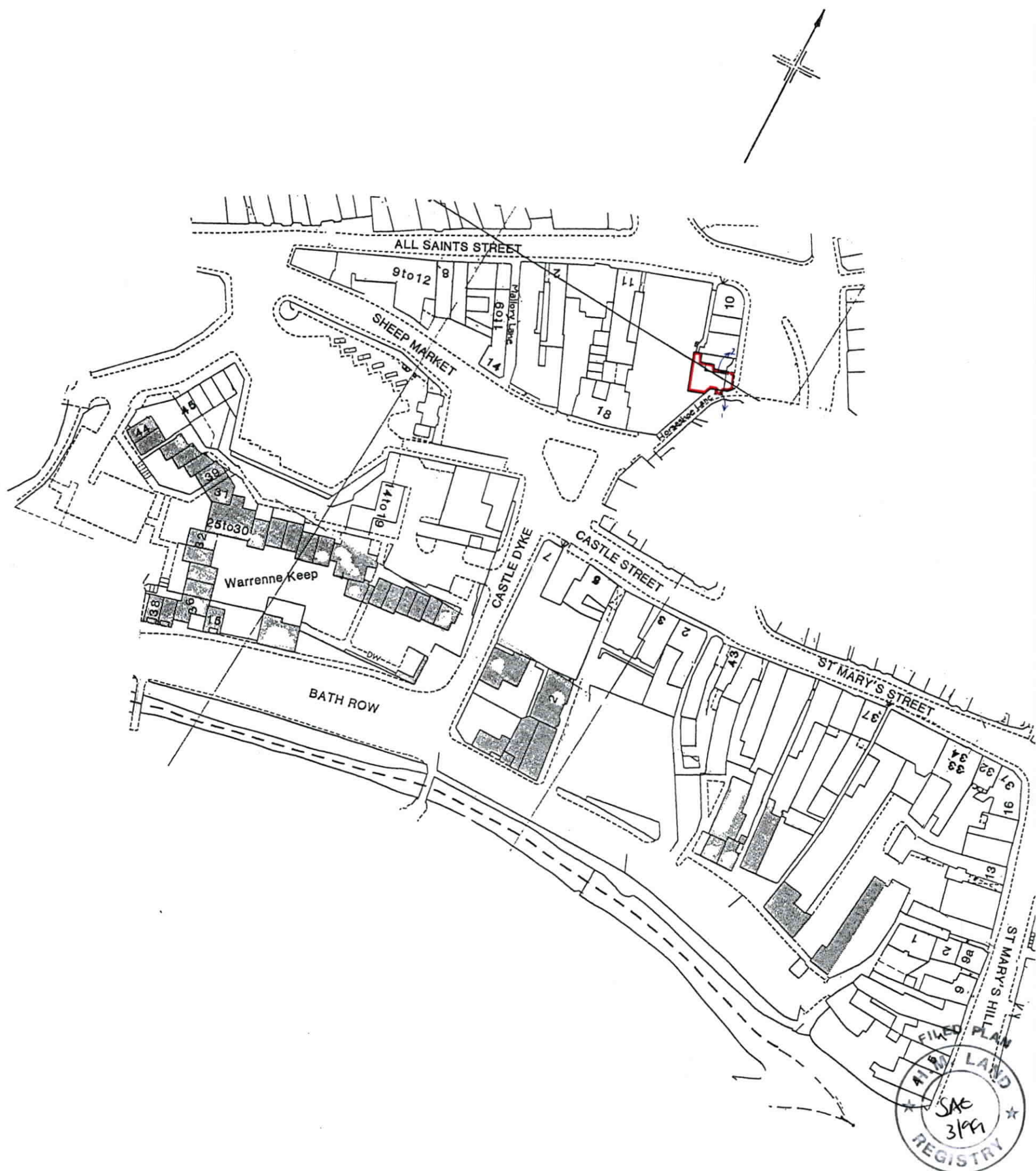
Please note that this is the only official copy we will issue. We will not issue a paper official copy.

This official copy was delivered electronically and when printed will not be to scale. You can obtain a paper official copy by ordering one from HM Land Registry.

This official copy is issued on 18 August 2022 shows the state of this title plan on 18 August 2022 at 12:39:43. It is admissible in evidence to the same extent as the original (s.67 Land Registration Act 2002). This title plan shows the general position, not the exact line, of the boundaries. It may be subject to distortions in scale. Measurements scaled from this plan may not match measurements between the same points on the ground. This title is dealt with by the HM Land Registry, Kingston Upon Hull Office .

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H.M. LAND REGISTRY			TITLE NUMBER
			LL 162575
ORDNANCE SURVEY PLAN REFERENCE	TF0207	SECTION R	Scale 1/1250
COUNTY LINCOLNSHIRE	DISTRICT SOUTH KESTEVEN		© Crown copyright



# Appendix B

The electronic official copy of the register follows this message.

Please note that this is the only official copy we will issue. We will not issue a paper official copy.



# Official copy of register of title

Title number LL162575

Edition date 16.01.2009

- This official copy shows the entries on the register of title on 18 AUG 2022 at 12:39:42.
- This date must be quoted as the "search from date" in any official search application based on this copy.
- The date at the beginning of an entry is the date on which the entry was made in the register.
- Issued on 18 Aug 2022.
- Under s.67 of the Land Registration Act 2002, this copy is admissible in evidence to the same extent as the original.
- This title is dealt with by HM Land Registry, Kingston Upon Hull Office.

## A: Property Register

This register describes the land and estate comprised in the title.

LINCOLNSHIRE : SOUTH KESTEVEN

- 1 (16.12.1998) The Freehold land shown edged with red on the plan of the above Title filed at the Registry and being land and buildings on the West side of Red Lion Square, Stamford.

NOTE 1: As to the part numbered 1 in blue on the filed plan only the Cellar is included in the title.

NOTE 2: As to the part numbered 2 in blue on the filed plan the rooms over the passageway are excluded from the title.

## B: Proprietorship Register

This register specifies the class of title and identifies the owner. It contains any entries that affect the right of disposal.

### Title absolute

- 1 (16.12.1998) PROPRIETOR: SOUTH KESTEVEN DISTRICT COUNCIL of Council Offices, St Peters Hill, Grantham NG31 6PZ and of DX27024, Grantham.

### End of register



**These are the notes referred to on the following official copy**

The electronic official copy of the title plan follows this message.

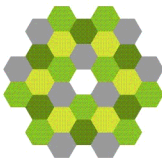
Please note that this is the only official copy we will issue. We will not issue a paper official copy.

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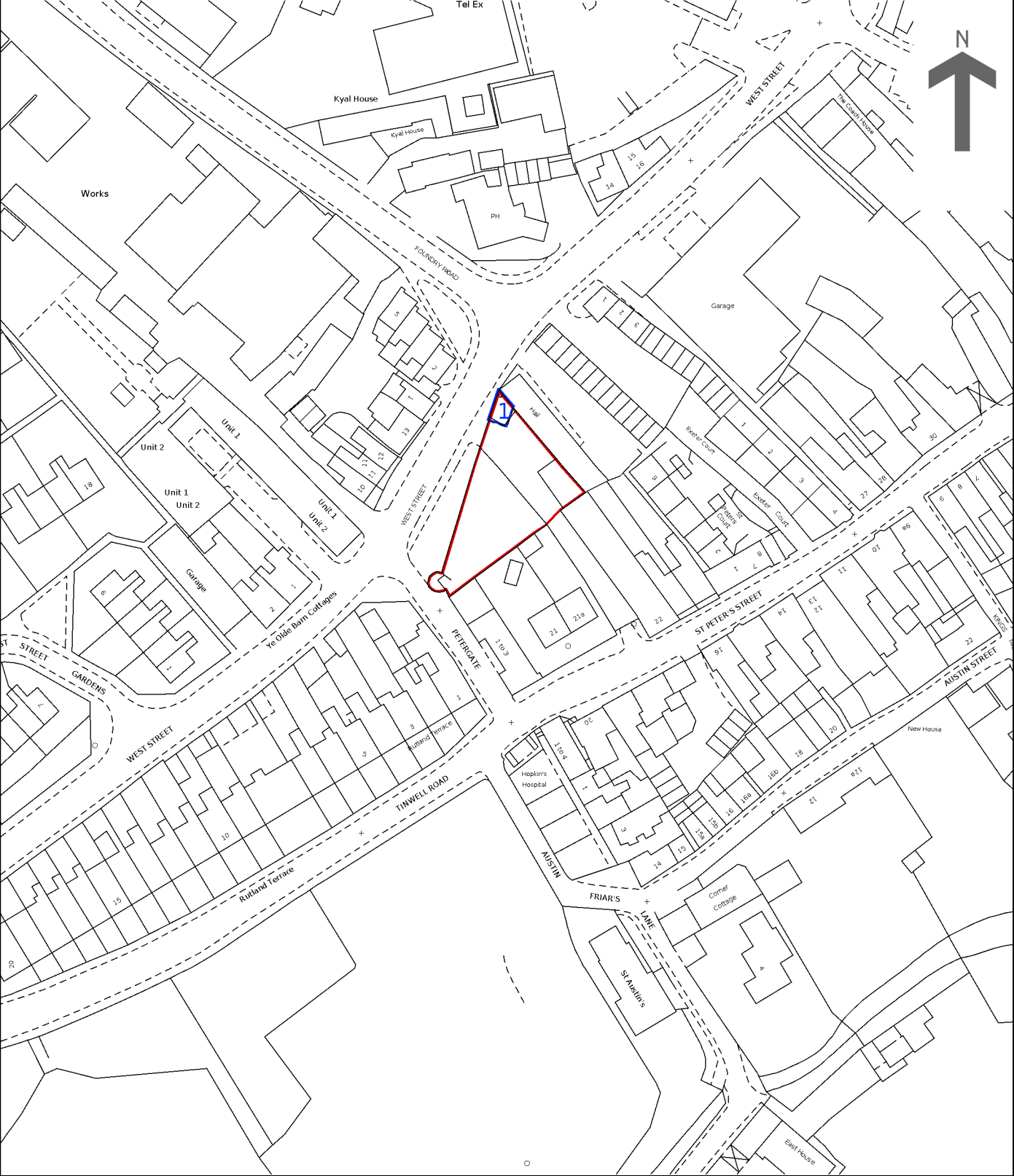
This official copy is issued on 18 August 2022 shows the state of this title plan on 18 August 2022 at 12:40:53. It is admissible in evidence to the same extent as the original (s.67 Land Registration Act 2002). This title plan shows the general position, not the exact line, of the boundaries. It may be subject to distortions in scale. Measurements scaled from this plan may not match measurements between the same points on the ground. This title is dealt with by the HM Land Registry, Kingston Upon Hull Office .

HM Land Registry  
Official copy of  
title plan

Title number **LL166256**  
Ordnance Survey map reference **TF0206NE**  
Scale **1:1250**  
Administrative area **Lincolnshire : South Kesteven**



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# Appendix D

The electronic official copy of the register follows this message.

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# Official copy of register of title

Title number LL166256

Edition date 24.01.2019

- This official copy shows the entries on the register of title on 18 AUG 2022 at 12:40:53.
- This date must be quoted as the "search from date" in any official search application based on this copy.
- The date at the beginning of an entry is the date on which the entry was made in the register.
- Issued on 18 Aug 2022.
- Under s.67 of the Land Registration Act 2002, this copy is admissible in evidence to the same extent as the original.
- This title is dealt with by HM Land Registry, Kingston Upon Hull Office.

## A: Property Register

This register describes the land and estate comprised in the title.

LINCOLNSHIRE : SOUTH KESTEVEN

- 1 (19.03.1999) The Freehold land shown edged with red on the plan of the above Title filed at the Registry and being land on the south east side of West Street, Stamford.
- 2 (11.03.2009) A new title plan based on the latest revision of the Ordnance Survey Map has been prepared.

## B: Proprietorship Register

This register specifies the class of title and identifies the owner. It contains any entries that affect the right of disposal.

### Title absolute

- 1 (19.03.1999) PROPRIETOR: SOUTH KESTEVEN DISTRICT COUNCIL of Council Offices, St Peters Hill, Grantham NG31 6PZ and of DX27024, Grantham.

## C: Charges Register

This register contains any charges and other matters that affect the land.

- 1 (24.01.2019) The parts of the land thereby affected are subject to the rights granted by a Lease of an Electricity Substation dated 15 January 2019 referred to in the schedule of leases hereto.

The said deed also contains restrictive covenants by the grantor.

*NOTE: Copy lease filed under LL388224.*

- 2 (24.01.2019) The parts of the land affected thereby are subject to the leases set out in the schedule of leases hereto.  
The leases grant and reserve easements as therein mentioned.

## Schedule of notices of leases

	Registration date and plan ref.	Property description	Date of lease and term	Lessee's title
1	11.03.2009 Edged and numbered 1 in blue	Electricity Substation	30.07.1997 21 years from 30.07.1997	LL305635
2	24.01.2019 Edged and numbered 1 in blue	Electricity Substation	15.01.2019 21 years from 15 January 2019	LL388224
NOTE: See entry in the Charges Register relating to the rights granted by this lease.				

End of register

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**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**



## Cabinet

22 September 2022

Report of Councillor Mark Whittington,  
Cabinet Member for Waste and Climate  
Change

## Use of the ESPO Liquid Fuel Framework for the Procurement of Diesel Fuel

### Report Author

Anne-Marie Coulthard, Assistant Director of Operations and Public Protection



[a.coulthard@southkesteven.gov.uk](mailto:a.coulthard@southkesteven.gov.uk)

### Purpose of Report

The Council currently utilises an ESPO Framework for the procurement of diesel fuel. ESPO is establishing a new framework agreement for the provision of liquid fuels from 1 October 2022. Agreement is sought to utilise this Framework.

### Recommendations

#### That Cabinet:

1. Approves the utilisation of the ESPO Liquid Fuel Framework for the procurement of diesel fuel from 1 October 2022 until the expiration of the Framework on 30 September 2026.

Decision Information	
Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Clean and sustainable environment High performing Council
Which wards are impacted?	All

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The establishment of the ESPO framework is particularly welcome given the current volatility of the fuel market which has led to increasing costs in diesel placing pressures on current budgets. The average spend on the procurement of fuel has in the past been approximately £700k although this is rising by a minimum of a further £200k in the current year. It is therefore essential that the most cost effective procurement is in place to enable the Council to take advantage of the best price in the market.
- 1.2 The new Framework will offer a number of suppliers and allows the Council to prove 'best value' in selecting a supplier.
- 1.3 The ESPO Framework Agreement is fully compliant with UK Public Procurement Regulations. Call-off from the Framework must be undertaken in accordance with the Council's own Procurement Regulations.
- 1.4 Suppliers are assessed during the procurement process for their financial stability, track record, experience and contract management, before being awarded a place on the framework.

### ***Legal and Governance***

- 1.5 The total value of the contract over its lifetime exceeds £200,000 and therefore meets the criteria to be considered a Key Decision by Cabinet.



- 1.6 There are no additional legal implications associated with this report.

### ***Risk and Mitigation***

- 1.7 Given the on-going situation regarding the worldwide fuel supply, entering into a call-off contract with a chosen supplier will ensure the Council receives delivery priority in times of fuel supply disruption or driver shortages and supports business continuity.

### ***Climate Change***

- 1.8 The Council has declared a Climate Emergency and has committed to reducing greenhouse gas emissions by at least 30% by 2030 and achieving net zero as soon as viable before 2050.
- 1.9 Carbon emissions from the operation of the Council's vehicle fleet represent around a quarter of overall emissions, and options for decarbonisation of the fleet are currently being explored to reduce fuel consumption and support electrification of the fleet where possible. In the meantime, there continues to be a requirement for diesel fuelled vehicles.

## **2. Background to the Report**

- 2.1 The Council currently procures diesel fuel through the ESPO Liquid Fuels Framework Agreement. ESPO has decided not to take up the option of an extension to the existing framework agreement and has instead undertaken a tender process to replace it with a new framework agreement. The new framework agreement will expire in September 2026.
- 2.2 The new Framework agreement operates in different way, appointing a number of suppliers (previously only one supplier per region). Customers are able to select a suitable supplier for their requirements (including small and medium size, and any local suppliers) and use the information provided to determine which supplier represents 'best value'.
- 2.3 By increasing the number of suppliers, there will be a greater degree of flexibility and competition which should lead to competitive prices for customers. To determine which supplier is the most economically advantageous, ESPO supplied a matrix for each region showing which suppliers are able to supply in that region, the margin prices, and the applicable small load premiums.
- 2.4 All suppliers are required to charge the same price for the fuel itself as this is linked to the Platts Price Index. The price to be compared is the margin price submitted by suppliers, which is the price the supplier charges, on top of the fuel price, for all the services required in the delivery of the fuel to the customer (haulage, administration, account management, invoicing etc.).

- 2.5 As the Council's volume usage is standard (approximately 2,500 litres per day) and requirements are not complex, the framework provider strongly recommends that a direct award be made to the most suitable supplier. This ensures the continuity of supply as committing to purchase fuel from one supplier will foster commitment from the supplier to the customer and ensure preferential deliveries in times of fuel supply disruption or driver shortages. This is essential for business continuity to enable the Council to continue to deliver essential services such as household waste collections and housing maintenance.
- 2.6 The Councils approved budget for diesel fuel for 2022/23 is £712,750.

### **3. Key Considerations**

- 3.1 The current Framework agreement ends on 30 September 2022 and the Council must enter into a new supplier arrangement.
- 3.2 The Framework provides a compliant procurement route and allows the Council to enter into an award which will secure the supply of diesel fuel at a "wholesale" rate.
- 3.3 Improvements have been made to the new Framework which allow greater flexibility and choice in supplier which in turn is expected to provide best value.

### **4. Other Options Considered**

- 4.1 The Council could go directly out to the market, however, it is considered that this is unlikely to lead to a more competitive alternative, as the benefits of the economies of scale bought about by using the Framework would not be available.

### **5. Reasons for the Recommendations**

- 5.1 With the exception of two electric pool cars, the Council's vehicle fleet is entirely comprised of diesel vehicles. Whilst opportunities to replace vehicles with alternative fuel equivalents are being explored, it is anticipated that diesel vehicles will continue to be part of the fleet until at least the expiration of the Framework.



**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**



## Cabinet

22 September 2022

Report of Councillor Robert Reid,  
Cabinet Member for Housing and  
Property

## Essential works relating to new Council Offices, St Catherine's Road, Grantham

### Report Author

Sam Fitt, Corporate Project Lead



Sam.fitt@southkesteven.gov.uk

### Purpose of Report

This report sets out progress made in relation to the decision to relocate to the Council's new offices, located in St Catherine's Road, Grantham and to recommend entering into a contract for the delivery of associated works, using approved funds.

### Recommendations

#### That Cabinet:

1. **Delegates authority for the Director of Housing and Property, in consultation with the Cabinet Member for Housing and Property to enter into a contract with Lindum Construction Group for the required works to the new office space up to a value not exceeding £250k.**
2. **Delegates authority for the S151 Officer, in consultation with the Cabinet Member for Housing and Property, to allocate the remaining approved funding in respect of further minor works, ICT and furniture in order to ensure a smooth relocation.**

**3. Approves the relocation of the Grantham Customer Service Centre for a temporary period to the Guildhall Arts Centre.**

Decision Information	
Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	High Performing Council
Which wards are impacted?	All

## **1. Implications**

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 At the Cabinet meeting on 29 March 2022 the relocation of the main Council Offices to St Catherine's Road Grantham supported by a financial allocation of £500k was recommended and was subsequently approved by Council at the meeting on 26<sup>th</sup> May 2022. The awarding of the contract to facilitate the necessary alterations to the currently vacant space will be met from the allocation. There will be further necessary costs and this will be drawn down from the allocation in accordance with the recommended delegation.

### ***Legal and Governance***

- 1.2 There are no legal or governance implications regarding this report. Procurement procedures have been followed using frameworks, and any contracts that are signed will be reviewed and checked with Lincolnshire Legal Services.

### ***Diversity and Inclusion***

- 1.3 South Kesteven District Council signed up to the National Local Authority Mental Health Challenge as a public commitment to supporting residents' wellbeing and wellness. A significant number of employees have felt more anxious and isolated than ever due to lockdown. Many have admitted to struggling with their mental health more than usual in recent months. A return to the daily commute lacks

appeal to those who have had the flexibility of home working; a balance between the two is the logical solution, with a mix of office and homeworking favoured by the vast number of employees.

- 1.4 It is widely reported that communities have been massively affected by the drop in footfall of office workers' spending. Whilst it is acknowledged that some people do not want to return to their traditional commutes, placing office spaces near local high streets where people are living as well as working, helps to revitalise localities, as this places office workers amongst other businesses that rely on their trade.
- 1.5 Whilst there are no direct safeguarding implications associated with the content of this report, the provision of more modern accommodation is likely to assist members of the team with mobility issues by reducing the number of floors and doorways in the office space. Similarly, any design of the Council's Customer Service Centre will provide opportunity to ensure there are no barriers to members of the public in terms of service provision.

An Equality Impact Assessment was completed as part of the relocation to the space previously.

### ***Climate Change***

- 1.6 As an older building, the St Peter's Hill offices provide limited scope for improved energy efficiency without considerable retrofitting investment. The newer cinema complex is built to modern standards with more efficient heating and ventilation and represents a significant improvement on the existing St Peter's Hill office accommodation and will contribute positively to the Council's Climate Change and Carbon Reduction Plans.
- 1.7 Supporting a shift to flexible working generally sees a reduction in home-to-work mileage that contributes to a reduced carbon footprint.

## **2. Background to the Report**

- 2.1 Over the past few years, the Council has seen a major change in the style of working in our office bases. The Council has several change programmes to drive both performance improvements and savings. Reducing the amount of office space by introducing mobile technology and more flexible ways of working is an organisation-wide change programme. We have already seen work settings updated and the deployment of new technology to support a more flexible style of working.
- 2.2 It is accepted that the main Council office location at St Peter's Hill Grantham is an ageing asset that is too large for the hybrid working styles adopted by the Council. Acknowledging the investment required into the St Peter's Hill offices, Cabinet on

29 March 2022 identified the current administrative offices at St Peters Hill Grantham as a surplus asset and approved the development of plans for its disposal.

- 2.3 Following this decision, approval was given at Full Council on 26 May 2022 for a budget allocation of up to £500,000 to be funded from the Invest to Save Reserve in order to relocate the administrative offices to the first floor office space above the Cinema Complex at St Catherine's Road, Grantham.
- 2.4 Design works and specification of the fitting out of the space has been moving forward, including consultation with all relevant stakeholders and Council employees. The design and floor layout for the new Council offices on St Catherine's Road has now been finalised, with a mix of hotdesking areas, meeting rooms with flexible layouts, quiet zones, and spaces for colleagues to engage and collaborate, and works can now begin on the space.
- 2.5 The new design reflects the business need of the Council, compared to the existing layout, for example the removal of some internal walls and their reinstatement and the provision of some storage areas for office equipment. There has also been a need to undertake a full survey and obtain professional advice in terms of the air-handling within the space.
- 2.6 With the design having been completed, the Council's contractors are currently in the process of providing a fully costed specification of works and schedule. Following the Council's financial and procurement regulations, the Council has identified Lindum Construction Group via the Scape Framework to undertake the works.
- 2.7 The initial project feasibility report for the work Lindum Construction Group needed to carry out to the changes had been costed at an earlier stage of the project. However updated costings are expected to be provided to the Council towards the end of the week commencing 5 September 2022. An updated figure is necessary to ensure it reflects the current economic climate. Therefore, it is considered prudent to seek approval from Cabinet to be to enter into a contract to the maximum value of £250k with Lindum Construction Group.
- 2.8 In parallel with the works being completed on the new Council offices, design work and specifications are being discussed for the two lower units located on St Catherine's Road, with positive discussions with other public sector bodies ongoing regarding its future operational use as a community service hub. This work is not part of the approved £500k budget for the new Council offices on St Catherine's Road. It is intended that a further report will be brought to the relevant meeting, in relation to this space at the appropriate time.

### **3. Key Considerations**

- 3.1 It is recommended that Cabinet approves the use of part of the approved £500k fund, to enter into a contract with Lindum Construction Group, to complete works to the new Council offices space to progress the decision to locate employees to the new site.
- 3.2 It is also recommended that for future use of the remaining £500k approved fund, that the S151 Officer, in consultation with the Cabinet Member for Housing and Property, can agree spending of funds with other suppliers for furniture, and smaller works, following procurement procedures.
- 3.3 It is also recommended that Cabinet approves the temporary relocation of the Customer Services provision to the Guildhall Arts Centre, so that there is no disruption to our customers, whilst the move is underway.

### **4. Other Options Considered**

- 4.1 To proceed with the relocation without remodelling the office space. This would however not provide the Council with facilities that meet its aspirations in terms of decent, modern facilities that provide the environment to affect the cultural change that is the Council's aspiration.
- 4.2 To not proceed with the work at present but this will cause delays to the progression of the project and will result in the Council continuing to incur the operational costs of the underutilised offices at a time of rising utility charges.

### **5. Reasons for the Recommendations**

- 5.1 The award of the refurbishment contract will enable the Council to complete the move from St Peter's Hill, enabling staff to be brought together in a modern space, providing benefits in terms of both environmental standards, technology and breaking down 'silo working culture'. The move will see the Council occupying less than one third of the space that it currently occupies in the outdated St Peter's Hill offices.
- 5.2 Vacation of the current St Peter's Hill space will allow the Council to offer full vacant possession to a new owner, allow for the repurposing or redevelopment of the building to enhance the town centre and deliver ongoing savings when comparing the running costs of St Peter's Hill offices and the new St Catherine's Road offices.

### **6. Consultation**

- 6.1 Viewings of the first-floor space and St Peter's Hill offices have been undertaken by Members, Trades Unions and employees (from across the Council). The response to viewings has been extremely positive.

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**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**



## Cabinet

Date: 22 September 2022

Report of Councillor Adam Stokes, The  
Deputy Leader of the Council

## Replacement of Gym Equipment at Bourne Leisure Centre

### Report Author

Karen Whitfield, Assistant Director of Culture and Leisure

 Karen.whitfield@southkesteven.gov.uk

### Purpose of Report

For Cabinet to consider an amendment to the in-year budget framework and provide a loan to LeisureSK Ltd to finance the purchase of gym equipment at Bourne Leisure Centre.

### Recommendations

#### That Cabinet:

1. Approves the addition of £137,000 to the capital budget for 2022/23 to provide a loan to LeisureSK Ltd to facilitate a refurbishment of the gym area and equipment at Bourne Leisure Centre.
2. Delegates to the Chief Finance Officer to agree the terms and conditions of the loan and sign the loan agreement on behalf of the Council.

Decision Information	
Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Healthy and strong communities
Which wards are impacted?	Bourne

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The Board of Directors for LeisureSK Ltd has formally approached the Council and requested that a loan be provided in the sum of £137,000. The financing options have been modelled in order to identify the most cost-effective borrowing option for the company. The recommendation is for the Council to undertake a loan arrangement with LeisureSK Ltd over a 60-month period in order for them to procure the equipment.
- 1.2 This will require an amendment to the Council's capital programme of £137,000. The Council's Financial Regulations include the provision that any changes to the in-year budget framework can be approved by Cabinet up to £150,000 per addition.

**Completed by: Richard Wyles, Chief Finance and S151 Officer.**

### ***Legal and Governance***

- 1.3 The provision of funds and requested amendment to the Council's budget framework is in accordance with the Council's Financial Regulations.

**Completed by: Alan Robinson, Deputy Chief Executive and Monitoring Officer.**

## **2. Background to the Report**

- 2.1 The Council's Corporate Plan 2020 – 2023 identifies the provision of high-quality leisure across the district as a key priority and a contributory factor to ensuring that South Kesteven continues to be the best district in which to live, work and visit. The adopted Sport and Physical Activity Strategy (2021 to 2026) also sets out the mission to provide opportunities that our residents need now and, in the future, to build healthy and strong communities and encourage residents to live healthy, active lifestyles.
- 2.2 LeisureSK Ltd is a wholly owned Council company and has, under a contractual arrangement, been responsible for the management of the Council's leisure facilities since 1 January 2020.
- 2.3 The Board of Directors for LeisureSK Ltd are appointed by the Council and are responsible for the management and financial performance of the company. The Contract Manager for LeisureSK Ltd took up the role in April 2022 and is responsible for the operational performance of the company, reporting directly to the Board of Directors.
- 2.4 At their 1 September 2022 meeting, the Board of Directors for LeisureSK Ltd considered an urgent report presented by the Contract Manager for LeisureSK Ltd, regarding the gym equipment at Bourne Leisure Centre and the issues arising from the age and condition of the equipment.
- 2.5 Within the leisure industry it is generally accepted that gym equipment is likely to last approximately eight years. The gym equipment currently in use at Bourne Leisure Centre was provided in 2017 by the Council's then provider, 1Life Management Solutions who transferred the equipment from another centre in their portfolio. As such, the age of the equipment is unknown, however is thought to be well in excess of eight years old.
- 2.6 Since its installation in 2017, the current equipment has been regularly maintained and repaired. However due to their age, several pieces of equipment are reaching end of life, and two have already been taken out of use.
- 2.7 The report considered by the Board of Directors contained a proposal and associated business plan to replace the gym equipment at Bourne Leisure Centre. This had been recognised as a priority by the Contract Manager, who had worked with suppliers to identify the cost and ideal layout of the gym area, including the items of equipment which should be included. In line with LeisureSK Ltd.'s financial procedures, three separate quotes had been received and a preferred supplier identified.
- 2.8 This cost included the removal of the old equipment, installation of the replacement equipment, any necessary building works and flooring. In addition, all servicing and

maintenance costs for five years would be covered, along with training on the equipment for the onsite LeisureSK team.

- 2.9 In addition to the cost of replacing the equipment, the business plan detailed the anticipated positive impact on income and uplift in membership numbers. After giving the matter full consideration, the Directors of LeisureSK Ltd approved the proposal to undertake a replacement of the gym equipment. However, they requested further options were explored to finance the refurbishment, including leasing arrangements or whether the Council could provide a loan.
- 2.10 Assisted by colleagues in the Council's finance team, work has been undertaken to assess the impact of the Council providing a loan when compared to the leasing costs over a five-year period. This has established an overall saving of £24,000 to LeisureSK Ltd should the Council provide the funds to cover the cost of the replacement.
- 2.11 Due to time constraints, Cabinet is requested to make an urgent decision on whether a loan can be provided to LeisureSK Ltd to cover the costs of the replacement equipment. If an order is placed by the end of September 2022, the necessary works can be completed during December 2022, and the new equipment installed whilst there are anticipated to be lower numbers of customers using the leisure centre. As well as causing the least disruption to customers, this will also ensure the gym can be relaunched in January 2023 which traditionally is a key time for attracting new customers to leisure facilities.

### **3. Key Considerations**

- 3.1 LeisureSK Ltd is an independent company and is wholly-owned by the Council, who provide deficit funding via a management fee arrangement. Therefore, any improvement in the company's performance or any savings the company can make, provide a direct financial benefit to the Council.
- 3.2 Given the current financial climate trading conditions will remain very challenging for LeisureSK Ltd in the short to medium term, especially when considering inflationary pressures and the impact of the cost of living crisis on customers available leisure spend. Work is ongoing to reprofile the budget for the current financial year to enable the Board of Directors to fully understand the implications of this along with the impact of predicted rises in utility costs. For this reason, an outright purchase of the equipment of the gym equipment has been discounted by the Directors of LeisureSK Ltd and any surplus is being retained to cover any in-year shortfalls.

### **4. Other Options Considered**

- 4.1 The options for LeisureSK Ltd to either directly purchase the equipment or enter a lease arrangement have been fully considered. This has established is financially

beneficial for the Council to finance the cost of refurbishing the gym at Bourne Leisure Centre via a loan arrangement.

- 4.2 The option not to invest in the gym area at Bourne Leisure Centre has been discounted by the Board of Directors for LeisureSK Ltd. Without this investment, it will become increasingly difficult to attract and retain customers to the centre.

## **5. Reasons for the Recommendations**

- 5.1 The recommendation within this report provides the optimal financial outcome for the Council and the planned refurbishment of the gym at Bourne Leisure Centre will have a significant impact on improving income and aiding the recruitment and retention of customers.
- 5.2 The investment in new equipment for Bourne Leisure Centre demonstrates the Council's ongoing commitment to ensuring there are opportunities for residents to improve their mental and physical wellbeing by adopting a healthy lifestyle. The new gym equipment will also support wider activity, including an extension of the GP Referral scheme, ensuring that residents with health conditions are supported and benefit from improved health outcomes.

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**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**



## Cabinet

Date 22 September 2022

Report of Councillor Annie Mason,  
Cabinet Member for People & Safer  
Communities

## People Strategy 2022-25

### Report Author

Jane Jenkinson, Senior HR Officer



Jane.Jenkinson@southkesteven.gov.uk

### Purpose of Report

To communicate the Employment Committee's recommendation to Cabinet that the People Strategy 2022 – 2025 be approved.

### Recommendations

**That Cabinet approves the People Strategy 2022 – 2025.**

Decision Information	
Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities? ( <i>delete as appropriate</i> )	High performing Council
Which wards are impacted?	All

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The largest financial resource of the Council is its staff, and it is important that there is a strategy that supports the themes of recruitment, development, engagement, reward and recognition and wellbeing. The strategy, if approved by Cabinet, will form the basis for budget setting for staffing levels, training and development, recruitment, and welfare budgets.

### ***Legal and Governance***

- 1.2 There are no legal and governance implications arising from this report.

### ***Diversity and Inclusion***

- 1.3 The actions referred to in this report have positive equality implications. An Equality Impact Assessment has been undertaken to ensure that the People Strategy does not present barriers under any of its themes or disadvantage any protected groups. There are no safeguarding implications resulting from this report.
- 1.4 The implementation of the People Strategy will enhance the reputation of the Council as an Equal Opportunities Employer.



## ***Mental Health and Emotional Wellbeing***

- 1.5 The Wellbeing theme of the People Strategy focuses on providing a safe and healthy working for our people and plans on how we aim to do so.

## **2. Background to the Report**

- 2.1 The Employment Committee held on 19 January 2022 recommended to Cabinet that the People Strategy 2022 – 2025 is approved, subject to the following additional recommendation: That authority is delegated to the HR team to work with the Cabinet Member for People and Safer Communities and the Chairman of Employment Committee to make minor typographical amendments to the People Strategy 2022 – 2025.
- 2.2 The additional recommendation has been completed and the necessary typographical amendments agreed by the Cabinet Member for People and Safer Communities and the Chairman of Employment Committee.
- 2.3 A People Strategy is designed to inspire and achieve widespread, organisation-wide alignment on the Council's goals and priorities through its employees.
- 2.4 The People Strategy forms part of the golden thread from the Corporate Plan through to service/team plans and individual objectives and incorporates the Council's values and behaviours.
- 2.5 The People Strategy is the Council's plan of ways to think about and set into motion ways to attract, engage, support, develop, retain, and generally inspire our staff.
- 2.6 The Council's previous People Strategy covered the period 2017 – 2020 and an updated strategy is needed to reflect the vision and objectives of the Corporate Plan 2020 – 2023 to ensure that we are a high performing council that attracts and retains the best staff to deliver high-quality services.
- 2.7 A new People Strategy was due to be implemented in 2021. However, there were some management staffing changes within the HR team which had an impact on the progress of the People Strategy work.
- 2.8 This strategy focuses on six key themes: Recruitment; Development; Engagement; Diversity; Reward and Recognition; and Wellbeing. It provides details of where we are now, where we want to be and how to get there.

- 2.9 A summary of the focus of each of the themes is as follows:

### **Recruitment**

- 2.10 This theme focuses primarily on attracting the right people to our organisation through vacancies and advertising, and to create a culture in order to retain them for a long period.

### **Development**

- 2.11 This theme expands on how we as an organisation train and develop skills within our workforce creating high-performing employees and teams working towards the Council priorities.

### **Engagement**

- 2.12 This theme is key, as it is all about how we as a Council interact with our workforce. It sets out how we will strengthen employee engagement, creating an inspired workforce.

### **Diversity**

- 2.13 The strategy sets out how we will aim to increase the equality and diversity of the organisation and build upon what we have already achieved. The strategy recognises the benefits and strengths that having a diverse workforce brings.

### **Reward and Recognition**

- 2.14 Linking in with engagement and retention of our employees is how we reward and recognise high performers. This theme sets out how we will attract and motivate our people with an attractive reward offer including both pay and non-pay elements.

### **Wellbeing**

- 2.15 How our staff feel and how safe they are at work is an important theme for this Strategy. This theme focuses on providing a safe and healthy working environment for our people and plans on how we aim to do so. It is anticipated that a People Strategy Action Plan will be developed to deliver the ambitions of the strategy and that this work will commence in the first half of 2022.

## **3. Key Considerations**

- 3.1 The People Strategy sets out the Council's aims in attracting, developing and retaining our most valuable asset – our employees. This strategy replaces the previous People Strategy 2017-2020.

- 3.2 The Council's Corporate Plan (2020 – 2023) identifies that it needs to develop a People Strategy to support the retention and attraction of high-quality staff. This Strategy sets out a positive vision and clear way forward to achieve ways of engaging and developing existing, most valued employees at South Kesteven District Council and aims to recruit high performing individuals to join #TeamSK.

#### **4. Other Options Considered**

- 4.1 One option considered was not having an updated People Strategy. If this option were taken there would be no clear message to staff of how the Council intends to deliver the objectives of the Corporate Plan 2020 – 2023 to ensure that we are a high performing council that attracts and retains the best staff to deliver high-quality services.

#### **5. Reasons for the Recommendations**

- 5.1 The reason for the recommendation is to ensure that there is an up to date People Strategy which will help the Council to deliver against its priorities and deliver the vision of the Corporate Plan.
- 5.2 The recommendation is from Employment Committee.

#### **6. Appendices**

- 6.1 Appendix A – People Strategy 2022 - 2025.

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# #TeamSK People Strategy

Attracting, developing and retaining  
our most valuable asset, our team

2022/2025



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

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## Introduction

South Kesteven District Council is an extremely ambitious and proactive organisation, and the secret to our success is our incredibly committed staff and the passion they share about achieving the best outcomes for local residents and our customers.

The effectiveness of any public sector organisation hinges not just on attracting the best talent for providing high quality services, but investing in that talent to create a strong workplace community that supports its staff and recognises the unique attributes of every team member.

We are committed to our core values, with Accountability, Flexibility, Agility, and Equity being chief among them. Putting these principles into action ensures that all our colleagues feel like a valued and respected member of the #TeamSK family.

While securing and retaining talent is important, we also take seriously our responsibility to develop the skills of our staff, ensuring that a career with SKDC provides not simply a job but a progressive journey of learning and growing.

No organisation can rest on its laurels, which is why SKDC itself has a clear direction to grow and evolve, helping us to continue improving as both a service provider and an employer.

We pride ourselves on our regular dialogue with staff to ensure that the experiences and ideas of team members at all levels are heard by the leadership team and that this input informs the future direction of the organisation.

The last few years have been extremely challenging for our residents and businesses, and this also the case for #TeamSK – many of whom have had to work even harder to adapt and keep services going throughout an unprecedented global pandemic.

The impact this period of stress and uncertainty has had on staff wellbeing cannot be understated, which is why we prioritise the mental health of every staff member. Productivity is unsustainable without wellbeing, and having a positive work/life balance and an empathetic support network is key.

Through this People Strategy, South Kesteven District Council commits itself to the development of, and support for, both existing and future staff members. Each member of #TeamSK makes an invaluable contribution to the District and its residents, and with this strategy we can help all of our staff understand the value of their efforts and how to access the support they need to maximise their potential.

Like SKDC itself, our People Strategy is always evolving and improving. Our excellent HR team will continue to monitor key data on our workforce and will keep communicating with all staff members and trade unions, guaranteeing that this strategy remains a living embodiment of #TeamSK and its commitment to progress.



**Karen Bradford**  
Chief Executive  
South Kesteven District Council



**Cllr Annie Mason**  
Cabinet Member for People  
and Safer Communities

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# People Strategy Aim

Our People Strategy is our roadmap for attracting, developing and retaining our most valuable asset – YOU, the people that work here.

It is at the heart of how we will become **the best district in which to live, work, and visit.**

Its aim is to create a flexible, innovative organisation that has the skills, resilience and motivation to deliver and achieve the Council's objectives, and is a key component in driving high performance.

## The Strategy sets out:

- where we are now;
- where we want to be; and
- how we plan to get there.

It describes the expectations we have of you and the ways in which our high performance and #TeamSK culture will help you succeed in your career at the Council.

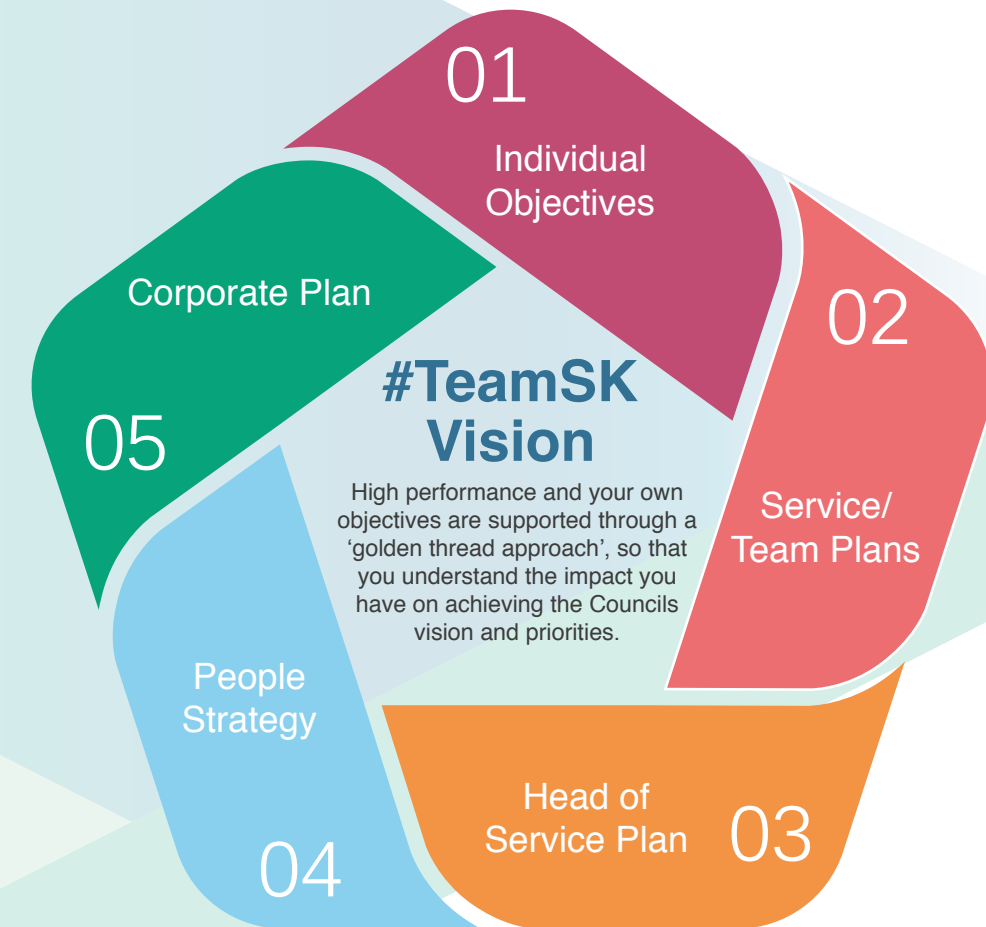
The Strategy is designed to evolve with the needs of the Council and our employees. The Human Resources team will work with senior management to develop the framework and drive the evolution of the People Strategy.

We want every employee to own our People Strategy and play a role in its success. We will continually measure progress against the People Strategy's objectives using a variety of means, including employee and stakeholder opinion surveys, appraisals and a dashboard of key performance indicators. Improvements will be made to the strategy as needed along our journey.

## People and Strategy Objectives



# How you contribute to #TeamSK Vision



At #TeamSK we have a set of core values that determine how we behave and deliver our services to our residents and businesses. They also determine our culture and how we interact with each other.

## The core values focus on:

- **Accountability**, which means ensuring that everyone at every level is responsible for what they do and takes ownership for their actions and decisions.
- **Flexibility**, which means working in different ways, at different times and in different places, to meet the needs of our residents and businesses.
- **Agility**, which means working together to get the job done, using our skills to get the best outcome for our residents and businesses.
- **Equity**, which means ensuring that we treat each other with respect, irrespective of rank, position or status. This echoes our commitment to provide consistently good services to both our internal and external customers.
- **Networking**, which means that, as a council, we recognise that ours is not the only voice or opinion. We embrace the views of others and use formal and informal networks to improve performance and ensure the solutions we deliver meet the needs of our customers.
- **Always learning**, which means sharing knowledge, skills and expertise to enable the council to go from strength to strength and learn from everything we do.
- **Talent**, which means harnessing the incredible ability that is within the council and valuing the contribution that everyone can make.



## Recruitment

To attract the right people and retain them

### Where are we now

In our recruitment advertising we actively promote the Council's attractiveness as a district, its accessibility through its excellent travel links and its ambitions to be the best council in which to live, work and visit.

We actively encourage flexible and agile working and believe that your work/life balance is important and vital to your success and happiness in the workplace. We are committed to caring for our employees both inside and outside the workplace and provide a variety of benefits.

As well as basic pay and benefits, the following practices have been shown to play a positive role in improving retention:

- Being flexible
- Treating people fairly
- Paying attention to employee well-being
- Enabling career development and progression
- Consulting employees
- Onboarding programme, including a new starter buddy system

We already offer all of these at SKDC, but need to keep them under review to meet the changing needs of the workforce.

To achieve our commitment to diversity and inclusion, we have reviewed and developed our recruitment processes, including our on-line recruitment module, to remove the potential for unconscious bias.

The Covid-19 pandemic has had a huge impact on the workforce and the needs and wants of employees, and these should be considered in planning a future workplace that meets the needs of the business and our staff.

One of the challenges of the Covid-19 pandemic is a reduced labour market with less people with the right skills and experiences for the roles we offer. There are some key areas and roles across the organisation where this has proved to be a particular challenge. These include Environmental Health Officers and HGV Drivers, where there is also a national shortage.



### Where do we want to be?

We want to build a good employer brand with South Kesteven District Council seen as an employer of choice, where people want to be part of #TeamSK. Our ambition is to provide continuous learning and talent management to help our employees develop and adapt their capabilities and career prospects in a rapidly changing world.

We want to ensure new appointees quickly feel part of #TeamSK, living the values and behaviours of the organisation.

We want to identify future skills shortages and develop our own candidate pipelines, examples



### How do we get there?

Keep our recruitment methods under review to ensure vacancies are reaching talented people with the right skills. We will commit to diversifying our recruitment strategies through the use of innovative and cost-effective methods to attract a wider pool of applicants and increase the use of digital technology and social media to simplify and improve the candidate experience during the hiring process. We will showcase our culture, benefits and employee stories on our vacancies pages to encourage more applicants.

Make greater efforts to design roles which make the greatest use of each person's skills and experiences and offer more variety to retain our people.

Ensure our reward offer is attractive, fair and competitive within the labour market by using a combination of job evaluation, salary benchmarking and where relevant, applying market supplements to attract high quality applicants.

such as use of the Apprenticeship Levy and other internal development initiatives.

We want to monitor and analyse our recruitment data to identify where focus might be needed. For example, turnover rates to identify retention issues or recruitment activity to increase the diversity and selection pool of candidates. Provide career development opportunities and apprenticeships to attract talent to the organisation.

We want to develop the ability to redeploy resources in a flexible way to respond to emerging national/service needs.

Focus on difficult-to-recruit roles, with key elements being the development of succession and retention plans to identify possible methods of filling roles, or reviewing service delivery together with greater targeting of promotion and advertising of such roles. This will be identified through annual and ongoing workforce planning activities.

Increase the use of apprenticeships and career development roles to 'grow our own' for those hard-to-recruit to roles.

Use data from our HR dashboard and workforce development plans to ensure we have the right skills in place for the future.

Understand turnover rates across the organisation and benchmark to see how it compares to other organisations and national trends, and identify any areas where there is high turnover. Make effective use of exit interviews to understand why people leave and whether we need to review any of our employment practices.

Ensure the recruitment process is followed up by a first-class onboarding experience, enhancing the reputation of the Council as an excellent employer.





## Where do we want to be?

For South Kesteven District Council to be successful, it must have;

- A highly developed, highly trained and highly motivated workforce
- A robust succession planning process in place to fill skills gaps and maintain a workforce that can deliver against the Council's priorities
- It must understand the value that apprenticeships, graduate schemes, and other national employment initiatives, bring to the organisation and actively encourage the use of these to fill vacant posts
- Career development opportunities for both new and existing staff to grow talent across the organisation to futureproof the workforce, with clear plans in place for those hard to fill roles



## Development

To develop high-performing individuals and teams

### Where are we now

We provide a wide range of training to support the learning and development needs of our staff. Qualifications for specific roles such as Chartered Institute of Housing for housing and project management training are also supported.

Mandatory fire safety, display screen equipment and data protection training form part of the induction process with the requirement for regular update training to be completed.

The appraisal process is a key mechanism by which individual performance is to be prioritised, monitored and recognised and is a key component of the council's overall performance management framework. The appraisal process

ensures that the council's corporate objectives and priorities are translated into personal objectives.

Annual appraisals give line managers and their staff an opportunity to review performance and to agree learning and development requirements and opportunities, which will help to achieve the level of competence defined within their job description. They allow managers to ensure staff are sufficiently supported and developed to help them to meet the demands of their job.

Apprenticeships are used across the organisation to provide development opportunities that will support workforce development plans.



### How do we get there?

Implementation of a new workforce development tool that works together with annual appraisals, and learning and development meetings to plan for the future and recognise our high performers and those with potential.

Introduce a Learning Management System (LMS) that will support the training and development of our employees, providing access to materials for remote working. The LMS enables training records to be monitored, managed and viewed all in one place.

Use the LMS to support the induction of new employees to #TeamSK, providing training and courses from Day 1 for employees, and helping to welcome them into #TeamSK.

A wide range of mandatory and optional courses will be available to employees as well, to help develop their skills and progression. Such courses include, but are not limited to, IT course, departmental specific courses, and legislative courses - all available online and tutor lead via the LMS.

Ensure the recruitment process is followed up by a first-class onboarding experience, enhancing the reputation of the Council as an excellent employer.

These interventions will help develop a robust and skilled workforce with the right skills and behaviours.



## Where do we want to be?

We want employees to really feel part of #TeamSK and feel that their voice and contributions matter.

Encouraging and motivating our people who are actively engaged with the aims of the Council with opportunities to contribute to future direction, decision making and the community of the Council as a whole.

To build on the partnership working between the trade unions and management to support employee engagement and positive employee relations.



## Engagement

To strengthen employee engagement, creating an inspired workforce

### Where are we now

How we interact with our employees is a key focus for us here at SKDC.

Employee engagement has been a challenge for many organisations during the Covid-19 pandemic. We as a Council have endeavoured to maintain the momentum of employee engagement throughout regular communication, such as Wellbeing Wednesday, Fun Fridays and weekly emails from the Leader of the Council and the Chief Executive.

There are opportunities for our employees to express their views and have an employee voice. This can be done by one-to-one meetings with line managers, annual appraisals, and the annual surveys and pulse surveys in the future, particularly around Mental Health.

Feedback from the 2020 annual survey on communications and engagement led to the development of an internal communications strategy, the review of the existing intranet

and website together with the creation of a development plan and an increased focus on regular engagement.

The reason for doing surveys is that it is such an important exercise and your honest opinions really do matter. The more people who take part, the better our impression is of how you are feeling.

Communications from the Leader of the Council and the Chief Executive continue to form a key part of employee engagement ensuring that staff are informed about key topics, and providing recognition of customer compliment plus highlighting where staff have gone above and beyond expectations.

We work positively with the trade unions to ensure there is two way communication, covering topics such as organisational change and engagement.



### How do we get there?

**Involve** all staff in the development of staff engagement improvements in the future, with areas of focus identified from the annual surveys that are completed.

**Continue** to evolve partnership with trade unions, managers and staff, all working as one for #TeamSK .

**Continue** to get views from staff on their experience of the workplace and how this can be improved upon, making sure to share those positive messages and 'good news' stories to staff, linking in with the recognition element.

Ensure good employee relations and engagement are encouraged through openness and integrity.

Carry out regular surveys, and snapshots surveys, to get a true understanding of how employees feel and put in robust measures/practices to improve on any issues raised.





## Equality, Diversity and Inclusion

To increase the equality and diversity of the organisation

### Where are we now

∞ We believe that an inclusive workplace, where employees are treated with dignity and respect is everyone's responsibility. We have policies in place to support this and survey our employees regularly to help us understand how we are performing in the engagement, leadership and communication with our employees; and to identify ways in which we could do better.

In the simplest of terms, diversity and inclusion encompass a group of unique individuals who acquaint and integrate with one another, but each are entirely different concepts with separate benefits. Workplaces that prioritise diversity and inclusion efforts have been statistically proven to be safer, happier and more productive work environments.

Diversity incorporates all of the elements that make individuals unique from one another, and while there are infinite differences in humans, most of us subconsciously define diversity by a few social categories, such as gender, race, age and so forth.

Inclusion although often used in tandem with diversity, is a concept of its own. Inclusion is the practice of providing everyone with equal access to opportunities and resources. Inclusion efforts in the workplace help to give traditionally marginalised groups, like those based on gender, race or those with physical or mental disabilities, a means for them to feel equal in the workplace.

We define equality as being about fairness – ensuring that we are all treated equitably regardless of our background or identity.



### Where do we want to be?

Diversity and Inclusion is essential to an effective organisation having a healthy mix of employees from different backgrounds, experiences and cultures providing us with a balance of voices and diversity of thought and is representative of our residents.

Organisations that embrace diversity and inclusion normally find the following benefits in culture and performance.

- Reduced staff grievances
- Reduced staff turnover
- Increased staff development
- Improved customer service and satisfaction through greater understanding of our customers
- Improved links between employee activities and strategic objectives
- Improved culture, attitudes, behaviours and conduct
- Improved recruitment marketing opportunities
- Greater innovation and creativity

We want recruitment and human resource processes in place which support the collation and understanding of equalities information that we gather, alongside ensuring that there is equality of opportunity and access to information relating to employment and the development of our employees.

We want to ensure that the workforce has a clear understanding of equality and diversity through the provision of effective training.

We want to ensure that all policies, strategies and procedures take equality and diversity issues into consideration.

We want to ensure that the workforce has a clear understanding of equality and diversity through the provision of effective training.



### How do we get there?

Utilise workforce data to help identify areas for improvement in the diversity and skills of our workforce to seek equality of representation at all levels across the organisation.

Develop and deliver against an action plan to specifically address any issues with the council's gender pay gap to form part of the work programme of the Employment Committee.

Demonstrate a positive culture with strong leadership and organisational commitment to improving equality outcomes.

Review and refresh our equality, diversity and

inclusion training for staff and elected members.

Look at ways to increase the diversity of our workforce, to ensure it reflects the demographics of our district. One of the actions we have taken to achieve this is to remove the potential of unconscious bias, by implementing Name Blind Recruitment as part of our process.

Carry out Equality Analysis of all council policies to ensure they are fair and non-discriminatory.

Support the set up and development of the Equalities Champions group.



Ensure our approach to reward is fair and transparent, sustainable, market relevant and understood by the workforce



### Where do we want to be?

Ensure our approach to reward is fair and transparent, sustainable, market relevant and understood by the workforce.

Promote our reward package to attract high performing candidates to apply for vacant posts.

Development of a competitive reward and recognition package – and celebration of successes in the organisation.

Have a comprehensive Wellbeing offer, incorporating employee benefits which support our staff.



## Reward and Recognition

Attracting and motivating our people with an attractive reward offer including pay and non-pay elements

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### Where are we now

Currently staff enjoy an attractive reward offer of a career average earnings pension scheme (benefitting from employer contributions, life cover and ill health protections), generous leave entitlements and access to a range of other employee benefits such as Cycle to Work and Childcare Voucher schemes.

Opportunities are available for flexible working to support work/life balance.

We have a generous sickness scheme which provides financial support to staff during periods of ill health.

Recognition of staff loyalty and commitment is

rewarded through a programme of long service awards.

Our benefits include:

- A generous pension scheme
- Payment of professional fees
- Access to a range of health and wellbeing activities
- Salary sacrifice schemes – cycle to work, car leasing and computerscheme
- Travel season ticket loan and a variety of other staff/family friendly benefits and discounts
- Annual leave purchase scheme
- Opportunities to progress and develop career and skillset



### How do we get there?

Ensure that our approach to pay and reward support the objectives of the People Strategy to ensure that we can deliver a flexible, innovative organisation that has the skills, resilience and motivation to deliver and achieve the Council's objectives.

Implement a review of the existing pay and other reward elements of terms and conditions.

Clearly communicate and promote our reward offer so that current and prospective staff understand the elements which make up our reward packages.

Identify further opportunities to promote and enhance employee benefits, reward and recognition.

Develop an annual staff award scheme to celebrate success and build employee engagement.

Review job descriptions annually to ensure they are reflective of the role and paid fairly, reviewing through the job evaluation process where there are significant changes.





## Wellbeing

Providing a safe and healthy working environment for our people

### Where are we now

The health, safety and wellbeing of our staff is key to having a happy, engaged and productive workforce. This has been particularly highlighted by the challenges faced by our staff and new ways of working during the Covid-19 pandemic.

- 85 SKDC provides a safe, healthy working environment through effective induction, supportive line management with additional support from Health & Safety and HR partners, sickness absence management, wellbeing initiatives and access to Occupational Health, counselling and an Employee Assistance Programme for all staff.

Since the onset of Covid-19 we have had an increased focus on mental health and continue to work to deliver against our mental health action plan. This has included mental health training for managers and staff, training of additional first aiders for mental health as well as refresher training for our existing first aiders, and provision of bespoke training to help staff cope with increased customer demand.

A range of wellbeing initiatives has been rolled out to staff, including virtual sessions on mindfulness, mental health and resilience, virtual workshops promoting the Council's Employee Assistance Programme (EAP), GP-led virtual workshops on diet, weight loss management and smoking and virtual cookery lessons.

SKDC is adopting and delivering the Mental Health Challenge as part of the SKDC Corporate Plan 2020-23. One of the areas of focus for the Mental Health Challenge is 'Supporting SKDC Employees and Members'. The agreed actions include first aiders for mental health, mandatory training for all staff, raising awareness of our offer and bespoke training to support all officers.

A wide range of menopause support has been provided which staff can access, together with menopause café sessions which provide a great opportunity for staff to connect, offer support, learn, listen, and share. Guidance is also available to assist managers in supporting staff.



### Where do we want to be?

Maintaining a healthy, productive workforce where staff feel motivated and engaged.

Have clear and effective routes to mental health and wellbeing support available so that staff are confident that help is always available.

Gaining a better understanding of the mental health of the organisation and continue to review and act upon staff feedback.

Develop a culture where staff talk openly about mental health and are empowered to provide their own input into mental health and wellbeing support so that this is shaped by their needs.

Have a better understanding of reasons for absence across the organisation so that we can better support employees' physical and mental health and reduce sickness absence levels, particularly focusing on the top reasons for



### How do we get there?

Future plans include working with the national mental health charity MIND to deliver mandatory online training for all staff and managers hosted on the Council's Learning Management System (LMS). Training will aim to provide staff with greater mental health awareness and will include practical tips for building resilience and having sensitive conversations with colleagues. Manager training will build the confidence of managers in supporting their teams' mental health and encourage them to tackle mental health stigma within their service areas.

Work with partners to provide health initiatives, such as opportunity for Health MOT's to include blood pressure checks and monitor weight and height to help employees make informed choices to improve their physical health.

Ensure our first aiders for mental health continue to undertake regular refresher training to renew their skills and update their knowledge of available mental health support. Continue to review staff engagement with first aiders for mental health by service area to ensure that additional first aiders are trained if necessary.

Carry out pulse surveys to continue to monitor the mental health of the organisation and the wellbeing needs of staff and create positive actions as a result of these.

We will continue to monitor sickness absence and maintain a focus on completion of timely effective return to work interviews. We will analyse the data from return to work interviews to help inform future initiatives to support the health and wellbeing of our staff.

Provide timely absence information to managers and absence management training to support them in dealing with sickness absence.

Work closely with our occupational health provider to support our absence management processes.

Continue to explore opportunities to provide menopause support to staff and keep up to date with national initiatives and legislative changes.

# Delivering and Monitoring our Strategy



## How will we know how well we are doing?

Progress towards the aims of the People Strategy will be monitored via quarterly reporting as part of the Council’s Corporate Plan.

The People Strategy will be regularly reviewed by the Employment Committee and Corporate Management Team.

Relevant people reports, such as the HR Dashboard report, will also be reviewed, ensuring that the People Strategy remains a live tool to signpost future activity and forms the basis for review of people and performance indicators.

We will use a number of internal and external measures to monitor the success and progress of our People Strategy, including:



**employee feedback from staff opinion survey results**



**customer feedback**



**diversity statistics**



**staff turnover rates**



**sickness absence levels**



**disciplinary and grievances levels**

The People Strategy will be reviewed annually and aligned with agreed Corporate Plan Actions and Key Performance Indicators.

# Contact Details

Alternative formats are available on request:  
audio, large print and Braille

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01476 40 60 80

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📞 [www.southkesteven.gov.uk](http://www.southkesteven.gov.uk)

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## Cabinet

Date 22 September 2022

Report of Councillor Kelham Cooke  
The Leader of the Council

## Key and Non-Key Decisions taken under delegated powers

### Report Author

Lucy Bonshor, Democratic Officer



[l.bonshor@southkesteven.gov.uk](mailto:l.bonshor@southkesteven.gov.uk)

### Purpose of Report

This report provides an overview of decisions taken by individual Cabinet Members since the last meeting of the Cabinet on 12 July 2022.

### Recommendations

#### That Cabinet:

1. Notes the content of this report.

#### Decision Information

Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	High performing Council
Which wards are impacted?	All

- 1.1 Since the Cabinet last met on 12 July 2022, the following Key and Non-Key decisions have been taken under delegated authority:
- 1.1.1 **Consultation on the draft Gambling Statement of Principles**
- Non-Key decision taken by the Cabinet Member Governance and Licensing on 18 July 2022.
- Date decision effective: 27 July 2022
- The Decision Notice is attached at Appendix 1. The accompanying report can be viewed online at:
- <http://moderngov.southkesteven.gov.uk/ieDecisionDetails.aspx?ID=1205>
- 1.1.2 **South Kesteven Annual Position Statement**
- Non-Key decision taken by the Cabinet Member for Planning and Planning Policy on 21 July 2022.
- Date decision effective: 29 July 2022
- The Decision Notice is attached at Appendix 2 and the accompanying report and associated appendices can be viewed online at:
- <http://moderngov.southkesteven.gov.uk/ieDecisionDetails.aspx?ID=1206>
- 1.1.3 **Food & Health and Safety Enforcement Workplan 2022/23**
- Non-Key decision taken by the Cabinet Member for People and Safer Communities on 8 August 2022.
- Date decision effective: 17 August 2022
- The Decision Notice is attached at Appendix 3 and the accompanying report and appendix can be viewed online at:
- <http://moderngov.southkesteven.gov.uk/ieDecisionDetails.aspx?ID=1208>
- 1.2 Any decision made after the publication of the agenda will be reported at the next meeting of the Cabinet.

## CABINET MEMBER DECISION



SOUTH  
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### Decision:

**That approval is granted to the commencement of a four-week consultation on the Council's draft Gambling Statement of Principles.**

#### (1) Details of Decision

To seek approval to commence public consultation on the Council's draft "Gambling Statement of Principles" as part of the required statutory review.

#### (2) Considerations/Evidence

Licensing Authorities licence gambling premises and issue a range of permits to authorise other gambling facilities in the area.

The Gambling Act 2005 (the "Act") requires Authorities on or before each successive period of three years, to prepare a Statement of Principles (the "Statement") that they propose to apply in the exercise of their functions under the Act and to publish that Statement. The last Statement was published in January 2020. The Licensing Authority is required to consult on any proposed changes.

In formulating the Statement, the Authority must have regard to the statutory guidance issued by the Gambling Commission. Once adopted, the Statement is the guiding principle for Members and Officers when applying the Act.

The Statement sets out the general approach the Council will take when carrying out its regulatory role under the Act and promoting the three licensing objectives:

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way;
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

The current Statement has been reviewed to ensure it reflects the current local profile. There are no proposed changes to the intent or direction of the Statement.

**(3) Reasons for Decision:**

To ensure that Section 349 of the Act regarding the review of the existing Statement and the supporting Statutory Instrument regarding how the review is undertaken is complied with.

**Conflicts of Interest**

**(Any conflict of interest declared by any other Cabinet Member consulted in relation to the decision to be recorded).**

NONE

**Dispensations**

**(Any dispensation granted by the Monitoring Officer in respect of any declared conflict of interest to be noted).**

NONE

**Decision taken by:**

Name: Councillor Linda Wootten  
Cabinet Member for Corporate Governance and Licensing

**Date of Decision:** 18 July 2022

**Date of Publication of Record of Decision:** 19 July 2022

**Date decision effective (i.e. 5 days after the date of publication of record of decision unless subject to call-in by the Chairman of an Overview and Scrutiny Committee or any 5 members of the Council from any political groups):**

27 July 2022

## CABINET MEMBER DECISION



SOUTH  
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COUNCIL

### Decision:

**That the Annual Position Statement and accompanying Engagement Statement is approved and that authorisation is granted to the Assistant Director of Planning to submit Statements to the Planning Inspectorate by the deadline of 31 July 2022.**

#### (1) Details of Decision

To seek approval for the submission of the Annual Position Statement to the Planning Inspectorate with the purpose of fixing the district's 5 year housing land supply.

#### (2) Considerations/Evidence

A key priority of the Corporate Plan is 'Housing that Meets the Needs of all Residents'. The Annual Position Statement seeks to demonstrate that the Council has a 5 year supply of deliverable development land to meet the district's objectively assessed housing need.

National Planning Policy Guidance on Housing Supply and Delivery, produced by the Ministry of Communities, Homes and Local Government in 2019, enables Councils that have successfully fixed its 5 year housing land supply through the Annual Position Statement, to seek to renew the supply the following year through submission of an Annual Position Statement (APS) to the Planning Inspectorate.

South Kesteven District Council has successfully submitted Annual Position Statements in 2020 and 2021. In 2020, the Council submitted an Annual Position Statement to the Planning Inspectorate which included a housing land supply of 5.50 years. The examining Inspector reduced the supply and confirmed a deliverable housing land supply of 5.26 years. In 2021, the Council submitted an Annual Position Statement which included a housing land supply of 5.92. The examining Inspector reduced the supply and confirmed a deliverable housing land supply of 5.22 years.

The 2022 Annual Position Statement and accompanying Engagement Statement has been prepared and published for consultation with landowners, developers and stakeholders. The APS must be submitted to the Planning Inspectorate by 31 July 2022. As was seen in 2021 and 2022, following submission to the Planning Inspectorate, the Council's housing land

supply is subject to change.

Two rounds of consultation have been undertaken whilst preparing the APS. The first sought deliverability information from the development industry and achieved a response rate of 56%. The second round of consultation on the draft APS included the development industry and stakeholders. The APS consultation was also published on a dedicated [APS webpage](#) on the Council's website, enabling any interested party to respond, including the public. The Council received 9 responses.

The South Kesteven Annual Position Statement demonstrates a **5 year housing land supply of 6.1 years**.

In consultation with the development industry, the potential impacts of Covid-19 have been considered.

**(3) Reasons for Decision:**

Submission of the APS to PINS (option A) is the recommended approach because:

- The Council is confident that a 5 year housing land supply has been demonstrated;
- The Government's Planning Advisory Service has provided support and feedback on the methodology which has been considered whilst preparing the APS.
- If approved by PINS, South Kesteven's 5 year housing land supply will be fixed for 1 year;
- If the APS is simply published on the Council's website (option B) but not submitted to PINS and approved, there is a risk that developers will challenge the Council's supply position more frequently in relation to speculative developments. This may prove costly.
- If the 2022 APS is approved by PINS, the Council will be eligible to submit an APS in 2023, and fix its 5 year housing land supply for another year. If an APS is not submitted this year, the Council will not be eligible to submit APSs or fix its 5 year housing land supply in subsequent years.

**Conflicts of Interest**

**(Any conflict of interest declared by any other Cabinet Member consulted in relation to the decision to be recorded).**

None

**Dispensations**

(Any dispensation granted by the Monitoring Officer in respect of any declared conflict of interest to be noted).

None

**Decision taken by:**

Name: Councillor Nick Robins  
Cabinet Member for Planning & Planning Policy

**Date of Decision:** 21 July 2022

**Date of Publication of Record of Decision:** 21 July 2022

**Date decision effective** (i.e. 5 days after the date of publication of record of decision unless subject to call-in by the Chairman of an Overview and Scrutiny Committee or any 5 members of the Council from any political groups):

29 July 2022

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## CABINET MEMBER DECISION



SOUTH  
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COUNCIL

### Decision:

**That the progress made on the food and health and safety related enforcement during 2021/22 and the ongoing recovery of service delivery following the Covid-19 pandemic is noted.**

**That the Work Plan for Food and Health and Safety Enforcement for 2022/23 is approved.**

#### (1) Details of Decision

To note the progress made on food and health and safety related enforcement during 2021/22 and the ongoing recovery of the service delivery following the Covid-19 pandemic and to seek approval for the Work Plan for Food and Health and Safety Enforcement for 2022/23.

#### (2) Considerations/Evidence

The Food Standards Agency (FSA) requires each Local Authority to produce an annual Food Work Plan in accordance with the guidelines set out in the Agency's Framework Agreement on Local Authority Food Law Enforcement. This document dictates the structure and content of the workplan.

The FSA use the information contained in the plan to assess the Council's delivery of the service and compare performance against other authorities. The FSA has powers to take over the management of the food service from local authorities who fail to meet performance standards.

The workplan is predominantly produced to satisfy the requirements of the FSA, but also demonstrates how the Council will comply with the Health and Safety Executive (HSE) National Local Authority Enforcement Code and incorporates work undertaken on other associated activities, including infectious disease control and the regulation of private water supplies.

On 26 May 2021, the FSA Board approved its Covid-19 Local Authority Recovery Plan which highlighted the pressures that the pandemic placed on Local Authority food teams, as well as the impacts of changes in the hospitality sector and wider food industry. The Council continues to meet the delivery plan milestones set out by the FSA. This recovery phase runs through to 2023/24.

**(3) Reasons for Decision:**

The Council has a duty to produce a work plan for food and health and safety enforcement under the FSA Framework Agreement and HSE National Local Authority Enforcement Code.

**Conflicts of Interest**

**(Any conflict of interest declared by any other Cabinet Member consulted in relation to the decision to be recorded).**

None

**Dispensations**

**(Any dispensation granted by the Monitoring Officer in respect of any declared conflict of interest to be noted).**

None

**Decision taken by:**

Name: Councillor Annie Mason  
Cabinet Member for People & Safer Communities

**Date of Decision:** 08 August 2022

**Date of Publication of Record of Decision:** 09 August 2022

**Date decision effective (i.e. 5 days after the date of publication of record of decision unless subject to call-in by the Chairman of an Overview and Scrutiny Committee or any 5 members of the Council from any political groups):**

17 August 2022



**SOUTH  
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## Cabinet

Date 22 September 2022

Report of Councillor Kelham Cooke  
The Leader of the Council

## Cabinet Forward Plan for the period 2 September 2022 to 1 September 2023

### Report Author

Lucy Bonshor, Democratic Officer



[l.bonshor@southkesteven.gov.uk](mailto:l.bonshor@southkesteven.gov.uk)

### Purpose of Report

This report highlights matters on the Cabinet's Forward Plan.

### Recommendations

#### That Cabinet:

1. Notes the content of this report.

### Decision Information

Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	High performing Council
Which wards are impacted?	All

## **1. Cabinet's Forward Plan**

- 1.1** The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 set out the minimum requirements for publicity in connection with Key Decisions. The Council meets these legislative requirements through the monthly publication of its Forward Plan.
- 1.2** Cabinet may also receive reports on which it is asked to make recommendations to Council or review the contents and take necessary action. These items are also listed on the Forward Plan.
- 1.3** To help Cabinet understand what issues will be put before it in the longer-term, items for consideration during the preceding year have been included in the Cabinet's Forward Plan. The Forward Plan also includes details of items scheduled for each of the Council meetings due to be held within the plan period.

## **2.0 Appendices**

- 2.1** Appendix 1 – Cabinet's Forward Plan



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## **CABINET FORWARD PLAN**

### **Notice of decisions to be made by Cabinet**

### **22 September 2022 to 21 September 2023**

At its meetings, the Cabinet may make Key Decisions and Non-Key Decisions. It may also make recommendations to Council on matters relating to the Council's budget or its policy framework.

A Key Decision is a Cabinet decision that is likely:

1. To result in the District Council incurring expenditure which is, or the making of savings which are, significant having regard to the District Council's budget for the service or function to which the decision relates (for these purposes, South Kesteven District Council has agreed £200,000 as the threshold at which a decision will be considered significant); or
2. To be significant in terms of its effects on communities that live or work in an area comprising two or more wards.

A Non-Key Decision is one that is not a Key Decision.

### **The Forward Plan**

The Cabinet Forward Plan is a rolling, 12-month plan that will be updated on a regular basis. It includes those matters that are scheduled to be considered by Cabinet during the plan period. This plan also includes details of those decisions that are due to be made by the full Council.

Notice of future Cabinet decisions and recommendations to Council

Summary	Date	Action	Contact
<b>Corporate Asset Management Strategy - Key Decision</b>			
To consider a draft strategy defining the Council's approach of the management of corporate property assets.	22 Sep 2022	To approve the strategy.	Cabinet Member for Housing & Property (Councillor Robert Reid)  Director of Housing and Property <b>E-mail:</b> andrew.cotton@southkesteven.gov.uk
<b>Asset Transfer to Stamford Town Council - Key Decision</b>			
Transfer of asset.	22 Sep 2022	To approve the asset transfer.	Cabinet Member for Housing & Property (Councillor Robert Reid)  Chief Finance Officer, Section 151 Officer <b>E-mail:</b> r.wyles@southkesteven.gov.uk
<b>Use of the ESPO Liquid Fuel Framework for the Procurement of Diesel Fuel - Key Decision</b>			
To obtain agreement to use the ESPO Liquid Fuel Framework to enter into a new supplier contract for the supply of diesel fuel.	22 Sep 2022	To approve the use of the ESPO Liquid Fuel Framework.	Cabinet Member for Waste Services and Climate Change (Councillor Mark Whittington)  Assistant Director for Operations and Public Protection <b>E-mail:</b> a.coulthard@southkesteven.gov.uk
<b>Essential works relating to New Council Offices, St Catherine's Road, Grantham - Key Decision</b>			
To seek approval for placing a contract for the fitting out works.	22 Sep 2022	To approve contract.	Cabinet Member for Housing & Property (Councillor Robert Reid)  Senior Assets Officer <b>E-mail:</b> gyles.teasdale@southkesteven.gov.uk

Summary	Date	Action	Contact
<b>The Hackney Carriage and Private Hire Licensing Policy (vehicle age at first licence) - Key Decision</b>			
To consider the vehicle age at first licence criteria in the Hackney Carriage and Private Hire Licensing Policy.	18 Oct 2022	That following the 12 July meeting of Cabinet the position be reviewed in three months, with a view to adopting the Government's best practice.	Cabinet Member for Corporate Governance and Licensing (Councillor Linda Wootten)  Assistant Director for Operations and Public Protection <b>E-mail:</b> a.coulthard@southkesteven.gov.uk
<b>Future High Streets Fund – South Kesteven District Council Contribution - Key Decision</b>			
To agree revisions to the budget provisions of the Council's contribution to the Future High Streets Fund.  To seek approval to delegate decisions on future changes to this budget to the Programme Board.	18 Oct 2022	To agree revisions to the budget provisions of the Council's contribution to the Future High Streets Fund.  To delegate decisions on future changes to this budget to the Programme Board.	Leader of the Council, Cabinet Member for Economic Development and Growth (Councillor Kelham Cooke)  Future High Streets Fund Programme Manager <b>E-mail:</b> alex.ward@southkesteven.gov.uk
<b>Future High Streets Fund – Upper Floor Grants - Key Decision</b>			
To seek approval to delegate decisions on individual grant awards of £200,000 or less to the Programme Board.	18 Oct 2022	To delegate decisions on individual grant awards of £200,000 or less to the Programme Board.	Leader of the Council, Cabinet Member for Economic Development and Growth (Councillor Kelham Cooke)  Future High Streets Fund Programme Manager <b>E-mail:</b> alex.ward@southkesteven.gov.uk
<b>Remediation works for St Martins Park, Stamford - Key Decision</b>			
To seek budget approval for the remediation works at St Martins Park, Stamford.	18 Oct 2022  Council 24 Nov 2022	To seek budget approval for the works.	Leader of the Council, Cabinet Member for Economic Development and Growth (Councillor Kelham Cooke)  Organisation Development Manager <b>E-mail:</b> Debbie.Roberts@southkesteven.gov.uk

Summary	Date	Action	Contact
<b>Housing Aids and Adaptations Policy - Key Decision</b>			
To enable the Housing Directorate to adopt and implement a robust framework around aids and adaptations to support best use of the council's housing stock.	18 Oct 2022	To adopt the policy.	Cabinet Member for Housing & Property (Councillor Robert Reid)  Director of Housing and Property <b>E-mail:</b> andrew.cotton@southkesteven.gov.uk
<b>A3 Units within the Cinema Building - Key Decision</b>			
To seek approval of scheme.	18 Oct 2022	To approve scheme.	Cabinet Member for Housing & Property (Councillor Robert Reid)  Organisation Development Manager <b>E-mail:</b> Debbie.Roberts@southkesteven.gov.uk
<b>Housing Services Domestic Abuse Policy - Key Decision</b>			
To adopt a robust policy around domestic abuse in relation to our social landlord responsibilities, ensuring that risk management is in place.	8 Nov 2022	To seek approval to adopt the policy.	Cabinet Member for Housing & Property (Councillor Robert Reid)  Director of Housing and Property <b>E-mail:</b> andrew.cotton@southkesteven.gov.uk
<b>Housing Compensation and Recharge Policies - Key Decision</b>			
The purpose of the report is to seek approval for the adoption of a compensation policy to be used across Housing Technical Services and Housing Services.	8 Nov 2022	To approve the Policy.	Cabinet Member for Housing & Property (Councillor Robert Reid)  Director of Housing and Property <b>E-mail:</b> andrew.cotton@southkesteven.gov.uk



Summary	Date	Action	Contact
<b>Statement of Licensing Principles 2023-2026 - Key Decision</b>			
The Council is required to review its Statement of Licensing Principles every 3 years. The policy is included in the Council's Policy Framework and is required to be statutorily adopted by the Council.	8 Nov 2022  Council 24 Nov 2022	To recommend to Council that the Statement of Licensing Principles 2023-2026 is adopted with or without amendments.	Cabinet Member for Corporate Governance and Licensing (Councillor Linda Wootten)  Assistant Director for Operations and Public Protection <b>E-mail:</b> a.coulthard@southkesteven.gov.uk
<b>Heating Maintenance Contract Award - Key Decision</b>			
To seek approval to award a contract for the servicing, repair and maintenance of heating systems within the Council's assets, including its social housing stock.	8 Nov 2022	To approve the award of a contract for the servicing, repair and maintenance of heating systems within the Council's assets, including its social housing stock.	Cabinet Member for Housing & Property (Councillor Robert Reid)  Assistant Director of Housing <b>E-mail:</b> craig.spence@southkesteven.gov.uk
<b>Mobility Scooter Policy - Key Decision</b>			
To consider a policy for the use and storage of Mobility Scooters in the Council's housing stock.	13 Dec 2022	To approve a policy for the use and storage of Mobility Scooters in the Council's housing stock.	Cabinet Member for Housing & Property (Councillor Robert Reid)  Director of Housing and Property <b>E-mail:</b> andrew.cotton@southkesteven.gov.uk
<b>HRA Business Plan and Asset Management Strategy 2021-2026 - Key Decision</b>			
To consider the strategy	13 Dec 2022	To adopt a Housing Asset management Strategy	Cabinet Member for Housing & Property (Councillor Robert Reid)  Director of Housing and Property <b>E-mail:</b> andrew.cotton@southkesteven.gov.uk

Summary	Date	Action	Contact
<b>Local Council Tax Support Scheme - Budget</b>			
To consider the Council's Local Council Tax Support Scheme for the 2023/24 financial year.	13 Dec 2022	To recommend to Council the Local Council Tax Support Scheme for 2023/24.	The Deputy Leader of the Council, Cabinet Member for Finance and Leisure (Councillor Adam Stokes)  Chief Finance Officer, Section 151 Officer <b>E-mail:</b> r.wyles@southkesteven.gov.uk
<b>Council Tax Base 2023/24 - Budget</b>			
To determine the Council Tax Base to form the basis of the 2023/24 budget proposals to be recommended to Council.	13 Dec 2022	To agree the Council Tax Base 2023/24.	The Deputy Leader of the Council, Cabinet Member for Finance and Leisure (Councillor Adam Stokes)  Chief Finance Officer, Section 151 Officer <b>E-mail:</b> r.wyles@southkesteven.gov.uk
<b>Proposed Development brief for Land at Stamford North - SPD</b>			
To consider the proposed development brief for land at Stamford North prior to consultation.	10 Jan 2023	To approve the draft Supplementary Planning Document in respect of land at Stamford North for consultation.	Cabinet Member for Planning & Planning Policy (Councillor Nick Robins)  Director of Growth and Culture <b>E-mail:</b> Nicola.mccoy-brown@southkesteven.gov.uk
<b>Draft Budget Proposals 2023/24 - Budget</b>			
To consider the draft budget proposals for 2023/24.	10 Jan 2023	To agree draft budget proposals for 2023/24 for consultation.	The Deputy Leader of the Council, Cabinet Member for Finance and Leisure (Councillor Adam Stokes)  Chief Finance Officer, Section 151 Officer <b>E-mail:</b> r.wyles@southkesteven.gov.uk

Summary	Date	Action	Contact
<b>Budget Proposals for 2023/24 - Budget</b>			
To consider the proposed budget for 2023/24.	7 Feb 2023  Council 1 Mar 2023	To make recommendation to Council on the budget proposals for 2023/24.	The Deputy Leader of the Council, Cabinet Member for Finance and Leisure (Councillor Adam Stokes)  Chief Finance Officer, Section 151 Officer <b>E-mail:</b> r.wyles@southkesteven.gov.uk

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