

FINANCE AND MANAGEMENT COMMITTEE

23rd March 2006

**PRESENT:-**

**Labour Group**

Councillor Wilkins (Chair), Councillor Pabla (Vice-Chair) and Councillors Bell, Carroll, Dunn (substitute for Councillor Southerd), Southern, Richards (substitute for Councillor Taylor) and Whyman, M.B.E.

**Conservative Group**

Councillors Harrison, Lemmon, Mrs. Littlejohn (substitute for Councillor Mrs. Renwick) and Mrs. Wheeler.

**In Attendance**

Councillor Lane (Labour Group).

**APOLOGIES**

Apologies for absence from the Meeting were received from Councillors Southerd and Taylor (Labour Group) and Councillor Mrs. Renwick (Conservative Group).

FM/124. **MINUTES**

The Open Minutes of the Meeting held on 21st February 2006 and the Special Meetings held on 17th January, 30th January and 23rd February 2006 were taken as read, approved as true records and signed by the Chair.

FM/125. **DECLARATIONS OF INTEREST**

Councillor Whyman declared a personal and prejudicial interest in agenda item 9, Nottingham East Midlands Draft Master Plan Consultation, as he was the Independent Chair of the Airport Committee and confirmed that he would leave the Meeting during consideration of that item.

Councillor Wilkins declared a personal interest in agenda item 9, Nottingham East Midlands Airport Draft Master Plan Consultation.

Councillors Harrison and Richards declared a personal interest in agenda item 10, Concessionary Travel – Goldcard Scheme – Changes from 1st April 2006.

**MATTERS DELEGATED TO COMMITTEE****FM/126. MEMBERS' QUESTIONS AND REPORTS – STRATEGIC PLANNING PROJECT**

The Committee considered a report setting out a response to the recommendations made by the Corporate Scrutiny Committee in its review of the Council's Strategic Planning Process. Members were advised that Annexe 'B' of the report set out the Corporate Scrutiny Committee's Strategic Planning Review report and its recommendations were as follows:-

1. That the Finance and Management Committee accepts this report.
2. That the Council adopts the proposed planning process within this municipal year.
3. An exercise in visioning and priority setting is carried out in order to identify a long term vision that clearly represents the aspirations of the residents of South Derbyshire.
4. This process becomes an integral part of our corporate planning.
5. Ensure that arrangements are in place across the Council which support policy research and will ensure it is co-ordinated effectively (especially on cross cutting issues).
6. The Council must do what it has already undertaken to do in its Consultation Strategy and latest Corporate Plan. Practice outlined in the Strategy must be carried out and developed in order to meet the demands of modern day living.
7. The capacity of the Council to deliver a planned and co-ordinated consultation programme must be considered with the development of the Consultation Strategy.
8. Arrangements should be made to provide political groups with officer support to assist their own policy development.
9. The Council's current response to the CPA Inspectors' report should be developed to address the aspect of Member engagement and wider stakeholder involvement within the Corporate planning process.
10. That the presentation and report on the F & M Committee's agreed outcomes from this report is delivered to key stakeholders, including:
  - All Council Staff
  - Parish Council leaders
  - Area Meetings
  - The Local Strategic Partnership
  - Residents

Members were advised that the recommended draft responses to the Corporate Scrutiny Strategic Planning Review were set out in Annexe 'A'. The responses were as follows:-

**Strategic Planning Review Recommendation 1:**

*That the Finance and Management Committee accepts this report.*

**Finance and Management Committee Response**

This paper sets out the Finance and Management Committee's response to the specific recommendations contained in Strategic Planning Review Report.

**Strategic Planning Review Recommendation 2:**

*That the Council adopts the proposed planning process within this municipal year.*

**Finance and Management Committee Response**

This year, significant changes had been made to the way in which the Corporate Plan is being developed, especially in terms of consultation and engagement with internal and external stakeholders. The process is still ongoing and there is more to be done before the Plan is finalised in June.

In terms of the planning process, the Committee considers that additional stages of consultation (as envisaged in the Review) would be 'too much' and could lead to 'consultation fatigue' amongst stakeholders.

The process of preparing the Plan started much later than the Committee would have liked. This meant that visioning, prioritising and the development of proposals was effectively 'rolled up' into one activity over a relatively short period of time, in order to meet budget deadlines.

The Committee recognises that next year, the process of plan preparation needs to commence earlier in the municipal year and the Committee will be working with the Corporate Management Team to agree a realistic timetable and to refine and improve the process further.

The Committee has also agreed to include the development and monitoring of the Corporate Plan within the new 'Achieving More' performance management framework.

**Strategic Planning Review Recommendation 3:**

*An exercise in visioning and priority setting is carried out in order to identify a long-term vision that clearly represents the aspirations of the residents of South Derbyshire.*

**Finance and Management Committee Response**

The new Corporate Plan has changed significantly from previous versions. It contained a new Vision for South Derbyshire, a more concise statement of the Values that would guide actions across the Council and the grouping of proposals under six 'cross cutting' themes.

These changes were prompted by the publication of the first Community Strategy for South Derbyshire, together with the Council's clear commitment to put local people at the centre of service delivery.

The Community Strategy is particularly important in relation to this recommendation because it was developed by the broadly based Local Strategic Partnership; it covers all aspects of life in the district; and it was agreed following extensive consultation with local people and groups about local needs and priorities.

The Committee is particularly pleased that the new Corporate Plan embodies the political ambitions of the Council.

The new Corporate Plan has also been the subject of consultation with local people and other stakeholders. This has led to changes to the Themes and Action Areas and use of consultation feedback to develop a long list of proposals for further community comment and evaluation. This year, for the first time, bids for new capital and revenue spending have received additional weighting in the assessment criteria for priorities determined through the corporate planning process.

In summary, the Committee considers that the arrangements outlined above are appropriate and meet the requirements of this recommendation. However, it will continue keep these arrangements under review (in the light of experience and best practice).

#### **Strategic Planning Review Recommendation 4:**

*This process becomes an integral part of our corporate planning.*

#### **Finance and Management Committee Response**

This is agreed in principle – see also previous comments on recommendations 2 and 3.

#### **Strategic Planning Review Recommendation 5:**

*Ensure that arrangements are in place across the Council, which support policy research and will ensure it is co-ordinated effectively (especially on cross cutting issues).*

#### **Finance and Management Committee Response**

The Committee recognises the important role played by good quality research in supporting and directing the work of a modern, forward thinking Council.

Responsibility for research is devolved across the Council – this is considered to be a strength, as it allows departments to focus on priority areas and gain in depth experience of specific topics; and is also appropriate for the size of the organisation.

This research (and the associated findings/policy implications) is co-ordinated through a number of mechanisms, including Corporate Management Team, Corporate Improvement Groups and Departmental Management Teams.

Findings are disseminated (to Members and officers) in a number of ways including reports to policy committees, Members' Bulletins, Team Briefs and the intranet.

The new Corporate Plan (which is based on six cross cutting themes) is already promoting cross service working in such areas as social inclusion and environmental management and this will act as a driver for more research on cross cutting issues.

The Finance and Management Committee considers that the present arrangements are 'fit for purpose' and meet the needs of the business.

#### **Strategic Planning Review Recommendation 6:**

*The Council must do what it has already undertaken to do in its Consultation Strategy and latest Corporate Plan. Practice outlined in the strategy must be carried out in order to meet the demands of modern day living.*

#### **Finance and Management Committee Response**

The Council's current Consultation Strategy was produced in 2000.

Since then, there have been many developments in this area of work – Area Meetings have grown in stature; new methods of consultation have been established, such as the Citizens' Panel and TACT, and more recently, the Council newsletter; the Council has gained experience in the use of a range of tools and techniques by working with partners on for example, the Crime and Disorder Strategy and the Community Strategy; joint working with other Derbyshire Councils and agencies like the Police and Health has become firmly established; more use is now being made of ICT (e.g. web site and e-forms) to support consultation; and there have been important legislative changes – in particular, the requirement to produce a Statement of Community Involvement as part of the Local Development Scheme.

Government has also indicated in various policy documents that effective participation and engagement underpins the delivery of sustainable communities and that it has a role in driving up service standards.

The Council has already recognised that more needs to be done in this area and has committed in the current Corporate Plan and the CPA Improvement Plan to review the existing Consultation Strategy and develop an annual programme of communication and consultation. These actions are the responsibility of the Finance and Management Committee.

#### **Strategic Planning Review Recommendation 7:**

*The capacity of the Council to deliver a planned and coordinated consultation programme must be considered with the development of the Consultation Strategy.*

#### **Finance and Management Committee Response**

Capacity issues will be addressed as part of the development of the Strategy.

Service Development Bids were made in the 2006 budget round towards the cost of a post within South Derbyshire CVS to undertake consultation with hard to reach groups (on behalf of the Local Strategic Partnership) and for a Corporate Consultation Officer (within the Policy and Economic Regeneration Division) to support the development and delivery of the Council's Consultation Strategy.

Whilst the CVS bid has been successful, a final decision on the Council post has still to be made.

The Committee has also asked officers to look at other ways of maximising the use of existing resources and/or 'drawing in' additional resources for this important area of work.

**Strategic Planning Review Recommendation 8:**

*Arrangements should be made to provide political groups with officer support to assist their own policy development.*

**Finance and Management Committee Response**

At the present time, the Council is not planning to bring forward proposals for Political Assistants.

**Strategic Planning Review Recommendation 9:**

*The Council's current response to the CPA Inspectors' report should be developed to address the aspect of Member engagement and wider stakeholder involvement within the Corporate planning process.*

**Finance and Management Committee Response**

Additional measures have been taken to engage Members and other stakeholders in the development of the new Corporate Plan. This represents a significant improvement compared to previous years.

At the start of the process, INLOGOV (University of Birmingham) was commissioned to facilitate engagement by the Majority Group and to determine a way forward.

This engagement was then extended to all Members, employees, LSP partners, Parish Councils, local people and other stakeholders through a number of different mechanisms including workshops. Feedback has been used to determine priorities and action areas in the new plan.

Whilst the Committee considers that Members and other stakeholders have had a significant opportunity to shape the new Corporate Plan, it will be carrying out an evaluation of the process later in the year, when the Plan has been finalised.

On a more general level, the Committee welcomes the establishment of regular meetings between the Corporate Management Team and leading Members to discuss the future direction of the Council.

**Strategic Planning Review Recommendation 10:**

*That a presentation and report on the Finance and Management Committee's agreed outcomes from this report is delivered to key stakeholders. To include:*

- *All Council, staff*
- *Parish Council Leaders*
- *Area Meetings*
- *The Local Strategic Partnership*
- *Residents*

**Finance and Management Committee Response**

In most respects, this recommendation has been overtaken by events – the Council now has a new Corporate Plan (which was nearing completion) and this will be the focus of the Committee's communication with internal and external stakeholders.

Key to this approach will be the production of the final version of the Plan produced in an attractive and easy to read format by public relations and graphic design specialists, along similar lines to the Community Strategy.

**OTHER COMMENTS (FINANCE AND MANAGEMENT COMMITTEE)**

The Committee would like to be formally consulted on the scope and terms of reference on any future reviews that affect its area of responsibility. This will help to clarify the process at the outset and facilitate the development of shared outcomes.

The Committee would welcome the opportunity of commenting on the scrutiny committee annual work programme. This will ensure that the scrutiny and policy functions work synergistically in support of Council aims and priorities.

**RESOLVED:-**

***That the Committee agrees the comments set out in Annexe 'A' of the report as the basis of its response to the recommendations made in the Corporate Scrutiny's Strategic Planning Review.***

FM/127.**PEOPLE STRATEGY**

The Committee considered a report which provided details on a People Strategy for the Council setting out a framework for meeting the employment-related issues arising from the emerging Corporate Plan.

The Committee was advised that people management skills were an essential element in the Council's work and should be linked to its strategic objectives. The implementation of the People Strategy would provide a framework to achieve the Council's objectives and support and enhance the strategic planning and management of the Council. Members were advised that as a key action outlining the Council's Improvement Plan, the People Strategy would impact on every part of the organisation and demonstrate a clear commitment of the value placed on its workforce.

The Committee was advised that the proposed People Strategy would have to take into account the key employment issues arising out of the Council's Corporate Plan and also consider other influences that affect Local Government and the community of South Derbyshire.

Members were advised that in order to reflect the approach taken in other strategic documents such as the Local Community Plan and the Corporate Plan, broad themes had been identified which focussed on people management issues and which were supported by a limited number of priority actions. The themes identified were:

- **How we manage change**  
What the Council intends to do and how employees will be involved.
- **How we promote diversity**  
Promoting equality of opportunity for all within employment.
- **How we employ people**  
Looks at terms and conditions of employment.
- **How we develop people**  
Considers the options to provide learning and development opportunities.
- **How we communicate**  
Informal and formal means to encourage discussion and feedback.

The report advised that consultation had been undertaken on the development of the People Strategy, involving the Council's Corporate Management Team, Heads of Service, all Trade Unions, Officers in the Human Resources Division and employees. Comments had been requested from the national Employers Organisation, a Human Resources Consultant and a Human Resources professional from another Council.

Members were informed that the People Strategy provided a framework for all employees to make a contribution towards its objectives and that an information sheet would be circulated to each Council employee setting out the purpose of the People Strategy where further information could be obtained on the action plan. The report advised that the above strategy would be reviewed on an annual basis to respond to changes in Council priorities, individual service needs and significant developments in employment matters. All changes would be communicated to staff and elected Members. The report advised that there were no direct financial implications arising from the implementation of the People Strategy and the specific projects within the action plan would be funded from existing budgets. Any further budget requirements would be submitted through a funding bid in accordance with the Council's existing procedures.

**RESOLVED:-**

***That the Committee:-***

- (1) Approves the People Strategy and supporting plan, subject to it being agreed that the Strategy includes reference to "positive about disabled people" at appropriate points.***

- (2) *Receives reports on an annual basis on the contribution made by the People Strategy towards the achievement of the Corporate Plan.***

**FM/128. ORGANISATIONAL CHANGE**

The Committee considered a report which set out proposals for the adoption of the formal procedure for undertaking organisational change which would then become an integral part of the Authority's People Strategy. The report advised that the Council needed to be responsive to an ever-changing environment.

Members were advised that it was important that organisational change was approached in a consistent manner throughout the Authority to realise the benefits set out in the report and to minimise the risk of failure or employment relations problems. It was confirmed that the framework set out in Annexe 'A' of the report would assist in the future management of organisational change. The step by step approach set out in the guidance would help to:-

- Reduce the fear of change.
- Promote a consistent, fair and transparent approach to managing change effectively.
- Assist managers to plan each stage of the process including the provision of support and other resources.
- Make best use of the Council procedures to ensure that capacity is built within the workforce to meet current and planned service needs.
- Raise awareness of relevant employment legislation.
- Promote the benefits of a partnership approach with Trades Unions and employees.
- Promote the role of trade union representatives in the change process.

**RESOLVED:-**

***That the Committee approves Annexe 'A' of the report for adoption by the Council, subject to the following amendments:-***

- (1) *Paragraph 3.1 - the addition of another bullet point, to read as follows: "have regard to the impact on set budgets".***
- (2) *Paragraph 3.7 - the addition of another bullet point, to read as follows: "That close attention be paid to all relevant discrimination legislation".***
- (3) *Paragraph 3.7 - that the final sentence of this paragraph be amended to read as follows: "The position of employees on temporary contracts must also be considered (Managers must ask Human Resources for advice).***

**FM/129. NOTTINGHAM EAST MIDLANDS AIRPORT DRAFT MASTER PLAN CONSULTATION**

Members considered a report on the publication of the Nottingham East Midlands Airport Draft Master Plan for public consultation which asked the

Committee if it wished to establish a Working Panel to consider the Draft Master Plan with a view to preparing a report and recommendations to be presented to the next Meeting of the Committee.

In December 2003, the Government published its policy for UK airports in a White Paper entitled “The Future of Air Transport”. Operators of large airports were expected to draw up a master plan explaining how they would implement the Government’s policy. Members were advised that the Draft Master Plan set out a wide range of issues relating to the operation and development of the airport including future growth in passenger numbers, freight volumes, physical development requirements, surface access provision and environmental impact and mitigation measures. The Draft Master Plan would explain in detail the Airport’s proposals for the period up to 2016 and looked more generally for the period from 2016 to 2030.

The Committee was advised that the Draft Master Plan may have implications for the following key aims of the Council’s Corporate Plan:-

- Safeguard and enhance a sustainable environment.
- Develop a vibrant and sustainable economy.

The Committee noted that the Draft Master Plan document along with two summary versions had been placed in the Members’ Room and the document could be viewed at the Airport’s website. A travelling exhibition had also been organised at the Greenbank Leisure Centre in Swadlincote on 23rd March between 3.00 p.m. and 7.00 p.m.

**RESOLVED:-**

- (1) That the Committee establishes a politically balanced Working Panel to consider the Nottingham East Midlands Airport Draft Master Plan comprising the following five Members:-  
Councillors Carroll, Lane and Taylor (Labour Group), Councillor Harrison (Conservative Group) and a further Member to be nominated by the Conservative Group.***
- (2) That a meeting of the Working Panel referred to at (1) above be held as soon as possible to enable its recommendations to be reported to the next Meeting of this Committee on 4th May 2006.***

Note: Councillor Whyman left the Meeting at 6.25 p.m. during consideration of this item and returned at 6.35 p.m.

**FM/130. CONCESSIONARY TRAVEL – GOLDCARD SCHEME – CHANGES FROM 1ST APRIL 2006**

Note: Councillor Lane left the Meeting at 6.30 p.m.

The Committee considered a report which detailed amendments to the Derbyshire Concessionary Travel Scheme for Elderly and Disabled People (DCTS) to implement the proposed extension of the statutory government concessionary fare scheme and enhanced travel concessions beyond the statutory minimum.

A summary of the proposed Gold Card Scheme was provided at Annexe 'A' of the report. The Committee was advised there were no proposals to change the current arrangements for trains or to existing Free (disabled people) Gold Card holders. The details at Annexe 'A' were summarised as follows:-

Proposals for the revised Gold Card Scheme for travel discount on buses from 1st April 2006 to 31st March 2007, with the option to extend for a further year, subject to agreement between local authorities and bus operators.

#### Concessionary Details – Existing Half Fare Gold Card

- Where a journey is made from any stop in Derbyshire to any other stop in Derbyshire after 0930 on Mondays to Fridays until the end of timetabled services or at any time on Saturdays, Sundays and Public/Bank Holidays: FREE
- Where a journey is made from any stop in Derbyshire to any other stop in Derbyshire prior to 0930 on Mondays to Fridays: HALF FARE
- Where a journey is made from any stop in Derbyshire to any stop outside Derbyshire within the scheme or vice versa prior to 0930 Monday to Fridays: HALF FARE; after 0930 on Mondays to Fridays until the end of timetabled services or at any other time on Saturdays, Sundays and Public/Bank Holidays: FREE.

#### Concession Details – Existing Free Travel Gold Card

- Where a journey is made from any stop in Derbyshire to any other stop in Derbyshire at any time: FREE
- Where a journey is made from any stop in Derbyshire to any stop outside Derbyshire within the scheme or vice versa at any time: FREE

#### Recording of Fares Foregone

- All journeys must be recorded electronically by a ticket machine capable of storing all data for tickets issued on a computer
- A ticket shall be issued to all passengers making either a free fare or half fare journey.
- Ticket classes shall be included in the ticket machine's stored data so that all tickets issued shall be recorded against the correct type of Gold Card.

#### Payment

- Reimbursement will be based on revenue displacement.
- Data of fares forgone shall be supplied electronically by operators at the end of each calendar month.
- Payment to operators shall be made at monthly intervals at the mid point of the month based on the following:
- For the 2006/2007 financial year (April 2006 – March 2007) add 7.25% to the total of reimbursement and revenue foregone in the 2005 calendar year.
- Operators to retain half fare concessionary revenue collected before 0930 hours Monday to Friday to meet additional costs other than where there may be a requirement to provide an additional vehicle. Such

requirement to provide an additional vehicle to be subject to audit and survey.

- Where network changes result in an operator's mileage increasing or decreasing over the year the reimbursement payment will be adjusted proportionately using this year's Bus Service Operator Grant claim as the base point.

The financial cost of the Goldcard Scheme was estimated to be £5.4 million in the financial year 2005/06, with some £2.1 million to be contributed by Derbyshire County Council. The contribution of South Derbyshire District Council was estimated to be £256,500. The Committee was informed that future inflation increases to the additional grant monies were likely to be in line with the retail price index currently around 3%, whilst transport inflation in the bus industry was traditionally at a higher rate of inflation with last year's inflation at 9.1%. Councillor Harrison queried the inflation figure of 9.1% for the transport industry and it was agreed that this figure would be investigated and Councillor Harrison advised accordingly.

Responding to a request from Councillor Richards, it was confirmed that consultation would be undertaken with Derbyshire County Council about the 9.30 a.m. start time for the scheme.

The Committee was advised that Annexe 'B' of the report detailed the estimated costs of introducing a concessionary Travel Card Scheme in accordance with the proposals set out in Annexe 'A' of the report.

**RESOLVED:-**

***That the Committee:-***

- (1) Notes the contents of the report on the amendments to the Derbyshire Concessionary Travel Scheme – the Goldcard Scheme.***
- (2) Approves the continued participation in the scheme and the amendments to introduce a concessionary travel scheme which complies with and exceeds the statutory requirements for a one year period in accordance with Annexe 'A' of the report.***

**FM/131. LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

***That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.***

**MINUTES**

***The Exempt Minutes of the Meetings held on 24th November 2005, 21st February 2006 and the Special Meeting held on 17th January 2006 were received.***

**MEMBERS' QUESTIONS AND REPORTS – CONDITION OF COUNCIL CHAMBER (Paragraph 1)**

*Councillor Lemmon expressed his concern at the condition of the lighting in the Council Chamber. It was agreed that this matter be investigated and appropriate action taken.*

**INCREASING THE UNIFORMED PRESENCE IN SOUTH DERBYSHIRE (Paragraph 1)**

*The Committee considered a report on proposals to increase the uniformed presence in South Derbyshire and approved the recommendations set out in that report.*

P. J. WILKINS

CHAIR