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Governance

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The Chair and Members of Overview and Performance Scrutiny Forum

Please ask for

Martin Elliott

Direct Line

01246 345236

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01246 345252

28 August 2014

Dear Councillor,

Please attend a meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on WEDNESDAY, 10 SEPTEMBER 2014 at 5.00 pm in Committee Room 1, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1 (Public Information)

1. Declarations of Members' and Officers Interests relating to items on the Agenda
2. Apologies for Absence
3. Executive Member for Governance and Organisational Development - Progress Report on ICT Developments in the Great Place, Great Service Transformation Programme. (Pages 1 - 4)

5:05 – 5:25 pm

4. Executive Member for Governance and Organisational Development - Report on the Annual Review of Overview and Scrutiny Arrangements (Pages 5 - 38)

5:25 – 5:45 pm

Chief Executive
Huw Bowen



5. Executive Member for Housing - Report on the Review of Tenant Involvement (Pages 39 - 54)
5:45 – 6:05 pm
6. Leader and Executive Member for Regeneration - Report on Budget Monitoring for 2014/2015 and Updated Medium Term Financial Plan (Pages 55 - 70)
6:05 – 6:25 pm
7. Revised Scrutiny Project Group Guidance (Pages 71 - 72)
6:25 – 6:35 pm
8. Forward Plan (Pages 73 - 86)
6:35 – 6:45 pm
9. Scrutiny Monitoring (Pages 87 - 90)
6:45 – 6:50 pm
10. Scrutiny Project Group Progress Updates
Welfare Reform
6:50 – 6:55 pm
11. Work Programme for the Overview and Performance Scrutiny Forum (Pages 91 - 92)
6:55 – 7:05 pm
12. Joint Overview and Scrutiny (Pages 93 - 96)
7:05 – 7:15 pm
13. Overview and Scrutiny Developments
7:15 – 7:25 pm
14. Minutes (Pages 97 - 108)

7:25 – 7:30 pm

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Randy', written in a cursive style.

Local Government and Regulatory Law Manager

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ICT Strategy 2012–2014 / Great Place: Great Service

ICT Governance and Strategic Vision

The provision of ICT is described in the ICT Strategy 2012 – 2014. However the implementation of the strategy now falls under the governance of the Councils Great Place Great Service initiative. This replaces the Governance Structure and Terms of Reference previously agreed in January 2013.

The ICT strategy will support (and is supported by) the following:

- The CBC Corporate Plan 2012/15
- The CBC Transformation Plan
- The CBC Customer Services Strategy 2012/14
- The CBC Workforce Strategy 2012-2015
- The ICT Project Priorities for 2012
- The CBC Corporate Asset Management Plan 2011-2016
- CBC partners; Corporate technical expertise; and ICT best practice

ICT Strategy Key Themes

1. Citizen Centric Services

- Phase 2 of the Website Redevelopment project. Working with the Council to develop a business case for an improved Customer Relationship Management (CRM) system.
- Leisure Booking System upgrades. Online transactional services are soon to be made available to the public.
- Wi-Fi in Leisure Centres in place
- Wi-Fi in venues (Winding Wheel, Museum, Visitor Information Centre, Assembly Rooms) – business case being considered
- New Queens Park Sports Centre

2. Flexible Working (Remote and Mobile)

- Investigating the option to implement a virtual desktop solution to facilitate expanded flexible working.
- Investigating other mobile devices such as Windows tablets
- Pc's for sheltered housing scheme managers
- Mobile Devices for Careline Support Officers

3. Application system improvements

- Door access system centralisation
- iTiger Call Logging System Upgrade
- Crematorium Internet Booking System
- GMAS system replacement
- Private sector housing module within Environmental Services system
- BACAS Handheld Risk Assessment
- Leaseholder service charges module on Northgate Housing System
- Community Infrastructure Levy
- Northgate Housing upgrade to V6 (major release)
- M3 Oracle 11g upgrade and new servers
- Innovation Centres Telephone Equipment
- PayBase BACs software replacement
- Upgrade VOIP systems software to MCD6
- Council Banking Services (ICT involvement)

4. Corporate Intranet development

- Replacement for interim intranet

5. Corporate Document Management System (CDMS)

- Case management & Workflow system (Legal)
- Corporate mailroom module.
- Investigating which other Council services could benefit from document management.

6. Geographical Information System (GIS)

- ICT now undertaking the Gazetteer Custodian responsibility

7. ePayments

- PCI DSS work to remove non-compliant payment devices / processes. Where possible replace with upgraded payments system.
- Building Control Internet Payments
- Car Parks ePayments

8. Replacement Contractor System for OSD

- COINS system scheduled for Go Live by the end of January 2015

Security

- PCI-DSS compliance.
- Data Protection.
- Annual PSN compliance audit February 2015
- National Fraud Initiative 2014/15

GP:GS Specific projects

- East Lodge move to Stonegravels
- Voluntary Services working from Town Hall Basement
- GPGS office refit – Wi-Fi, smart boards etc
- Innovation Hub at the Visitor Information Centre
- Car Parks & CCTV office moves
- Audit of Microsoft core infrastructure licences

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FOR PUBLICATION

AGENDA ITEM

ANNUAL REVIEW OF OVERVIEW AND SCRUTINY ARRANGEMENTS

| | |
|---|---|
| MEETING: | <ol style="list-style-type: none">1. OVERVIEW AND PERFORMANCE SCRUTINY FORUM2. EXECUTIVE MEMBER FOR GOVERNANCE AND ORGANISATIONAL DEVELOPMENT3. CABINET4. COUNCIL |
| DATE: | <ol style="list-style-type: none">1. 19 JUNE 2014 AND 10TH SEPTEMBER 20142. w/c 8TH SEPTEMBER 20143. 23RD SEPTEMBER 20144. 15TH OCTOBER 2014 |
| REPORT BY: | POLICY MANAGER AND POLICY AND SCRUTINY OFFICER |
| WARD: | ALL |
| KEY DECISION REFERENCE (IF APPLICABLE): | FORWARD PLAN ENTRY REF : NON KEY DECISION NO 28 |

FOR PUBLICATION

| | |
|---------------------------------------|--|
| BACKGROUND PAPERS FOR PUBLIC REPORTS: | <ol style="list-style-type: none">1. Report to Cabinet on 29 November 2011 and to Council on 14 December 2011.2. Report to Cabinet on 9 July 2013 and to Council on 24 July 2013. |
| TITLE: | <ol style="list-style-type: none">1. Independent review of scrutiny proposed new scrutiny arrangements.2. Review of revised overview and scrutiny arrangements. |
| LOCATION: | Scrutiny Office (Room 3.33). |

1.0 PURPOSE OF REPORT

- 1.1 To respond to the Cabinet decision of 9 July 2013 and Council decision of 24 July 2013 to review and report on the implementation of the Council's overview and scrutiny arrangements after a further 12 months of operation.
- 1.2 To make recommendations to Cabinet and Council to help ensure continuous improvement of the delivery of the Council's overview and scrutiny function.

2.0 RECOMMENDATIONS

- 2.1 That an extended internal review of overview and scrutiny arrangements takes place during 2014/15.
- 2.2 That the current overview and scrutiny committees and arrangements be retained until the 2014/15 review is completed.

3.0 BACKGROUND

- 3.1 In July 2010 Cabinet agreed that an external review of the overview and scrutiny function be undertaken and an independent review was then commissioned. The findings and recommendations of the independent review were considered by Cabinet on 29 November and Council on 14 December 2011 where new arrangements for scrutiny were agreed and put in place subject to a review after 12 months.
- 3.2 The new arrangements were evaluated in 2012/13 and reported to Cabinet on 9 July 2013 and Council on 24 July 2013. A further annual review was also agreed.
- 3.3 The current scrutiny arrangements have now been in operation for more than 2 years. Scrutiny committees, with all scrutiny stakeholders, continue to work pro-actively to undertake and support scrutiny work. Scrutiny's achievements for the year are detailed fully within the Scrutiny Annual Report 2013/14 received by Council on 30 July 2014.
- 3.4 Annual reviews are recommended to ensure ongoing evaluation and improvement of the scrutiny function and its delivery. This report details the 2013/14 review. The 2013/14 review headline report is attached at Appendix 1 and the 2012/13 to 2013/14 trend analysis is attached at Appendix 2.

4.0 REVIEW METHODOLOGY

4.1 The annual review took place between April and June 2014. The primary method of research and evaluation comprised of a survey. The same questionnaire was used in 2013/14 as in the previous year to enable benchmarking. The questions were designed around each of the key findings of the independent review as detailed in the report of the Head of Governance to Cabinet on 29 November 2011. The questions are therefore intended to cover the following key issues raised in that independent report:

- (1) Overview and Scrutiny Structure
- (2) Scrutiny link officers
- (3) Scrutiny pre-agenda meetings
- (4) Scoping of reviews
- (5) Resources
- (6) Scrutiny protocols / procedure notes
- (7) Induction/follow-up sessions for Members and Officers
- (8) Executive inviting Scrutiny to look at certain issues
- (9) Scrutiny reviews to full Council
- (10) Importance of Forward Plan
- (11) Possible bi-monthly informal meetings between Chair, Vice-Chair and Portfolio Cabinet Member(s).

4.2 Questions were also designed to ensure a balance of quantitative and qualitative data providing both statistical measures of improvement together with contextual data to provide suggestions and ideas for further improvement actions.

5.0 REVIEW RESULTS

5.1 The survey sample included Council Members (48) Chief / Senior Officers, and Service Managers/Scrutiny Link Officers (79) a total of 127 persons surveyed. Of the 127, a total of 44 responses were received giving a response rate of 34% an improvement of 16% on last year's return.

5.2 Of those 44 respondents, 7 (16%) were Scrutiny Members, 10 (23%) were other Members, 24 (54%) were Officers and 3 (7%) not indicated. Appendix 2 also provides a breakdown of responses into the three respondent groups of (i) Scrutiny Member (ii) Other Member and (iii) Officer.

- 5.3 Appendices 1 and 2 attached provide all the survey response data received. It should be noted that for many of the measures almost 50% of respondents chose the “don’t know” option.
- 5.4 The following measures improved significantly between 2012/13 and 2013/14:
- Overall experience of scrutiny under the new arrangements
 - Resources and support for scrutiny
 - Improved procedure rules and informal protocols
- 5.5 The following measures marginally improved:
- Effective overview and scrutiny committee structure
 - Scrutiny link officers
 - Scoping of scrutiny reviews
- 5.6 The following measures saw a dip in performance for 2013/14:
- Effective scrutiny committee pre-agenda meetings
 - Learning sessions for members and officers
 - Awareness of Forward Plan and key decisions
 - Awareness of scrutiny project groups
 - Scrutiny and executive effective working relationship
 - Informal meetings between Scrutiny Chairs, Vice Chairs and Executive Members

6.0 PROGRESS AND CHALLENGES

- 6.1 When benchmarking against the 2012/13 review 50% of the measures showed some improvement and 50% declined in performance.
- 6.2 Concerns have been raised by overview and scrutiny members about the large number of respondents choosing the “don’t know” option for the questions. This could indicate a lack of awareness and engagement in overview and scrutiny activities. Engagement levels in some of meetings and processes including Scrutiny Link Officers and pre-agenda meetings would support this assertion.
- 6.3 Since the 2011 external review and subsequent annual evaluations there have been a number of key changes influencing the overview and scrutiny functions including:
- New functions for example Health and Wellbeing responsibilities and the Sheffield City Region Combined Authority

- Re-focused Corporate Planning and associated resource alignment
- Major restructures impacting on Scrutiny including the Corporate Management Team, Governance Service and Policy Service.

7.0 PROPOSED EXTENDED REVIEW

7.1 Due to the issues raised in section 6 it is felt that the time is right to revisit the findings of the 2011 external review and subsequent recommendations taken forward to assess whether or not these arrangements are still appropriate and working as envisaged.

7.2 The proposed scope of the review is:

- Overview and scrutiny structure
- Policies, procedures and documents
- Overview and scrutiny work programme
- Officer resource
- Awareness and engagement

7.3 The review should be completed by February 2015 to enable any changes to be implemented early in the 2015/16 financial year.

7.4 The proposed Project Brief is attached at Appendix 3.

8.0 RISK CONSIDERATIONS

8.1 There are no risk implications arising from the contents of this report. Risk Assessment will form a key part of the 2014/15 review.

9.0 FINANCIAL CONSIDERATIONS

9.1 Overview and Scrutiny had previously been recognised as under-resourced. The 2013/14 Governance restructure increased the level of employee resource significantly by introducing the Scrutiny and Committee Co-ordinator roles. Due to current and future financial challenges additional financial and employee resources are unlikely to be available. Review recommendations must be achievable via existing resource allocations.

10.0 EQUALITIES CONSIDERATIONS

10.1 There are no equalities implications arising from the contents of this report. The appropriate level of equality analysis will take place for any proposed changes emerging from the review.

11.0 RECOMMENDATIONS

- 11.1 That an extended internal review of overview and scrutiny arrangements takes place during 2014/15.
- 11.2 That the current overview and scrutiny committees and arrangements be retained until the 2014/15 review is completed.

12.0 REASON FOR RECOMMENDATIONS

- 12.1 To ensure continuous improvement and the effective and efficient delivery of the Council's overview and scrutiny function.

DONNA REDDISH
POLICY MANAGER

ANITA CUNNINGHAM
POLICY AND SCRUTINY OFFICER

Further information on this matter can be obtained from Anita Cunningham
(Tel. 01246 345273).

Officer recommendation supported/not supported/modified as below or
Executive Members' recommendation/comments if no Officer
recommendation.

Signed

Executive Member

Date

Consultee Lead Member/Support Member comments (if applicable)

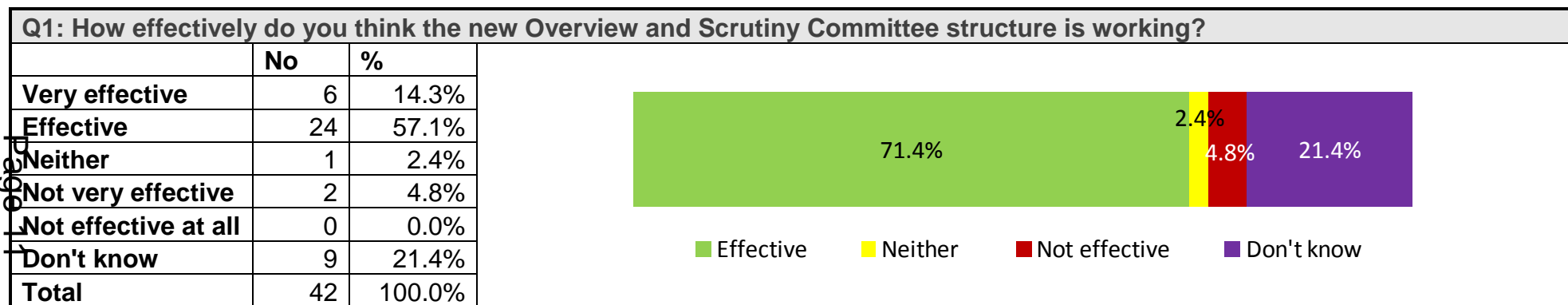
Scrutiny Survey Report 2014

Format **Web – a link to the survey was emailed to members and officers**

Date range: **28th April 2014 to 16th May 2014**

Total responses: **44 (web)**

1. How effectively do you think the new Overview and Scrutiny Committee structure is working?



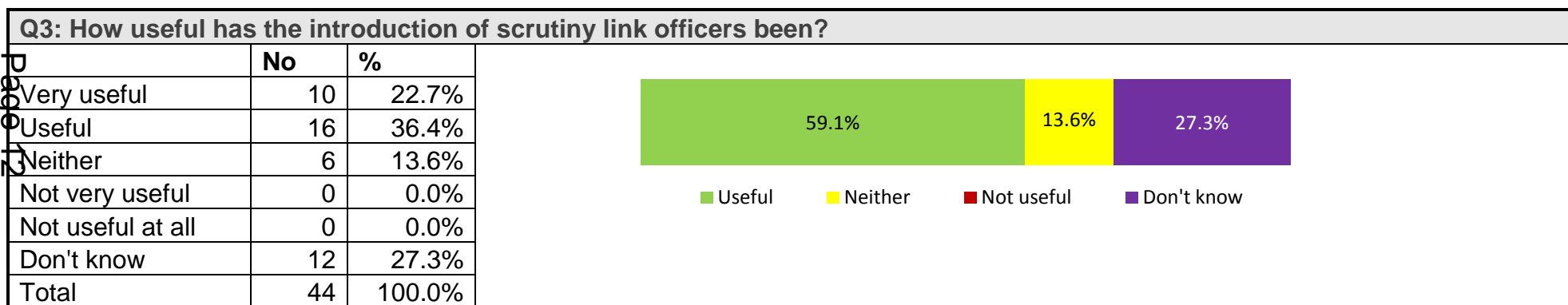
2. How could we improve the Overview and Scrutiny Committee Structure further?

- The very close relationship between Executive and Scrutiny undermines the scrutiny process. Some members of scrutiny do not say anything in the presence of members of the executive. They don't even ask questions and yet they are expected to take part in scrutiny.
- Tell people about it and what you do
- This comment is not really about the structure as such but I feel it would improve the whole scrutiny experience. By encouraging all members to take a more positive and pro-active role in the scrutiny process. There are still complaints now and again that back bench members aren't informed about things etc - if they became more involved with scrutiny they would not only be informed but also be able to have some input into policies, strategies and courses of action before the final decision is made.
- Whilst there will always be fresh items of business, e.g. dealing with call-in requests, I still feel the Committee is trying to do too much; and, at times, diverts its attention away from its agreed work programme on to single issue items of business. Just as the Council has

narrowed its priorities to better align with the financial and officer resources available, the Committee might wish to consider doing likewise.

- Better communication
- Can think of no improvements at the moment but, as always, we will seek to improve.
- Support for admin needs to be firmed up especially as there have been changes in Democratic Services. Also more Councillors need to be involved in the Groups. I think that a cabinet member not attached to the issue under Scrutiny could take part as we have Asst Execs as well as excess so reducing available pool.
- Not sure I have enough knowledge to say how to improve it.
- Understand what the role is and what decisions are made by the committee
- Many staff are not aware of the important role that Scrutiny undertake and have little contact with members of the Committee.

3. How useful has the introduction of scrutiny link officers been?

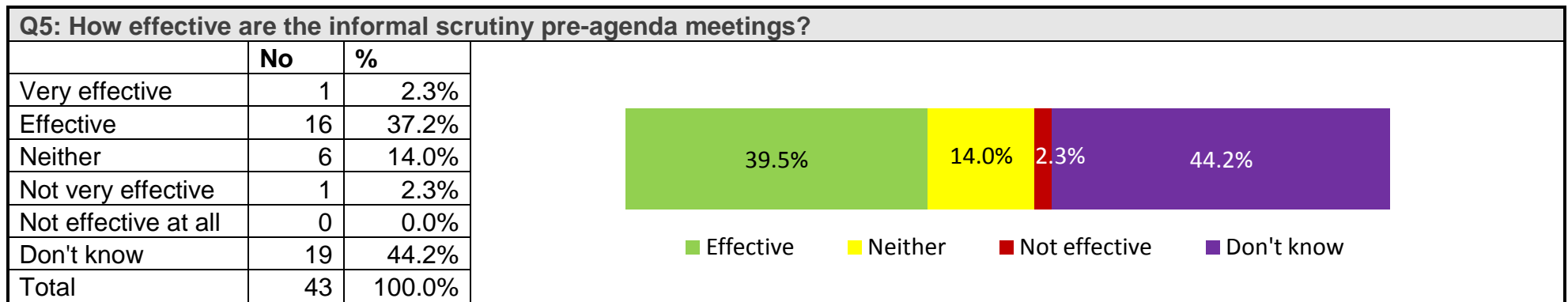


4. How could the scrutiny link officer role be improved?

- More involvement at team meetings etc
- Tell people what you do
- Seems to be little enthusiasm from some of the officers but this is improving meeting by meeting. Meetings are now to be held less often so may improve the quality of the ones we do hold.
- I haven't encountered the function so difficult to make suggestions.
- Who are the scrutiny link officers?

- If i am very honest I probably don't pay enough attention to scrutiny , having a number of other interests to juggle (chair of planning committee ,ward member -where my two colleagues are currently indisposed on medical grounds (so I am doing all the casework),Member of County council for another area ,vice chair of Audit at the county and member of the fire authority .Unless scrutiny directly impacts on these areas if i am honest I cant see me taking an active role in the near future.

5. How effective are the informal scrutiny pre-agenda meetings?



6. How could we improve pre-agenda meetings?

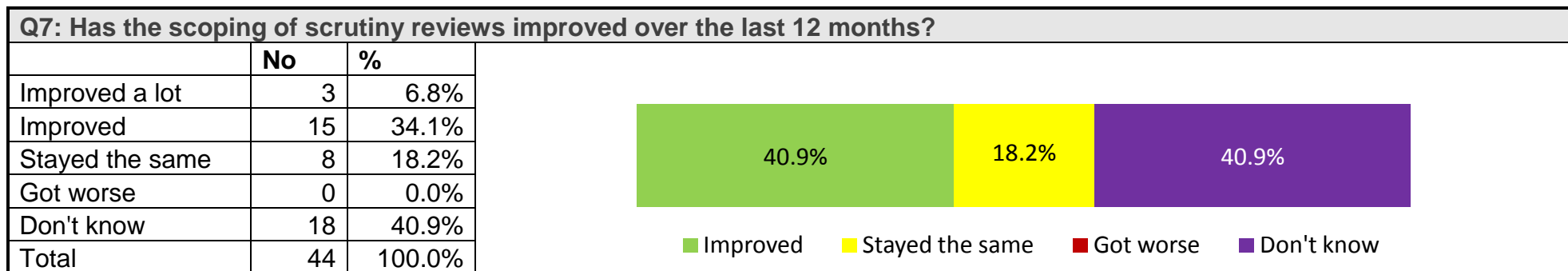
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Without detracting from the informality sometimes they could do with a bit more focus.

This is a difficult one. Feel that pre agenda meetings are a great idea, but I am never sure when they take place. Perhaps if the meetings better flagged up it would be useful.

- I haven't attended one personally but I believe they are effective at least from what officers have said. Scrutiny members and those attending to address the committee all appear to be more at ease and working from the same hymn sheet!
- Not attended any meetings, so difficult to comment. But, I understand that they're effective.
- Could be better used / attended by officers / members bringing reports forward. Perhaps better promotion would help.
- Not always necessary to have one, but we have had very good meetings when they have taken place. Up to date information not always available as early as needed, but this is because officers want scrutiny to have the most relevant data at the meeting.
- I'm not aware of the scrutiny process, so unsure of the benefits of the pre agenda meetings
- not involved
- Effective but time consuming

7. Has the scoping of scrutiny reviews improved over the last 12 months?



8. What could we do to improve the scoping of scrutiny review further?

Page 15 Panel chairs do not always have the skills to undertake the scoping and yet there are no resources they can draw on. This is a deterrent for people who want to volunteer to chair panels.

I think this activity has improved. But, I would encourage the Committee to draw more on the officer resources of the Council to help scope future reviews. There are occasions where a particular path has been followed, which could have been closed down earlier if advice from officers had been sought.

- Consult relevant service head / manager and relevant portfolio holder for comment.
- The tools we use for the report are a bit difficult to get ones head round especially if one has used other project planning and reporting tools
- I don't have access to the reviews

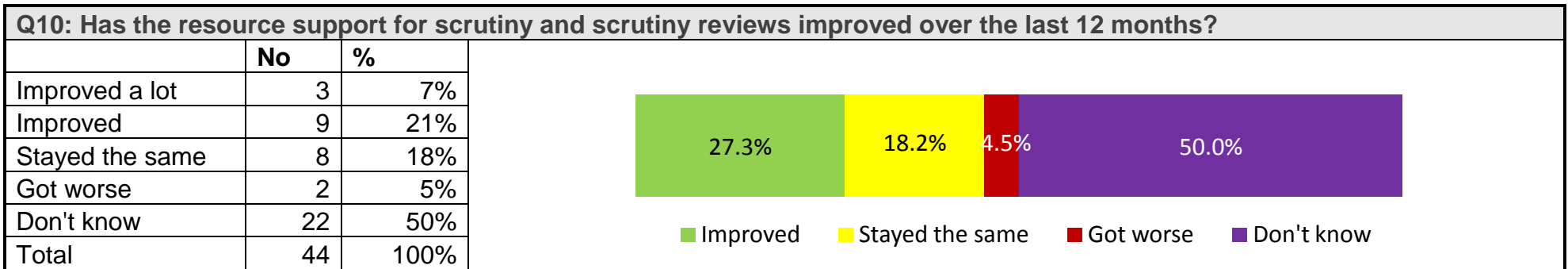
9. What else could we do to improve the operation and outcomes of scrutiny reviews?

- Publish reviews
- Encourage proper discussions rather than party political charade. I think some members of scrutiny do not seem to know the difference between scrutiny and political jousting. Each member of scrutiny should be afforded even when you don't agree with their view. Having two chairs is not at all effective as their different styles of chairing increase inconsistencies. I have every respect for one even when I disagree but have no consideration to the other who seems to think all members of scrutiny from other parties are enemies just because they don't tow the line.
- I think care needs to be taken in capturing contributions and ensuring they are timely in terms of policy development.

- I believe a number of scrutiny members find scrutiny confusing, I think some 'inset' sessions would help to remove some of confusion in our attempts to scrutinise council policy.
 - Involve relevant (cabinet) members and officers from the beginning and also keep them informed etc. Of the 2 scrutiny reviews I can think of that had some involvement with my portfolio, the first I wasn't even aware of until being asked to attend scrutiny committee where it was getting a final reading, the 2nd I knew little about even when I attended one of the review meetings!
 - We need to make the right appointments to the new roles that have been created within Democratic services to help support the scrutiny review panels with their research, report writing etc.
 - More pre planning with key Officers involved in the review
 - Consult relevant manager / portfolio holder on final draft scrutiny project report so comments can be considered by the Project Group before they finalise the report. Ensure there is a written report back from Cabinet with a decision on scrutiny recommendations so it is clear when recommendations have been approved or refused and the impact of scrutiny can be clearly measured.
 - I am not aware of what goes on in scrutiny as I am not on the committee and never have been
 - Better sharing of findings
 - Ensure they are carried out to the agreed date where possible and also ensure the scoping is agreed before ANY action is taken
 - I think it needs a bit more time for us to see the groups work under the new scheme as it is early days yet. I think Officers still need to understand the new way of working as some still appear to think we are being critical after the event
- tell me where the information is stored so I can read it and keep up to date - provide me with a simple process flow outlining the scrutiny process - make information available on the intranet
Secretarial assistance

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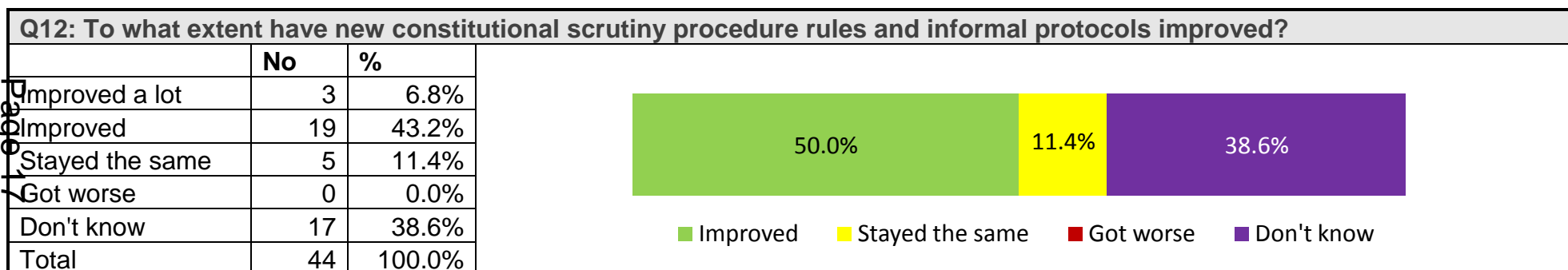
10. Has the resource support for scrutiny and scrutiny reviews improved over the last 12 months?



11. How could we improve the resourcing for scrutiny and scrutiny reviews?

- If anything it has decreased at a time when scrutiny is taking on more and more work. The resources identified in the review that lead to the new structure have not materialised. Panels have no resources to support them and it seems that the scrutiny officer feels her support is to the forum chairs.
- As above again
- Still no admin support.
- See previous answer ...
- Ensure Scrutiny Project Group Leads complete and submit the relevant Resource Request Form to the Policy and Scrutiny Officer / Scrutiny Chair
- What are the current arrangements for scrutiny support

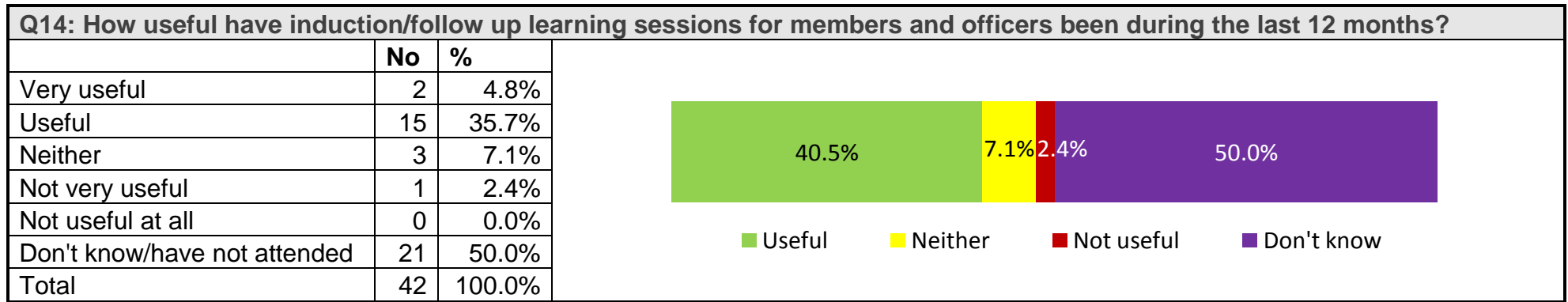
12. To what extent have new constitutional scrutiny procedure rules and informal protocols improved?



13. How could we improve the procedures and protocols further?

- It has been useful to have the communications but as i haven't been through the process for a while its hard to say how to improve.
- Scrutiny seems to have upped its profile and was impressed by the public consultation at assemblies

14. How useful have induction/follow up learning sessions for members and officers been during the last 12 months?



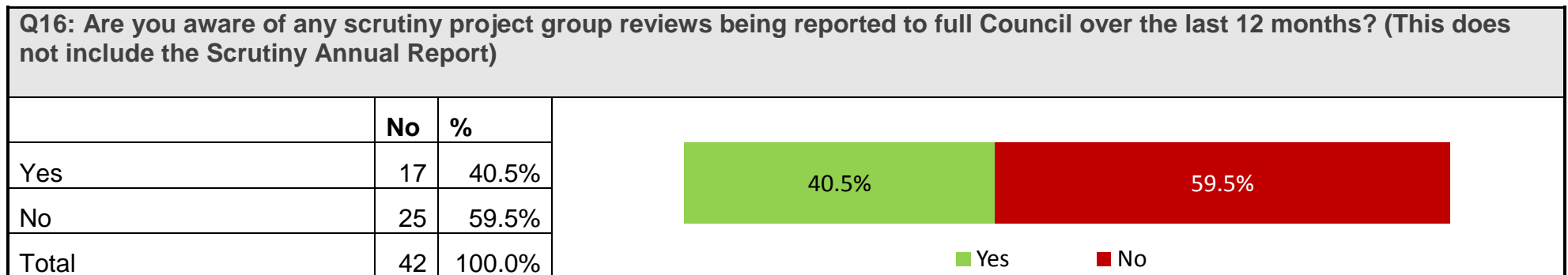
15. How could we improve the procedures and protocols further?

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More inset required

The members who attend seem happy, but not very well attended. It has been suggested that we have them later, but this would mean a special meeting held separately from the forum. This may not be popular either.

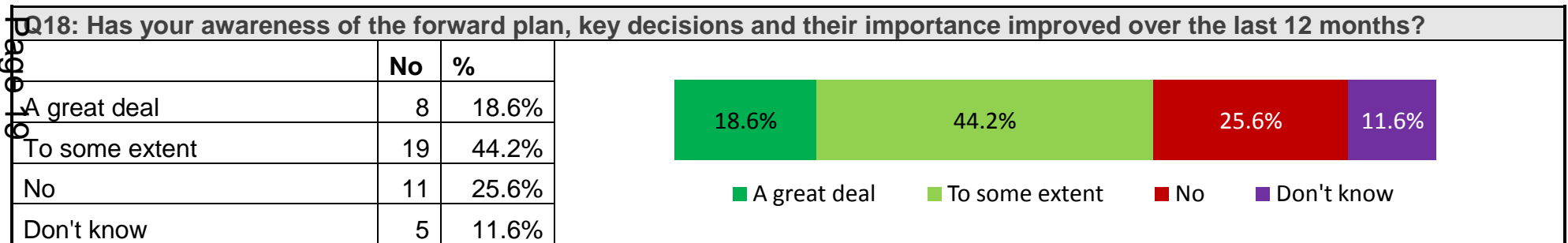
16. Are you aware of any scrutiny project group reviews being reported to full Council over the last 12 months? (This does not include the Scrutiny Annual Report)



17. What scrutiny project group reviews do you think should have been reported to full council during the last 12 months?

- New proposed leisure centre at Queen's Park
- All scrutiny project reviews report to Cabinet and the minutes of all Cabinet meetings are considered by full Council. Therefore full Council is aware of all scrutiny project reviews that have reported to Cabinet
- I could be wrong but I think all the scrutiny reviews were reported to cabinet. Perhaps it would be a good idea to report all scrutiny reviews to full council first, if the recommendations are something that cabinet has to make the decision about full council can always refer it to cabinet. By reporting to council first, all members will hear the details etc & would get an opportunity to ask questions - whether to the scrutiny lead or a cabinet member, perhaps both - & discuss etc
- The outcomes of a number of reviews have been reported at Cabinet, on the basis that this is the appropriate decision-making body pertaining to the subject matter(s) under review. I can't think of any reviews that should have been reported to full Council during the past 12 months.
- New QPSC

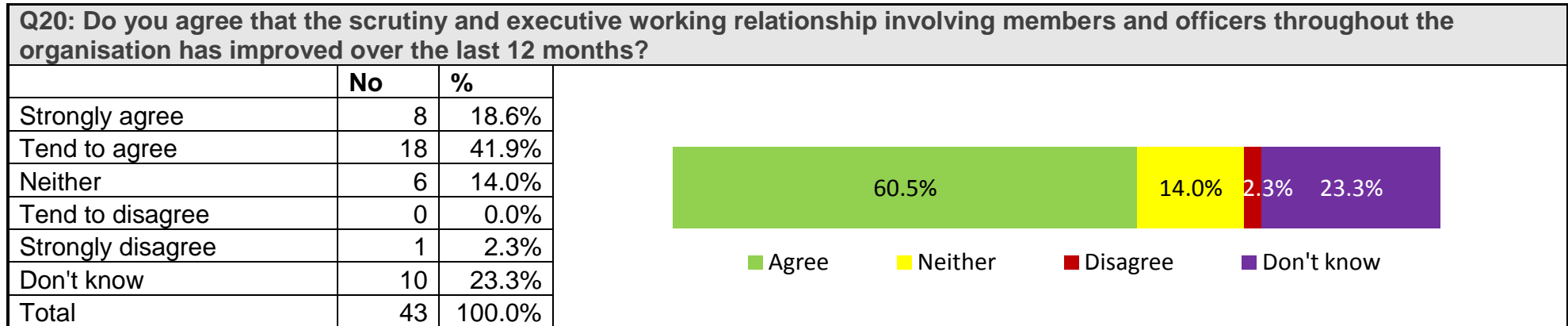
18. Has your awareness of the forward plan, key decisions and their importance improved over the last 12 months?



19. How could we further raise the profile of the forward plan and its importance?

- I have always used forward plan effectively in the last 5 years.
- By encouraging members, particularly, members of Scrutiny Committees to read it. Maybe whenever the forward plan is updated all Members could automatically be sent an e mail that includes a link to the updated forward plan.
- As I'm working with the Forward Plan every week, I'm very much aware of it. It might be worth publishing through social media (Facebook, Twitter) advance notice of up and coming key decisions.
- Given my position I was fully aware of them before An article in Borough Bulletin, info on intranet
- Ensure each entry in the Forward Plan clearly outlines what the matter is about.
- Discussion at assemblies - I attend 3 of the 4.

20. Do you agree that the scrutiny and executive working relationship involving members and officers throughout the organisation has improved over the last 12 months?



21. Please give reasons for your answer:

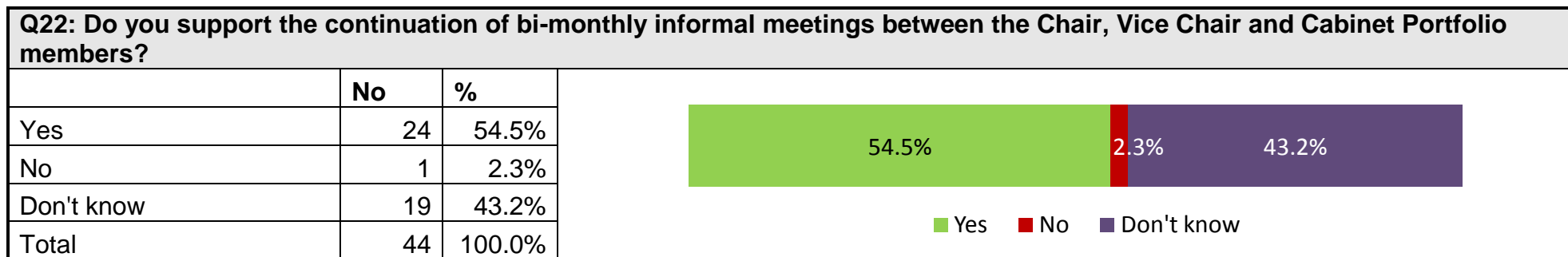
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Closer relationship leading to worse outcomes in my opinion.

As a member of cabinet I have benefitted from invites to and information from scrutiny.

- The periodic informal discussions between the Scrutiny Chairs and Executive Members have started and seem to be working satisfactorily. In addition, Executive Members are now attending brief sessions with Scrutiny Members before the start of Scrutiny Forum meetings to update them on progress with Great Place Great Service.
- I am a Cabinet member rather than a scrutiny member - from my perspective (as a former scrutiny member & now a cabinet member) the scrutiny / executive relationship is improving constantly. 3 years ago I don't think there was a relationship between the two - it was frustrating as a scrutiny member to be presented with a document, make valid comments & suggestions that meant nothing as the document had already been signed off - scrutiny had no input! As far as I can I always ask for things to go to scrutiny before sign off. Scrutiny members may have a different view to this!
- I can't really talk from personal experience, as I've only been on a couple of occasions. But, I sense from talking to Executive members and officer colleagues that relationships are much improved.
- The Link Officers meeting has been instrumental in this
- Much more pro-active working and informal communication taking place between officers and members around scrutiny and scrutiny work.
- Higher profile

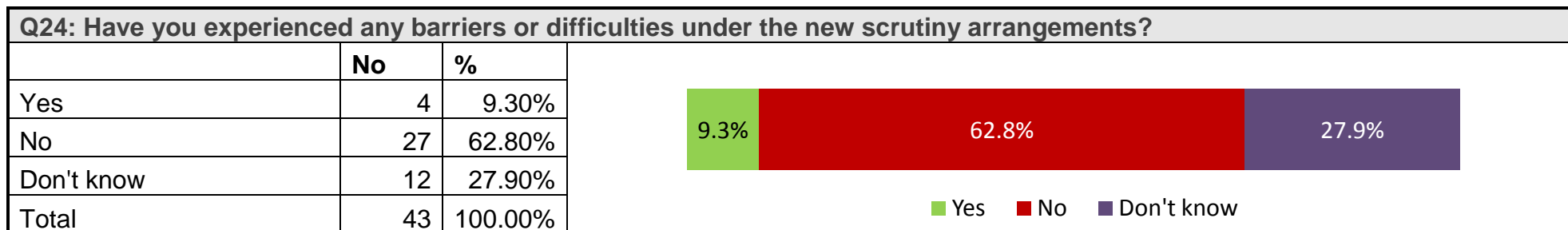
22. Do you support the continuation of bi-monthly informal meetings between the Chair, Vice Chair and Cabinet Portfolio members?



23. Please give reasons for your answer:

- Did not know that happened
- We live in challenging times where difficult decisions have to be made. Scrutiny becomes very important in these circumstances. How else can the Chair and Vice Chair be kept informed about current developments and what will be coming up over the horizon in relation to the portfolio holder's portfolio. Nothing beats regular face to face discussions.
- Not aware of such meetings
- I haven't been to one as yet, I haven't felt the need to. However, if there was something I wanted to discuss with the scrutiny chairs I would contact them anyway. In addition, I do try to ensure all new projects etc in my portfolio are taken to scrutiny in one form or another - for example, the relevant officer may just have an informal meeting with the chairs, who can then decide whether a committee should get involved etc.
- Ensure joined up thinking between Scrutiny chairs and Exec members
- Provides opportunity for informal conversations about scrutiny outside of the public arena.
- Too often once a month should be sufficient
- What are the benefits of these meetings?
- Scrutiny should be careful about seeking to collude with Lead Members. This is hierarchical and not democratic.

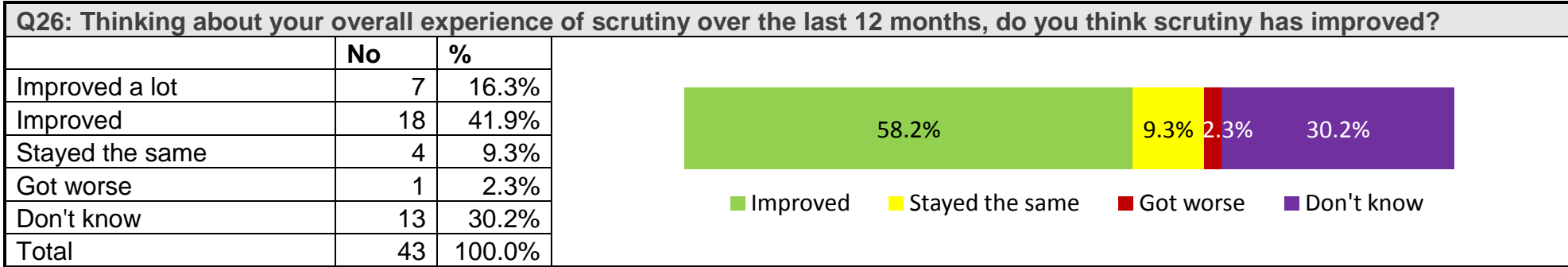
24. Have you experienced any barriers or difficulties under the new scrutiny arrangements?



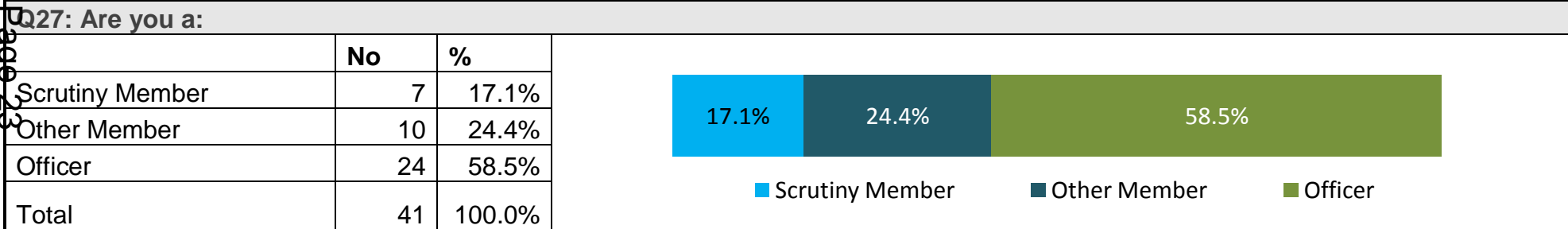
25. If yes, what are the barriers and how could we reduce them?

- Page 22
- There is a lot of antagonism towards members of the main opposition and this has 2 effects: - their views are quickly disregarded if they are not shouted down - some opposition members no longer contribute as they see the process as a waste of time.
 - Sometimes lack of notice. Once a lack of invite to a relevant scrutiny meeting.
 - I believe that Scrutiny needs to become more flexible in terms of arranging dates, times and venues for both committee meetings and informal meetings with Executive Members, to make more use of the telephone for ascertaining availabilities and to make more use of the Microsoft Calendar system for issuing invitations to meetings.
 - The issue of cutting across other formal processes such as planning

26. Thinking about your overall experience of scrutiny over the last 12 months, do you think scrutiny has improved?



27. Are you a:



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Scrutiny Survey Report 2014 – Appendix 2: Trend and respondent analysis

Format **Web – a link to the survey was emailed to members and officers**

Date range: **28th April 2014 to 16th May 2014**

Total responses: **44 (web)**

| Q1: How effectively do you think the new Overview and Scrutiny Committee structure is working? | | | | | | |
|---|------------------------|----------|------------------------|---------------------|----------------|------------------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Very effective | 6 | 14.3% | 14.3% | 33.3% | 8.3% | 8.7% |
| Effective | 24 | 57.1% | 57.1% | 66.7% | 50.0% | 60.9% |
| Neither | 1 | 2.4% | 14.3% | 0.0% | 0.0% | 13.0% |
| Not very effective | 2 | 4.8% | 14.3% | 0.0% | 4.2% | 4.3% |
| Not effective at all | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Don't know | 9 | 21.4% | 0.0% | 0.0% | 37.5% | 13.0% |
| Trend (Total of 'effective' responses 2013/14 compared with 2012/13) | | | | | | +1.8 |

| Q2: How could we improve the Overview and Scrutiny Committee Structure further? | |
|---|-----------------|
| Tell people about it and what you do | Officer |
| Whilst there will always be fresh items of business, e.g. dealing with call-in requests, I still feel the Committee is trying to do too much; and, at times, diverts its attention away from its agreed work programme on to single issue items of business. Just as the Council has narrowed its priorities to better align with the financial and officer resources available, the Committee might wish to consider doing likewise. | Officer |
| Not sure I have enough knowledge to say how to improve it. | Officer |
| Understand what the role is and what decisions are made by the committee | Officer |
| Many staff are not aware of the important role that Scrutiny undertake and have little contact with members of the Committee. | Officer |
| This comment is not really about the structure as such but I feel it would improve the whole scrutiny experience. By encouraging all members to take a more positive and pro-active role in the scrutiny process. There are still complaints now and again that back bench members aren't informed about things etc - if they became more involved with scrutiny they would not only be informed but also be able to have some input into policies, strategies and courses of action before the final decision is made. | Other Member |
| I have been on scrutiny so don't know | Other Member |
| Better communication | Other Member |
| The very close relationship between Executive and Scrutiny undermines the scrutiny process. Some members of scrutiny do not say anything in the presence of members of the executive. They don't even ask questions and yet they are expected to take part in scrutiny. | Scrutiny Member |

| | |
|---|-----------------|
| Can think of no improvements at the moment but, as always, we will seek to improve. | Scrutiny Member |
| Support for admin needs to be firmed up especially as there have been changes in Democratic Services. Also more Councillors need to be involved in the Groups. I think that a cabinet member not attached to the issue under Scrutiny could take part as we have Asst Execs as well as excess so reducing available pool. | Scrutiny Member |

| Q3: How useful has the introduction of scrutiny link officers been? | | | | | | |
|--|-----------------|-------|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Very useful | 10 | 22.7% | 14.3% | 33.3% | 8.3% | 21.7% |
| Useful | 16 | 36.4% | 57.1% | 66.7% | 50.0% | 30.4% |
| Neither | 6 | 13.6% | 14.3% | 0.0% | 0.0% | 4.3% |
| Not very useful | 0 | 0.0% | 14.3% | 0.0% | 4.2% | 4.3% |
| Not useful at all | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Don't know | 12 | 27.3% | 0.0% | 0.0% | 37.5% | 39.1% |
| Trend (Total of 'useful' responses 2013/14 compared with 2012/13) | | | | | | +7% |

| Q4: How could we improve the Overview and Scrutiny Committee Structure further? | |
|--|-----------------|
| More involvement at team meetings etc | Officer |
| Tell people what you do | Officer |
| I haven't encountered the function so difficult to make suggestions. | Officer |
| Who are the scrutiny link officers? | Officer |
| If I am very honest I probably don't pay enough attention to scrutiny, having a number of other interests to juggle (chair of planning committee, ward member - where my two colleagues are currently indisposed on medical grounds (so I am doing all the casework), Member of County council for another area, vice chair of Audit at the county and member of the fire authority. Unless scrutiny directly impacts on these areas if I am honest I can't see me taking an active role in the near future. | Other Member |
| Seems to be little enthusiasm from some of the officers but this is improving meeting by meeting. Meetings are now to be held less often so may improve the quality of the ones we do hold. | Scrutiny Member |

| Q5: How effective are the informal scrutiny pre-agenda meetings? | | | | | | |
|---|-----------------|-------|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Very effective | 1 | 2.3% | 14.3% | 0.0% | 0.0% | 4.5% |
| Effective | 16 | 37.2% | 28.6% | 50.0% | 37.5% | 40.9% |
| Neither | 6 | 14.0% | 28.6% | 0.0% | 16.7% | 13.6% |
| Not very effective | 1 | 2.3% | 14.3% | 0.0% | 0.0% | 4.5% |
| Not effective at all | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Don't know | 19 | 44.2% | 14.3% | 50.0% | 45.8% | 36.4% |
| Trend (Total of 'effective' responses 2013/14 compared with 2012/13) | | | | | | -5.9% |

| Q6: How could we improve pre-agenda meetings? | |
|--|-----------------|
| Not attended any meetings, so difficult to comment. But, I understand that they're effective. | Officer |
| Could be better used / attended by officers / members bringing reports forward. Perhaps better promotion would help. | Officer |
| I'm not aware of the scrutiny process, so unsure of the benefits of the pre agenda meetings | Officer |
| Effective but time consuming | Officer |
| Without detracting from the informality sometimes they could do with a bit more focus. | Other Member |
| I haven't attended one personally but I believe they are effective at least from what officers have said. Scrutiny members and those attending to address the committee all appear to be more at ease and working from the same hymn sheet! | Other Member |
| This is a difficult one. Feel that pre agenda meetings are a great idea, but I am never sure when they take place. Perhaps if the meetings better flagged up it would be useful. | Scrutiny Member |
| Not always necessary to have one, but we have had very good meetings when they have taken place. Up to date information not always available as early as needed, but this is because officers want scrutiny to have the most relevant data at the meeting. | Scrutiny Member |

| Q7: Has the scoping of scrutiny reviews improved over the last 12 months? | | | | | | |
|--|-----------------|-------|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Improved a lot | 3 | 6.8% | 14.3% | 20.0% | 0.0% | 4.3% |
| Improved | 15 | 34.1% | 42.9% | 40.0% | 29.2% | 30.4% |
| Stayed the same | 8 | 18.2% | 42.9% | 0.0% | 16.7% | 26.1% |
| Got worse | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 4.3% |
| Don't know | 18 | 40.9% | 0.0% | 40.0% | 54.2% | 34.8 |
| Trend (Total of 'improved' responses 2013/14 compared with 2012/13) | | | | | | +6.2% |

| Q8: What could we do to improve the scoping of scrutiny review further? | |
|---|-----------------|
| I think this activity has improved. But, I would encourage the Committee to draw more on the officer resources of the Council to help scope future reviews. There are occasions where a particular path has been followed, which could have been closed down earlier if advice from officers had been sought. | Officer |
| Consult relevant service head / manager and relevant portfolio holder for comment. | Officer |
| I don't have access to the reviews | Officer |
| Panel chairs do not always have the skills to undertake the scoping and yet there are no resources they can draw on. This is a deterrent for people who want to volunteer to chair panels. | Scrutiny Member |
| The tools we use for the report are a bit difficult to get ones head round especially if one has used other project planning and reporting tools | Scrutiny Member |

| Q9: What else could we do to improve the operation and outcomes of scrutiny reviews? | |
|---|-----------------|
| Publish reviews | Officer |
| We need to make the right appointments to the new roles that have been created within Democratic services to help support the scrutiny review panels with their research, report writing etc. | Officer |
| More pre planning with key Officers involved in the review | Officer |
| Consult relevant manager / portfolio holder on final draft scrutiny project report so comments can be considered by the Project Group before they finalise the report. Ensure there is a written report back from Cabinet with a decision on scrutiny recommendations so it is clear when recommendations have been approved or refused and the impact of scrutiny can be clearly measured. | Officer |
| Don't know sorry! | Officer |
| Not sure | Officer |
| I think care needs to be taken in capturing contributions and ensuring they are timely in terms of policy development. | Other Member |
| Involve relevant (cabinet) members and officers from the beginning and also keep them informed etc. Of the 2 scrutiny reviews I can think of that had some involvement with my portfolio, the first I wasn't even aware of until being asked to attend scrutiny committee where it was getting a final reading, the 2nd I knew little about even when I attended one of the review meetings! | Other Member |
| I am not aware of what goes on in scrutiny as I am not on the committee and never have been | Other Member |
| Better sharing of findings | Other Member |
| Don't know | Other Member |
| Encourage proper discussions rather than party political charade. I think some members of scrutiny do not seem to know the difference between scrutiny and political jousting. Each member of scrutiny should be afforded even when you don't agree with their view. Having two chairs is not at all effective as their different styles of chairing increase inconsistencies. I have every respect for one even when I disagree but have no consideration to the other who seems to think all members of scrutiny from other parties are enemies just because they don't tow the line. | Scrutiny Member |
| I believe a number of scrutiny members find scrutiny confusing, I think some 'inset' sessions would help to remove some of confusion in our attempts to scrutinise council policy. | Scrutiny Member |
| Ensure they are carried out to the agreed date where possible and also ensure the scoping is agreed before ANY action is taken | Scrutiny Member |
| I think it needs a bit more time for us to see the groups work under the new scheme as it is early days yet. I think Officers still need to understand the new way of working as some still appear to think we are being critical after the event | Scrutiny Member |
| Secretarial assistance | Scrutiny Member |

| Q10: Has the resource support for scrutiny and scrutiny reviews improved over the last 12 months? | | | | | | |
|--|-----------------|-----|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Improved a lot | 3 | 7% | 14.3% | 20.0% | 0.0% | 0.0% |
| Improved | 9 | 21% | 42.9% | 10.0% | 16.7% | 17.4% |
| Stayed the same | 8 | 18% | 14.3% | 10.0% | 20.8% | 43.5% |
| Got worse | 2 | 5% | 28.6% | 0.0% | 0.0% | 4.3% |
| Don't know | 22 | 50% | 0.0% | 60.0% | 62.5% | 34.8% |
| Trend (Total of 'improved' responses 2013/14 compared with 2012/13) | | | | | | +10.6% |

| Q11: How could we improve the resourcing for scrutiny and scrutiny reviews? | |
|--|-----------------|
| Ensure Scrutiny Project Group Leads complete and submit the relevant Resource Request Form to the Policy and Scrutiny Officer / Scrutiny Chair | Officer |
| what are the current arrangements for scrutiny support | Officer |
| Still no admin support. | Scrutiny Member |
| If anything it has decreased at a time when scrutiny is taking on more and more work. The resources identified in the review that lead to the new structure have not materialised. Panels have no resources to support them and it seems that the scrutiny officer feels her support is to the forum chairs. | Scrutiny Member |

| Q12: To what extent have new constitutional scrutiny procedure rules and informal protocols improved? | | | | | | |
|--|-----------------|-------|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Improved a lot | 3 | 6.8% | 0.0% | 10.0% | 4.2% | 13.0% |
| Improved | 19 | 43.2% | 71.4% | 60.0% | 29.2% | 26.1% |
| Stayed the same | 5 | 11.4% | 14.3% | 0.0% | 16.7% | 13.0% |
| Got worse | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 4.3% |
| Don't know | 17 | 38.6% | 14.3% | 30.0% | 50.0% | 43.5% |
| Trend (Total of 'improved' responses 2013/14 compared with 2012/13) | | | | | | +10.9 |

| Q13: How could we improve the procedures and protocols further? | |
|--|--------------|
| It has been useful to have the communications but as i haven't been through the process for a while it's hard to say how to improve. | Officer |
| Scrutiny seems to have upped its profile and was impressed by the public consultation at assemblies | Other Member |

Q14: How useful have induction/follow up learning sessions for members and officers been during the last 12 months?

| | 2013/2014 | | | | | 2012/13 |
|---|-----------------|-------|-----------------|--------------|---------|-----------------|
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Very useful | 2 | 4.8% | 0.0% | 22.2% | 0.0% | 4.5% |
| Useful | 15 | 35.7% | 71.4% | 33.3% | 25.0% | 50% |
| Neither | 3 | 7.1% | 14.3% | 0.0% | 8.3% | 9.1% |
| Not very useful | 1 | 2.4% | 0.0% | 0.0% | 4.2% | 0.0% |
| Not useful at all | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Don't know/have not attended | 21 | 50.0% | 14.3% | 44.4% | 62.5% | 36.4% |
| Trend (Total of 'useful' responses 2013/14 compared with 2012/13) | | | | | | -14% |

Q15: How could we improve the procedures and protocols further?

| | |
|---|-----------------|
| More inset required | Scrutiny Member |
| The members who attend seem happy, but not very well attended. It has been suggested that we have them later, but this would mean a special meeting held separately from the forum. This may not be popular either. | Scrutiny Member |

Q16: Are you aware of any scrutiny project group reviews being reported to full Council over the last 12 months? (This does not include the Scrutiny Annual Report)

| | 2013/2014 | | | | | 2012/13 |
|---|-----------------|-------|-----------------|--------------|---------|-----------------|
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Yes | 17 | 40.5% | 28.6% | 66.7% | 37.5% | 61.1% |
| No | 25 | 59.5% | 71.4% | 33.3% | 62.5% | 38.9% |
| Trend ('yes' responses 2013/14 compared with 2012/13) | | | | | | -20.6% |

Q17: What scrutiny project group reviews do you think should have been reported to full council during the last 12 months?

| | |
|---|--------------|
| New proposed leisure centre at Queen's Park | Officer |
| The outcomes of a number of reviews have been reported at Cabinet, on the basis that this is the appropriate decision-making body pertaining to the subject matter(s) under review. I can't think of any reviews that should have been reported to full Council during the past 12 months. | Officer |
| New QPSC | Officer |
| All scrutiny project reviews report to Cabinet and the minutes of all Cabinet meetings are considered by full Council. Therefore full Council is aware of all scrutiny project reviews that have reported to Cabinet | Other Member |
| I could be wrong but I think all the scrutiny reviews were reported to cabinet. Perhaps it would be a good idea to report all scrutiny reviews to full council first, if the recommendations are something that cabinet has to make the decision about full council can always refer it to cabinet. By reporting to council first, all members will hear the details etc and would get an opportunity to ask questions - whether to the scrutiny lead or a cabinet member, perhaps both - and discuss etc | Other Member |

| Q18: Has your awareness of the forward plan, key decisions and their importance improved over the last 12 months? | | | | | | |
|--|-----------------|-------|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| A great deal | 8 | 18.6% | 14.3% | 22.2% | 16.7% | 31.8% |
| To some extent | 19 | 44.2% | 57.1% | 44.4% | 45.8% | 54.5% |
| No | 11 | 25.6% | 28.6% | 11.1% | 29.2% | 9.1% |
| Don't know | 5 | 11.6% | 0.0% | 22.2% | 8.3% | 4.5% |
| Trend (Total 'yes' responses 2013/14 compared with 2012/13) | | | | | | -23.5% |

| Q19: How could we further raise the profile of the forward plan and its importance? | |
|---|-----------------|
| As I'm working with the Forward Plan every week, I'm very much aware of it. It might be worth publishing through social media (Facebook, Twitter) advance notice of up and coming key decisions. | Officer |
| Given my position I was fully aware of them before An article in Borough Bulletin, info on intranet | Officer |
| Ensure each entry in the Forward Plan clearly outlines what the matter is about. | Officer |
| By encouraging members, particularly, members of Scrutiny Committees to read it. Maybe whenever the forward plan is updated all Members could automatically be sent an e mail that includes a link to the updated forward plan. | Other Member |
| Discussion at assemblies - I attend 3 of the 4. | Other Member |
| I have always used forward plan effectively in the last 5 years. | Scrutiny Member |

| Q20: Do you agree that the scrutiny and executive working relationship involving members and officers throughout the organisation has improved over the last 12 months? | | | | | | |
|--|-----------------|-------|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Strongly agree | 8 | 18.6% | 14.3% | 33.3% | 16.7% | 28.6% |
| Tend to agree | 18 | 41.9% | 42.9% | 66.7% | 29.2% | 38.1% |
| Neither | 6 | 14.0% | 28.6% | 0.0% | 16.7% | 19% |
| Tend to disagree | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 0 |
| Strongly disagree | 1 | 2.3% | 14.3% | 0.0% | 0.0% | 0 |
| Don't know | 10 | 23.3% | 0.0% | 0.0% | 37.5% | 14.3% |
| Trend (Total 'agree' responses 2013/14 compared with 2012/13) | | | | | | -6.2% |

| Q21: Please give reasons for your answer: | |
|---|---------|
| I can't really talk from personal experience, as I've only been on a couple of occasions. But, I sense from talking to Executive members and officer colleagues that relationships are much improved. | Officer |
| The Link Officers meeting has been instrumental in this | Officer |
| Much more pro-active working and informal communication taking place between officers and members around scrutiny and scrutiny work. | Officer |
| As a member of cabinet I have benefitted from invites to and information from | Other |

| | |
|--|-----------------|
| scrutiny. | Member |
| The periodic informal discussions between the Scrutiny Chairs and Executive Members have started and seem to be working satisfactorily. In addition, Executive Members are now attending brief sessions with Scrutiny Members before the start of Scrutiny Forum meetings to update them on progress with Great Place Great Service. | Other Member |
| I am a Cabinet member rather than a scrutiny member - from my perspective (as a former scrutiny member and now a cabinet member) the scrutiny / executive relationship is improving constantly. 3 years ago I don't think there was a relationship between the two - it was frustrating as a scrutiny member to be presented with a document, make valid comments and suggestions that meant nothing as the document had already been signed off - scrutiny had no input! As far as I can I always ask for things to go to scrutiny before sign off. Scrutiny members may have a different view to this! | Other Member |
| higher profile | Other Member |
| Refer to previous remarks. Closer relationship leading to worse outcomes in my opinion. | Scrutiny Member |

| Q22: Do you support the continuation of bi-monthly informal meetings between the Chair, Vice Chair and Cabinet Portfolio members? | | | | | | |
|--|-----------------|-------|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Yes | 24 | 54.5% | 57.1% | 60.0% | 50.0% | 59.1% |
| No | 1 | 2.3% | 14.3% | 0.0% | 0.0% | 9.1% |
| Don't know | 19 | 43.2% | 28.6% | 40.0% | 50.0% | 31.8% |
| Trend ('Yes' responses 2013/14 compared with 2012/13) | | | | | | -4.6 |

| Q23: Please give reasons for your answer: | |
|---|-----------------|
| Did not know that happened | Officer |
| Ensure joined up thinking between Scrutiny chairs and Exec members | Officer |
| Provides opportunity for informal conversations about scrutiny outside of the public arena. | Officer |
| what are the benefits of these meetings? | Officer |
| We live in challenging times where difficult decisions have to be made. Scrutiny becomes very important in these circumstances. | Other Member |
| How else can the Chair and Vice Chair be kept informed about current developments and what will be coming up over the horizon in relation to the portfolio holder's portfolio. Nothing beats regular face to face discussions. | Other Member |
| I haven't been to one as yet, I haven't felt the need to. However, if there was something I wanted to discuss with the scrutiny chairs I would contact them anyway. In addition, I do try to ensure all new projects etc in my portfolio are taken to scrutiny in one form or another - for example, the relevant officer may just have an informal meeting with the chairs, who can then decide whether a committee should get involved etc. | Other Member |
| Too often once a month should be sufficient | Other Member |
| Not aware of such meetings | Scrutiny Member |

| | |
|---|-----------------|
| Scrutiny should be careful about seeing to collude with Lead Members. This is hierarchical and not democratic | Scrutiny Member |
|---|-----------------|

| Q24: Have you experienced any barriers or difficulties under the new scrutiny arrangements? | | | | | | |
|--|-----------------|--------|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Yes | 4 | 9.30% | 28.6% | 20.0% | 0.0% | N/A |
| No | 27 | 62.80% | 57.1% | 50.0% | 70.8% | N/A |
| Don't know | 12 | 27.90% | 14.3% | 30.0% | 29.2% | N/A |

| Q25: If yes, what are the barriers and how could we reduce them? | |
|--|-----------------|
| I believe that Scrutiny needs to become more flexible in terms of arranging dates, times and venues for both committee meetings and informal meetings with Executive Members, to make more use of the telephone for ascertaining availabilities and to make more use of the Microsoft Calendar system for issuing invitations to meetings. | Other Member |
| Sometimes lack of notice. Once a lack of invite to a relevant scrutiny meeting. | Other Member |
| The issue of cutting across other formal processes such as planning | Scrutiny Member |
| There is a lot of antagonism towards members of the main opposition and this has 2 effects: - their views are quickly disregarded if they are not shouted down - some opposition members no longer contribute as they see the process as a waste of time. | Scrutiny Member |

| Q26: Thinking about your overall experience of scrutiny over the last 12 months, do you think scrutiny has improved? | | | | | | |
|---|-----------------|-------|-----------------|--------------|---------|-----------------|
| | 2013/2014 | | | | | 2012/13 |
| | All Respondents | | Scrutiny Member | Other Member | Officer | All Respondents |
| | No | % | | | | |
| Improved a lot | 7 | 16.3% | 14.3% | 20.0% | 12.5% | 26.1% |
| Improved | 18 | 41.9% | 57.1% | 70.0% | 29.2% | 21.7% |
| Stayed the same | 4 | 9.3% | 14.3% | 0.0% | 12.5% | 26.1% |
| Got worse | 1 | 2.3% | 14.3% | 0.0% | 0.0% | 0.0% |
| Don't know | 13 | 30.2% | 0.0% | 10.0% | 45.8% | 26.1% |
| Trend (Total 'improved' responses 2013/14 compared with 2012/13) | | | | | | +10.4 |

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| | |
|------------------------|--------------------------------|
| Project Name: | Overview and Scrutiny Review |
| Date of report: | 1 st September 2014 |
| Author: | Donna Reddish – Policy Manager |
| Sponsor: | Huw Bowen – Chief Executive |

1.0 Background

- 1.1 During 2011 an external review by the Institute of Local Government Studies (INLOGOV) was completed on the Overview and Scrutiny function at Chesterfield Borough Council.
- 1.2 Since the 2011 review there have also been significant changes in the officer resource and direction due to major restructures in the Governance and Policy Services.
- 1.3 Members and Officers would now like to revisit the findings of the review and subsequent recommendations taken forward to assess whether or not these arrangements are still appropriate and working as envisaged. This will include a light touch review of officer resources available.

2.0 Project Objectives

- 2.1 To complete an internal review of the Overview and Scrutiny function and resources by January 2015.
- 2.2 That the review is used to develop proposals to further improve the Overview and Scrutiny function and to take account of any new and emerging responsibilities.
- 2.3 That the Overview and Scrutiny function is able to utilise an adaptable and flexible officer resource in order to meet its mandatory functions and priority areas.

3.0 Desired Outcome

- 3.1 A fit for purpose Overview and Scrutiny function, able to adapt to changing priorities and responsibilities.

4.0 Scope

4.1 In scope –

- Overview and Scrutiny Structure
- Policies, Procedures and documents
- Overview and Scrutiny Work Programme
- Officer resource
- Awareness and engagement

5.0 Constraints and Assumptions

5.1 Overview and Scrutiny had previously been recognised as under-resourced. The 2013/14 Governance restructure increased the level of employee resource significantly by introducing the Scrutiny and Committee Co-ordinator roles. Due to current and future financial challenges additional financial and employee resources are unlikely to be available. Review recommendations must be achievable via existing resource allocations.

6.0 Consequences

6.1 The review will potentially make recommendations for changes to the way the function is delivered; this could affect existing post holders as job roles may change.

6.2 The review may highlight that the function has an upper capacity limit on its ability to deliver an effective Overview and Scrutiny function this may require a realignment of priorities.

7.0 Tolerance

7.1 The review should be completed in February 2015 to enable any changes to be implemented early in the 2015/16 financial year.

8.0 Stakeholders

8.1 Current *Stakeholders for this project include:-*

- Overview and Scrutiny Chairs
- Overview and Scrutiny Elected Members
- Executive Members
- The Corporate Management Team and key officers
- The Officer Resource including Policy and Scrutiny Officer and Committee and Scrutiny Co-ordinators

9.0 Interfaces

- 9.1 This project is linked to all Council functions, services and governance structures.

10.0 Project Approach

- 10.1 This project will be delivered by means of a light touch internal review focusing on the in-scope areas listed at 4.1. The review will be followed by a report with improvements proposals to Overview and Performance Scrutiny Committee and Cabinet (possibly Joint Cabinet and Employment Committee).
- 10.2 The key stages of the review will be as follows:

Baseline and Vision

1. To engage with appropriate stakeholders to identify Chesterfield Borough Council's vision for a fit for purpose Overview and Scrutiny function.
2. To engage with appropriate stakeholders to identify opinions/views on current Overview and Scrutiny arrangements.
3. To identify any significant changes that have occurred to functions, responsibilities and resources since the 2011 review which now need to be considered in future arrangements.

Challenge

To use the data gathered in the baseline stage to challenge current Overview and Scrutiny arrangements and work programme. This will include gap analysis of the Council's vision for Overview and Scrutiny against the current position.

Develop Options/Recommendations

To develop options and/or recommendations to ensure that the Overview and Scrutiny is fit for purpose and able to adapt and respond to emerging challenges.

This step may include some external challenge from an appropriate critical friend for example the Centre for Public Scrutiny or the Institute of Local Government Studies.

11.0 Next Steps

- 11.1 To hold and project Commissioning meeting with key stakeholders including the Chairs and Vice Chairs of Overview and Scrutiny, The Executive Member for Governance and Organisational Behaviour, the Chief Executive, Policy Manager and Policy and Scrutiny Officer. This meeting will confirm the project brief, the governance arrangements and review timescales.
- 11.2 To develop a work programme and timetable for stage 1(Baseline and Vision) of the review.

REVIEW OF TENANT INVOLVEMENT

MEETING: OVERVIEW AND PERFORMANCE SCRUTINY FORUM

DATE: 10TH SEPTEMBER 2014

REPORT BY: HOUSING SERVICE MANAGER - CUSTOMER DIVISION

1.0 BACKGROUND

- 1.1 A report reviewing Tenant Involvement was approved by Cabinet in June 2012; this followed a review of arrangements in 2011/12 but essentially approved the setting up of the Tenants Challenge Panel, the Council's approach to RSLR (resident-led self-regulation – tenant scrutiny) which was required in accordance with new legislation to improve accountability and transparency to tenants.
- 1.2 A new Customer Involvement Agreement was also approved which set out how the Council will work with tenants and involve them in how the housing service is delivered, and setting out the range of options in operation in which they can become involved.
- 1.3 The report also approved the purchase of a mobile office staffed by tenant participation staff to take the service out to the tenants on the estates.
- 1.4 These actions have all taken place and the new arrangements are in operation.
- 1.5 In addition to this, a report was approved by Cabinet in October 2013 which restructured elements of the Housing Customer Division and moved the team delivering tenant involvement under the management of the Neighbourhoods Manager. This was to improve joint working between the Neighbourhoods staff delivering services out on the estates and those working with tenants in relation to tenant involvement and to facilitate more estate- based consultation events utilising the mobile office.

- 1.6 The report also approved additional resources to deliver tenant involvement which has provided an excellent opportunity to review some of the methods of engagement which have proven to be less effective than others, and to consider new ones.

2.0 CURRENT POSITION

- 2.1 Our Tenant Involvement Strategy meets our strategic and statutory obligations with regard to tenant engagement, in ensuring that we deliver the type and level of housing services that tenants want.
- 2.2 The strategy aligns with the Council's Vision in putting our communities first, and our objectives to improve the quality of life for local people in improving the Housing Service, whilst pooling resources both within the housing service and corporately to gain the best possible value for money.
- 2.3 The essence of a good Tenant Involvement Strategy is to ensure that there are a range of opportunities for tenants to get involved at the level and frequency which suits them, with a clear recognition that our customers are all individuals with diverse needs and aspirations who want to participate in different ways.
- 2.4 We currently have the following means by which tenants can become involved, each with varying levels of success in terms of tenant engagement:

2.4.1 Tenant Executive

Tenant Executive is a consultative group and is consulted on policies and plans and the wider aims and objectives of the Housing Service. It meets monthly and the meetings alternate between formal meetings with senior managers and informal TE Get Togethers, which enable members to prepare for the next Tenant Executive meeting. Tenant Executive members attend and feed back to, and from the Area Panel or TARA from which they were nominated thereby raising issues from their areas and disseminating information to the wider tenant body.

2.4.2 Area Panels

Area Panels are public meetings open to all tenants and meet quarterly with officers to discuss issues that affect their specific neighbourhoods and estates. These meetings are the means of consulting the wider tenant body and two members from each Panel

attend Tenant Executive to feed back from and to the Area Panel.

A variety of venues are used in each Panel's area. Various methods have been used to promote meetings.

2.4.3 Estate Improvement Budget

Following the Tenant Participation Review in 2011/12, the eight Area Panels covering the Borough were each given their own Estate Improvement Budget of £20,000. The aim of this was to enable tenants to influence how the Estate Improvement Budget was used to improve their area and to encourage more residents to get involved.

In 2013/4 the total budget had a small overspend, one Area Panel spent 49% of their budget, another spent 69% of their budget and four Area Panels spent more than their budget, using some of the other Area Panels' underspend.

There were a number of issues that were raised by tenants as areas for improvement in Area Panel meetings that could not be funded by the Estate Improvement Budget. Some of the potential projects would have cost in excess of £20,000.

2.4.4 Tenants Challenge Panel

The Tenant Challenge Panel considers how well the Housing Service is performing and scrutinises service areas. The Panel makes service improvement recommendations.

Tenant scrutiny is a key driver in social housing and the reviews that have taken place have been in depth and have challenged the service appropriately. Following a review an officer group works to action the recommendations made.

The Tenant Challenge Panel meets the Housing Regulators' requirements with regard to tenant scrutiny of services.

2.4.5 Tenants and Residents Associations (TARAs)

TARAs operate at a local estate based level. They usually meet monthly and one representative attends Tenant Executive to feed back from and to the TARA.

There are two remaining TARAs in the Borough, and both receive an

annual grant of £600 to pay for room hire. Both TARAs fundraise and manage their own accounts.

2.4.6 ChAT

ChAT is Chesterfield Active Tenants' database which tenants can elect to be included on. It enables tenants to tell us what their interests are, what they would like to be involved in, and how they would like to be involved.

2.4.7 Tenant Inspectors

Tenant Inspectors have been recently recruited and following training will commence regular mystery shopping exercises to test the service.

A key task will be to take over inspection of void properties and test them against Chesterfield's Lettable Standard.

Tenant Inspectors will not be involved in other tenant engagement activities to ensure that they remain objective and independent.

2.4.8 Annual Tenant Participation Event

Following the 2011/12 review, the annual tenant participation event was focussed on consulting tenants about Local Offers. This event has proven to be popular with tenants who have attended the 'speed dating' style of consultation for the whole service.

It is a requirement of the Regulatory Standards that tenants are consulted on Local Offers annually. Using the annual event fulfils this requirement.

2.4.9 Tenant Resource Centre

The Tenant Resource Centre is available for tenants to do research, receive support from the Tenant Participation Officers, or to use as a meeting room. There is access to broadband, a PC and a laptop. To assist with research, the Inside Housing publication is available in the Centre and tenants can also access HouseMark.

The Centre is used by active tenant representatives.

2.4.10 Social Media

Following the 2011/12 review a presence on Facebook was established. The site has attracted 80 'friends' and posts have been viewed, shared and liked to up to 130 users. An account has also been set up on Twitter.

Social media allows us to receive instant feedback and to provide information to tenants about events as they happen. More work is required to increase the number of tenants who already use social media to promote Housing's pages.

2.4.11 Tenant Engagement Events

In March 2014, the Tenant Participation Team was integrated into the Neighbourhoods Team. This was done to encourage greater integration of tenant participation and engagement with tenancy and estates management.

One immediate benefit of this was the development of a programme of events aimed at encouraging and facilitating the engagement of tenants and the promotion of local community involvement more generally. As these events develop, it is envisaged that they will link with and become a focus for other community initiatives, for instance, for those instigated or promoted by the Council's Community Development Worker.

These events form part of the Local Offers to Tenants and the mobile office will be used to promote them.

3.0 THE REVIEW

3.1 In carrying out the review of current arrangements the following actions took place:

- Guidance on tenant participation was researched. Housemark was used to benchmark against other organisations and to research good practice.
- Current tenant participation arrangements were evaluated, including Area Panels, Tenant Executive, Tenant Challenge Panel, Tenant and Resident Associations, Forums and ChAT.
- Tenant engagement activities in neighbouring authorities were researched.

The following consultation was carried out:

- Tenants who are currently actively involved in tenant participation activities were consulted in a focus group and surveyed individually by post. Completed surveys were returned by 15 tenants.
- 446 tenants, which represent 4.66% of tenants, were surveyed face-to-face in their homes, at Council venues and in their local area using the mobile office.
- Tenants who have registered on ChAT were surveyed by post. Completed surveys were returned by 46 tenants.
- A focus group was held with staff and managers.

Overall, 5.29% of tenants were surveyed.

3.2 When reviewing good practice it was confirmed that Chesterfield is already involved in tenant engagement activities that are recognised as good practice, have used these methods in the past or are proposing to do so in the near future. This was also the case when looking at neighbouring authorities tenant engagement activities. A précis of the TP activities carried out in other Derbyshire Districts is attached at **Appendix B**.

3.3 However, it has become clear from the survey results, the focus groups, Officer experience, and from participation and thus representation levels, that the areas to concentrate on in terms of their effectiveness are the Tenants Executive, Area Panels and TARAs.

3.4 Area Panels

3.4.1 Between June 2012 and March 2014 each Area Panel met six times, and had variable attendance. There were 48 meetings in total. Of these:

- 77% of meetings (37 meetings) were attended by 5 or more tenants.
- 46% of meetings (22 meetings) were attended by between 6 and 10 tenants
- 29% of meetings (14 meetings) were attended by 10 or more tenants
- 23% of meetings (11 meetings) were attended by less than 5 tenants
- The average number of tenants attending each meeting was 8

- The highest number of tenants attending an Area Panel meeting was 20
- 3.4.2 The majority of the tenants attending the Panels are the same tenants each time.
- 3.4.3 The Area Panel meetings are publicised as open public meetings. Some tenants come to raise an issue that is affecting them at a particular time or to suggest a project for funding. Once the issue is resolved or the project was completed they did not return to future meetings.
- 3.4.4 Feedback received by officers was that some meetings were dominated by more experienced community representatives and this could have deterred tenants from attending further meetings.
- 3.4.5 From the face-to-face surveys, completed by 446 tenants, 35% of tenants said that they were aware of Area Panels, but only 5.4% said they had attended an Area Panel meeting. 7.6% said that they felt the Area Panel represented them as a tenant.
- 3.4.6 Results were higher from postal surveys completed by 46 tenants of the tenants who are registered on the ChAT. 73.9% tenants said that they were aware of Area Panels. 54.3% said they had attended an Area Panel meeting. 41.3% said that they felt the Area Panel represented them as a tenant. This is perhaps unsurprising as these tenants are already actively engaged with the service.
- 3.4.7 From postal surveys completed by 15 active tenant representatives, 100% of tenants said that they were aware of Area Panels. 100% said they had attended an Area Panel meeting. 66.7% said that they felt the Area Panel represented them as a tenant.
- 3.4.8 When tenants were asked about how they would like to give their views about the Housing Service, the face-to-face surveys, which were completed by 446 tenants, told us that only 4.9% wanted to attend public meetings. The figure was higher from postal surveys completed by 46 tenants of the tenants who are registered on the ChAT of which 26.1% wanted to attend public meetings. The highest result was received from the postal surveys completed by 15 active tenant representatives with 66.7% who wanted to attend public meetings.

3.4.9 When we asked tenants why they did not attend meetings and what could be done to encourage them to attend meetings, there was no strong indication from their answers. This tells us that the majority of tenants simply do not want to attend public meetings.

3.5 Tenants Executive

3.5.1 The Tenant Executive has approximately 17 active members. The representatives are all of retirement age and are mostly white British ethnicity.

3.5.2 We have tried without success to ensure a broader representation of the wider tenant body but are unable to attract and keep a more representative group, for example a younger representative that was recruited has gone on to full time education with a view to gaining employment.

3.5.3 Low attendance at Area Panels limits the number of tenants who benefit from the system of the feedback to and from Tenant Executive.

3.5.4 Tenant Executive receives a lot of information, often at a high level, about the whole service. People volunteer to become a tenant representative for a variety of reasons, often it is because they have a particular interest in a specific aspect of the service e.g. repairs or how anti-social behaviour is dealt with. However, as a Tenant Executive member we ask them to attend meetings that discuss a very broad service including areas that they do not have any interest in, and that they may feel are not relevant to them.

3.5.5 The tenant representatives have received extensive training to broaden their skills, knowledge and experience and to assist them in their roles. The training has included tenant involvement, tenant scrutiny, finance, performance management, team work, representing others and IT skills. The representatives also have the opportunity to attend events and seminars organised by the East Midlands Tenant Participation Forum and courses at Trafford Hall.

3.5.6 The majority of Tenant Executive agenda items are officer-generated. Where tenants raise an issue it is usually from their own personal experience of the service. Whilst Tenant Executive raises some valid issues, it does not challenge services in a way that compares to the Tenant Challenge Panel.

- 3.5.7 Tenant Executive is a very traditional method of consulting tenants. It relies on tenants being nominated through public meetings (Area Panels) and has quite formal meetings with senior officers and whilst it could be argued that this vehicle is meeting our requirements to consult, there is a question regarding if it truly represents the views of the wider tenant body and if there are better ways of achieving this.
- 3.5.8 From the face-to-face surveys, completed by 446 tenants, 9.6% of tenants said that they were aware of Tenant Executive. 0.9% said they were aware of who their Tenant Representative is. 2.7% said that they felt the Tenant Executive represented them as a tenant. 1.3% said that they would consider getting involved in Tenant Executive.
- 3.5.9 Results were higher from postal surveys completed by 46 tenants, 52.2% of the tenants who are registered on the ChAT database said that they were aware of Tenant Executive. 17.4% said they were aware of who their Tenant Representative is. 37% said that they felt the Tenant Executive represented them as a tenant.
- 3.5.10 From postal surveys completed by 15 active tenant representatives, 93.3% of tenants said that they were aware of Tenant Executive. 66.7% said they were aware of who their Tenant Representative is. 80% said that they felt the Tenant Executive represented them as a tenant.

3.6 **TARAs**

- 3.6.1 There are two remaining TARAs in the Borough, at Mastin Moor and Newbold. Mastin Moor TARA has between 11 and 15 attendees and Newbold Moor has between 6 and 9 attendees. The main focus of the groups appears to be social activities and trips, however there is some evidence of local community issues being raised and discussed.
- 3.6.2 There is limited evidence of feedback from Area Panels and Tenant Executive and whilst there are obvious benefits of social activities, the validity of the Housing Service funding these groups must now be considered.
- 3.6.3 From the face to face surveys, completed by 446 tenants, 22.9% of tenants said that they were aware of a TARA in their area. 2% said they had attended a TARA meeting. 4% said that they felt the TARA represented them as a tenant.

- 3.6.4 Results were higher from postal surveys completed by 46 tenants of the tenants who are registered on the ChAT database. 32.6% tenants said that they were aware of a TARA in their area. 26.1% said they had attended a TARA meeting. 28.3% said that they felt the TARA represented them as a tenant.
- 3.6.5 From postal surveys completed by 15 active tenant representatives, 46.7% of tenants said that they were aware of a TARA in their area. 60% said they had attended a TARA meeting. 60% said that they felt the TARA represented them as a tenant.

4.0 **PROPOSALS**

- 4.1 **Area Panels** - It is proposed that Area Panels are discontinued and are replaced by the estate based Tenant Engagement events. These will be delivered in the main by utilising the mobile office, and will take the service out to tenants rather than expecting them to attend meetings. An emphasis will be on being inclusive and reaching out to all aspects of the community.
- 4.2 As part of this, a reward scheme for young people who get involved in community activities such as estate clean-ups, litter picking, graffiti removal, planting etc will be explored. The young people receive points for each engagement event attended, which can then be redeemed for leisure activities, trips etc.
- 4.3 **Tenant Executive** - It is proposed that Tenant Executive is dissolved and is replaced instead by Service Review Groups, which would be less formal workshop style, focus group meetings to look at particular parts of the service. We have found that service specific Focus Groups set up to look at repairs and ASB, have proven very effective, well attended and popular with the tenants who attended them.
- 4.3.1 Building on the success of the Focus Groups should improve the way that tenants are consulted about the Housing Service. This would also give tenants the opportunity to get involved in the parts of the service that are of specific interest to them.
- 4.3.2 From the surveys undertaken as part of this review, it is clear that tenants' interest varies enormously across the service areas. Below are the results when asking tenants which areas of the service they would be most likely to get involved in (tenants could choose more than one option).

Percentage of tenants who selected each option:

| | Face to Face surveys | ChAT postal surveys | Tenant Representative postal surveys |
|------------------------------|----------------------|---------------------|--------------------------------------|
| Repairs - day to day | 32.7 | 17.4 | 66.7 |
| Rents | 30.0 | 13.0 | 33.3 |
| ASB | 14.3 | 37.0 | 26.7 |
| Estate Services | 7.2 | 41.3 | 53.3 |
| Adaptations | 7.2 | 23.9 | 46.7 |
| Allocations | 6.5 | 10.9 | 33.3 |
| Repairs – programme/budgets | 4.3 | 23.9 | 53.3 |
| Finance | 2.0 | 8.7 | 20.0 |
| Response and Support Service | 1.8 | 19.6 | 40.0 |

4.3.3 Service Review Groups would meet the requirements of the Regulator, three or four groups with a wide remit would meet our consultation requirements and ensure that tenants have the opportunity to get involved in the areas of the service that are of interest to them. The Service Review Groups would focus on issues related to a particular part of the service, for example:

Finance:

- How the Estate Improvement Budget is used.
- Capital Programme.
- Budgets.

Communications:

- Annual Report.
- Our Homes newsletter.
- Communicating with tenants – leaflets, websites etc.

Service Standards:

- Performance information including benchmarking, mystery shopping etc.
- Service improvements and any recommendations from Tenant Challenge Panel.
- Current/emerging issues – legislation, guidance etc.
- Cabinet Reports.

- Information, communication, opportunities for tenants to influence.
- Complaints and lessons learned from customer feedback.
- Equalities.
- Value for money.

4.3.4 Tenants would be able to attend the groups depending on their interests and would not be required to attend every meeting of the group, as they are likely to be based on a task and finish type model.

4.3.5 As part of this review a focus group was held with Tenant Executive members to discuss how tenant engagement could be improved. The current tenant engagement opportunities were discussed along with ideas on how they could be improved. There was agreement that the focus groups had been a success and that they were popular with tenants. Based on the good practice research that had been undertaken, the idea of Service Review Groups was discussed and welcomed.

4.3.6 In consideration of the proposal of Service Review Groups the role of Tenant Executive was considered. Discussion took place around decision making if Service Review Groups were introduced. It seemed logical for decisions to be made by tenants who were involved in the Service Review Groups, working with officers responsible for delivering the service, with access to detailed information about the relevant service area, rather than the responsibility being passed to a different group of tenants. To do so would lengthen the process and lead to duplication.

4.3.7 The skills and knowledge of tenant representatives have, as a result of their experience and training, been acknowledged, along with the importance of putting this to its best use to ensure that we provide the best possible service to tenants. The current tenant representatives would be a valuable asset to the Service Review Groups or to the Tenant Challenge Panel and will be strongly encouraged to participate in these areas of engagement.

4.3.8 A focus group was also held with staff and managers from across the Housing Service. Current tenant engagement arrangements, the requirements of the Regulatory Standards and the idea of Service Review Groups, were discussed.

- 4.3.9 Staff and managers felt that having flexibility regarding the format of Service Review Groups would be more beneficial than the current arrangements. Staff and managers were keen that they could plan ahead for a Service Review Group and attract tenants to participate who had a real interest in their part of the service. They felt it would be useful to hold an initial event to find out what tenants would like to be consulted on in the groups in future, and felt the Service Review Groups could enable more consultation to take place on the Local Offers.
- 4.4 **TARAs** - It is proposed that the funding of TARAs ends with effect from 31st March 2015, with work taking place with the two TARAs during the remainder of this financial year to assist them in securing alternative funding and in ensuring that they are financially secure going forward. Active TARA members will be encouraged to participate in the Service Review Groups and it is proposed that the funding from April 2015 is used to support other tenant and community engagement events for example the young peoples reward scheme.
- 4.5 **ESTATE IMPROVEMENT BUDGET** – it is proposed that the Estate Improvement Budget is pooled, thus enabling larger projects to be considered. Work will take place with Community Assemblies to look at joint projects which where appropriate could be jointly funded, to ensure greater value for money.

JULIE McGROGAN
HOUSING SERVICE MANAGER - CUSTOMER DIVISION

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Tenant Participation in Other Organisations

Previously the Audit Commission carried out inspections and produced detailed reports assessing providers against their Key Lines of Enquiries including examples of good practice. These reports were a useful resource as they gave clear instruction on what was expected of service providers by the regulator. In addition, 'beacons' were identified as good practice providers in particular aspects of service delivery. Part of their role as a 'beacon' was to advise other providers on how they could improve.

Co-regulation and the new Regulatory Standards are less prescriptive and give landlords freedom to work with tenants to deliver services that meet local demand.

We use HouseMark to compare ourselves to other organisations and gain information about good practice. HouseMark is a subsidiary of the Chartered Institute of Housing and the National Housing Federation. HouseMark enables us to compare ourselves with over 970 other members including local authorities, ALMOs, housing associations and housing cooperatives.

When reviewing good practice it was confirmed that Chesterfield is already involved in tenant engagement activities that are recognised as good practice, have used these methods in the past or are proposing to do so in the near future. This was also the case when looking at neighbouring authorities tenant engagement activities.

Rykneld Homes is North East Derbyshire District Council's ALMO and has tenant representatives on their Board. Rykneld have two Service Improvement Groups that focus on Neighbourhood Services and Investment and Development. They have a Tenant Scrutiny Panel which monitors performance and scrutinises services. Rykneld has Tenant Inspectors who inspect void properties that are ready to let and conduct 'mystery shops' of services. There is also an Editorial Panel to ensure newsletters and leaflets are easy to read and understand.

Rykneld's housing stock is spread over a wide area covering both town and rural areas. Their tenant engagement activities are structured around Tenants and Residents Associations. The Federation of North East Derbyshire Tenants is an independent alliance of Tenant and Resident Groups that provides support and financial assistance to Tenant and Resident Groups.

Rykneld's Community Improvers is for 11-19 year olds living who volunteer to work on projects that benefit their local communities and earn Dreamscheme points. The number of young people who are involved in this scheme is quite small, currently less than 10.

Bolsover DC is in the early stages of establishing Tenant Scrutiny. Their tenant engagement activities are not promoted on their website although the

contact details of the Tenant Participation are. Tenants are invited to contact her for information about how they can get involved.

High Peak Borough Council has two residents associations and a Tenant Scrutiny Group. They have a Housing Select Committee which includes five tenant volunteers. The Committee scrutinises areas such as public and private sector housing, stock and homelessness and considers reports from the Tenants' Scrutiny Group. High Peak hold one off focus groups to address issues in neighbourhoods and have a programme of 'walkabouts' to identify issues on estates. High Peak also use tenant representatives to monitor performance on grounds maintenance.

Futures Homescape is Amber Valley's ALMO and has tenant representatives on their Board. They have a Scrutiny Panel and a Quality Circle Group who look at complaints, service standards and feedback from mystery shopping etc. There is also a Neighbourhood forum that looks at local issues on estates and environmental improvements as well as Tenants and Residents Associations. Futures offers a Community Grant Giveaway for community and voluntary groups. They have two focus groups one for Repairs and one for Re-lets and holds an annual independent living event. There are forums for older and younger tenants and one for independent living. Tenants can see staff locally at 'drop in' coffee mornings. Futures also participates in the Dreamscheme.

South Derbyshire District Council has a Performance Scrutiny Panel and holds Challenge Days with workshops designed to challenge specific areas of the service. There is a Sheltered Housing Working Group, a Publications Panel who contribute to publications and a Home Standard Panel to scrutinise the repairs and maintenance service.

South Derbyshire are running a pilot of the Dreamscheme.

Dales Housing was set following a stock transfer from Derbyshire Dales District Council and is now part of Acclaim Housing. There are tenant representatives of the Board. Dales has a Resident Scrutiny Panel, panels for sheltered housing, leaseholders and reading publications and a Disability Action Group. There are TARAs and special interest groups are held as and when they are needed.

The picture of local tenant engagement activities is similar to the examples given on HouseMark

FOR PUBLICATION

AGENDA ITEM

BUDGET MONITORING AND UPDATED MEDIUM TERM FINANCIAL FORECAST – J000

MEETING: 1. COUNCIL
2. CABINET
3. DEPUTY LEADER IN CONSULTATION WITH THE LEADER

DATE: 1. 15TH OCTOBER 2014
2. 9TH SEPTEMBER 2014
2. 2ND SEPTEMBER 2014

REPORT BY: HEAD OF FINANCE

WARD: ALL

COMMUNITY FORUM: ALL

KEY DECISION REF: 433

FOR PUBLICATION

BACKGROUND PAPERS FOR PUBLIC REPORTS:

TITLE: Working Papers LOCATION: Accountancy

1.0 PURPOSE OF REPORT

- 1.1 To report budget variances in the current financial year and agree the actions for tackling the forecast deficit.
- 1.2 To highlight potential future budget issues, update the medium term financial forecast and consider the deficit reduction strategy.

2.0 RECOMMENDATIONS

- 2.1 That the budget monitoring report for the four months to the end of July be considered (Section 4).
- 2.2 That the previously approved use of reserves as set out in Section 6 of the report be reviewed.
- 2.3 That the updated medium term forecast, risks and savings targets be considered (Section 7).
- 2.4 That the budget preparation guidelines in para 8.1 be approved.
- 2.5 That the approach to budget consultation be considered (paras. 8.3 and 8.4).

2.6 That the proposed short and medium term actions to address the forecast budget deficits are supported (para. 11.3).

3.0 BACKGROUND

3.1 The Council approved the original budget for 2014/15 on 27th February 2014. The Band 'D' Council Tax was frozen at £144.89. After allowing for planned savings of £824k, there was a forecast net budget surplus of £244k.

3.2 All of the indications are that the medium term outlook will continue to be challenging. A provisional Government Grant allocation for 2015/16 was released as part of the 2014/15 settlement process but there was no indication about subsequent years. The Medium Term forecast approved by the Full Council on 27th February 2014 showed a deficit of £1.2m in 2015/16 rising to £2.0m in 2016/17 before the savings targets are taken into account. The savings assumed in the budget were £1.7m in both 2015/16 and 2016/17, leaving a net surplus in 2015/16 of £0.5m and a deficit in 2016/17 of £0.3m.

3.3 The Medium Term Financial Plan (MTFP) is regularly updated to include unavoidable budget variances and will be adjusted to reflect any new priorities agreed through the Corporate Planning process.

4.0 CURRENT YEARS BUDGET

4.1 We started the year with a forecast surplus of £244k after allowing for £824k of savings. The latest forecast, after just four months into the financial year, shows that the originally forecast surplus of **£244k** has now changed to a deficit of **£301k**. A summary of the variances is included in Appendix 1 and a commentary on the most significant items is provided below.

4.2 **Income Variances**— income from fees, charges, rents etc. form an important part of the Council's budget. Already a number of significant variances are starting to emerge, including:

- Car Parking income – the latest revised forecast indicates a shortfall of £100k on the original budget of £2.4m. Whilst surface car parks are performing in line with the budget target, income from the multi-storey car parks, particularly Saltergate, is down.
- Property market related income sources such as Planning, Building Control and Land Charges are performing well. All are

likely to exceed their budget target for the year, with Planning forecast to deliver an additional £78k.

- Rent income from industrial and commercial properties is forecast to be down by £42k due to disposal and re-letting units with rent concessions. There is, however, a one-off income related to the former ABC Cinema of £45k to offset the loss in 2014/15.
- Corrections have been made to the original budget forecasts of income from Licences and the Spire Pride surplus, reducing the amounts by £43k and £46k respectively.

4.3 **Expenditure Variances**

- The Council has recently been notified of an increase in the pension costs of staff transferred under the PPP contract. Pension costs are treated as a 'pass through' cost in the contract which means that the actual cost is passed back to the Council. The increase is approximately £250k and will apply for at least 3 years, until the next fund revaluation. Officers are exploring with the County Council if there is another way of dealing with these costs, for example could they be transferred back into the Council's element of the Fund in order to allow the cost increases to be spread over a longer period.
- A fee was incurred when the original design plans for Queens Park Sports Centre were submitted for planning approval. With the opportunity to extend the scheme using Sport England grant funding, a second set of designs had to be submitted for approval. Capital accounting regulations allow only one set of fees to be capitalised. Therefore one set of fees will have to be written-off as revenue expenditure (£50k).

4.4 **Savings Targets** – the approved budget included a number of savings proposals, totalling just over £1m but with a £0.2m (20%) allowance for non-achievement. Included within the total are a small number of high value items. A review of the savings targets was recently undertaken by the Corporate Management Team and a number of significant variances have emerged, as follows:

- Renegotiation of external contracts (PPP) – the target for 2014/15 was £170k. A number of opportunities continue to be explored with arvato with a view to securing additional economies through the PPP. The scope to transfer further services with the PPP has largely been eroded as a consequence of the significant savings already achieved through the in-house restructuring of the Council's support services

function. Commercial negotiations are, however, advancing with regards to the financial benefits and risks of adjusting Kpi measures and targets from those originally set in 2010 and also with regards to agreeing a model with arvato to share the costs and economies associated with the application of new customer demand management practices. A report covering these commercial negotiations is currently in preparation, which will include a revised savings position as measured against the targets originally set for 2014/15 and future financial years.

- Review of Terms & Conditions – a target of £100k for 2014/15 but again it must be assumed at this point that given the time it takes to implement such changes that little if anything will be achieved in this financial year. The Chief Executive has recently joined the group tasked with delivering this project in order to build momentum with the development of an ‘employer offer’ to Council staff and the trade unions. A first draft of this document should be available mid to late September.
- Voluntary Redundancy/Early Retirement – there is a target saving of £250k in the current year. A moderate number of applications have been received from Council staff. These are currently being considered and final decisions will be made in September. The saving has, therefore, been reduced to £150k in the updated budget forecast.
- With the ‘big ticket’ items above being removed or significantly reduced in the updated forecast, it follows that the provision for non-achievement (£206k) should also be reduced as it is effectively a provision against these high risk items.
- Great Place: Great Service – the original budget included a net budget saving of £13k in 2014/15. The updated forecast indicates an increased net saving of £44k. This is due mainly to:
 - Successful business rate appeals (£125k, two thirds of which relates to back-dating and is, therefore, a one-off gain); plus
 - Depot cost savings (£31k);
 - Less:
 - A net increase in project management costs after a contribution of (£46k) from the HRA; and
 - The removal of non-cash savings included in the original budget (£78k).

4.5 The updated deficit forecast must be reduced in the remaining months of the financial year to avoid or minimise any call on reserves to make up any shortfall. Failure to deliver the required

savings in the current financial year will put even greater pressure on future years when the savings targets are already greater than those for 2014/15. The proposed actions are included in the 'Conclusions' section below.

5.0 GENERAL FUND CAPITAL PROGRAMME

- 5.1 Capital Receipts - To date, capital receipts of £821k have been received. The original forecast for the year was £4.1m but this has been revised up to £4.7m. The revised forecast does, however, assume that receipts from the Newbold School and Ashgate Road sites will be received during the year.
- 5.2 General Fund Capital Spend –the approved budget for 2014/15 is £10m plus slippage from last year of £0.5m. Spend of £1m had been incurred to the end of July. The main variances are:

Disabled Facilities Grants – Against a budget of £733k, only £112k has been spent but the rest of the budget is committed. There is a requirement to spend £530k by the end of this year to prevent claw-back of funding by Central Government. The Council's Home Improvement Service Team continues to work closely with staff at Derbyshire County Council to identify where improvements to procedures can be made to decrease the length of time taken on projects.

Decent Homes - £79k of £184k has been spent but the full budget has been committed.

Housing Renovation Grants - £15k of the £275k budget has been spent. This funding will be used once the Decent Homes Grant funding has been fully utilised.

QPSC – Planning approval for the extended scheme has been achieved, Sport England funding confirmed and the build contract signed. Work will begin on the site on the 10th September.

Venues refurbishment – £373k spent to date from a total budget of £706k. The Winding Wheel improvements are complete and work is in progress at the Pomegranate Theatre.

Flood resilience – These schemes are grant funded by the Environment Agency. The scheme at Brampton is currently underspent by £347k but this will be spent during the remainder of

the year. Hollis Lane is underspent by £178k but the project is being redesigned due to a reduced number of properties wanting to be included, this also means that some grant funding has had to be repaid. The budget figure will be amended when the Capital Programme is next updated.

Town Hall GP:GS – currently underspent by £580k but will be spent as the project progresses.

- 5.3 A more comprehensive report on the Capital Programme will be produced after the second quarter. Bids for new schemes to be included in the Programme will be considered as part of the budget setting process later in the year.

6.0 RESERVES

6.1 In addition to the General Working Balance, which is maintained at £1.75m, the Council operates a number of other reserves. Many of the reserves are earmarked and committed for specific purposes, such as property repairs and vehicle & plant replacements. There are three major reserves where the Council has wider discretion on how they are used – the Budget Risk Reserve, the Invest to Save Reserve and the Service Improvement Reserve.

6.2 **Budget Risk Reserve** – the Council maintains this reserve as a supplement to the Working Balance. It is also used to finance the severance costs arising from voluntary staffing reductions and the outcomes of service restructuring exercises. The opening balance in the reserve at the start of this financial year was £1,000k but this reduces to £730k after allowing for existing commitments. There will be other commitments to include as decisions on the current VR/VER applications are determined.

| Table – Budget Risk Reserve | | |
|---|---------------------------|--|
| | Updated Forecast £'000 | |
| Balance b/fwd 1st Apr 2014 | 1,000 | |
| <u>Less Approved Commitments:</u> | | |
| STWA tenants consultation exercise | (30) | |
| Land Charges claims | (44) | |
| Learning & Development - training | (32) | |
| Governance restructure severance costs | (30) | |
| 2013/14 carry forward requests (para 7.6 below) | (36) | |
| CMT restructure – severance costs | (98) | |
| | | |
| Uncommitted Balance | 730 | |

6.3 **Invest to Save Reserve** – The table below shows the opening balance in the reserve as at 1st April 2014 and the currently approved or anticipated movements on the reserve:

| Table - Invest-to Save Reserve | | |
|---------------------------------------|-----------------------------------|--|
| | Updated Forecast £'000 | |
| Balance b/fwd 1st Apr 2014 | 393 | |
| <u>Less Approved Commitments:</u> | | |
| Venues refurbishment | (90) | |
| Holmebrook Valley Park drainage | (21) | |
| Community Infrastructure Levy | (5) | |
| Customer Service Strategy - capital | (105) | |
| Local Collective Agreement | (10) | |
| Car park improvements | (111) | |
| CMT re-structure – external advice | (25) | |
| Repayments into the fund | - | |
| Venues – central booking office | (23) | |
| | | |
| Uncommitted Balance c/fwd | 3 | |

The reserve is therefore almost fully committed so any future bids will have to be funded from one of the other usable reserves.

- 6.4 **Service Improvement Reserve** – The table below shows the opening balance in the reserve at 1st April 2014 and the currently approved or anticipated movements on the reserve:

| Table - Service Improvement Reserve | | |
|--|-----------------------------------|--|
| | Updated Forecast £'000 | |
| Balance b/fwd 1st Apr 2014 | 1,176 | |
| <u>Less Approved Commitments:</u> | | |
| Project Academy (balance) | (6) | |
| Grit storage facility | (5) | |
| Venues refurbishment | (20) | |
| Car parking improvements | (15) | |
| Project Academy | (60) | |
| Linacre Master Planning | (67) | |
| Waterside – legal costs | (40) | |
| | | |
| Uncommitted Balance | 963 | |

6.5 Given the pressure on the Council's budgets and the need to maintain reserves for investment in future transformation projects the Cabinet should continually review the commitments against the three major reserves above.

6.6 **Carry Forward Requests** - included within the commitments above are the carry forward requests from 2013/14.

| Table 2 – Carry Forward Requests | | | | |
|---|------------------|--|----------------|----------------------------|
| Portfolio | Service | Description | Amount | From |
| Dep Leader | Commu Infra Levy | Consultants' fees re scheme set-up. | 5,100 | In-to-Save Reserve (£5k) |
| Environment | Bereavement | Boythorpe Cemetery Baby Garden Project. | 5,000 | |
| | Parks | Path re-surfacing works for which there is no budget in 2014/15. | 23,500 | Budget Risk Reserve (£36k) |
| Leisure | QP Sports Centre | Replacement uniforms delayed pending re-branding. | 4,000 | |
| | Staveley HLC | | 3,000 | |
| Total | | | £40,600 | |

6.7 The General Working Balance was increased from £1.5m to £1.75m at the end of 2012/13 to reflect the financial risks which transferred to the Council as a result of the localisation of business rates and council tax support. The risks and amounts retained in this and all other reserves are reviewed each year as part of the budget setting process.

7.0 MEDIUM TERM OUTLOOK

7.1 A more comprehensive medium term update will be provided in the next budget report at the half year stage. However, it is evident that many of the issues identified as budget variances in the first four months of 2014/15 are likely to continue into future years. The most significant variances include the failure to achieve the PPP budget savings target of £250k and the potential PPP pension cost increase of £250k. In 2015/16 there could also be a share of the Business Rates Account deficit from 2013/14 to clear but this will be subject to what happens during 2014/15. The latest forecast, therefore, indicates a rapidly deteriorating position with significant deficits now emerging in all years. The table below compares the latest forecast with the original budget forecast approved in February:

| Forecast (Surplus) / Deficit | | | |
|-------------------------------------|--------------------------|--------------------------|--------------------------|
| | 2014/15 £'000 | 2015/16 £'000 | 2016/17 £'000 |
| Latest Forecast | 301 | 471 | 852 |
| February 2014 | (244) | (450) | 279 |
| Change | 545 | 921 | 573 |

7.2 The revised forecast for future years assumes that the other high value savings targets will be achieved, including £200k from a review of staff terms and conditions and £500k from voluntary redundancies/early retirements, which at this point in time must still carry a fair degree of risk.

7.3 Local Council Tax Support Scheme for 2015/16 - Officers are not recommending any changes to the scheme at this stage but a fuller report will be prepared for the Cabinet to consider in October. This will enable consultation to take place with the other major precepting authorities before the scheme is formally approved by the full Council in December.

8.0 2015/16 BUDGET PREPARATION PROCESS

8.1 The budget preparation process starts in September when budget working papers and guidelines are issued to budget holders. The budgets will be prepared on an 'incremental' basis i.e. taking last year's budget as the base and making adjustments for the following:

- Variances that have been reported to and approved by the Cabinet.
- Pay inflation – an allowance of 1% in future years.
- Energy and property maintenance inflation as advised by the Facilities Maintenance Manager.
- Contract inflation as specified within contracts – assuming RPI of 3.0% and CPI of 2.0% in future years.
- Business rates are based on the RPI in the previous September – a rate of 3% for 2015/16 and subsequent years is assumed.
- No inflation on other general items of expenditure including grants to voluntary organisations.

- Fees and charges increases – an increase of 3% per annum for the period of the MTFP but only where it is considered that the market will bear such an increase.

These budget assumptions will be revised on a continual basis as we move through the budget process and as more up-to-date information becomes available. Cabinet is asked to note the budget setting guidelines.

8.2 In terms of the Member reporting process:

- a) Quarter 2 budget monitoring and updated medium term forecast report for Cabinet (November) and full Council (December).
- b) Approval of the Localised Council Tax Support Scheme for 2015/16 to the full Council in December.
- c) Monthly Political Cabinet/Corporate Management Team budget priority setting workshops arranged from September through February;
- d) Executive Member portfolio budget reports will be produced for consideration in early December.
- e) The Cabinet will consider the first draft budget in mid-December and the final budget report in February.
- f) The full Council will approve the final budget and council tax at the end of February 2015.

Updates will also be provided to the Overview and Performance Scrutiny Forum at key stages in the process.

8.3 Consultation with the public – over recent years this has taken the form of two meetings with representatives from the Community Forums/Assemblies. The first meeting has been in December where the background information has been supplied and the attendees given a number of issues/options to consider for more in depth discussion at the second meeting in January.

8.4 In light of the poor attendance at these meetings, especially in December 2013 and January 2014, an alternative approach is actively under consideration where future public consultation on the budget setting process would take place at the November meeting round of the Council's 4 Community Assemblies.

9.0 RISK MANAGEMENT

- 9.1 Budget forecasting, particularly over the medium term, and in the current economic climate is not an exact science. Assumptions have to be made about possible changes where the final outcome could be very different e.g. government grants, pay awards, investment returns, etc. A full budget risk assessment will be included in the budget setting reports later in the process.

10.0 LEGAL CONSIDERATIONS

- 10.1 There is a legal requirement for the Council to set a balanced budget before the start of each financial year and for the Chief Finance Officer to report on the robustness of the estimates and the adequacy of the reserves. Clearly, there is lot of work to be done over the coming months to reduce the budget deficit forecast in the current financial year and to be in a position to set a balanced budget for 2015/16 in February 2015.

11.0 CONCLUSIONS

- 11.1 It is not unusual for a pessimistic budget forecast to be produced at this early stage in the financial year only for a surplus to be achieved by the end of the year. Nevertheless, these early warning signs must be taken seriously and appropriate action taken. We know from past experience that the Council has a good track of tackling such issues but inevitably this becomes progressively more difficult each time.
- 11.2 Budget monitoring for the first four months of the current financial year has highlighted a number of cost pressures, particularly the car parking income shortfall and the PPP pension cost issue. The other major concern is the rate of progress on implementing the budget savings targets assumed within the original budget, particularly the high value items. Whilst a budget deficit of £300k in the current financial year could be funded from reserves the problem is that this would only provide a short term solution; the priority must be to reduce the underlying deficit.
- 11.3 The era of cuts in public spending is likely to continue for some time to come. In order to achieve a sustainable and affordable budget over the longer term the Council will have to continue to develop and implement some significant budget reductions. Some fundamental

changes will be required to the range and quality of the services provided.

11.4 Members can be assured that officers are already responding to the issues raised in this report. The actions currently being taken to address the deficit forecasts include:

- Giving priority to achieving the current budget savings targets, including the GP:GS programme;
- Strict vacancy control;
- Controls on non-essential expenditure and tight budget control;
- A stronger focus on income generation;
- Continuing to place a strong emphasis on the growth of Chesterfield's economy to support delivery of new income through the new homes bonus and business rate retention schemes:
- Developing new savings proposals to supplement or replace the current list;
- Continuing the Budget Workshop sessions with the Political Cabinet and Corporate Management Team to further develop and monitor the actions above.

11.5 Delivering the required budget savings has to be the number one corporate priority. We cannot rely on under spends at the year-end to rescue the position and must do all we can to avoid having to use reserves to support the budget.

12.0 RECOMMENDATIONS

12.1 That the budget monitoring report for the four months to the end of July be considered (Section 4).

12.2 That the previously approved use of reserves as set out in Section 6 of the report be reviewed.

12.3 That the updated medium term forecasts be considered (Section 7).

12.4 That the budget preparation guidelines in para 8.1 be approved.

12.5 That the approach to budget consultation be considered (paras. 8.3 and 8.4).

12.6 That the proposed short and medium term actions to address the forecast budget deficits are supported (para. 11.3).

13.0 REASON FOR RECOMMENDATIONS

13.1 To monitor the Council's finances.

**BARRY DAWSON,
HEAD OF FINANCE**

Officer recommendation supported/not supported/modified as below or Lead Member's recommendation/comments if no officer recommendation.

Signed

Lead Member

Date

Consultee Lead Member/Support Member comments
(if applicable)/declaration of interests

You can get more information about this report from Barry Dawson Ext 5451.

| SUMMARY OF BUDGET VARIANCES | | |
|---|----------------|----------------|
| as at the end of July 2014 | | |
| | 2014/15 | 2015/16 |
| | £'000 | £'000 |
| <u>Income from fees & charges etc:</u> | | |
| Car parking income shortfall | 100 | |
| One-off receipt ABC Cinema | (45) | |
| Industrial & Commercial rent income | 42 | 39 |
| Licence fee income – correction to base | 43 | 43 |
| Reduced Spire Pride surplus | 46 | 31 |
| Planning fees | (78) | |
| HIA grant stopped from 1/4/14 | 19 | 20 |
| Reduced Housing Benefit Admin grant | | 23 |
| Cemeteries income shortfall | 15 | 15 |
| QPSC/HLC income | (55) | (55) |
| | | |
| <u>Expenditure:</u> | | |
| PPP pension costs | 250 | 250 |
| CMT restructure | (93) | (119) |
| Leisure Legacy | 50 | |
| DCC contribution to Amenity Maintenance | (17) | |
| Communications/marketing savings not achieved | 21 | 21 |
| Energy costs – recurring overspend (net) | 8 | 8 |
| Contribution to QPSC running costs | | 120 |
| Provision for Bus Rate deficit from 13/14 | | 204 |
| | | |
| <u>Adjustments to savings targets:</u> | | |
| Review of staff terms & conditions | 100 | |
| VR/VER Savings | 150 | |
| Renegotiation of PPP contract | 170 | 200 |
| GP:GS savings | (31) | 55 |
| Removal of provision for non-achievement | (206) | |
| | | |
| Other (net) | 56 | 66 |
| Total Variance | 545 | 921 |

SCRUTINY PROJECT GROUPS – GUIDANCE DOCUMENT

The Council Constitution provides for its Overview and Scrutiny Committees to appoint Scrutiny Project Groups for a fixed period of time (i.e. informal task and finish working groups). These Scrutiny Project Groups are not Statutory Scrutiny Committees and do not have the powers of those committees. Their purpose is to enable informal, co-operative working to help develop policy and improve services as opposed to a holding to account role.

1. A Scrutiny Project Group (SPG) will comprise at least 3 members, to include any council Member and officer. The Scrutiny Committee will agree (retrospectively) the Group's remit (scope / terms of reference), membership, duration, reporting back procedures, and private status.
2. The Scrutiny Committee may determine a Member to act as Scrutiny Project Group Lead Member, otherwise the group itself can decide who will take the Lead role.
3. The Group's completed Brief/Scope form is to be submitted to and agreed by the Scrutiny Committee as soon as possible. It should be received by the Scrutiny Committee Chair and Policy and Scrutiny Officer within 2 weeks of Committee approval to appoint the group, together with a completed Resource Needs Request Form. * Work should not commence before the scoping form is received.
4. It is important for the Project Group Lead Member / Group members, to have informal conversation with the relevant Executive Members and/or the Executive Member for Governance (Scrutiny), to help develop a good understanding of related, wider issues and context before finalising the Group's Brief/Scope document and commencing the work. The relevant Executive Member and Head of Service should be consulted on the Group's agreed Brief/Scope for comment. Group Lead's are also encouraged to talk informally to relevant Executive Members and officers throughout the project.
5. Scrutiny Project Groups are encouraged to 'project plan' their work. This will help them to manage the review more effectively by agreeing tasks/actions in advance including Group/Committee meeting dates, who to involve, evidence and resources needed (including Members' own skills, experience and capacity to do the work). The Policy and Scrutiny Officer, and Committee and Scrutiny Co-ordinators, can help with project management.
6. A pre-commencement review guidance meeting with the Policy and Scrutiny Officer and/or Scrutiny Committee Chairs can be provided for the Project Group Lead Member.
7. The Project Group Lead Member will provide a progress update to every meeting of the Group's parent Scrutiny Committee.
8. The Project Group Lead Member will be expected to produce any final written group report and/or recommendations, present it to the relevant Scrutiny Committee and if approved also to attend Cabinet to present as necessary.
9. A report template is available for Members to draft their own review reports. The Policy and Scrutiny Officer, Committee and Scrutiny Co-ordinators, or other service officers can help with writing and finalising the reports if needed.

| | |
|----|---|
| 10 | All final SPG reports must be received at a Scrutiny Business Meeting (ie by the Scrutiny Chairs and Policy and Scrutiny Officer) for sign-off before progressing through the decision making process. The Policy and Scrutiny Officer will manage transition of all reports to Scrutiny Committee and onwards to Cabinet (or other decision making body) as appropriate. |
| 11 | The Project Group Lead Member will be responsible for co-ordinating group meeting arrangements and requests for attendance and information. |
| 12 | There is an understanding that all Project Group Members will meet their own administrative requirements as much as they possibly can including taking notes of their meetings. |
| 13 | The Policy and Scrutiny Officer will not normally attend Group meetings unless technical input (scrutiny advice and guidance) is needed. |
| 14 | Link Officers can help with communications with specific service areas if needed. |
| 15 | Heads of Service/Service Managers can provide specific service related technical support and information to Project Groups if needed, and given their resource availability. |
| 16 | <p>If necessary, subject to 11. above and resource availability, the Project Group Lead Member may request Committee and Scrutiny Co-ordinators (or if not available the Central Support Services unit) to:</p> <ul style="list-style-type: none"> (a) book rooms for meetings and any refreshments needed; (b) arrange meetings, send out meeting invitations and papers / documents; (c) undertake other associated administrative duties, such as photocopying, typing, document production and formatting; (d) attend the Group meetings to take notes / minutes - (or as a very last resort and in an adequate time frame, request arrangements for audio recording equipment to be provided for the meeting). |
| 17 | At least one week's notice to attend Scrutiny Project Group meetings should be given (and if audio recording equipment is to be used, the intention must be made clear to all attendees in advance, ideally with the invitation one week before). |
| 18 | If Scrutiny Project Group Lead Members feel unable to continue with their lead role or are unable to progress the review work to timetable, they must contact the Policy and Scrutiny Officer or Scrutiny Committee Chairs as soon as possible. |
| 19 | The Scrutiny Project Group Lead Member will assist with evaluation of their review on its completion to enable ongoing assessment and improvements of the review process. |

(Adopted by Overview and Performance Scrutiny Forum on 25.07.13. *Amended 28.11.13).

CHESTERFIELD BOROUGH COUNCIL FORWARD PLAN
FOR THE FOUR MONTH PERIOD 1 OCTOBER 2014 TO 31 JANUARY 2015

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of key decisions to be made on behalf of the Council. As far as possible and in the interests of transparency, the Council will seek to provide at least 28 clear days notice of new key decisions (and many new non-key decisions) that are listed on this document. Where this is not practicable, such key decisions will be taken under urgency procedures. Decisions which are expected to be taken in private (at a meeting of the Cabinet or by an individual Cabinet Member) are marked "private".

This Forward Plan sets out the details of the 'key' and other major decisions which the Council expects to take during the next four month period. The Plan is rolled forward every month and is available to the public 28 days before the beginning of each month.

A 'Key' Decision is defined as:

Any executive decision which is likely to result in the Council incurring significant expenditure or the making of savings where there is:

- a decision to spend £50,000 or more from an approved budget, or
- a decision to vire more than £10,000 from one budget to another, or
- a decision which would result in a saving of £10,000 or more to any budget head, or
- a decision to dispose or acquire any interest in land or buildings with a value of £50,000 or more, or
- a decision to propose the closure of, or reduction by more than ten (10) percent in the level of service (for example in terms of funding, staffing or hours of operation) provided from any facility from which Council services are supplied.

Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in one or more electoral wards. This includes any plans or strategies which are not within the meaning of the Council's Policy Framework set out in Article 4 of the Council's Constitution.

The law and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in the Forward Plan in accordance with Rule 15 (General Exception) and Rule 16 (Special Urgency) of the Access to information Procedure Rules.

The Forward Plan has been extended to now include details of any significant issues to be considered by the Executive Cabinet, full Council and Overview and Scrutiny Committee. It is hoped that this will better meet the needs of elected Members, Officers and the public. They are called "non key decisions". In addition the plan contains details of any reports which are to be taken in the private section of an Executive meeting.

Anyone wishing to make representations about any of the matters in the schedule below may do so by contacting the officer listed. Copies of the Council's Constitution and agenda and minutes for all meeting of the Council may be accessed on the Council's website: www.chesterfield.gov.uk.

Notice of Intention to Conduct Business in Private

Whilst the majority of the business at Cabinet meetings will be open to the public and media to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that the Cabinet meetings shown on this Forward Plan will be held partly in private because some of the reports for the meeting will contain either confidential information or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

A list of the reports which are expected to be considered at this meeting in private are set out in a list on this Forward Plan. They are marked "private", including a number indicating the reason why the decision will be taken in private under the categories set out below:

- (1) information relating to any individual
- (2) information which is likely to reveal the identity of an individual
- (3) information relating the financial or business affairs of any particular person (including the authority holding that information)
- (4) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (6) Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
- (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

If you would like to make representations about any particular decision to be conducted in private at this meeting then please email: democratic.services@chesterfield.gov.uk. Such representations must be received in advance of 5 clear working days before the date Cabinet meeting itself, normally by the preceding Monday. The Council is required to consider any representations received as to why an item should not be taken in private and to publish its decision.

It is possible that other private reports may be added at shorter notice to the agenda for the Cabinet meeting or for a Cabinet Member decision.

Cabinet meetings are held at the Town Hall, Chesterfield, S40 1LP, usually starting at 10.30 am on Tuesdays, but subject to change in accordance with legal notice periods.

Huw Bowen
Chief Executive



| Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|----------------------|---|-------------------------|---|-------------------------------------|----------------------------|---------------------------|--|---|---------|
| Key Decisions | | | | | | | | | |
| Key Decision 296 | Careline Consortium - Update on the current position regarding potential partnership arrangements with DCC. | Cabinet | Executive Member - Housing | 7 Oct 2014 | Assistant Executive Member | Meeting. | Report of Service Manager - Housing Services | Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk | Public |
| Key Decision 321 | Review of Allocations Policy - Welfare Reform | Cabinet | Executive Member - Housing | 21 Oct 2014 | Assistant Executive Member | Meetings | Report of Service Manager - Housing Services | Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk | Public |
| Key Decision 329 | Local Plan: Sites and Boundaries Development Plan document - to agree preferred options for public consultation. | Cabinet | Deputy Leader & Executive Member for Planning | 18 Nov 2014 | | Meetings | Report of Strategic Planning and Key Sites Manager | Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk | Public |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|-------------------------------|--|-------------------------|---|-------------------------------------|---|---------------------------|---|---|---|
| Key Decision 337 | THI Scheme Project Evaluation - to receive a final evaluation of the THI project for Chesterfield Town Centre. | Cabinet | Deputy Leader & Executive Member for Planning | 23 Sep 2014 | | Meetings | Report of Development Management and Conservation Manager | Paul Staniforth Tel: 01246 345781 paul.staniforth@chesterfield.gov.uk | Public |
| Key Decision Page 39 76 | Proposals for future use of the former garage site of Hady Lane | Cabinet | Executive Member - Housing | 21 Oct 2014 | Assistant Executive Member | Meetings. | Report of Business Planning and Strategy Manager - Housing Services | Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk | Public |
| Key Decision 340 | Caravan and Mobile Home Park Licensing | Cabinet | Executive Member - Housing | 21 Oct 2014 | Assistant Executive Member | Meetings. | Report of Business Planning and Strategy Manager - Housing Services | Jane Thomas jane.thomas@chesterfield.gov.uk | Public |
| Key Decision 369 | Whole Life Cycle Building Costs for the New Sports Centre | Cabinet | Executive Member - Leisure, Culture and Tourism | 7 Oct 2014 | Assistant Executive Member for Leisure, Culture and Tourism | Meeting | Report of Sports and Leisure Manager | Mick Blythe Tel: 01246 345101 mick.blythe@chesterfield.gov.uk | Exempt 3 Contains financial information |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|---------------------|--|---|---|-------------------------------------|----------------------------|---------------------------|---|---|--|
| Key Decision 389 | Staveley Area Action Plan | Cabinet | Deputy Leader & Executive Member for Planning | 18 Nov 2014 | | Meetings | Report of Strategic Planning and Key Sites Manager | Alan Morey Tel: 01246 345371 alan.morey@chesterfield.gov.uk | Public |
| Key Decision 395 | Review of fees and charges for the Venues, including the Winding Wheel, Pomegranate Theatre, Hasland Village Hall and the Market Hall Assembly Rooms | Cabinet | Executive Member - Leisure, Culture and Tourism | 23 Sep 2014 | Assistant Executive Member | Meetings | Report of Cultural and Visitor Services Manager | Anthony Radford Tel: 01246 345339 anthony.radford@chesterfield.gov.uk | Public |
| Key Decision 398 | Sale of CBC Land/Property | Deputy Leader & Executive Member for Planning | Deputy Leader & Executive Member for Planning | 30 Sep 2014 | | Meeting. | Report of Head of Kier | Matthew Sorby Tel: 01246 345800 matthew.sorby@chesterfield.gov.uk | Exempt 3 Contains financial information |
| Key Decision 410 | Report of Stock Condition Survey | Cabinet | Executive Member - Housing | 7 Oct 2014 | Assistant Executive Member | Meetings | Report of Business Planning and Strategy Manager - Housing Services | Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk | Public |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|---------------------|--|-------------------------|--|-------------------------------------|--|---------------------------|--|---|---------|
| Key Decision 419 | Review of Tenant Involvement | Cabinet | Executive Member - Housing | 23 Sep 2014 | Assistant Executive Member for Housing | Meeting | Report of Service Manager - Housing Services | Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk | Public |
| Key Decision 420 | Adoption of Revised Statement of Community Involvement | Cabinet | Deputy Leader & Executive Member for Planning | 23 Sep 2014 | | Meeting | Report of Strategic Planning and Key Sites Manager | Louise Briggs Tel: 01246 345794 louise.briggs@chesterfield.gov.uk | Public |
| Key Decision 426 | Community Engagement Strategy | Cabinet Council | Executive Member - Customers and Communities Executive Member - Customers and Communities | 23 Sep 2014 15 Oct 2014 | Assistant Executive Member for Customers and Communities | Meeting | Report of Policy Manager | Katy Marshall Tel: 01246 345247 katy.marshall@chesterfield.gov.uk | Public |
| Key Decision 427 | Playing Pitch Strategy | Cabinet | Executive Member - Environment | 7 Oct 2014 | Assistant Executive Member – Environment | Meeting | Report of Sports and Leisure Manager | Mick Blythe Tel: 01246 345101 mick.blythe@chesterfield.gov.uk | Public |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|----------------------------|--|--|--|-------------------------------------|--|---------------------------|---|---|----------|
| Key Decision 433 | Budget Monitoring for 2014/2015 and Updated Medium Term Financial Plan | Cabinet Council | Deputy Leader & Executive Member for Planning Deputy Leader & Executive Member for Planning | 9 Sep 2014 15 Oct 2014 | | Meeting. | Report of Head of Finance | Barry Dawson Tel: 01246 345451 barry.dawson@chesterfield.gov.uk | Public |
| Key Decision 34 Page 79 | Housing Services Fire Management Policy | Cabinet | Executive Member - Housing | 7 Oct 2014 | Assistant Executive Member for Housing | Meeting. | Report of the Business Planning and Strategy Manager-Housing Services | Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk | Public |
| Key Decision 402 | Treasury Management Report for 2013/14 | Council | Deputy Leader & Executive Member for Planning | 15 Oct 2014 | Standards Committee Cabinet | Meeting | Report of Head of Finance | Helen Fox Tel: 01246 345452 helen.fox@chesterfield.gov.uk | Public |
| Key Decision 435 | Restructure of the Private Sector Housing Service | Joint Cabinet and Employment & General Committee | Executive Member - Housing | 7 Oct 2014 | Assistant Executive Member for Housing | Meetings. | Report of the Business Planning and Strategy Manager-Housing Services | Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk | Exempt 3 |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|------------------|--|-------------------------|--|-------------------------------------|---|---------------------------|--|---|---------|
| Key Decision 436 | Derbyshire County Council's Consultation on Proposed Budget Cuts - Potential Impact on Housing Service | Cabinet | Executive Member - Housing | 21 Oct 2014 | Assistant Executive Member for Housing | Meetings | Report of Service Manager - Housing Services | Julie McGrogan Tel: 01246 345135 julie.mcgrogan@chesterfield.gov.uk | Public |
| Key Decision 37 | Review of the future of the 4 rest rooms that are currently closed - Sunny Croft, Rest-A-While, Welcome Centre and Golden Age Options for closed Community Rest Rooms. | Cabinet | Executive Member - Leisure, Culture and Tourism | 21 Oct 2014 | Assistant Executive Member - Leisure, Culture and Tourism | Meetings. | | Bernadette Wainwright Tel: 01246 345779 bernadette.wainwright@chesterfield.gov.uk | Public |
| Key Decision 438 | Six Month Review of PPP Performance | Cabinet | Executive Member - Governance and Organisational Development | 7 Oct 2014 | Assistant Executive Member | Meetings | | John Moran Tel: 01246 345389 john.moran@chesterfield.gov.uk | Public |
| Key Decision 439 | Great Place, Great Service Six Month Update | Cabinet | Executive Member - Governance and Organisational Development | 23 Sep 2014 | Assistant Executive Member | Meetings. | | John Moran Tel: 01246 345389 john.moran@chesterfield.gov.uk | Public |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|------------------|---|---|--|-------------------------------------|--|---------------------------|---|---|---------|
| Key Decision 440 | Renewal of Microsoft Enterprise Agreement | Executive Member - Governance and Organisational Development - Executive Member Decisions | Executive Member - Governance and Organisational Development | 23 Sep 2014 | Assistant Executive Member – Governance and Organisational Development | Meeting | Report of ICT Manager and Client Manager | Jon Alsop Tel: 01246 345249 jonathan.alsop@chesterfield.gov.uk | Public |
| Key Decision 441 | Innovation Centres Digital Connectivity and Upgrade Works | Cabinet | Leader & Executive Member for Regeneration | 7 Oct 2014 | | Meetings | Report of Development and Growth Manager | Neil Johnson Tel: 01246 345241 neil.johnson@chesterfield.gov.uk | Public |
| Key Decision 442 | To approve the Council's External Communications Strategy | Council | Leader & Executive Member for Regeneration | 17 Dec 2014 | Overview and Performance Scrutiny Forum | Meetings | Report of Communications and Marketing Manager | John Fern Tel: 01246 345245 john.fern@chesterfield.gov.uk | Public |
| Key Decision 443 | Update on Westwood Avenue | Cabinet | Executive Member - Housing | 21 Oct 2014 | Assistant Executive Member | Meetings | Report of Business Planning and Strategy Manager - Housing Services | Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk | Public |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|------------------|---|-------------------------|----------------------------|-------------------------------------|----------------------------|---------------------------|---|---|---------|
| Key Decision 444 | Housing Revenue Account Business Plan | Cabinet | Executive Member - Housing | 2 Dec 2014 | Assistant Executive Member | Meetings | Report of Business Planning and Strategy Manager - Housing Services | Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk | Public |
| Key Decision 445 | Housing Revenue Account and Rent Review | Cabinet | Executive Member - Housing | 16 Dec 2014 | | | Report of Business Planning and Strategy Manager - Housing Services | Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk | Public |
| Key Decision 446 | Housing Capital Programme 2015/16 2016/17 and 2017/18 | Cabinet | Executive Member - Housing | 13 Jan 2015 | Assistant Executive Member | Meetings | Report of Business Planning and Strategy Manager - Housing Services | Alison Craig Housing Tel: 01246 345156 alison.craig@chesterfield.gov.uk | Public |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|-----------------|-------------------------------------|-------------------------|---------------------------|-------------------------------------|---------------------|---------------------------|--|---|---------|
|-----------------|-------------------------------------|-------------------------|---------------------------|-------------------------------------|---------------------|---------------------------|--|---|---------|

Private Items -Non Key/ Significant but non-Key

| | | | | | | | | | |
|---------------------|--|--|---|-------------|--|---------|---|---|---|
| Key Decision 363 | Application for Home Repairs Assistance | Executive Member - Housing | Executive Member Housing - Executive Member decisions | 30 Sep 2014 | Assistant Executive Member | Meeting | Report of Business Planning and Strategy Manager - Housing Services | Jane Thomas jane.thomas@chesterfield.gov.uk | Exempt 1, 3 Info. relating to an individual Info. relating to financial affairs |
| Key Decision 364 | Application for Waiver of Private Sector Housing Discretionary Decisions (including Home Repair Assistance and Disabled Facilities Grants) | Executive Member - Housing | Executive Member - Housing | 30 Sep 2014 | Assistant Executive Member - Housing | Meeting | Report of Local Government and Regulatory Law Manager | Stephen Oliver Tel: 01246 345313 stephen.oliver@chesterfield.gov.uk | Exempt 1 Contains information relating to an individual. |
| Non-Key 365 | Outstanding Debts for Write Off | Executive Member - Customers and Communities | Executive Member - Customers and Communities | 8 Sep 2014 | Assistant Executive Member – Customers and Communities | Meeting | Report of Customer Centre Services Manager | Maureen Madin Tel: 01246-345487 maureen.madin@chesterfield.gov.uk | Exempt 3 Information relating to financial or business affairs |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|---------------------------------|--|--|--|-------------------------------------|---|---------------------------|--|---|--|
| Non-Key 366 | Representatives on Outside Bodies 2014/2015 | Executive Member - Governance and Organisational Development | Executive Member - Governance and Organisational Development | 10 Sep 2014 | Assistant Executive Member for Governance and Organisational Development | Meetings | Report of Democratic Services Manager | Martin Elliott Committee & Scrutiny Co-ordinator martin.elliott@chesterfield.gov.uk | Public |
| Key Decision Page 67 Page 84 | Lease of Commercial and Industrial Properties | Deputy Leader & Executive Member for Planning | Deputy Leader & Executive Member for Planning | 30 Sep 2014 | | | Report of Kier Asset Management | Christopher Oakes Tel: 01246 345346 christopher.oakes@chesterfield.gov.uk | Exempt 3 Information relating to financial or business affairs |
| Non Key Decision | | | | | | | | | |
| Non-Key Non Key - 28 | Consideration of the report on the Annual Review of Overview and Scrutiny Arrangements 2013/14 | Cabinet Council | Executive Member - Governance and Organisational Development Executive Member - Governance and Organisational Development | 23 Sep 2014 15 Oct 2014 | Assistant Executive Member for Governance and Organisational Development Development Overview and Performance Scrutiny Forum | Meeting Email | Report of Policy Manager | Anita Cunningham Tel: 01246 345273 anita.cunningham@chesterfield.gov.uk | Public |

| Key Decision No | Details of the Decision to be Taken | Decision to be taken by | Relevant Portfolio Holder | Earliest Date Decision can be Taken | Proposed Consultees | Method(s) of Consultation | Documents to be considered by Decision taker | Representations may be made to the following officer by the date stated | Private |
|--------------------------|--|---|---|-------------------------------------|---|---------------------------|---|---|---------|
| Non-Key Non Key 24 | List of Buildings of Local Interest - to consider the list of nominated buildings and agree an assessment panel and process | Deputy Leader & Executive Member for Planning | Deputy Leader & Executive Member for Planning | 1 Sep 2014 | Consultation with property owners | Meeting | Report of Development Management and Conservation Manager | Paul Staniforth Tel: 01246 345781 paul.staniforth@chesterfield.gov.uk | Public |
| Non-Key 85 | Consideration of the Report and Recommendations of the Enterprise and Wellbeing Scrutiny Committee on matters regarding the New Leisure Facilities | Cabinet | Executive Member - Leisure, Culture and Tourism | 23 Sep 2014 | Assistant Executive Member for Leisure, Culture and Tourism | Meeting | Report of Policy Manager | Anita Cunningham Tel: 01246 345273 anita.cunningham@chesterfield.gov.uk | Public |
| Non-Key 34 | Review of Hackney Carriage and Private Hire Licensing Policy | Appeals and Regulatory Committee | | 3 Sep 2014 | Taxi Consultative Committee | Meeting | Report of Licensing Manager | Trevor Durham Tel: 01246 345203 trevor.durham@chesterfield.gov.uk | Public |

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SCRUTINY COMMITTEE RECOMMENDATIONS - IMPLEMENTATION MONITORING FORM

| Ref No | Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work) | Decision Dates (Scrutiny Committee & Cabinet, Council & its Committees) | Scrutiny Committee Recommendations or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) | Completion Date for Actions | Action / Response Completed | Further Action Required by Scrutiny (6 monthly progress reports) |
|--------|--|--|---|-----------------------------|--|---|
| OP4 | Review into External Communications (SPG) | OP 19.06.14 Cabinet 29.07.14 | <ol style="list-style-type: none"> 1. Adopt clear branding 2. Review marketing / communication activities. 3. Introduce use of analytics. 4. Adopt a 'digital first' approach. | 6 month progress report | | Monitoring due 15.01.15 |
| EW4 | Hackney Carriage Licence Limit (SPG) | EW 16.01.14 Appeals & Regulatory Ctte on 12.02.14 | <ol style="list-style-type: none"> 1. Produce clear comparison survey by taxi rank. 2. Produce written procedure for future reviews & include in the Forward Plan. 3. That Appeals & Regulatory Ctte consider other options to reduce number of Hackney licences when new legislation permits. | 6 month progress report. | | Monitoring due 08.09.14 |
| EW3 | Parking Policy (SPG) | 14.02.13 Approved at Cabinet on 05.03.13 | <ol style="list-style-type: none"> 1. The barrier system of parking control which gives change, be extended to other car parks. 2. Improvements be implemented for the New Beetwell Street | 6 month progress report | Progress provided EW on 05.09.13 and 05.06.14. | Progress report requested for 31.07.14. |

| Ref No | Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work) | Decision Dates (Scrutiny Committee & Cabinet, Council & its Committees) | Scrutiny Committee Recommendations or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) | Completion Date for Actions | Action / Response Completed | Further Action Required by Scrutiny (6 monthly progress reports) |
|--------------|--|---|--|-----------------------------|--|---|
| | | | <p>MSCP to bring the facility up to a standard equivalent to that at Vicar Lane.</p> <p>3. Improvements to signage across the town centre and at the entry points to off-street car parks be undertaken.</p> | | | |
| 88 page 2 | Review of Water Rates Payment Policy (SPG) | <p>16.01.14 and 05.06.14</p> <p>Cabinet 29.07.14.</p> | <p>1. Provide 6 month update on collection process and technology review.</p> <p>2. Provide update when contract signed and again after 1 year.</p> <p>3. Support review of Tenant's information.</p> <p>4. Provide 6 month update on number of evictions for water rates.</p> <p>5. Amend Policy wording.</p> | 6 months | Progress received 27.06.13 SPG set up for further review. completed & approved by EW 16.01.14. Further recommendations approved on 05.06.14. | Monitoring due 05.02.15 |
| OP3 | Anti Social Behaviour (SPG) | <p>17.01.13</p> <p>Cabinet 10.09.13.</p> <p>12.12.13</p> | <p>See report and minute.</p> <p>1. Support use of vacant post funding to employ 0.6 (FTE) case worker.</p> | | Executive Report to OP 12.12.13 for pre-decision scrutiny. | Reported to Joint Cabinet / Employment & General Committee on 08.04.14. |

| Ref No | Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work) | Decision Dates (Scrutiny Committee & Cabinet, Council & its Committees) | Scrutiny Committee Recommendations or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) | Completion Date for Actions | Action / Response Completed | Further Action Required by Scrutiny (6 monthly progress reports) |
|--------|--|--|--|-----------------------------|---|--|
| CCO1 | Statutory Crime & Disorder Scrutiny | 29/09/11 (No 0044) | 1. Progress report on sharing information re alcohol related health problems and hospital admissions. | 6 months from 29/09/11. | 1. Update provided 30.05.13. Statistics awaited. | Report received 05.12.13, and 10.04.14. Next report due 20.11.14 (to be confirmed) |
| | | (No 0045) | 2. Consult Committee on internal Review of Community Safety before submission to Cabinet. | | 2. Update received 05.12.13 to confirm internal review tied into report on Anti Social Behaviour. | |
| | | 04/10/12 | 3. Consult Committee on Redeeming our Communities Proposals when completed. | | 3. Awaiting. | |
| | | 30/05/13 (No 0003) | 4. Recommendation to Community Safety Partnership regarding introduction of Shopwatch scheme. | Letter sent 25.07.13 | 4. CCO awaiting response to letter from Community Safety Partnership. | |
| | | 10.04.14 (No 58) | 5. Derbyshire County Council Health Scrutiny Committee requested to obtain / share information regarding alcohol related hospital admissions. | Request made 13.05.14. | Awaiting response. | |
| CCO3 | Cumulative Impact Policy | SB 14/07/11 (No 0015) Licensing Ctte | 1. Supports consultation on introduction of CIP. | | 1. Completed. | |

| Ref No | Item (Scrutiny Issue or Topic. SPG = Scrutiny Project Group work) | Decision Dates (Scrutiny Committee & Cabinet, Council & its Committees) | Scrutiny Committee Recommendations or <i>Decision making body resolution</i> (<i>italics = Agreed by Scrutiny Committee but not yet considered by decision making body</i>) | Completion Date for Actions | Action / Response Completed | Further Action Required by Scrutiny (6 monthly progress reports) |
|---------|--|--|---|--------------------------------------|---|---|
| Page 90 | | | 2. A further report on consultation outcome be reported to Licensing Ctte and Cabinet before Council. 3. Scrutiny Board /Ctte to be involved with monitor and review of CIP after 12 months in operation. 4. Impact of alcohol consumption on health service to be brought to attention of Licensing Committee. | 3. Following 12 months in operation. | 2. Completed. 3. Completed. Report received 31.01.13. 4. Update received 01.08.13. Hospital statistics not yet available. | Statistics requested for meeting on 10.04.14. (see CCO 1) |
| | | | | | | |

Abbreviations Key : OP = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. EW = Enterprise and Wellbeing Scrutiny Committee).

CHESTERFIELD BOROUGH COUNCIL

WORK PROGRAMME : OVERVIEW AND PERFORMANCE SCRUTINY FORUM on 10 SEPTEMBER 2014

| | Scrutiny Meeting Date: | Business Items : | Status : | Raised by: | Executive Responsibility |
|---|-------------------------------|---|--|--------------------------------|--|
| 1 | 11.09.14 | Budget Scrutiny and Monitoring | Ongoing. Last reported 19.06.14. | O&P | <i>Leader & Regeneration</i> |
| 2 | 11.09.14 | Great Place, Great Service (<i>council transformation programme</i>) ICT Progress Report. | Ongoing. Considered Joint Cabinet / Employment & General Committee 03.12.13. Last reported 19.06.14. | O&P Chairs | <i>Deputy Leader / Executive Member Planning</i> |
| 3 | 11.09.14 | Review of Tenant Involvement | Met Tenant Challenge Panel representatives on 24.03.14. | <i>LinkOfficer (Housing)</i> | <i>Housing</i> |
| 4 | 13.11.14 | Tenant Consultation Survey Results | Results from 'STAR' housing tenants' survey. | <i>LinkOfficer (Policy)</i> | <i>Housing</i> |
| 5 | 13.11.14 TBC | ICT Strategy and Action Plan Progress Report | Strategy approved December 2012. Report received 30.01.14. 6 month update due July. | O&P Chairs | <i>Executive Member Governance</i> |
| 6 | 13.11.14 TBC | Public, Private Partnership (Corporate Services) Performance Scrutiny and Monitoring | Last reported 26.09.13. Annual update due October 2014. | O&P (<i>carried forward</i>) | <i>Governance & Organisational Development</i> |
| 7 | 13.11.14 TBC | Corporate Asset Management Plan | Available for progress update. | <i>Former structure</i> | <i>Deputy Leader & Planning</i> |
| 8 | TBC | Chesterfield Procurement Service | New arrangements pending scrutiny monitoring. Report received 30.01.14. | O&P Chairs | <i>Executive Member Governance</i> |

CHESTERFIELD BOROUGH COUNCIL

| | Scrutiny Meeting Date: | Business Items : | Status : | Raised by: | Executive Responsibility |
|--------------------------------------|-------------------------------|---|--|-------------------|-------------------------------------|
| 9 | 15.01.15 TBC | Dog Control Measures Progress Report | Petition considered. Measures introduced to Hasland Park. Monitoring underway / review planned for January 2015. | O&P | <i>Environment</i> |
| 10 | 15.01.15 TBC | Council Corporate Plan | Received 17.01.13 and 30.01.14. | O&P | <i>Deputy Leader & Planning</i> |
| 11 | 15.01.15 TBC | Council Corporate Performance Scrutiny and Monitoring | Report for 6 monthly monitoring. Last received 19.06.14. | O&P | <i>Deputy Leader & Planning</i> |
| Scrutiny Project Groups : | | | | | |
| 12 | Every meeting | Welfare Reform | Part 2 – Review agreed 25.07.13. | O&P 28.05.12 | <i>Leader & Regeneration</i> |
| | | | | | |
| New Business Items Proposed : | | | | | |
| | | Disposal of Hazardous Waste | | Member O&P | <i>Environment</i> |

Note: Items for monitoring (from scrutiny reviews and/or recommendations) are not included above but are listed in the Scrutiny Monitoring Form a separate item on the agenda. Members may wish to agree items from the Forward Plan and Scrutiny Monitoring Form for the work programme. *[KEY to abbreviations: O&P = Overview and Performance Scrutiny Forum. CCO = Community, Customer and Organisational Development Scrutiny Committee. E&W = Enterprise and Wellbeing Scrutiny Committee. TBC = to be confirmed].* (Next meeting is 13 November 2014).

JOINT SCRUTINY PANEL

MINUTES OF MEETING HELD ON 28 JULY 2014

TOWN HALL, CHESTERFIELD BOROUGH COUNCIL

Councillor Jean Innes (Chesterfield Borough Council (CBC)) in the Chair

Councillor John Windle (North East Derbyshire District Council (NEDDC))

Councillor Rita Turner (Bolsover District Council (BDC)) +

Anita Cunningham, Policy and Scrutiny Officer (CBC)

Malcolm Clinton, Business Manager, BCN Consultancy

Neil Johnson, Development and Growth Manager (CBC)

Bryan Mason, Joint Executive Director of Operations (BDC and NEDDC) ++

Lynne Cheong, (Acting Scrutiny Officer) (BDC)

Donna Cairns (Committee and Scrutiny Coordinator) (CBC)

+ Attended for Minutes 6 - 9.

++ Attended for Minutes 1 - 5

1. QUOROM

As there were no Members present from Bolsover District Council at the beginning of the meeting, the meeting was not quorate. It was therefore agreed that the Joint Panel continue as an informal meeting.

2. DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS RELATING TO ITEMS ON THE AGENDA

No declarations were made.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Heffer (BDC), Councillor Wallis (BDC), and Councillor Wright (NEDDC).

4. MINUTES OF THE LAST MEETING, 15 MAY, 2014

The Minutes of the meeting held on 15 May, 2014 were approved.

5. SHARED PROCUREMENT UNIT (SPU) UPDATE

The Joint Executive Director of Operations provided an update on issues affecting the shared procurement service. Staff had left to take up posts with the NHS, leaving the service seriously under-staffed, which resulted ultimately in it being dissolved.

CBC had resolved that it would leave the SPU and appoint a

procurement officer to deal with the current workload at the Council.

From April 2014, NEDDC and BDC had entered into a partnership with the NHS (Chesterfield Royal Hospital) in order to retain access to the services of the skilled and experienced staff that had moved over.

CBC remained involved in shared procurement for the provision of banking services, together with BDC, NEDDC, Derbyshire Dales and Ashfield district councils due to the withdrawal of the Co-operative Bank services at the same time for all councils.

It was discussed that it was possible for further joint procurement to take place on specific matters as they arise. The joint partnership with Chesterfield Royal Hospital had availability for other bodies to use the service, but with an expectation that a contribution be made towards the costs.

RESOLVED that the report be noted.

6. **INSURANCE ARRANGEMENTS UPDATE**

The Joint Executive Director of Operations presented an update on the review of Insurance Arrangements.

It was discussed that the insurance needs of the different councils varied too much for a unified approach to insurance; however the sharing of resources such as in-house insurance administration was considered.

It was discussed that a possible savings efficiency could be found in sharing one officer as an insurance administrator, but this presented a risk in having no skilled/experienced officer to provide cover for any of the authorities should that one person be off work. At present, it was considered that no shared arrangements would be suitable, other than the sharing of information and best practice which was ongoing.

RESOLVED that the update be noted and the officer thanked for his attendance.

7. **ANNUAL REPORT TO THE JOINT BOARD**

The proposed annual report of the Joint Scrutiny Panel was presented for approval. The meeting of the Joint Board had not taken place on 30 June 2014 so it was agreed for Cllr Innes from CBC to present the report at the next Joint Board meeting on 1 September 2014.

8. **LOCAL GOVERNMENT ACT 1972 – EXCLUSION OF PUBLIC**

RESOLVED - That under Section 100 (A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it

involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act – information on the financial or business affairs of an organisation.

9. **BCN CONSULTANCY (BUILDING CONTROL) UPDATE REPORT**

The Development and Growth Manager provided an update report on the financial position of the BCN Consultancy as at the end of the financial year 2013/2014 and on the potential for a Building Control service to be developed to cover Derbyshire. A budget monitoring statement for April to June 2014 was also provided.

A report was made to the Joint Scrutiny Panel in July 2013 (Minute No. 78 (2013/2014)) on an appraisal commissioned to consider the future of the BCN following the deficit that had existed in that financial year.

Two options were recommended:

- Outsourcing to a local authority/commercial partnership where staff and responsibility for service delivery would transfer to a third party
- Recruiting a commercial manager and retaining a rationalised in-house core team and capacity support from a third party.

The appraisal had not reported immediate demand from neighbouring authorities for expansion of the consortium, however at a Derbyshire Chief Executives Group meeting, interest was expressed by other Derbyshire councils. A decision on implementing the options of the appraisal were therefore deferred until the wider local authority consortium was explored. The scoping work for this was to be put out to tender at the beginning of August 2014, with a review to be complete by October 2014.

In the financial year 2013/2014, the BCN account held a surplus, a portion of which was agreed at Joint Board to be used between the costs of the Derbyshire wide consultancy exercise and to pay for changes in ICT to allow for more flexible working. The remainder was shared between the three authorities on a pro-rata basis.

The Panel expressed how pleased they were with the progress being made with BCN.

It was agreed that a further update would be brought to the next meeting of the Joint Scrutiny Panel following the completion of the review into the Derbyshire-wide Building Control Partnership.

RESOLVED that a further report be provided to the next meeting.

10. **READMISSION OF PUBLIC**

RESOLVED - That the public may be readmitted to the meeting.

11. **DATE OF NEXT MEETING**

The next meeting would be at Tuesday 4 November, 2014.

OVERVIEW AND PERFORMANCE SCRUTINY FORUM

Thursday, 19th June, 2014

Present:-

Councillor Slack (Chair)

| | | |
|-------------|-------------|----------------------|
| Councillors | Innes | Gilby+++++ ++++++ |
| | Bagley | King++ ++++++ ++++++ |
| | Blank+++++ | Lowe |
| | Borrell | Paul Stone |
| | Burrows +++ | |

Barry Dawson, Head of Finance +++
 Anita Cunningham, Policy and Scrutiny Officer
 John Fern, Communications and Marketing Manager +++++
 Sara Goodwin, Head of Governance +
 John Moran, GPGS Project Manager +++++
 Donna Reddish, Policy Manager +++++
 Gerard Rogers, Deputy Monitoring Officer ++
 Mary Stead, Democratic Services Officer

+ Attended for Minute No. 3
 ++ Attended for Minute No. 4
 +++ Attended for Minute No. 5
 ++++ Attended for Minute No. 6
 +++++ Attended for Minute No. 7
 +++++ Attended for Minute No. 8

**1 DECLARATIONS OF MEMBERS' AND OFFICERS INTERESTS
 RELATING TO ITEMS ON THE AGENDA**

No declarations were received.

2 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Bradford, Callan, Hawksworth and Lang.

3 **REPORT OF THE MONITORING OFFICER ON APPOINTMENT OF A SCRUTINY MEMBER TO SHEFFIELD CITY REGION COMBINED AUTHORITY**

The Monitoring Officer submitted a proposal to appoint a Scrutiny Member to Sheffield City Region Combined Authority.

As a non-constituent member of the Sheffield City Region Combined Authority, Chesterfield Borough Council had been invited to nominate a Member, who would have voting rights, to attend the Combined Authority's Overview and Scrutiny Committee.

The Overview and Performance Scrutiny Forum would propose a nominee to Full Council for approval.

RESOLVED –

(1) That Scrutiny agree the nomination of Councillor Innes as Member of the Overview and Performance Scrutiny Forum to be the Council's representative on the Scrutiny Committee of the Sheffield City Region Combined Authority.

(2) That the nomination be referred to Full Council for approval at its meeting on 30 July, 2014.

4 **EXECUTIVE MEMBER FOR GOVERNANCE AND ORGANISATIONAL DEVELOPMENT - REPORT ON THE COUNCIL'S CONSTITUTION**

The Executive Member for Governance and Organisational Development and the Deputy Monitoring Officer provided an update on the Council's Constitution.

The update included a definition of the constitution, and an explanation of the reasons why councils must have a constitution to take decisions and implement them. Details of the structure of the current constitution were given, and the reasons for reviewing it were explained.

A Constitution Working Group had reviewed the Constitution in order to simplify, shorten and modernise it. The revised Constitution would be more accessible and easier to update. It would allow more delegation of decision-making to officers, leaving Members to take the higher-level policy and strategy decisions.

The Constitution was now available on line, and could therefore be more easily updated when necessary.

Sections that had been extensively rewritten included Scrutiny Procedures and Standards and Codes of Conduct, in order to reflect changed procedures. Revisions of Part 3, which covers delegations, were still being carried out.

During the review process, new factors had emerged that would influence the new Constitution. These included the Great Place:Great Service strategy, and the Heads of Service review.

Other local authority constitutions had been studied, and the one used by Oxford City Council was believed to provide a model for a clearer and simpler constitution. The Constitution Working Group was in the process of adapting the Oxford model to produce a constitution for Chesterfield Borough Council. This would be an enabling constitution, which would be responsive to change, easier to navigate, simpler, in Plain English and much shorter.

After discussion by political groups and Council services, it would be considered by Full Council and if adopted, training would then be given to staff and Members on this new Constitution.

RESOLVED –

(1) That the update be noted.

(2) That the Overview and Performance Scrutiny Forum supported, in principle, the proposed revised Constitution.

5 LEADER AND EXECUTIVE MEMBER FOR REGENERATION - PROGRESS REPORT ON THE BUDGET

The Leader of the Council, and the Head of Finance submitted a report on the General Fund Revenue and Capital Outturns for 2013/14, providing details of significant variations from the revised estimates.

A verbal update was given on the most recent changes to the Council's financial position, as a result of property sales, borrowing to implement

the Capital Programme and backdated business rate appeals affecting the Collection Fund.

Carry Forward requests listed in the report had been considered by Cabinet at its meeting on 17 June, 2014.

The Head of Finance responded to Members' questions about the details of the Budget report, and would be providing a further budget report to Cabinet in July 2014.

RESOLVED –

That the Head of Finance be thanked for the update.

6 DEPUTY LEADER AND EXECUTIVE MEMBER FOR PLANNING, EXECUTIVE MEMBER FOR GOVERNANCE AND ORGANISATIONAL DEVELOPMENT, AND EXECUTIVE MEMBER FOR CUSTOMERS AND COMMUNITIES - PROGRESS REPORT ON GREAT PLACE, GREAT SERVICE TRANSFORMATION PROGRAMME

The Deputy Leader and Executive Member for Planning, the Executive Member for Governance and Organisational Development, and the Executive Member for Customers and Communities, the Communications and Marketing Manager and the GPGS Programme Manager provided an update on the four aspects of the Great Place:Great Service (GPGS) strategy: Workforce, Property/Accommodation, ICT and Customer Services.

The GPGS strategy was being implemented by staff in Business Transformation, ICT, Communications and the Project Academy, and it also involved Kier and arvato, through the Public:Private Partnership arrangements. The GPGS Steering Group was meeting fortnightly, and had delegated decision-making powers.

A list of successes was given, including installation of Wifi in Town Hall Committee Rooms, the disposal of some Council properties, and the letting of the Town Hall Lower Ground Floor to voluntary agencies. Work was in progress to set up a model office, in order to consult staff about their proposed new working environment.

Senior staff were being trained to implement a LEAN approach, and were being given leadership coaching. It was intended that every employee

would be offered the opportunity to spend three years acquiring an NVQ to enhance their skills. A training programme 'The Art of Being Your Best' had already been attended by over a quarter of the workforce. Workforce development was being achieved by these measures.

Data on all contacts made by the public with the Council was being analysed, to identify opportunities for channel shift so that the public would use more self-service and rely less on interaction with staff to achieve the service that they were accessing.

It was hoped that progress towards implementing a Customer Relations Management system would be made, enabling a better workflow to be designed and implemented. The intention was to establish an electronic mailroom, replacing, as far as possible, the use of the internal post within the Council.

A Document Management System was being implemented, and a pilot programme was under way in Planning, where documents were being back-scanned, to reduce the amount of stored paperwork, making storage rooms available for other uses. A workflow programme was being trialled in Governance, through the Legal Case Management system.

Improvements in the ICT system were required to implement the GPGS programme. The ICT service was under discussion with arvato, because the Council's expectations had changed as the use of electronic media and digital data storage had developed since the contracts had been signed. Work was also in progress to rationalise the Council's ICT hardware and software, to facilitate communication between services, and with the public.

Consideration was being given to encouraging staff to work more flexibly, if this suited their job, and staff were being categorised into five groups, depending on how easily they could deliver the service without being present on Council premises for the whole working week.

Better asset management was crucial to the implementation of GPGS, because disposal of assets would raise the funding needed to train and equip staff to deliver the services in a more cost-effective and efficient way. Examples were given of assets recently sold, to enable activity to be concentrated in premises that were better adapted to new ways of working, and also more accessible to the public.

Details were provided of a communications programme to keep staff updated on GPGS progress. The staff survey carried out in 2014 had indicated which aspects of the transformation programme needed more attention and resources, and efforts would be made to respond to the issues raised in the survey, by implementing an action plan and by improving communication with staff..

RESOLVED –

That the reports be noted.

7 DEPUTY LEADER FOR PLANNING - PROGRESS REPORT ON CORPORATE PERFORMANCE

The Deputy Leader for Planning and the Policy Manager submitted a progress report on Corporate Performance, based on the draft Annual Performance Management report that would be submitted to Cabinet on 7 July, 2014.

The report included details of the performance outturn against the 2013/14 Corporate Plan.

80% of Corporate Plan targets had been met or exceeded, despite the financial challenges faced by the Council.

The report included details of opportunities to improve performance further in 2014/15 by using the Local Government Association's LG Inform Benchmarking tool, through learning about best practice from the East Midlands Councils Performance Management Network, and through partnership evaluation, to ensure that partnerships offered the best possible value for money.

RESOLVED –

That the report be noted.

8 **EXECUTIVE MEMBER FOR GOVERNANCE AND ORGANISATIONAL DEVELOPMENT - DRAFT ANNUAL REPORT ON OVERVIEW AND SCRUTINY ARRANGEMENTS**

The Executive Member for Governance and Organisational Development and the Policy and Scrutiny Officer submitted their report on the Annual Review of Overview and Scrutiny Arrangements.

The report had been produced in response to Cabinet Minute No. 0056 (2013/14) requiring an annual review of progress in implementing the Overview and Scrutiny Arrangements Action Plan.

The report gave details of scrutiny successes and achievements, during the two years in which the new scrutiny arrangements had been in place. It also provided information on the timetable and methodology of the review process, including a survey of Members and officers.

The survey results had been analysed, and key findings included:

- generally positive views of the scrutiny arrangements
- a need to promote learning and development
- improvements in resourcing for scrutiny work
- greater understanding of Scrutiny Project Group scoping
- the value of pre-agenda meetings.

Scrutiny Members were thanked for their hard work and co-operation in improving the scrutiny process, and increasing its value to the Council .

It was agreed that improvements were still needed to most aspects of the internal communication process, to enable Scrutiny members to do their work more easily, and to keep staff and other Members informed of their role and progress.

Recommendations would be made to Council on the current working arrangements, and on ways to promote and develop them, so as to continue the effective and efficient delivery of the Council's Overview and Scrutiny function.

RESOLVED –

That the report and recommendations be supported and submitted to Cabinet and Council for approval.

9 SCRUTINY PROJECT GROUP REPORT ON EXTERNAL COMMUNICATIONS STRATEGY

Councillors Bagley and Borrell presented the draft report of the Scrutiny Project Group on External Communications. They had worked closely with the Council's Communications and Marketing Manager to undertake the work.

The report summarised the Council's current communications arrangements, and gave details of the review and evaluation of these arrangements.

It also provided information on the communications strategies used by Lincoln City Council, Derbyshire County Council and the Peak District National Park Authority. Data on website usage had been analysed. Consumer feedback had been considered through use of the 'Are You Being Served?' survey data.

It was believed that there would be a requirement to update the Council's External Communications strategy to meet changing customer requirements, and to respond to organisational changes within the Council, including new ways of working, as part of the GPGS strategy.

There was considerable discussion of the impact on staff of rising customer expectations, which required a change in the policies for responding to enquiries and complaints, offering a more rapid response. Where possible, such matters should be referred to the Customer Services Team, or to other specialist staff who would be able to provide an accurate and appropriate response.

Recommendations in the report were made for a new consumer-led communications strategy for Chesterfield Borough Council. These included a need for:

- clear branding and a 'one council' approach
- better co-ordination of marketing and communication activities
- use of data on usage to develop more effective web content

- consideration of adopting a 'digital first' approach to external communication.

RESOLVED –

That the report be approved and the recommendations be made to Cabinet.

10 OVERVIEW AND PERFORMANCE SCRUTINY FORUM ANNUAL REPORT 2013/14

The draft Scrutiny Annual Report for 2013/14 was presented by the Policy and Scrutiny Officer.

Minor amendments were proposed, and the Chair and Chief Executive's comments were still to be added to it.

RESOLVED –

That the report be agreed in principle, and presented to the next meeting of Council.

11 FORWARD PLAN

The Forward Plan was considered.

It was agreed that the External Communications Scrutiny Project Group report and recommendations be added to it by the Policy and Scrutiny Officer.

RESOLVED –

That the report be noted.

12 SCRUTINY MONITORING

Consideration was given to the Monitoring forum for the implementation of Scrutiny Committee recommendations.

RESOLVED –

That Anti-Social Behaviour policies would continue to be monitored, but that there were no further items to add at this time.

13 WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM

The Work Programme for the Overview and Performance Scrutiny Forum was considered and agreed.

The Work Programme included items that were on the Agenda for every meeting, including Great Place:Great Service and the Council's Budget, as well as those that having been dealt with at this meeting, could now be removed.

Members expressed concern that some issues on the work programme, including those relating to the Housing service, could not always be considered by Scrutiny because reports were not available and then went straight to Cabinet without any prior Scrutiny input.

An example was Tenant Involvement, because the report to Cabinet may have been made before the next meeting of the Overview and Performance Scrutiny Forum in September 2014.

There was discussion of ways to avoid these problems, including greater use being made of the Scrutiny Link Officer meetings and the Scrutiny agenda pre-meetings.

Clarification was also given of the role of the Scrutiny committees. The Overview and Performance Forum deals with corporate issues, and the Enterprise and Wellbeing and Community, Customer and Organisational Scrutiny Committee deal with issues within the relevant service areas, referring matters to the Forum if they appear to be of corporate relevance.

The remit of the three Scrutiny committees had been set out in their Terms of Reference, and agreed by Members and Council.

Some discussion related to the work being done on Health Inequalities, currently the responsibility of the Community, Customer and Organisational Scrutiny Committee, but with cross-cutting implications which might make it a corporate issue.

Because the Forum's remit included responding to public petitions, occasionally that committee dealt with service-related issues, for example the response to the petition on dog control.

Scrutiny Project Groups could be set up by any of the three Scrutiny Committees, and any Scrutiny Member could join them, as could any backbencher.

Suggestions for future Agendas included:

- an update on the STAR survey of Housing tenants;
- a progress report on dog control measures.
- a review of the Council's policies on payments by the public, including rent, Council Tax and also invoices, unless the Community, Customer and Organisational Scrutiny Committee undertook to add this item to their work programme.

Some of these issues could be covered by written reports, but some would need to be considered at meetings of the Forum. It would also be possible to receive briefings on Council policies during the Learning and Development sessions.

RESOLVED –

(1) That the STAR survey be considered at the next meeting.

(2) That Tenant Involvement be considered at the next meeting unless it had been covered by other means before the meeting.

14 OVERVIEW AND SCRUTINY DEVELOPMENTS

The Policy and Scrutiny Officer reported that there would be a Learning and Development session on the Scrutiny Survey, to enable Members to examine it more closely.

The Parliamentary Communities and Local Government Select Committee call for evidence, to support its inquiry into Community Rights, had also been circulated for consideration.

RESOLVED –

That the report be noted.

15 JOINT OVERVIEW AND SCRUTINY

The Policy and Scrutiny Officer reported that the Minutes of the last Joint Overview and Scrutiny Panel were not yet available but would be circulated to Scrutiny Members for information.

There were no issues raised for consideration by the next Joint Overview and Scrutiny Panel.

16 SCRUTINY PROJECT GROUP PROGRESS UPDATES

An update was requested on the Scrutiny Project Group progress on:-

Welfare Reform

No report was available.

17 MINUTES

The Minutes of the meeting of the Overview and Performance Scrutiny Forum held on 3 April 2014 were presented.

RESOLVED –

That the Minutes be approved as a correct record and signed by the Chair.