

Please ask for: Matt Berry

Your Ref:

Extension No: 4589

My Ref:

E-Mail: mattberry@cannockchasedc.gov.uk


14 June, 2018

Dear Councillor,

**CORPORATE SCRUTINY COMMITTEE
4:00 PM ON TUESDAY 26 JUNE, 2018
ESPERANCE ROOM, CIVIC CENTRE, CANNOCK**

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,



**T. McGovern,
Managing Director**

To: Councillors:

Foley, D. (Chairman)
Sutton, Mrs. H.M. (Vice-Chairman)

Cooper, Miss J.	Startin, P.D.
Dudson, A.	Stretton, Mrs. P.Z.
Grice, Mrs. D.	Sutherland, M.
Johnson, T.B.	Tait, Ms. L.
Lyons, Miss O.	Woodhead, P.E.
Snape, P.A.	

A G E N D A

PART 1

1. Apologies

2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members

(i) To declare any personal, pecuniary or disclosable pecuniary interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.

(ii) To receive any Party Whip declarations.

3. Minutes

To approve the Minutes of the Customers & Corporate Scrutiny Committee meeting held on 12 March, 2018 (enclosed).

4. End of Year 2017/18 Customers & Corporate Priority Delivery Plan Performance Update

To receive the end of year performance information (Item 4.1 – 4.4).

5. Customers & Corporate Scrutiny Committee Annual Report 2017/18

Report of the Head of Governance and Corporate Services (Item 5.1 – 5.7).

6. Corporate PDP and Peer Review Update

Report of the Head of Governance and Corporate Services (Item 6.1 – 6.11).

7. Corporate Scrutiny Committee Work Programme 2018/19

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.13).

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CUSTOMERS AND CORPORATE SCRUTINY COMMITTEE
HELD ON MONDAY 12 MARCH 2018 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 1

PRESENT:
Councillors

Foley, D. (Chairman)

Cartwright, Mrs. S.M.	Sutherland, M.
Grice, Mrs. D. (substitute)	Sutton, Mrs. H.M.
Grocott, M.R.	Whitehouse, Miss S.
Johnson, T.B.	Woodhead, P.E.
Martin, Mrs. C.E.	

13. Apologies

Apologies for absence were submitted for Councillor Miss M.J. Dudson (Vice-Chairman), Miss J. Cooper, P.A. Snape and P.T. Witton.

Councillor Mrs D. Grice was in attendance as substitute for Councillor Miss M.J. Dudson.

14. Declarations of Interests of Members in Contracts and Other Matters and Restrictions on Voting by Members and Party Whip Declarations

No declarations of interests or party whip declarations were received.

15. Minutes

Minute No. 11: Scrutiny Review of the Financial Recovery Plan (FRP)

A Member commented that at the previous meeting concerns had been raised about the potential loss of income to the Council owing to likely delays in redeveloping the former Rugeley Power Station (RPS) site because of HS2, and requested that a formal recommendation be submitted to Cabinet to seek compensation from the Government should any such delays occur.

RESOLVED:

That:

- (A) The Minutes of the meeting held on 14 November, 2017 be approved as a correct record and signed.

- (B) Cabinet, at its meeting to be held on 19 April, 2018, be requested to write to the Government seeking compensation for loss of income should development of the former Rugeley Power Station site be delayed by using the site as a base for HS2 building works.

16. Quarter 3 2017/18 Customers & Corporate Priority Delivery Plan Update

Members considered and noted the latest performance information for the Customers & Corporate Priority Delivery Plan (PDP) 2017/18 (Item 4.1 – 4.4 of the Official Minutes of the Council).

The Head of Governance and Corporate Services reported that of the seven actions included in the PDP, progress was delayed on the following for the reasons given in the update report:

- Development of the Customer Access Strategy – as reported at the previous meeting, work on developing the Strategy had been deferred until 2018-19.
- Review of call handling operation between the Contact Centre and the Social Alarm Service – further to the update given at the previous meeting, the Social Alarms team moved into the Civic Centre on 16 January, 2018, and therefore it was still expected that the review would commence in 2018/19 instead.

A Member commented that apparently discussions had taken place about seeking closure of the Rugeley Area Office. The Head of Governance and Corporate Services replied that conversations had taken place about possible relocation, however these discussions were still in a very early stage and no changes were imminent. The Member then requested that the relevant Cabinet portfolio leader be asked to provide a progress update on this matter.

17. Scrutiny Review of Electoral Registration and Polling Stations

The Chairman outlined that the purpose of the review was outlined in the template included with the agenda (Item 5.1 of the Official Minutes of the Council).

Members received a presentation from the Democratic & Resilience Services Manager which covered:

- Individual Electoral Registration (IER):
 - Changes to registration processes;
 - Relevant legislation;
 - Annual Registration (Canvass);
 - Registration rates;
 - Registration statistics;
 - Postal votes.
- Polling Stations:
 - Legislation;
 - Requirements (Accessibility);
 - Review process;
 - Other issues;

- Use of Premises – Schools etc. and Alternatives.

A Member queried how the Register was updated in the event of an individual passing away. The Democratic & Resilience Services Manager replied that such changes would only be made when formally notified, which was usually through updates directly from the Registrar's Service, via Council Tax or other facilities such as 'Tell Us Once'.

Members then noted that:

- Low registration rates (and low election turnout) was a national issue, and generally more of an issue in high density urban areas;
- Locally, voter registration levels were healthy across Staffordshire;
- CCDC's registration rate of 95% was amongst the highest in the County;
- There was a misconception that low turnout at elections directly equated to low registration rates.

A Member commented that it was incumbent on Councillors to be more proactive in encouraging a greater number of people to vote at a local level given that turnout was around 20% for District/County elections and above 60%/70% for national elections and referenda.

The Chairman noted the low national registration rate of 18 to 25 year olds, and queried what the Council was doing to tackle this locally. The Democratic Services & Resilience Manager advised that due to existing workloads and limited resource and Officer capacity it was difficult to focus on such specific matters, but the Council followed the Electoral Commission's guidance and linked into their national campaign for promoting voter registration.

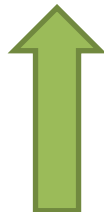


Members then raised comments about access/location issues with certain polling stations in the District. The Democratic & Resilience Services Manager noted that when such concerns were raised these were taken account where possible when preparing for elections. Any comments would also be taken into account for the required statutory review which could take place from October 2018 onwards, but would most likely commence in March 2019.


The meeting closed at 5:15 p.m.



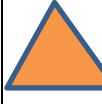

CHAIRMAN

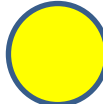
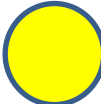
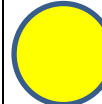

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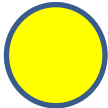
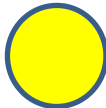

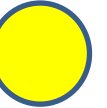
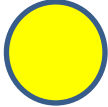
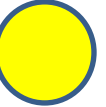





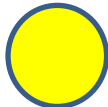
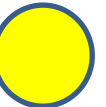
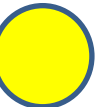

Customers & Corporate PDP 2017/18 End of Year Update



	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target-Achieved/ Trend	Performance compared to 2015/16
Customers: Delivering Council services that are customer centred and accessible						
Customer contact data	Total: 24,745 Ans: 23,471 94.9%	Total: 24,470 Ans: 23,247 95.0%	Total: 21,656 Ans: 20,518 94.7%	Total: 25,960 Ans: 23,197 89.4% The slight dip in performance relates to the period of bad weather when there was an increase in calls combined with contact centre staff not being able to get into work	Overall, 93.4% of calls were answered compared with 93% last year.	 2015/16 92.2% answered
Use of Online Forms	App/Online: 485	App/Online: 496	App/Online: 479	App/Online: 587	410	 *System was introduced mid year
E – Payments Transactions – Payments made via the Council’s website 2016/17 – 21,816 Value £2,319,060	Target – 5,000 Actual – 6,140 Value - £674,658	Target – 5,000 Actual – 6,197 Value - £654,168	Target – 5,000 Actual – 6,115 Value - £655,926	Target – 5,000 Actual – 5,288 Value - £596,039	20,000 (5,000 per quarter)	 2015/16 21196 2017/18 23740

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target-Achieved/ Trend	Performance compared to 2015/16
Payments made via the Council's automated telephone payment system 2016/17 – 21,759 Value £2,391,064	Target – 5,000 Actual – 6,466 Value - £715,664	Target – 5,000 Actual – 5,955 Value - £445,086	Target – 5,000 Actual – 5,620 Value - £615,915	Target – 5,000 Actual – 4,817 Value - £582,572	20,000 (5,000 per quarter)	 2015/16 22418 2017/18 22858





Strategic Objective						
Delivering Council services that are customer centred and accessible						
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating	
<p>Develop and implement a Customer Access Strategy</p> <p>Work on the Customer Access Strategy has been put on hold due to the work that is in progress on the procurement of a new telephony system and planning for a replacement CRM system. Both of these procurements are closely associated with the Customer Access Strategy. Drafting of the Strategy is now planned for 2018-19.</p>	<p>Customers have clarity as to the standards of service that they can expect to receive</p> <p>Increase the ways customers can interact with the Council via digital means</p>					

Strategic Objective						
Making the best use of limited resources						
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating	
<p>Development and delivery of an action plan to take forward the recommendations from the Peer Review</p> <p>An action plan is in place for delivery of the Peer Review recommendations and is being monitored by Leadership Team. Work is nearing completion on the new Corporate Plan which underpins other aspects of the recommendations. Further actions will be included in the PDP for 2018-19.</p>	<p>Improve the resilience and efficiency of the Council</p>					

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Prepare outline business cases for sharing the following services:</p> <ul style="list-style-type: none"> • Development Control, Planning Policy and Land Charges; • Environmental Health; and • Information Governance <p>A report on the outcome of the business cases for further shared services was considered by Cabinet in November 2017. The report recommended that:</p> <ul style="list-style-type: none"> • the Information Governance Shared Service should proceed – work has commenced on this. • the scope of Environmental Health review should be widened to Environmental Services and that an independent options appraisal be commissioned jointly with Stafford Borough Council – work has commenced on procuring a consultant to undertake the review. 	FRP option				
<p>Develop proposals for delivery of savings of £94k from the Stafford led shared services, as part of the FRP process, for delivery in 2018/19</p> <p>Savings have been identified by the Stafford led shared services and these have been built into the budget for 2018-19 onwards.</p>	FRP option				
<p>Review of call handling operation between the Contact Centre and the Social Alarm Service</p> <p>Due to the delay in the move of the Social Alarms team it has not been possible to commence the review of call handling. The team successfully completed its move in on 16 January 2018. The review of call handling has been put on hold to allow time for the service to settle and to address service resilience issues. This will now be reviewed in 2018-19.</p>	FRP option	Not Due until Qtr4			
<p>Reduce the opening days/hours for the Revenues & Benefits reception and enquiry service for 2017/18 as follows:</p> <ul style="list-style-type: none"> • Rugeley Area Office – to 2 days per week; and • Hednesford Library – to 1 day per week. <p>Opening hours were changed from 3 April 2017 as planned.</p>	FRP option.				

Strategic Objective					
Improving skills and accessibility to local employment opportunities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>A strategy is to be developed regarding the Apprenticeship Levy</p> <p>The strategy was presented to Leadership Team on 15th August 2017 and approved.</p>					

Summary of Progress in Delivering Projects/Actions:

				Not rated
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	Action not rated
2 28.6%	3 42.8%	2 28.6%	0 0%	0 0%

Report of:	Head of Governance & Customer Services
Contact Officer:	Judith Aupers
Telephone No:	4411
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Corporate Scrutiny Committee: 26/06/18 and Council: 25/07/18

COPORATE SCRUTINY COMMITTEE**26 JUNE 2018****ANNUAL REPORT 2017-18****1 Purpose of Report**

- 1.1 This report summarises the work undertaken by the Customers & Corporate Scrutiny Committee during the municipal year 2017-18.

2 Recommendations

- 2.1 That Members note the report and approve its submission to Council.

3 Key Issues and Reasons for Recommendation

- 3.1 The report summarises the work undertaken by the Customers & Corporate Scrutiny Committee during the municipal year 2017-18.
- 3.2 The Committee received information on:
- (i) the end of year outturn for the Priority Delivery Plan for 2016-17;
 - (ii) progress reports on the Customer & Corporate Priority Delivery Plan for 2017-18;
 - (iii) Review of the Financial Recovery Plan (FRP); and
 - (iv) Review of Individual Electoral Registration and Polling Stations.

- 3.3 As a result of the review of the FRP, the Committee made a recommendation to the Cabinet asking that a letter be written to the Government “seeking compensation for loss of income should development of the former Rugeley Power Station site be delayed by using the site as a base for HS2 building works.”

4 Relationship to Corporate Priorities

- 4.1 The Customers and Corporate Scrutiny Committee was responsible for scrutinising matters relating to the Customers Priority of “Delivering Council services that are customer centred and accessible”.

5 Report Detail

- 5.1 It was agreed in July 2016 by full Council that in future the Scrutiny Committees would produce an annual report for Council on the work undertaken by each of the Committees.

- 5.2 The key role of the Scrutiny Committee is to:

- Hold the executive to account;
- Ensure corporate priorities are met
- Review and develop policies
- scrutinise partners
- consider performance management information

- 5.3 The remit of the Customers & Corporate Scrutiny Committee during 2017-18 included:

- The Customers PDP
- Corporate Issues
- Budget Consultation
- Corporate & Support Services – i.e. Finance, HR, Governance,
- Legal, Technology, Communications, Customer Services (inc. Social Alarms) and Civic Support
- Local Taxation and Benefits

- 5.4 The Committee considered the following items during 2017-18:

21 June 2017

- End of Year PDP performance update 2016/17
- The Committee’s Annual Report 2016/17
- Committee’s work programme for 2017/18

14 November 2017

- PDP Q1 & Q2 2017/18 performance update
- Review of the Financial Recovery Plan (FRP)
- Work programme update

12 March 2018

- PDP Q3 2017/18 update
- Review of Individual Electoral Registration and Polling Stations

5.5 The scope of the review of the FRP is attached at Appendix 1. At the conclusion of the review, the Committee recommended that:

“Cabinet, at its meeting to be held on 19 April, 2018, be requested to write to the Government seeking compensation for loss of income should development of the former Rugeley Power Station site be delayed by using the site as a base for HS2 building works.”

The Cabinet has agreed this recommendation.

Members also requested that:

- (i) the option to no longer fund or install Christmas illuminations be reviewed after 12 months to assess its impact on the areas affected; and
- (ii) for future consultations consideration be given to including questions targeted to specific residents/areas where appropriate.

5.6 The scope of the review of Individual Electoral Registration and Polling Stations is attached at Appendix 2 . There were two key points arising from this review:

- (i) Members noted the low national registration rate of 18 to 25 year olds, and queried what the Council was doing to tackle this locally. The Democratic Services & Resilience Manager advised that due to existing workloads and limited resource and Officer capacity, it was difficult to focus on such specific matters but the Council follows the Electoral Commission guidance and links into their campaigns for promoting voter registration.
- (ii) Members raised comments about access/location issues with certain polling stations in the District. The Democratic & Resilience Services Manager advised that concerns about polling stations are noted and taken into account where possible when preparing for elections. Any comments would also be taken into account for the required statutory review which could take place from October 2018, onwards, but was most likely to commence in March 2019.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 **Human Resources**

None

6.4 **Section 17 (Crime Prevention)**

None

6.5 **Human Rights Act**

None

6.6 **Data Protection**

None

6.7 **Risk Management**

None

6.8 **Equality & Diversity**

None

6.9 **Best Value**

None

7 Appendices to the Report

Appendix 1 Scoping document for the review of the Financial Recovery Plan

Appendix 2 Scoping document for the review of Individual Electoral Registration and Polling Stations

Previous Consideration

None.

Background Papers

None.

SCRUTINY REVIEW

REVIEW TITLE
Review of the Financial Recovery Plan (FRP)
SCOPE OF THE REVIEW/TERMS OF REFERENCE
<p>The review will look at:</p> <ul style="list-style-type: none"> • The changes made to the FRP proposals as a result of the consultation process, including the comments made by the Customer & Corporate Scrutiny Committee; • The progress made in delivering the savings outlined in the FRP; • The impact/consequences of the savings proposals.
REASON FOR SCRUTINY
<p>To ensure that:</p> <ul style="list-style-type: none"> • due consideration was given to the feedback from the consultation process; and • the savings proposals are being delivered as approved by Council
MEMBERSHIP OF THE REVIEW GROUP
Members of the Customer & Corporate Scrutiny Committee
KEY TASKS / REVIEW PLAN
<ul style="list-style-type: none"> • Review the consultation feedback and consider what changes were made to the Cabinet's proposals as a results of the consultation; and • Review the progress report and identify those proposals that are behind schedule for implementation and establish the reasons for this.
INFORMATION TO BE PROVIDED FOR THE REVIEW
<ul style="list-style-type: none"> • Summary of FRP options, consultations responses and Cabinet decisions • Progress report on delivery of the FRP options
SOURCES OF EVIDENCE
<ul style="list-style-type: none"> • Consultation Feedback Report to Cabinet – 15 December 2016* • Consultation Comments made by the Customer & Corporate Scrutiny Committee - minutes of meeting 13 October 2016 (included as Appendix 4 to the above report)* • Consultation Budget Report to Cabinet – 15 December 2016*
TIMESCALE
<ul style="list-style-type: none"> • Information will be provided to Members at the meeting on 14th November 2017. • Depending on the outcome of the review a report will be prepared for the Committee to consider at the next meeting.

*This information is available on the Council's website at:

Consultation Feedback Report to Cabinet Report -

https://www.cannockchasedc.gov.uk/sites/default/files/04a-frp_consultation_cov_rpt_cab_151216.pdf

Appendix 1 - [https://www.cannockchasedc.gov.uk/sites/default/files/04b-](https://www.cannockchasedc.gov.uk/sites/default/files/04b-appx_1_frp_consultn_slides_181016_2.pdf)

[appx_1_frp_consultn_slides_181016_2.pdf](https://www.cannockchasedc.gov.uk/sites/default/files/04b-appx_1_frp_consultn_slides_181016_2.pdf)

Appendix 2 - [https://www.cannockchasedc.gov.uk/sites/default/files/04c-appx_2 -](https://www.cannockchasedc.gov.uk/sites/default/files/04c-appx_2_-_consultation_response_rankings.pdf)

[_consultation_response_rankings.pdf](https://www.cannockchasedc.gov.uk/sites/default/files/04c-appx_2_-_consultation_response_rankings.pdf)

Appendix 3 - [https://www.cannockchasedc.gov.uk/sites/default/files/04d-appx_3 -](https://www.cannockchasedc.gov.uk/sites/default/files/04d-appx_3_-_correspondence_optimized_r.pdf)

[_correspondence_optimized_r.pdf](https://www.cannockchasedc.gov.uk/sites/default/files/04d-appx_3_-_correspondence_optimized_r.pdf) (Customer & Scrutiny Committee Minutes)

Appendix 4 - [https://www.cannockchasedc.gov.uk/sites/default/files/04e-appx_4_mins -](https://www.cannockchasedc.gov.uk/sites/default/files/04e-appx_4_mins_-_cust_and_corp_scrutiny_cttee_131016.pdf)

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Budget Consultation Report to Cabinet - [https://www.cannockchasedc.gov.uk/sites/default/files/05-](https://www.cannockchasedc.gov.uk/sites/default/files/05-consultation_budget_rptv2_cab_151216.pdf)

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SCRUTINY REVIEW

REVIEW TITLE
Electoral Registration and Polling Stations
SCOPE OF THE REVIEW/TERMS OF REFERENCE
<p>The review of the Individual Electoral Registration Process (IER) will cover:</p> <ul style="list-style-type: none"> (i) The Annual Registration Process; (ii) Changes to registration eg change of address; (iii) Registering for a postal vote; and (iv) Registration statistics <p>The review of polling stations will cover:</p> <ul style="list-style-type: none"> (i) What we look for in a polling station; (ii) Polling Station Review process and the outcome of the last review undertaken in 2014/15; and (iii) Training given to Presiding Officers regarding Polling Stations
REASON FOR SCRUTINY
<p>Concerns about:</p> <ul style="list-style-type: none"> • awareness of how to register (including for postal votes) • accessibility of polling stations for voters
MEMBERSHIP OF THE REVIEW GROUP
Members of the Customer & Corporate Scrutiny Committee
KEY TASKS / REVIEW PLAN
<p>To consider:</p> <ul style="list-style-type: none"> • the actions taken by the political parties, election candidates and the Council to promote and encourage voter registration; • the actions taken to identify changes in circumstance eg change of address; • the options to ensure the accessibility of voting in the district
SOURCES OF EVIDENCE
<ul style="list-style-type: none"> • Registration statistics for annual canvass 2016-17 • Statistics for the turnout at recent elections • Statistics re number of postal votes • Report to Council on the outcome of the polling station review (14 January 2015)
TIMESCALE
<ul style="list-style-type: none"> • A report/presentation will be given to Members at the next meeting on 14th November. • Depending on the outcome of the review a report will be prepared for Members to consider at the meeting on 12 March 2018.

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Report of:	Head of Governance & Corporate Services
Contact Officer:	Judith Aupers
Telephone No:	x4411
Portfolio Leader:	Leader of the Council
Key Decision:	No
Report Track:	Cabinet: 14/06/18

CABINET
14 JUNE 2018
CORPORATE PRIORITY DELIVERY PLAN AND PEER REVIEW UPDATE

1 Purpose of Report

- 1.1 To obtain Members' approval of the Corporate Priority Delivery Plan for 2018-19.
- 1.2 To update Members on the progress made in addressing the Peer Review recommendations.

2 Recommendations

Cabinet is asked to:

- 2.1 Recommend to Council that the Corporate Priority Delivery Plan for 2018-19 be approved.
- 2.2 Note the progress made in addressing the Peer Review recommendations.

3 Key Issues and Reasons for Recommendation

- 3.1 Cabinet has already recommended to Council approval of the Corporate Plan for 2018-23 and the supporting Priority Delivery Plans. Although the new Corporate Plan does not contain a corporate priority there are still a number of corporate issues to be addressed and these have been drawn together into a Corporate Priority Delivery Plan.
- 3.2 It is proposed that the Corporate Priority Delivery Plan will be managed and monitored by Cabinet and the Corporate Scrutiny Committee on a quarterly basis in the same way as the other two Priority Delivery Plans.

- 3.3 As the Corporate Priority Delivery Plan includes a number of the key actions arising from the Peer Review, a more detailed update on progress in implementation the recommendation is also provided for Members information.

4 Relationship to Corporate Priorities

- 4.1 The Corporate Priority Delivery Plan does not directly support the two priorities set out in the new Corporate Plan 2018-23; however it does indirectly contribute to the efficient and effective operation of the Council.

5 Report Detail

Corporate Priority Delivery Plan (PDP)

- 5.1 In May 2018, Council approved the Corporate Plan 2018-19, establishing the vision, priority outcomes and performance management framework for the three year period. The Corporate Plan is supported by a Priority Delivery Plan for each of the 2 key priorities (Promoting Prosperity and Community Wellbeing).
- 5.2 The new Corporate Plan no longer includes a “corporate” priority however there are corporate issues which need to be progressed. These have been drawn together and form the basis of a Corporate Priority Delivery Plan; a copy is attached at Appendix 1.
- 5.3 Progress in delivering the Corporate PDP will be reported on quarterly to Cabinet and the Corporate Scrutiny Committee.

Peer Review

- 5.4 Following the Peer Review in September 2016, a project structure and an outline project plan was produced and reported to Cabinet on 13 April 2017.
- 5.5 Throughout 2017/18 progress has been made in implementing the recommendations from the Peer Review and a progress report is attached at Appendix 2.
- 5.5 The key actions arising from the Peer Review are also included in the Corporate PDP.

6 Implications

6.1 Financial

None.

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

None

6.8 Equality & Diversity

None

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1 Corporate PDP 2018-19

Appendix 2 Peer Review Progress Update

Previous Consideration

Local Government Association Peer Challenge	Cabinet	13 April, 2017
Corporate Plan and Priority Delivery Plans	Cabinet	19 April, 2018

Background Papers

None.

ITEM NO. 6.

Corporate Priority Delivery Plan 2018-19

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q		94%				
Use of Online Forms	Q		475				
E – Payments Transactions – Payments made via the Council's website	Q		6,000 per quarter				
Payments made via the Council's automated telephone payment system	Q		5,750 per quarter				
Payments made by Direct Debit (Council Tax)	Q						

Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services






Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
Giving choice to our customers in how they access our services	Procurement of a new telephony system	Identify framework and use to procure new telephony software		X				
		Install new software, test and train relevant staff			X			
	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team					X	
		Draft strategy for approval by Cabinet						X
	Procurement of a customer portal / CRM system	Identify requirements for new customer portal/ CRM system and agree with Leadership Team						X
		Commence Procurement			2019-20			





Making the best use of limited resources – managing our people, money and assets







Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
Managing our people, money and assets	Review of Environmental Services	Procurement of Consultant to undertake the review		X				
		Undertake Stage 1 of Review (May to July)			X			
		Report to Cabinet and decision on whether to proceed to Stage 2					X	
	Development of an Asset Management Strategy			2019-20				
	Protection of Customers' personal data in accordance with GDPR	Data Protection Policy updated and approved by Cabinet		X				
		Provision of training for employees and Members			X			
		Completion of data audit		X				
		Privacy Notices template agreed and published on website		X				


Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Managing our people, money and assets - continued	Develop workforce development strategy, incorporating gender pay requirement			2019-20			
	Simplify Members' access to committee papers and emails	Draft system to be tested by officers		X			
		System to be piloted with sample of Members			X		
		System to be rolled out to all Members				X	
	Update the IT Security Policy to reflect cyber security threats and GDPR and provide training to staff	Review of current policies			X		
		Revise policies to Leadership Team for approval				X	

Peer Review Progress Report




Theme	Summary of Recommendation	Outline Scope of Work	Progress Update	Status
Vision	Further develop and widen the 'Customer' priority of the Corporate Plan so as to articulate what the Cannock Chase District Council of the future will look like. .. to provide a forward looking vision and narrative to enable staff and other stakeholders to understand how the organisation will evolve and develop to remain fit for the future.	<ul style="list-style-type: none"> • Visioning • Corporate Plan & PDPs 2018-19 to 2020-21 	New Corporate Plan 2018-23 and PDPs approved by Cabinet and awaiting Council approval in May 2018	
		<ul style="list-style-type: none"> • Type of Council We Want To Be, Values & Culture 	This is generally covered in the new Corporate Plan and the Council's Values. Some additional work is needed to link the two.	
		<ul style="list-style-type: none"> • Alignment of policy & finance priorities 	Two investment funds have been established to support the Prosperity Priority (General and Housing investment funds)	
Financial Strategy	Consider broadening and further diversifying the financial strategy so it becomes multi-stranded and adaptable to increase resilience and reduce risk... Get a better understanding about what is possible in terms of commercialisation, digitalisation and transformation so that the organisation is able to explore and exploit these further	<ul style="list-style-type: none"> • Commercialisation - identify opportunities to become more commercial and generate financial benefit. 	Agreed that the Council will not seek out general commercial opportunities but will consider those that relate to core business. The main opportunity relates to the possibility of building a crematorium. The Environmental Service review will also consider potential for being more commercial.	
		<ul style="list-style-type: none"> • Digitalisation and channel shift: strategy, action plan & pilots 	Customer access strategy to be drafted. This is linked to work on procuring new software for Customer Services. Procurement is underway for telephony system. Work will commence on CRM system in 2019-20.	

Theme	Summary of Recommendation	Outline Scope of Work	Progress Update	Status
		<ul style="list-style-type: none"> Transformation 	The Corporate Plan sets out the direction for the Council in terms of priorities and objectives. In addition transformation is reflected in the other themes within the Peer Review actions e.g Customer access/New CRM System. However there is currently no capacity or plan for specific transformation as such.	
		<ul style="list-style-type: none"> Evaluation & implementation of FRP options 	Delivery of the FRP options is to be reviewed in 2018-19.	
Relationships	Continue to utilise informal and formal relationships to maximise influence and leverage, as part of the Council's 'leadership of place' role. ...in partnerships utilising your strengths, experience and leadership... Be clear on what the Council's offer is as well as what it's 'asks' are and be prepared to maximise resources available to secure deeper partnerships.	Will continue to do this as part of the "day job"	Not applicable	N/A
Decision making	Review the current democratic decision-making arrangements - including Overview & Scrutiny - to better enable councillors to have a timely and proportionate opportunity to inform, influence and challenge decision-making and policy	<ul style="list-style-type: none"> Review of committee structure (number of Committees, purpose and frequency of meetings) 	Scrutiny Committee structure reviewed and number of committees & meetings reduced.	
		<ul style="list-style-type: none"> Training for Scrutiny Committee Members 	Training carried out with Scrutiny Committee Chairs. Training to be arranged for all Scrutiny Committee Members	

Theme	Summary of Recommendation	Outline Scope of Work	Progress Update	Status
	development, enable the balance between policy development, holding to account and the increasingly important community roles of councillors. In doing this, engage councillors and draw on recent national research.	• Training for Members as Community Leaders	Training to be arranged with LGA	
		• Move to Paperless Meetings	Work underway on move to paperless meetings	
Governance	Move at pace to finish the work started on governance, assurance and corporate policies. There are several plans and protocols scheduled for updating that will help underpin good governance and a corporate culture, ... These need to be progressed and implementation supported by briefings and training activity so that new protocols are embedded into day-to-day management practice.	• Code of Governance	Code of Governance completed	
		• Code of Conduct for Employees	Review to be undertaken in 2018-19	
		• Financial Regulations	The Financial Regulations have been revised and will be submitted to Council for approval in 2018-19.	
Skills & Resources –	Consider how the corporate leadership, organisational capacity and capabilities need to develop further to ensure that the Council has the skills and resources aligned to deliver future priorities. Ensure that the Leadership Team works as a corporate team supporting the strategic development of both organisations with equal commitment and enthusiasm.	• Review of Leadership Team & WMT	The review of Leadership Team is ongoing to build upon strategic development. A different model of Leadership Team meetings has been trialled but recently reverted back to previous model with some modifications. A review of the role of WMT and Leadership Team is to be undertaken to ensure that the skills/strengths and resources within the organisation are best utilised in relation to strategic development and the delivery of priorities.	

Theme	Summary of Recommendation	Outline Scope of Work	Progress Update	Status
		<ul style="list-style-type: none"> Develop workforce strategy 	Planned for 2019-20	
Learning & development	Draw on the learning from both within the organisation and wider local government sector to support continued improvement and development.	<ul style="list-style-type: none"> Develop & maintain links with LGA Sharing of Information and Lessons Learnt via WMT meetings 	This is not a specific action and is being dealt with as part of day to day work activities including the role of WMT.	N/A

KEY TO STATUS INDICATORS:

STATUS	DESCRIPTION
	The action is making significant progress towards completion or has been completed
	The action is making some progress towards being completed
	Work has not commenced on the action

Report of:	Head of Governance & Corporate Services
Contact Officer:	Judith Aupers
Telephone No:	4411
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Corporate Scrutiny Committee: 26/06/18

CORPORATE SCRUTINY COMMITTEE**26 JUNE 2018****WORK PROGRAMME FOR 2018-19****1 Purpose of Report**

- 1.1 To set out the draft work programme for the Corporate Scrutiny Committee for 2018-19.

2 Recommendations

- 2.1 That the Committee review the draft work programme for 2018-19 and advise on what they wish to include for the forthcoming year (see Appendix 1).

3 Key Issues and Reasons for Recommendation

- 3.1 The scrutiny structure has been designed to ensure effective accountability for the delivery against the Council's key outcomes set out in the Council's Corporate Plan 2018-23.
- 3.2 Although there is no longer a corporate priority in the new Corporate Plan, there are still a number of corporate issues which need to be addressed and these form the basis of the Corporate Priority Delivery Plan (PDP). The Corporate Scrutiny Committee is responsible for scrutinising the Corporate PDP. This is the subject of a separate item on the agenda.
- 3.3 The Corporate Scrutiny Committee is encouraged to identify corporate issues and/or ones that are a priority for local people and communities. If a matter is a recurring issue for the people you, as Councillors, represent, the likelihood is that it is something that the Committee should consider. The more relevant the issue is to local communities then the greater the likelihood of engaging those

communities in the scrutiny process and of producing outcomes that will be visible to those communities you represent. Guidance on selecting reviews is included in Appendices 2A and 2B.

- 3.4 Members are invited to comment on the draft Work Programme attached at Appendix 1. Members are also encouraged to propose issues that could be included for consideration in the work programme. The work programme may be revised during the year as necessary.

4 Relationship to Corporate Priorities

- 4.1 The remit of the Corporate Scrutiny Committee is linked to the Council's Corporate PDP.

5 Report Detail

Background

- 5.1 The Corporate Scrutiny Committee is responsible for scrutinising the Corporate PDP.
- 5.2 Although there is no longer a corporate priority in the new Corporate Plan, there are still a number of corporate issues which need to be addressed and these form the basis of the Corporate Priority Delivery Plan (PDP).
- 5.3 The Corporate PDP is split into 2 themes:
- (i) Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services; and
 - (ii) Making the best use of limited resources – managing our people, money and assets

Developing the Work Programme

- 5.4 To support Members in their Scrutiny role and in particular in developing a work programme a Scrutiny Toolkit has been produced; a copy of this has been circulated separately to Members. An extract from the toolkit relating to developing a work programme is attached at Appendix 2A and an extract from the LGA's guidance is attached at Appendix 2B.
- 5.5 In developing the work programme Members are encouraged to consider the following questions:
- Is the matter a concern to local people? (You may wish to reflect on topics raised with you when canvassing).
 - Is the issue an identified priority for the Council or partners?

- Does the issue relate to an area of service with a trend in weak performance?
- What difference could scrutiny make?
- What would happen if you did not look at this issue?

5.6 To further assist Members in developing the work programme:

- A copy of the Corporate PDP is attached as a separate item on the agenda; and
- details of the services that fall within the remit of the Committee, together with key projects and topical issues, are given in Appendix 3.

5.7 The Work Programme can be revised during the year to reflect emerging priorities, but it is important to plan ahead and allow time for reports to be prepared and invitations to be sent to relevant parties.

5.8 Whilst it is for the Committee to determine what they want to include in the Work Programme, a draft Work Programme is attached at Appendix 1 to this report which includes some standing items (eg PDP updates) and some suggestions as to potential reviews.

Undertaking the Scrutiny reviews

5.9 Once Members have identified the matters they wish to scrutinise, consideration should be given to scoping the subject in more detail including the timing and method of scrutiny to be used. Support in this process will be given by the Lead Officer for the Scrutiny Committee. A template to assist with scoping the review is also attached at Appendix 4.

5.10 Members may wish to:

- Allocate the work to a small working group of Members to investigate the issue over a period of 2-3 months (this may involve visits to see how services are working in practice);
- Invite expert witnesses to give their views;
- Seeking the views of service users and/or the general public.

5.11 Members should also consider what they can do to support the review eg:

- Undertaking research eg via the internet;
- Seeking the views of ward members or specific interest groups

Reporting on Scrutiny Reviews

5.12 In addition to reporting to the Committee on the outcome of any reviews, the Committee may wish to make recommendations to Cabinet or another Committee.

5.13 At the year end, the Chair of the Committee will prepare a report for Council on the outcome of the Committee's Work Programme.

6 Implications**6.1 Financial**

Any costs to be incurred in undertaking any review will need to be contained within existing budgets.

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

The key aspects of risk management in regard to scrutiny work programmes are:

- ensuring that there are clear outcomes from the scrutiny process that impact positively upon the services users/communities within the District and link to corporate priorities; and
- that there is adequate capacity for the committee to complete the work that has been agreed.

6.8 Equality & Diversity

The Council has a responsibility to undertake adequate Equality Impact Assessments to ensure services do not have a negative impact on any one section of the community and the scrutiny committees have a role in ensuring that this responsibility is fulfilled, particularly in regard to health impact. Scrutiny as a function must also comply with the relevant legislation. When considering work programme items, especially when undertaking reviews of policy, the scrutiny committees must always consider whether their recommendations may impact differently on various individuals/sections of the community.

6.9 Best Value

Work programmes which are effectively prioritised will ensure that scrutiny activity is focused where it can be of greatest benefit.

7 Appendices to the Report

Appendix 1	Draft Work Programme 2018/19
Appendix 2A	Extract from the Council's Scrutiny Toolkit
Appendix 2B	Extract from the LGA Guidance on Scrutiny Work Programming
Appendix 3	Overview of services and issues falling with the Committee's remit
Appendix 4	Template for scoping a scrutiny review

Previous Consideration

None

Background Papers

None

ITEM NO. 7.

**Proposed Work Programme for 2018-19 for
the Corporate Scrutiny Committee**

Meeting Date	Item
26 June 2018	<ul style="list-style-type: none"> • End of Year Outturn for Customers & Corporate PDP for 2017-18 • Corporate PDP for 2018-19 and Peer Review Progress Update • Annual Report on Work of the Committee for 2017-18 • Determine Review Programme for 2018-19
13 November 2018	<ul style="list-style-type: none"> • Corporate PDP Progress Report April to September 2018 • Complaints Report • Scrutiny Review (to be determined)
12 March 2019	<ul style="list-style-type: none"> • Corporate PDP Progress Report October to December 2018 • Complaints Report • Scrutiny Review (to be determined)

Suggestions for Reviews:

- Members access to electronic information

ITEM NO. 7.

DEVELOPING THE WORK PROGRAMME

Members have a key role to play in developing the work programme for the Scrutiny Committees and it is important that manageable programmes are developed. The Scrutiny Committees will need to filter potential items of work; to be selective and to prioritise.

Given the limited resources available, in particular the constraints on member and officer time, it is unrealistic to select more than a few items for intensive review. Realistically, a single committee cannot undertake more than two in-depth reviews per year.

In developing the work programme Members are encouraged to consider the following questions:

Public interest – the concerns of local people should influence the issues chosen. Things to think about include:

- Any issues raised with you when canvassing;
- Have any surveys or research undertaken by the Council identified any concerns
- is the issue an identified priority for the Council or partners

Ability to change - priority should be given to issues that the Committee can realistically influence. Think about what difference Scrutiny could make and what would happen if you did not look at this issue.

Performance: priority should be given to areas in which the Council and Partners are not performing well. You should consider, the scale of the underperformance, whether it is a one off or whether there is an ongoing issue. Has the service been flagged up in an external inspection report for poor performance?

Extent: priority should be given to issues that are relevant to all or a large part of the District

Replication: work programme must take account of what else is happening to avoid duplication or wasted effort

Work programmes should be determined at the start of each municipal year and reviewed and revised regularly. Any reviews not started or completed by the year end can be referred for consideration as part of the following year's work programme. The best advice is to start small, learn what works well and what does not and then be more ambitious. It is far easier to add items to the workload than to remove them.

Stage 1: Agree the Issue

The first step is for scrutiny members to be sure that the subject to be reviewed is significant. Undertaking in-depth reviews is resource-intensive – of member and officer resources. Investing such a high level of resources should only be undertaken for **high priority issues**. The following are criteria which could be used to ‘check’ a topic against, to ensure that it would make a worthwhile review:

- Issue identified by members as key issue (through members’ surgeries and other constituency activities);
- Performance issues within a service (e.g. significant under or overachievement of targets);
- Service considered to be important by the community (through market research, citizens’ panels and so on);
- High level of user/general public dissatisfaction with service;
- Public interest issue highlighted in local media;
- High level of budgetary commitment to policy/service area;
- Persistent financial issues e.g. significant under or overspends.
- Council corporate priority area;
- Central government priority area;
- Issue raised in Inspection Reports
- Issue referred by the Cabinet or the Audit & Governance Committee
- New government guidance or legislation.

Stage 2: Determine the nature of member involvement

The committee will need to decide how members will drive the review. There are three possible approaches to member involvement:

- The whole committee investigates the issue;
- A task and finish working group is established to drive the investigation;
- Individual or paired members drive the review.

Vital to the whole review activity is that members take full control of which policy problems and solutions are explored and how that exploration takes place. Members need to take responsibility for, and ownership of, the outputs and outcomes of reviews.

Stage 3: Scoping Exercise

There are 4 key issues to consider when scoping the review:

- What are the core questions the review is seeking to answer? (no more than 3)
- What is the purpose of the Review? (in one sentence)
- What will not be included?
- What is the timescale?

Work programming

The role of scrutiny is to achieve positive outcomes for local people by undertaking a thorough, targeted examination of the council's service provision and procedures. However, it is not possible to examine every service in detail, so it is important for the scrutiny committee to prioritise and plan its workload. Some councils do this at the beginning of each year and some do it on an ongoing basis.

Planned scrutiny

Work programming is the process for determining which topics scrutiny will look at over the coming year, either at committee meetings or

in task and finish groups. This involves evaluating a number of factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then short-listing topics before making a final decision.

Responsive scrutiny

Whether planned scrutiny takes place at the beginning of the year or on an ongoing basis, the priorities for scrutiny need to be monitored and evaluated on an ongoing basis. This makes sure scrutiny can be flexible and responsive to high-priority issues or policy changes that occur throughout the year.



The scrutiny topic selection process

Each council has its own method for selecting topics for scrutiny; in some councils there may be a very structured selection process, whilst in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

1. Identify issues

You can identify potential issues by:

- consulting with all members of scrutiny committees, senior officers, cabinet members and council officers
- looking at corporate priorities, business plans and the Forward Plan of the council (and the council's neighbours)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets
- evaluating previous council performance and identifying any follow-up work required to previous scrutiny work
- carrying out work to engage with local people, for example through surgeries, local media, opinion surveys and online forums.

2. Prioritise topics

Identify and prioritise potential scrutiny topics, considering the resources they would require and the level of impact they could achieve.

3. Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme.

4. Review and evaluate

Review progress and evaluate outcomes to demonstrate the value added by scrutiny.



Criteria for selecting scrutiny topics

The following criteria provide a useful guide for prioritising and selecting which topics are suitable for scrutiny to review.

Topics **are** suitable for scrutiny when:

- scrutiny could have an impact and add value
- the topic is of high local importance and reflects the concerns of local people
- the resources are available that would be required to conduct the review, in terms of manpower and budget
- it avoids work duplication elsewhere
- the issue is one that the committee can realistically influence
- the issue is related to an area where the council, or one of its partners, is not performing well
- the issue is relevant to all or large parts of the local area
- the review would be in the council's interests.

Topics **are not** suitable for scrutiny when:

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

Defining scrutiny topics

For every item on the work programme/new referral, it should be clear:

- What is the issue/activity/project under consideration?
- What is scrutiny being asked to do?
- What are the reasons for/expected benefits of involving scrutiny in the matter?
- Is there a specific deadline for the piece of work?

Appendix 3**Services and issues falling within the
Corporate Scrutiny Committee's remit**

Service Area	Sub-Areas	Comments
Corporate Issues	• Budget Consultation (as appropriate)	
	• Complaints (includes Ombudsman and MP enquiries)	Report on complaints to Cabinet and Corporate Scrutiny Committee
Civic Support	• Civic Events	
Governance and Corporate Services	• Internal Audit	Reports on performance and audit matters to the Audit & Governance Committee
	• Risk Management	Reports on risks to Cabinet and the Audit & Governance Committee
	• Insurance	
	• Health & Safety	
	• Procurement	
	• Democratic Services	
	• Electoral Services	Reviewed in 2017/18
	• Emergency Planning	
	• Business Continuity	
	• Policy	
	• Performance	
	• Equality & Diversity	Policy being reviewed in 2018/19
	• Consultation & Engagement	Scrutiny review in 2015/16 Strategy being reviewed in 2018/19
	• Communications	Strategy being reviewed in 2018/19
	• Website	
	• Data Protection	GDPR came into effect 25 May 2018
	• Freedom of Information	
	• Customer Services	Customer Access Strategy to be developed in 2018/19
	• Social Alarms	
	• Support Services	
• Caretaking & Cleaning		
• Land Charges	Part of the service is to be transferred to the Land Registry	

Service Area	Sub-Areas	Comments
Finance	<ul style="list-style-type: none"> • Financial Management 	Medium Term Financial Strategy reported to Cabinet and Council
	<ul style="list-style-type: none"> • Treasury Management 	Reports to Council and Audit & Governance Committee
	<ul style="list-style-type: none"> • Creditors and Debtors 	
Stafford Led Shared Services	<ul style="list-style-type: none"> • Human Resources 	Performance is generally reported via SBC's Scrutiny Committee, though specific reviews can be requested by CCDC's Corporate Scrutiny Committee
	<ul style="list-style-type: none"> • Technology (including Reprographics) 	
	<ul style="list-style-type: none"> • Legal 	



SCRUTINY REVIEW TEMPLATE

REVIEW TITLE
SCOPE OF THE REVIEW / TERMS OF REFERENCE
REASON FOR SCRUTINY
MEMBERSHIP OF THE REVIEW GROUP
KEY TASKS / REVIEW PLAN
SOURCES OF EVIDENCE
TIMESCALE