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4 June 2025

Dear Councillor,

**Health, Wellbeing, & The Community Scrutiny Committee**

**6:00pm, Monday 16 June 2025**

**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. Clegg**  
**Chief Executive**

To: Councillors:

Samuels, G. (Chair)  
Jones, V. (Vice-Chair)

Aston, J.	Elson, J.
Bancroft, J.	Fisher, P.
Boulton, C.	Haden, P.
Cartwright, S.	Page, H.
Dunnett, M.	

Staffordshire County Council Appointee for the purposes of the Committee's Statutory Functions under the National Health Service Act 2006:

- County Councillor TBC

Independent Co-opted Representative:

- Healthwatch Staffordshire

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# **Agenda**

## **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 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 meeting held on 31 March 2025 (enclosed).

### **4. Statutory Health Scrutiny Items**

#### **(i) Staffordshire County Council's Health and Care and Overview Scrutiny Committee**

Please refer to Staffordshire County Council's [website](#) for details of all recently held meetings of the Health and Care Overview & Scrutiny Committee. Alternatively, the Chair may provide verbal updates on any recent meetings attended.

### **5. Annual Scrutiny Business Report 2024/25**

Report of the Head of Law and Governance (Item 5.1 - 5.4).

### **6. End of Year Performance 2024/25**

To receive the end of year 2024/25 performance information for the Health & Wellbeing and The Community Priority Delivery Plans (Item 6.1 - 6.18).

*The documents included are as considered by Cabinet on 5 June 2025.*

### **7. Health, Wellbeing, & The Community Scrutiny Committee Work Programme 2025/26**

Report of the Head of Housing and Corporate Assets, Head of Operations, Head of Regulatory Services and Head of Wellbeing (Item 7.1 - 7.19).

**Cannock Chase Council**  
**Minutes of the Meeting of the**  
**Health, Wellbeing and The Community Scrutiny Committee**  
**Held on Monday 31 March at 6:00 p.m.**  
**Esperance Room, Civic Centre, Cannock**  
**Part 1**

**Present:** Councillors:

Prestwood, F. (Chair)  
Dunnett, M. (Vice-Chair)  
Bancroft, J.      Jones, V.  
Boulton, C.      Page, H.  
Craddock, R.      Samuels, G.  
Fisher, P.

**21. Apologies**

Apologies for absence were received from Councillors S. Cartwright and J. Elson.

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

No declarations of interests in additions to those already confirmed by Members in the Register of Members Interests were made.

**23. Minutes**

A Member referred to Minute 19. Streetscene and Natural Environment Update and asked if the driver was now trained in operating the vehicle used for street sweeping.

The Head of Operations reported that the main driver was currently on long term sick leave and a driver was being utilised from Stafford Borough Council. He advised that a few drivers were being trained up on using the HGV and one driver had already passed his test. He then discussed with Members the reciprocal arrangement that was in place.

**Resolved:**

That the Minutes of the meeting held on 16 December 2024 be approved.

**24. Statutory Health Scrutiny Items**

**Update - Staffordshire County Council's Health and Care Overview and Scrutiny Committee**

The Chair reported on the meeting that he had attended on 3 March where discussions had taken place around mental health support teams in schools and the delivery of the good mental health strategy for 2023-2028.

He also reported on the opening of the new care facility located at Coronation Court, Cannock and asked if someone could be invited to a future meeting to give details regarding the Household Support Scheme.

The Chair reported that an invite had been extended to Peter Axon the Chief Executive of the Integrated Care Board (ICB) to attend a meeting to provide an update on the current situation regarding the Minor Injuries Unit located at Cannock Chase Hospital. He was unable to attend the meeting due to the pre-election period, however the Head of Wellbeing would continue to liaise with the ICB for someone to attend a future meeting.

## **25. Quarter 3 2024-25 PDP Progress Report - Health, Wellbeing and the Community**

Consideration was given to the Quarter 3 2024-25 PDP Progress Report - Health, Wellbeing and the Community (Item 5.1 - 5.15 of the Official Minutes of the Council).

The Chair asked Members if they had any questions on the performance information. Questions were asked on the following areas:

### ***Item 5.2 - Decision on Cannock Chase leisure, culture and heritage provision and scope of future commissioned service & Extend the scope of the Cannock Community Safety Partnership to ensure health and wellbeing are fully integrated***

A Member asked about the progress update for both actions/milestones.

The Head of Wellbeing indicated that an update would be provided for quarter 4 for the decision on Cannock Chase leisure and the scope had already been extended around the Cannock Community Partnership.

### ***Item 5.4 - Annual report from Inspiring Health Lifestyles***

A Member asked when the Annual report would be available.

The Head of Wellbeing reported that this was currently being worked on and would be ready early next year to bring to the Committee. She advised that a large amount of data had been previously received from IHL, and it was hoped that an annual report would be better to present.

Separately, a Member asked for an update regarding the Health and Wellbeing Strategy.

The Head of Wellbeing reported that the strategy was in a draft stage and some data had been received last week from the ICB which would need to feed into the strategy.

### ***Item 5.9 - Number of missed bin collections (including assisted) / 100,000***

A Member asked about the target of <40 per 100,000 and where this figure had come from.

The Head of Operations explained that this was a local industry standard and 40/100,000 was considered a reasonable figure. Further, he also commented that Staffordshire generally had good performance in terms of missed bin collections. Measuring in this manner (i.e. per 100,000) was an industry standard.

### ***Item 5.9 - Amount of residual waste collected per household (Kgs)***

A Member referred to the residual waste collections that showed that the figure had increased and was keen to know why.

The Head of Operations reported that this could happen at times and Staffordshire did not enforce on it what waste was put into the residual waste bin at the moment. In relation to garden waste, he advised that at least a third of garden waste would disappear, a third end up in the residual bin and a third end up at the Household Waste Recycling Centres, run by

the County Council. This was not uncommon following a move to changeable garden waste. He also discussed new packaging regulations and extended producer responsibility.

***Item 5.10 - % service requests responded to within target (all service areas)***

A Member referred to the service requests and the very low number of responses and queried why the target was high for Qtr. 3.

The Head of Regulatory Services referred to this and advised that the figure was still 1% below target.

***Item 5.10 - % Taxi/PHV Fleet inspected & % Taxi/PHV fleet compliant***

A Member referred to the fleet inspected and asked if the figure for Qtr. 3 was achievable and asked also about the fleet compliancy.

The Head of Regulatory Services referred to the fleet inspected and suggested that the figure was achievable and provided reasons as to why there may be a shortfall. She then referred to the compliancy of the fleet and advised that the target was 90% and for Qtr. 3 this was 4% above the target. She reported that enforcement action would pick up non compliancy.

***Item 5.14 - Average re-let time for voids***

In response to a Member question, the Head of Housing and Corporate Assets reported that there were currently no properties, and any that were available would be in a poor condition. She reported that many people were living longer, and many tenants would refuse work being undertaken on their homes. When those properties became available as voids, they would require certain works to be carried out such as electrical installations. She then indicated that 50 days for a re-let was around the same as that of the social housing sector.

***Item 5.14 - No of tenants awaiting disabled facilities works***

In response to a Member question, the Head of Housing and Corporate Assets reported that a large number of requests had been received, and it was hoped that the situation would change by Qtr.4.

***Item 5.14 - % of Former tenant Arrears (FTA) collected as proportion of total FTA***

In response to a Member question, the Head of Housing and Corporate Assets reported that in terms of recovery the target was 6% and this was higher in Qtr3. She indicated that a company was used to try and recover arrears, however they ceased trading during covid and were never replaced. She advised that the focus would be on arrears next year although resources within the team to carry this out was limited.

With regard to increasing targets where they had been exceeded, she advised that some targets would be revisited for the following year.

The Head of Operations commented and explained that targets were reviewed at Leadership Team on an annual basis. He suggested that at times when some targets are not met it could be due to many factors, some of which, were out of the Councils control, such as changes to waste legislation.

The Head of Housing and Corporate Assets advised that in terms of the HRA, the Council was a member of a housing/benchmarking club and would always aim for the top quartile in terms of performance.

Members noted the Quarter 3 2024-25 PDP Progress Report.

**26. Recommendation(s) from the Review of the Anti-Social Behaviour Policy Working Group**

Consideration was given to the Report of the Head of Wellbeing (Item 6.1 - 6.31 - including notes of the meetings of the Working Group and Updated ASB Policy).

The Head of Wellbeing reported that the draft Corporate Anti-Social Behaviour Policy 2025-2028 would now fit in with current legislation and was also a framework for the Council. She advised that the Policy was compliant and in line with a company that the Council had worked with around anti-social behaviour. She advised that the next stage was for the recommendation, if agreed, to go forward to Cabinet.

**Resolved:**

That the Committee noted the content of the Draft Corporate Anti-Social Behaviour Policy 2025-2028, and that this be recommended to Cabinet for approval.

The meeting closed at 6:30pm

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**Chair**

## Annual Scrutiny Business Report 2024/25

<b>Committee:</b>	Health, Wellbeing and The Community Scrutiny Committee / Council
<b>Date of Meeting:</b>	16 June 2025 / 23 July 2025
<b>Report of:</b>	Head of Law and Governance

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### 1 Purpose of Report

- 1.1 To report the business conducted by Health, Wellbeing and The Community Scrutiny Committee over 2024/25.

### 2 Recommendations

- 2.1 That Council note the report and the work of the Committee over 2024/25.

#### Reasons for Recommendations

- 2.2 To make Council aware of the scrutiny activity that has been undertaken over the last municipal year.

### 3 Key Issues

- 3.1 Scrutiny is an important function in every council operating executive arrangements. It is important that members understand the role of scrutiny and that Council is kept informed of the work undertaken by Scrutiny Committees.
- 3.2 This report provides a summary of the work undertaken by the Health, Wellbeing and The Community Scrutiny Committee over the last municipal year. Full details of committee agendas and reports can be found on the Council's website.

### 4 Relationship to Corporate Priorities

- 4.1 Good scrutiny can enhance decision making across all Council priorities. In particular it supports Priority 4: Responsible Council, to be a modern, forward thinking and responsible Council.

### 5 Report Detail

- 5.1 The Council operates Executive arrangements through the election of a Leader and Cabinet. Every local authority operating Executive arrangements is required to establish at least one Overview and Scrutiny Committee to act as a check and balance to the Executive.
- 5.2 Scrutiny Committees are cross party committees each reflecting the overall political balance of the Council. They are not decision making bodies, but allow elected members who do not sit on the Cabinet to scrutinise and influence Executive decision making. This can take the form of scrutinising decisions that Cabinet are planning to take (policy review and development), those it plans to implement (through use of call-in procedures) and those that have already been implemented (through performance review).

- 5.3 National guidance advises that scrutiny work should be based upon four principles. It should:
- Provide constructive “critical friend” challenge
  - Reflect the voices and concerns of the public
  - Be led independently by members who take responsibility for their role, and
  - Drive improvement in services and strategic decision making
- 5.4 The Council has established three scrutiny committees, each with its own terms of reference and areas of oversight. The three areas are Responsible Council, Economic Prosperity, and Health, Wellbeing and The Community. Details of each committee’s remit, and the procedure rules for the scrutiny function, are set out in the Council’s Constitution.

### **Performance Review**

- 5.5 Each committee regularly monitors Council performance, within its area of scrutiny, through the review of quarterly performance information. Information reported includes progress against delivery plans and key performance indicators, and enables members to identify whether the Council is achieving its corporate plan objectives. Effective monitoring helps the Council to identify good and poor performance and to take action where needed to put things right.
- 5.6 Senior officers attend committee meetings to answer any questions, or respond to requests for clarification, and committees have the power to call senior officers and Cabinet members to account.
- 5.7 In addition to playing an important role in reviewing performance, each committee sets its own scrutiny work programme for the year. The following additional scrutiny work was carried out by the Health, Wellbeing and The Community Scrutiny Committee during 2024/25.

### **Health, Wellbeing and The Community**

- 5.8 The statutory overview and scrutiny function for Staffordshire is undertaken by Staffordshire County Council’s Health and Care Overview and Scrutiny Committee. In accordance with good practice, and to ensure co-ordinated scrutiny of local health matters between councils, the Chair of the Health, Wellbeing and The Community Scrutiny Committee is also a member of the County Council committee and a member of the County Council scrutiny is appointed to the Health, Wellbeing and The Community Scrutiny Committee. The committee has a standing agenda item where it receives reports from the County Scrutiny alerting it to any health matters being scrutinised.
- 5.9 The Health, Wellbeing and The Community Scrutiny Committee’s agreed work programme items for 2024/25 were:
- Corporate Anti-Social Behaviour Policy review task & finish group.
  - Update on the Cannock Hospital Minor Injuries Unit (MIU).
- 5.10 Four meetings of the Corporate Anti-Social Behaviour Policy review task & finish group were held. The group worked collaboratively with officers to craft and shape a new policy. The draft policy was agreed by the Committee and is due to be considered by Cabinet in June 2025.

- 5.11 The Committee had previously expressed concern around the closure of the Minor Injuries Unit at Cannock Hospital and the Chair had invited the Chief Executive of the Integrated Care Board to a meeting to provide an update, but was unable to do so because of the pre-election period. As such, requests will continue to be made that someone attend a future meeting.
- 5.12 During the course of the year the Committee also received update presentations on the work of the Council's Waste & Commercial Services team, as well as the Streetscene and Natural Environment teams.

### **Future Work Programme**

- 5.13 Each committee sets its initial annual work programme at the first business meeting of the new municipal year, taking into account any outstanding matters from the previous year and any new priorities for the upcoming year. The work programme is reviewed as a standing item at every meeting.

## **6 Implications**

### **6.1 Financial**

None

### **6.2 Legal**

As set out in the report.

### **6.3 Human Resources**

None

### **6.4 Risk Management**

None

### **6.5 Equalities and Diversity**

None

### **6.6 Health**

None

### **6.7 Climate Change**

None

## **7 Appendices**

None

## **8 Previous Consideration**

None

## 9 Background Papers

None

**Contact Officer:** Ian Curran





**Report Track:** Health, Wellbeing and The Community Scrutiny Committee:  
16/06/25  
Council: 23/07/25

**Key Decision:** N/A

Priority Delivery Plan for 2024-25

Priority 2 - Health & Wellbeing

Summary of Progress for the year 2024/25

Quarter					Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1&2	3				3
3	2				2
4	1	1			2
TOTAL	6 (86%)	1 (14%)			7

Summary of Successes for the Year 2024/25

Successful integration of Health into the Community Safety Partnership

Summary of Slippage as at the end of 2024/25

N/A

## Priority 2 - Health &amp; Wellbeing





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
<b>Review of the Leisure, Culture and Heritage Contract</b>	Commission strategic support to review the leisure, culture and heritage offer in Cannock Chase		X			Strategic support in place and review of current service completed.	★
	Commission technical support to carry out stock condition surveys of CCDC leisure, culture and heritage buildings		X			The stock condition surveys have been completed.	★
	Preparation of report setting out options			X		A report setting out the findings and conclusions of the review was presented to Cabinet on 28 November 2024.  A final decision on the proposals will be taken at Council on 12 February 2025.	★
	Decision on Cannock Chase leisure, culture and heritage provision and scope of future commissioned service				X	The Council's budget was approved on 12 February 2025 which reflected the closure of the Prince of Wales Theatre and Museum of Cannock Chase at the end of April 2025.  Since then, the Council have been working closely with community groups to establish whether each facility can be sustainable in future if run by community groups.  The scope of a future commissioned leisure service will be developed in Q1 of 2025/26.	✓

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
<b>Design and Deliver Cannock Chase District's approach to Health</b>	Complete delivery of health inequalities funded projects		X			All funded projects successfully completed.	★
	Evaluation of health inequalities funded projects to inform future activity.			X		Evaluation of health inequalities funded projects completed	★
	Extend the scope of the Cannock Community Safety Partnership to ensure health and wellbeing are fully integrated.				X	Health and Wellbeing are fully, and formally, integrated into the Partnership.  Terms of reference have been updated, and the Partnership has been re-branded the 'Chase Community Partnership' to reflect the changes.	★

### Priority Delivery Plan for 2024-25

#### Priority 3 - The Community

#### Summary of Progress for the year 2024/25

Quarter					N/A	Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	No longer Applicable	
1&2	1					1
3	5					5
4	4	1	1		1	7
<b>TOTAL</b>	<b>10 (76%)</b>	<b>1 (8%)</b>	<b>1 (8%)</b>		<b>1 (8%)</b>	<b>13</b>

#### Summary of Successes for the Year 2024/25

All waste PDPs have been completed on target during Q4 and on or ahead of schedule during 2024/25 (6of6). The scale of either of the waste projects, the procurement and successful mobilisation of the new kerbside waste collection contract, and the preparation and procurement around new mandatory food waste collections, should not be underestimated.

The mobilisation of the kerbside waste collections contract included the rerouting of some 27,000 properties as part of efficiency savings in the contract, consequently taking one refuse collection vehicle off the road. This move not only saved money but reduced the Council's overall future carbon equivalent emissions of its waste fleet.

The procurement of the food waste collection containers is being undertaken as part of a joint procurement exercise across Staffordshire, by Staffordshire's Waste Partnership, led by the partnership manager, to achieve economies of scale and best value.

Each of the Play Area / Parks Improvements PDPs have successfully been delivered on target during Q4, and on or ahead of schedule during 2024/25, taking into account one that became non-applicable, as it was considered as part of the report to Cabinet. These included the review and updating of the second 4-year phase of the play area improvement programme, the formal recognition of the Councils main parks, and the proposals to consult on the rationalisation of a small number of play areas that are local to other larger play areas or main parks.

The Cabinet report was completed and passed through Leadership Team during quarter 4, however, due to Cabinet scheduling it will be going to the next available Cabinet on 24<sup>th</sup> April 2025.

#### Summary of Slippage as at the end of 2024/25

The Housing Strategy has yet to go out to procurement, but will be progressed in Q1 of 2025/26.





## Priority 3 - The Community

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
<b>Place based housing strategy</b>	Prepare documents to commission Cannock Place Based Housing Strategy			X		Draft documents have been prepared in order to commission a housing strategy	★
	Start procurement of the Cannock Place Based Housing Strategy				X	Strategy brief ready to go out to procurement, this was delayed as an opportunity to do the work in house was explored but unfortunately didn't come to fruition.	▲
<b>Waste &amp; Recycling - Kerbside collection contract (2025-2032)</b>	Complete procurement process and award contract		X			Procurement and award of 7+6-year kerbside waste and recycling collection contract completed during September 2024	★
	Complete preparation for mobilisation of new waste and recycling contract				X	Mobilisation of the new waste contract has been completed, including the re-routing of over 27,000 properties, as part of the contract's efficiency savings. New contract starting 31 <sup>st</sup> March 2025	★
<b>Waste &amp; Recycling - Introduction of mandatory food waste kerbside collections</b>	Design of new service model and discussions with contractor			X		Cabinet briefing was given in Q4 on the proposed new service provision and operation. The service was included as part of the 2025-2032 Kerbside waste collection contract.	★

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
[ * denotes action subject to confirmation of government funding settlement]	Consider and action revenue settlement offered by Government			X*		2025/26 revenue settlement was received during Q4, subject to further annual settlements.	★
	Cabinet approval for new service, start date, and permission to spend				X*	Completed - report around new service was given to Cabinet early in Q4 as per the above.	★
	Prepare to tender for the procurement of food waste caddies				X*	Tender documentation has been completed. Containers are being procured alongside the other Staffordshire Waste Partnership (SWP) Councils as part of a joint procurement exercise, led by the SWP Manager.	★
<b>Tree Management</b>	Review current services & establish requirements (including Tree Protection Orders)				X	Work is in progress on reviewing the current tree management arrangements. A report is being prepared on the Tree Management System and tree inspections that are required, and this will be going to Leadership Team in Q1 2025/26 and then on to Cabinets at both Councils.	✓
<b>Play Area / Parks Improvements</b>	Review and update current play area investment programme			X		Play area investment programme has been reviewed and updated.  The updated play area improvement programme will be reported to Cabinet as per the below.	★





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Create potential rationalisation lists			X		A small number of play areas have been identified that given their proximity to other parks may be suitable for rationalisation, subject to consultation (see below).	★
	Consult on potential rationalisation lists				X	No longer applicable - decision was made to include the permission to consult in the below Cabinet report.	N/A
	Report to Cabinet on recommended rationalisations				X	Report completed during Q4. Due to Cabinet scheduling it has had to be placed onto the Cabinet agenda for 24 <sup>th</sup> April 2025.	★

## KPIs for Priority 2 - Health and Wellbeing

Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target				
	Performance on target				
	Performance < 5% below target				
	Performance > 5% below target				
N/A	Reported Annually / Not Applicable			1	1
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
<b>Leisure</b>									
Annual report from Inspiring Healthy Lifestyles setting out the performance of all facilities, including comparison to previous years as well as narrative on the wider wellbeing work and events they facilitate.		N/A						N/A	The Annual Report is being finalised and will be reported separately to the relevant Cabinet Member and Scrutiny Committee.

### KPIs for Priority 3 - The Community





Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target	3	4	5	6
	Performance on target	2	0	1	2
	Performance < 5% below target	3	3	2	2
	Performance > 5% below target	2	2	1	1
N/A	Reported Annually / Not Applicable	5	6	6	4
	<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
<b>Operations - Waste &amp; Recycling</b>									
% collections completed first time	NEW	99.90%	99.98%	99.97%	99.97%	99.95%	99.96%	★	Target figure achieved (period 12 pending)
Number of missed bin collections (including assisted) / 100,000	NEW	<40 per 100,000	19 per 100,000	23 per 100,000	25 per 100,000	36 per 100,00	26 per 100,000	★	Period 12 yet to be reported which will affect Q4 average. Period 12 will include missed bins through new contract mobilisation. Figures not expected to exceed target.
% Household waste sent for re-use, recycling and composting	40.45%	45%	42.70%	36.77%	33.52%	30.64%	36.10%	✗	Reduction in the recycling rate. Predicted due to introduction of chargeable garden waste and changing behaviours due to imminent simpler recycling introduction.
Amount of residual waste collected per household (Kgs)	482.58 kg	<480 kg or 120 kgs / qtr. (equivalent)	115.79 kg	129.23 kg	121.18 kg	126.51 kg	492.71 kg	▲	Slight increase in kgs of collected residual waste. Expected as a reaction to the introduction of chargeable garden waste collections.



Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
<b>Environmental Health</b>									
% of food businesses inspected	100%	100%	30%	59%	88%	100%	100%	✓	
% of food businesses inspected which are broadly compliant (rating of 3 or better)	97.5%	N/A	97%	97%	98%	98%	98%	N/A	This is a measure, not target
% of service requests responded to within target (all service areas)	NEW	95%	88%	90%	94%	91%	91%	▲	Year-end shows average over the year
% Environmental Protection Act permitted processes inspected in line with risk rating	NEW	100%					100%	✓	All inspections completed
% Taxi / PHV fleet inspected	NEW	90%	25%	41%	57%	100%	100%	★	
% Taxi / PHV fleet compliant	NEW	90%	97%	93.5%	94%	83%	92%	N/A	Year-end averaged over 12 months; measure not a target
<b>Housing Assistance</b>									
No of DFGs completed		80	26	14	19	27	86	★	Target exceeded, a high demand for grant funded adaptations remains with a pipeline of applications in progress for 25/26.






Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
<b>Strategic Housing &amp; Homelessness</b>									
% households had a positive outcome and secured accommodation for 6 + months		41%					50%	★	A new case management system has been implemented to enable quarterly performance reporting going forward.
<b>Community Safety &amp; Partnerships</b>									
Number of residents/cases dealt with by the CAB	New	N/A	814	792	782	887	3,275	N/A	Measure / contextual information only
Total value of financial outcomes achieved as a result of the CAB contract	New	Measure only	£1,342,740	£941,705	£1,047,952	£1,343,117	£4,675,514	N/A	Measure / contextual information only
Community Safety Partnership Hub referrals and case closures within 3 months	New	90% closed within 3 months	27 referrals 96% closed	26 referrals 92% closed	31 referrals 100% closed	23 referrals 100% closed	107 referrals 97% closed	★	High closure rates can indicate effectiveness - as a resolution has been achieved or managed risk has been obtained. Some cases however, by nature, take more significant work and may need to remain open longer.



### KPIs for Priority 3 - The Community (Housing)

Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target	1	3	8	5
	Performance on target	11	12	9	8
	Performance < 5% below target	2	1	0	2
	Performance > 5% below target	3	1	0	2
N/A	Reported Annually / Not Applicable	7	7	7	7
	<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>

[illegible]

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Proportion of homes that do not meet the Decent Homes Standard at year end.	0.28%	0%					N/A	N/A	This information will only be available when the stock condition survey is complete and the results have been analysed. QTR 3 2025/26
<b>Tenancy Management</b>									
Housing Applications Processed within 28 days	57%	95%	84%	43%	95%	100%	80%		During Q2 there was significant levels of staff sickness. Temporary staff were recruited but it took time to catch up with a backlog. Additional staff were recruited and the target was met in Q3 and Q4. However, the low performance in Q2 has impacted the annual average
% of Mutual Exchange applications determined (approved or refused) within 42 days	65%	100%	89%	-	100%	100%	96%		An improvement was made on 23/24, however the target was unfortunately not met. Q2 data is not available due to being unable to extract it from an external source.
% of dwellings that are vacant and available for let (at period end).	0.58%	N/A	0.99%	0.60%	0.64%	0.70%	0.70%	N/A	

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Average re-let time for Voids	42.50	50	62.24	63.39	53.06	35.65	53.59		Although the year end target hasn't been achieved, performance has been steadily improving since QTR1 and in QTR4 the performance was well below target.
No. of tenants benefiting from disabled facilities work (major and minor)	170	100	58	80	51	52	241		
No of tenants awaiting disabled facilities work (registered and work approved (major and minor))	90	62	71	62	83	41	41		
Rent collected as proportion of rent due.	100.20%	100%	99.31%	99.96%	99.76%	100.67%	100.67%		
% of Former Tenant Arrears (FTA) collected as a proportion of total FTA	5.78%	6%	1.71%	4.10%	6.86%	10.24%	10.24%		
Number of ASB cases opened per 1,000 homes by or on behalf of the registered provider during the reporting year.	9.94	N/A	0.99	5.17	2.99	3.59	12.77	N/A	Measure only
Number of ASB cases which involve hate incidents.	0.79	N/A	0.00	0.60	0.60	0.00	1.20	N/A	Measure only

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
<b>Housing Complaints</b>									
Stage one complaints received per 1,000 homes during the reporting year.	7.15	N/A	2.59	2.19	1.99	2.19	8.98	N/A	Measure only
Proportion of Stage one complaints responded to within 10 days	83.33%	95%	92.31%	90.91%	88.89%	100%	93%		Only 3 out of 45 missed the 10 day deadline, two of which were by just 1 day.
Stage two complaints received per 1,000 homes during the reporting year.	1.39	N/A	0.80	0.20	0.20	0.20	1.40	N/A	Measure only
Proportion of Stage two complaints responded to within 20 days	100%	100%	100%	100%	100%	100%	100%		
No. of escalations to the Ombudsman (LGO or Housing Ombudsman)	1	N/A	1	1	1	2	5	N/A	Measure only. Three of these have subsequently been determined as not to be investigated by the Ombudsman, due to the lack of evidence of fault. The other two are still being considered whether to investigate.

## **Health, Wellbeing and The Community Scrutiny Committee Work Programme 2025-26**

<b>Committee:</b>	Health, Wellbeing and The Community Scrutiny Committee
<b>Date of Meeting:</b>	16 June 2025
<b>Report of:</b>	Head of Housing and Corporate Assets Head of Operations Head of Regulatory Services Head of Wellbeing

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### **1 Purpose of Report**

- 1.1 To set out the draft work programme for the Health, Wellbeing and The Community Scrutiny Committee for 2025-26.

### **2 Recommendations**

- 2.1 That the Committee review the draft work programme for 2025-26 and advise on what they wish to include for the forthcoming year (see Appendix 4).

#### **Reasons for Recommendations**

- 2.2 The scrutiny committee is responsible for ensuring effective accountability for the delivery against the Council's priorities and strategic objectives as set out in the Council's Corporate Plan 2022-26.

### **3 Key Issues**

- 3.1 The Health, Wellbeing and The Community Scrutiny Committee is responsible for scrutinising the elements of the Corporate Plan that relate to the priorities for Health & Wellbeing and The Community. An extract from the Corporate Plan for 2022-2026 setting out details of the priorities and strategic objectives is attached at Appendix 1.
- 3.2 The services or functions of the Council falling with the remit of the Committee are set out at Appendix 2.
- 3.3 The Health, Wellbeing and The Community 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 3A and 3B.

- 3.4 Members are invited to comment on the draft Work Programme attached at Appendix 4. 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 This report supports the Council's Corporate Priorities as follows:
- (i) It provides for effective scrutiny of the Council's priorities for "Health & Wellbeing" and "The Community".

## 5 Report Detail

### Background

- 5.1 The Council's current Corporate Plan for 2022-26 was approved by Council on 27 April 2022. The Plan sets out 4 priorities and this Scrutiny Committee is responsible for scrutinising Priorities 2 and 3 - Health & Wellbeing and The Community.
- 5.2 The **Health & Wellbeing Priority** has 4 objectives:
- (i) Provide opportunities for residents to lead healthy and active lifestyles and recognise the importance of mental health and wellbeing.
  - (ii) Embed health and wellbeing into all of our policies and everything that we do.
  - (iii) Work with partners to address health inequalities across the District.
  - (iv) Support residents that need our help.
- 5.3 The **Community Priority** has 6 objectives:
- (i) Ensure our neighbourhoods are clean, safe and tidy.
  - (ii) Maintain our local parks and green spaces.
  - (iii) Encourage residents to live a sustainable lifestyle.
  - (iv) Improve the housing offer across the District.
  - (v) Ensure our communities are well designed, accessible, and inclusive environments.
  - (vi) Support and build strong connections with our local communities.

An extract from the Corporate Plan setting out details of these priorities, the strategic objectives and actions is attached at Appendix 1.

- 5.3 The Health, Wellbeing and The Community Scrutiny Committee also has responsibility for scrutinising the services of the Council as set out in Appendix 2.

### **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 3A and an extract from the LGA's guidance is attached at Appendix 3B.
- 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 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.
- 5.7 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 4 to this report which includes some standing items (e.g., performance progress reports) and some suggestions as to potential reviews.

### **Undertaking the Scrutiny Reviews**

- 5.8 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 Officers for the Scrutiny Committee. A template to assist with scoping the review is also attached at Appendix 5.
- 5.9 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.
- 5.10 Members should also consider what they can do to support the review e.g.:
- Undertaking research e.g., via the internet.
  - Seeking the views of ward members or specific interest groups.

### **Reporting on Scrutiny Reviews**

- 5.11 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.

## **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 Risk Management**

None.

### **6.5 Equalities and 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.

### **6.6 Health**

None.

### **6.7 Climate Change**

None.

## **7 Appendices**

Appendix 1: Extract from the Corporate Plan – Priorities 2 and 3 - Health & Wellbeing and The Community

Appendix 2: Overview of services falling with the Committee's remit

Appendix 3A: Extract from the Council's Scrutiny Toolkit

Appendix 3B: Extract from the LGA Guidance on Scrutiny Work Programming

Appendix 4: Draft Work Programme 2025/26

Appendix 5: Template for Scoping a Scrutiny Review

## **Cannock Chase Council - Corporate Plan 2022-26**

### **PRIORITY 2- HEALTH & WELLBEING**

**“To encourage and support residents to lead healthy and independent lives”**

We aim to:

- **Provide opportunities for residents to lead healthy and active lifestyles and recognise the importance of mental health and wellbeing.**
- **Embed health and wellbeing into all of our policies and everything that we do.**
- **Work with partners to address health inequalities across the District.**
- **Support residents that need our help.**

We want to create opportunities for all of our residents to lead healthy and active lifestyles. For some, this may be by using our leisure centre facilities, for others, it may be walking our parks, or on the Chase, or by cycling around the District. We want to reach out to those residents who may find this daunting and help them to try out new activities in their local communities, that will support their physical and mental health and well-being.

We currently provide a range of facilities for people to use, including:

- 2 leisure centres, with swimming pools, (Cannock and Rugeley)
- 7 main/destination parks,
- 43 play areas across the district
- 14 football pitches and 3 artificial turf pitches (ATP's),
- 20 tennis courts and 4 skate parks
- A theatre and museum to support cultural and mental wellbeing.

Over the next 4 years we will:

- Work with Inspiring Health Lifestyles (IHL) leisure trust and other stakeholders to deliver campaigns to promote the benefits of being active and living healthily.
- Work with Staffordshire County Council to deliver the “Better Health Staffordshire” Pilot Project.
- Develop a Health and Wellbeing Strategy.
- Deliver lasting legacy projects from the Commonwealth Game Mountain Bike event, (i.e., Mountain Bike (Perry) Trail and Bike and Play trail).

- Work with partners to encourage the take up of benefits for by residents with low incomes.
- Work with Support Staffordshire and Staffordshire County Council to build on community spirit & volunteering / befriending advocacy.
- Promote the use “Cannock Chase Can” online app to support people in leading healthy lifestyles.
- Encourage residents to walk or cycle to and from work and school.

We will also continue to:

- Work on fuel poverty with partners, such as Staffordshire Warmer Homes.
- Provide accommodation for young people leaving care and support to sustain their tenancies.
- Provide an outreach service for rough sleepers.
- Provide support for veterans.
- Work with partners to safeguard the most vulnerable people within our district.
- Provide funding to voluntary organisations to provide free independent, impartial, and confidential advice to our residents.

### **PRIORITY 3 - THE COMMUNITY**

**“To ensure Cannock Chase is a place that residents are proud to call home”**

We aim to:

- **Ensure our neighbourhoods are safe, clean, and tidy**
- **Maintain our local parks and green spaces.**
- **Encourage residents to live a sustainable lifestyle.**
- **Improve the housing offer across the District.**
- **Ensure our communities are well designed, accessible, and inclusive environments.**
- **Support and build strong connections within our local communities.**

We want our District to be an attractive and safe place to live. We will preserve our open spaces and local parks. We aim to build on the existing and new communities across our District so that residents feel connected and supported. We want to ensure that our residents have a choice in their housing accommodation and that it is safe.

Over the next 4 years we will:

- Work with town/parish Councils and local community groups to tackle litter and undertake litter picks.
- Carry out targeted campaigns to tackle specific types of waste crime and raise awareness of the Council's zero-tolerance to all types of environmental crime.
- Develop a co-ordinated response to anti-social behaviour (ASB) across partner agencies.
- Engage with young people at risk of engaging in ASB through targeted diversionary activities across the district.
- Undertake a review of all our play areas.
- Provide support and opportunities to community groups wishing to take on more responsibility for improving and developing open spaces and play areas.
- Work with partners and the local community to support appropriate tree planting schemes.
- Undertake campaigns to raise awareness of the ways in which residents can reduce their impact on the environment.
- Develop an Environmental Strategy and action plan to reduce our impact on the climate.
- Work with partners to support the delivery of the zero-carbon pilot scheme in Rugeley.
- Increase housing choice.
- Ensure that our housing stock is safe and sustainable.
- Work with other housing providers and landlords to ensure that their properties are safe and healthy.
- Adopt a new Local Plan for the district.
- Support the progression of current and future Neighbourhood Plans within the district.
- Work with partners to support community events.

**Services / Function Falling Within the  
Health, Wellbeing, and The Community Scrutiny Committee's Remit**

<b>Service Area</b>	<b>Sub Area</b>
<b>Housing and Corporate Assets</b>	<b>Housing Property Services</b>
<b>Nirmal Samrai - Head of Housing &amp; Corporate Assets</b>	<ul style="list-style-type: none"> <li>• Planned works</li> <li>• Cyclical works</li> <li>• Gas safety</li> <li>• Electrical upgrades</li> <li>• External works</li> <li>• Right to buys</li> <li>• Property alterations</li> <li>• Disabled facilities works</li> <li>• Housing decarbonisation &amp; clean green initiatives</li> </ul>
	<b>Housing Maintenance</b>
	<ul style="list-style-type: none"> <li>• Emergency and routine repairs</li> <li>• Empty property repairs</li> <li>• Out of hours repairs</li> <li>• In-house stores provision</li> <li>• Vulnerable persons decorating</li> <li>• Fleet management</li> </ul>
	<b>Tenancy Services</b>
	<ul style="list-style-type: none"> <li>• Rent collection</li> <li>• Estate management</li> <li>• Tenancy sustainment</li> <li>• Allocations</li> <li>• Housing reception</li> <li>• Vulnerable persons grass cutting</li> <li>• Social alarms</li> </ul>
	<b>Housing Services</b>
	<ul style="list-style-type: none"> <li>• Performance management</li> <li>• Housing complaints</li> <li>• Service improvements</li> <li>• New build council housing</li> <li>• Estate regeneration</li> <li>• Sheltered housing</li> <li>• Customer insight &amp; engagement</li> <li>• Housing management IT system</li> </ul>

Service Area	Sub Area
Operations	Natural Environment
<b>Joss Presland - Head of Operations</b>	<ul style="list-style-type: none"> <li>• Countryside ranger service</li> <li>• Cattle husbandry</li> <li>• Tree and landscape protection</li> <li>• Planning advice on proposed development/Landscape development</li> <li>• Woodland management</li> <li>• Heathland management</li> <li>• SSSI / local nature reserves</li> <li>• High Level stewardship</li> <li>• Biodiversity</li> <li>• Conservation areas</li> <li>• Nature recovery</li> <li>• Ancient scheduled monument</li> <li>• Volunteer programme (countryside)</li> <li>• Tree preservation orders (TPOs)</li> <li>• Urban forestry strategy</li> <li>• Inspection and maintenance of trees on council land</li> <li>• Cemetery management</li> <li>• Headstone testing</li> <li>• Burial service</li> <li>• Officiating at burials</li> <li>• Closed cemeteries</li> <li>• Memorial trees and benches</li> </ul>
	<b>Streetscene</b> <ul style="list-style-type: none"> <li>• Floral displays</li> <li>• Grass cutting district wide</li> <li>• Highway verge cutting for SCC</li> <li>• Planting schemes</li> <li>• Golf course maintenance</li> <li>• Weed spraying</li> <li>• Shrub bed maintenance - district wide</li> <li>• Hedge cutting - district incl. SCC hedges</li> <li>• Pest and disease control</li> <li>• Leaf collection</li> <li>• Litter collection</li> <li>• Play areas / parks refurbishment</li> <li>• Management of water bodies</li> </ul>

Service Area	Sub Area
	<ul style="list-style-type: none"> <li>• Formal parks</li> <li>• Play areas</li> <li>• Sports pitches and equipment</li> <li>• Football pitches</li> <li>• Pavilion maintenance (internal only)</li> <li>• Skate parks</li> <li>• Tennis courts</li> <li>• Multi use games areas (MUGAs)</li> <li>• Green gym equipment</li> <li>• Community engagement (parks)</li> <li>• Green space development</li> <li>• 'Green Flag' awards</li> <li>• 'Britain in Bloom' award</li> <li>• War memorials maintenance</li> <li>• Ravenhill paddling pool (June - September)</li> <li>• Letting of sites - events</li> <li>• Flood control maintenance</li> <li>• Management and provision of allotments</li> </ul>
	<b>Waste &amp; Commercial Services</b> <ul style="list-style-type: none"> <li>• Waste and recycling</li> <li>• Street cleansing</li> <li>• Litter picking</li> <li>• Mechanical Sweeping</li> <li>• Cleansing of town centres</li> <li>• Graffiti removal</li> <li>• Land drainage and flooding</li> <li>• Street furniture</li> <li>• Removal of fly tipping</li> <li>• Fleet and Vehicle Workshop</li> <li>• Bus shelters</li> <li>• Bus stations</li> <li>• Public Clocks</li> <li>• Off-street Parking</li> <li>• Public class 4 MOT Station</li> <li>• Taxi Testing</li> <li>• Commercial activities</li> </ul>

Service Area	Sub Area
Regulatory Services	Environmental Health
<b>Gabrielle Whitehouse - Head of Regulatory Services</b>	<ul style="list-style-type: none"> <li>• Regulation of standards in private rented properties</li> <li>• Licensing &amp; inspection of houses in multiple occupation (HMOs)</li> <li>• Empty properties</li> <li>• Licensing &amp; inspection of mobile / park homes sites</li> <li>• Affordable Warmth Scheme and enforcement of Minimum Energy Efficiency Standards in private rented sector</li> <li>• Food safety – inspection of food businesses; investigation of complaints about food or food premises; investigation of infectious diseases and food poisoning outbreaks; allergens; food sampling; Primary Authority Partnership</li> <li>• Health &amp; Safety – inspections and projects related to workplace and consumer service health &amp; safety; investigation of workplace accidents and complaints about unsafe working conditions; infection control (tattooists and body / skin piercing etc.); Primary Authority Partnership</li> <li>• Licensing – licensing of taxis, private hire, alcohol sale or supply; gambling premises; street trading; animal activities; scrap metal dealers and collectors; hair and beauty, tattooists etc.</li> <li>• Welfare funerals</li> <li>• Noise pollution – industrial and domestic noise; planning consultations;</li> <li>• Air quality – Air quality monitoring and management; declaration and revocation of air quality management areas (AQMA's); permitting of regulated industrial processes;</li> <li>• Specialist technical advice on climate change and emerging emission reductions technologies</li> <li>• Contaminated land – planning consultations and land remediation</li> <li>• Enviro-crime – lly tipping, unregistered waste carriers (including unlicensed scrap metal collectors) littering, duty of care, dog fouling, stray dogs</li> <li>• Public health nuisances – commercial drainage, dust, light, refuse accumulations, filthy&amp; verminous properties etc.</li> </ul>

Service Area	Sub Area
<b>Wellbeing</b>	<b>Strategic Housing &amp; Homelessness</b>
<b>Anna Nevin - Head of Wellbeing</b>	<ul style="list-style-type: none"> <li>• Housing strategy</li> <li>• Housing options and rough sleeping</li> </ul>
	<b>Community Safety &amp; Partnerships</b>
	<ul style="list-style-type: none"> <li>• Community safety hub, multi-agency risk assessment conference (MARAC), public safety protection orders (PSPOs), safe as houses, target hardening, campaigns &amp; events and community safety delivery plan</li> <li>• CCTV – monitoring 100+ Cameras across the district and providing evidence to police</li> <li>• Partnerships - hate crime and domestic abuse, vulnerable adults and children's referrals, modern day slavery, community trigger/protection notices, diversionary activities, county lines and PREVENT</li> <li>• Community and Voluntary Sector</li> </ul>
	<b>Housing Assistance, Health &amp; Leisure</b>
	<ul style="list-style-type: none"> <li>• Disabled Facilities Grants and Housing Assistance Policy in private dwellings</li> <li>• IHL Leisure Provider</li> <li>• Leisure centres</li> <li>• Swimming pools</li> <li>• Golf course management</li> <li>• Prince of Wales Theatre</li> <li>• Museum of Cannock Chase</li> <li>• 5's 3G Pitch and Pavilion</li> <li>• Commonwealth Games &amp; Legacy</li> <li>• Health Inequalities, Health in All Policies</li> </ul>

## Extract from the Council's Scrutiny Toolkit

### 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?

## Extract from the LGA Guidance on Scrutiny Work Programming

### 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 several factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then shortlisting topics before making a final decision.

### Responsive scrutiny

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, while in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

### Identify issues

You can identify potential issues by:

- consulting with a range of stakeholders, both internal and external to the council – this would include all elected members and senior officers, as well as relevant outside bodies
- looking at corporate priorities, business plans and the forward plan of the council (and the council's neighbouring councils)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets.
- reviewing council performance information and identifying any follow-up work required to previous scrutiny work.
- conducting work to engage with local people, for example, through surgeries, local media, opinion surveys and online forums.

### Prioritise topics

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

## Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme for consideration and updating at each scrutiny meeting.

## Review and evaluate

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



### Criteria for prioritising scrutiny topics

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

#### 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.
- they do not relate to executive matters, for example, planning or licensing decisions.
- 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, answers to the following questions should be made 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?



### **Challenge 1 – Prioritising topics**

Consider the issues that are important to the people you represent in your ward.

List the five issues you think are the most important, then put them in order of priority; make a note of your reasoning.

Think about how you would translate these into strategic issues which might be appropriate for scrutiny. Here is an example:

#### **The issue**

Several residents have been complaining that the trees in the local area are not being pruned regularly enough, becoming a hazard, and presenting a potential danger to the public. Complaints include difficulty in walking on the pavement, damage to tall vehicles, trip hazards from tree roots and gardens being overshadowed by trees.

#### **Strategic considerations**

The council needs to consider how it allocates its environmental services' resources so that it can be efficient while also meeting the needs of residents.

It can look at:

- how services are procured, commissioned, and contracted.
- which are the most hazardous streets and where the biggest improvements can be made.
- prioritising and planning a programme of work for tree pruning.

Having done so, consider how you would translate this into the scope for a scrutiny committee review.

**Proposed Work Programme for 2025-26 for the  
Health, Wellbeing and The Community Scrutiny Committee**

<b>Meeting Date</b>	<b>Item</b>
16 June 2025	<ul style="list-style-type: none"> <li>• Scrutiny Annual Business Report for 2024-25</li> <li>• End of Year Performance Report for 2024-25 for the Health &amp; Wellbeing and The Community PDPs</li> <li>• Determine Review Programme for 2025-26</li> </ul>
15 September 2025	<ul style="list-style-type: none"> <li>• Tree Management</li> <li>• IHL Annual Report (meeting date TBC)</li> <li>• Annual Complaints Report (Housing) (meeting date TBC)</li> <li>• Health &amp; Wellbeing and The Community PDPs – Qtr 1 Progress Report April to June 2025</li> <li>• Scrutiny Review (to be determined)</li> </ul>
8 December 2025	<ul style="list-style-type: none"> <li>• Simpler Recycling Update</li> <li>• IHL Annual Report (meeting date TBC)</li> <li>• Annual Complaints Report (Housing) (meeting date TBC)</li> <li>• Health &amp; Wellbeing and The Community PDPs – Qtr 2 Progress Report July to September 2025</li> <li>• Scrutiny Review (to be determined)</li> </ul>
17 March 2026	<ul style="list-style-type: none"> <li>• Streetscene Overview</li> <li>• Health &amp; Wellbeing and The Community PDPs – Qtr 3 Progress Report October to December 2025</li> <li>• Outcome of Scrutiny Review(s)</li> </ul>

**Suggestions for Reviews:**

- Fencing Policy



## Scrutiny Review Template

<b>Review Title</b>
<b>Scope of the Review / Terms of Reference</b>
<b>Reason for Scrutiny</b>
<b>Membership of the Review Group</b>
<b>Key Tasks / Review Plan</b>
<b>Sources of Evidence</b>
<b>Timescale</b>