



**Please ask for:** Matt Berry  
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4 June 2025

Dear Councillor,

**Responsible Council Scrutiny Committee**

**6:00pm, Thursday 12 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:

Aston, J. (Chair)	
Hughes, G. (Vice-Chair)	
Bishop, L.	Johnson, J.
Bullock, L.	Muckley, A.
Dunnett, M.	Sutherland, M.
Gaye, D.	Thornley, S.
Hill, J.O.	

# **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 1 April 2025 (enclosed).

### **4. Annual Scrutiny Business Report 2024-25**

Report of the Head of Law & Governance (Item 4.1 - 4.4).

### **5. End of Year Performance 2024-25**

To receive the end of year 2024/25 performance information for the Responsible Council Priority Delivery Plan (Item 5.1 - 5.13).

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

### **6. Responsible Council Scrutiny Committee Work Programme 2025-26**

Report of the Head of Transformation & Assurance (Item 6.1 - 6.14).

**Cannock Chase Council**  
**Minutes of the Meeting of the**  
**Responsible Council Scrutiny Committee**  
**Held on Tuesday 1 April 2025 at 6:00pm**  
**In the Esperance Room, Civic Centre, Cannock**

**Part 1**

**Present:**

Councillors

Aston, J. (Chair)  
Gaye, D. (Vice-Chair)

Bullock, L.	Muckley, A.
Hill, J.O.	Sutherland, M.
Johnson, J.	Thornley, S.
Mawle, D.	

**22. Apologies**

Apologies for absence had been received from Councillor G. Hughes.

**23. Declarations of Interest 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.

**24. Minutes**

A Member raised the following queries / comments in respect of the Minutes:

**12 December 2024 Minutes**

- What was the position in respect of the installation of solar panels on the roof of Rugeley Centre?

*The Deputy Chief Executive-Resources advised that as far as he knew, the work was happening now, with similar work being done at Chase leisure centre. In response to another Member as to when this work would be announced, the Deputy Chief Executive-Resources advised this would likely be as part of changes to be announced about spend allocation for the swimming pool fund.*

- What was the current situation in respect of workload / capacity issues?

*The Chair noted that as the Head of Transformation & Assurance was currently on leave, the update could not be provided at this time. The Deputy Chief Executive-Resources further advised that the relevant data was being gathered currently in respect of vacancies, but it was taking time to do so.*

- Based on the above response, could an update be provided to the Committee in advance of the election, given that this had been included by the Committee as a work programme item back in July last year?

*The Deputy Chief Executive-Resources advised he could not promise anything in terms of officer time for this as capacity had to be diverted to the local government reorganisation work, but would ask to question of the head of service when she had returned from leave.*

### **27 January 2025 Minutes**

- The final sentence in paragraph 37 on page 30 needed to be amended to read: "It could **not** also be guaranteed that when the new authority was formed, it would not use that money to the benefit of the District."
- In paragraph 44 on page 30, clarity had been sought on what the £450,000 of third-party payments related to for Cleansing Services.

*The Deputy Chief Executive-Resources advised this would have been included within the 2025/26 budget information so he would check and circulate accordingly.*

- In paragraph 53 on page 32, clarity had been sought on income received from the tennis courts.

*The Deputy Chief Executive-Resources advised that the outturn position for 2024/25 would be known at the end of April so that information could be circulated then.*

- Could a part-year update be provided now if the information was available?

*The Deputy Chief Executive-Resources advised he would check what latest figures were available and report accordingly.*

Another Member advised that the Friends of Cannock Park had raised they should be receiving some of the income in respect of the tennis courts in Cannock Park. *The Deputy Chief Executive-Resources advised some of the income had to be set aside for a sinking fund, but he would check on this specific issue separately.*

In response to a query from another Member on the increase in employers National Insurance Contributions and changes to the bad debts provision (paragraph 46 on page 31), the Deputy Chief Executive-Resources advised that the provision included within the 2025/26 budget had not changed from the pre-budget position.

### **Resolved:**

That the Minutes of the meetings held on 12 December 2024 and 27 January 2025 be approved, subject to the required amendment on the 27 January minutes.

### **25. Officer Capacity / Workload Issues**

An update on this was provided under the previous item.

### **26. Development of an Executive / Scrutiny Protocol Working Group**

The Head of Law & Governance advised that:

- The working group had met on two occasions, with constructive discussions being held. The notes of those discussions had been included with the agenda for the Committee's information (Item 5.1 - 5.6).
- The outcome of those discussions was reflected in recommendations (ii) and (iii) as listed on the meeting agenda:

- Recommendation (ii) related to proposed constitution amendments that the group had referred to the Constitution Working Group for consideration, focused on attendance by Cabinet members at scrutiny meetings and the chairs of the committees being appointed from the opposition groups on the Council. These proposals had been considered and agreed by the Constitution Working Group and so were due to be considered by full Council on 9 April 2025.
- Recommendation (iii) related to the adoption of a proposed 'Executive-Scrutiny Protocol' (Item 5.7 - 5.9), which set out identifying the roles of Cabinet and Scrutiny, the expectations of overview & scrutiny and its members, the expectations of Cabinet and its members, role of the scrutiny committee chair, work planning and officer support. If adopted, it was intended for the protocol to be provided to scrutiny members alongside the existing scrutiny toolkit and terms of reference and procedures rules as included in the Constitution.

A Member then raised for work programming, it would be better to have an informal meeting of the committee at the start of each municipal year, before the first scheduled formal meeting, so that Members could discuss potential items for inclusion on the work programme. It was noted this had been discussed by the working group and so Members were supportive of the proposal. This was therefore formally moved as a proposal by Councillor Sutherland and seconded by Councillor Thornley.

**Resolved:**

That:

- (A) The minutes from the working group discussions held on 4 September and 9 December 2024 be noted.
- (B) The proposed amendments to the Constitution, regarding scrutiny arrangements, that were referred to the Constitution Working Group and referred on to full Council be noted.
- (C) The draft 'Executive-Scrutiny Protocol' be adopted.
- (D) The Scrutiny Committees be encouraged to hold a pre-meeting before the first scheduled formal meeting of each municipal year to discuss potential work programme items ready for the formal meeting.

## **27. Quarter 3 Performance Update 2024/25**

Consideration was given to the report of the Head of Transformation & Assurance (Item 6.1 - 6.11) *(presented by the Deputy Chief Executive-Resources)*.

In respect of two queries raised earlier under the Minutes of the previous meetings, the Deputy Chief Executive-Resources advised that at the end of quarter 2, gross income from the tennis courts was £10,000 and National Insurance pressures on the Council's budgets for 2025/26 would be in the region of £450,000.

The Deputy Chief Executive-Resources then raised the following points in respect of the performance report:

- A key success during the quarter had been the completion of the Council's accounts for 2021/22 and 2022/23 as this work had not been up to date for several years. Additionally, work on the 2023/24 had also recently been completed and work was being done at the moment on the 2024/25 accounts. A meeting was

due to be held with the External Auditors tomorrow to discuss how to deal with other outstanding backlogs which was a sector-wide issue.

- There had been slippage during the quarter on actions related to the climate change strategy finalisation and transformation work.
- Some modest transformation work would continue going forward, but a greater focus would be given to local government reorganisation work with existing funds and reserves to be used for this purpose.
- In respect of the key performance indicators, only two were behind target for the quarter, these being the percentage of calls answered and Freedom of Information (FOI) requests responded to within the 20 working days deadline.
  - The percentage of calls answered had reduced due to an increased volume of calls being received for renewal of garden waste charges.
  - The percentage of FOI requested responded to had been impacted by long-term sickness within the team, but this had now been resolved. There had also been several detailed requests received during the quarter about the Museum of Cannock Chase and Prince of Wales Theatre proposals, so it should be seen as a positive that whilst performance was below target, it was only by less than 1%.

In response to a query from a Member regarding local government reorganisation and discussions with other authorities, the Deputy Chief Executive-Resources advised that different interest groups, such as the Chief Executives, S151 Officers and Monitoring Officers were having regular meetings to discuss different issues associated with the proposals and how to move matters forward.

Another Member then raised the following queries:

- In respect of the climate change strategy delay, when was it likely to be taken forward?

*The Deputy Chief Executive-Resources advised that a lot of work had been done since this report was produced and the strategy was scheduled for consideration by Cabinet on 24 April.*

- What progress had been made on the scoping work for the transformation programme?

*The Deputy Chief Executive-Resources advised that the scoping work needed to change now because of local government reorganisation, but it may something that gets picked up by the new authority once established.*

- In respect of the Technology Board approving IT systems to be replaced, was it right to still look at replacement of systems given the local government reorganisation work?

*The Deputy Chief Executive-Resources advised that as with transformation, systems replacements were being considered on a case-by-case basis, accepting there may be some emergency or urgent situations that would have to be dealt with. Officers were trying to be realistic about what could be done given that so much was still unknown at this time.*

- On the key performance indicators, the number of calls answered during the quarter had reduced compared to the previous two quarters, so it did not seem to make sense that the percentage of calls answered had also reduced.

*The Deputy Chief Executive-Resources advised he would check this with the Head of Transformation & Assurance and respond separately.*

- On the key performance indicators, it was noted that those listed for Corporate Assets had not been done previously, so would this start from next year?

*The Head of Housing and Corporate Assets clarified that the service had not had targets set previously and the ones included were annual targets, so would be reported on in June as part of the end of year performance report.*

In response to a query from a Member regarding the local government reorganisation proposals the Deputy Chief Executive-Resources confirmed that the proposals as agreed by full Council on 13 March had been submitted to the Government and were available to view on the Council's website.

In response to a further query from the same Member as to whether the reorganisation work would change anything to be included in the end of year 2024/25 and/or quarter 1 2025/26 performance reporting, the Deputy Chief Executive-Resources advised that he would not want to see any drastic changes made at this time given how much was still unknown. It was more likely that different updates would be provided later in the year once the position became clearer.

Another Member noted that reassurances had been given by Officers in other meetings about matters related to reorganisation and day-to-day Council work were being taken forward on a step-by-step basis as the process moved forward.

Another Member noted he had met with the Deputy Chief Executive-Place earlier in the day who had advised that the Council was not shutting up shop and should not be operating on that basis and was very positive about what could be done.

Members then noted that as part of whatever new authority was created, it would be important for area offices to be established so that residents still had a level of local access to Council services.

**Resolved:**

That the performance update be noted.

**28. Responsible Council Scrutiny Committee Work Programme Update**

The Chair noted that this was the last meeting of the Committee for the 2024/25 year and thanked Officers for their support to the Committee, work on the completion of the accounts and the general performance work given that most aspects had been completed bar a couple of outstanding items.

The Democratic Services Team Leader then confirmed that the first meeting of the Committee for 2025/26 was scheduled for Thursday 12 June.

The meeting closed at 6:50pm.

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**Chair**

## Annual Scrutiny Business Report 2024/25

**Committee:** Responsible Council Scrutiny Committee / Council

**Date of Meeting:** 12 June 2025 / 23 July 2025

**Report of:** Head of Law and Governance

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### **1 Purpose of Report**

- 1.1 To report the business conducted by the Responsible Council 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 Responsible Council 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 Responsible Council Scrutiny Committee during 2024/25.

### **Responsible Council**

- 5.8 The Responsible Council Scrutiny Committee’s agreed work programme items for 2024/25 were:
- Development of an executive / scrutiny protocol.
  - Progress report on achieving the Climate Emergency declaration as agreed by full Council in 2019.
  - Workforce planning and succession planning.
- 5.9 A cross-party task & finish group was established for the development of an executive / scrutiny protocol. The group met on two occasions and made recommendations regarding constitution amendments that were separately considered by the Constitution Working Group and full Council. The group also recommended adoption of a draft protocol, which was agreed by the Committee and Cabinet.
- 5.10 The Committee’s views were sought on proposed updates to the Council’s priority projects for 2024-25 and key performance indicators prior to formal consideration by the Cabinet.

- 5.11 The Committee received a presentation / update on the Council's climate change work, with a specific focus on development of a climate change strategy and action plan.
- 5.12 The Committee was consulted on the draft General Fund Revenue Budget and Capital Programme for 2025 prior to being formally considered Cabinet and full Council at its Budget meetings.
- 5.13 Owing to officer capacity issues, particularly as a result of required work on local government reorganisation, it had not been possible to progress the workforce and succession planning work programme item during the year, although relevant data was being collated by officers.

#### **Future Work Programme**

- 5.14 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.
- 5.15 As per the Devolution and Local Government Re-organisation report considered by full Council on 17 March 2025, the Responsible Council Scrutiny Committee will be kept informed of progress on this work via related actions being included in the quarterly performance reporting.

## **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:** Responsible Council Scrutiny Committee: 12/06/25  
Council: 23/07/25

**Key Decision:** N/A

## End of Year Performance Report 2024/25

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	5 June 2025
<b>Report of:</b>	Head of Transformation and Assurance
<b>Portfolio:</b>	Resources and Transformation

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### 1 Purpose of Report

- 1.1 To advise Members on the progress of the Priority Delivery Plans and Council's performance at the end of 2024/25.

### 2 Recommendations

- 2.1 To note the progress at the end of 2024/25 relating to the delivery of the Council's priorities as detailed at Appendices 1a-1d and the performance information set out at Appendix 2.

#### Reasons for Recommendations

- 2.2 The performance information allows Cabinet to monitor progress in delivery of the Council's corporate priorities and operational services.

### 3 Key Issues

- 3.1 The original Priority Delivery Plans (PDPs) for 2024/25, based on the Corporate Plan 2022-26, have been superseded. The revised delivery plans are designed to focus on key strategic and operational priorities.
- 3.2 Overall, 85% of the projects have been delivered or are on schedule to be completed. Progress in delivering the PDPs is summarised in 5.3 of the report and set out in detail in Appendices 1a to 1d.
- 3.3 With regard to the operational performance of the key services of the Council, 77% of targets have been met or exceeded. Further details can be found at 5.6 and in Appendix 2.

### 4 Relationship to Corporate Priorities

- 4.1 The Priority Delivery Plans set out key strategic and operational projects which support the delivery of the Council's priorities.

### 5 Report Detail

#### Background





- 5.1 The Priority Delivery Plans (PDPs) set out in Appendices 1a to 1d to this report are the revised set of plans setting out how the Council will achieve progress against its strategic objectives; these plans establish the actions and timetable for delivery that are the basis of the Council's performance reporting framework.

- 5.2 In addition to the PDPs, performance is also reported against the delivery of key operational services; Key Performance Indicators (KPIs) for these services are set out in Appendix 2.

### Priority Delivery Plans (PDPs)

- 5.3 A commentary on performance and a rating for each of the projects/actions set out in the PDPs is given in Appendices 1a-1d. A summary of progress, by rating, is given in the table below.

**Table 1: Summary of progress in delivery of key projects/actions as at end of 2024/25**





Performance Rating	Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule	No longer applicable	Total Number of Actions
Corporate Plan Priority					N/A	
Economic Prosperity	11		2			13
Health and Wellbeing	6	1				7
Community	10	1	1		1	13
Responsible Council	18	3	3		2	26
<b>Total</b>	<b>45 (76%)</b>	<b>5 (9%)</b>	<b>6 (10%)</b>		<b>3 (5%)</b>	<b>59</b>

- 5.4 At the end of 2024/25, of the 59 actions planned for delivery in the year:
- 50 (85%) have been completed or are on target to be completed;
  - 6 (10%) are slightly behind schedule; and
  - 3 (5%) are no longer applicable.
- 5.5 The key project successes during 2024/25 are:
- Commencement of demolition works in Cannock town centre and acquisition of properties for phase two;
  - Submission of Local Plan to Planning Inspectorate;
  - Successful integration of Health into the Community Safety Partnership;
  - The mobilisation of the kerbside waste collections contract included the rerouting of some 27,000 properties as part of efficiency savings in the contract;
  - Approval of the Climate Change Strategy and Action Plan; and
  - The closure and publication of 3 sets of accounts bringing the Council up-to-date.

### Key Performance Indicators (KPIs)

- 5.6 In addition to the Delivery Plans, performance is also reported against the delivery of key operational services. Key Performance Indicators (KPIs) for these services are set out in Appendix 2 and are summarised in Table 2:

**Table 2 - Summary of key performance indicators for 2024/25**

Corporate Plan Priority					Total Number of KPIs
	Performance exceeds target	Performance on target	Performance < 5% below target	Performance > 5% below target	
Economy Prosperity	5		2		7
Health & Wellbeing					
Community	6	2	2	1	11
Community (Housing)	5	8	2	2	17
Responsible Council	5	5	2		12
<b>Total</b>	<b>21 (45%)</b>	<b>15 (32%)</b>	<b>8 (17%)</b>	<b>3 (6%)</b>	<b>47</b>

- 5.7 Of the 47 indicators due to be reported on:

- 36 (77%) show performance on or above target; and
- 11 (23%) show performance below target.

The reasons for underperformance are set out in Appendix 2.

- 5.8 The key performance success were:

- The target for processing non-major planning applications was exceeded by 27.4%;
- 99.96% of bins were collected first time;
- The target for securing accommodation for the homeless was exceeded by 9%;
- The target for DFGs for Council housing was exceeded by 42% and for private sector housing by 8%;
- Housing and council tax benefit claims were processed on average 35% quicker than last year;
- Council tax and business rates collection is back on track to pre-covid levels;
- The average call wait time for the Council's main switchboard is less than 1 minute.

## **6 Implications**

### **6.1 Financial**

There are no direct financial implications arising from the report. The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

### **6.2 Legal**

None.

### **6.3 Human Resources**

None.

### **6.4 Risk Management**

The Council's Strategic Risk Register sets out the risks the Council faces in delivering its priorities.

### **6.5 Equalities and Diversity**

Equality and diversity matters are addressed in individual services areas and by undertaking equality impact assessments for projects and programmes of work where this is necessary and appropriate.

### **6.6 Health**

None.

### **6.7 Climate Change**

None.

## **7 Appendices**

Appendix 1a: Economic Prosperity PDP

Appendix 1b: Health and Wellbeing PDP

Appendix 1c: The Community PDP

Appendix 1d: Responsible Council PDP

Appendix 2: Key Performance Indicators

## **8 Previous Consideration**

None.

## 9 Background Papers

Corporate Plan 2022-26 - Council 27 April 2022

4-Year Delivery Plans 2022-26 - Cabinet 15 September 2022

**Contact Officer:** Judith Aupers

**Telephone Number:** 01543 464 411

**Ward Interest:** All Wards

**Report Track:** Cabinet - 5 June 2025

Responsible Council Scrutiny Committee - 12 June 2025

Health & Wellbeing Scrutiny Committee - 16 June 2025

Economic Prosperity Scrutiny Committee - 18 June 2025





**Key Decision:** No



### Priority Delivery Plan for 2024-25

#### Priority 4 - Responsible Council

#### 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	9	1				10
3	5	1	1		1	8
4	4	1	2		1	8
<b>TOTAL</b>	<b>18 (69%)</b>	<b>3 (12%)</b>	<b>3 (12%)</b>		<b>2 (7%)</b>	<b>26</b>

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

Three sets of accounts have been successfully closed and published this year, bringing the Council up-to-date.

Transformation and digital strategies have been prepared and approved. However, the Government's proposals for Local Government Reorganisation (LGR) will have an impact on the delivery of these. Consideration is currently being given to what the Council can realistically achieve over the next 3 years alongside the need to prepare for abolition of the Council and the transfer of services to a new Council. A report is to be prepared for Cabinet setting out a revised approach to transformation and the preparatory work needed for LGR.






Approval of the Climate Change Strategy and Action Plan

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

There has been some minor slippage in starting the installation of the new switches as part of the Council's IT infrastructure, this is in part due to competing work priorities. All preparatory work has been completed and the installation will start in early May.

## Priority 4 - The Council





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
<b>Closure of the Accounts</b>	Closure of the accounts 23/24.				X	Completed end of January 2025.	★
	Catch up on closure of previous years accounts.			X		The accounts for 2021/22 and 2022/23 have been completed.	★
<b>Transformation Strategy &amp; Plan</b>	Approval of the Transformation Strategy and Plan.		X			The strategy has been approved by Cabinet (28 November 2024).	★
	Brief Senior Management Team on the strategy.		X			Completed.	★
	Complete scoping work to support development of the Transformation work programme.			X		Work has paused whilst we consider the implications of Local Government Reorganisation (LGR) on our proposed transformation work.	N/A
	Develop the Transformation work programme.				X	A report is to be prepared for Cabinet setting out a revised approach to Transformation in light of LGR.	N/A
<b>Digital Strategy (inc replacement of IT Systems)</b>	Finalise the digital technology strategy.		X			The strategy has been approved by Cabinet (28 November 2024).	★
	Procurement of switches for Infrastructure Upgrade.	X				Procurement completed.	★

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Plan for installation of new switches.		X			Planning and preparation work is complete. This has taken slightly longer than anticipated, but this is partly due to other work taking precedence.	
	Installation of new switches.				X	Installation will commence in early May.	
	Identify IT systems in need of replacing over next 3 years.		X			Completed - systems have been identified	
	Assessment and prioritisation of systems to be replaced.		X			The list of systems to be replaced has been reviewed and priorities agreed for the next 3 years.	
	Technology Board to approve systems to be replaced.			X		A preliminary discussion has taken place with Leadership Team but the proposals need to be revisited as part of our consideration of the implications of Local Government Re-organisation.  Report going to Leadership Team in April 25.	
	Project plans will be developed for each system once prioritisation has been agreed and the PDP will be updated accordingly.						





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
<b>Climate Change Strategy</b>	Revised Climate Change Strategy developed and in place.			X		The Joint Climate Change Strategy 2025-2030 was approved by Cabinet on the 24/4/25	★
	Recruitment of staff to support delivery of strategy and monitor operational delivery.			X		A Climate Change Principal Officer and Climate Action Officer role are currently going through job evaluation - now the strategy is in place, we are looking to advertise these roles as soon as possible.	▲
	New Governance Structure in place to track operational delivery.			X		New Structure was agreed by Cabinet 24/4/25	★
<b>Land Charges</b>	Full review of Land Charges Service to include a review of current processes and IT systems.		X			Land Charges service review complete. Review of IT systems carried out and recommendations made for replacement system.	★
	Transformation of Land Charges scoped and timeline in place to drive this forward.			X		Project plan for transformation and new IT system requirements in place.	★
	Procure replacement IT System.				X	New system installed and operational. Full implementation will continue in 2025	★
	Working towards transformed service.				X	Work has commenced in relation to this and will continue as the new IT system is developed.	★

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Strategic asset management including the review of key assets	<b>Building Condition Surveys</b>						
	Appoint Interim Building Surveyor		X			Completed	★
	Undertake Building Condition Surveys, including HRA Shops				X	Completed	★
	<b>Corporate Assets ICT System</b>						
	Research Systems available and draft specification		X			Alternative systems are being explored - 2 systems demos have been completed	✓
	Draft specification for new system				X	Action on hold - due to capacity issues and budget not secured	▲
	<b>Insurance Reinstatement Valuations</b>						
	Secure Budget			X		Budget approved 18.03.2025.	★
	Commission Service Provider to complete Valuations				X	Interim Surveyor is completing Valuations which are being signed off by the Principal Estates Surveyor	✓

### KPIs for Priority 4 - Responsible Council

Symbol	Description	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target	5	3	5	5
	Performance on target	2	2		5
	Performance < 5% below target		2	2	2
	Performance > 5% below target				
N/A	Reported Annually / Not Applicable	6	6	6	1
	<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</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>Local Taxation and Benefits</b>									
Days taken to process new HB/CT Claims.	27.0	20 days	25.1	18.5	13.2	13.5	17.4	★	Significant improvement on the previous year and target achieved.
Days taken to process new HB/CT change of circumstances.	6.2	9 days	7.3	3.0	2.9	3.1	4.3	★	Significant improvement on the previous year and target exceeded.
% of Council Tax collected annually.	96.8%	98% by year end	28.0%	54.6	81.6%	97%	97%	▲	Whilst slightly below target, this represents the best performance since before the covid pandemic and is therefore pleasing.
% National non-domestic rates (NNDR) collected.	97.3%	98% by year end	26.7%	54.9	80.1%	98.3%	98.3%	★	A whole 1% higher than last year and again the best collection rate since the pandemic.
<b>Transformation &amp; Assurance</b>									
% of calls answered.	88.8%	94%	94%	95.9%	93.6%	94.4%	94.5%	★	The target has been achieved despite the significant increase in the number of calls in Q4 due to the annual renewal of garden waste subscriptions.
Average call wait time.	1.55 min	2 min	1.15	00.49	01.00	01.05	0.9	★	

Indicator	Year End 23/24	Target 24/25	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 24/25	Rating Symbol	Comments
Number of calls answered.	New	N/A	20,971	20,716	20,233	24,546	86,466	N/A	This is not a measure but gives context to the performance in call handling.
<b>Law &amp; Governance</b>									
FOI requests within time i.e. 20 working days.	88.8%	85%	85%	87%	84.1%	82.3%	84.6%		Recent vacancy affected central FOI team capacity. Times are also affected by number and complexity of requests.
<b>Corporate Assets</b>									
% of buildings with a valid annual landlord Gas Safety Record.	New	100%					100%		Not previously reported on - Annual Target
% of buildings with a valid Electrical Certificate (within 5 years).	New	100%					100%		Not previously reported on - Annual Target
% of passenger lifts that have a valid 6 monthly thorough examination record.	New	100%					100%		Not previously reported on - Annual Target
% of buildings that have a current Legionella risk assessment.	New	100%					100%		Not previously reported on - Annual Target
% of buildings that have a current Fire risk assessment.	New	100%					100%		Not previously reported on - Annual Target



## Responsible Council Scrutiny Committee Work Programme 2025-26

**Committee:** Responsible Council Scrutiny Committee

**Date of Meeting:** 12 June 2025

**Report of:** Head of Transformation and Assurance

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### 1 Purpose of Report

- 1.1 To set out the draft work programme for the Responsible Council 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 Responsible Council Scrutiny Committee is responsible for scrutinising the element of the Corporate Plan that relates to the priority for being a Responsible Council. An extract from the Corporate Plan for 2022-2026 setting out details of the priority 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 Responsible Council 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 priority for being a "Responsible Council".

## **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 Priority 4 – Responsible Council.

5.2 The Responsible Council Priority has 5 objectives:

- (i) Improve our customers' access to services.
- (ii) Enhance the use of technology and new ways of working.
- (iii) Develop our workforce to ensure they are suitably skilled.
- (iv) Be a responsible Council that lives within its means and is accountable for its actions.
- (v) Make the best use of our assets.

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

5.3 The Responsible Council Scrutiny Committee also has responsibility for scrutinising the corporate and support functions 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 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 Officer 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 – Priority 4 Responsible Council

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 2024/25

Appendix 5: Template for Scoping a Scrutiny Review

**Cannock Chase Council - Corporate Plan 2022-26****PRIORITY 4 - RESPONSIBLE COUNCIL****`To be a modern, forward thinking, and responsible Council`**

We aim to:

- **Improve our customers' access to services.**
- **Enhance the use of technology and new ways of working.**
- **Develop our workforce to ensure they are suitably skilled.**
- **Be a responsible Council that lives within its means and is accountable for its actions.**
- **Make the best use of our assets.**

We want to improve the ways in which customers can access our services and at a time that suits them through better use of technology; while continuing to provide contact via the telephone or face-to-face for those customers who need more personal support.

Building on the lessons we have learned during the pandemic; we will develop a hybrid working model that supports employees to continue to work flexibly and in a way that best suits their role. Alongside this we want to ensure that our staff are trained to deliver the services that our residents need. The Council faces a challenging financial future, so it is important that we live within our means and make the best use of the assets we have. We will communicate with our residents to provide updates on the progress we are making in delivering our priorities and key decisions that affect the future of services.

Over the next 4 years we will:

- Develop a new customer portal to deliver better access to services online.
- Update our digital technology strategy and plan future improvements.
- Develop and deliver a workforce plan.
- Set a Medium-Term Financial Strategy (MTFS).
- Undertake a corporate wide review of our assets and develop a new Asset Strategy.
- Identify opportunities for funding for green initiatives to improve the energy efficiency of our buildings.
- Communicate with residents and stakeholders using language that is clear and easy to understand.
- Provide updates on our progress in delivering the priorities set out in this plan.

**Services / Function Falling Within the  
Responsible Council Scrutiny Committee's Remit**

<b>Service Area</b>	<b>Sub-Areas</b>
<b>Corporate Issues</b>	
<b>Tim Clegg - Chief Executive</b>	<ul style="list-style-type: none"> <li>• Corporate / cross cutting Issues</li> </ul>
<b>Corporate Issues</b>	
<b>Chris Forrester - Deputy Chief Executive (Resources)</b>	<ul style="list-style-type: none"> <li>• Budget consultation (as appropriate)</li> </ul>
<b>Resources</b>	<b>Deputy S151 Officer (Finance Services)</b>
<b>Chris Forrester - Deputy Chief Executive (Resources)</b>	<ul style="list-style-type: none"> <li>• Management accounts</li> <li>• Financial planning</li> <li>• Exchequer</li> <li>• Financial systems support</li> </ul>
	<b>Revenues and Benefits</b>
	<ul style="list-style-type: none"> <li>• Council Tax and National Non-Domestic Rates (business rates) collection</li> <li>• Housing Benefit and Council Tax Benefits</li> </ul>
<b>Transformation &amp; Assurance</b>	<b>Internal Audit &amp; Risk</b>
<b>Judith Aupers - Head of Transformation &amp; Assurance</b>	<ul style="list-style-type: none"> <li>• Internal Audit</li> <li>• Risk Management</li> <li>• Insurance</li> <li>• Health &amp; Safety</li> </ul>
	<b>Technology</b>
	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Reprographics</li> </ul>
	<b>Human Resources</b>
	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Learning and organisational development</li> <li>• Payroll</li> <li>• Equality and Diversity</li> </ul>
	<b>Communications</b>
	<ul style="list-style-type: none"> <li>• PR &amp; marketing</li> <li>• Graphic design</li> <li>• Website &amp; intranet</li> <li>• Consultation, engagement &amp; research</li> </ul>
	<b>Customer Services</b>

Service Area	Sub-Areas
	<ul style="list-style-type: none"> <li>• Customer Services (telephony and reception services)</li> </ul>
	<ul style="list-style-type: none"> <li>• Procurement</li> <li>• Policy</li> <li>• Performance</li> </ul>
<b>Law &amp; Governance</b>	<b>Legal Services</b>
<b>Ian Curran - Head of Law &amp; Governance</b>	<ul style="list-style-type: none"> <li>• Legal Services</li> <li>• Information Governance (<i>Data Protection and Freedom of Information</i>)</li> </ul>
	<b>Democratic and Corporate Services</b>
	<ul style="list-style-type: none"> <li>• Democratic Services</li> <li>• Electoral Services</li> <li>• Corporate Services</li> <li>• Executive / Civic Support</li> <li>• Support Services</li> <li>• Complaints (including Ombudsman and MP enquiries)</li> </ul>
<b>Housing &amp; Corporate Assets</b>	<b>Corporate Assets</b>
<b>Nirmal Samrai - Head of Housing &amp; Corporate Assets</b>	<ul style="list-style-type: none"> <li>• Land and Property Holdings (excluding HRA Property) – Maintenance of Assets and Purchases / Disposals</li> <li>• Estate Management</li> <li>• Leasehold Management of Commercial Premises</li> <li>• Utilities Management</li> <li>• Caretaking and Cleaning</li> </ul>
<b>Regulatory Services</b>	
<b>Gabrielle Whitehouse - Head of Regulatory Services</b>	<ul style="list-style-type: none"> <li>• Civil Contingencies - (<i>Emergency Planning and Business Continuity</i>)</li> <li>• Land Charges</li> <li>• Street Naming and Numbering</li> <li>• Climate Change / Sustainability - action planning, nature recovery, engagement, adaptation, carbon literacy</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  
Responsible Council Scrutiny Committee**

<b>Meeting Date</b>	<b>Item</b>
12 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 Responsible Council PDP</li> <li>• Determine Review Programme for 2025-26</li> </ul>
8 September 2025	<ul style="list-style-type: none"> <li>• Responsible Council PDP – Qtr 1 Progress Report April to June 2025</li> <li>• Scrutiny Review (to be determined)</li> </ul>
10 December 2025	<ul style="list-style-type: none"> <li>• Responsible Council PDP – Qtr 2 Progress Report July to September 2025</li> <li>• Scrutiny Review (to be determined)</li> </ul>
26 January 2026	This meeting is for consultation on the budget/financial strategy only
10 March 2025	<ul style="list-style-type: none"> <li>• Responsible Council PDP – Qtr 3 Progress Report October to December 2025</li> <li>• Outcome of Scrutiny Review(s)</li> </ul>

**Progress Updates:**

- Local Government Reorganisation
- Climate Change - delivery of action plan (latter part of 2025/26)

**Suggested Items for Reviews:**

- Organisational Capacity - carried forward from 2024/25
- Review of debt collection procedures -Revenues & Benefits Service
- Customer accessibility to services - reception, telephone, website/online services



### 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>