

Public Document Pack

Date of meeting Wednesday, 2nd November, 2011

Time 7.00 pm

Venue Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffs ST5 2AG

Contact Geoff Durham
01782742222

Transformation and Resources Overview and Scrutiny Committee

PART 1- OPEN AGENDA

1 DECLARATIONS OF INTEREST

To receive Declarations of Interest from Members on items included in the agenda

2 MINUTES OF PREVIOUS MEETINGS (Pages 1 - 4)

To consider the minutes of the previous meeting of this Committee held on 28 September 2011.

3 Draft Briefs for Scrutiny and Work Programme (Pages 5 - 20)

4 Medium Term Financial Strategy 2012/13 to 2016/17 (Pages 21 - 38)

5 Performance Management Review (Pages 39 - 52)

6 URGENT BUSINESS

To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972.

Members: Councillors E Shenton (Chairman), A Beech (Vice-Chair), S Blair, Y Burke, Fear, L Hailstones, Sinnott, Snell, Taylor, J Walklate, Waring, I Wilkes and R Slater

‘Members of the Council: If you identify any personal training / development requirements from the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Committee Clerk at the close of the meeting’

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

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TRANSFORMATION AND RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 28th September, 2011

Present:- Cllr Shenton in the Chair

Councillors A Beech, Y Burke, Snell, Taylor, J Walklate, Waring and I Wilkes

1. **APOLOGIES**

Apologies had been received from Cllr Nigel Jones.

2. **MINUTES OF PREVIOUS MEETINGS**

The minutes of the meeting held on 20th June 2011 were agreed as a correct record of the meeting.

3. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

4. **CUSTOMER SERVICES PRESENTATION**

The Committee received a presentation from the Council's Head of Customer and ICT Services. It was explained that the department now covered areas ranging from complaints and compliments, translation services, the Guildhall, Creditors, the post room and all services connected with ICT.

All customer satisfactory surveys had been very good with complaint resolution satisfaction at 84% and administration of the blue badge scheme at 95%. Improvements had also been made at the Guildhall Hall regarding the payment of Council Tax and Business Rates. A new payment card had been introduced that customers could scan at the self service machines to pay their council tax bills without having to enter any personal banking details. The Creditors Department had also achieved very high satisfaction levels with 90% of customers rating it as excellent or very good with 97% of bills being paid on time. Together these results had contributed to the Service receiving a national award for customer service in May 2011; the service would continue to be evaluated on an annual basis in order to retain this award.

All performance data was uploaded to the Council's website on a monthly basis.

It was explained that plans for the future would include the dissemination of more services into the community and for the community such as the inclusion of CAB and housing advisory services in Kidsgrove and the possibility of taking on some registrar duties including the registration of births and deaths.

Attention had also been focused on improving income where possible and cutting down on any inefficiencies that had been identified such as the use of first class post for emergencies only and the hiring out of Council offices which had already resulted in an income of approximately £24,000 per year.

The Committee discussed the presentation and a query was raised regarding the payment of invoices. It was stated that at present the Council had a local standard to pay a percentage of smaller bills within 10 days, at the moment this was between 60 and 70 percent. The national standard was 30 days. The query was raised as to why not all of the Councils invoices could be paid within 10 days. Officers responded that this would have no beneficial outcome for the Council as it was better to keep the money in the Council's bank accounts gaining interest, balancing projected budgets and protecting the Boroughs council tax payers until the payment was actually due.

The Committee requested that statistics relating to this be brought to the next meeting along with information on other local standards of payments and a list of other organisations who were often late in paying invoices that the Council had generated.

RESOLVED: (a) That the report be received.
(b) That statistics and information regarding the payment of invoices be circulated to members of the committee prior to the next meeting.

5. PROPOSED PERFORMANCE MANAGEMENT REVIEW PRESENTATION

The Committee received a presentation from the Council's Head of Business Improvement and Partnerships regarding a review of the Council's Performance Management Frameworks.

It was stated that the desired outcome of any such review would be to establish a performance management framework which was systematic, effective and easy to use and understand. The framework would need to ensure that issues such as the economy, health and quality of life were taken into close consideration. Any areas of under performance would need to be highlighted by the framework and it would constitute a tool by which future Council services could be shaped to ensure effective partnership working.

RESOLVED: (a) That the presentation be received.

6. FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER ONE (JUNE) 2011

The Committee received a report regarding the Financial and Performance Review for the 2011/2 First Quarter.

The report provided Members with a detailed update on how the Council had performed during the first quarter of 2011/12 by presenting performance data set in a financial context.

Due to the postponement of the this meeting, the report had already been agreed by Cabinet at its previous meeting and it was confirmed that more up to date figures would be available for the next meeting.

The Committee queried how much money had been lost in interest following the failure of the Icelandic Bank. Officers stated that £9,000 had been lost at the time of the collapse but figures were not currently available regarding the projected loss of interest and that such statistics would be hard to calculate definitively but some figures had been calculated at the time of the collapse which could be included in a future report.

The Committee also queried whether the Council would still receive a grant for the non increase of Council Tax for the upcoming year. Officers stated that the exact provision of this grant was uncertain for year three and it was thought that there may be an adjustment to the base but this was still to be confirmed.

Concerns were raised regarding CA1 which appeared to assume the increase in users of leisure and recreational facilities in the Borough. The Committee requested that information be brought to the next meeting indicating the procedures that would be adopted should this increase fail to materialise.

The Committee requested that a breakdown of the upturns be included in the next report in 6 months as well as the downturns.

- RESOLVED:**
- (a) That the report be received
 - (b) That details regarding the loss of interest following the collapse of the Icelandic Bank be included in the next report
 - (c) That a breakdown of upturns be included in the next report
 - (d) That information be provided regarding provisions should the increase in the use of leisure facilities not materialise

7. TRANSFORMATION PROGRAMMES UPDATE

The Committee received a report updating it on the Council's Transformation Programme.

There were three change and transformation programmes ongoing within the Council:-

- Transformation Programme (TP)
- The Way We Work Programme (TWWW)
- The Business of the Council (TBC)

The TP included areas such as Customer Relationship Management in which the Council was working closely with the County Council and other partners to improve the it's picture of the people within the Borough and thus manage its facilities better to fit this picture.

Areas under TWWW programme included the introduction of the Modern.gov Committee Management System. This system was now live and being used to publish all agendas and minutes for Committee business.

- RESOLVED:**
- (a) That the Committee note the contents of the report

8. WORK PROGRAMME - DRAFT BRIEFS FOR SCRUTINY

The Committee considered the draft brief for scrutiny regarding the Review of the Performance Management Frameworks.

The content of the brief had already been covered by the earlier presentation.

RESOLVED: (a) That the report be received

9. **THE FORWARD PLAN - TRANSFORMATION AND RESOURCES EXTRACTS FOR THE PERIOD COVERING AUGUST 2011 TO NOVEMBER 2011**

The Committee considered the Forward Plan up until December 2012.

RESOLVED: That the contents of the current forward plan be noted.

10. **URGENT BUSINESS**

The Chair drew attention to the fact that a report regarding Members ICT would be presented to Cabinet at its meeting on 19th October. As this report was of interest to the Committee it was agreed that an additional meeting be provisionally arranged for 18th October. The papers for the cabinet meeting would be sent out on 7th October and it would then be decided whether to continue with the additional meeting depending on the content of the Cabinet report.

Additional meetings of the Committee would also be required on 7th December and 18th January due to changes in the dates of Cabinet meetings.

RESOLVED: (a) That an additional meeting of the Committee be convened for Tuesday 18th October at 7pm

CLLR ELIZABETH SHENTON
Chair

DRAFT BRIEFS FOR SCRUTINY AND WORK PROGRAMME

Submitted by: Member Services Officer

Portfolio: Regeneration and Planning/Resources and Efficiency/Customer Service and Transformation

Ward(s) affected: Non-specific

Purpose of the Report

To enable the Committee to discuss the draft scrutiny briefs and agree their content prior to submission to the Overview and Scrutiny Co-ordinating Committee.

Recommendations

(a) That the draft briefs for scrutiny be agreed.

(b) That the draft briefs for scrutiny be submitted to the Overview and Scrutiny Co-ordinating Committee for final approval.

Reasons

Following the Scrutiny Peer Review it was agreed that the Overview and Scrutiny Co-ordinating Committee fulfil the role of the 'work planning group' and that all draft briefs for scrutiny be submitted to it for final approval.

1. Background

1.1 At the last meeting of the Committee and following consultation with the Chair it has been agreed that the following topics be included on the work programme:

- Revenue and Capital Budget 2012/13 – Budget Report to come to this Committee on 18 January following submission to the Cabinet on 18 January 2012.
- Fees and Charges – Report to come to this Committee on 18 January following submission to the Cabinet on 18 January 2012.
- Performance Management Review – Initial Report to this meeting.
- Transformation Programme Co-location of partners (Scrutiny Brief attached at **Appendix A**).
- Transformation Programme Flexible Working (Scrutiny Brief attached at **Appendix B**).
- Revised Constitution (Scrutiny Brief attached at **Appendix C**).
- Procurement (Scrutiny Brief attached at **Appendix D**).
- Asset Management Strategy – Report to Cabinet in January, if this Committee wishes to look at this in more detail then an additional meeting will be required.

- Large Grants given out by the Council (further information required).

2. **Issues**

- 2.1 Members are asked to consider the briefs appended to this report and to agree the content prior to submission to the Overview and Scrutiny Co-ordinating Committee.

3. **Outstanding Actions Agreed by the Committee**

None at present

5. **Legal and Statutory Implications**

There are no legal or statutory implications directly arising from this report.

6. **Equality Impact Assessment**

- 6.1 There are no equalities issues directly associated with this report. Consultation items on the work programme, such as draft police should include equality impact assessments and the committee should seek to challenge report authors and decision-makers to ensure that all equalities and diversity issues have been discussed.

7. **Financial and Resource Implications**

- 7.1 There are no financial implications directly arising from this report.
- 7.2 The primary resource implication arising from this report is Members' and Officers' time and commitment to undertake Overview and Scrutiny activity. When monitoring the work programme it is the committee's responsibility to ensure that it does not overburden itself with work if Members are unable to commit to particular activities within an agreed timeframe.
- 7.3 There are no human resource implications arising from this report.
- 7.4 There are no ICT implications arising from this report.

8. **Major Risks**

There are no risks associated with this report.

9. **Key Decision Information**

- 9.1 Overview and Scrutiny does not have the power to make decisions and therefore this report does not propose any decisions which would be considered to be a key decision.

10. **List of Appendices**

Appendix A - Transformation Programme Co-location of partners
Appendix B - Transformation Programme Flexible Working
Appendix C - Revised Constitution
Appendix D - Procurement

Brief for Scrutiny – Co-location of Partners Organisations in Newcastle Borough Council Buildings

<p>Topic to be scrutinised</p> <p>The proposed co-location of partner organisations in the Civic Offices in Newcastle-under-Lyme and also Kidsgrove Town Hall in Kidsgrove.</p>
<p>Questions to be Addressed</p> <ol style="list-style-type: none"> (1) What are the arrangements going to be for partner organisations moving into Newcastle Borough Council buildings across the Borough? (2) How have these arrangements been developed and what issues have been considered in this development? (3) What is the impact of these moves on Newcastle Borough Council? (4) What opportunities are there for partnership working as a result of this co-location and what benefits are there for citizens and other key stakeholders? (5) What benefits have resulted from co-location, both for Newcastle Borough Council and also for partner organisations?
<p>Outcomes</p> <ol style="list-style-type: none"> (1) An understanding of the backgrounds and ongoing issues relating to partner moves and co-location by the Scrutiny Committee and, therefore, an ability to challenge and question developments as and when they occur. (2) An opportunity to put forward possible suggestions for further co-location where possible and to examine existing arrangements in different service areas with regard to shared approaches. (3) An enhanced understanding and consideration of partnership working, including both partnership structures and also the delivery of areas of work in pursuit of positive outcomes. (4) Focus on the performance management and resource aspects of co-location, including the impact on service delivery of co-location and possibly enhanced partnership working, together with the impact on Newcastle Borough Council performance levels. (5) Consideration of examples of good practice elsewhere and lessons for this Council and partners in terms of sharing buildings and other resources. (6) Focus on the benefits for citizens and the impact on levels of citizen satisfaction with services and facilities, together with consideration of impact on other key stakeholders of changes including local interest groups and other organisations in different sectors.
<p>Background Materials</p> <ol style="list-style-type: none"> (1) Information from previous Cabinet and Scrutiny Committee reports on updates to the NBC Transformation Programme and also updates on the The Way We Work (TWWW) Programme. (2) Various review documents on use of public buildings, including the Westminster Sustainable Business Forum report <i>Leaner and Greener: Delivering Effective Estate Management</i> (February 2011).

<p>(3) Key examples from other local authorities, e.g. Three Rivers Council (Hertfordshire); Surrey Heath (where police stations have re-located into council buildings).</p> <p>(4) Newcastle Borough Council Asset Management Strategy 2011-12.</p>
<p>Evidence and Witnesses</p> <p>(1) Representatives from partner organisations – Staffordshire CC, Staffordshire Police, NHS North Staffordshire.</p> <p>(2) Portfolio Holder for Customer Services and Transformation.</p> <p>(3) Portfolio holder for Resources and Efficiency.</p> <p>(4) Cabinet Members.</p> <p>(5) Heads Of Services and Business Managers.</p> <p>(6) Senior Officers.</p> <p>(7) Analysis of space utilisation in council buildings.</p> <p>(8) TWWW Programme Manager.</p>
<p>Method of Scrutiny</p> <p>(1) It is suggested that the role of the Transformation & Resources Overview and Scrutiny Committee is to continue its existing role in terms of scrutiny, but receive updates on progress of the co-location work, together with summaries of how co-location is proceeding.</p> <p>(2) The Scrutiny Committee may wish to examine this Brief and suggest particular areas of focus, which can be progressed through a Task and Finish Group, if the Committee so wishes</p>
<p>Timetable</p> <p>Start date - Work has already commenced – the TWWW Programme was started in January 2011, and built on previous work done through the Transformation Programme (from February 2010 onwards).</p> <p>Updates on TWWW received by the Transformation & Resources Scrutiny Committee – quarterly.</p> <p>Initial consideration of this Brief and further areas of work identified – 2 November 2011 meeting of the Transformation & Resources Scrutiny Committee.</p> <p>Dates of meetings - 18 January and 28 February 2012 progress reports if required.</p>
<p>Constraints</p> <p>Work has commenced on co-location and partners will be moving into the building over the next 9 months, up to July 2012.</p>
<p>Members to Undertake the Scrutiny</p> <p>Members of Transformation and Resources Overview & Scrutiny Committee.</p>
<p>Support</p> <p>Chief Executive EMT Head of Business Improvement & Partnerships (also TWWW Programme Manager) Heads of Service and Business Managers</p>

Newcastle Borough Council Corporate Plan Priority area(s)

- Creating a cleaner, safer and sustainable Borough.
- Creating a Borough of opportunity.
- Creating a healthy and active community.
- Transforming our Council to achieve excellence.

CfPS Objectives:

- Provides and critical friend challenge to executive policy makers and decision makers.
- Enables the voice and concerns of the public to be heard.
- Is carried out by independent governors who lead and own the scrutiny role.
- Drives improvement in public services.

Brief Approved by Overview and Scrutiny Co-ordinating Committee

Signed:

Date:

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1. Brief for Scrutiny – Flexible Working for Newcastle Borough Council Employees

<p>Topic to be scrutinised</p> <p>Proposals to encourage and enhance flexible working amongst the employees of Newcastle-under-Lyme BC (NBC).</p>
<p>Questions to be Addressed</p> <ol style="list-style-type: none"> (1) What flexible working arrangements are in place for NBC employees? (2) How have these arrangements developed and what factors have been taken into consideration in this development process? (3) How are these arrangements being implemented and what are the results of this implementation process? (4) What has been the impact on service delivery of the introduction of flexible working? (5) What benefits have resulted from introducing flexible working? (6) What further opportunities are there to introduce flexible working in more areas of the council's business? How have other organisations dealt with these issues? (7) What resource implications are there in terms of flexible working and what barriers are there to it? Can these barriers be overcome?
<p>Outcomes</p> <ol style="list-style-type: none"> (1) A clear understanding of the nature of 'flexible working' – what is it and what practices and approaches are not covered by it. (2) A further understanding of the background and ongoing issues relating to the introduction and implementation of flexible working at NBC, including any issues faced in terms of developing the approach. (3) How flexible working has been used in other organisations and what opportunities are afforded to NBC through learning from others. (4) An understanding of the potential and actual benefits of flexible working, including what service areas can benefit from these approaches as opposed to the traditional office based approach to working. (5) An understanding and appreciation of the issues relating to flexible working which – when allied to an understanding of the benefits of flexible working – can offer a sound basis for challenge from Members in terms of these approaches. (6) An opportunity to put forward possible suggestions for further areas of flexible working. (7) Focus on the performance management aspects of flexible working, including how such approaches can enhance levels of performance as well as where such approaches can hamper performance. (8) An appreciation of the benefits or otherwise of flexible working on citizens and key stakeholders (including users of services). (9) Ensuring that the right policies and practices are in place to effectively support flexible working in the Council.
<p>Background Materials</p> <ol style="list-style-type: none"> (1) Information from previous Cabinet and Scrutiny Committee reports on

<p>updates to the NBC Transformation Programme and also updates on the The Way We Work (TWWW) Programme</p> <p>(2) Various review documents on use of flexible working in local government as well as the wider public sector (and also the private sector) such as the Department of Transport's report <i>Smarter working and the Public Sector</i> (June 2011)</p> <p>(3) Key examples from other local authorities and public sector organisations, e.g. Barnet, Enfield and Haringey Mental Health NHS Trust</p> <p>(4) NBC Homeworking Scheme (August 2011)</p> <p>(5) NBC Flexible Working Hours Policy (October 2009)</p>
<p>Evidence and Witnesses</p> <p>(1) Portfolio Holder for Customer Services and Transformation</p> <p>(2) Portfolio holder for Resources and Efficiency</p> <p>(3) Cabinet Members</p> <p>(4) Heads Of Services & Business Managers</p> <p>(5) EMT</p> <p>(6) Employees Consultative Committee representative</p> <p>(7) TWWW Programme Manager</p>
<p>Method of Scrutiny</p> <p>(1) It is suggested that the role of the Transformation and Resources Overview and Scrutiny Committee is to continue its existing role in terms of scrutiny, but receive updates on progress of flexible working in its different guises (including home and mobile working).</p> <p>(2) The Scrutiny Committee may wish to examine this Brief and suggest particular areas of focus, which can be progressed through a Task and Finish Group, if the Committee so wishes.</p>
<p>Timetable</p> <p>(1) Start date - Work has already commenced – the TWWW Programme was started in January 2011, and built on previous work done through the Transformation Programme (from February 2010 onwards).</p> <p>(2) Updates on TWWW received by the Transformation and Resources Scrutiny Committee – quarterly.</p> <p>(3) Initial consideration of this Brief and further areas of work identified – 2 November 2011 meeting of the Transformation and Resources Scrutiny Committee.</p> <p>(4) Dates of meetings: 18 January and 28 February 2012 progress reports if required.</p>
<p>Constraints</p> <p>Development, consultation, approval and implementation of both the Homeworking Scheme and Flexible Working Policy have already been completed. Work progressing on mobile working.</p>
<p>Members to Undertake the Scrutiny</p> <p>Members of Transformation & Resources Overview & Scrutiny Committee</p>
<p>Support</p>

Chief Executive

EMT

Head of Business Improvement & Partnerships (also TWWW Programme Manager)

Heads of Service and Business Managers, including Heads of Human Resources and Customer Services & ICT

Newcastle Borough Council Corporate Plan Priority Area(s)

- Creating a cleaner, safer and sustainable Borough
- Creating a Borough of opportunity
- Creating a healthy and active community
- Transforming our Council to achieve excellence

CfPS Objectives:

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Brief Approved by Overview and Scrutiny Co-ordinating Committee

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Brief for Scrutiny

<p>Topic to be Scrutinised</p> <p>Review of the Constitution.</p>
<p>Questions to be Addressed</p> <p>(1) How does the Constitution currently work? (2) Can the existing ways of working be improved and, if so, how can they be improved? (3) Can the information and training be provided to Members, officers, partners and the public?</p>
<p>Outcome</p> <p>(1) Examine the existing position. (2) Review how the systems currently work to ensure that the Council makes its decisions in an efficient, effective manner. (3) To provide a set of recommendations for implementation which seek to make the existing way we work less complicated, more efficient and more accountable whilst remaining comprehensive and lawful to ensure that these systems operate at maximum levels of efficiency and effectiveness.</p>
<p>Background Materials</p> <p>(1) Previous reports to NBC Cabinet. (2) Previous reports to the Transformation and Resources Overview & Scrutiny Committee. (3) The Constitution. (4) New Council Constitutions Guidance Pack. (5) Good practice examples.</p>
<p>Evidence and Witnesses</p> <p>(1) Members, officers, partners, outside bodies as required.</p>
<p>Method of Scrutiny</p> <p>(1) Reports to Committee, Task and Finish Groups as agreed by the Chair and Head of Central Services.</p>
<p>Timetable</p> <p>Start date - Already started Dates of meetings - As needed Final report to Transformation Overview and Scrutiny 28 February 2012 Report to Cabinet March 2012 Report to Council May 2012</p>
<p>Constraints</p>
<p>Members to Undertake the Scrutiny</p> <p>Councillor Mrs. Shenton</p>

<p>Members of Transformation & Resources Overview and Scrutiny Committee</p> <p>Support</p> <p>Head of Central Services Heads of Service The Business of the Council Programme Management and support team Chief Executive</p>
<p>Newcastle Borough Council Corporate Plan Priority Area(s)</p> <ul style="list-style-type: none"> ▪ Creating a cleaner, safer and sustainable Borough ▪ Creating a Borough of opportunity ▪ Creating a healthy and active community ▪ Transforming our Council to achieve excellence
<p>CfPS Objectives:</p> <ul style="list-style-type: none"> • Provides a critical friend challenge to executive policy makers and decision makers • Enables the voice and concerns of the public to be heard • Is carried out by independent governors who lead and own the scrutiny role • Drives improvement in public services
<p>Brief Approved by Overview and Scrutiny Co-ordinating Committee</p> <p>Signed Date</p>

Brief for Scrutiny - Procurement

<p>Topic to be Scrutinised</p> <p>Review of the Sustainable Procurement Strategy/Action Plan implementation and identifications of ongoing future savings.</p>
<p>Questions to be Addressed</p> <ol style="list-style-type: none"> (1) How will the current procurement strategy be implemented throughout the Borough Council? (2) What areas of category spend reviews have been identified as part of the strategy? (3) How will the work be supported and delivered? (4) Can the existing systems be improved and, if so, how can they be improved? (5) What is the long-term vision of the Borough Council in terms of its approach to procurement?
<p>Outcome</p> <ol style="list-style-type: none"> (1) The action plan linked to the Sustainable Procurement Strategy identifies areas of focus that will support delivery over the life of the strategy. The plan being divided into 10 key areas of focus. (2) Focus on category spend will be delivered by way of spend analysis and subsequent procurement reviews to identify ongoing savings. This work will be undertaken with both internal stakeholders and suppliers to the council. (3) Building on previous external spend analysis, data from the council's financial management system and externally funded support, officers will increase focus on ongoing contract savings. This work will be delivered as part of a supplier engagement process. (4) Maintaining the profile of effective and compliant procurement remains a key driver and your officers have commenced a programme of procurement briefings to service areas around the authority. (5) Ongoing review of how systems currently work will remain a priority to ensure that value for money is being achieved and the Government's Best Value guidance complied with. (6) To continue to provide and build on best practice recommendations, guidance, tools and templates which seek to make the existing processes less complicated, more accountable and better co-ordinated in order to ensure that these systems continue to operate at maximum levels of efficiency and effectiveness. (7) Consideration in establishing a senior procurement forum to drive 'value-for-money and cross-category procurement approaches for all new procurement opportunities.
<p>Background Materials</p> <ol style="list-style-type: none"> (1) Previous procurement strategy; identification of shortfalls against the previous action plan and a recognition of the need to further develop and build on the improvements delivered in the previous three years. (2) Previous spend analysis that identified the benefits and potential savings

<p>by collaboration and aggregation of contracts across neighbouring authorities.</p> <p>(3) Third party analysis of spend by V4 engaged by IEP WM to undertake procurement health checks across the Staffordshire region (inclusive of 8 Districts, City and County Councils.</p> <p>(4) Roots Review.</p>
<p>Evidence and Witnesses</p> <p>(1) Results and actions from previous budget service reviews.</p> <p>(2) Portfolio holder for Resources and Efficiency.</p> <p>(3) Cabinet Members.</p> <p>(4) Heads of Services and Business Managers.</p> <p>(5) West Midland – Improvement and Efficiency Programme (WM –IEP).</p> <p>(6) Externally funded support – V4.</p> <p>(7) Staffordshire Procurement Group.</p>
<p>Method of Scrutiny</p> <p>(1) This is a first review of the proposed approach to procurement in support of delivery of the recently published ‘Sustainable Procurement Strategy. It is suggested that the role of the Transformation and Resources Overview and Scrutiny Committee is to continue its existing role in terms of scrutiny, but progress the areas contained in this brief where required in terms of liaison with key witnesses and calls for evidence</p>
<p>Timetable</p> <p>Start date - Work has already commenced – on the drafting and subsequent approval of the Sustainable Procurement Strategy by Cabinet – July 2011. External consultancy procured and funded by WM-IEP – August 2011. Engagement with consultants commenced – September 2011. Meeting of Transformation & Resources Overview and Scrutiny Committee 2 November 2011 Dates of meetings: 18 January and 28 February 2012 progress reports if required.</p>
<p>Constraints</p> <p>Work has commenced the three year strategy and action plan running until 2013.</p>
<p>Members to Undertake the Scrutiny</p> <p>Members of Transformation and Resources Overview and Scrutiny Committee</p>
<p>Support</p> <p>Chief Executive EMT Head of Business Improvement & Partnerships Heads of Service Business Improvement Manager Business Improvement Officer (Performance and Procurement)</p>
<p>Newcastle Borough Council Corporate Plan Priority Area(s)</p> <ul style="list-style-type: none"> ▪ Creating a cleaner, safer and sustainable Borough.

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Brief Approved by Overview and Scrutiny Co-ordinating Committee

Signed:

Date:

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MEDIUM TERM FINANCIAL STRATEGY 2012/13 TO 2016/17

Submitted by: Executive Director – Resources and Support Services

Portfolio: Resources and Efficiency

Ward(s) affected: All

Purpose of the Report

To provide the background on the financial strategy for the Council over the next five years in the light of the national and local financial situation and taking account of the Council's priorities.

Recommendation

To note the contents of the report and provide any comments.

Reasons

The Medium Term Financial Strategy underpins the whole financial planning structure of the Authority. It is closely aligned to the Council's Corporate Plan and focuses on targeting its financial resources in line with its stated aims and objectives.

1. Background

- 1.1 The Borough Council is committed to achieving excellence in its service delivery and considerable progress has been made in recent years with significant improvements in performance indicators and positive feedback from external auditors. Integral to this ambition is the need to effectively target its financial resources in line with its stated aims and objectives.
- 1.2 The document attached as **Appendix A**, the Medium Term Financial Strategy (MTFS) for the period from 2012 to 2017, demonstrates alignment with the Corporate Plan and will be the main vehicle in assessing the Council's financial position, ensuring efficiency in service delivery and targeting resources to agreed priority areas.

2. Issues

- 2.1 Local government in general, and district councils in particular continue to face the prospect of operating within a severely challenging financial environment. With further large decreases in general government grant forecast, the Council has had to review the services that it provides and its approach to value for money to keep council tax increases as low as possible.
- 2.2 Local authorities were informed of their allocations of formula grant (comprising Revenue Support Grant and National Non Domestic Rates Grant) for 2012/13 when they received notification of the amount for 2011/12 in January 2011. Formula Grant for 2011/12 was £8.285m, whilst the amount notified for 2012/13 is £7.315m, an 11.7% reduction. However there are no details of the formula grant amounts for the following years, so an assumption needs to be made about further reductions in respect of those years. Accordingly, the MTFS incorporates the known 11.7 per cent reduction in grant for 2012/13 and has assumed that there will be a further 5% reduction in 2013/14 and each of the next three years.

- 2.3 The Government is currently carrying out the Local Government Resource Review, which is looking at how local authority services should be funded. One of the primary proposals contained in consultation published in July 2011 is that local authorities should be allowed to retain their locally raised business rates, to take effect from the financial year 2013/14, which is within the period covered by this MTFS. There will be an effect on individual authorities' finances; some will gain from the change whilst others will lose resources. However, there are numerous technical issues to be determined before a concrete picture of the revised arrangements will emerge, which means that the impact on the Council cannot be predicted at this stage. Therefore, an assumption relating to any gains or losses arising from this change has not been included in the MTFS.
- 2.4 The purpose of the comprehensive five year MTFS is to illustrate how the Council's Corporate Plan is driving the medium term financial plan over the next five years. Whilst standing on its own as a strategy, it is an integral part of the Council's overall planning process comprising service delivery plans, the Corporate Plan and the Borough's Sustainable Community Strategy.
- 2.5 The MTFS identifies significant budgetary shortfalls over the next five years that will need addressing with robust financial and budget strategies. The Council has made a good start in identifying areas where savings can be made by carrying out a comprehensive budget service review programme during 2010/11. This focussed on:
- Areas of activity undertaken and whether these are statutory or discretionary and how many staff are involved.
 - The impact of withdrawing discretionary duties and reducing statutory duties.
 - The potential for outsourcing and shared services.
 - Opportunities to generate or increase income.
- 2.6 Specific areas looked at in the budget service review included:
- Income generation and marketing strategy
 - Management of vacant posts
 - Review of overtime budgets
 - Use of consultants/professional fees
 - Modernisation/transformation of the council
 - Specific services reviews
 - Joint working with other local authorities
 - Accommodation and energy efficiency
- 2.7 Some of these savings were built into the 2011/12 budget, however, there are further savings opportunities arising from the review which can be included in the 2012/13 and future years' budgets.
- 2.8 The MTFS sets out the significant savings deriving from the review which can be made in the 2012/13 budget and shows how these plus some other savings and additional income streams can be used to bridge the gap identified for 2012/13.

3. **Proposal**

- 3.1 That Members approve the Medium Term Financial Strategy for 2012/13 - 2016/17.

4. **Reasons for Preferred Solution**

- 4.1 Without a Medium Term Financial Strategy it would be difficult to demonstrate the alignment of resources with the Corporate Plan. It is also the main vehicle for assessing the Council's position, ensuring efficiency in service delivery and targeting resources to agreed priorities.

5. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 5.1 The Medium Term Financial Strategy identifies the resources to deliver the corporate priorities of the Authority linked to expected outcomes.

6. **Legal and Statutory Implications**

- 6.1 The Medium Term Financial Strategy is not a statutory document but it is considered best practice.

7. **Equality Impact Assessment**

- 7.1 Differential equality impact issues will be identified against the key strategies, policies and functions of the Council and will be considered in producing future service improvements, which will then be reflected within the Council's budgets.

8. **Financial and Resource Implications**

- 8.1 The Medium Term Financial Strategy identifies future years' shortfalls in financial resources which will need to be addressed as part of the Council's budget strategies.

9. **Major Risks**

- 9.1 Section 25 of the Local Government Act 2003 places a duty on the Chief Finance Officer to report on the robustness of the budget. The main risks to the budget include:

- Spending in excess of the budget
- Income falling short of the budget
- Unforeseen elements, e.g. changes in interest rates

Such risks require regular and careful monitoring and it is essential that the council has sufficient reserves to call on if required, e.g. the council has a general fund balance of £1.75 million. In previous years the Chief Finance Officer has believed that the assurance required under Section 25 can be given and, with careful budget planning, robust monitoring and adequate level of reserves, there should be no reasons to alter that view.

10. **List of Appendices**

Appendix A – Medium Term Financial Strategy 2012/13 to 2016/17.

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Medium Term Financial Strategy 2012/13 to 2016/17



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Foreword

The Council is committed to achieving excellence in its service delivery and considerable progress has been made over the last year with significant improvements in performance indicators and positive feedback from external auditors. Integral to this ambition is the need to effectively target its financial resources in line with its stated aims and objectives.

It is the Council's ambition to continue to substantially improve its service delivery over the next five years. Sound and effective financial planning has a vital role to play in ensuring that ambition is realised, through providing sufficient resources to enable the services that matter most to our citizens to be delivered and to respond to the increased demands placed upon the Council. A key element will also be the need to improve the value for money that is given to council taxpayers.

The current recession and the reductions in central government support to local authorities, particularly for second tier district councils such as Newcastle, reinforces the need for sound financial planning, not just for the year immediately ahead (2012/13) but over the medium term as well.

To meet this need, a Medium Term Financial Strategy (MTFS) has been developed for a period spanning five years, from 2012/13 to 2016/17. The MTFS demonstrates alignment with the Corporate Plan and will be the main vehicle in assessing the Council's financial position, ensuring efficiency in service delivery and targeting resources to agreed priority areas. It illustrates how the Council's Corporate Plan is driving the medium term financial plans for each block of services over the next five years.

It is a key document informing the 2012/13 budget process. Indeed the assumptions about future costs and income together with those relating to investment and efficiency savings will be incorporated in the 2012/13 budget and will account for the majority of the change in net spending between the 2012/13 budget and that for 2011/12. The indications given in the MTFS concerning the gap between future years' expenditure levels and available resources will enable the Council to draw up an informed strategy, in advance, to bridge those shortfalls.

The MTFS will be used during 2012/13 as the basis for reviewing the Council's financial position. The assumptions contained in it will be regularly reviewed and amendments made to the plan, where necessary. If any consequences in terms of significant adverse budget variations become apparent, this information will be used to formulate an action plan to deal with the budget shortfall. Conversely, if a significant positive variance is indicated, and likely to persist, this knowledge will enable the Council to decide whether to use this to increase reserves or to reallocate some or all of it to additional investments in line with corporate priorities

Whilst the MTFS stands on its own as a strategy, it is an integral part of the Council's overall planning process comprising service delivery plans (Service and Financial Plans), the Corporate Plan and the Borough's Sustainable Community Strategy.

National context - background

Central government support for local authorities' revenue budgets is provided in the form of Revenue Support Grant (RSG) and National Non Domestic Rates grant (NNDR). The amounts to be paid to local authorities as a whole and to individual authorities are announced via the annual local government finance settlement, provisional figures being announced usually in December and final ones in January.

Under existing arrangements NNDR (business rates) revenue collected by local authorities is pooled for redistribution to local authorities as the NNDR grant. So while local authorities have a vital role to play in supporting the local economy, there is limited fiscal incentive to do so.

The Government is currently carrying out the Local Government Resource Review, which is looking at how local authority services should be funded. One of the primary proposals contained in consultation published in July 2011 is that local authorities should be allowed to retain their locally raised business rates, to take effect from the financial year 2013/14, which is within the period covered by this MTFS. There will be an effect on individual authorities' finances; some will gain from the change whilst others will lose resources. However, there are numerous technical issues to be determined before a concrete picture of the revised arrangements will emerge, which means that the impact on the Council cannot be predicted at this stage. Therefore, an assumption relating to any gains or losses arising from this change has not been included in the MTFS.

Links to other strategies and plans

The MTFS has links to a number of other Council and wider community strategies and plans. Where these have financial consequences for the Council, these are reflected in the MTFS. Those which have a particularly significant input are:

Corporate plan

The Corporate Plan is based on community needs and describes the key actions that the Council will take over the next three years. It sets out the priorities based on needs so that local people can see what is being done on their behalf. Resources will be allocated in line with these priorities. There is thus a clear and direct link to the MTFS from the Corporate Plan

The Council's priorities set out in the Corporate Plan are:

- Promoting a cleaner, safer and sustainable Borough.
- Promoting a Borough of opportunity.
- Promoting a healthy and active community.
- Transforming our Council to achieve excellence.

The schemes/initiatives identified below reflect the Council's determination to ensure that resources follow priorities:

Promoting a cleaner, safer and sustainable Borough

- Improve efficiency of recycling and waste, increase participation and promote waste minimising initiatives.
- Continue to develop kerbside and increase recycling at schools and business.

- Fully review our recycling and waste strategy.
- Implement our climate change and carbon reduction plans.
- Work in partnership to support victims of anti-social behaviour, crime and domestic violence.
- Work on root causes of problems through challenge in communities.
- Focus with partners on empowering local people in communities.

Promoting a Borough of opportunity

- Review the Council's asset management strategy, aiming for optimal use of the Council's asset portfolio.
- Implement the refreshed economic development strategy.
- Implement the Local Enterprise Partnership (LEP) with the aim of seeking funding for regeneration.
- Prepare a site allocations development plan.
- Implement a new housing strategy and local investment plan.

Promoting a healthy and active community

- Enhance our leisure and recreation offer in the borough through robust management arrangements.
- Work with key partners by implementing the Health and Wellbeing strategy to reduce health inequalities in the borough.
- Develop our role in arts and culture activities to offer vibrant cultural sites and activities for the education and enjoyment of everyone.

Transforming our Council to achieve excellence

- Respond to service aspects of the decentralisation and localism bill.
- Implement equalities legislative requirements as appropriate.
- Develop the existing transformation programme to build on the track record of delivering efficiencies.
- Developing our role with the aim of seeking funding for regeneration.
- Conduct reviews of services directed at creating larger scale efficiencies.
- Further develop the workforce.
- Encourage partners to co-operate with the Council in providing services.

Other strategies and plans are compiled in line with the principles contained in the Corporate Plan and take account of its content.

Values

We have three underpinning key values that will remain constant through the delivery of our specific priorities:

Putting People First

We will put our customers at the centre of what we do. We will make best use of information to target services to groups and individuals in our local communities in the most efficient and effective way.

Delivering excellent and sustainable services

We will strive to deliver excellent services at all times. This will apply when our

customers contact us and when we deliver services out in the community. We will continually review the impact on the environment of our services, and the way we deliver them.

Making the best use of resources

We will strive to deliver all our services in the most cost effective way. This may include direct delivery, sharing services with other local councils our public sector bodies, and commissioning from the private sector. We will create a more flexible organisation that communicates well both internally and with customers.

Capital strategy and capital programme

The Capital Strategy sets out how the Council proposes to deploy its capital resources in order to assist it to achieve its corporate and service objectives. It also takes into account the resources which are likely to be available to the Council to fund capital investment and the effect of that investment on the Council's revenue budget.

The Council's detailed capital investment plan is contained in its Approved Capital Programme. The current programme was approved by Full Council on 23 February 2011. This programme provides for £21,638,800 of investment over a two-year period in projects across all of the Council's priority areas.

The Capital Strategy has been prepared against a background of unprecedented reductions in funding provided to local authorities by central government and its agencies, arising from the need to restrain public expenditure owing to the ongoing economic recession and to rebalance public finances. At the same time, the Council's own resources available to finance capital projects are running out and will need replenishing before any substantial further capital investments can be made. Whilst the Council has benefited from an ability to recycle income derived from the disposal of land and property over many years, it became evident that a more focused programme of asset disposals would be required to counteract the effects of reduced external finance.

The Council is presently debt free, having no long term loans outstanding. However, if further capital receipts do not materialise borrowing may be the only option to finance proposed capital expenditure in future years. This will have an effect on the general fund revenue account as financing charges are funded from revenue, reduced funds available for investment would reduce investment income.

Asset management strategy

The asset management strategy encapsulates the Council's response to national policies and guidelines; it sets out the processes for the strategic management of the Council's property assets in order to ensure the best use of assets to meet corporate objectives in an efficient and effective manner. These processes resonate with the Capital Strategy and in turn may result in projects being included in the capital programme.

Through a planned and ongoing review of the asset register, against current and anticipated usage, disposal of surplus property will provide investment into the Council's capital programme. In parallel the Council will seek partner contributions (for example through external grants, partner organisation use of Council assets to contribute to revenue streams and joint venture opportunities).

Treasury management strategy

This is approved annually and sets out the Council's strategy for investment of its surplus funds. The investment strategy, together with the prevailing market conditions in relation to interest rates and counterparty security will be the major factor in determining the return which is obtained on investments. Interest on investments has been a source of income in the revenue budget.

Human resources strategy and workforce development plan

The Human Resources Strategy provides the strategic linkages in people performance and management to enable the Council to meet the Corporate Plan objectives. The Workforce Development Plan sets out how the Council will develop the skills and capacity of its staff in line with the Human Resources Strategy. Where there are costs associated with this, these will be included in the MTFS.

Charging policy

The policy sets out what the Council intends to achieve through the charges it makes and the criteria which it will use to determine the level of charge for individual services. The annually approved scale of fees and charges is compiled in line with the principles set out in the policy. Income from fees and charges comprises a significant proportion of the income included in the revenue budget.

Reserves and balances strategy

The Council's Reserves and Balances Strategy indicates that, following a risk assessment, the minimum prudent level of general fund balance to hold is £1.75 million and that there should also be a contingency reserve of £100,000. Current indicators are that this strategy will be delivered.

Departmental service delivery plans

Service and Financial Plans (Delivery Plans) are an integral part of the Council's planning process and demonstrate the actions and targets of each directorate in order to achieve the Council's corporate objectives and priorities.

Other strategies which may influence the MTFS

There are a number of other Council strategies whose contents may have implications for the MTFS. These are:

- Value for Money Strategy
- Procurement Strategy
- Economic Development Strategy
- North Staffs Green Spaces Strategy
- Leisure Strategy
- Private Sector Housing Renewal Strategy
- Housing Strategy
- Cultural Strategy
- Customer Access Strategy
- Energy Efficiency and Climate Change Strategy and Carbon Reduction Plan.

Compilation of the MTFS

Principles

The MTFS considers changes to the 2011/12 base budget by breaking this budget down into its subjective cost and income components; pay, pensions, utilities, fuel, supplies and services, investment income, income from fees and charges, etc. An assessment is then made, in respect of each of these components, of the factors which might affect their cost or the amount of income receivable and whether there is likely to be a change in this cost or income, and if so how much it will amount to, in each year over the five year period. Also taken into consideration are any additional pressures which may apply to services over the five year period, plus any savings which have been identified and agreed or approved investments in services over the five years. The MTFS therefore shows the changes from the initial 2011/12 base budget through to 2016/17, demonstrating the variances between each of the years.

Base budget components assessed for cost variances

These are set out in detail in Appendix A, which shows by how much in monetary terms the estimated budget for each of the five years varies by comparison to the previous year on account of these factors alone. Also shown are the assumptions about price changes that have been made in respect of each component.

In summary, the components examined and the factors which were taken into account to assess the changes were:

- Levels of Revenue Support Grant/NNDR Grant (known and estimated) as referred to in the National Context section of the strategy (page 4);
- Pay awards;
- Incremental pay increases;
- National Insurance increases, linked to increased pay;
- Superannuation increases, both to take account of increased pay and changes in contributions to the pension fund;
- Energy costs, based on advice from the Council's Procurement Officer and its energy consultants;
- Business rates increases on Council properties;
- Fuel for vehicles, based on advice from the Council's Procurement Officer and allowing for changes to fleet numbers and in vehicle types;
- General inflation in relation to supplies and services;
- Levels of grants and contributions paid by the Council to external bodies;
- Contract increases;
- Changes in amount of non-subsidisable rent allowances;
- Increase in income from customer receipts;
- Changes in specific government grants receivable;
- Changes in amounts of investment income receivable, both as a result of changes in forecasted interest rates and changes in relation to the capital sums available for investment;
- Contributions from reserves and
- Ongoing effects of previous savings exercises or investments associated with them

The following key assumptions were made:

- Full provision for known pay increases from incremental progression.

- Flat rate pay increase of £250 for staff earning £21,000 and below, there will be no pay award in the first year then 1 per cent thereafter.
- Central Government Grants (Revenue Support Grant and NNDR Grant) will decrease by 11.7 per cent in 2012/13 with an assumed further 5 per cent reduction thereafter.
- A 15 per cent increase in transport fuel in each of the five years, as assessed by the Council's Transport Manager and Procurement Officer.
- An increase in pension contributions (source - Staffordshire County Council).
- An increase of general inflation on supplies and services, contracted services and ICT.
- Energy costs are based on an assessment by the Council's energy management consultants and Building Surveyor.
- Increases in line with inflation for most income heads.
- Interest rates based on projections supplied by the Council's treasury management advisors.
- Investment income takes account of the latest capital programme expenditure forecasts.

Whilst all of these are important and of some significance, a sensitivity analysis has been undertaken on the following four issues for which the main findings are:

- The level of Revenue Support Grant and Business rates which is received
These support over 60 per cent of the budget so have a major impact. A variation of 1 per cent in the level of external support via these two sources would amount to £80,000.
- How movements in interest rates will affect the Borough Council
The Council has no external debt but does generate income from its investment portfolio. The Bank of England base rate is currently 0.50 per cent. It is estimated that a change of 0.50 per cent in the interest levels on the Council's investments would lead to £44,000 (based on anticipated investment levels) more or less interest.
- How changes in nationally agreed pay awards will impact
There is no provision for the pay award in the first year and 1 per cent thereafter. With a pay bill of £17m, a change of 0.50 per cent would save or cost £88,500. An allowance of a £250 increase per employee has been made for those employees with a salary of below £21,000.
- How actuarial changes in the Staffordshire County Council pension scheme will affect the Council
Pension costs are currently 23 per cent of salaries for all of those staff in the pension scheme. Over the next five years forecast increases have been factored in. A variation of 1 per cent would save or cost £116,000.

Investments

Despite the current financial crisis the Council is still investing in the following:-

- Decisions already taken by the Council in respect of new investments targeted at priority areas; for example, repair work to the Midway Multi-storey car park, and Newcastle Town centre works.

Assessment of what the MTFs means

The implications of the MTFs forecast will be taken into consideration in the preparation of detailed budgets for 2012/13 and give guideline figures for the budgets for the following four financial years. Details of the timetable, which is being followed, are shown later.

The summarised MTFs illustrates that the Council would have the following shortfalls over the next five years which need to be addressed by a combination of efficiency measures, better procurement, service reductions, council tax increases, support from reserves, etc.

- £2.141m in 2012/13
- £709,000 in 2013/14
- £696,000 in 2014/15
- £673,000 in 2015/16
- £718,000 in 2016/17

As a percentage of the net budget, the potential shortfall in 2012/13 represents 14 per cent of the current year's net revenue budget.

Budget strategy

The shortfalls identified above need to be eliminated so that balanced budgets are compiled with spending matched with resources. A strategy has been developed identifying proposals to bridge the gap. These proposals will be considered by the Cabinet in January and Full Council when setting the council tax in February.

Budget Service Reviews carried out during 2010/11 identified potential saving areas. All heads of service were asked to produce a piece of work which explored:-

- Areas of activity undertaken by their teams, whether these were statutory or discretionary and how many staff are involved.
- The impact of withdrawing discretionary duties and reducing statutory duties.
- The potential for outsourcing and shared services.
- Opportunities to generate or increase income.

The budget "service review areas" exercise will form a key element in the plan. These and other savings, income streams and use of reserves will be used to bridge the gaps. They include:-

- Leisure Services – net effects of the closure of Jubilee 1 and Knutton and the opening of Jubilee 2
- Restructures of:
 - Environmental Health
 - Operations
 - Customer and ICT Services
 - Central Services
- Vacant posts review
- Housing advice contract - renegotiation of the current contract
- Homelessness prevention schemes - review of type of assistance
- CCTV shared services - liaison with other local authorities
- Energy – retendering of contracts

- Statutory inspection services - retendering of contracts
- Allotments - review of charges
- Summons and distress costs - review of costs passed to defaulters where successful liability orders are made
- Accommodation – income (both rental and service charges) from new partners in both the Civic Offices and Kidsgrove
- Other sources of funding including:
 - Homelessness grant – additional funding
 - New homes bonus – new funding in respect of both revenue and capital
- Use of budget support fund
- Council Tax Grant – based on a 2.5% increase

Timetable and procedure

There are two key groups who are involved in the financial management of the Council.

- The Cabinet
- The Transformation and Resources Scrutiny Committee

Further reports will be made to these key groups in advance of the final recommendations to Council in February 2012. The key dates in the timetable are currently: -

Action	Date
MTFS to Cabinet	19 October 2011
MTFS to Transformation and Resources Scrutiny Committee	2 November 2011
Cabinet to approve council tax base	18 January 2012
Draft Budget to Cabinet	18 January 2012
Draft Budget to Transformation and Resources Scrutiny Committee	18 January 2012
Budget approved by Cabinet for proposal to Full Council	1 February 2012
Budget approved by Full Council	15 February 2012

Risk statement

Section 25 of the Local Government Act 2003 places a duty on the Chief Finance Officer to report on the robustness of the budget. The main risks to the budget include:

- Spending in excess of the budget
- Income falling short of the budget
- Unforeseen elements, e.g. changes in interest rates

Such risks require regular and careful monitoring and it is essential that the Council has sufficient reserves to call on if required, e.g. the Council has a general fund balance of £1.75 million. In previous years the Chief Finance Officer has believed

that the assurances required under Section 25 can be given and, with careful budget planning, robust monitoring and an adequate level of reserves, there should be no reasons to alter that view.

Collection fund and taxbase

The Council's taxbase represents the average "value" of the properties in its area as set against a standard band D property. For example a band D property is expressed as one whilst a lower value band A property is calculated as 6/9 of the band D. On the other hand, the highest value property is band H which is calculated at 18/9 of band D.

The calculation of the taxbase has an important effect on the level of council tax in that an increase in the taxbase (say, from new building) will mean that the amount to be raised is spread over more properties whilst a reduction (say, from demolitions) will mean that it has to be spread over fewer properties.

For 2011/12 the taxbase was calculated at 39,061 properties.

The collection fund is the vehicle for which all council tax is collected. The Council makes an assumption as to the percentage of council tax which will be ultimately collected. That decision will be made in January 2012. If that target is not met then there will be a deficit which will have to be accounted for in the next financial year whilst if there is a surplus then this can be used to offset whatever council tax is levied in the next financial year.

Efficiency and improving value for money

The MTFs has identified gaps totaling £8.866m over the financial years 2008/09 to 2011/12. The gaps were plugged by efficiencies and savings (£6.246m), use of general reserves (£0.35m), use of the budget support fund (£1.676m) and Council Tax increases/use of the Council Tax freeze grant (£0.594m).

There is a significant need to continue to review how we work to ensure that structures, working practices and skills are appropriate and that in turn, they provide efficient and value for money services.

Environmental footprint

One of the four priorities in the Corporate Plan is "Promoting a cleaner, safer and sustainable Borough" so it is clear that there is a wide understanding of the impact and implications of the Council's policies on the environment and hence the need to develop and maintain a sustainable approach. In formulating the MTFs as a means of enabling the achievement of its priorities and to improve service delivery, it is essential that all staff, members and stakeholders are aware of the requirement to consider the environmental impact of their actions and how these relate to the VfM Strategy. In the Corporate Plan, key activities will focus on continuing to increase waste recycling, to reduce carbon emissions through a review of energy consumption and transport costs and through awareness raising of the whole issue of climate change.

Procurement

The Council has an approved Procurement Strategy which encompasses every aspect of the purchasing process from determining the need for goods, works or services, to buying and delivery in order to help achieve the Council's key priorities and outputs.

The procurement role is to ensure the Council commissions and procures quality services and supplies, as cost effectively as possible. We must understand the market and seek to influence and develop it for the benefit of delivering low council tax. As part of this role all contracts that the Council currently has are to be reviewed in order to ensure that they are efficient and cost effective.

Equalities

Differential equality impact issues will be identified against the key strategies, policies and functions of the Council and will be considered in producing future service improvements, which will then be reflected within the Council's budgets.

MTFS Summary

Appendix A

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Summary	2012/13	2013/14	2014/15	2015/16	2016/17	Notes
Changes to Base Budget	£'000	£'000	£'000	£'000	£'000	
Employees:						
▪ Incremental Increases	65	36	15	2	0	As per Payroll
▪ Pay Awards	61	130	131	132	134	0% increase in year 1, 1% after and £250 for staff <£21k for year 1
▪ Superannuation Increases	131	124	115	108	102	As per Staffordshire County Council – note, all staff are not in the LGPS
▪ Vacancy Factor	65	72	78	81	84	3% in year 1 reducing by 0.5% each year until 2016/17
▪ National Insurance	4	3	1	0	0	Government increase of 1%
Premises (e.g. Business Rates)	22	23	24	25	26	Based on 3.5% increase
Transport (e.g. Fuel)	54	62	71	82	94	Based on 15% increase
Other Costs (e.g. General Inflation, Grants and Contributions)	141	132	137	141	144	General inflation on supplies and services, contracted services and ICT
Adjustments to 2011/12 base re.non-recurring items eg waste partnership grant	282	0	0	0	0	Expenditure taken from/income added to 2011/12 budget for 1 year only
New Pressures eg revenue costs associated with the Ryecroft acquisition	204	0	0	0	0	Proposals for inclusion in the Medium Term Financial Strategy
Investment Income	34	(76)	(56)	(54)	0	Based on forecasted interest rates
Use of Budget Support Fund in 2011/12 Base	368	0	0	0	0	
Government Grants	970	366	347	330	314	Settlement decreased by 11.7% in 2012/13 and 5% thereafter
Fees and Charges	(260)	(163)	(167)	(174)	(180)	Increase based on 3.5% increase in 2012/13 and 2% thereafter
TOTAL MTFS SHORTFALLS	2,141	709	696	673	718	

PERFORMANCE MANAGEMENT REVIEW

Submitted by: Head of Business Improvement and Partnerships – Mark Bailey

Portfolio: Customer Services and Transformation

Ward(s) affected: All

Purpose of the Report

This report outlines the ongoing process of review of the Council's performance management framework. This follows on from the presentation received by the Committee from the Head of Business Improvement and Partnerships at the meeting of 28 September 2011. The report sets out the initial findings of the review – carried out by the Audit Commission on behalf of the Council – and requests input from Members in terms of the findings and also the implementation of recommendations formulated as a result of the review taking place. It is envisaged that, as well as input received at this meeting, further input will come via a Task and Finish Group made up of members of the Transformation and Resources Overview and Scrutiny Committee, as per the Scrutiny Brief presented at the last meeting of the Committee on 28 September 2011.

Recommendations

- (a) That Members note the contents of this report.**
- (b) That Members communicate any issues on the review and its findings.**
- (c) That the Committee decide whether to establish a Task and Finish Group to examine the review in more detail, advise on the implementation process and report back to the next meeting of the Transformation & Resources Overview & Scrutiny Committee in January 2012 (as per the original Scrutiny Brief – see Appendix A).**
- (d) That Members request further updates on the process on the dates set out in the Scrutiny Brief, as found at Appendix A.**

Reasons

Following the abolition of the Comprehensive Area Assessment (CAA), the Local Area Agreement (LAA) and the dismantling of the national performance framework since May 2010, there is an acknowledged need for the Council to re-evaluate its existing performance framework to ensure that it is fit for purpose in the medium- to long-terms. In order to undertake this evaluation, the Audit Commission were approached to undertake a review of the performance management framework of the Council. This review was carried out during September and October 2011. This report sets out the process of review and also offers a number of initial findings and recommendations for the Transformation & Resources Overview & Scrutiny Committee to consider, both as a Committee and also in the form of a Task and Finish Group, should the Committee so decide. It is envisaged that, as the review reaches its conclusion and the implementation of the review's recommendations commences, that further reports will be presented to this Scrutiny Committee, as set out in the Scrutiny Brief (found at Appendix A).

1. Background

- 1.1** Alongside other local authorities, Newcastle-under-Lyme BC (NBC) has developed its performance framework in order to monitor and report performance against various national indicators and targets as established by central government. The process has grown in

recent years and has been a key part of the development of, first, the Comprehensive Performance Assessment (CPA) process in 2003/4 and, latterly, the Comprehensive Area Assessment (CAA) and Local Area Agreement (LAA) from 2006/7 onwards.

- 1.2 Together with these national imperatives, the development of a performance management framework has allowed managers and officers to collect and communicate information about the performance of service areas based both on national and local indicators and has allowed elected Members and the public, together with the Audit Commission, to challenge this information and establish whether services are improving or not.
- 1.3 Since May 2010, however, and the election of the Coalition Government in Westminster, the national framework for performance and the other aspects of this framework – including CAA and LAA – have been abolished. In addition, the role of the Audit Commission has been diminished in performance management terms.
- 1.4 The net result of these changes is that councils generally have a ‘free hand’ with which to organise their own performance frameworks, but with the important caveat that reductions in resources and increasing public expectation means that councils – more than ever – are being expected to deliver positive outcomes to the benefit of their community.
- 1.5 In meeting these new challenges, NBC has come to the conclusion that the existing performance management framework needs to be reviewed, in order to establish whether it is fit for the purpose set out above – namely, that it establishes what the key outcomes are for the community of the Borough; that it communicates how these outcomes are to be delivered and finally that it measures whether these outcomes are actually being delivered.
- 1.6 In short, the Council is seeking to measure more accurately the impact it is having on the well-being of local people and also whether this impact is improving as time goes by.

2. Outline of the Review

- 2.1 In order to establish whether the existing performance framework of the Council is meeting the challenges set out in the opening section of this report, a review was commissioned by the Council. It was agreed that the Audit Commission – given its experience of this area of work and its knowledge of many different local authorities – would carry out the review.
- 2.2 The review was undertaken during September and October 2011 and was divided into a number of key parts. These included the following: -
 - Review of key documents (including the Corporate Plan, service plans, project plans and other relevant documents including the Community Strategy)
 - Interviews with key officers and elected Members including members of the Cabinet, the Chair and Vice-Chair of this Committee and EMT/Heads of Service
- 2.3 This work was undertaken based on experience gleaned from elsewhere and with a remit to establish what is good about the existing performance management framework and what could be improved, based on the key drivers already mentioned in this report.

3. Initial Conclusions from the Review

- 3.1 Following completion of the review by the Audit Commission, a number of initial conclusions have been developed, which can be shared with the Committee at this stage and can be enhanced at the meeting itself.

- 3.2 First, the performance management framework developed by NBC is roughly in line with many other local authorities and is – essentially – a creature of its time as it is largely a response to the requirements set out by central government during the 1990s and 2000s.
- 3.3 Despite the framework being relatively successful in driving up levels of performance – evidence being the improvement of the Council in CAA terms – the existing framework does not meet the challenges already set out in this report, namely, to measure and report on the extent to which positive outcomes are being delivered for local people.
- 3.4 In a number of key areas, the existing arrangements in place measure and focus on activity and outputs, rather than pushing forward to measure and quantify the impact of these activities on the lives of local people and communities.
- 3.5 In addition, the current performance management framework used by the authority does not appear – based on the review’s findings – to adequately enable the organisation to assess the value for money of performance levels as no consistent approach to costs and performance is in place –in other words, how much is it costing the council to deliver particular levels of performance and is this the best way to do things in order to achieve best value?
- 3.6 A further point raised by the review concerns NBC’s partnership working arrangements, in that the Council is seen to recognise that partnership working is crucial in delivering key priorities but the necessary links with partners are not in place to realise these ambitions in all cases. The basic conclusion reached by the review, therefore, is that the absence of these links means that the council (and partners) cannot be confident that best use is being made of joint resources to bring about the necessary improvements (as identified by most if not all partners) to the quality of life for residents of the Borough.
- 3.7 Finally, the review – on a positive note – does conclude that, despite the various shortcomings highlighted in this section of the report, the existing performance framework has some strengths which will allow the council to develop it further and enable the creation (in partnership with others) of an outcome-focused framework that will allow NBC and its partners to be able to measure and report the impact the public sector as a whole is having on the quality of local life.
- 3.8 These strengths include: -
- A good basic understanding of outcomes (even if this is not always translated into practice);
 - A culture of focusing on measurement and reporting of performance as a basic part of service delivery and development; and
 - A clear desire on the part of the organisation to challenge itself and develop new ways of managing performance in order to keep it relevant, vital and effective

4. Key Areas of Focus for Review Implementation

- 4.1 The detailed findings of the review, building on the initial conclusions set out above, cover a number of main areas. These are: -
- Corporate Plan/Priorities
 - Delivery Planning
 - Success Measures and Indicators
 - Value for Money (VFM)
 - Project Management

- IT systems
- Personal Performance Management
- Reporting

4.2 It is envisaged that each of these areas will form the building blocks for the development of a 'new' performance management framework for the council. It is also envisaged that further information will be provided at the meeting of the Committee, to allow further questions and input from Members.

Corporate Plan/Priorities

4.3 The review concluded that the four corporate priorities in place are clearly stated in the Council's Corporate Plan. These are: -

- Creating a cleaner, safer and sustainable Borough
- Creating a Borough of opportunity
- Creating a healthy and active community
- Transforming our council to achieve excellence

4.4 Despite this clarity, and also the stated recognition that delivering against these priorities requires partnership working, there is no sense – according to the review – of whether these are simply council priorities or Borough priorities.

4.5 Building on this, the review questions whether the Corporate Plan itself reaches out to the Borough as a whole, given the fact that it articulates ambitions which can only be delivered with assistance from key local partners.

4.6 Priorities are also developed with partners via the (former) Local Strategic Partnership and in the Sustainable Community Strategy but – as the review recognises – it is not clear what can be achieved by having effectively two sets of priorities in this way.

4.7 The review notes that the Corporate Plan has a “good approach” to setting outcomes which make the priorities more specific, but these are of “mixed quality” in that not all are measurable, not all link with the priorities and not all are sufficiently robustly linked to specific success measures.

4.8 Most staff are aware of the Council's priorities, but not all have fully bought-in to them and some have a low level of understanding of how the priorities fit in with their day-to-day work.

4.9 Finally, according to the review, the approach of setting out the Corporate Plan by portfolio, rather than priority, has both strengths and weaknesses. The key strength is that accountability is clear for overall delivery, but the key weakness is that it makes it difficult to follow the link from priorities, through the more specific desired outcomes to the success measures and proposed activities.

4.10 In dealing with these perceived areas of challenge, the review makes some suggestions for further consideration.

4.11 The first of these is to potentially move from a Council-focused approach to corporate planning to an approach which involves key partners. In other words, the approach would be to produce a 'Borough Plan' rather than a Corporate Plan to show how all the key partners could plan to work together to address common issues and challenges.

- 4.12 In developing a Borough Plan, a jointly agreed set of priorities could be established and could also be linked to a manageable set of desired outcomes which clearly state the specific set of improvements that partners want to bring about. These outcomes, in turn, should be easily measurable and should be linked to a set of success measures and indicators.
- 4.13 The review further notes that – in adopting this approach – there may be a need to identify those issues and activities which fall under the Council only. If the priorities are developed and designed well, however, this list should be a relatively small one.
- 4.14 Even in the case of the ‘Transforming the Council’ priority – which could be construed as very much ‘Council only’ it is clear that, in a number of key areas, partnership working is developing if not already the norm (e.g. ICT, training and development and better use of assets).
- 4.15 In developing these new approaches, the review recommends that early discussions should take place between partners regarding any potential barriers to this proposed approach so that these can be dealt with at the outset.

Delivery Planning

- 4.16 The basis for delivery planning at present for NBC is the Service Plans. These provide a structure and focus for individual staff, who (as stated in the review) feel that they are a key part of the process. Plans are seen as well developed and clear with good information contained within.
- 4.17 Despite these acknowledged strengths, however, the review notes that Service Plans are not well-placed to serve as delivery plans for priorities and outcomes. They are developed as very service focused, rather than being corporate, and links between Service Plans and the four priorities are not always clear and partnership links are often not covered in enough detail.
- 4.18 In addition to these points, Service Plans do not always fit well in all cases and there are not enough clear links between corporate strategies and priorities/Service Plans.
- 4.19 The key consideration, therefore, for the Council is whether to continue with service planning in the way the organisation has done up to now.
- 4.20 If the decision is to continue, then better links need to be developed between Service Plans, corporate priorities and relevant success measures so that the Plans can be effective delivery vehicles for the priorities. Further integration also needs to take place between corporate strategies and Service Plans.
- 4.21 The alternative to continuing with the existing system is to develop joint delivery models with partners, designed to implement jointly agreed priorities and desired outcomes. Such plans would need to contain jointly agreed success measures, indicators and targets.
- 4.22 Finally, consideration needs to take place on the tracking of activities which fall outside joint delivery plans. This ‘residual service activity’ would be limited to those issues which do not relate to jointly agreed priorities.

Success Measures and Indicators

- 4.23 Good progress has been made by NBC in recent years on setting success measures and developing indicators to report against activity. These measures have tended to be based on the national indicator set and a number of local performance indicators.
- 4.24 A process has begun in recent times, as Members will be aware, of assessing the range of success measures and indicators used by the organisation to distinguish between those which provide management information and those which help measure outcomes.
- 4.25 The review concludes that too many of the existing success measures are designed only to measure activity and outputs, not outcomes. In other words, they measure quantity and have no information on the impact on quality of life for residents.
- 4.26 This means that there are few ways to measure progress against outcomes as the organisation is – in the main – measuring activity.
- 4.27 A final point made by the review is that information on performance is not disaggregated into any key variables such as age, place, ethnicity or gender. This means that the same things are being measured across the Borough regardless of any specific issues being faced in local areas by residents. This is despite the fact – as recognised by the review – that service areas are often designed based on local factors such as these.
- 4.28 The key challenge here is to develop success measures which enable the Council and partners to quantify the impact the public sector is having on desired outcomes.
- 4.29 In dealing with this challenge, the review recommends that success measures become more qualitative (providing information on the difference activity is making rather than simply recording the level of activity).
- 4.30 The review recommends keeping some quantitative measures, especially in cases of long-term issues such as life expectancy.
- 4.31 When developing success measures, the review argues that some will need to be disaggregated where it is felt to be sensible to do so. Knowledge of Members and officers in key areas of work will assist in this process.
- 4.32 Finally, joined up ways of receiving customer feedback with partners would be a useful approach to developing the impact of services and the delivery of desired outcomes.

Value for Money

- 4.33 The review recognises that NBC has developed good approaches to Value for Money (VFM) at the corporate level. Assessment of efficiency savings has been made and these have been compared with improvements in performance in specific service areas.
- 4.34 The Council is also involved with a number of benchmarking clubs that examine VFM in different service areas.
- 4.35 What is not in place, however, according to the review, are arrangements to provide a more focused management of VFM in service areas across the council. Performance is reported alongside finance, but this does not bring together cost and performance to show the return the Council is getting in specific service areas for the investment being made.

- 4.36 The net result of this is that – despite reporting budget outturns and overall spending levels to local residents – there is no assessment of VFM in key areas of work.
- 4.37 The challenge, therefore, is to develop a focus on VFM in terms of the return on investment.
- 4.38 The review recognises the difficulties inherent in this approach, but advocates better understanding of VFM across the Council involving the identification of a small number of service areas where VFM measurement could take place based on current levels of spending compared to current level of performance. Targets could be set to improve these different aspects in various ways – e.g. developing the same level of service at a reduced cost. This could then be reported to local people in order for them to see if they are getting more for their money on a year by year basis.
- 4.39 In addition, longer term approaches to VFM could be considered – for example, investment in capital projects and the impact on quality of life of this investment.
- 4.40 Finally, an approach could be considered to working with partners in collectively dealing with VFM issues on a joint basis.

Project Management

- 4.41 The review looked at project management in the Council on the basis of links with performance management only.
- 4.42 The review found that links are uneven at present between projects/programmes and performance management. As a result, activity and outcomes have not always been reported consistently as the collection and monitoring of project activity has often fallen outside the performance management framework. This position is improving, however, and the review recognises this.
- 4.43 The key challenge from the review is to ensure that all projects and programmes are firmly linked into the performance management framework. The review recommends that all project activity should be included in delivery plans (if approved) or the joint deliver plans outlined above.
- 4.44 In addition, SMART desired outcomes should be included with each project and programme which will link with specific priorities. Joint projects with partners should be developed in this way.

IT Systems

- 4.45 The review looked at the way in which IT systems help monitor, manage and report performance. IT systems have been used at NBC previously and this was noted by the review as being a positive process.
- 4.46 Despite this, however, some staff have indicated low levels of ownership and involvement with performance management systems.
- 4.47 The key challenge from the review in this area is to decide on what role IT systems play in the development of performance management in the Council. It may be necessary to speak to partners to develop joint performance management systems.

Personal Performance Management

- 4.48 The review assessed the personal appraisals system, in terms of how it links with the performance management framework. Only a relatively small number of staff were included in the review.
- 4.49 The review concluded that the system is generally used well, but that links to priorities is not always clear and there is uncertainty amongst some managers about the impact of the appraisal process on overall corporate performance.
- 4.50 The review suggested that more innovative ways may be considered to link individuals to priorities and desired outcomes.
- 4.51 One such approach may be to move away from a one-size-fits-all approach and give managers more discretion on how they manage performance.
- 4.52 There may also be an option to use the appraisal system as a source of qualitative performance information not captured elsewhere. Some individuals may be able to provide information which helps in delivering a desired outcome.
- 4.53 Finally, the review noted that moving to a 360 degree approach may increase motivation and staff buy-in.

Reporting

- 4.53 NBC has developed in recent years a detailed approach to reporting on how the Council is working to implement desired outcomes and deliver on key priorities.
- 4.54 An annual report style has been developed – which the review noted in a positive way.
- 4.55 Despite this, reporting was seen by the review as not being sufficiently focused on priorities, with too much reporting on activities and not enough on outcomes. This was seen as being the result of not setting outcome-focused success measures in the first place and the mixed quality of existing desired outcomes (as covered earlier in this report).
- 4.56 In addition, the annual report is seen as being too much about activities, with the result that local people are not able to assess the impact of activity on quality of life (despite being aware of the fact that the Council is always busy).
- 4.57 A further point made by the review is that reporting does not always demonstrate how poor or under-performance is being dealt with.
- 4.58 Finally, good examples are in place of how performance data has helped to inform resource re-allocation and allocation, but the review argues that there is no consistent approach to this.
- 4.59 In meeting these challenges, the review proposes a joint partnership approach (building on previous sections of this report) to reporting changes in the quality of life in the Borough. Reports, the review argues, should make the link between activity and outcomes (“we did x and there are now more/fewer y as a result”).
- 4.60 Such reports could still identify the success of individual organisations, but would clearly show how partnership activity has helped deliver outcomes.

- 4.61 The review proposes that reports should include disaggregated data where possible and where relevant and a more consistent approach to dealing with performance issues should be set out.
- 4.62 Finally, the review argues that performance should be clearly linked with resource allocation and protocols should be set up to deal with this.

Next Steps

- 4.63 The report covers the main conclusions of the review of the NBC performance management framework, as carried out by the Audit Commission during September and October 2011.
- 4.64 Members are asked to consider this report and make any comments, observations or ask questions either before, during or after the Transformation and Resources Overview and Scrutiny Committee meeting on 2 November 2011.
- 4.65 In conjunction with the Scrutiny Brief – found at **Appendix A** – the Committee is also asked to consider the established of a Member Task and Finish Group to examine these recommendations in more detail and to report back to the Committee at its next meeting.

5. **Options Considered**

- 5.1 Option A – Support the proposed approach set out in the report (Recommended)

This option is intended to aid the implementation process connected with the review of the NBC Performance Management Framework as outlined in this report through involvement of a Member Task and Finish Group in the review implementation process

- 5.2 Option B – Reject the approaches set out in this report (Not Recommended)

This option runs the risk of delaying the implementation of a new performance management framework for the Council and its partners and may therefore adversely affect the delivery of key plans and services for the Borough

6. **Proposal**

- 6.1 It is proposed that Transformation & Resources Overview and Scrutiny Committee note the contents and refer to the scrutiny brief relating to this report where required (see Appendix A).
- 6.2 It is also proposed that the Committee identify any additional areas of development that they feel may have been missed out of the report.

7. **Reasons for Preferred Solution**

- 7.1 As the report states, the review of the Council's performance management framework is a key component in moving the organisation forward following changes to the national framework since May 2010.
- 7.2 Developing a new approach to performance management is a key component in responding positively to the challenge financial and legislative environment for the Council and its partners.

7.3 A focus on delivering outcomes for the benefit of the Borough as a whole is a clear and agreed focus for the Council and its partners. It is envisaged that a newly developed performance framework will aid this process

8. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

8.1 The development of a performance framework is designed to develop measurable outcomes and robust planning and reporting processes.

9. **Legal and Statutory Implications**

9.1 These have been considered throughout the report and throughout the review process.

10. **Equality Impact Assessment**

10.1 An Equality Impact Assessment of the review will be completed following further input from Members and officers.

11. **Financial and Resource Implications**

11.1 There are no financial or resource implications at this time, although the implementation process may result in changes to existing processes.

12. **Major Risks**

12.1 The GRACE risk assessment for this work will be reviewed and the risks connected with implementing the review recommendations will be considered at the appropriate time.

13. **Sustainability and Climate Change Implications**

No direct implications at this time.

14. **List of Appendices**

Appendix A – Performance Management Scrutiny Brief

15. **Background Papers**

None.

Brief for Scrutiny

<p>Topic to be Scrutinised</p> <p>Review of the Council's Performance Management Frameworks.</p>
<p>Questions to be Addressed</p> <ol style="list-style-type: none"> (1) What do the existing performance management frameworks cover and how do they work? (2) In light of the ongoing resource reductions affecting the council and the public sector generally, are these performance management frameworks still fit for purpose? (3) What changes need to be made to ensure that the council's priorities and ambitions are being realised, services are being delivered effectively, savings are being made where necessary and the quality of life in the Borough continues to improve?
<p>Outcome</p> <ol style="list-style-type: none"> (1) To establish a performance management framework which is systematic, effective and easy to use and to understand. (2) To ensure that this framework assists in the delivery of positive outcomes in key areas of Borough life – economy, health and quality of life generally. (3) That the framework both highlights areas of under-performance and also is an effective management tool to look forwards and shape the council in the future in order to provide services and work effectively in partnership with others to achieve success in all areas of work.
<p>Background Materials</p> <ol style="list-style-type: none"> (1) Existing performance and financial monitoring reports currently provided to Cabinet and scrutiny on a quarterly basis. (2) The Borough's Sustainable Community Strategy. (3) The Borough Council's Corporate Plan. (4) Other Borough Council plans and key documents. (5) Plans and strategies from key partner organisations and partnerships where relevant.
<p>Evidence and Witnesses</p> <ol style="list-style-type: none"> (1) Previous performance reports and information, including techniques of measuring. (2) Comparative information from national government and from other local authorities. (3) Data on need and perceptions from residents and other key cohorts. (4) Elected Members – to gain perspective on reporting techniques and opportunities for challenge, including Cabinet and scrutiny committee members. (5) Audit Commission representatives – to gain wider perspective on alternative approaches. (6) Key partners – examination of techniques for measuring partnership performance information and approaches designed to drive up levels of

<p>performance in this sense. (7) Key officers of the council.</p>
<p>Method of Scrutiny</p> <p>(1) Task and Finish Group – made up of Chair of Transformation & Resources Overview and Scrutiny Committee and other selected Members as a cross-section from scrutiny committees – considering the information set out above and reporting back to Cabinet and Scrutiny.</p>
<p>Timetable</p> <p>Start Date - 28 September 2011 – initial presentation to Transformation and Resources Dates of Meetings - Task and Finish Meetings, to be confirmed Draft Report - 2 November 2011 – Transformation and Resources Final Report - 25 January 2011 – recommendation to 8 February 2012 Cabinet Report to Council - 28 March 2012</p>
<p>Constraints</p> <p>(1) Availability of information on performance, following changes to the national framework for performance. (2) Assessing what an ‘outcome’ is – need to establish. (3) Availability of data in all areas, including health. (4) Limitations of partnership working, including capacity.</p>
<p>Members to Undertake the Scrutiny</p> <p>Councillor Mrs Shenton Councillor Mrs Beech Others to be confirmed</p>
<p>Support</p> <p>Head of Business Improvement and Partnerships Business Improvement Manager Business Improvement Officer (Performance and Procurement) Audit Commission Chief Executive Executive Directors Heads of Service</p>
<p>Newcastle Borough Council Corporate Plan Priority Area(s)</p> <ul style="list-style-type: none"> ▪ Creating a cleaner, safer and sustainable Borough ▪ Creating a Borough of opportunity ▪ Creating a healthy and active community ▪ Transforming our Council to achieve excellence
<p>CfPS Objectives:</p> <ul style="list-style-type: none"> • Provides and critical friend challenge to executive policy makers and decision makers • Enables the voice and concerns of the public to be heard • Is carried out by independent governors who lead and own the scrutiny role

<ul style="list-style-type: none">• Drives improvement in public services
Brief approved by Overview and Scrutiny Co-ordinating Committee
Signed:
Date:

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Agenda Item 7

THE FORWARD PLAN – TRANSFORMATION AND RESOURCES EXTRACTS FOR THE PERIOD COVERING NOVEMBER 2011 TO FEBRUARY 2012

Submitted by: Head of Central Services – Paul Clisby

Portfolio: Customer Service & Transformation; Resources & Efficiency

Ward(s) affected: Non-specific

Purpose of the Report

To identify items listed in the Forward Plan of Key Decisions which are relevant to the Transformation and Resources Committee to see if further examination of any issue is considered appropriate. **(relevant items can be found on pages 1, 2, 14, 15, 21 and 24 of the attached Forward Plan).**

Recommendation

That the Committee receive the information and identify what examination, if any, of the proposed decisions is required.

Reasons

The inclusion of the relevant proposals listed in the Forward Plan of Key Decisions gives the relevant Overview and Scrutiny Committee the opportunity to identify possible issues prior to submission to the Cabinet. This process is not intended to replace other processes but is designed to give an opportunity for the Committee to provide a view on any particular issue.

1. List of Appendices

Appendix A – Forward Plan of Key Decisions – period covering November 2011 to December 2012 – items within the scrutiny remit of the Transformation and Resources Committee.

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FORWARD PLAN –
1ST NOVEMBER 2011 TO 29TH FEBRUARY 2012

This Plan sets out the key decisions which the Executive expect to take over the next four months. The Plan is rolled forward every month and is published by the 15th of each month. It will next be published in mid November and will then contain all key decisions expected to be taken between 1st December 2011 and 31st March 2012. Key decisions are decisions which are likely:

- (a) to result in the Council incurring expenditure or making savings which are significant having regard to the budget for the service concerned, or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards of the Borough.

Other Decisions

Although it is not a statutory requirement, this Forward Plan also contains details of other matters likely to be considered by the Council's Cabinet or Full Council which are not 'key decisions'.

Reports relevant to key decisions, and any listed background documents, may be viewed at the Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffs, ST5 2AG six days before the decision is to be made. Copies of, or extracts from, these documents may be obtained on the payment of a reasonable fee from the following address:

Head of Central Services,
Civic Offices,
Merrial Street,
Newcastle-under-Lyme,
Staffordshire,
ST5 2AG.

Telephone: 01782 742200

However, it is not possible to make available for viewing or to supply copies of reports or documents the publication of which is restricted due to confidentiality of the information contained therein.

Unless otherwise stated, representations in respect of any proposed decision may be made in writing to the Head of Central Services at the Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffordshire, ST5 2AG not later than two working days prior to the meeting at which the decision will be taken.

A decision notice for each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's website and at the Civic Offices.

The law and the Council's constitution provides for urgent key decisions to be made. A decision notice will be published for these in exactly the same way.

FORWARD PLAN FOR PERIOD 1ST NOVEMBER 2011
TO 29th FEBRUARY 2012
(as at 19.10.11)

NOVEMBER

TITLE OF REPORT:		
FINANCE AND PERFORMANCE MANAGEMENT MONITORING REPORT		
Portfolio		√ as appropriate
	Customer Service and Transformation	√
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	These joint financial/performance reports provide information about key performance areas and finance revenue/capital budgets	
Spend required/saving generated (<i>if applicable</i>)	Not applicable	
Decision maker	Cabinet	
Earliest date of decision	Ongoing - quarterly	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	All	
Proposed consultation	Not applicable	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Tim Hine, Policy and Performance Manager Dave Roberts, Head of Finance	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: AMENDMENT TO THE CORPORATE COMPLAINTS, COMMENTS AND COMPLIMENTS POLICY		
Portfolio		√ as appropriate
	Customer Service and Transformation	√
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To ask Cabinet to approve an amendment to the Corporate Complaints, Comments and Compliments Policy, as a result of recommendations made by the Local Government Ombudsman (LGO) regarding complaints procedures.	
Spend required/saving generated (<i>if applicable</i>)	None	
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	All	
Proposed consultation	None at this time	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Jeanette Hilton, Head of Customer & ICT Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: PROPOSALS FOR THE REFURBISHMENT AND RE-USE OF THE FORMER ST GILES & ST GEORGE'S SCHOOL BUILDING		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To report back to Cabinet on proposals for the refurbishment and re-use of the former St Giles & St George's School building, including the proposed lead tenants of the building, timescales, designs and the financial offer	
Spend required/saving generated (<i>if applicable</i>)	Potentially significant savings on the sums which have previously been envisaged as needing to be spent on the building	
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	Town	
Proposed consultation	Not known at this stage	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Simon Smith, Regeneration and Economic Development Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: REGISTER OF LOCALLY IMPORTANT BUILDINGS AND STRUCTURES SUPPLEMENTARY PLANNING DOCUMENT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To inform Members of the results of the consultation process on the draft Register of Locally Important Buildings and Structures Supplementary Planning Document (SPD) and to consider the final Register of Locally Important Buildings and Structures SPD.	
Spend required/saving generated (<i>if applicable</i>)	The cost of publishing the SPD is already included in the budget.	
Decision maker	Cabinet following Strategic Planning Committee recommendation	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	N/A. However, a public notice is required.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Helen Beech, Planning Policy Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: INTEGRATED WASTE MANAGEMENT STRATEGY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
Culture and Active Communities		
Brief description of report	Report to outline the options of extending the Integrated Waste Management Strategy and associated recycling contracts (Dry Recycling, Green Treatment and Food Treatment) for two years.	
Spend required/saving generated (<i>if applicable</i>)	Saving generated by limiting RPI increase on contract for next two years	
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Trevor Nicoll, Head of Recycling and Fleet Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: REVIEW OF RECYCLING BRING SITE PROVISION		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
Culture and Active Communities		
Brief description of report	Report to outline options for recycling bring bank provision within the Borough.	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Trevor Nicoll, Head of Recycling and Fleet Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: ALLOTMENT REVIEW		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	Review of allotment policy	
Spend required/saving generated (<i>if applicable</i>)	Under consideration	
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Under consideration	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Roger Tait, Head of Operations	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: HOUSING CAPITAL PROGRAMME 2012/2013		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To seek approval for the Housing Capital Programme.	
Spend required/saving generated (<i>if applicable</i>)	The report will outline the proposed schemes to be operated using the funding.	
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Consultation directed at partner agencies.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: HOUSING RENEWAL ASSISTANCE POLICY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	To seek support to amend the Housing Renewal Assistance Policy.	
Spend required/saving generated (<i>if applicable</i>)	The policy seeks to direct the use of available funding to the greatest priorities.	
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation	Consultation directed at partner agencies.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: TOWN CENTRE CAR PARKING		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
Culture and Active Communities		
Brief description of report	Review the provision of town centre car parks	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Graham Williams, Engineering Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: STAFFORDSHIRE STRATEGIC ASSETS REVIEW		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	Participation in review of public sector assets across Staffordshire to inform the Council's future asset management strategy and site allocations Development Plan Document.	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Jeff Hamnett, Head of Regeneration and Assets	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: BOROUGH GATEWAY SIGNS: MODIFICATION TO IDENTIFY KEELE UNIVERSITY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	To seek approval to modify the existing signs at the main gateways into the Borough	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Cabinet	
Earliest date of decision	November 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation	Consultees are listed in the report	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Graham Williams, Engineering Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

JANUARY

TITLE OF REPORT: COMMUNITY CENTRES REVIEW		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	A strategic review of community centre provision in the Borough.	
Spend required/saving generated (<i>if applicable</i>)	None at this stage. The report will seek approval to develop invest-to-save proposals	
Decision maker	Cabinet	
Earliest date of decision	January 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Community Centre management committees, residents' associations, third sector and partner agencies	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robert Foster, Head of Leisure and Cultural Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: CAPITAL STRATEGY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	√
	Culture and Active Communities	
Brief description of report	To approve the Capital Strategy which sets out how the Council proposes to deploy its capital resources.	
Spend required/saving generated (<i>if applicable</i>)	Not yet known	
Decision maker	Cabinet	
Earliest date of decision	January 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	All	
Proposed consultation	N/A	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Dave Roberts, Head of Finance	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: SCALE OF FEES AND CHARGES 2012/13		
Portfolio		√
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	√
Brief description of report	Reviews the fees and charges which the Council makes in order to keep them in line with the cost of service provision and to establish the amounts to be included in the 2012/13 budget.	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Cabinet	
Earliest date of decision	January 2012	
Relevant Overview and Scrutiny Committee		√
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Dave Roberts, Head of Finance	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: GYPSY AND TRAVELLER POLICY REVIEW		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To seek approval for amendments to the Gypsy and Traveller Policy.	
Spend required/saving generated (<i>if applicable</i>)	None anticipated	
Decision maker	Cabinet	
Earliest date of decision	January 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Open consultation advertised on the Council's website.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: SITE ALLOCATIONS AND POLICIES DEVELOPMENT PLAN DOCUMENT (DPD) DRAFT CONSULTATION ISSUES AND OPTIONS REPORT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	The report will present an 'Issues and Options' Paper and seek approval to engage the public in the first stage of public consultation on the Site Allocations and Policies DPD	
Spend required/saving generated (<i>if applicable</i>)	With the exception of the Examination in Public the cost of preparing the DPD is already included in the budget.	
Decision maker	Cabinet following recommendations from the Strategic Planning Committee	
Earliest date of decision	January 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	This stage of preparation of the DPD will involve informal public consultation. A statutory six week public consultation on a draft Options document, including specific site option proposals is scheduled for mid 2012	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Helen Beech, Planning Policy Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt.	

TITLE OF REPORT: ASSETS MANAGEMENT STRATEGY 2012/13 TO 2014/15		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	To seek approval for an Asset Management Strategy for the next 3 financial years	
Spend required/saving generated (<i>if applicable</i>)	It is anticipated that the revised Strategy would facilitate the disposal of surplus land and/or property assets thereby providing capital receipts and reducing expenditure	
Decision maker	Cabinet	
Earliest date of decision	January 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation	Consultees are listed in the report	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda National policy advice and guidance relating to the efficient management of public sector assets	
Officer contact	Louise Beeby, Assets Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

FEBRUARY

TITLE OF REPORT: DRAFT HEALTH AND WELLBEING STRATEGY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	To develop the Newcastle-under-Lyme Health and Wellbeing Strategy	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Cabinet	
Earliest date of decision	February 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Third sector and partner agencies	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robert Foster, Head of Leisure and Cultural Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: REVIEW OF COMMUNITY CENTRE PROVISION		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	This second report follows the earlier strategic review to take forward the redevelopment and re-provision of community centres across the Borough	
Spend required/saving generated (<i>if applicable</i>)	Invest to save	
Decision maker	Cabinet	
Earliest date of decision	February 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robert Foster Head of Leisure and Cultural Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: REVENUE AND CAPITAL BUDGETS 2012/13		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	√
Brief description of report	To review progress on the completion of the revenue and capital budgets for 2012/13 and to enable a robust and affordable budget for 2012/13 to be approved.	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Council	
Earliest date of decision	February 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Mrs. Sarah Wilkes, Finance Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: STRATEGIC TENANCY POLICY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	To seek approval for the Strategic Tenancy Policy	
Spend required/saving generated (<i>if applicable</i>)	None anticipated	
Decision maker	Cabinet	
Earliest date of decision	February 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Open consultation advertised on the Council's website.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: WASTE TRANSFER STATION TENDERS		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	Report to seek approval to award tender for waste transfer and sweepings treatment	
Spend required/saving generated (<i>if applicable</i>)	Spending £120,000 per year, with income of about £60,000 from recycling credits	
Decision maker	Cabinet	
Earliest date of decision	February 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Trevor Nicoll, Head of Recycling and Fleet Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

MARCH

TITLE OF REPORT: TREASURY MANAGEMENT STRATEGY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	√
	Culture and Active Communities	
Brief description of report	To approve the Council's Treasury Management Strategy for 2012/13	
Spend required/saving generated (<i>if applicable</i>)	Not yet known	
Decision maker	Council	
Earliest date of decision	March 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	All	
Proposed consultation	N/A	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Dave Roberts, Head of Finance	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: URBAN NORTH STAFFORDSHIRE GREEN SPACE STRATEGY – PROGRESS REPORT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	Report on progress with the delivery of the Action Plan	
Spend required/saving generated (<i>if applicable</i>)	To be determined	
Decision maker	Cabinet	
Earliest date of decision	March 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	None	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Roger Tait, Head of Operations	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: BATESWOOD LOCAL NATURE RESERVE - OUTCOME OF PUBLIC CONSULTATION		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	Report on outcome of public consultation on community requests for angling and additional bridle route provision in Bateswood Local Nature Reserve	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Cabinet	
Earliest date of decision	March 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	Halmerend	
Proposed consultation	Consultees listed in report	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda Consultation plan and analysis of results	
Officer contact	Roger Tait, Head of Operations	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: HOUSING ALLOCATIONS POLICY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To seek approval to amendments to the current Housing Allocations Policy	
Spend required/saving generated (<i>if applicable</i>)	There will be a requirement to invest in the allocations process and ICT developments.	
Decision maker	Cabinet	
Earliest date of decision	March 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Open consultation advertised on the Council's website.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

JULY

TITLE OF REPORT: SITE ALLOCATIONS AND POLICIES DEVELOPMENT PLAN DOCUMENT (DPD) DRAFT CONSULTATION ISSUES AND OPTIONS REPORT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	To seek approval to engage the public in the second stage of public consultation on the Site Allocations and Policies DPD. Specific site options will be proposed in respect of the location of housing, retail, leisure facilities and employment	
Spend required/saving generated (<i>if applicable</i>)	With the exception of the Examination in Public the cost of preparing the DPD is already included in the budget.	
Decision maker	Cabinet following Strategic Planning Committee recommendation	
Earliest date of decision	July 2012	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation	This stage of preparation of the DPD will involve informal public consultation. A statutory six week public consultation on a draft Options document, including specific site option proposals is scheduled for mid 2012.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Helen Beech, Planning Policy Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt.	

THE CABINET:	OVERVIEW & SCRUTINY:
<p>Councillor Stephen Sweeney - Leader</p> <p>Portfolio: Safer and Stronger Communities</p>	<p>Cleaner, Greener and Safer Communities:</p> <p>Chair: Councillor John Williams Vice: Councillor John Cooper</p>
<p>Councillor Robin Studd – Deputy Leader</p> <p>Portfolio: Regeneration and Planning</p>	<p>Economic Development and Enterprise:</p> <p>Chair: Councillor Mark Olszewski Vice: Councillor Ian Gilmore</p>
<p>Councillor Ashley Howells</p> <p>Portfolio: Resources and Efficiency</p>	<p>Active and Cohesive Communities:</p> <p>Chair: Councillor Mrs. Ann Heames Vice: Councillor Mrs. Gillian Williams</p>
<p>Councillor Miss Marion Reddish</p> <p>Portfolio: Environment and Recycling</p>	<p>Transformation and Resources:</p> <p>Chair: Councillor Mrs. Elizabeth Shenton Vice: Councillor Ann Beech</p>
<p>Councillor Nigel Jones</p> <p>Portfolio: Customer Service and Transformation</p>	
<p>Councillor James Bannister</p> <p>Portfolio: Culture and Active Communities</p>	