

Public Document Pack

Date of meeting	Monday, 25th March, 2013
Time	7.00 pm
Venue	Civic Offices, Merrial Street, Newcastle Under Lyme, Staffordshire ST5 2AG
Contact	Louise Stevenson (01782 742250)

Overview and Scrutiny Co-ordinating Committee

AGENDA

PART 1– OPEN AGENDA

- 1 Apologies**
- 2 DECLARATIONS OF INTEREST**

To receive declarations of interest from Members on items included in the agenda.
- 3 MINUTES FROM THE PREVIOUS MEETING (Pages 1 - 4)**

To agree as a correct record the minutes of the meeting held on 12 February 2013.
- 4 CO-OPERATIVE STRATEGY 2013-2015 (Pages 5 - 22)**

The Committee is asked to consider the draft version of the Co-operative Strategy 2013-2015 and make any comments and proposals as appropriate.
- 5 PEER CHALLENGE (Pages 23 - 48)**

To consider the summary of findings of the Local Government Association (LGA) Corporate Peer Challenge, carried out on the Borough Council from 10-12 October 2012, as considered by Cabinet on 16 January 2013.
- 6 CALENDAR OF MEETINGS (Pages 49 - 52)**

To consider the proposed scrutiny meeting dates as contained within the calendar of meetings which was considered by Full Council on 27 February 2013 with the following resolutions:

 - (1) That, subject to (2) below, the timetable of meetings be approved.
 - (2) That the dates of the meetings of the Scrutiny Committees be finalised by officers in consultation with the Scrutiny Committee chairs.

7 Work Plans for the Overview and Scrutiny Committees and the Health Scrutiny Committee (Pages 53 - 60)

8 Forward Plan (Pages 61 - 90)

9 URGENT BUSINESS

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

Members: Councillors Miss Baker, Cairns, Clarke, Eastwood, Mrs Heames, Mrs Johnson (Vice-Chair), Loades, Matthews, Olszewski, Mrs Shenton (Chair), Sweeney, Miss Walklate and Mrs Williams

'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.

Public Document Pack Agenda Item 3

OVERVIEW AND SCRUTINY CO-ORDINATING COMMITTEE

Tuesday, 12th February, 2013

Present:- Councillor Mrs Elizabeth Shenton – in the Chair

Councillors Councillor George Cairns, Councillor Colin Eastwood, Councillor Mrs Ann Heames, Councillor Mrs Hilda Johnson, Councillor David Loades, Councillor Ian Matthews, Councillor Mark Olszewski, Councillor Miss June Walklate and Councillor Mrs Gillian Williams

1. APOLOGIES

Apologies were received from Councillor Clarke and Councillor Sweeney.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES FROM THE PREVIOUS MEETING

The Chair provided the Committee with a verbal update regarding the Community Centre Review. The task and finish group had undertaken a tour of all fifteen community centres on 7th and 8th February and all centres had been asked to complete a questionnaire from the group. The task and finish group were well received at the centres and provided assurance that centres would not be closed. Some management committees were aware that there would not be closures, but others were not. The task and finish group would meet in the next few weeks to discuss the findings from the tour.

Task and finish group members felt the tour had been a worthwhile exercise, with a lot of information collected from the centres and the centres also appreciated the investment in time by Members to undertake the tour. The diversity within the centres was noted; they were diverse in such areas as the facilities they offered, their constitutions and the management structures that were in place. Some community centres were working very well, with one having bookings into 2014, with others needing a helping hand. Members noted how much effort the people running the centres were putting into what they were doing and were impressed with the individuals who gave their time. There were Members of the Committee who sat on community centre management committees who advised that there were no concerns amongst their management committees with regard to the task and finish group tour.

Members not on the task and finish group were of the opinion that there was a need for community centres to diversify and questioned whether there were any examples of best practice nationally which could be used. This was considered a good point by the Chair and would be referred back to the task and finish group. One possibility was that a guide could be produced of how to run a community centre for new management committees, as currently new management committees were left to hit the ground running. A new energy rate for Newcastle Borough Council had been negotiated, but the community centres were not included in this, which was another area that could be included in best practice.

Members of the task and finish group informed the Committee of their concern at visiting one centre and realising that six burners on a gas stove were lit to try and warm the kitchen. There were no health and safety signs up in most of the centres and a lack of burglar alarms, but the centres had had their electricity check. Members noted that a lot of centres had installed burglar alarms themselves, and it was noted that for the centres without alarms, insurance premiums would be being paid for no benefit if there was not an alarm.

The questionnaire that had been distributed to the community centres prior to the tour and the timetable for the task and finish group tour were distributed to the Committee for their consideration.

RESOLVED: That the minutes of the meeting held on 24 September 2012 be agreed as a correct record.

4. **WORK PLANS FOR THE OVERVIEW AND SCRUTINY COMMITTEES AND THE HEALTH SCRUTINY COMMITTEE**

The work plans for the Overview and Scrutiny Committees and the Health Scrutiny Committee were discussed.

The Chair of the Health Scrutiny Committee provided an update on the Committee's work. Combined Healthcare (CHC) and the speed of the closure of beds were still being monitored and updates regarding this were still required. This was considered a big concern by Members of the Health Scrutiny Committee, as there was a risk that CHC may not get foundation status and could be taken over by the Staffordshire Mental Health Trust (SMHT). The situation of existing CHC staff was questioned by Co-ordinating Committee members. Staff numbers had been reduced and a reduction in administration support might be seen. It was considered likely that it would be taken over, and if it was, standards needed to remain the same. The Health Scrutiny Committee would continue to voice their concerns.

There were still concerns regarding the University Hospital of North Staffordshire (UHNS). Health Scrutiny Committee members were due to visit the new Accident and Emergency department on 5 March, where they would tour the department and receive a presentation. It was hoped that the new interim Chief Executive would be in attendance in order to communicate the Committee's views to him. It was felt that there were too many people attending A & E instead of going to see their doctor or to a walk-in service. People could not be turned away from the accident and emergency department, but LINK were conducting a survey at the A & E department at Burton-upon-Trent hospital to ascertain why people were using the A & E. There were also concerns that walk-in services, as some were not operating as a walk-in service, with them being unable to see patients if they were not registered with them. Members noted that the new A & E had been in the news as waiting times were high and Members understood that cases were being taken from Leighton and Stafford. Members were concerned that the A & E was not set up to cope with patients from additional hospitals and that if the department was already struggling, treating more patients would make the situation worse. It was noted that staff were motivated but were experiencing difficulties. Members raised concerns regarding the cost of parking charges at the hospital, which were expensive if you were visiting a patient frequently and also that disabled people would be charged for parking from April. It was thought that a multi-storey car park was to be built. When the proposals for the new A & E were put forward, Newcastle Borough Council as a consulting authority

noted there was a reduction in car parking spaces but as the Council was not granting the planning permission for the new A & E, these views were not taken on board.

Cardiac rehabilitation at Jubilee 2 was going well. With regard to the Health and Well Being Strategy, Newcastle Borough Council was unable to produce their strategy until Staffordshire County Council had produced theirs. There were concerns about the north of the county not being adequately represented on the Health and Wellbeing board. With regard to infant mortality, there had been a presentation from Dr J. Harvey to the Health Scrutiny Committee in December. Dr Harvey had provided up to date data, where previously out of date data had been received, and advised that there had been a decrease in infant mortality. However the Committee considered the figures for the Borough were unacceptably high compared to national figures. The figures in question were very small numbers, however the Chair considered that one death was too many and the Committee would continue scrutiny of the issue.

The Chair of the Active and Cohesive Communities Overview and Scrutiny Committee provided an update on the Committee's work. The Chair considered that the Bateswood Local Nature Reserve item would remain open. The task and finish group for the Allotments Review had recently had its first meeting. There had been no reports received regarding Kidsgrove Sports Centre and the centre was now open and its facilities available for use. Local Sporting Opportunities and Achievements was discussed, with the Chair of the Co-ordinating Committee sharing that there was a 'Star Squad' that the Head of Culture and Leisure would have more information about. It was agreed that the community centre review item would be moved to a new work plan for the Co-ordinating Committee.

The Chair of the Cleaner, Greener and Safer Communities Overview and Scrutiny Committee provided an update on the Committee's work. The move of the Police into Kidsgrove Town Hall and the Civic Offices had gone well, and the Committee had received two presentations from Chief Inspector Hulme. The new Police and Crime Commissioner would be invited to a future meeting of the Committee. The move of Fenton Magistrates Courts to Newcastle had been monitored by the working group, who had agreed that a newsletter providing information be distributed to town centre businesses. There had been a good response to the newsletter and there were no current problems. The working group would meet in six months to review the situation, unless any problems arose. Members noted the significant number of extra staff at the courts due to the move, and that there were benefits to the move. Although other Members felt that the Section 30 in the town centre dispersed youngsters to the suburbs, thereby creating problems there. There would also be a report on the Let's Work Together initiative at the next meeting on 28 February.

The Chair of the Economic Development and Enterprise Overview and Scrutiny Committee provided an update on the Committee's work. There would be a re-scoping of the broadband provision item as it was felt there was still life left in the issue. The HS2 working group were meeting on February 20th and it was proposed that there should be a new priority colour on the work plan of red for urgent items, which was agreed. The HS2 item would be changed from amber to red. A meeting of the Town Centre Car Parking working group was scheduled for 26th February.

The Chair of the Transformation and Resources Overview and Scrutiny Committee provided an update on the Committee's work. The Revenue and Capital Budget would be considered by Full Council on 27 February. There had been a scrutiny café held on 17 January which allowed all Councillors to ask Cabinet and Officers any

questions they had which had been well received by Members, Officers and Cabinet. A Member who attended felt that it was a good opportunity to ask Officers more detailed questions. It was hoped the scrutiny of the budget would be beneficial when it was received by Full Council, as Members were familiar with the documents and it was in an easy to read format. The Chair was pleased with the work undertaken by Transformation and Resources. Scrutiny of the Capital Strategy, Treasury Management Strategy and the Scale of Fees and Charges was time driven and had been undertaken, with Full Council to consider the items on 27 February. The constitution working group was a continual working party. There were not many changes anticipated for the annual Council meeting in May and there was soon to be a consultation on the saying of prayers at Full Council, which the Chair encouraged everyone to return. There would be a sealed ballot box available at the next Council meeting to enable Members to return their responses confidentially. Members questioned if Officers who regularly attended Council were being asked their views on the saying of prayers. A verbal presentation was received at the last Committee meeting on the Council Plan and it was hoped a more substantial document would be received at a future meeting.

The Committee discussed wheelie bin provision, as problems were being encountered with families having small bins. It was thought that the cabinet panel for the Recycling and Waste Strategy would look at wheelie bins as part of their review.

RESOLVED: That the information be received.

5. FORWARD PLAN

The forward plan was considered by the Committee. The Co-ordinating Committee would consider the Newcastle-under-Lyme Co-operative Strategy 2013-2015 at their meeting on 25 March. This would be considered by the Committee as it would affect all areas of the Council.

RESOLVED: That the information be received.

6. URGENT BUSINESS

There was no urgent business considered.

COUNCILLOR MRS ELIZABETH SHENTON
Chair

Agenda Item 4

NEWCASTLE-UNDER-LYME CO-OPERATIVE STRATEGY 2013-2015

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

Portfolio: Transformation, Communications and Partnerships

Ward(s) affected: All

Purpose of the Report

To provide the Overview and Scrutiny Co-ordinating Committee with a draft of the Co-operative Strategy 2013-2015.

The Strategy has been developed in line with the other key Borough Council strategies on Economic Development, Health and Well-Being and Stronger and Safer Communities.

The Strategy sets out the details around the stated ambition of the Council to become a Co-operative Council, an ambition which is also reflected in the key priority on becoming a Co-operative Council within the Council Plan.

The Committee is asked to consider the draft version of the Strategy and make any comments and proposals as appropriate. The Strategy has been to Cabinet was approved at its meeting in February 2013.

Recommendations

- a) That the Committee notes the contents of the Strategy
- b) That the Committee makes any further amendments or suggestions to the content of the Strategy
- c) That the Committee considers Cabinet's decision to circulate the Strategy to partners and communities and requests further updates on the Strategy's development at future meetings.

Reasons

The Strategy provides the main framework for the work being done by the Borough Council in conjunction with its partners, communities and other key stakeholders in seeking to develop a Co-operative Council for Newcastle under Lyme B.C.

The Strategy brings together existing areas of work and provides a common basis for future work programmes as well as providing a framework for future development of the co-operative concept.

It is proposed that the Strategy – as with the other key strategies mentioned above – will be subject to consultation with key sections of the Borough's population, together with partner organisations across all sectors.

1. **Background**

- 1.1 The background to the co-operative approach is set out in the strategy itself, found at Appendix A of this report.
- 1.2 The initiative has been developed by a series of councils nationally, and is a reflection of a number of legislative and policy changes, including the development of the 'Big Society' concept by central government.

- 1.3 The co-operative approach puts the local authority at the centre of a process of change in the local area, using its position as a civic leader to develop communities, staff, partners and other sectors to work together in order to continue to deliver high quality services against a challenging financial background.
- 1.4 The initial draft of the Newcastle-under-Lyme Co-operative Strategy is presented here for consideration by the Overview and Scrutiny Co-ordinating Committee.
- 1.5 It is planned that further work will take place with communities, partners and others to establish the content of the Strategy. This will include recommendations from the recent Peer Challenge in October 2012 (reported at the January 2013 meeting of the Cabinet) which include the introduction of a Co-operative Charter for the Borough and a range of other actions laid out in the Strategy, including:
 - Improving the 'customer journey' by simplifying the route the citizen must go along when doing business with the council as a customer
 - Including the co-operative principle in consultative processes
 - Using the co-operative approach as basis for workforce and organisational development – including through changed behaviours, culture and values (including the development of a co-operative code of conduct)
 - Developing elected Members to recognise and utilise the concept of the co-operative council
 - Developing Locality Action Partnerships (LAPs) along co-operative lines

2. Issues

- 2.1 The Co-operative Strategy itself has been developed along a number of key lines of enquiry/development.
- 2.2 There are a number of key drivers listed in the Strategy, including:
 - National developments
 - Evidence/data
 - Other plans/strategies developed in the Borough
 - Previous experience
 - Resource issues/prioritisation
- 2.3 Based on these drivers and other factors, the Strategy will be focused on action planning, and an action plan will be developed to support implementation of the Strategy.
- 2.4 It is clear that, with the economic downturn in recent years and the subsequent tightening of the public finances, not everything can be done in terms of addressing the issues of the Borough. As a result, a clear focus has been made in this Strategy on a clear set of objectives, including services of a high quality and with a community focus.

3. Options

There are no options to be considered at this stage. The Committee is asked to consider the draft version of the Strategy and to make any comments as required. Further consultation is due to take place with partners and other key stakeholders after this meeting and a further version of the Strategy will be presented at a later date.

4. Proposal

- 4.1 It is proposed the Committee consider the Strategy and make comments and changes, as set out in this report.

- 4.2 It is proposed that the Strategy becomes the overarching document for work in these key areas of activity.
5. **Reasons for Preferred Solution**
- 5.1 The Strategy has been developed in order to organise the work being done under the co-operative heading. The Strategy has taken note of key drivers as set out in this report and has also taken into account the restrictions placed on organisations and individuals due to the prevailing economic situation. The Strategy forms the basis for ongoing work in these areas over the next few years and provides a structure and coherence which will assist in moving forward in the areas covered by the Strategy.
6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**
- 6.1 The Strategy has potential to help deliver key outcomes across all the priorities of the Borough Council.
7. **Legal and Statutory Implications**
- 7.1 None at present – there is no statutory requirement to provide this Strategy.
8. **Equality Impact Assessment**
- 8.1 An Equality Impact Assessment is being developed for the Strategy.
9. **Financial and Resource Implications**
- 9.1 There are a range of resource implications in terms of delivering the Strategy and these have been referred to in this report and elsewhere.
10. **Major Risks**
- 10.1 The GRACE risk assessment for the Strategy is being developed. The key risks include not committing enough resources to these areas of work and the community and Borough continuing to deal with the ongoing issues as a result.
11. **Sustainability and Climate Change Implications**
- 11.1 No direct implications, although these issues will be part of the projects set out in the Strategy.
12. **Key Decision Information**
- 12.1 This item is included in the forward plan.
13. **Earlier Cabinet/Committee Resolutions**
- 13.1 Cabinet – 6th February 2013
14. **List of Appendices**
- 14.1 Appendix A – Draft Newcastle-under-Lyme Co-operative Strategy 2013-2015
15. **Background Papers**
- 15.1 None.

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Newcastle-under-Lyme Co-operative Strategy 2013-2015

What is does a co-operative approach mean for Newcastle-under-Lyme?

Newcastle-under-Lyme Borough Council is committed to becoming a co-operative council and wishes to work towards making the borough of Newcastle-under-Lyme a co-operative Borough.

In developing its ambition for a co-operative approach, the Borough Council is seeking to improve the Borough through a renewed relationship between the key stakeholders in the area – including the Council itself, its public sector partners, the community, staff and elected Members – via partnerships and other collaborative arrangements which help delivers the overall Borough Council vision of “a borough that is prosperous, clean, healthy and safe”.

The background and drivers for this commitment are manifold. They include: -

- The financial pressures currently affecting the Borough Council and its partners – budgets are being reduced significantly
- Despite these pressures, the increasing expectations of residents and other key stakeholders for services of the highest quality
- The constantly changing legislative agenda of government
- The desire to work, where possible, in partnership with others in order to deliver high quality, cost effective and seamless services

In terms of these drivers and pressures, there is an inherent risk that a gap will appear between what service users and others expect and need and what local authorities and partner agencies can actually provide.

The net result of these factors is that the nature of local government – as it has developed over the past 15-20 years – will have to change. This is reflected in other ways, such as the ending of the performance regime introduced by central government in the early 1990s and continued on until 2010 and the developing agenda of localism, as expressed in the Localism Act 2011 and in other government-sponsored initiatives.

Not all those involved in local governance agree on the nature of this change, although all agree that change is necessary.

At its heart, the changes required need to address the related issues set out above of financial pressure, coupled with increasing levels of demand against a backdrop of legislative change and a desire to deliver services differently. In developing these changes, the need for local authorities is to reduce levels of demand from service users and also to enhance the ability of other stakeholders to deliver services

where possible. In other words, by providing key stakeholders with the necessary tools to deliver services themselves or in partnership with each other they are able to better satisfy demand and reduce it through the re-design – where necessary – of services.

In Newcastle, we are keen to seek out opportunities to meet the challenges we currently face across the areas already outlined above.

Our over-arching mechanism to do this is to develop a co-operative approach, in order to create the conditions for individuals and communities to take greater responsibility for their own areas and their own lives and to rely on public services, as well as being able to commission the services they feel they need. We see this process as delivering some financial savings, but – more importantly – facilitating the continued delivery of high quality services.

Increasingly, we shall need to adopt new approaches as the ‘conventional’ approaches to finding efficiencies will not be available indefinitely and we need new, sustainable solutions.

In pursuing a co-operative approach, we wish to change the nature of local governance by remodelling the way we do business and the way in which we relate to the key stakeholders in the Borough. We believe strongly that keeping our commitment to act as a civic leader helps us to co-ordinate the pooling of resources to continue to deliver for the people of the Borough.

We are not advocating, therefore, that we as a Council should abdicate our leadership role in the community – as a local authority we are unique amongst our partners in that we are directly elected and we take our place in society seriously. In addition, we do not wish to remove ourselves from the everyday life of our community as we alone – in many cases – have the ability to bring different stakeholders together. Unlike the ‘Big Society’, our co-operative approach envisages a role for the local authority and the public sector agencies in delivering change and delivering quality services in a different way – one that recognises and reflects the times we are living in.

What we are seeking, therefore, to do is use our position and our role as a community leader to lead by example and encourage other stakeholders to become self-reliant – for example, by bringing different stakeholders such as residents and the wider community more into our decision making processes and also involving other stakeholders in how we structure and deliver our services in the future. By doing this, we want to open up our decision making processes and allow others to ‘own’ what is done in a positive way and a way where they feel that things are being done ‘with’ them and not ‘to’ them. In this way, we also feel that change will be sustainable and will not be the victim of changes in political party control or changes at the national level.

As a Council, we want to both set the best possible example to the rest of the Borough in everything we do, and offer the rest of the Borough the opportunity to get involved in a real sense in our activities and responsibilities.

Delivering change in this way – by working with communities, partners, staff and residents - is not easy and we do not pretend it will be easy. To achieve our ambitions will require considerable changes in the way we do things both internally and externally as an organisation. We will be seeking to look at the internal culture of our organisation – to examine what we can improve to allow our staff to co-operate fully in the ways set out above. In addition, we will be seeking to bring partners together to improve the co-ordination of service delivery to our citizens (at the times they are our customers) so that their ‘journey’ as customers is straightforward and effective in them getting what they want when they want it. Our work on managing demand and redrawing the boundaries of our relationship with citizens will also play a key part in our future development.

Having set out what we are seeking to do in developing our co-operative approach, we have also given some thought to how we are going to deliver against our ambitions.

As we have said, our ambition is to deliver the necessary changes required by a number of key drivers – including the financial position we find ourselves in, but also the legislative changes we need to implement.

The changes we want to see have the collective aim of reducing some of our expenditure, but we also want to be able to continue to deliver high performing services. Our preferred approach to dealing with these challenges is a co-operative one – working with other key stakeholders to empower them (in the case of communities, for example) to deliver services themselves or co-produce services with us or other public sector agencies. This does not mean, as already stated, that we will stop doing things ourselves altogether, but it will mean that we need to take decisions on how we want to do certain things in the future.

In pursuing our co-operative vision, we have already made it a key priority in our Council Plan 2013-2016, and we will be making a number of key announcements following the publication of this strategy including the development of a Co-operative Charter setting out a number of minimum standards we hope to achieve from our co-operative work.

In delivering our vision of a Co-operative Council, we will seek to develop a number of key elements: -

- **Encouraging collaborative working** – we already work successfully in partnership with others but we want to develop this further and make it a central part of the way we operate as a business so that every decision will be looked at from a partnership perspective

- **Enhancing citizen and customer experiences** – we want to co-operate with our citizens at the times they are our customers by simplifying the way in which we deal with their enquiries and ensuring that they do not have to go from organisation to organisation to get what they want
- **Engaging with others** - we will seek to develop further our consultation and communication techniques and approaches, building on our consultation on the 2013/14 budget for the Borough Council and work with our Locality Action Partnerships in delivering the key parts of this strategy – our aim is to make sure that everyone, so far as possible, knows what we are doing and what we are planning to do
- **Establishing change** - as this strategy has set out, we need to change and we want to deliver that change via a co-operative approach and we want to ensure that this change lasts

We call these the 4Es of co-operative working in Newcastle-under-Lyme.

In delivering this vision, via these key areas, we want to establish a Borough where people feel they have a say in what happens in their locality and where they also feel they 'own' decisions and actions taken in their name. We also want to foster a feeling of concern and care amongst people as to the direction the Borough is taking. Too often we see situations where one group of people feel that things cannot be changed or have nothing to do with them – we feel that changing attitudes towards a more responsible and engaged populace is key to delivering successful change in the way we have outlined here.

Finally, we want people to be able to decide as to what they want for their own lives. We want communities to make it clear about the level of service they require, for example, as it may be that they either want an enhanced service or perhaps a reduced service. We as a council can also take decisions for our own future, given the relative freedom given to us to determine our own destiny. Overall, we want to be able to deliver services with the highest possible quality for the best possible price, but with an ethical and social value as well.

Overall, therefore, we do not see a co-operative approach as narrow, instead we see it as delivering the 4Es set out above with the aim of creating a fifth E – that of **empowerment**. In other words, we want people to be able to control their own lives and decide what resources they and others need from the Borough Council and from other partners. In this way, co-operation can mean a great many things in practice.

What does working co-operatively mean for Newcastle-under-Lyme?

Achieving our ambition of becoming a co-operative council does not mean that all our existing or future problems and challenges will be solved, but it does mean that we can seek to deliver some of our needed savings not by traditional 'salami slicing' activity but through a method which allows us to be innovative and also allows decisions to be made in a new way through involvement and dialogue with our key stakeholders – especially our communities.

A co-operative vision for this Council and for the Borough of Newcastle-under-Lyme as a whole offers a range of opportunities for us. It builds on our acknowledged strengths – planning and priority setting; partnership working; sound financial management; high performing services; excellent staff; good engagement with communities and others; sound governance – and potentially tackles some of our acknowledged areas for development such as developing elected Members; involving LAPs and the wider community in a more constructive way to build capacity amongst the community; identifying what are not priorities for us; and delivering necessary savings in the future.

Further to these points, it allows us to set a benchmark for the future for this area, to provide the opportunity for our employees to develop a co-operative future and for us to develop our own model for achieving this future, along the lines set out in this strategy so far.

The involvement of our staff is a key part of our co-operative approach as we see them as the best asset we have. In developing our staff to act more co-operatively, we feel we need to facilitate an atmosphere for the changes that we wish to see. In order to achieve this – at least in part - we are seeking to address elements of our organisational culture, such as: -

- Supporting risk taking and discouraging blame amongst staff and all stakeholders
- Continuing our focus on action centred work
- Focusing on the use of plain English and eliminating jargon and acronyms where possible
- Opening up the work of the organisation in a real and physical way including the use of open days and innovative approaches to publicity
- Generating ideas and removing blockages from the system which prevent these ideas getting through

We believe that by examining our own culture in this way, we will set an example for others to look at the way they do business and seek to develop their own approaches to co-operation, including the community.

In delivering these ambitions, we will devote resources from the Borough Council, including a number of elements of the co-operative approaches set out here in a change programme led by the Executive Management Team and including other key employees.

We have acknowledged that our approach to co-operation can encompass many different ways of working. We can express our approaches in the form of a ladder of co-operation. The ladder can stretch from simply working in way which is based on the key elements of co-operative working set out above ('the 4Es') to more complex methods of working together, such as the use of mutuals or single purpose vehicles. Each of these 'rungs' on the 'ladder' can involve different stakeholders or groups of stakeholders - see below (together with existing examples of our work for illustration): -

Services delivered by formally constituted company – delivering a service via a mutual or unincorporated company – e.g. the Newcastle Town Centre Partnership
Co-production of services with communities other others – such as the purchase of facilities from Council for community to run themselves – e.g. Bradwell Lodge
Active input into decision making from stakeholders – giving service users the power to shape services – e.g. the review of community centres in the Borough
Working based on the 4Es – community development, culture change, elected Member development to develop new ways of working – e.g. LAPs development
Partnership working – working with partners on key projects – e.g. Let's Work Together
Consulting with residents and other stakeholders – on key areas of policy – e.g. the Budget setting process
Informing stakeholders of key decisions – providing timely information – e.g. about elections

Figure 1: Ladder of Co-operative Working

Work has already been undertaken by the Borough Council on the various types of service arrangement which could be developed under a Co-operative Council heading – as can be seen by the examples above. It should be pointed out that none of the ‘rungs’ on the ladder are mutually exclusive, and a combination of different approaches can be adopted. What we want to show, however, is that there is a range of choices open in developing a co-operative approach and we see the notion of developing key stakeholders to work co-operatively is a key part of seeking out new ways of dealing with the challenges that face us. It should be stated that we do not see the above as a list of importance; rather we see it as an assessment of some of the options available as we seek to deliver our co-operative vision.

What have we done so far?

As said in the previous section, work has already got underway in developing a co-operative approach for Newcastle under Lyme B.C.

As an organisation which is used to dealing with change, the Borough Council has been busy in developing a range of approaches to face up to the challenges facing it over the next few years. The major documents setting out the Council's plans and ambitions are: -

- Newcastle-under-Lyme Borough Council Plan 2013-2016 – referred to at various points in this strategy
- Newcastle under Lyme Economic Development Strategy 2012 -2017 – covers the key elements of economic development and growth
- Stronger and Safer Communities Strategy 2012 – 2017 – focuses on crime-related and partnerships issues, including driving forward prevention
- Health and Well-Being Strategy

Each of these key documents set out the overall vision for the Council, together with its key priorities. These are: -

Vision – To create a borough that is prosperous, clean, healthy and safe

Key priorities

- A clean, safe and sustainable borough
- A borough of opportunity
- A healthy and active community
- Becoming a co-operative council which delivers high quality, community-driven services

In addition, the three strategies set out the key actions which will seek to deliver against the key priorities set out above. In so doing, the Borough Council has sought to bring together partners, communities, and other key stakeholders to deliver key actions.

This Co-operative Strategy is both a part of this strategic framework and yet is also something else. We acknowledge that the notion of being co-operative is nothing new – indeed, it has its roots in the nineteenth century. It is a new concept, however, in the way we are seeking to achieve it. As said, we seek to develop a new role for the Council, as well as for other stakeholders in that we want to encourage these stakeholders to play a much greater role in decisions; and even to potentially deliver services for themselves. In addition, we are keen to develop our own organisation, to change our culture and become a co-operative council in a real sense.

In a sense, therefore, this strategy both complements the above documents but also adds a delivery approach which covers all of the above. In other words, our Council Plan sets out what we are planning to do, and the three strategies above set out what we are going to do to deliver against this plan. The Co-operative Strategy, however, sets out *how* we are going to do this. We see co-operation as the over-arching delivery mechanism – developing our stakeholders such as our local community to deliver for themselves and offering our leadership role to co-ordinate and lead on that.

This Strategy covers the period 2013-2015, as we believe that it will take a period of time to lay the foundations for our co-operative approach. Having said that, we have already done a number of things to move us in this direction. These include the following: -

- Committed to the introduction of a Living Wage, ensuring that the lowest paid staff earn at least the local cost of living
- Restructured our partnership working, to move away from meetings and to focus on action and delivery
- Developing an approach to employee volunteering and encouraging volunteering generally in the borough
- Focusing on our town centres as locations for economic growth by working with local businesses
- Developed a wholesale consultation process around the budget setting for 2013/14

These are at the early stage of our work on becoming a co-operative council. As we have said, we recognise that there is still much to do.

The Next Steps

We very much want to build on the work we have already done towards developing a co-operative council, as we have outlined in this strategy.

As said, we have as one of our key corporate priorities to become a co-operative council delivering high quality, community driven services. In order to deliver against this priority, we want to fundamentally change the way we operate as a council and also redefine the relationships we have with our key stakeholders, including our communities and residents.

We understand that to realise our ambition, we need to develop communities in order for them to take their own decisions and we need to develop ourselves in order to act as a community leader, and we can also build on our acknowledged role as the leading agency for the Newcastle Partnership. As part of the Council's development, we will be seeking to develop a range of different actions, but – as the key point in our development – we will seek to develop our workforce and work with others to change the culture of the organisation and also to work on changing assumptions about the public sector amongst the public. We know that the public sector is not seen positively at present and we want to seek to challenge that.

As we have said, we are aware that this will take time and we have set aside a period of time in this strategy to achieve its key aims, in order to bring about the reality of, first, a co-operative council and – in time – a co-operative borough for Newcastle under Lyme.

In so doing, we will seek to achieve our vision – as articulated in the key corporate priority set out above – in a number of key areas. These include: -

- Improving the customer journey, including focusing on the levels of demand from service users
- Examining the ways in which we currently deliver services and changing methods of delivery if needed, including developing community led services
- Working and engaging with others where possible – including developing co-location opportunities and our work on welfare reform
- Changing key areas of our organisation – including developing our employees and elected Members

These key areas, combined with the 4Es as outlined previously in this strategy, we believe are key to developing a co-operative council and we have studied other co-operative councils, such as Oldham and Telford, to learn valuable lessons from them in terms of how they delivered their own ambition to be co-operative.

These areas of work, focusing on key stakeholders, are designed to bring together the different strands of the co-operative approach in order to deliver change in the way set out in this strategy. These key areas of work are designed to complement the basis for the co-operative approach, as set out in the 4Es and will form the basis of an extensive change programme for the Council, led by the Cabinet and/or with the Executive Management Team (EMT).

Our ambition to become a co-operative council must be balanced, we believe, with a desire to deliver positive outcomes. With this in mind, we have developed and will implement in 2013/14 a new performance management framework which is outcome-focused and we will be seeking to performance manage our work on pursuing a co-operative approach.

Our ultimate ambition is to bring about long-term sustainable change both internally for the Council and also externally with communities and partners throughout the borough, and also with other bodies nationally where possible. We will seek to deliver this change in a coherent and clear way, so that we remain transparent and accountable at all times during this process.

What will we do between 2013 and 2015?

In order to deliver a co-operative council by April 2015, we will develop an implementation/action plan and we will record our progress against it as part of the performance management framework of the Council.

As we have seen, some work is already ongoing to achieve this, but we will seek to build on these foundations in conjunction with other key stakeholders.

Our work here is designed to complement other key areas of work, to provide the framework for all the work we are hoping to do as set out in our Council Plan and the three main strategies of the organisation. We do not intend to duplicate existing areas of work, nor do we intend to supplant existing workstreams – instead this strategy focuses on additional areas of work which are designed to assist with our ambition of co-operation and which will seek to assist in delivering other key ambitions for Newcastle under Lyme B.C.

As we have seen, we are looking at a number of areas of work at present, including developing existing areas of engagement (e.g. the LAPs) and also developing new areas where possible, including the potential to devolve decision making and even service delivery where possible and where practical. We will continue to work on these areas, in order to develop our communities and our residents in order that they may get more involved in the workings of the local authority and to deliver true co-operation across the council and the borough.

In order to bring this to fruition, we as a Council recognise the need to change both our culture and our ways of working. We are not saying that we need to change everything, but a whole range of external and internal drivers – as outlined in this strategy – mean that we shall have to do things differently in future.

Key elements of this work will involve developing both our employees and our elected Members. We see elected Members playing a central role in the development of the co-operative council and we want to build on good areas of practice and develop Members into civic leaders, ready to lead by example, bring people together, and help to deliver co-operative solutions for the council and the borough. In the same way, our staff need to be encouraged to look wider than the traditional solutions to issues and problems and bring both innovation and different ways of thinking into what they do.

As we have seen, this strategy seeks to make sense of the co-operative approach for Newcastle under Lyme B.C. In it, we have highlighted our overall ambition, as contained within our key corporate priorities, of creating a co-operative council. In bringing this ambition to life, we have focused upon a number of key areas – we have called them the 4Es – of encouraging collaborative working;

enhancing the experience of our citizens, especially when they are our customers; engaging with our communities and other key stakeholders; and establishing change. Building on the 4Es – which we see coming together to empower – we will seek to follow a number of work areas, such as simplifying the customer journey; improving our consultation processes; working with our partners on key projects (e.g. welfare reform); working with our communities in areas like funding bids; promoting community based service approaches such as the freeing up of assets; developing our organisation and our workforce and developing our elected Members.

This is our strategic framework, designed to create the conditions for the Council to continue to deliver in the short, medium and long terms as we work towards our vision of a prosperous, clean and healthy Newcastle against a background of financial challenge.

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LGA CORPORATE PEER CHALLENGE

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

Portfolios: Communications, Transformation and Partnerships

Ward(s) affected: All

Purpose of the Report

To provide the Cabinet with a summary of the findings of the recent Local Government Association (LGA) Corporate Peer Challenge, carried out on the Borough Council from 10-12 October 2012.

This summary has been supplemented with an action plan, based on these findings, which can be found at Appendix A and a letter from the Peer Challenge team, found at Appendix B.

The report sets out the initial remit of the Peer Challenge team, as well as detailing some of the background to the Peer Challenge such as the stated priority of the Council to become a 'co-operative council'.

Recommendations

(a) That the Cabinet notes the contents of this report and the letter from the Peer Challenge team (see Appendix B) and the suggested action plan at Appendix A, based on the findings of the recent LGA Corporate Peer Challenge

(b) That the Cabinet makes any further amendments or suggestions to the action plan

(c) That the Cabinet approves implementation of the action plan, led by the relevant members of the Executive Management Team (EMT) in consultation with the appropriate Portfolio Holder(s) and also the relevant Overview and Scrutiny Committee(s)

Reasons

The LGA Corporate Peer Challenge was utilised by the Council as a 'health-check' on the critical areas of the Council's work. The Peer Challenge was developed to provide reassurance that the Council can continue to deliver future plans by having the right capacity, levels of performance and ability in place to do so.

This report both sets out the findings of the Peer Challenge and also – based on these findings – sets out a set of key actions which have been highlighted by the Peer Challenge team as crucial in taking the organisation forward and supporting further development in key areas of work.

Based on these points, it is vital that Cabinet – as well as all elected Members – are aware of these findings and have an input into their framing and implementation.

1. Background

1.1 The Local Government Association (LGA) is a nationally-based body set up to represent and support local authorities throughout England. Its membership comprises all types of local authorities.

1.2 As part of the LGA's 'offer' to its member authorities, it provides for a free of charge Corporate Peer Challenge. The basis for a Peer Challenge is to allow elected Members and

officers from other local authorities to visit a council and provide advice and guidance on current and future work with a view to offering suggestions for further improvement and development. The role of a Peer Challenge has been accentuated since the removal of the inspection system in May 2010, given that it provides the kind of external verification and challenge previously offered by the Comprehensive Performance Assessment (CPA) and Comprehensive Area Assessment (CAA) process (although it should be emphasised that the Corporate Peer Challenge process is not an inspection).

1.3 In October 2012, Newcastle under Lyme B.C. took advantage of the LGA 'offer' and requested a Corporate Peer Challenge in order for a team of officers and elected Members to visit the council and examine what the organisation is doing and planning to do, and what areas could be improved upon or developed further. This process has been described by the LGA team as a 'health-check' of the council, which looks at critical areas and provides reassurance about issues such as performance and capacity in order for the council to better assess its ability to deliver on its key priorities and plans.

1.4 A Peer Challenge team therefore visited the Council primarily between 10 and 12 October 2012 (although a number of other visits were made), having received a suite of documents from the Council beforehand (including a copy of the developing Council Plan). The team itself was made up of: -

Kerry Rickards, Chief Executive, Sedgemoor District Council
Councillor Bryony Rudkin, Ipswich Borough Council
Jane Burns, Director of Strategy and Challenge, Gloucestershire County Council
Paul Clarke, LGA Peer Challenge Manager

The Peer Challenge team therefore represented a mix of officers and elected Members, supported by the LGA.

1.5 In undertaking their work, the team was focused on a number of key questions and areas of focus: -

- Understanding of the local context and priority setting: Does the council understand its local context and has it established a clear set of priorities?
- Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- Political and managerial leadership: Does the council have effective political and managerial leadership and is it a constructive partnership?
- Governance and decision-making: Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
- Organisational capacity: Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

1.6 In addition to these key questions and focus areas, the Corporate Peer Challenge team was also asked to comment on the evolving thinking of the Council around the priority set out in the developing Council Plan to become a 'co-operative council'. In doing so, the team recognised that the Council sees a 'co-operative council' as an organisation that: -

- Brings more public services together so that people get what they need at the right place and the right time;
- Encourages more involvement from local people and staff in planning and running services; and

- Supports communities better and encourage people to do more to help their own communities

1.7 In undertaking their work, the Peer Challenge team used their own experience and knowledge of local government to reflect on the information they were provided with during a range of different sessions with elected Members, officers, staff and partners during their visit to Newcastle-under-Lyme. They also sought to build on the work which is already being done by the Council and also previous peer reviews in key areas such as scrutiny. Their findings can be found in a letter from the team at Appendix B.

2. **Key Findings and Issues**

2.1 The Peer Challenge emphasised the good work already done by the Borough Council in its findings, including the delivery of efficiencies and budget savings over a sustained period of time; the achievement of a number of external awards in key areas of work such as recycling; and reductions in levels of sickness absence amongst staff.

2.2 In addition to these achievements, the team also concluded that the Council has been willing to be challenged by others and has developed partnership working effectively, together with new ways of working (including the existing co-location of the Civic Offices). The desire to become a 'co-operative council' has the potential to build on these achievements, according to the Peer Challenge team.

2.3 Despite these positives, however, the Council still has a number of challenges to meet. First on this list is the ongoing challenging financial climate and a need to continue to deliver savings, as well as generating capital investment to support the ambitions set out in the Council Plan.

2.4 Allied to this is the need, as highlighted by the Peer Challenge, to continue to invest in staff through training and development and supported by effective staff engagement and also to continue to develop good governance and sustained excellent support for elected Members.

2.5 The Peer Challenge identified regular and effective communication and visible leadership as key to success in embedding change and to ensure stakeholders are aware of priorities and the work being done

2.6 Under each of the headings set out in 1.5 in this report, a number of areas of feedback were offered by the team. This are summarised below: -

Understanding of local context and priority setting

- New Council Plan sets out clear vision and priorities for the Council.
- Priorities are evidence-based and reflect political ambitions.
- The authority allocates resources to priorities.
- The development of the 'co-operative council' builds on the established priorities.
- Clarity is required about what are not priorities for the council.

Financial planning and viability

- Good track record of making financial savings – realised £6m over the last five years.
- Planning for future savings is well advanced and new challenges are being tackled, e.g. universal credit.
- Elected Members and senior officers have been engaged in identifying savings and investment opportunities.

Leadership

- External engagement has been excellent in recent years and solid relationships have been built with key partners, who highly regard the council.
- The council is seen as the brokers of partnership working and also the hub for partnership working in the borough.
- The Newcastle Partnership structure has been streamlined – but the Partnership would benefit from a shared narrative on what an improved borough will look like in the future.
- The leadership of the organisation needs to be visible and good Member/officer relationships should be built upon.
- It is important that all Members contribute to the debate over the future direction of the authority.

Governance and decision-making

- Governance has been improved throughout the organisation, including improvements to scrutiny, the development of a new constitution and Cabinet meetings held in different locations and at different times.
- Scrutiny developments such as a new approach to task and finish groups, better work programmes and training for chairs are all seen as positive by the Peer Challenge team.
- These improvements should be pushed further, including more pre-decision scrutiny and greater holding Members to account as well as officers.
- Regulatory committees should be enablers of the outcomes sought by the authority, by recognising and working towards the council's priorities.
- Full Council meetings need to be developed further to ensure effective operation and positive debates.
- Local Area Partnerships (LAPs) have great potential to make an even greater contribution to priorities and outcomes and could become a key feature of the 'co-operative council'.
- The Peer Challenge team suggested that LAPs are included more as part of the formal decision making and scrutiny processes of the council and consideration should be given to how they can do more.
- More also needs to be done with parish and town councils to develop mutual expectations and establish respective roles, including their relationship with LAPs.

Capacity

- The team was impressed with the development of new ways of working by the council, such as 'the Way We Work' programme, co-location with partners, shared services and other areas of collaboration – building on already existing positive partnership working
- Member and workforce development are both well-developed, and this needs to go further in areas such as ICT
- Member support should be invested in, especially to develop the 'co-operative' aspects of Member roles through advocacy and case management
- In developing the new Workforce Strategy, the team saw a number of positives, but also suggested more focus on the 'co-operative council' in terms of the values, behaviour and culture of the organisation - possibly via a cohesive cultural change programme
- Staff morale should be important, as should staff engagement – and more project based work would be beneficial to draw upon the skills and competencies inherent in the organisation
- In 'co-operative council' terms, the council may wish to seek to communicate its 'offer' to help build community capacity and empower people via LAPs and the voluntary sector, amongst others

- 2.7 As well as these headline findings, the Peer Challenge also focused on the development of the principle of the 'co-operative council' – and stated the belief of the team that this would

build on existing areas of work such as LAPs, a focus on customers, partnership working, co-location and budget consultation.

2.8 The Peer Challenge team also outlined a number of steps around developing the 'co-operative council', including learning from the work done at other councils (the LGA is prepared to assist with this part of the process).

2.9 In developing thinking further on this aspect of the council's development, the Peer Challenge team put forward a number of suggestions. These included: -

- Engaging with others to define clearly what is meant by a co-operative council in Newcastle-under-Lyme and develop a Charter setting out minimum expectations/standards.
- Continue to develop the notion of 'one public service' for the borough, building on the desire to improve the 'customer journey' through co-location, a new CRM system and through the use of customer insight.
- Consider how the 'co-operative council' concept can be embedded in consultative and decision making processes – e.g. a section in council reports.
- Set out the behaviours, values and attitudes expected of key stakeholders involved in being a co-operative council – consider a code of conduct.
- Look at further developing support for Members, staff and communities.
- Look at LAPs championing the co-operative council concept and also what role parish and town councils can play in this.
- Look at making community land and property assets work for the community.
- Develop a model of co-production – who does and does not do what and what best practice is available.
- Demonstrate how to meet and exceed the code of recommended practice for data transparency.

2.10 The Peer Challenge further suggested that the above list of actions/suggestions should be underpinned by regular communication on how the concept is developing in Newcastle.

2.11 The final section of the Peer Challenge is related to the next steps to be taken as a result of the work which has been done.

2.12 Members will note that at Appendix A, an initial action plan has been developed based on the findings from the Peer Challenge team as summarised in this report.

2.13 As outlined above, Members are asked to consider the action plan and make any suggestions/amendments as deemed necessary.

3. **Options**

3.1 There are no options to be considered at this stage. Cabinet is asked to consider the report and the action plan found at Appendix A make any comments as required prior to approving distribution and implementation of the plan to key stakeholders.

4. **Proposal**

4.1 It is proposed Cabinet consider the report's contents and the action plan at Appendix A and make comments and changes, as set out in this report, prior to approving final sign off of the action plan.

4.2 It is proposed that the action plan becomes the basis for further work and that regular updates are prepared for all stakeholders as the work develops.

5. **Reasons for Preferred Solution**

5.1 The background to the Peer Challenge is set out in this report, and the findings of the Peer Challenge form the basis for the development of an action plan focused on key areas of the process. The work set out in the action plan will form the basis for future work and will touch on many areas of the organisation – with further updates planned for future meetings and engagement with key stakeholders.

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

6.1 The action plan has potential to help deliver key outcomes across all the priorities of the Borough Council and a number of the priorities set out in the Sustainable Community Strategy for the Borough.

7. **Legal and Statutory Implications**

None at present.

8. **Equality Impact Assessment**

An Equality Impact Assessment is being developed.

9. **Financial and Resource Implications**

There are a range of resource implications in terms of delivering the actions set out at Appendix A and these have been referred to in this report and elsewhere.

10. **Major Risks**

10.1 The GRACE risk assessment for the report is being developed. The key risks include not committing enough resources to these areas of work and the community and Borough continuing to deal with the ongoing issues as a result.

11. **Sustainability and Climate Change Implications**

No direct implications.

12. **Key Decision Information**

12.1 This item is included in the forward plan.

13. **Earlier Cabinet/Committee Resolutions**

There are none.

14. **List of Appendices**

Appendix A – Peer Challenge Action Plan
Appendix B - Newcastle under Lyme B.C. – Corporate Peer Challenge

15. **Background Papers**

None.

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Peer Challenge Action Plan

Recommendation	Actions	Specific Actions	Lead Member(s)	Lead Officer(s)	RAG Status and timescale
Get ready to take the tough and potentially unpopular decisions about what are not priorities for the borough.	<ol style="list-style-type: none"> 1. Council Plan review 2. Budget planning process 3. Site Allocations 4. Asset Management Strategy <p>Existing work ongoing – need to use results of the above exercises to identify and communicate non priorities</p>	<p>Review results of budget process</p> <p>Identify areas of non priority</p> <p>Articulate in Council Plan</p>	<p>Portfolio Holder for Finance & Budget Management</p> <p>Council Leader</p>	<p>Kelvin Turner, Executive Director (Resources and Support Services)</p> <p>John Sellgren, Chief Executive</p>	December 2012 – February 2013
Consider the options and decide on capital expenditure strategy. Do this as soon as possible.	<ol style="list-style-type: none"> 1. Budget process 2. Assets review 3. Assets disposals 4. Capital strategy <p>Work is ongoing – needs to be focused on strategic direction for spending</p>	<p>Review position in terms of Capital</p> <p>Establish strategic direction and options</p>	<p>Portfolio Holder for Finance & Budget Management</p> <p>Portfolio Holder for Regeneration, Planning & Town Centres Development</p>	<p>Kelvin Turner</p> <p>Neale Clifton, Executive Director (Regeneration & Development)</p> <p>Jeff Hamnett, Head of Assets</p>	December 2012 – February 2013
Continue to invest in members, including the technology, tools and training that enables and supports them to do the job of a modern councillor.	<ol style="list-style-type: none"> 1. Member development group 2. Member ICT pilot 3. Member training and development <p>Ongoing work – developing via the Member Development Group and also via other work streams such as The Way We Work (TWWW)</p>	<p>Review existing position and evaluate any changes made</p> <p>Set out ongoing vision for Members</p> <p>Establish position in relation to use of IT etc and key priority areas</p>	<p>Council Leader</p> <p>Chair, Member Development Group</p>	<p>Geoff Durham, Members Services Officer</p> <p>Jeanette Hilton, Head of Customer Services & ICT</p>	January 2013 – December 2013

<p>Consider how all 60 councillors can be as engaged and involved as they should be in decision-making and policy development (including full council).</p>	<ol style="list-style-type: none"> 1. Continue to develop scrutiny processes 2. Further develop Cabinet Panels for cross-party policy development 3. Clarify role of full Council and continue to ensure active participation of all councillors <p>New piece of work – but building on previous peer challenge process focused on scrutiny and constitution</p>	<p>Develop scrutiny action plan further</p> <p>Introduction of Cabinet Panels</p> <p>Review of role of full Council and existing practices/ procedures</p>	<p>Chair, Transformation & Resources Overview & Scrutiny Committee</p> <p>Council Leader</p> <p>Mayor</p> <p>Group Leaders</p>	<p>Louise Stevenson, Scrutiny Officer</p> <p>Executive Management Team (EMT)</p> <p>John Sellgren</p>	<p>January 2013 – December 2013</p>
<p>Keep a close eye on staff morale and engagement through softer measures as workloads inevitably increase.</p>	<ol style="list-style-type: none"> 1. Rollout workforce development strategy 2. Sustain IIP commitments 3. Continue 'Meet the Leadership' programme 4. Rollout flexible working arrangements 5. Review and revise staff recognition scheme 6. Continue to monitor workloads closely through appraisals and keep-in-touch meetings 7. Hold a further round of 'Involve' briefings 8. Develop staff to work for the 'co-operative council' <p>Builds on existing work around workforce development and other initiatives</p>	<p>Completion of Workforce Development Strategy (to include Co-operative Council work)</p> <p>Undertake IIP assessment</p> <p>Update and develop Meet the Leadership</p>	<p>Portfolio Holder for Finance & Budget Management</p> <p>Council Leader</p> <p>Chair, Staffing Committee</p>	<p>Sarah Taylor, HR Officer (Workforce Development)</p> <p>EMT</p> <p>Jeanette Hilton</p> <p>All managers</p>	<p>January 2013 – June 2013</p>

Specific actions identified in text of report not specifically included above

Understanding of local context and policy setting				
Recommendation	Actions	Lead Member	Lead Officer(s)	RAG Status and timescale
Improve the customer journey	Implement customer journey development programme (also links with the co-operative council work)	Council Leader	EMT Programme Board	January 2013 – June 2013
Implement performance management measures	Finalise new performance management framework	Council Leader	Mark Bailey, Head of Business Improvement & Partnerships	December 2012 – February 2013
Accelerate some savings plans and develop further options	Bring forward invest to save options for budget review process Identify budget options which can be brought forward Progress shared services proposals to secure future savings Review budget options not required to deliver 2013/14 budget as an 'amber list' set	Portfolio Holder for Finance & Budget Management	EMT Wider Management Team (WMT)	December 2012 – June 2013
Leadership				
Ensure all partners delivering to agreed priorities and targets	Clarify partnership priorities and deliverables in context of partner plans, Council Plan and NBC key strategies Links with the co-operative council concept	Council Leader	Mark Bailey	January 2013 – April 2013
Ensure visible leadership and	Continue Meet the Leadership and Involve programmes	All Cabinet Members	EMT/WMT	January 2013 – December 2013

communication inside the organisation	Continue staff internal communications		Phil Jones, Head of Communications	
Governance and decision making				
Undertake pre-decision scrutiny	Continue and develop process for scrutiny consideration of options and making recommendations to Cabinet	Council Leader Chair, Transformation & Resources Overview & Scrutiny Committee	EMT Louise Stevenson	January 2013 – June 2013
Ensure regulatory committees have due regard to wider council priorities	Include standard paragraph in all relevant reports setting out 'implications for council priorities' Hold briefing session for regulatory committee chairs Ensure 'relevant considerations' forms part of Member training	Chair, Transformation & Resources Overview & Scrutiny Committee Chair, Member Development Group	Paul Clisby, Head of Central Services Member Services	January 2013 – June 2013
Develop strategic framework to involve LAPs more in decision making and scrutiny processes	Develop Constitutional provisions for LAP involvement in council's decision-making and scrutiny processes Establish support mechanisms for LAPs to develop and deliver Links with the co-operative council concept	Council Leader Chair, Transformation & Resources Overview & Scrutiny Committee	Mark Bailey Paul Clisby	January 2013 – June 2013
Work with Town and Parish councils to develop and clarify	Hold regular meetings with Town and Parish Council Chairs and Clerks Develop single NBC point of contact for T&PCs	Council Leader	John Sellgren Mark Bailey	January 2013 – June 2013

<p>mutual expectations and roles, including relationships with LAPs</p>	<p>Support the T&PCs to develop parish plans and securing Quality status</p> <p>Formulate locality plans setting out shared priorities to town/parish council, LAP and NBC (to include other partners as appropriate)</p> <p>Links with the co-operative council concept</p>			
<p>Capacity</p>				
<p>Ensure Member support matches requirements of modern councillor role</p>	<p>Progress the work of the Member Development Group</p> <p>Implement Member ICT pilot</p> <p>Continue commitment to Member training and development</p> <p>Links with the co-operative council concept</p>	<p>Chair, Member Development Group</p>	<p>Geoff Durham</p> <p>Jeanette Hilton</p>	<p>January 2013 – December 2013</p>
<p>Support Members in developing the role as community advocates</p>	<p>To be part of Member training support</p> <p>Support Member casework management with appropriate ICT links</p> <p>Support Members in community leadership role in LAPs</p> <p>Links with the co-operative council concept</p>	<p>Council Leader</p> <p>Chair, Member Development Group</p>	<p>Geoff Durham</p> <p>Jeanette Hilton</p> <p>Mark Bailey</p>	<p>January 2013 – December 2013</p>
<p>Implement a clearer and more cohesive culture change</p>	<p>Refresh organisational values</p> <p>Communicate organisational values</p>	<p>Council Leader</p>	<p>John Sellgren</p> <p>Phil Jones</p>	<p>December 2012 – February 2013</p>

programme	<p>Ensure values are reflected in key documents and processes including; plans, appraisals and communications</p> <p>Links to the co-operative council approach – development of a co-operative culture</p>		<p>Mark Bailey</p> <p>Richard Durrant, Head of Human Resources</p>	
Continue to harness the enthusiasm and talents of the Wider Management Team	<p>Continue project-based approach to work of WMT</p> <p>Encourage WMT members to lead cross-cutting projects</p> <p>Continue to involve WMT in budget planning and review process</p>		<p>WMT</p> <p>EMT</p> <p>WMT</p>	January 2013 – June 2013
Clarify offer to help build and coordinate community capacity	<p>Formulate with partners and 'Community Development Charter' setting out roles and responsibilities</p> <p>Clarify NBC capacity to support community development and communication with partners</p> <p>Links to the co-operative council concept</p>	Council Leader	Mark Bailey	January 2013 – June 2013
Development of a Co-operative Council				
Developing the Co-operative Council approach	<p>Engagement with other stakeholders on what being a 'co-operative council' means</p> <p>Developing a charter of minimum standards for the co-operative council (Newcastle under Lyme B.C.)</p> <p>Improving the customer journey (see above)</p>	Council Leader	<p>John Sellgren</p> <p>Mark Bailey</p>	January 2013 – May 2013

	<p>Embedding the concept of a co-operative council in consultation and decision-making</p> <p>Set out the behaviours, attitudes and values expected of all stakeholders of the co-operative council – use of a code of conduct</p> <p>Further development of support for Members, staff and communities (see Member development and staff development above – also community development)</p> <p>LAPs to champion the co-operative concept</p> <p>Making land and property assets work for the community</p> <p>Develop a model of co-production</p> <p>Demonstrate how to meet the minimum standards for data transparency and also exceed them</p>			
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John Sellgren
Chief Executive
Newcastle-under-Lyme Borough Council
Civic Offices
Merrial Street
Newcastle-under-Lyme
Staffordshire
ST5 2AG

October 2012

Dear John

Newcastle-under-Lyme Borough Council - Corporate Peer Challenge

On behalf of the peer team, I would like to say what a pleasure and privilege it was to be invited into Newcastle-under-Lyme Borough Council to deliver the recent corporate peer challenge as part of the LGA offer to support sector led improvement.

You asked the peer team to provide an external 'health-check' of the council. In doing this the peer team looked at the critical areas that provide reassurance about future performance, ability and capacity to deliver future ambitions. The team considered the following questions and areas of focus:

1. Understanding of the local context and priority setting: Does the council understand its local context and has it established a clear set of priorities?
2. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
3. Political and managerial leadership: Does the council have effective political and managerial leadership and is it a constructive partnership?
4. Governance and decision-making: Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
5. Organisational capacity: Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

You also asked the peer team to comment on your evolving thinking and Council Plan priority to become a 'co-operative council'. You see a 'co-operative council' as an organisation that:

- Brings more public services together so that people get what they need at the right place and the right time.
- Encourages more involvement from local people and staff in planning and running services.
- Supports communities better and encourage people to do more to help their own communities.

It is important to stress that the peer challenge was not an inspection. Peer challenges are improvement-focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

This letter provides a summary of the feedback that was presented to you by the team at the end of their recent onsite visit. In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. We hope the feedback provided will help stimulate further debate and thinking about the future and how your plans might develop and evolve further.

Summary of feedback: overall messages

Newcastle-under-Lyme Borough Council has a proven track record of improvement and achievement, delivering increased efficiency, and making budget savings. The organisation appears to be in good health, continuing to receive external awards, reducing sickness absence and maintaining staff morale. You have demonstrated a willingness to seek external challenge to reality check, test and stretch thinking, proposals and plans. Along with your prudent financial management, customer focus, investment in partnerships and willingness to adopt new ways of working these provide a good platform on which to respond to future challenges facing the borough, and deliver the ambition to become a 'co-operative council'.

There are nonetheless significant issues for the authority to tackle. Not least there is an increasingly challenging financial climate. There is a need to continue delivering savings, and generate the capital investment required to support your Council Plan ambitions. As the council continues to embrace new ways of working it will be important to monitor staff morale, engagement and well-being. Continued investment in staff development, member support and good governance will be required to enable the culture and values required by a 'co-operative' council. Regular communication and visible leadership will be required

to embed and support change, and ensure stakeholder expectations are clear about priorities and the progress being made against them.

Summary of feedback: ability and capacity to deliver future ambitions

Understanding of local context and priority setting

Your new Council Plan sets out a clear vision and priorities for the council. The Plan has clearly been informed by political ambitions. The priorities in it such as promoting a borough of opportunity (maximising investment and employment in the borough) appear relevant in light of the challenges facing the borough and wider sector. Priorities are evidence-based. For example the Joint Strategic Needs Assessment (JSNA) has informed the emerging health and well-being strategy, which will help deliver the priority of 'promoting a healthy and active borough'.

The Plan builds on the previous corporate plan and does not advocate a fundamental change in direction. This looks to have enabled a smooth transition into a new administration and a sustained focus on the key priorities for Newcastle-under-Lyme. The authority continues to allocate resources to the identified priorities, such as the establishment of a Town Centres Partnership, building on a track record of investing in priorities such as waste recycling and the Jubilee2 leisure centre.

The ambition to become a 'co-operative' council appears to be a natural evolution of the Council's established priorities, such as working with citizens and partners through the Local Area Partnership (LAPs), the budget consultation exercise, sharing services with other authorities and co-locating with partners. We think the stated ambition in the Council Plan provides a clearer purpose and focus for these ways of working. Once fully defined, it will provide a clear framework and basis on which the council does business.

It was clear to see your desire to improve the 'customer journey' and create a 'one and done' experience. You see this as part and parcel of being a modern, streamlined effective council. We could see notable progress towards this aspiration, demonstrated by your creation of a community hub, co-location with partners within the civic offices, use of customer insight information and the plans for a new county wide CRM system. All of this is commendable.

You have acknowledged the need to have measures in place to monitor and communicate progress and impact against priorities. We know you are already working on performance measures. We encourage this to happen as soon as possible. It will, we think, be increasingly important in terms of demonstrating the impact of your investment as financial pressures facing the council increase. Given the severe financial challenges ahead, we suggest that much greater clarity is needed about what are not priorities for the borough. This will inevitably require tough and potentially unpopular decisions.

Financial planning and viability

We can see that you have a track record of making significant financial savings which has realised over £6million over the past five years. You are already planning for future years, and look to be well advanced in identifying potential savings for 2013/14. You have also started to consider and plan for the implications of future challenges and 'unknowns' such as universal credit and business rates, for example through discussions with other authorities about impact of the changes and options regarding pooling.

Your approach to identifying and delivering further budget savings has included the engagement and involvement of senior managers and elected members who are challenged to identify both saving and investment opportunities. As part of the process you have invited external critical friend challenge from a County Council officer which has helped to 'reality check' some of the emerging thinking and proposals. Your budget saving strategy includes a variety of activities – for example, procurement savings, negotiating with contractors, efficiencies, using new funding (such as New Homes Bonus) and identifying further opportunities and potential for income generation. This looks to be in line with practice in other authorities and suggested to us that you have a resilient approach to financial planning.

However, identified savings and income will need to be delivered. Given that there is currently some under-achievement on income targets achieving identified savings is now non-negotiable. The authority is now potentially in new territory without large reserves to draw on as contingency. As a result we think that there is a need to accelerate some of the savings plans and develop further options.

One significant challenge facing the authority is meeting future capital expenditure requirements to support your Council Plan priorities and aspirations. We suggest that decisions are needed about your future approach to borrowing and asset realisation as ways of generating the capital funds required. In particular the realisation of land and property assets into cash is fundamentally important and should be considered as soon as possible.

Leadership

Excellent external engagement during the last couple of years, often led personally by the chief executive, looks to have built solid partnerships and relationships with key partners. The council is held in high regard by the partners we spoke with. They know where they stand with you and see you as 'open' and 'honest'. Partners consider the council as effective 'brokers' and the hub of partnership working in the borough. You clearly consider working in partnership, wherever appropriate, to maximise the resources at your disposal as a key element of how you deliver services and outcomes as a 'co-operative' council.

We know you have worked with partners to streamline the Newcastle Partnership so that it focuses on key priorities. You now need to ensure that the partnership, and all agencies and organisations participating in it, deliver against the agreed priorities and actions. Partners want the council to stay ambitious. They want you to 'hold your nerve' and stay committed to the shared agenda. To help bind the partnership together we think that the Partnership Strategic Board will benefit from a shared narrative about what an improved borough will look like which will compliment its focus and priorities.

As well as leading the place, there is a need to ensure you invest the same energy and enthusiasm within the organisation. Staff and elected members need to feel involved and engaged to achieve the wider goals. As challenges get tougher, the leadership of the organisation – both political and managerial - needs to be ever more visible and communicative inside the organisation. The new Leader is well regarded inside (and outside) the council and the Cabinet look to be stepping up to the challenges of the executive role. So there is a good basis on which to do more of this. Member and officer relationships appear to be good and based on mutual respect and a regular dialogue between senior officers and cabinet portfolio holders.

However, we were left in little doubt that not all 60 elected members are engaged and involved as they should be. It is clear that there are opportunities provided for all members to inform decision-making and policy development. But it is also clear that some members are choosing not to engage. As the authority gears up to make some tough decisions and develop long-term policy it will be increasingly important that all members contribute to the debate through effective scrutiny, constructive opposition and mature cross-party involvement in policy formulation.

Governance and decision-making

You rightly recognise the importance of good governance as a basis for this to happen. We could clearly see that you have sought to improve and develop governance within the organisation. Notable improvements to the scrutiny function, a new constitution and Cabinet meetings being taken out and about the borough with a public engagement item on the agenda are all examples of this. Improvements to the scrutiny function include a new approach to task and finish groups, better work programmes and training for scrutiny committee chairs. All of these are positive developments.

We think there is potential to push these improvements further. Scrutiny committees should seize the opportunity presented by Cabinet to undertake pre-decision scrutiny. We suggest that the emphasis needs to shift to holding members, as well as officers, to account. The current proposal to introduce 'cabinet panels' needs to be implemented carefully so that members and officers

are absolutely clear on how the Panels role links to Cabinet and Scrutiny Task and Finish Groups.

We suggest that the links and connection between regulatory committees and policy making needs to be considered further too. Given both your Council Plan priorities and the changes brought about by the Localism Act and planning framework, it will be important that regulatory committees, particularly planning, clearly support the priorities of the council. In short they should be enablers of the outcomes sought by the authority. Our impression was that they still operate in a tight quasi-judicial remit and manner. As a result there may be a risk that they hinder rather than help the realisation of the council's vision and ambitions.

Following a recent review and the introduction of a new Constitution, elements of it are understandably still bedding in. Whilst most elements appear to be implemented smoothly, the operation of the Full Council meeting remains an issue for the organisation. Members do not value it in its current format. The purpose and function of it was unclear to many we spoke to.

We formed a clear view that process and procedures are preventing the behaviours and culture you would like to see in the council chamber. Clearly more needs to be done to make the Full Council the place for debate and politics, holding cabinet to account, members speaking up for people of the borough and championing local issues, and an opportunity for every member to have a voice. We heard positive comments about the recent Full Council debate on regional pay, suggesting that the meeting can operate effectively when there is the will to, and a debating topic that is relevant and timely.

We think that the Local Area Partnerships (LAPs) provide a 'touchstone' to communities and partners. Our view is that they have great potential to make an even greater contribution to priorities and outcomes and could become a key feature of the 'co-operative council'. We suggest that you consider developing a strategic framework so you can involve the LAPs more as part of your formal decision-making and scrutiny processes. Consider how you can enable them to do more. We know you are already starting to think about this. It will be important to involve LAPs in this consideration. We also encourage you to work with parish and town councils to develop and clarify mutual expectations and respective roles including their relationship with LAPs.

Capacity

We were impressed with the way you have adopted new ways of working and your commitment to working with others. There is a clear understanding that to deliver key priorities, save money, generate income, increase capacity and build resilience you have to do this. There are many good examples where added value and positive outcomes are being realised such as 'The Way We Work' programme, co-location with partners, shared services arrangements and other collaboration that has developed or protected officer capacity and expertise. We have already mentioned the positive partnerships and relationships you have developed.

You have recognised the importance of workforce and member development and are providing a range of activity to support this. Member development is well regarded. We heard positive feedback about the cross-party member working group, chaired by an opposition member, which oversees the training and development programme. We encourage this approach to continue, and suggest that the focus of the group on other support for members increases, including ICT, to enable members to do the job of a 'modern councillor'. Not all members feel supported in their various roles by the organisation. Our view is that current support lags behind what many other authorities are providing for their members, particularly as regards ICT provision. Many provide all members with laptops/PCs or a specific allowance towards this, and we think you should consider something similar.

It will be important that the authority continues to invest in member support, particularly as their roles and the expectations of them will undoubtedly continue to develop as the organisation evolves into a 'co-operative' council. Members need to be seen as 'priority customers' so that they are able to fully play their role as advocates for the communities they serve, for example by being able to quickly log issues effecting local service delivery and engage with the appropriate officers to enable a response and resolution to them.

You are about to launch a new workforce development strategy. All of the components we would expect to see are in it. It looks comprehensive. It also sounds as if you are doing some exciting and innovative things such as the model you are proposing to broker and co-ordinate apprenticeships on behalf of other organisations. We question whether the workforce development and member development plans currently include enough about the values, behaviours and culture of a 'co-operative' council. Whilst we could see a range of activity across the organisation and plans to enable the required cultural shift, we suggest that a clearer and more cohesive culture change programme will be worth considering.

We suggest that as part of your wider approach to workforce development you will want to keep a close eye on staff morale and engagement through softer measures, particularly as workloads and expectations on staff inevitably increase or change. Pay

attention to work-life balance as part of this. The expression 'people are our greatest asset' has probably become over used, but it is nevertheless true. With this in mind, we encourage you to continue to harness the enthusiasm and talents of the Wider Management Team (WMT) to deliver your priorities, building on the project based approach established (e.g. for the budget review).

There are clearly key skills and competencies to draw on within the organisation. Good programme and project management for example is well demonstrated by the successful implementation of Jubilee2 on time and budget. This is quite an achievement that impressed the team.

As the authority continues to move to more 'co-production' as part of its co-operative council ambitions, we suggest you may benefit from setting out what your 'offer' is to help build and co-ordinate community capacity and empower people and clearly communicate it to community groups, LAPs, voluntary sector to co-deliver with you.

Becoming a co-operative council

We have already commented that your stated ambition to become a 'co-operative' council appears to be a natural evolution to the things you are already doing. Things such as the LAPs, your customer focus, partnership working, co-location, budget consultation all provide great building blocks for a 'co-operative council'. There is a clear drive from political and managerial leadership to make the ambition a reality.

Because the move to a 'co-operative council' is a work in progress, there is an excellent opportunity to engage with and learn from other councils. We will endeavour to provide signposting to places and people you may wish to engage and share learning and thinking with.

In terms of informing and developing your thinking further, we think you should consider the following suggestions and questions:

1. Engage widely in defining the key characteristics of a co-operative council. Consider setting out what a co-operative council for Newcastle-under-Lyme looks and feels like for all stakeholders. Develop a Charter setting out minimum standards and expectations.
2. Continue to drive forward the 'one public service' for the borough, building on the clear desire to improve the 'customer journey' and notable progress in terms of a community hub, co-location, customer insight and plans for a new CRM system.
3. Consider how you can embed the concept of a 'co-operative council' into the constitution and decision-making process, so that it becomes the way that the council does business. For example, all council reports could reference the

contribution to co-operative council and feedback from consultation and engagement.

4. The behaviours, values and attitudes required by all stakeholders involved in being a co-operative council (members, staff, partners, communities). You might consider a code of conduct setting these out. Remember it is about culture and behaviours as well as processes and systems.
5. How you further develop and evolve the support you provide to members, staff and communities (e.g. role of technology). As member roles evolve, so too should the way that the authority supports them.
6. Can LAPs champion the concept of a co-operative council? What is the role of parish and town councils in a co-operative council? We suggest this needs developing and articulating further.
7. Making community land and property assets work for the community (including a timely asset realisation plan, creating a 'can do' attitude to make it happen e.g. planning and economic development)
8. What is the model of co-production – who does what? Are there any boundaries? And if so what are they? Where is the best practice to learn from?
9. Demonstrate how you meet and exceed the code of recommended practice for data transparency (openness and transparency).

All of the above needs to be underpinned by regular communication about the emerging thinking, direction of travel and the progress and impact being made.

Key suggestions and ideas for consideration

In addition to the suggestions above, the following are things we think will help you to make best use of your skills and experience going forward and deliver some quick wins. They should be considered irrespective of the list of suggestions above.

1. Get ready to take the tough and potentially unpopular decisions about what are not priorities for the borough.
2. Consider the options and decide on capital expenditure strategy. Do this as soon as possible.
3. Continue to invest in members, including the technology, tools and training that enable and support them to do the job of a modern councillor.
4. Consider how all 60 councillors can be as engaged and involved as they should be in decision-making and policy development (including full council).

5. Keep a close eye on staff morale and engagement through softer measures as workloads inevitably increase.

We have attached a set of slides that summarise the above feedback. The slides are the ones used by the peer team to present its feedback at the end of the onsite visit. We will provide signposting to examples of the above and other information that will help inform your thinking.

Next steps

You will undoubtedly wish to reflect on these findings and suggestions made with your senior managerial and political leadership before determining how the council wishes to take things forward. As part of the peer challenge process, there is an offer of continued activity to support this which we are happy to discuss further. In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge to date. We will endeavour to signpost you to other sources of information and examples of practice and thinking.

I thought it helpful to provide contact details for Howard Davis who, as you know, is our Principal Adviser (West Midlands). Howard can be contacted via email at howard.davis@local.gov.uk (or tel. 07920 061197). He is the main contact between your authority and the Local Government Association. Hopefully this provides you with a convenient route of access to the Local Government Association, its resources and any further support.

All of us connected with the peer challenge would like to wish you every success going forward. Once again, many thanks to you and your colleagues for inviting the peer challenge and to everyone involved for their participation.

Yours sincerely



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On behalf of the peer challenge team:

Kerry Rickards – Chief Executive, Sedgemoor District Council
Councillor Bryony Rudkin – Ipswich Borough Council
Jane Burns – Director of Strategy and Challenge, Gloucestershire County Council
Paul Clarke – Programme Manager, LGA (Peer Challenge Manager)

Agenda Item 6

2013	2013/2014		
	APRIL	MAY (continued)	JULY (continued)
Monday	1 EASTER MONDAY	20 Public Protection Training	8 Group Meetings
Tuesday	2 Conservation Advisory WP	21 Planning Training	9 Conservation Advisory WP
Wednesday	3 Cabinet	22 Cabinet	10 COUNCIL
Thursday	4	23 Sports Council Awards Evening	11 Member Development Panel
Friday	5	24	12
Monday	8 Public Protection Cttee	27 PUBLIC HOLIDAY	15 Standards Cttee
Tuesday	9	28 HOLIDAY	16 Planning Cttee
Wednesday	10	29 Conservation Advisory WP	17 Cabinet
Thursday	11 Staffing Cttee	30 Scrutiny Training	18 Licensing Training
Friday	12	31	19
		JUNE	
Monday	15 Audit & Risk Cttee	3 Public Protection Cttee	22 Joint Parking Cttee (6pm)
Tuesday	16 Planning Cttee	4 Planning Cttee	23
Wednesday	17 Health Scrutiny Cttee	5 Cleaner, Greener and Safer Overview & Scrutiny Cttee	24
Thursday	18	6 Chairs Training	25
Friday	19	7	26
Monday	22 Group Meetings	10 Grants Assessment Panel	29
Tuesday	23	11 Transformation & Resources Overview & Scrutiny Cttee	30 Conservation Advisory WP
Wednesday	24 COUNCIL	12 Health Scrutiny Cttee	31
			AUGUST
Thursday	25 Member Development Panel	13 Sports Council	1
Friday	26	14	2
Monday	29	17 Employees Joint Consultative Cttee (10am) Active and Cohesive Overview and Scrutiny Committee	5 Public Protection Cttee
Tuesday	30	18 Conservation Advisory WP	6 Planning Cttee
		MAY	
Wednesday	1	19 Cabinet	7
Thursday	2 COUNTY ELECTIONS	20 Economic Development & Enterprise Overview & Scrutiny Cttee	8
Friday	3	21	9
Monday	6 PUBLIC HOLIDAY	24 Overview and Scrutiny Co-ordinating Cttee	12
Tuesday	7 Planning Cttee	25 Planning Cttee	13
Wednesday	8	26	14 Health Scrutiny Cttee
Thursday	9	27 Audit & Risk Training	15 Member Development Panel
Friday	10	28	16
		JULY	
Monday	13 Group Meetings	1 Audit and Risk Cttee	19
Tuesday	14 Conservation Advisory WP	2 Standards Cttee	20 Conservation Advisory WP
Wednesday	15 ANNUAL COUNCIL	3 Licensing Cttee	21
Thursday	16	4 Staffing Cttee	22
Friday	17	5	23

2013	AUGUST (continued)	OCTOBER (continued)	DECEMBER
Monday	26 PUBLIC HOLIDAY	14	2 Public Protection Cttee (7pm)
Tuesday	27 HOLIDAY	15	3 Conservation Advisory WP
Wednesday	28 Planning Cttee	16 Cabinet	4 Cleaner, Greener & Safer Overview & Scrutiny Cttee
Thursday	29	17	5 Licensing Cttee
Friday	30	18	6
	SEPTEMBER		
Monday	2 Joint Parking Cttee (6pm) Transformation & Resources Overview & Scrutiny Cttee	21	9 Grants Assessment Panel
Tuesday	3 Licensing Cttee	22 Conservation Advisory WP	10 Planning Cttee
Wednesday	4 Finance Training	23 Health Scrutiny Cttee	11 Cabinet
Thursday	5 Active and Cohesive Overview & Scrutiny Cttee	24	12 Member Development Panel Sports Council
Friday	6	25	13
Monday	9 Group Meetings	28 Joint Parking Cttee (6pm)	16 Member Training Day
Tuesday	10 Conservation Advisory WP	29 Planning Cttee	17 Staffing Committee
Wednesday	11 COUNCIL	30	18 Economic Development & Enterprise O & S Cttee
Thursday	12 Economic Development & Enterprise Overview & Scrutiny Cttee	31	19 Active & Cohesive Overview & Scrutiny Cttee
		NOVEMBER	
Friday	13	1	20
Monday	16 Employees Joint Consultative Cttee(10am) Grants Assessment Panel (7pm)	4 Member Training Day	23
Tuesday	17 Planning Cttee	5	24
Wednesday	18 Cabinet	6 Transformation and Resources Overview and Scrutiny Cttee	25 CHRISTMAS DAY
Thursday	19 Cleaner, Greener & Safer Overview & Scrutiny Cttee	7 Member Development Panel	26 BOXING DAY
Friday	20	8	27 HOLIDAY
Monday	23 Audit and Risk Cttee	11	30 HOLIDAY
Tuesday	24 Overview and Scrutiny Co- ordinating Cttee	12 Conservation Advisory WP	31 HOLIDAY
			JANUARY 2014
Wednesday	25 Code of Conduct Training	13 Cabinet (7pm)	1 PUBLIC HOLIDAY
Thursday	26 LAPs/Localism Training	14	2 Conservation Advisory WP
Friday	27	15	3
Monday	30 Standards Cttee	18 Employees Joint Consultative Cttee (10am) Audit and Risk Cttee	6 Standards Cttee
	OCTOBER		
Tuesday	1 Conservation Advisory WP	19 Planning Cttee	7 Planning Cttee
Wednesday	2 Staffing Cttee	20 Health Scrutiny Cttee	8
Thursday	3 Member Training Day	21 Member Training Day	9
Friday	4	22	10
Monday	7 Public Protection Cttee	25 Group Meetings	13
Tuesday	8 Planning Cttee	26	14
Wednesday	9 Member Training Day	27 COUNCIL	15 Cabinet
Thursday	10	28	16 Scrutiny Café
Friday	11	29	17

2014	JANUARY (continued)	MARCH (continued)	APRIL (continued)
Monday	20 Employees Joint Consultative Cttee (10am) Joint Parking Cttee (6pm)	10 Standards Cttee	28
Tuesday	21 Conservation Advisory WP	11 Planning Cttee	29
Wednesday	22 Transformation and Resources Overview and Scrutiny Cttee	12 Economic Development and Enterprise Overview & Scrutiny Cttee	30
			MAY
Thursday	23 Member Training Day	13 Member Training Day	1 BOROUGH ELECTIONS
Friday	24	14	2
Monday	27 Overview and Scrutiny Co-ordinating Cttee	17 Joint Parking Cttee (6pm)	5 PUBLIC HOLIDAY
Tuesday	28 Planning Cttee	18 Member Training Day	6
Wednesday	29 Member Development Panel	19	7
Thursday	30	20 Licensing Cttee	8
Friday	31	21	9
	FEBRUARY		
Monday	3 Public Protection Cttee	24 Employees Joint Consultative Cttee (10am)	12 Group Meetings
Tuesday	4 Staffing Cttee	25 Conservation Advisory WP	13
Wednesday	5 Cabinet (Budget)	26 Transformation and Resources Overview & Scrutiny Cttee	14 ANNUAL COUNCIL
Thursday	6	27 Cleaner, Greener and Safer Overview and Scrutiny Cttee	15
Friday	7	28	16
Monday	10 Member Training Day	31 Public Protection Cttee	19
		APRIL	
Tuesday	11 Conservation Advisory WP	1 Overview & Scrutiny Co-ordinating Cttee	20
Wednesday	12 Health Scrutiny Cttee	2 Cabinet	21
Thursday	13	3 Planning Cttee	22
Friday	14	4	23
Monday	17 Audit & Risk Cttee	7 Audit & Risk Cttee	26 PUBLIC HOLIDAY
Tuesday	18 Planning Cttee	8 Staffing Cttee	27 HOLIDAY
Wednesday	19	9 Health Scrutiny Cttee	28
Thursday	20 Member Training Day	10	29
Friday	21	11	30
			JUNE
Monday	24 Group Meetings	14 Group Meetings	2
Tuesday	25	15 Conservation Advisory WP	3
Wednesday	26 COUNCIL (Budget)	16 COUNCIL	4
Thursday	27	17 Member Development Panel	5
Friday	28	18 GOOD FRIDAY	6
	MARCH		
Monday	3 Grants Assessment Panel	21 EASTER MONDAY	9
Tuesday	4 Conservation Advisory WP	22 Planning Cttee	10
Wednesday	5 Cabinet	23	11
Thursday	6 Active & Cohesive Overview & Scrutiny Cttee	24	12
Friday	7	25	13

All Meetings to start at 7pm unless stated

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SCRUTINY COMMITTEE'S WORK PLAN

Red – Scrutiny Considered Urgent

Amber – Currently under scrutiny/ongoing scrutiny topic

Green – Scrutiny complete but to remain on work plan

No Colour – Awaiting scrutiny

OVERVIEW AND SCRUTINY CO-ORDINATING COMMITTEE

Title	Forward Plan Item?	Scrutiny Method	Progress to Date	Expected Completion Date	Expected Outcomes/Date for Progress to be Assessed
Co-operative Strategy	Yes – previously considered by Cabinet	Full Co-ordinating Committee	Co-ordinating Committee to consider the draft strategy as it affects all areas and aspects of the Council and does not sit under one scrutiny committee.		

ACTIVE AND COHESIVE OVERVIEW AND SCRUTINY COMMITTEE

Title	Forward Plan Item?	Scrutiny Method	Progress to Date	Expected Completion Date	Expected Outcomes/Date for Progress to be Assessed
Review of Grants & Third Sector Commissioning Framework (AMBER)	Yes – previously considered by Cabinet	Full Committee	<p>Agreed on 14.06.2012 that Cabinet be informed:</p> <ul style="list-style-type: none"> • Committee positive re recs. • Needs of Borough residents be given top priority with regards to tendering exercise. • Further reports be received when bidding process complete <p>Cabinet agreed in principle, A & C will be consulted further before final decision made. A & C to revisit later in year.</p> <ul style="list-style-type: none"> • Concern raised 06.09.12 re funding for Coalfield Alliance mining wards. Assurance requested that coalfield regen money would go to these areas & not in collective pot at SCC. Appears to go directly to CAB, not through NBC. • Report re Public Sector in Partnership expected March or June 2013 		
Bateswood Consultation Process (GREEN)	Yes – previously considered by Cabinet	Working Group: Cllrs Cairns, J. Cooper, Lawton, Wilkes, G. Williams	<ul style="list-style-type: none"> • Site Visit 11.05.2013. WG met 23.05.12. • Meeting with interested parties 27.06.2012. • A & C considered & agreed wg recs 06.09.12. • Cabinet resolved 17.10.12 to adopt committee recs. 	Cabinet Adopted Recs 17.10.2012	Would the Committee like to assess the progress for this 12 months after the Cabinet decision?
Draft Health and Wellbeing Strategy (AMBER)		Currently with Health Scrutiny	Coord resolved strategy should remain with Health. Small wg at SCC incl Cllr Eastwood. Special meeting at SCC to discuss		

Leisure Trust Options (AMBER)		TBC	<ul style="list-style-type: none"> Outline business case being established, models being investigated. May be community interest company rather than leisure trust option. Report to be received 14.03.2013 		
Arbitrations Service (AMBER)	Yes – previously considered by Cabinet	Working Group: Cllrs Bailey, Cairns, J. Cooper, Walklate Winfield, G. Williams	<ul style="list-style-type: none"> Report to Cabinet 30.11.11 agreed review be carried out. Cabinet considered 14.11.12. A & C to undertake review of identified issues. A & C considered 13.12.12. Working group established, their next meeting is on 04.03.2013. 	Working group expect to conclude Dec 2013	
Community Centre Review (AMBER)	Yes – previously considered by Cabinet	Working Group set up by Coord	<ul style="list-style-type: none"> Cabinet request Coord set up wg to shadow officer wg. Wg set up with first meeting 31.10.2012. 	Coordinating working group expect to conclude July 2013	
Kidsgrove Sports Centre (GREEN)	Yes – previously considered by Cabinet	Full Committee	<ul style="list-style-type: none"> Guarantee to be requested that regular inspections will be carried out in future. More unexpected closures can't be ruled out due to condition of building. Cabinet had update 14.11.12, centre to re-open 17.11.12 		
Local Sporting Opportunities & Achievements	No	TBC	<ul style="list-style-type: none"> Discussed as possible topic at Sept meeting. Report of current sports development activities in Borough received 13.12.12. A & C impressed with work already being undertaken. Resolved to consider how to involve more young people in sport at a future date. A 'virtual school of sports' could be the way forward. 		

MEMBERS SUGGESTIONS FOR SCRUTINY TOPICS

Suggested by:	Suggestion for Scrutiny Topic:

CLEANER, GREENER AND SAFER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

Title	Forward Plan Item?	Scrutiny Method	Progress to Date/Actions from last Meeting	Expected Completion Date	Expected Outcomes/Date for Progress to be Assessed
Alcohol Strategy (AMBER)		Full Committee	<ul style="list-style-type: none"> Update for each meeting and regular updates for revised action plan. Update 05.12.12 Cheshire East pricing & alcohol action plan Updates on projects to be received 28.02.13 		

Waste & Recycling Strategy	Yes – previously considered by Cabinet	TBC	<ul style="list-style-type: none"> • Cabinet Panel approved at Cabinet 17.10.2012. • Scrutiny will receive after Cabinet Panel. 		
Development of a Stronger & Safer Communities Strategy for NUL (AMBER)	Yes – previously considered by Cabinet		<ul style="list-style-type: none"> • Updated strategy & action plan considered 05.09.12 - CGS supportive. Strategy approved by Cabinet 14.11.2012 • Police & Crime Commissioner invited to attend 28.02.13. Unable to attend, will invite to 2013/14 CGS meeting. • Update 28.02.13 re Stronger & Safer Strategy. 		
Policing in Kidsgrove & Rural Areas (GREEN)	No	Full Committee	<ul style="list-style-type: none"> • C.I. Hulme attended 30.07.12, will attend future meeting after move into Kids Town Hall. Attended 05.12.12 & provided updates re Kidsgrove move & move into Civic Offices. Requested to attend future meeting. 		
Magistrates Courts Move – Fenton to Newcastle (AMBER)	No	Officer Partner Working Group	<ul style="list-style-type: none"> • Partners invited 05.09.12 to consider move. Court rep unable to attend, officer/partner wg set up to monitor move. • Agreed at 2nd wg meeting that a newsletter be distributed to local businesses – this was distributed in early Dec. • 3rd wg meeting 17.01.13. Feedback positive, wg to review in 6 months. CGS to receive update 28.02.13 		
Warm Zone Delivery of Green Deal (AMBER)	Yes	TBC	<ul style="list-style-type: none"> • CGS supported continuing as is, a resounding success. • Cabinet resolved 17.10.12 - NBC continues support to maximise uptake of funds & officers discuss funding level required with view to allocation of funds as part of Housing Capital Programme alongside 13/14 budget setting process • Update expected April/May 		
Newcastle Partnerships Structure/ (AMBER)			<ul style="list-style-type: none"> • Update provided at meeting on 05.09.2012. 		
Let's Work Together			CGS to be provided with an update and summary of initiative on 28.02.2013.		
Carbon Management Plan	Yes – previously considered by Cabinet		Update 28.02.13 to enable Members to review progress of the delivery of the Carbon Management Plan		

MEMBERS SUGGESTIONS FOR SCRUTINY TOPICS

Suggested by:

Suggestion for Scrutiny Topic:

ECONOMIC DEVELOPMENT AND ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

Title	Forward Plan Item?	Scrutiny Method	Progress to Date/Actions from last Meeting	Expected Completion Date	Expected Outcomes/Date for Progress to be Assessed
Economic Development Strategy (GREEN)	Yes – previously considered by Cabinet	Full Committee	<ul style="list-style-type: none"> • Cabinet agreed strategy & 1st year action plan 23.05.12 • Feedback & progress on action plan poss end Q4 or Q1 13/14 		Feedback & progress on action plan poss end Q4 or Q1 13/14
The S-O-T & Staffs LEP (AMBER)	No	Working Group: Cllrs Matthews, Peers & Studd	<ul style="list-style-type: none"> • Working group receiving summary paper. Will meet as/when required. • Briefing note to be considered by EDE 20.03.2013 		
Broadband Provision (AMBER)		County Council Working Group	<ul style="list-style-type: none"> • Jeanette Hilton to attend working group & feedback to EDE. • Re-scoping to be undertaken first quarter 13/14 		
High Speed 2 Limited (AMBER)	Yes – previously considered by Cabinet	Working Group: Cllr Becket Cllr Loades Cllr Cairns	<ul style="list-style-type: none"> • 04.07.12 - wg recs: 1) continue stance to object, but should it take place then local station should be provided 2) EDE (through wg) continue scrutiny & meet when consultation begins 3) highlight to Cabinet consultation due in Autumn. • Cabinet resolved 18.07.12 1) modify Council stance to offer support for principle as long as potential economic benefits for N Staffs could be demonstrated to outweigh enviro consequences & whether such benefits would be derived from local station to serve area. 2) EDE continue to monitor through wg & reconvene when consultation begins. • 28.01.2013 – HS2 initial preferred route announced. WG met 20.02.2013 and 14.03.2013. • EDE to receive briefing note 20.03.2013 		
Community Infrastructure Levy (CIL) (AMBER)	Yes	Full Committee	<ul style="list-style-type: none"> • Report received 19.12.12 with supplementary update informing EDE of implications of new government guidance. • EDE to consider briefing note 20.03.2013 		
Town Centre Partnerships Development (AMBER)	Yes – previously considered by Cabinet	Full Committee	<ul style="list-style-type: none"> • Update report for 2nd round Portas Pilot bid on 17.09.2012 • Update 19.12.12, EDE requested regular updates, timetable & calendar of movements be provided. • Update report to be considered by EDE 20.03.2013 		
Town Centre Initiatives for Vacant Shops (AMBER)	No	Full Committee	<ul style="list-style-type: none"> • Chair & vice-Chair discussed initiatives for vacant shops with Officers 06.09.12. Briefing note to EDE 17.09.12. comments to be considered by Portfolio Holder & Officers • Briefing note to be considered by EDE 20.03.2013 		
Former St Giles and St Georges (AMBER)	Yes – previously considered by Cabinet	To be decided, possible working party	<ul style="list-style-type: none"> • Recs for Cabinet 28.06.12: EDE would support further investigation of combination of options 'A' & 'C'. 'B' should be discounted completely • Reconsidered 17.09.12. Museum resiting still considered 		

			<p>desirable. Indoor market suggested. EDE remain opposed to demolition but would be less hostile if replacement would be correct scale & design. Likely value of cleared site, costs of indoor market & museum requested. More info needed before preferred option can be offered.</p> <ul style="list-style-type: none"> • Cabinet agreed option A (market bldg again in current condition) 17.10.12. Requested Officers look into option 'e' (use site for housing). Open item for EDE while waiting for decision, can discuss without referring back to Cabinet. 		
Knutton Recreation Centre (GREEN)	Yes – previously considered by Cabinet	To be decided, possible working party	<ul style="list-style-type: none"> • Additional meeting 28.07.2012. • Recs to be passed to Sept Cabinet. • Will be brought back to Committee if necessary. 		
Town Centre Car Parking (AMBER)		Working Group: Cllr Baker, Peers and Studd	<ul style="list-style-type: none"> • Leader request to investigate & consider potential options that may exist to improve current arrangements • Working group report to be considered by EDE 20.03.2013 		
N/C Town Centre Public Realm Project (AMBER)	Yes	Working Group: Cllr Baker Cllr Cairns Cllr Holland	<ul style="list-style-type: none"> • Wg met 24.10.12, EDE considered 22.11.12 & expressed some concerns to be passed to Cabinet. Request for review 12 months after implementation • Cabinet approve removal & re-provision of trees & planning permission be submitted for proposed new market stalls • Update to be received 20.03.2013 		Request for review 12 months after implementation
Home Improvement Agency Services	Yes	TBC	<ul style="list-style-type: none"> • Report/scrutiny brief expected late summer/early autumn • Currently provided by Revival, options to be reviewed. 		
Housing Capital Programme 2013/14	Yes	TBC	<ul style="list-style-type: none"> • To consider the allocation of funding, particularly from New Homes Bonus funds to deliver housing priorities ensuring that the most vulnerable residents receive support. • Report received by EDE 19.12.12. 		
Newcastle Housing Advice (NHA) – Homelessness, Housing Options & Housing Register Contract Retendering Exercise	Yes	TBC	<ul style="list-style-type: none"> • Implementation in March 2014 • Overview of retendering exercise will be provided March 2013. 		

MEMBERS SUGGESTIONS FOR SCRUTINY TOPICS

Suggested by:

Suggestion for Scrutiny Topic:

TRANSFORMATION AND RESOURCES

Item	Forward Plan Item?	Scrutiny Method	Progress to Date/Actions from last Meeting	Expected Completion Date	Expected Outcomes/Date for Progress to be Assessed
Revenue and Capital Budget (AMBER)	Yes	Full Committee	<ul style="list-style-type: none"> Report 03.09.2012 - timetable & process of budget scrutiny explained – T & R happy with budget setting timetable. Finance & budget training sessions have taken place. Consultation update 10.12.12 - request consideration be given to starting process earlier & undertaken in 2 stages, with 1st stage in June. Comments 12.12.12 Cabinet. Update 10.12.12. T & R request link to current Capital Strategy & future reports make clear where doc differs from existing strategy. 	Feb 2013	Scrutiny undertaken annually by T & R.
Capital Strategy (AMBER)	Yes	Full Committee	<ul style="list-style-type: none"> Received 10.12.12. Request for further info re Revenue Investment Fund, clarification of staffing efficiencies in report & questioned Community Chest grants & budget cuts The comments were fed back to Cabinet on 12.12.12. 	Feb 2013	Scrutiny undertaken annually by T & R.
Treasury Management Strategy (AMBER)	Yes	Full Committee	<ul style="list-style-type: none"> Considered 19.11.12. T & R supportive of strategy & recommendation on report. 	Feb 2013	Scrutiny undertaken annually by T & R.
Scale of Fees & Charges (AMBER)	Yes	Full Committee	To be considered by T & R 24.01.2013.	Feb 2013	Scrutiny undertaken annually by T & R.
Financial and Performance Management Report (GREEN)		Full Committee	<ul style="list-style-type: none"> Continue to monitor & scrutinise performance alongside finances & that quarterly reports are provided to T & R. To include J2 figures (income over target). Quarter 3 report expected 24.01.2013, Leader to provide update re street & environment cleanliness figures. Quarter 4 2012/13 report expected quarter 1 2013/14 	Rolling scrutiny	Report received on a rolling quarterly basis.
Flexible Working for NBC Employees (AMBER)		Full Committee	<ul style="list-style-type: none"> Committee to receive regular updates. Update provided Sept 2012 – next update March 2013 		Update to be received 07.03.2013
Review of the Constitution (AMBER)		Working Group: Cllrs Shenton, Holland & Snell	<ul style="list-style-type: none"> To remain as a living doc to be kept under review. Request to be put on website as PDF with search facilities. WG met 07.11.2012. Update received 19.11.2012. Verbal update 07.03.2013. 	Rolling Scrutiny	
Modernisation of the Post Office Network	No	TBC	<ul style="list-style-type: none"> To consider modernisation of PO network & possibility of partnership working. 		

			<ul style="list-style-type: none"> Rep from PO gave presentation 19.11.2012. Awaiting LGA work before making decision to proceed. Expected to be published end of Feb, expected in next meeting cycle 		
Universal Credit			<ul style="list-style-type: none"> Presentation to be received 07.03.2013 		
Asset Management Strategy (AMBER)	Yes	Full Committee	<ul style="list-style-type: none"> Overlaps EDE & T & R – both committees to consider T & R to considered report 10.12.12. 	Ad hoc scrutiny	
Council Plan 2013-14 to 2015-16	Yes – to be added when next published	Full Committee	<ul style="list-style-type: none"> Presentation 24.01.2013 prior to Cabinet in March. Expected at future meeting with more substantial document. 		

MEMBERS SUGGESTIONS FOR SCRUTINY TOPICS

Suggested by:

Suggestion for Scrutiny Topic:

HEALTH SCRUTINY COMMITTEE

Title	Method of Scrutiny	Progress to Date/Actions from last Meeting	Expected Completion Date
Consultation on Mental Health Services (AMBER)	Full Committee	<p>That consideration of this matter be deferred to a special meeting of the committee to be convened in consultation with the Chairman and that in the meantime a copy of the consultation document be forwarded to all members of the committee.</p> <p>Scrutiny will continue to monitor the implementation of Stage 2.</p>	Ongoing
Fit For the Future and move of the Accident and Emergency Centre (AMBER)	Full Committee	<p>That UHNS be congratulated on the improvement in the figures for unexpected deaths and in securing the Major Trauma contract for Wales.</p> <p>That the responses to the questions tabled at the meeting be placed on the agenda for the next meeting.</p> <p>That the County Council be contracted regarding organising a follow up visit to the A&E department.</p>	
Cardiac Rehabilitation Response to County Council Health Scrutiny Report re phase IV Cardiac	Full Committee	<p>That every effort be made to secure an early start date for the programme.</p> <p>That Staffordshire County Council be advised of the delay in commencing the programme and that the Chairman of this committee be asked to raise the issue at the next meeting of the County Council's Health Scrutiny Committee.</p>	

Rehabilitation (GREEN)		Cardiac Rehab is now being provided at Jubilee 2.	
Health and Wellbeing Strategy (AMBER)	Full Committee	<p>A update was provided to the Committee from the Executive Director for Operational Services.</p> <p>The Council would continue to work on its on Strategy.</p> <p>Request from Active and Cohesive Committee that the Coordinating Committee considers the best way to scrutinise this topic - Coordinating Committee resolved the strategy should remain with Health Scrutiny, but that a working group could include Members of Active & Cohesive Scrutiny Committee</p> <p>Awaiting implementation of County Strategy – ongoing.</p>	
Health and wellbeing Board (AMBER)	Full Committee	<p>It had been agreed to increase elected member representation on the Staffordshire Health and Wellbeing Board to two. Discussions were ongoing between this Council and Stoke and Staffordshire Moorlands with regard to the nomination of that additional member to represent the north of the county.</p> <p>Additional member appointed from Stafford.</p>	
Prescription Medication (AMBER)	Staffordshire County Council Health Scrutiny Committee	<p>The County would look into this issue following request from this Committee.</p> <p>Continue to pursue at County level.</p>	
Infant Mortality (AMBER)	Full Committee following a request from the County Council Health Scrutiny Committee.	<p>That the Council's partnership Manager be requested to submit a report to the next meeting regarding her attendance at the Joint Steering Group and progress made by that Group.</p> <p>That dependent upon the above report, the committee give further consideration to its position on this issue at its next meeting.</p> <p>Still concerns but updates received recently appear to show numbers are reducing – ongoing</p>	

Public Document Pack Agenda Item 8

FORWARD PLAN - 15 FEBRUARY 2013 TO 15 MARCH 2013 FORWARD PLAN

This Plan sets out the key decisions which the Executive expect to take. There is a requirement to publish 28 clear days of any intended key decision.

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

This Forward Plan may also contain 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 742222

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 THE PERIOD 15 FEBRUARY 2013
TO 15 MARCH 2013**

TITLE OF REPORT:

DELIVERY OF HOME IMPROVEMENT AGENCY SERVICES

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
Brief description of report	To outline the options for the delivery of the Home Improvement Agency Services and to consider the most appropriate mechanism for delivery including options for competitive tendering.
Spend required/saving generated (<i>if applicable</i>)	Undertaking effective procurement will require officers to dedicate significant time to the process. It is acknowledged that the current investment in the services is not excessive. It is therefore key that the service specification is developed to clearly identify an appropriate level of service.
Decision maker	Cabinet
Earliest date of decision	14 Nov 2012
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	Views will be sought from Foundations; the national agency for Home Improvement Agencies, local providers and other agencies that provide complementary services.
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting.
Background documents	
Officer contact	Jo Basnett, Housing Strategy Manager
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

**NEWCASTLE HOUSING ADVICE (NHA) – HOMELESSNESS,
HOUSING OPTIONS AND HOUSING REGISTER CONTRACT
RETENDERING EXERCISE**

Portfolio	Cabinet Portfolio Holder - Finance and Budget Management
Brief description of report	To advise Cabinet of the requirement to retender the Newcastle Housing Advice (NHA) contract in readiness for expiry of the existing contract. To seek Cabinet approval for the commencement of the NHA retendering exercise and to seek a commitment for the required budget for the period 2014 – 2018.
Spend required/saving generated (<i>if applicable</i>)	Statutory service - contract term will commit revenues identified in the Medium Term Financial Strategy.
Decision maker	Cabinet
Earliest date of decision	14 Nov 2012
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	N/A
Last date for representations	Representations can be made up to one day before the meeting.
Background documents	
Officer contact	Jo Basnett, Housing Strategy Manager
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A

TITLE OF REPORT:

MASTERPLAN FOR RYECROFT

Portfolio	Councillor Eddie Boden
Brief description of report	To consider a proposal to commission consultants to prepare a Masterplan for the Ryecroft development site with a view to adopting the document as a Local Plan within the Newcastle-under-Lyme Local Development Framework.
Spend required/saving generated (<i>if applicable</i>)	This project will require expenditure on commissioning consultants to prepare the Local Plan.
Decision maker	Cabinet
Earliest date of decision	6 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	Town
Proposed consultation	Once prepared the masterplan will be subject to several stages of non-statutory and statutory public consultation.
Last date for representations	
Background documents	
Officer contact	Neale Clifton, Executive Director Regeneration and Development
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

**LOCALISM ACT – COMMUNITY RIGHT TO CHALLENGE AND
COMMUNITY RIGHT TO BID**

Portfolio	Cabinet Portfolio Holder- Stronger and Active Neighbourhoods
Brief description of report	The purpose of this report is to outline what Newcastle-under-Lyme Borough Council needs to do in order to comply with the Community Right to Challenge and Community Right to Bid legalisation. The report makes a number of proposals in order to enable the Council to meet its duty under both rights.
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Cabinet
Earliest date of decision	6 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
Officer contact	Mark Bailey, Head of Business Improvement and Partnerships
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

CHESHIRE EAST LOCAL PLAN - DRAFT DEVELOPMENT STRATEGY AND POLICY PRINCIPLES

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
Brief description of report	The purpose of this report is to consider the Borough Council's response to Cheshire East Council's consultation on the next stage of the Cheshire East Local Plan. The report will briefly outline those elements of the proposed strategy for future growth and development which impact on the adopted Core Strategy for Newcastle-under-Lyme and Stoke-on-Trent.
Spend required/saving generated (<i>if applicable</i>)	N/A
Decision maker	Planning Committee (strategic)
Earliest date of decision	
Likely Date of Decision	05/02/13
Relevant Overview and Scrutiny Committee	
Wards affected	All Wards
Proposed consultation	Cheshire East Council are seeking representations on the Cheshire East Local Plan for a six week period from the 15 January 2013.
Last date for representations	The Borough Council is invited to make representations.
Background documents	
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:
COUNCIL PLAN 2013-14 TO 2015-16

Portfolio	Cabinet Portfolio Holder - Communications, Transformation and Partnerships
Brief description of report	Approval sought for the new Council Plan 2013-14 to 2015-16.
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Cabinet
Earliest date of decision	6 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
Officer contact	Mark Bailey, Head of Business Improvement and Partnerships
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:
IRRECOVERABLE ITEMS

Portfolio	Councillor Mike Stubbs
Brief description of report	To consider writing off debts that are irrecoverable to enable the authorities accounts to correctly reflect its financial position
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Cabinet
Earliest date of decision	6 Mar 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	All Relevant O&S Committee
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
Officer contact	Dave Baker, Head of Revenues and Benefits
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

WELFARE BENEFITS & FAIRER CHARGING

Portfolio	Councillor Mike Stubbs
Brief description of report	To consider the results of pilot work undertaken for Welfare Benefits and Fairer Charging with a view to transferring this function from the County Council to District/Borough Councils in Staffordshire.
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Cabinet
Earliest date of decision	3 Apr 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Transformation and Resources
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
Officer contact	Dave Baker, Head of Revenues and Benefits
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:
SHARED APPRENTICESHIP SCHEME

Portfolio	Councillor Mike Stubbs
Brief description of report	Shared apprenticeship scheme” working in partnership with other local organisations within both the public and private sectors.
Spend required/saving generated (<i>if applicable</i>)	up to £40,000 spend required
Decision maker	Cabinet
Earliest date of decision	6 Mar 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Transformation and Resources
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
Officer contact	Sarah Taylor
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

**STOKE-ON-TRENT AND STAFFORDSHIRE LOCAL ENTERPRISE
PARTNERSHIP PLANNING CHARTER MARK**

Portfolio	Councillor Eddie Boden
Brief description of report	To give Cabinet the opportunity to decide whether or not the Council should sign up to aspire to achieve a Planning Charter Mark that has been developed by the Stoke on Trent and Staffordshire Local Enterprise Partnership (LEP). The LEP is seeking commitment from local authorities to adopt the 'Red Carpet approach' to businesses by delivering against a set of five outcomes – Clarity and consistency, Effort and focus, Competence and respect, Accuracy and fairness, and Dialogue and understanding
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Cabinet
Earliest date of decision	12 Dec 2012
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
Officer contact	Guy Benson, Head of Planning and Development
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

ADVICE ON THE REQUIREMENT FOR PLANNING PERMISSION

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
Brief description of report	To consider ending the giving of free informal advice on whether planning permission is required
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Cabinet
Earliest date of decision	6 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
Officer contact	Guy Benson, Head of Planning and Development
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

COMMUNITY INFRASTRUCTURE LEVY - DRAFT CHARGING SCHEME

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
Brief description of report	To present a draft charging scheme in respect of the Community Infrastructure Levy for public consultation.
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Cabinet
Earliest date of decision	6 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting.
Background documents	
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:

COMMUNITY INFRASTRUCTURE LEVY PRELIMINARY DRAFT CHARGING

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
Brief description of report	Present the outcome of a joint viability assessment and propose a Preliminary Draft Charging Schedule for consultation purposes.
Spend required/saving generated (<i>if applicable</i>)	Public consultation will require expenditure but once CIL is in place this can be recouped.
Decision maker	Cabinet
Earliest date of decision	6 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	Six week stakeholder consultation on Preliminary draft Charging Schedule.
Last date for representations	
Background documents	
Officer contact	Helen Beech, Planning Policy Manager
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A

TITLE OF REPORT:

TREASURY MANAGEMENT STRATEGY 2013/14 TO 2017/18

Portfolio	Cabinet Portfolio Holder - Finance and Budget Management
Brief description of report	To approve the strategy to be followed by the Council in carrying out its treasury management activity in the forthcoming financial year, 2013/14.
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Council
Earliest date of decision	6 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Transformation and Resources
Wards affected	All Wards
Proposed consultation	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting.
Background documents	
Officer contact	Dave Roberts, Head of Finance
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

LOCALISM ACT 2011 - PUBLICATION OF PAY POLICY STATEMENT FOR 2013/14

Portfolio	Councillor Mike Stubbs
Brief description of report	Under the Localism Act, the council is required to approve and publish a pay policy statement by 31 March each year, setting out its policies relating to the remuneration of its chief officers, the remuneration of its lowest paid employees and the remuneration of its chief officers and the remuneration of its employees who are not chief officers.
Spend required/saving generated (<i>if applicable</i>)	N/A
Decision maker	Council
Earliest date of decision	27 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	
Wards affected	All Wards
Proposed consultation	Employees Consultative Committee Staffing Committee
Last date for representations	N/A
Background documents	
Officer contact	Richard Durrant, Head of Human Resources
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 OPTIONS.**

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
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>)	
Decision maker	Cabinet
Earliest date of decision	6 Mar 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	The consultation methods are currently the subject a public consultation exercise. Depending on the outcome, this stage of preparation of the DPD could potentially involve a minimum six week period of public consultation.
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting.
Background documents	
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:
TELECOMS CONTRACTS CONSOLIDATION

Portfolio	Cabinet Portfolio Holder - Communications, Transformation and Partnerships
Brief description of report	Following approval from Cabinet in June 2012, ICT are undertaking a programme of software and hardware consolidation; identifying opportunities to reduce duplication, increase efficiency and reduce costs. The opportunity has arisen to consolidate the council's current telecom contracts under a single combined agreement. Approval is sought to enter into this agreement which will significantly improve services and reduce overall costs, utilising our current supplier
Spend required/saving generated (<i>if applicable</i>)	Saving of approximately £55,000 over 5 years
Decision maker	Cabinet
Earliest date of decision	6 Mar 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Transformation and Resources
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
Officer contact	Jeanette Hilton, Head of Customer and ICT Services
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

AFFORDABLE HOUSING REGENERATION PARTNERSHIP

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
Brief description of report	As a Strategic Housing Authority the Council has a duty to provide housing to meet the needs of our residents and in line with housing and economic development priorities it is appropriate for the Council to consider ways to regenerate key areas of the borough. The report will outline a partnership approach to delivering regeneration in conjunction with Aspire Housing. It is appropriate that Cabinet considers the outlined partnership approach and gives direction to officers as to how the Council may wish to develop the approach.
Spend required/saving generated (<i>if applicable</i>)	The report will outline the option to consider a feasibility study which can be funded through existing resources if approved.
Decision maker	Cabinet
Earliest date of decision	6 Mar 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	Aspire Housing have been consulted
Last date for representations	Representations can be made upto one day before the meeting
Background documents	
Officer contact	Jo Basnett, Housing Strategy Manager
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

FORMER SAINSBURYS STORE/Ryecroft REDEVELOPMENT

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
Brief description of report	To update Members on the progress being made with plans for the redevelopment of the Ryecroft/former Sainsbury's store and to seek approval for key actions
Spend required/saving generated (<i>if applicable</i>)	£200-225,000
Decision maker	Council
Earliest date of decision	27 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	
Last date for representations	Representations can be made upto one day prior to the meeting
Background documents	
Officer contact	Neale Clifton, Executive Director Regeneration and Development
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	NA

**TITLE OF REPORT:
HOME ENERGY CONSERVATION STRATEGY 2013**

Portfolio	Councillor Mrs Ann Beech
Brief description of report	To advise Cabinet of the requirement of HECCA and to approve the draft HECCA report
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Cabinet
Earliest date of decision	6 Mar 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Cleaner Greener and Safer Communities
Wards affected	All Wards
Proposed consultation	
Last date for representations	Representations can be made upto one day prior to the meeting
Background documents	
Officer contact	Mike O'Connor
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	NA

TITLE OF REPORT:

CUSTOMER CASE MANAGEMENT POLICY FOR UNACCEPTABLE CUSTOMER BEHAVIOURS AND ACTIONS

Portfolio	Councillor John Williams
Brief description of report	To consider the approval of the Customer Case Management Policy for Unacceptable Customer Behaviours and Actions. This policy will enable Newcastle under Lyme Borough Council to deal with customers who display unacceptable customer behaviour and actions with a consistent approach adhering to industry guidelines and best practise.
Spend required/saving generated (<i>if applicable</i>)	None
Decision maker	Cabinet
Earliest date of decision	8 May 2013
Likely Date of Decision	8th May 2013
Relevant Overview and Scrutiny Committee	Not Applicable
Wards affected	All Wards
Proposed consultation	No
Last date for representations	No
Background documents	
Officer contact	Jeanette Hilton, Head of Customer and ICT Services
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not Applicable

TITLE OF REPORT:

**SITE ALLOCATIONS AND POLICIES DEVELOPMENT PLAN
DOCUMENT (DPD) DRAFT OPTIONS.**

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
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>)	
Decision maker	Cabinet
Earliest date of decision	6 Mar 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	The consultation methods are currently the subject a public consultation exercise. Depending on the outcome, this stage of preparation of the DPD could potentially involve a minimum six week period of public consultation.
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting.
Background documents	
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:

**NEWCASTLE-UNDER-LYME SPORTS COUNCIL - GRANT AID
2013/14**

Portfolio	Cabinet Portfolio Holder - Finance and Budget Management
Brief description of report	To approve a grant to the Newcastle-under-Lyme Sports Council and to inform members of the grants awarded by the Sports Council to individuals and sports clubs in the borough in 2012/13
Spend required/saving generated (<i>if applicable</i>)	£22,550
Decision maker	Cabinet
Earliest date of decision	3 Apr 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	All Relevant O&S Committee
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
Officer contact	Dave Roberts, Head of Finance
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	NA

TITLE OF REPORT:

AFFORDABLE HOUSING REGENERATION PARTNERSHIP

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
Brief description of report	As a Strategic Housing Authority the Council has a duty to provide housing to meet the needs of our residents and in line with housing and economic development priorities it is appropriate for the Council to consider ways to regenerate key areas of the borough. The report will outline a partnership approach to delivering regeneration in conjunction with Aspire Housing. It is appropriate that Cabinet considers the outlined partnership approach and gives direction to officers as to how the Council may wish to develop the approach.
Spend required/saving generated (<i>if applicable</i>)	The report will outline the option to consider a feasibility study which can be funded through existing resources if approved.
Decision maker	Cabinet
Earliest date of decision	6 Mar 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	Aspire Housing have been consulted
Last date for representations	Representations can be made upto one day before the meeting
Background documents	
Officer contact	Jo Basnett, Housing Strategy Manager
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	

TITLE OF REPORT:

FORMER SAINSBURYS STORE/Ryecroft REDEVELOPMENT

Portfolio	Cabinet Portfolio Holder- Regeneration, Planning and Town Centres
Brief description of report	To update Members on the progress being made with plans for the redevelopment of the Ryecroft/former Sainsbury's store and to seek approval for key actions
Spend required/saving generated (<i>if applicable</i>)	£200-225,000
Decision maker	Council
Earliest date of decision	27 Feb 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Economic Development and Enterprise
Wards affected	All Wards
Proposed consultation	
Last date for representations	Representations can be made upto one day prior to the meeting
Background documents	
Officer contact	Neale Clifton, Executive Director Regeneration and Development
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	NA

TITLE OF REPORT:
HOME ENERGY CONSERVATION STRATEGY 2013

Portfolio	Councillor Mrs Ann Beech
Brief description of report	To advise Cabinet of the requirement of HECCA and to approve the draft HECCA report
Spend required/saving generated (<i>if applicable</i>)	
Decision maker	Cabinet
Earliest date of decision	6 Mar 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Cleaner Greener and Safer Communities
Wards affected	All Wards
Proposed consultation	
Last date for representations	Representations can be made upto one day prior to the meeting
Background documents	
Officer contact	Mike O'Connor
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	NA

TITLE OF REPORT:

ADDITIONAL RECYCLING MATERIALS

Portfolio	Cabinet Portfolio Holder - Environment and Recycling
Brief description of report	Expand the range of materials (Waste Electrical and Electronic Equipment (WEEE) and batteries) that can be presented in the Council blue box for recycling and reuse.
Spend required/saving generated (<i>if applicable</i>)	This change will be cost neutral to the currently collection and treatment budget.
Decision maker	Cabinet
Earliest date of decision	3 Apr 2013
Likely Date of Decision	
Relevant Overview and Scrutiny Committee	Cleaner Greener and Safer Communities
Wards affected	All Wards
Proposed consultation	
Last date for representations	
Background documents	
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>)	

THE CABINET:	OVERVIEW & SCRUTINY:
Councillor Gareth Snell - Leader Portfolio: Communications, Transformation and Partnerships	Co-ordinating Overview and Scrutiny Committee: Chair: Cllr Elizabeth Shenton Vice Chair: Cllr Hilda Johnson
Councillor Eddie Boden – Deputy Leader Portfolio: Regeneration, Planning and Town Centres Development	Cleaner, Greener and Safer Communities: Chair: Cllr Gill Williams Vice Chair: Cllr Stephen Sweeney
Councillor Mike Stubbs Portfolio: Finance and Budget Management	Economic Development and Enterprise: Chair: Cllr Ian Matthews Vice Chair: Cllr Matt Taylor
Councillor Anne Beech Portfolio: Environment and Recycling	Active and Cohesive Communities: Chair: Cllr George Cairns Vice Chair: Cllr June Walklate
Councillor Elsie Bates Portfolio: Culture and Leisure	Transformation and Resources: Chair: Cllr Elizabeth Shenton Vice: Cllr Ann Heames
Councillor Tony Kearon Portfolio: Safer Communities	Health Scrutiny Chair: Cllr Colin Eastwood
Councillor John Williams Portfolio: Stronger and Active Neighbourhoods	

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