

Public Document Pack

Date of meeting	Tuesday, 11th September, 2012
Time	6.00 pm
Venue	Committee Room 1. Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffs ST5 2AG
Contact	Julia Cleary 01782 742227

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 25 June 2012.
- 4 COMMUNITY CENTRE REVIEW** (Pages 5 - 20)
To consider a draft report to Cabinet regarding the Community Centre Review. The report includes the project management structure, the project brief for the review and the consultation programme for the review. There will be a presentation from the Council's Head of Leisure and Cultural Services and a scrutiny brief will also be considered.
- 5 URGENT BUSINESS**
To consider any business which is urgent within the meaning of section 100(4) of the Local Government Act 1972.

Members: Councillors Cairns, Eastwood, Mrs Hambleton, Mrs Heames, Mrs Johnson (Vice-Chair), Loades, Matthews, Olzewski, Mrs Shenton (Chair), Sweeney, Taylor.M, 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.

OVERVIEW AND SCRUTINY CO-ORDINATING COMMITTEE

Monday, 25th June, 2012

Present:- Councillor Mrs Elizabeth Shenton – in the Chair

Councillors Cairns, Clarke, Mrs Hambleton, Mrs Johnson, Loades, Matthews, Olzewski, Sweeney, Taylor.M, Miss Walklate and Mrs Williams

1. APOLOGIES

Apologies were received from Councillor Heames.

2. DECLARATIONS OF INTEREST

A declaration of interest was received from Councillor Loades with regard to the Health and Well Being Strategy and LINK.

3. MINUTES FROM THE PREVIOUS MEETING HELD ON 26TH APRIL 2012

RESOLVED: That the minutes of the meeting held on 26 April 2012 be agreed as a correct record with the addition of Councillor Shenton's apologies and a spelling error in the last paragraph of point 17.

4. WORKPLANS FOR THE OVERVIEW AND SCRUTINY COMMITTEES AND THE HEALTH SCRUTINY COMMITTEE

The Chairs of the individual scrutiny committees updated the Overview and Scrutiny Coordinating Committee by reference to the work plan, and provided further information on scrutiny topics as necessary.

The Chair of the Active and Cohesive Communities Scrutiny Committee provided an update on the work plan. The Review of Grants and the Third Sector Commissioning Framework had been agreed in principle by Cabinet. With regard to Kidsgrove Sports Centre, work was to begin shortly on the repairs required to the roof.

The Chair of the Cleaner, Greener and Safer Scrutiny Committee provided an update on the work plan. The Waste and Recycling Strategy would hopefully be brought to the Committee for its September meeting. It was hoped there would be an update on the Carbon Management Plan at each meeting. The topic of policing in Kidsgrove was to be broadened out to other areas within the Borough. This was supported by Members who explained that there were problems with policing in rural areas, in particular with police being lost to other areas. It was possible that the Cleaner, Greener, Safer Committee would not proceed with scrutiny of Skip Fees, Heavy Traffic Enforcement and Take Aways.

The Chair of the Economic Development and Enterprise Scrutiny Committee provided an update on the work plan. A working group had been established for Local Enterprise Partnerships. This working group would receive a summary paper on LEPs and meet if required. It had been resolved that the HS2 working group should meet before the next Cabinet meeting. Councillor Cairns had replaced

Councillor John Williams, who was now a member of the Cabinet and not eligible to sit on scrutiny committees or working groups. The former St Giles and St George's school building and Knutton Recreation Centre would be considered at an additional meeting of the Committee on 28 June 2012. The Empty Homes Strategy should come to the Committee in December.

The Chair of the Transformation and Resources Scrutiny Committee provided an update on the work plan. It was suggested that a working party could be set up to scrutinise the Financial and Performance Management Report. An update was expected at the next meeting with regard to Flexible Working for Borough Council Employees.

The Chair of the Health Scrutiny Committee provided an update on the work plan. An additional meeting of the Committee had been scheduled for 19 July 2012 to consider the Consultation on Mental Health Issues. The Coordinating Committee had received a request from the Active and Cohesive Communities Committee to consider the best way to scrutinise the Health and Well Being Strategy. The Chair of Active and Cohesive Communities felt it would be best for the Health Scrutiny Committee to retain this, as a report from the Council's Head of Leisure and Cultural Services regarding the strategy had previously been received by Health Scrutiny. It was suggested that a task and finish group could be set up to consider the strategy. As Health Scrutiny was only a small committee, it would be prudent to include members of the Active and Cohesive Communities Committee on the task and finish group, with four or five Members considered a sensible membership. There was concern amongst Members regarding infant mortality rates and the data being provided. According to the data the infant mortality rates would appear to be decreasing. However, the format of the data has changed considerably and Members felt rates were higher than what the data said. Members had requested infant mortality data by ward and cause of death. Currently, there were problems establishing the reason for high infant mortality rates.

RESOLVED: That the information be received.

5. **FORWARD PLAN**

The Committee considered the Council's Forward Plan of Key Decisions, in order to identify any items listed within it which the Committee may wish to be considered as a scrutiny topic by the Overview & Scrutiny Committees or the Health Committee.

It was emphasised that it was not necessary to scrutinise every item on the Forward Plan. For example, the Upgrade/Replacement of the Financial System had not been considered by a scrutiny committee. There was more value to be gained by scrutinising certain items rather than all items. Members also advised not to consider items too close to the date they would be considered by Cabinet, as this would make scrutiny work futile.

The Forward Plan item of the Procurement of the Reporter would be considered at the September meeting of the Transformation and Resources Scrutiny Committee.

The Coordinating Committee discussed a Cabinet request regarding the Review of Community Centre Provision. The request was to set up a working party to shadow the officer group who would conduct the review of community centres. Members felt the officer group needed to be established first and a scrutiny brief was required

before a working group could be formed by the Committee. It was therefore decided that an additional meeting of the Committee should be scheduled. It was also felt it would be beneficial to invite Officers to the additional meeting and perhaps the Portfolio Holder for Stronger and Active Neighbourhoods. The Chair of the Committee resolved to speak to the Cabinet to clarify their intentions.

RESOLVED: (a) That the information be received

(b) That an additional meeting of the Coordinating Committee be scheduled regarding the Review of Community Centre Provision, when the officer working group had been established.

(c) That a scrutiny brief be provided at the additional meeting and the Member working party considered.

(d) That officers and possibly the Portfolio Holder for Stronger and Active Neighbourhoods be invited to the additional meeting.

(e) That the Chair speak with Cabinet to clarify their intentions.

6. **URGENT BUSINESS**

There was no urgent business considered.

COUNCILLOR MRS ELIZABETH SHENTON
Chair

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COMMUNITY CENTRE REVIEW

Submitted by: Executive Director – Operational Services

Portfolio: Stronger and Active Neighbourhoods

Ward(s) affected: All

This is a copy of a report to be submitted for Cabinet approval on 17 October 2012. It is being presented to the members of this committee for review in order to allow any comments to be considered and forwarded to cabinet as part of the process.

Purpose of the Report

To seek authority to commence a review of Community Centres provided by the Council and to establish a project group to undertake this work.

Recommendations

- (a) That Cabinet agree the brief of the community Centre review.**
- (b) The Cabinet approve the consultation programme.**
- (c) That Cabinet agree to receive a future report in relation to the modernisation of Community Centre Provision within the Borough.**

Reasons

To facilitate the decision-making and delivery processes regarding the provision of Community Centres for the residents of the Borough.

1. Background

1.1 On 20 June 2012 Officers submitted a report to Cabinet highlighting the strategic need to undertake a review of the Boroughs Community Centres, and as a result of this report Cabinet made the following decisions:

- Approved the scope and the timeframe of the review and the establishment of a project working group.
- That the Scrutiny Co-ordinating Committee form a working group or task and finish group to shadow the work of the project working group, and as part of its work visit each site, speak with committees, users and make recommendations to the Cabinet for the future use of centres.
- That an interim report is submitted to Cabinet with a detailed plan of how the review will be conducted, including engagement with management committees and stakeholders having obtained the views of the Task and Finish group.
- That Officer's submit regular updates and progress reports to the Task and Finish Group during the review period.
- That a further report is submitted to Cabinet in the future in relation to the modernisation of community centre provision within the Borough.

2. Issues

2.1 Since your last meeting Officers have worked to implement the decisions made by Cabinet and subsequently the following tasks have been completed.

- Each of the fifteen management committees has been contacted informing them of the decisions that were made by the Cabinet on the 20 June 2012.
- An Officer working group has been established which will meet on a monthly basis. The focus of this group will be to ensure that the community centre review is completed within the agreed timeframe and in order to achieve this a project management structure has been developed to undertake the review. This can be seen at Appendix A.
- The project brief for the review and the consultation plan for the community centre review are now in draft format. These can be seen at Appendices B & C respectively of this report. Both of these documents will be considered by the Overview and Scrutiny Co-ordinating Committee on 11 September 2012. And their comments will be incorporated into the final report for the 17 October Cabinet.

3 **Proposal**

3.1 That Cabinet agree your Officers recommendations set out in this report.

4. **Reasons for the Preferred Solution**

4.1 To enable the community centre review move forwards in line with the agreed timeframe, and to achieve the Council's vision for Community Centre provision of delivering effective community based activities that are provided through a well located network of high quality community centres, providing services people want and that are managed and well resourced.

5. **Financial and Resource Implications**

5.1 It should be noted that the Community Centre review will be carried out within existing revenue resources of the Council

5.2 The current budget for the provision for Community Centres for the financial year 2012-13 has been set at £203,560 excluding central establishment costs and monies allocated within the capital programme. It is therefore envisaged that the community centre review will ensure that this valuable resource is spent in an effective and efficient manner whilst still maintaining a service that meets the needs of the Boroughs Communities.

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

6.1 The provision of accessible community facilities contributes to the delivery of the Council's Strategic Priorities as set out in the Corporate Plan. There will be a positive impact on those relating to health improvement, quality of life, and support for disadvantaged communities, community safety and potentially broader regeneration objectives for the Borough.

7. **Legal and Statutory Implications**

7.1 The Council has powers, under the Local Government Act 2000, to improve the social, economic and environmental well-being of the Borough's residents.

8. **Equality Impact Assessment (EIA)**

8.1 As part of the Community Centre review and the implementation of any recommendations, an equalities impact assessment will be undertaken. Overall any changes will be made in

accordance with the Council's equal opportunities policy and procedures to enhance community cohesion.

9. **Major Risks**

9.1 A full risk assessment/log will be developed in conjunction with the Council's Corporate Risk Manager and will be subject to regular review.

10. **Key Decision Information**

10.1 It is proposed that in order to achieve the aim of the Council for Community Centre provision across the Borough, that the following outcomes will be achieved as a result of the Community Centre review:

- Transparency and equity in resourcing Community Centres in order to provide effective services to local people.
- To ensure that the Community Centres continuously improve, and meet the aspirations of local neighbourhoods.
- To develop capacity and maximise resources through increased support through the Community Centre commissioning group. This should help the existing management committees access external funding.
- A more robust management structure for community centres.
- Increased capacity and competencies within local communities, enabling the Council to explore transferring Council assets to community groups where it is appropriate to do so.

11. **Previous Cabinet Decisions**

20 June 2012

12. **List of Appendices**

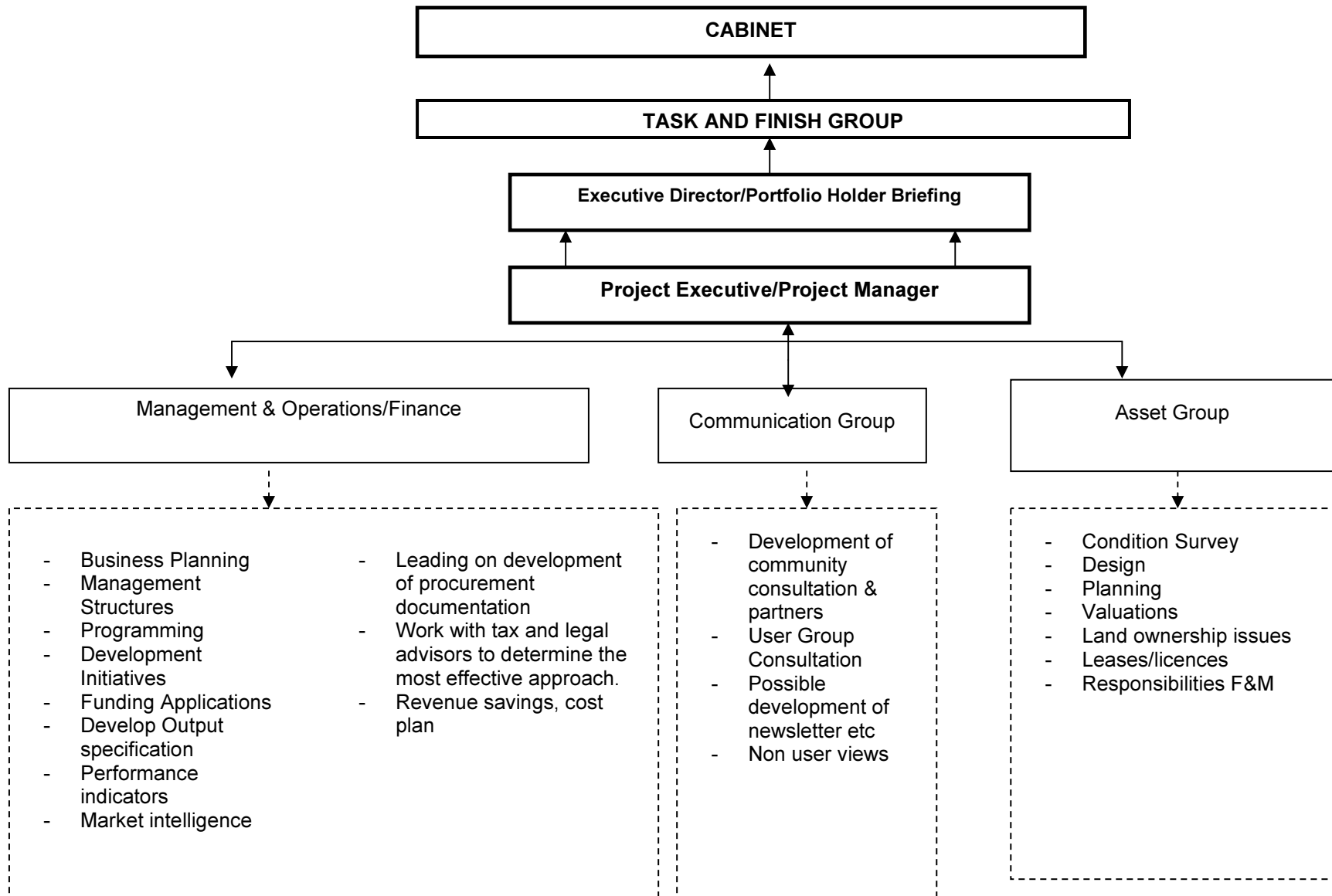
Appendix A - Community Centre Review Management Structure.

Appendix B - Community Centre Brief

Appendix C - Consultation Programme

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COMMUNITY CENTRE REVIEW – MANAGEMENT STRUCTURE



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**A REVIEW OF COMMUNITY CENTRE PROVISION BY
NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

Draft Brief for Review

Version 2

Section 1

1.1 Purpose of the review

Newcastle Borough Council is keen to work in partnership, to further develop its ability to deliver services that meet the needs of local communities in an effective and efficient manner. The Borough currently has fifteen community centres through which a variety of activities are delivered but the impact is unknown, and therefore Cabinet approval was given in July 2102 to review how they are run, how they are used, and what their potential for the future might be.

With the increased national government focus on increased multi-agency neighbourhood working, and the Localism Act there is an opportunity to look at how well the community centres supported by the Council currently serve their local communities and how they could be utilised more effectively and efficiently in addition to understanding what other facilities they are in competition with.

Against this climate a review of the Borough's fifteen Community Centres is required that:

- Analyses the area profiles and identifies with the Council, stakeholders and partners how the use of community centres contributes to meeting local priorities.
- Makes recommendations on the possible options for each community centre in terms of area priorities, service delivery options and fitness for purpose.
- Develops a series of options for the future use and management of community centres.
- Produces a final report including key findings and recommendations.

Section 2: Proposed Methodology of the review

It is proposed that the methodology employed for the review will combine a desk top investigation, structured interviews, discussions with key individuals & partners, market research, and review of local and national impact.

In summary it is proposed to focus on the following key issues as part of this review]:

- A desk top study of current centre usage, of staffing, of income and expenditure, and of historic stock condition surveys.
- Interviews with key managers, politicians, service providers, and voluntary sector agencies to gain overviews of the issues, and to test out possible scenarios and options for some or all of the centres.
- A review of Management Committee's capacities, and the scope for enhancing these.
- Structured interviews with a sample of users (groups & individuals) of each of the fifteen centres.
- Structured interviews with a sample of residents.
- A review of National policies i.e. The localism Act, and assessment of the potential impact for the Council.
- SWOT (strengths, weaknesses, opportunities and threats) analysis, option appraisal, risk assessment and recommendations for each individual centre.

Section 3: Local and national context

The local context

The Council currently owns fifteen community centres within the confines of the Boroughs Boundary. These vary in the degree of the activities provided, their facility mix, stock condition, locality, the level of competition from the immediate market place; however they are all operated by

volunteers under an informal management agreement which has a range of issues that need to be addressed as part of the review of the Community Centres.

1. Audley Community Centre – Audley LAP.
2. Bradwell Lodge Community Centre – East Newcastle LAP.
3. Butt Lane Community Centre – Butt Lane LAP.
4. Chesterton Community Centre – Greater Chesterton LAP.
5. Clayton Community Centre – Clayton LAP.
6. Harriet Higgins Community Centre – Town, Thistleberry & Poolfields LAP.
7. Holly Road Community Centre - Greater Chesterton LAP.
8. Knutton Community Centre – Knutton/Cross Heath LAP.
9. Marsh Hall Community Centre - East Newcastle LAP.
10. Ramsey Road Community Centre - Knutton/Cross Heath LAP.
11. Red Street Community Centre - Greater Chesterton LAP.
12. Silverdale Community Centre – Silverdale, Parksite & Keele LAP.
13. Silverdale Social Centre - Silverdale, Parksite & Keele LAP.
14. Whitfield Community Centre - Town, Thistleberry & Poolfields LAP.
15. Wye Road Community Centre – Clayton LAP.

However, over time there have been a variety of changes at local and national level which have impacted on this approach and necessitated the current need for change. The move towards greater diversity in provision and the range of providers to meet shifting needs and social preferences of the public has heralded change at a local and national level about how best to deliver community provision.

Key changes affecting the Borough's community centres and their role in serving local communities in recent times can be identified:

- Overall, citizens enjoy greater mobility and have more specialised interests, networking opportunities and access to a greater diversity of social and leisure choices.
- There has been a significant growth from other voluntary, public and private sector providers in the development of modern flexible use facilities.
- For the numbers of people using many of the community centres compared to the cost of providing them, it may prove to not be the most cost effective model for meeting community needs.

There has been a move towards working through the ten locality areas in the Borough through eleven Local Area Partnerships (LAP's), eight of which have one or more Community Centres in their area (see above). The LAPs have been established to encourage key people, including local residents, community groups and partner agencies, to plan and oversee improvement plans for each of these areas, and can provide an opportunity for consultation.

The national context

Local government plays a crucial role in the life of the communities it serves. It is directly responsible for vital public services, from street lighting, housing, waste collection and community facilities which often act as the focal point of an area.

Central Government to passing is committed to passing on new powers and freedoms to local councils who have the direct responsibility for delivering local services, and as a direct result the Localism Act 2011 will have the following implications for the services it delivers such as the provision of community centres:

- ◇ Makes it easier for local people to bid to take over the amenities they feel strongly about and retain them as part of their local life.
- ◇ Ensures that local social enterprises, volunteers or community groups with a bright idea for improving local services get a chance to say how things are done.

- ◇ Enables local residents to call to account local authorities for the careful management of tax payer's money.

Section 4: Vision for the Centres

In order to adequately undertake the review of the Borough's fifteen on June 20th 2012 Cabinet agreed:

- ◇ The scope and timeframe for the community for the community centre review and the establishment of a project working group.
- ◇ To receive a further report in relation to the modernisation of community centre provision within the Borough.
- ◇ That the scrutiny coordinating committee form a working group or task and finish group to shadow the work of the project group and as part of its work visit each site, speak with committees, users and make recommendations to the Cabinet of the future of centres.
- ◇ That an interim report be submitted to Cabinet with a detailed plan of how the review will be conducted, including engagement with management committees and stakeholders, having obtained the task and Finish groups view on the plan.
- ◇ That regular progress and update reports and provided to the task and finish group on a regular basis.

The objectives of the community review will be as follows:

- ◇ To ensure transparency and equity in resourcing Community Centres in order to provide effective services to local people.
- ◇ To provide continuously improving community facilities and centres, which meet local need and achieve the aspirations of neighbourhoods.
- ◇ To ensure better use of resources by establishing a single resource for Community Centres. Resources will be allocated transparently and according to the Community Partnership Agreement with the Community Association.
- ◇ Better management of buildings and centres by having robust governance & performance management arrangements in place.
- ◇ Better quality of service by ensuring Community Centres are fit for purpose – this will be determined by use, user views, community aspirations and building quality.
- ◇ Develop capacity and maximise resources through increased support to volunteers and Community Centre management committees through the working group. This should help centres access external funding.
- ◇ A more diverse range of activities being delivered from Community Centres by developing capacity in communities and explore transferring Council assets to community groups where it is appropriate to do so.
- ◇ Better services provided through an improved network of Community Centres in the Borough which ensure quality and meet local need. This is likely to include the re-provision of a number of Community Centres.
- ◇ Better services by ensuring that the re-provision of Centres does not result in a reduction or removal of a service, rather than the improvement of a service.

The table below sets out an initial timetable and work programme for the team.

Action	Completed by
Community Centre Commissioning Team in place	August 2012
Review of the existing physical and social infrastructure in the vicinity of each facility.	October 2012
Review the capacity of each Community Centre management committee identifying specific	October 2102

training and other development needs.	
Identify key gaps in service provision and work with management committees to develop a business plan for their community centre that will ensure its longer-term sustainability. This could include identifying opportunities for asset transfer.	Timetable to be developed based on above assessment with aim to complete by April 2013
Identify a range of funding to meet both capital investment needs and for ongoing revenue support.	February 2013
Develop options for the long term sustainability and management of Community Centres in partnership with the community and voluntary sector	March 2013
Review management arrangements linked to the options above and implement proposals.	From April 2013

Section 5: Appraisal of current Community Centre provision within the Borough

The brief requires an assessment of the value of community centres in meeting local priorities. This appraisal will be carried out by visiting each centre, by conducting interviews with key staff, volunteers and users and thorough desk top study. A summary of the whole portfolio follows.

Financial Assessment:

- Improved revenue position
- Competition
- NNDR Savings
- Financial management

Social Assessment

- Views of the local community
- Views of local users of the centre
- Views of partners
- Views of non users of the community centres
- Other community provision within the locality of community centres

Quality Assessment

- Delivery of services
- Marketing
- Health and safety
- Management committee competencies

Physical Assessment

- Stock condition reports
- Design of building
- Scope of improvements

Economic Assessment

- Capital investment

- External funding
- Economic climate
- Capital Receipts
- Management alternatives

Section 6: Structure for reporting findings

It is proposed to review each of the fifteen community centres on a ward basis using the criteria set out in section 5 of this brief. Following the review it is proposed to present findings for each community centre under the following headings:

- Location and description of the area
- Centre Description
- Summary of key users and centre programme
- Financial position statement for the centre
- Vision for the Community Centre
- Proposal for the community centre
- Timeframe for implementation of the proposal.

Quantitative Approach: Centrally held SNAP survey	October	November	December	January	February	March	April	May	June	July
the Reporter (All residents)	Survey page designed and finalised	Reporter distributed throughout borough from the 26th	Monitoring of responses	Monitoring of responses	Monitoring of responses	Collation of data	Analysis of data which is fed back into next qualitative stage			
e-Panel (Users & Non-users)	Electronic survey designed and published	Survey also sent out on 26th	Monitoring of responses	Monitoring of responses	Monitoring of responses	Collation of data	Analysis of data which is fed back into next qualitative stage			
Website (All residents)	Webpage content designed and finalised	Webpage live from 26th	Monitoring of responses	Monitoring of responses	Monitoring of responses	Collation of data	Analysis of data which is fed back into next qualitative stage			
On-site Paper Forms (Users)	Paper surveys designed and printed	Surveys available at centres from 26th	Monitoring of responses	Monitoring of responses	Monitoring of responses	Collation of data	Analysis of data which is fed back into next qualitative stage			
Press Release (All residents)	Content finalised	Release to coincide with paper & electronic survey								
Online Form Disattribution (Targeted groups - LAPs, Management Committees, other providers etc.)	Electronic survey designed and published	Survey also sent out on 26th to appropriate groups	Monitoring of responses	Monitoring of responses	Monitoring of responses	Collation of data	Analysis of data which is fed back into next qualitative stage			
Qualitative Approach: Face to face engagement										
Focus Groups (Targeted groups baed quantitative findings)							Focus groups populated by members of stakeholder groups to explore issues from quantitaive work	Focus Groups held	Focus Groups held	Analysis and feedback of findings
On-site Consultation Events (Users)							Public workshop/drop-in sessions to engage with users of facilities	Sessions held	Sessions held	Analysis and feedback of findings

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Brief for Scrutiny

Topic to be Scrutinised
Community Centres Review
Questions to be Addressed
<ol style="list-style-type: none">(1) Which services/ activities currently run from the centres and are believed to work well?(2) How many hours per week are these activities running?(3) Which groups do the centres and sessions target?(4) Are there other halls/ community facilities close by or due to be opened or closed which will have/ is having an impact on a particular community centre?(5) Is the centre as busy as it was 3 to 5 years ago?(6) What activities or services would people like to see offered by the community centres in the future?(7) What are the buildings related issues at each particular centre?(8) What steps can be taken to improve a particular centres' sustainability?(9) How should the success of our community centres be measured?(10) How do the services offered meet the needs of the communities and are there any gaps?(11) Is the community centre in the right place, providing the right services to the right people?
Outcome
<ol style="list-style-type: none">(1) Agree the Officer Review Group's Project Plan(2) Examine the existing funding position at each community centre.(3) Develop a detailed consultation plan(4) Review service delivery options for the future.
Background Materials
<ol style="list-style-type: none">(1) Existing Agreements(2) Management Committee Constitutions(3) Audited accounts(4) Best practice examples from else where
Evidence and Witnesses
<ol style="list-style-type: none">(1) Officer Review Group(2) Chairs of Management Committees(3) Stakeholders (including partner agencies, suppliers, volunteers)(4) Users and non users(5) Site visits(6) Other providers
Method of Scrutiny
The role of the Active and Cohesive Overview and Scrutiny Committee is to progress the areas contained in this brief in liaison with key witnesses and to

call for evidence.
<p>Timetable</p> <p>To consider the project plan and initial issues in time to be reported to Cabinet on 27 September 2012. .</p>
<p>Constraints</p> <p>There is a considerable amount of information to be gathered and a broad range of opinion to be considered. Once the project plan has been pulled together and the review completed, there will be a number of recommendations put forward for further consideration.</p>
<p>Members to Undertake the Scrutiny</p> <p>Members of the Active and Cohesive Communities Overview and Scrutiny Committee.</p>
<p>Support</p> <p>(1) Executive Director – Operational Services (2) Head of Leisure and Cultural Services</p>
<p>Newcastle Borough Council Corporate Plan Priority Area(s)</p> <ul style="list-style-type: none"> • Creating a cleaner, safer and sustainable Borough. • Creating a Borough of Opportunity. • Creating a healthy and active community. • Transforming our Council to achieve excellence.
<p>CfPS Objectives:</p> <ul style="list-style-type: none"> • Provides ‘critical friend’ challenge to executive policy makers and decision makers. • Enables the voice and concerns of the public to be heard. • Is carried out by independent governors who lead and own the scrutiny role. • Drives improvement in public services.
<p>Brief Approved by Overview and Scrutiny Co-ordinating Committee</p> <p>Signed:</p> <p>Date:</p>