

Public Document Pack

Date of meeting	Wednesday, 28th September, 2011
Time	7.00 pm
Venue	Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffs ST5 2AG
Contact	Geoff Durham

Transformation and Resources Overview and Scrutiny Committee

AGENDA

PART 1– OPEN AGENDA

- 1 MINUTES OF PREVIOUS MEETINGS (Pages 1 - 4)**
To consider the minutes of the previous meeting of this Committee held on 20 June 2011.
- 2 DECLARATIONS OF INTEREST**
To receive Declarations of Interest from Members on items included in the agenda
- 3 CUSTOMER SERVICES PRESENTATION**
To receive a presentation on Customer Services by the Council's Head of Customer and ICT Services
- 4 PROPOSED PERFORMANCE MANAGEMENT REVIEW PRESENTATION**
To receive a presentation on the proposed Performance Management Review by the Council's Head of Business Improvement and Partnerships
- 5 Financial and Performance Management Report to End of Quarter One (June) 2011 (Pages 5 - 14)**
- 6 Transformation Programmes Update (Pages 15 - 30)**
- 7 Work Programme - Draft Briefs for Scrutiny (Pages 31 - 36)**
- 8 The Forward Plan - Transformation and Resources Extracts for the Period Covering August 2011 to November 2011 (Pages 37 - 62)**
- 9 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972.

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

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

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

*Printed for information

TRANSFORMATION AND RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

20 June 2011

Present:- Councillor Mrs Shenton in the Chair

Councillors Mrs Beech, Mrs Burke, Mrs Burnett, Fear, Mrs Hailstones, Snell, Taylor J, Waring and Wilkes

Apologies were received from Councillors Howells and Sinnott

117. * **MINUTES OF PREVIOUS MEETING**

Resolved:- That the minutes of the meeting held on 1 March 2011 be agreed as a correct record.

118. * **WORK PROGRAMME – PLANNING AND PROGRESS**

Consideration was given to a report showing the latest version of the Committee's Work Programme for the current municipal year.

The Committee of the previous municipal year had requested further scrutiny of the Council's Constitution.

Members agreed that the Constitution should form part of their Work Programme together with the following:-

- Budget
- Efficiency savings and financial monitoring
- Customer Services (front line)
- Management of land and property assets

It was agreed that smaller working groups would be beneficial to look at some of the areas.

With regard to Customer Services and its vast area, Members requested a presentation on its services which could guide the Committee as to which areas to scrutinise.

Members queried what impact past efficiency savings had had on the Council.

Resolved:- That the information be received.

119. * **THE FORWARD PLAN – TRANSFORMATION AND RESOURCES
COMMITTEE EXTRACTS FOR THE PERIOD MARCH 2011 TO JUNE 2011**

Consideration was given to a report identifying areas in the current issue of the Forward Plan of Key Decisions covering the period March 2011 to June 2011.

The only issue identified to date was the Finance and Performance Management Monitoring Report.

Resolved:- That the item contained in the Forward Plan be noted.

120. * **FINANCIAL AND PERFORMANCE MONITORING TO END OF QUARTER 4 – MARCH 2011**

Consideration was given to a report covering the budget and performance levels of the Council to the end of the Fourth Quarter (March 2011).

The report had been taken to Cabinet on 15 June 2011.

Members queried the investment counterparties. £1,412,768 had been received from the Administrators for Heritable Bank which accounted for 56% of the £2.5 million investment and another payment was due next month. It was anticipated that over twelve months, the majority could be recovered.

Members queried the collection of certain data i.e. visits to museums. It was reported that the information did not need to be collected as the National Indicators no longer existed.

Members requested the following information:

- (i) A breakdown of the facilities offered by the Council and their usage, in particular the reduction in usage to see if it related to a specific facility or across the board.
- (ii) The number of people accessing the Council's facilities.
- (iii) The number of people using the Council's facilities as part of the GP Referral Scheme.

Resolved:- (a) That the information be received.

(b) That the following information be forwarded to

Members:

- (i) Breakdown of facilities offered and the reduction in usage.
- (ii) The number of people accessing the Council's facilities.
- (iii) The number of people using the Council's facilities as part of the Council's GP Referral Scheme.

121. * **NEWCASTLE-UNDER-LYME BOROUGH COUNCIL SCRUTINY PEER REVIEW – APRIL 2011**

Consideration was given to a report which had been prepared by a team of officer and Member peers to complete review of the Council's scrutiny arrangements.

Members considered the recommendations and suggested that they be sent out as a questionnaire to all Members for their comments.

A working group of Members and officers could be set up to scrutinise the results and what would work best at Newcastle.

The results of the questionnaire would then go to the Overview and Scrutiny Co-ordinating Committee.

Transformation & Resources Overview & Scrutiny – 20/06/11

- Resolved:-**
- (a) That the information be received.
 - (b) That a questionnaire comprising the recommendations of the Peer Review be sent to all Members.

**MRS E SHENTON
Chair**

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

Submitted by: Head of Finance and Corporate Policy and Performance Manager

Portfolio: Customer Service and Transformation/Resources and Efficiency

Wards Affected: All

Purpose of the Report

To provide Members with the Financial and Performance Review for the 2011/12 First Quarter.

Recommendation

That Members note the contents of the report and recommend that the Council continues to monitor and scrutinise performance alongside finances.

Reasons

These monitoring reports provide information about the performance of individual council services, alongside financial information.

1. Background/Issues and Options

- 1.1 This report provides Members with a detailed update on how the Council has performed during the First Quarter of 2011/12 by presenting performance data set in a financial context.
- 1.2 The Council approved a General Fund Revenue Budget of £15,258,700 on 23 February 2011. The actual position compared to this budget is continuously monitored by managers in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget. Regular reports are made available to members by the Portfolio Holder for Resources and Efficiency informing them of the current position, highlighting any significant factors giving rise to variances.
- 1.3 A Capital Programme totalling £21,638,800, covering the two years 2010/11 to 2011/12, was approved at the same Council meeting. Of this total, £10,374,500 was estimated to be spent in 2011/12.
- 1.4 The council's continuing drive for improvement and performance enhancement inevitably puts pressure on the council's finances. As a result, the Council has a commitment to find efficiencies on an ongoing basis in order to meet its budgetary responsibilities. In addition the government stated that they wished to see no increase in Council Tax for 2011/12. To encourage local authorities to adopt this strategy, a new non-specific grant was announced, payable to those authorities which did not increase their council tax for 2011/12. It will be paid at a rate equivalent to a 2.5 per cent increase in the authority's 2010/11 basic amount of council tax multiplied by its council tax base. For Newcastle, has resulted in a grant of around £170,000 being paid.
- 1.5 This report also provides detailed analysis of performance in the first quarter, focusing on key performance indicators.
- 1.6 A summary of the overall picture is presented in section 5 of this report. This is a promising start, with the majority of targets currently met.

2. Revenue Budget Position

2.1 The overall position at 30 June shows an adverse variance of £48,000. At this point in the financial year, we would have expected to have spent approximately £1.905 million: we have actually spent £1.953 million. This is predominately due to sources of income such as land charges, planning fees, market stall rents and car park fees, continuing to yield less compared to what we would, in the past, have expected to receive up to 30 June. Because we anticipated economic problems would continue in 2011/12 an allowance of £200,000 was included in the budget to cover shortfalls.

3. 2010/11 Outturn

3.1 The provisional outturn for 2010/11 subject to Audit is an adverse variance of £87,000. This is mainly due to the current economic situation resulting in a considerable loss of income. This outturn figure was minimised as a result of the Council taking the prudent decision to include £200,000 in the 2010/11 budget for potential loss of income together with an under spend on salaries due to a number of vacant posts.

3.2 Full details of last year's accounts were reported to the Audit and Risk Committee at their meeting on 28 July.

4. Capital Programme Position

4.1 Approval for the acquisition of the former Sainsbury's site (Ryecroft area, 10-16 Liverpool Road, Newcastle) together with other changes in respect of carried forwards means that the revised capital budget for 2011/12 is £16,282,400.

4.2 The Capital Programme contains a number of large value schemes, such as the former Sainsbury's site, the Health and Wellbeing Centre and Silverdale Community Centre facilities, where expenditure is not expected to be incurred to any extent until later in the year. Accordingly, only £1,565,200 was expected to be spent by 30 June. Actual expenditure at this date was £1,608,900, a variance of £43,700.

4.3 A number of capital projects have now been completed. Details of these are shown in the table below. In some cases, which are indicated, there may be a small amount still to be paid to finalise the contract, largely the paying over to the contractor of any monies retained to ensure satisfactory completion of the work.

Project	Estimated Cost	Actual Cost
	£'000s	£'000s
Audley Burial Facilities	256	238
<i>Funding: Capital Receipts</i> <i>*Retention payment outstanding*</i>	256	238
Knutton Footpath Link	37	37
<i>Funding: Grant</i>	37	37
Information at Work (Northgate)	64	64
<i>Funding: Reserves</i>	64	64

Homeworking Pilot	20	21
<i>Funding: Reserves</i>	20	21

5. **Investment Counterparties**

5.1 Investment counterparties with whom money is invested, as at 19 August 2011 are as follows (with the parent company shown in brackets, where applicable):

Santander
Nationwide Building Society
Halifax Bank of Scotland (*Lloyds Banking Group*)
Heritable Bank (*Landsbanki*)
Royal Bank of Scotland (*Royal Bank of Scotland Group*)

5.2 With regard to the Council's frozen investment in Heritable Bank, a further payment of £101,809 has recently been received from the Bank's Administrator. This brings the total amount repaid to some £1,514,500, which is around 60% of the total that was frozen. It is anticipated that 9 dividend will be paid in October. The Administrators have advised that they have recently reviewed the base case return to creditors and now predict that at least 90% of the £2,500,000 invested will be repaid.

6. **Performance**

6.1 The Corporate Performance ('dashboard') report is attached as **Appendix A**.

6.2 The number of indicators is reduced to 24. This is in line with a longer term aim – to identify and focus on key measures that we consider to be of a cross cutting nature. These measures have been designed to relate to areas of work that have an impact on a number of the council's responsibilities.

6.3 The appendix comments on individual indicators where they raise an issue or where either a target has been met, or the direction of travel is not positive.

6.4 This report will also be submitted to the Transformation and Resources Scrutiny Committee.

6.5 The proportion of indicators on target based on data at the time of compiling this report was 50%.

6.6 Positive performance can be seen in a range of services although it must be borne in mind that that the results later in the year can be different and that some services have seasonal factors.

6.7 There are a very small number of areas listed in this report which are not on target, though none causes concern at present. In all cases, the management of the service is aware of the issues and are taking steps to deal with the situation. Further updates will be provided for Members in future reports.

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

7.1 All of these indicators link to corporate priorities. They are ordered by portfolio as in the Corporate Plan.

8. **Legal and Statutory Implications**

8.1 The Council has a duty to set targets for performance of a range of functions and needs to monitor these closely.

9. **Equality Impact Implications**

9.1 There are no differential equality issues.

10. **Financial and Resource Implications**

10.1 Any positive variance for the full year on the General Fund Revenue Account will enable that amount to be transferred to reserves and will be available in future years for use as the Council considers appropriate. Conversely, if there is an adverse variance, the amount required to cover this will have to be met from reserves.

11. **Major Risks**

11.1 The current economic situation represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may chose whether or not to use Council facilities, such as car parking and other areas directly affected by the economic downturn, such as land charges and planning applications. The situation will be monitored through the normal budget monitoring procedures.

11.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.

11.3 The above represents a high level view of risk. There are detailed risk registers available if Members wish to see them.

12. **List of Appendices**

Appendix A - Dashboard Indicators.

13. **Background Papers**

Working papers held by officers responsible for calculating indicators.

Cabinet Performance Monitoring Report 2011-12 Quarter 1

Overall position

50% of the indicators are now achieving or exceeding their target. There are 24 indicators and the result is good considering it is the first quarter and the data for 1 of the indicators is not due until Quarter 2 and 3 other indicators have incomplete information to comment on at this time.

Already performing well

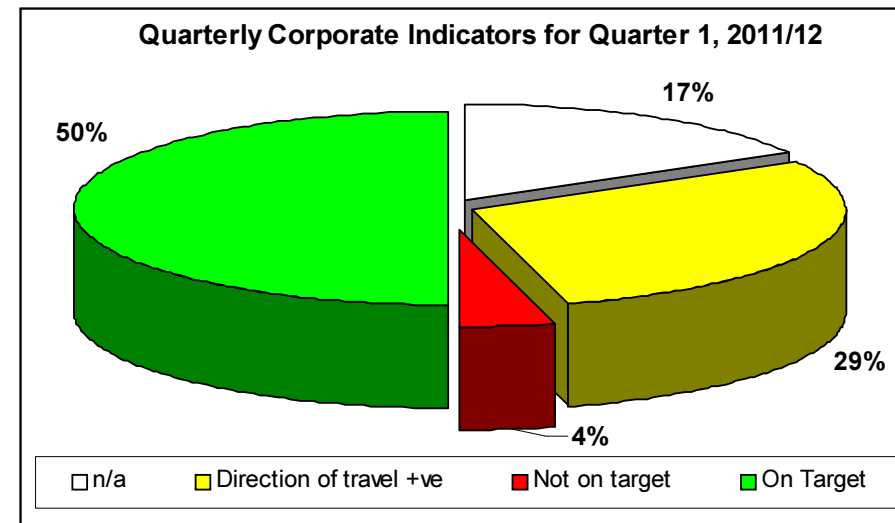
- CST1 % requests resolved at first point of contact
- CST2 % Unmet demand (number of calls not answered as a % of total call handling volume)
- CST3 % of Council Tax Collected
- RP1 % of investment portfolio (NBC owned) which is vacant.
- RP2 Number of cases where positive action was successful in preventing homelessness
- RP3 & 4 % of Major and Minor Planning Applications determined within time
- RE1 Number of days lost, per employee, to the Council through sickness
- ER2 % of household waste sent for reuse, recycling and composting
- ER4 % category A+ B food businesses inspections completed in time
- ER5 % of LAPC (Pollution) inspections carried out per annum from work plan

Areas for improvement

- ER6 % of licensed premises inspected per annum from work plan.
- CA1 Number of people accessing leisure and recreational facilities
- ER1 Residual household waste per household -yearly target 450kgs

Improvement already happening






- CST5 Time taken to process Housing Benefit/Council Tax new claims and change events
- RP5 % of Other Planning Applications determined within time
- RE2 Percentage of invoices paid on time (within 30 days)



Dashboard Indicators
Customer Service and Transformation

APPENDIX A






Portfolio Holder: Councillor Nigel Jones

Ref	What did we measure?	Qtr 1 Actual	Qtr 1 Target	How did we do in Quarter 1?	Achieved Target
CST1	% requests resolved at first point of contact	94.22	70	Our performance is well above target and shows an accurate picture due to improved recording methods and exact figures available for resolving of requests at first point of contact.	
CST2	% Unmet demand (number of calls not answered as a % of total call handling volume)	4.9	10	This is well within target for the first quarter.	
CST3	Percentage of Council Tax Collected (Cumulative)	26.63	24.12	Performance above target.	
CST4	Percentage of NNDR collected	25.02	26.11	Performance marginally below target. Targets will need readjusting to take account of further changes to Small Business Rates Relief provisionally announced in the budget to come into effect for quarters 3 and 4 - awaiting enactment of regulations. General economic conditions remain depressed leading to difficult trading conditions for many businesses.	
CST5	Time taken to process Housing Benefit/Council Tax new claims and change events	15.13	13	Benefit performance is still being affected by the backlog situation created by system conversion. The first quarter is always traditionally a period of heavy demand on the service due to new year Council Tax accounts and many claimants experiencing rent increases. Although below target over the quarter, performance had improved by June and was only 0.14 days below the cumulative target of 13 days. This also compares very favourably with the previous financial years first quarter actual, being slightly below 1 day longer but at a time when there were no backlog issues. It is anticipated that performance will improve during quarter 2.	

Dashboard Indicators Regeneration & Planning




APPENDIX A

Portfolio Holder: Councillor Robin Studd

Ref	What did we measure?	Qtr 1 Actual	Qtr 1 Target	How did we do in Quarter 1?	Achieved Target
RP1	% of investment portfolio (NBC owned) which is vacant.	12.2	15	At the end of 2010/11 the result was 13.5% and our position has improved in the first quarter with less vacant properties in the borough.	
RP2	Number of cases where positive action was successful in preventing homelessness (from the P1E)	124	75	Performance has exceeded the target again this quarter.	
RP3	NI 157a Percentage of Major Planning Applications determined within time	85.7	75	The performance for major and minor planning applications have well exceeded the targets. For the category of "other" the performance for this quarter was marginally below the target and demonstrates that a relatively small number of decisions issued out of time (5 in total) can have an adverse affect when the target is set as high as it is. It is anticipated that performance will improve and the target will be met in future.	
RP4	NI 157b Percentage of Minor Planning Applications determined within time	97.4	85		
RP5	NI 157c Percentage of Other Planning Applications determined within time	93.9	95		

Resources & Efficiency






Portfolio Holder: Councillor Ashley Howells

Ref	What did we measure?	Qtr 1 Actual	Qtr 1 Target	How did we do in Quarter 1?	Achieved Target
RE1	Average number of days lost, per employee, to the Council through sickness	1.47	1.78	For the first quarter the sickness absence remains within target.	
RE2	Percentage of invoices paid on time(within 30 days)	95.97	97	The percentage continues to remain high for this indicator.	
RE3	% projected variance against full year council budget	0.3%	No variance	Income budgets show adverse variances in areas affected by the economic recession. Provision has been made in the budget to cover this variation.	

Dashboard Indicators Environment and Recycling



APPENDIX A

Portfolio Holder: Councillor Marion Reddish

Ref	What did we measure?	Qtr 1 Actual	Qtr 1 Target	How did we do in Quarter 1?	Achieved Target
ER1	Residual household waste per household -yearly target 450kgs	114.54	112.5Kgs	This figure has not been audited yet but is expected to meet the target of 450kgs of waste collected by the end of year.	 No
ER2	% of household waste sent for reuse, recycling and composting	52.60	52%	This figure has not been audited yet but exceeds the recycling rate target.	 Yes
ER3	% improvement in street and environment cleanliness			First tranche of inspections in progress and will be reported in quarter 2. NI195 is no longer required to be formally monitored and reported, however, this method of inspection is continuing as it provides a performance measure for street and environmental cleanliness which can be compared to other local authorities via the Keep Britain Tidy Network website.	n/a
	a) litter	n/a	9		
	b)detritus	n/a	9		
	c)graffiti	n/a	3		
	d) fly posting	n/a	1		
ER4	% category A+ B food businesses inspections completed in time.	100	100	The licensing section has suffered from a lack of resources this quarter but recruitment is now complete and inspections to commence on a regular basis as planned. A total of 10 inspections were completed out of a planned 27. It is anticipated that performance will return to the level set in the work plan during quarter 2.	 Yes
ER5	% of LAPC (Pollution) inspections carried out per annum from work plan.	100	100		 Yes
ER6	% of licensed premises inspected per annum from work plan.	37.04	100		 No

Culture and Active Communities




Portfolio Holder: Councillor James Bannister

Ref	What did we measure?	Qtr 1 Actual	Qtr 1 Target	How did we do in Quarter 1?	Achieved Target
CA1	Number of people accessing leisure and recreational facilities	119,893	135,000	These figures do not include the half term swimming figures for one school because they are not provided until the end of the school year. Another impact has been the downturn in bookings at Knutton Recreation Centre.	
CA2	Number of people visiting the museum	19154	15,750	This is an increase on the same period in 2010.	

Safer and Stronger Communities

Portfolio Holder: Councillor Stephen Sweeney

Ref	What did we measure?	Qtr 1 Actual	Qtr 1 Target	How did we do in Quarter 1?	Achieved Target
SSC1	Assault with injury	157	TBC	Targets not confirmed from the police yet due to a restructuring within Staffordshire Police Service. Violence with injury replaces "assault with injury" and the performance is better than last year's quarter 1 figure of 231. The result last year for Serious Acquisitive Crime was 222. Business crime statistics are not available at this time.	n/a
SSC2	Business crime	n/a	TBC		
SSC3	Serious acquisitive crime	224	TBC		

Page 13	Performance information not available at this time	n/a
	Performance is not on target but direction of travel is positive	
	Performance is not on target where targets have been set	
	Performance is on or above target.	

TRANSFORMATION PROGRAMMES UPDATE

Submitted by: Head of Business Improvement and Partnerships

Portfolios: Customer Services and Transformation
Resources and Efficiency

Ward(s) affected: All

Purpose of the Report

To provide an update for Members on the various elements of the Newcastle under Lyme BC (NBC) Transformation Programmes.

Recommendation

It is recommended that: -

- Cabinet notes the report contents;
- Cabinet agrees to receive further updates in its role as a key element of the Council's Strategic Programme Board, alongside the Executive Management Team (EMT);
- Cabinet makes suggestions for further inclusion in any of the change programmes set out in the report in terms of projects or areas for further examination; and
- Cabinet instructs the Head of Business Improvement and Partnerships, as the Programme's Manager, to continue to provide these updates as the officer responsible corporately for programme and project management for the Council and also instructs the Head of Business Improvement and Partnerships to make any necessary updates as outlined in the previous recommendation

Reasons

To ensure Members are updated on the major programmes of transformation projects aimed to secure efficient, effective and modernised services across the Council.

1. **Background**

- 1.1 In February 2010 Cabinet, supported by EMT, approved the initial development of a Transformation Programme for the Council with a view to delivering and further developing the Programme within and beyond the next three financial years.
- 1.2 This report provides an update on the Programme and supplements previous reports to Cabinet in June and September 2010, and also in March 2011. Further updates were also provided to the Transformation and Resources Scrutiny Committee in September 2010 and March 2011.
- 1.3 This latest report covers: -
 - Updates on the Transformation Programme itself, including changes to the Programme's structure and the development of further change programmes;
 - Further updates on the projects which make up the Transformation and other change

- programmes currently being developed by the Authority, and
 - Outline of next steps for Members to consider beyond the scope and lifespan of these programmes, where relevant
- 1.4 Members will recall that the initial development of the Transformation Programme included a series of 'gateway' reviews by Cabinet/EMT (the Strategic Programme Board). Each of the constituent projects which made up the Transformation Programme were examined at critical stages so as to provide assurance that: -
- the original business cases retained value
 - each project aligned with corporate priorities,
 - each project was progressing successfully to delivery.
- 1.5 Following the completion of the gateway review process in July 2010 and since then, the list of projects which made up the final Transformation Programme was further divided into those having the necessary infrastructure in place to be delivered immediately and those which require further development prior to delivery. As a result, some projects have now been removed from the Transformation Programme, as they have either been included with other projects or programmes or have now been completed.
- 1.6 The Council has updated its programme management since July 2010, and these updates are included in this report. (see **Appendix A**).
- 1.7 The Transformation Programme originally had a set of key aims which it was designed to deliver. These were:
- Delivering efficiency savings;
 - Developing new ways of working (leading potentially to cultural change);
 - Improving performance; and
 - Improving customer service
- 1.8 These remain the focus of the Transformation Programme and also TWWW and TBC explained below.
- 1.9 Building on the aims of the Transformation Programme, the projects covered by the Programme were divided into a number of categories of activity: -
- Reviewing the Council's accommodation needs
 - Delivering cashable and non-cashable efficiencies
 - Improving performance through a range of service changes
 - Achieving environmental improvements
 - Achieving improved customer service
- 1.10 In order to build on these achievements, the Council's Cabinet asked the then-newly appointed Chief Executive (in January 2011) to re-structure the Transformation Programme in order to focus on those projects which are seen as integral to establishing a 'critical path' for delivering change across the organisation as a whole and also delivering against the key aims set out above of the Transformation Programme.
- 1.11 The structure now consists of 3 parts:-
- The Transformation Programme (TP)
 - The Way We Work Programme (TWWW)
 - The Business of the Council (TBC)

- 1.12 The TWWW Programme and covers the following projects (previously in the original Transformation Programme): -
- Review of Council accommodation
 - Home working
 - Flexible working
 - Electronic Document/Record Management System (EDRMS)
- 1.13 The ambition of the TWWW Programme was to deliver the aims set out by the Transformation Programme by achieving 'step change' in the projects listed above.
- 1.14 Concerning the TBC, the Cabinet has now requested the Chief Executive to examine the democratic workings of the Council in order to ensure that these continue to be both fit for purpose and also are efficient and represent value for money. A number of projects are currently being developed along these lines and the newly-developed TBC Programme will also feature existing projects that were formerly a part of the Transformation Programme – the Committee Administration project and the Locality Action Partnership (LAP) Review.
- 1.15 Each of the three ongoing NBC transformation programmes has the Head of Business Improvement & Partnerships (formerly Performance and Transformation) as Programme Manager. The Head of Business Improvement and Partnerships also acts as the corporate lead responsible for programme and project management for the Council.

2. The Council's Transformation Programmes – Update on Activity

- 2.1 As already covered by this report, there are three change and transformation programmes ongoing within the Council. These are: -
- Transformation Programme (TP)
 - The Way We Work Programme (TWWW)
 - The Business of the Council (TBC)
- 2.2 Members have received updates on a number of the projects which form part of these transformation programmes in previous reports. This report does not seek to repeat this information, but provide further updates on individual projects.
- 2.3 It should be noted that Appendix A sets out the detailed status of each individual project.
- 2.4 In terms of the TP, the following 'live' and ongoing projects are currently cover: -
- Time and attendance management system – the system is now in place in a number of service areas and locations. Work is ongoing to roll out to the depot in July 2011
 - Staff Recognition and Reward Scheme – the scheme is currently being reviewed, based on the lessons learnt from the project previously and the award ceremony held in November 2010
 - Town Centre Partnerships – the ultimate aim of the project is to create a Business Improvement District (BID) for the town centre in Newcastle. In order to do this, a shadow company needs to be created, and this process is ongoing. Other aspects of the project are being developed and delivered around event organisation and profile raising
 - Customer Relationship Management (CRM) – funding and other aspects of the process of purchasing a new CRM system are being examined and further updates will be provided when more details are available through organisations such as

Staffs Connects

- Customer Insight – work is ongoing with Staffordshire County Council to procure data across the county which will assist in the development of services based on customer/citizen profile and lifestyle information
- Web Services – examining the potential for channel shift where possible and enhancing the availability of services through the web
- Customer Services Standards – review ongoing, with a view to introducing improvements in key service areas

2.5 In addition to these ongoing projects, Members will recall that there have been a number of other projects that have been included at various stages of the Programme since its inception. These have been covered in more detail in previous reports to Cabinet.

2.6 Since the last report to Cabinet on the Programme in March 2011, the following project has been delivered: -

- Health and Safety Management Software – a new system (Target 100) has now been procured and implemented. Staff have now been trained in use of the new system. The processes covered by the system are now working well across the organisation.

2.7 The projects which form part of the TWWW Programme (following the restructure instigated by cabinet in January 2011) have seen developments in the following areas:

- Accommodation Review – a series of studies have been completed to establish the Council's accommodation needs in terms of its buildings. As a result of this work and negotiations with key partners (Police, Staffordshire CC and NHS North Staffordshire amongst others) discussions are now ongoing for some or all of these organisations to move into the Civic Offices with the concurrent benefits for partnership working and additional income for the Borough Council.
- Home working – a pathfinder was completed in April 2011, which examined the logistical issues in terms of encouraging and enabling staff to work from home. The pathfinder looked at areas such as equipment needs, infrastructure issues and other matters. The results of the pathfinder was the creation and development of a scheme for homeworking in the authority. This scheme was supported by the Employees Consultative Committee in June 2011 and work is ongoing to roll out the process across the organisation. It is envisaged that more homeworkers may ease the pressures on council buildings, although the scheme is not compulsory. Different options are also being examined around providing hotdesking facilities for council staff in the future.
- Mobile working – a number of potential areas which could benefit from mobile (or flexible) working are currently being examined, such as inspection tasks. In addition, technological options and solutions are also being examined to see if they match with the requirements of the council in the long-term.
- EDRMS(Electronic Document/Record Management System) – a number of further developments have been seen as part of the project, including securing the appropriate software to support the change to electronic storage of documents and records across the Council's services and the storage of this information. Work is also ongoing in terms of the needs of each service area in this respect.

2.8 The third area of change is TBC. This Programme is focused on those areas which cover the democracy and constitution of the council and also how the authority engages with its communities and other key stakeholders.

2.9 This Programme is very much a work in progress, but does contain two projects which were formerly part of the original Transformation Programme. In terms of updates these include the following: -

- Locality Action Partnership (LAP) Review – this project has now completed a report on the LAPs, their remit and function and purpose. This was presented to the Borough Council's Cabinet in September 2011, following consideration by all aspects of the Borough's partnership structures. Work on implementing the recommendations set out in the report will begin from September 2011 onwards
- Committee Management System – this refers to the project designed to procure and deliver the Modern.Gov software system into the Council. Since the last update to Cabinet, training has been provided to key officers in the council; tests have been done on the system and the system has also been populated. It is likely that the new system will go 'live' before the end of 2011.

2.10 It is expected that the Programme will include a range of additional projects, although some of these are not yet live. The list is currently as follows: -

- Review of the Council's constitution – building on work already done by various groups and by Members and officers
- Scrutiny – taking forward the recommendations arrived at by the peer review earlier this year
- Member training and development – to be considered alongside a Member working group and to include the provision of ICT to elected Members
- Member support – the provision of support to elected Members from officers and also via ICT
- Allowances – review of the level and detail of allowances to elected Members
- Reports – how reports are provided and organised
- Mayoralty – to review the provision of support for the Mayor and the Mayor's office

2.11 This section represents a full update of transformation and change activity currently ongoing in the Council. It should be noted, however, that this is not a static list and other projects and areas of focus can be added to these programmes at any time.

3. **Next Steps**

3.1 As previously reported and set out for Members, regular reports (on a quarterly basis unless otherwise requested) will continue to come to Cabinet, enabling Members to continue to take an overall, strategic view and to review progress. Members can then be assured that projects are progressing towards delivery and that any further issues arising which need a strategic steer are identified.

3.2 Work will progress on delivery of the Programmes set out in this report under the auspices of Cabinet and EMT as the Council's Strategic Programme Board and regular meetings will take place with project managers in order to progress delivery of individual projects – carried out by the Programme Manager.

3.3 A number of projects have further developed project plans, including establishing detailed roles and responsibilities for each project and for the Programmes as a whole and these will continue to be reviewed and developed.

3.4 Again, as before, Members may now wish to consider the next steps in relation to how the Council deals with the change and transformation agendas in moving forward. Members will note that the Council's Medium Term Financial Strategy (MTFS) indicates that the

financial picture remains challenging and the focus of ongoing change will be on identifying and securing efficiency savings and also increasingly focusing on how the organisation responds to the challenges of the localism agenda and continues to deliver quality services to its citizens.

3.5 In addressing the developing approaches to change, the Council will seek to address a variety of key areas including:

- the organisation's culture;
- the way the organisation organises its service areas;
- identifying ways to improve the processes used by the Council in delivering its services
- improving outcomes for the Borough as a whole.

3.6 It is envisaged that this work will be taken forward by Cabinet/EMT as the Strategic Programme Board for the authority through the development of a clear structure of programme and project management aimed at delivering positive change for the organisation over the next 2-3 financial years.

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

4.1 These were identified and included in all the original Project Initiation Documents (PIDs) considered by Cabinet/EMT at the business justification stage between April-July 2010. They have been further considered as part of the Programme development set out in this report.

4.2 The PIDs and other key project documentation continues to be reviewed and developed into project and programme plans since initial approval by Cabinet/EMT and have – in most cases – been developed into more detailed project plans within the wider Programmes.

5. **Legal and Statutory Implications**

5.1 These have been considered in relation to each individual project.

6. **Equality Impact Assessment**

6.1 The Programmes will be able to support the Council's work on equalities. There are no specific impacts arising from this report.

7. **Financial and Resource Implications**

7.1 Projects will be developed within existing resources where possible and others will be scoped in detail as required.

8. **Major Risks**

8.1 The overall programme risks will be assessed and mitigated. Projects within the programmes will be risk assessed to the appropriate level of detail.

9. **Key Decision Information**

9.1 None, but will apply to certain individual projects.

10. **Earlier Cabinet/Committee Resolutions**

10.1 On 15 September 2010 and 22 March 2011, Cabinet resolved to note the report and agree to further updates on the Transformation Programme.

11. **List of Appendices**

Appendix A – Transformation Programme/TWWW Programme/TBC Programme updates.

12. **Background Papers**

None.

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Transformation Programme - Projects – Ongoing							
No.	Project	Description	Portfolio Holder	Executive Sponsor	Project Manager	Interdependencies Interfaces	Status – September 2011
1	Web Services - improved access and information	Increasing the numbers of transactional services available via the internet and encourage 'channel shift' and integrated service delivery. Improve the quality, clarity, timeliness and range of information to customers on the web.	Cllr Nigel Jones	John Sellgren	Phil Jones	<ul style="list-style-type: none"> • Committee Management System • TWWW Sub-Programme • Mobile Working • Accommodation Review • Customer Insight 	Work progressing, but some hold ups. Working with Customer Services & ICT (through the use of Customer Insight) to establish benchmarking for existing customer contact. Focusing work on four service areas, but some issues. Now moving towards undertaking channel shift where possible.

Transformation Programme - Projects – Ongoing							
No.	Project	Description	Portfolio Holder	Executive Sponsor	Project Manager	Interdependencies Interfaces	Status – September 2011
2	Customer Insight	Better informed service delivery linked to customer needs. Further develop and utilise detailed socio-economic and geographic data to better focus information and service ability on all sections of the community (social Inclusion).	Cllr Nigel Jones	Kelvin Turner	Jeanette Hilton	<ul style="list-style-type: none"> Web Services TWWW Sub-Programme 	Staffs Connects procurement is complete. NULBC now have access to additional data such as Green Aware and Energy Efficiency. ICT will continue to support and develop the software; However corporate buy in and championing from a central team is now required to make full use of the huge amount of information and tools available
3	Time & Attendance Management System	Modernise time recording systems to improve efficiency.	Cllr Ashley Howells	Kelvin Turner	Sarah Taylor/Audrey Clowes	<ul style="list-style-type: none"> Home Working Mobile Working 	On schedule. Completed the Civic Offices & some remote sites. Started the roll out at the depot during July 2011.
4	Staff recognition and reward scheme	To introduce the scheme to encourage, recognise and reward specific good performance by staff (not PRP).	Cllr Ashley Howells	Kelvin Turner	Sarah Taylor		Currently reviewing the scheme.

Transformation Programme - Projects – Ongoing							
No.	Project	Description	Portfolio Holder	Executive Sponsor	Project Manager	Interdependencies Interfaces	Status – September 2011
5	Customer Relationship Management (CRM) Development /Service Integration	Evaluate options for future CRM to deliver one customer record, 'tell us once' capability and with all service software systems integrated or linked. Implementation of optimum solution sought.	Cllr Ashley Howells/Cllr Nigel Jones	Kelvin Turner	Jeanette Hilton	<ul style="list-style-type: none"> • Mobile working • Home working • ICT review 	CRM now forms a priority project for Staffs Connects Partnership of which Stoke and Newcastle are leading authorities (first tranche implementation). The partnership has appointed a project manager to ensure delivery of the first tranche by July 2012 so that testing can be undertaken in parallel with the existing CRM for business continuity purposes
6	Customer Service Standards Roll-out	Improving our service standards to a consistent level across all service areas to ensure a positive, speedy and customer friendly response/excellent service.	Cllr Nigel Jones	Kelvin Turner	Jeanette Hilton		Roll out in Revenues and Benefits in the first instance has been on hold due to the restructuring of Customer Services and ICT. However, this is due to start in October.

Transformation Programme - Projects – Ongoing							
No.	Project	Description	Portfolio Holder	Executive Sponsor	Project Manager	Interdependencies Interfaces	Status – September 2011
7	Town Centre Partnerships	To examine the case for establishing a Business Improvement District (BID) in the town centre to provide additional resources/capacity to secure enhanced services (including the provision of marketing) and to improve the viability of Newcastle Town Centre for the benefit of both the businesses and residents.	Cllr Robin Studd	Neale Clifton	Trudi Barnard	<ul style="list-style-type: none"> Locality Action Partnerships 	Pre-Board (for the Town Centre Partnership) established in January 2011. No company set yet (as required by the BID process) with slippage on this from original date of April 2011 (mainly due to lack of capacity from all partners). Group is still establishing its Terms of Reference etc and also establishing its remit. Work is ongoing re: establishment of a company limited by guarantee- Oct 2011 is now a more realistic completion date. Events Sub-Group has been set up to seek to increase footfall and raise profile of the Town Centre. Communications being arranged between NBC and the TCP.

The Way We Work Programme - Projects ongoing							
No.	Project	Description	Portfolio Holder	Executive Sponsor	Project Manager	Interdependencies/ Interfaces	Status – September 2011
8	Home Working	Arranging for a significant number of staff to be able to work remotely with home as their base with hot desking available as needed.	Cllr Ashley Howells	Kelvin Turner	Richard Durrant	<ul style="list-style-type: none"> Accommodation Review Mobile Working EDRMS ICT review 	Scheme consulted on, piloted and agreed with Employees Consultative Committee. Rolling out the processes developed as part of the pilot, and seeking to develop hotdesking facilities.
9	Mobile Working	Providing some front line staff and managers with the appropriate mobile technology to work efficiently and effectively in the field. Hot desking facilities where appropriate and clear links with home working projects.	Cllr Ashley Howells/Cllr Nigel Jones	Dave Adams	Julie Ray	<ul style="list-style-type: none"> Accommodation Review Home Working CRM EDRMS LAPs Review 	Opportunities for service area pilots being reviewed. Links with technological solutions adopted by authority, which are currently being reviewed.
10	Electronic Document/Record Management System (EDRMS)	Review and development of prioritised, corporate approach to document imaging. Impact on storage requirements and links to home and mobile working.	Cllr Ashley Howells/Cllr Nigel Jones	Kelvin Turner	Rose Bloor	<ul style="list-style-type: none"> Mobile Working Home Working Accommodation Review 	Work ongoing to develop schedule following production of policy relating to record retention and disposal. Upgrades of existing software underway.

The Way We Work Programme - Projects ongoing							
No.	Project	Description	Portfolio Holder	Executive Sponsor	Project Manager	Interdependencies/ Interfaces	Status – September 2011
11	Review of the Council's Accommodation	Review of the Council's buildings and facilities with a view to developing an analysis which seeks to utilise the space more effectively and potentially create the opportunity for other organisations to use these buildings in exchange for additional rental income.	Cllr Ashley Howells/Cllr Nigel Jones	Neale Clifton	Jeff Hamnett	<ul style="list-style-type: none"> • EDRMS • Home working • Flexible Working 	<p>Negotiations ongoing with potential tenants and agreements being developed on use of the Civic Offices by Police, Staffordshire CC and NHS. Now agreed lease with the NHS, who will move into the Civic Offices in September 2011.</p> <p>Also agreed Heads of Terms with the Police and Staffordshire County Council. Target dates of January 2012 for Police to move in and July 2012 for County Council to move in. Work underway on office moves within the Council, and analysis ongoing in terms of capacity of other operational buildings to house partner organisations.</p>

The Business of the Council - Projects ongoing							
No	Project	Description	Portfolio Holder	Executive Sponsor	Project Manager	Interdependencies/ Interfaces	Status – September 2011
12	Committee Management System	To provide an effective committee management system to ensure an effective and efficient approach to committee management.	Cllr Ashley Howells/Cllr Nigel Jones	John Sellgren	Paul Clisby	<ul style="list-style-type: none"> • Web Services • Customer Insight 	Training sessions held and more planned, where required. Residents and other stakeholders now able to start an e-petition online. The system has now been populated and draft agendas have been used to test the system. Likely to become 'live' before the end of the year (2011).

The Business of the Council - Projects ongoing							
No	Project	Description	Portfolio Holder	Executive Sponsor	Project Manager	Interdependencies/ Interfaces	Status – September 2011
13	Locality Action Partnerships (LAPs)	To provide effective support and development for elected members, in growing LAPs to ensure community ideas and views, supported by data come together to support the Partnership in delivering the priorities listed within the Sustainable Community Strategy and NBC Corporate Plan.	Cllr Stephen Sweeney	John Sellgren	Mark Bailey	<ul style="list-style-type: none"> • Mobile Working • BID 	Report now developed and presented to Cabinet (September 2011); Partnership Delivery Group (June 2011) and Partnership Executive Board (July 2011). New arrangements to be implemented before the end of 2011.

WORK PROGRAMME – DRAFT BRIEFS FOR SCRUTINY

Submitted by: Member Services Officer

Portfolio: Resources and Efficiency/Customer Service and Transformation

Ward(s) affected: Non-specific

Purpose of the Report

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

Recommendations

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

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

Reasons

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

1. **Background**

1.1 At the last meeting of the Committee it was agreed that the following topic be included on the work programme:

- Review of the Performance Management Frameworks (Mark Bailey).

A draft brief relating to this is attached at **Appendix A**.

The following draft briefs have also been submitted by your officers for discussion and are attached as **Appendices B to D**:

- TBC
- TBC
- TBC

2. **Issues**

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

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

None at present

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

4.1 The work programme of the Transformation and Resources Overview and Scrutiny Committee list items for Overview and Scrutiny activity. The activities of this committee do not directly contribute to the priorities in the Sustainable Community Strategy:

4.2 The committee's activities will also contribute to the corporate priority of transforming the Council to achieve excellence.

5. **Legal and Statutory Implications**

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

6. **Equality Impact Assessment**

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

7. **Financial and Resource Implications**

7.1 There are no financial implications directly arising from this report.

7.2 The primary resource implication arising from this report is Members' and Officers' time and commitment to undertake Overview and Scrutiny activity. When monitoring the work programme it is the committee's responsibility to ensure that it does not overburden itself with work if Members are unable to commit to particular activities within an agreed timeframe.

7.3 There are no human resource implications arising from this report.

7.4 There are no ICT implications arising from this report.

8. **Major Risks**

There are no risks associated with this report.

9. **Key Decision Information**

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

10. **List of Appendices**

Appendix A Review of the Performance Management Frameworks

Appendix B TBC

Appendix C TBC

Appendix D TBC

Brief for Scrutiny

TRANSFORMATION AND RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

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

<p>alternative approaches.</p> <p>(6) Key partners – examination of techniques for measuring partnership performance information and approaches designed to drive up levels of performance in this sense.</p> <p>(7) Key officers of the council.</p>
<p>Method of Scrutiny</p> <p>(1) Task and Finish Group – made up of Chair of Transformation and Resources Overview and Scrutiny Committee and other selected Members as a cross-section from scrutiny committees – considering the information set out above and reporting back to Cabinet and Scrutiny on a regular basis</p>
<p>Timetable</p> <p>Start date 2 November 2011 – initial report to Transformation and Resources</p> <p>Dates of meetings: Task and Finish Meetings on regular basis, to be confirmed</p> <p>Draft report: 25 January 2012 – Transformation and Resources</p> <p>Final report: 28 February 2012 – recommendation to 28 March Cabinet</p> <p>Report to Council: To be confirmed</p>
<p>Constraints</p> <p>(1) Availability of information on performance, following changes to the national framework for performance</p> <p>(2) Assessing what an ‘outcome’ is – need to establish</p> <p>(3) Availability of data in all areas, including health</p> <p>(4) Limitations of partnership working, including capacity</p>
<p>Members to Undertake the Scrutiny</p> <p>Councillor Mrs Shenton</p> <p>Others to be confirmed</p>
<p>Support</p> <p>Head of Business Improvement & Partnerships</p> <p>Business Improvement Manager</p> <p>Business Improvement Officer (Performance & Procurement)</p> <p>Audit Commission</p> <p>Chief Executive</p> <p>Executive Directors</p> <p>Heads of Service</p>
<p>Newcastle Borough Council Corporate Plan Priority area (s)</p> <ul style="list-style-type: none"> ▪ Creating a cleaner, safer and sustainable Borough ▪ Creating a Borough of opportunity ▪ Creating a healthy and active community ▪ Transforming our Council to achieve excellence
<p>CfPS Objectives:</p> <ul style="list-style-type: none"> • Provides and critical friend challenge to executive policy makers and decision makers

- Enables the voice and concerns of the public to be heard
- Is carried out by independent governors who lead and own the scrutiny role
- Drives improvement in public services

Brief Approved by Overview and Scrutiny Co-ordinating Committee

Signed:

Date:

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT OF THE EXECUTIVE MANAGEMENT TEAM TO THE TRANSFORMATION & RESOURCES OVERVIEW & SCRUTINY COMMITTEE

5 September, 2011

1. THE FORWARD PLAN – TRANSFORMATION AND RESOURCES EXTRACTS
FOR THE PERIOD COVERING SEPTEMBER 2011 TO DECEMBER 2011

Submitted by: Head of Central Services – Paul Clisby

Portfolio: Customer Service & Transformation; Resources & Efficiency

Ward(s) affected: Non-specific

Purpose of the Report

To identify items listed in the Forward Plan of Key Decisions which are relevant to the Transformation and Resources Committee to see if further examination of any issue is considered appropriate.

Recommendations

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

Reasons

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

1. **List of Appendices**

Appendix 'A' – Forward Plan of Key Decisions – period covering September 2011 to December 2011 – items within the scrutiny remit of the Transformation and Resources Committee (grey paper).

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FORWARD PLAN –
1ST SEPTEMBER 2011 TO 31ST DECEMBER 2011

This Plan sets out the key decisions which the Executive expect to take over the next four months. The Plan is rolled forward every month and is published by the 15th of each month. It will next be published in mid September and will then contain all key decisions expected to be taken between 1st October 2011 and 30th January 2012. Key decisions are decisions which are likely:

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

Other Decisions

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

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

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

Telephone: 01782 742200

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

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

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

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

**FORWARD PLAN FOR PERIOD 1ST SEPTEMBER 2011
TO 31ST DECEMBER 2011
(as at 12.8.11)**

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

TITLE OF REPORT: CORPORATE PLAN 2012-13		
Portfolio		√ as appropriate
	Customer Service and Transformation	√
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	Presents options to develop the Corporate Plan for 2012-13 on.	
Spend required/saving generated (<i>if applicable</i>)	Not applicable	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	All	
Proposed consultation	<ul style="list-style-type: none"> • e-Panel as appropriate • General user survey • Neighbouring authorities • Partners 	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Mark Bailey, Head of Business Improvement and Partnerships	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: BATESWOOD NATURE RESERVE – ANGLING AND HORSE RIDING REVIEW		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	Review of facilities in Bateswood Nature Reserve for horse riding and angling	
Spend required/saving generated (<i>if applicable</i>)		
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected		
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Rebecca Allen, Landscape Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: FUTURE DELIVERY OPTIONS FOR LEISURE SERVICES		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	To present an options appraisal for the future delivery of all or part of the Council's Leisure and Cultural Services and obtain approval to undertake a soft market test in relation to the favoured options.	
Spend required/saving generated (<i>if applicable</i>)	None at this stage	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	An Officer/ Member Steering Group which includes trade union representatives has overseen the project and the options appraisal has been externally challenged by a legal company	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robert Foster, Head of Leisure and Cultural Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: LOCALITY ACTION PARTNERSHIP REVIEW REPORT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	✓
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To seek approval for the recommendations proposed in the Newcastle Partnership LAP review report.	
Spend required/saving generated (<i>if applicable</i>)	No additional spend identified at present. Potential future savings where the community and voluntary sector take a more active role in the community/LAP areas.	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	✓
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Newcastle Partnership and LAPs	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Naomi Chesters Partnership Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: GRANTS REVIEW		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	√
	Resources and Efficiency	√
	Culture and Active Communities	√
Brief description of report	To present preliminary recommendations from the review of grants that the Council provides for voluntary and community organisations.	
Spend required/saving generated (<i>if applicable</i>)	None at this stage	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Grants Assessment Panel; internal working group of officers/members; Voluntary Sector Forum; sample of previous grant applicants.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robin Wiles, Community Regeneration Officer	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: NEWCASTLE DEVELOPMENT PROGRAMME PROPOSED ACTIONS TO ADDRESS SCRUTINY TASK AND FINISH GROUP RECOMMENDATIONS		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Culture and Active Communities		
Brief description of report	Proposed actions to address the NDP Scrutiny Task and Finish Group recommendations	
Spend required/saving generated (<i>if applicable</i>)	None at this stage	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation	None at this stage	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Neale Clifton, Executive Director - Regeneration and Development	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: JUBILEE 2 FEES AND CHARGES AND ACTIVITY PROGRAMMES		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	√
Brief description of report	To present the proposed scale of fees and charges and indicative activity programme for the new Jubilee 2 Centre	
Spend required/saving generated (<i>if applicable</i>)	To achieve the required level of income in the centre business plan (already) approved.	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Prices have been benchmarked with other local authorities.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Robert Foster, Head of Leisure and Cultural Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: EXECUTIVE HOUSING		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	<p>To report the outcome of an assessment of the Executive Housing Market in North Staffordshire including Newcastle-under-Lyme. The assessment was commissioned by RENEW and the NSRP and is intended to inform future planning and housing policies in the Borough and other local authority partners.</p> <p>The report will give consideration to:</p> <ul style="list-style-type: none"> • The definition of executive housing • The size of the Executive Housing market • Factors that will influence future demand • Next Steps 	
Spend required/saving generated (<i>if applicable</i>)	Not applicable	
Decision maker	Planning Committee followed by Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Not applicable	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Helen Beech, Planning Policy Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: STREETSCENE BUSINESS UNIT: FLEET REPLACEMENT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	Request for authority to replace road sweeping vehicle and narrow track pick-up vehicle	
Spend required/saving generated (<i>if applicable</i>)	£145,000 (re-profiling of existing approved Capital Programme)	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda report Benefits Card	
Officer contact	Roger Tait, Head of Operations	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT: ROUGH SLEEPER'S OUTREACH SERVICE		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	The provision of a Rough Sleeper's Outreach Service has been the main force behind keeping the numbers of rough sleepers on the streets of Newcastle at low levels. The report is to request for Cabinet to support the re-provision and re-commissioning of the Rough Sleeper's Outreach Service from April 2012 and to reserve future years third sector commissioning funding for a three year period for this service.	
Spend required/saving generated (<i>if applicable</i>)	Approx £14,765 per year	
Decision maker	Cabinet	
Earliest date of decision	September 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Not applicable	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Caroline Abel, Housing Strategy Officer	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not applicable	

OCTOBER

TITLE OF REPORT: A DRAFT ECONOMIC DEVELOPMENT STRATEGY FOR THE BOROUGH		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	To present, for Cabinet's consideration, a draft economic development strategy for the borough, setting out planned interventions by the council and its partners, their rationale and their intended consequences. Wider consultation will then be sought following Cabinet consideration.	
Spend required/saving generated (<i>if applicable</i>)	Not applicable (though subsequent actions may have)	
Decision maker	Cabinet	
Earliest date of decision	October 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Partner organisations and the wider business community	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Simon Smith, Regeneration and Economic Development Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT: PROCUREMENT OF SPECIALIST PROPERTY SUPPORT FOR THE MARKETING OF RYECROFT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To report back to Cabinet, following the acquisition of the Sainsbury' site in July, on the procurement of specialist property advisors on the marketing of the site with the objective of securing a development partner for the scheme	
Spend required/saving generated (<i>if applicable</i>)	£60-75,000, as agreed in previous Cabinet report, to be shared with Staffs County Council on a 25 : 75 % basis.	
Decision maker	Cabinet	
Earliest date of decision	October 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Staffs County Council (as JV partners)	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Simon Smith, Regeneration and Economic Development Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)		

TITLE OF REPORT:

RENEW NORTH STAFFORDSHIRE FINAL REPORT

Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	Overview of Newcastle Renew Housing Market Renewal programme achievements 2003 – 2011 and Transition Funding	
Spend required/saving generated (<i>if applicable</i>)	None at this stage	
Decision maker	Cabinet	
Earliest date of decision	October 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	Cross Heath, Knutton and Silverdale, Chesterton, Kidsgrove and Town	
Proposed consultation	None at this stage	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Neale Clifton, Executive Director - Regeneration and Development	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

TITLE OF REPORT:

GALLEYS BANK PILOT PROJECT UPDATE

Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	Galleys Bank pilot project update and future options for Members to consider following the near completion of the testing and refurbishment of an empty non-traditional home on the Galleys Bank former miners' estate	
Spend required/saving generated (<i>if applicable</i>)	N/a	
Decision maker	Cabinet	
Earliest date of decision	October 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	√
	Transformation and Resources	
Wards affected	Kidsgrove	
Proposed consultation	Affected residents have been part of the pilot study and are aware of the issues in the report. An information day will be arranged in the refurbished pilot house in March 2011	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	None	
Officer contact	Joanne Basnett, Head of Housing/ Alex Phillips, Housing Market Regeneration Officer	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/a	

TITLE OF REPORT: PRIMARY AUTHORITY SCHEME		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	√
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	<p>To advise Members of the Regulatory, Enforcement and Sanctions Act that has enabled the Local Better Regulation Office to develop the Primary Authority scheme.</p> <p>This scheme enables a local authority to provide contractual regulatory advice and support to local, regional or national business for Environmental Health enforcement functions.</p> <p>The report will seek a decision as to whether this Council should engage in the Primary Authority scheme and, if so, authority to seek potential business partner(s) to enter into Primary Authority agreements.</p>	
Spend required/saving generated (<i>if applicable</i>)	Partnership and regulatory work undertaken on a cost recovery basis through a contract	
Decision maker	Cabinet	
Earliest date of decision	October 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	√
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	n/a	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Nesta Henshaw, Head of Environmental Health Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	n/a	

TITLE OF REPORT: MEDIUM TERM FINANCIAL STRATEGY 2012/13 TO 2016/17		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	√
	Culture and Active Communities	
Brief description of report	To provide the background on the financial strategy for the Council over the next five years in the light of the national and local financial situation and taking account of the Council's priorities.	
Spend required/saving generated (<i>if applicable</i>)	N/A	
Decision maker	Cabinet	
Earliest date of decision	October 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
	Transformation and Resources	√
Wards affected	All	
Proposed consultation	N/A	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Dave Roberts, Head of Finance	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: PROVISION OF MEMBERS' ICT SERVICES		
Portfolio		√ as appropriate
	Customer Service and Transformation	√
	Regeneration and Planning	
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	√
Culture and Active Communities		
Brief description of report	The report will provide information and recommendations for the future provision of ICT services for Members of the Council	
Spend required/saving generated (<i>if applicable</i>)	Not applicable	
Decision maker	Cabinet	
Earliest date of decision	October 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	
	Active and Cohesive Communities	
Transformation and Resources		√
Wards affected	Non specific	
Proposed consultation		
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Jeanette Hilton, Head of Customer & 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 CONSULTATION REPORT		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	This DPD will specifically identify all development sites necessary to accommodate the growth planned for the borough as set out in the Core Spatial Strategy. This will include housing, gypsies and travellers, employment, retail and leisure and consider the extent of village envelopes. It will also seek to secure a 5 and 15 year housing supply. The report will seek approval to engage the public in identifying the key issues and scoping of site options and set out an indicative timetable for the delivery of this important DPD.	
Spend required/saving generated (<i>if applicable</i>)	The public consultation exercise will involve expenditure, however, the progression of the DPD is a very important priority in the Local Development Framework and essential to the future economic prosperity of the Borough.	
Decision maker	Strategic Planning Committee followed by Cabinet	
Earliest date of decision	October 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	The objective is to plan an approach that reflects the community needs and is proportionate to the document being prepared. Consequently this stage involves informal public consultation to be conducted as part of the frontloading exercise required as part of the preparation of a DPD. This will be followed by a statutory six week public consultation on an Options document, currently scheduled for mid 2012.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Helen Beech, Planning Policy Manager	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	Not exempt	

DECEMBER

TITLE OF REPORT: STRATEGIC TENANCY POLICY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
Brief description of report	To seek approval for the Strategic Tenancy Policy.	
Spend required/saving generated (<i>if applicable</i>)	None anticipated	
Decision maker	Cabinet	
Earliest date of decision	December 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
Transformation and Resources		
Wards affected	All	
Proposed consultation	Open consultation advertised on the Council's website.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

TITLE OF REPORT: HOUSING ALLOCATIONS POLICY		
Portfolio		√ as appropriate
	Customer Service and Transformation	
	Regeneration and Planning	√
	Environment and Recycling	
	Safer and Stronger Communities	
	Resources and Efficiency	
	Culture and Active Communities	
Brief description of report	To seek approval to amendments to the current Housing Allocations Policy	
Spend required/saving generated (<i>if applicable</i>)	There will be a requirement to invest in the allocations process and ICT developments.	
Decision maker	Cabinet	
Earliest date of decision	December 2011	
Relevant Overview and Scrutiny Committee		√ as appropriate
	Cleaner Greener and Safer Communities	
	Economic Development and Enterprise	√
	Active and Cohesive Communities	
	Transformation and Resources	
Wards affected	All	
Proposed consultation	Open consultation advertised on the Council's website.	
Last date for representations	Representations on public agenda items can be made up to one working day before the meeting	
Background documents	As per agenda	
Officer contact	Joanne Basnett, Head of Housing Services	
Reasons for exemptions under the Local Government Act 1972, Schedule 12A (<i>if applicable</i>)	N/A	

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

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