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6 July 2023

Dear Councillor,

Economic Prosperity Scrutiny Committee

6:00pm, Tuesday 18 July 2023

Council Chamber, Civic Centre, Cannock

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,



T. Clegg
Chief Executive

To: Councillors:

Mawle, D. (Chair)
Dunnett, M.J. (Vice-Chair)
Bancroft, J.T. Pearson, A.R.
Cartwright, S.M. Prestwood, F.
Fisher, P.A. Sutherland, M.
Foley, D. Theodorou, P.C.
Haden, P. Wilson, L.J.
Jones, P.T.

Agenda

Part 1

1. Apologies

2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members

- (i) To declare any interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.
- (ii) To receive any Party Whip declarations.

3. Minutes

To approve the Minutes of the meeting held on 22 March, 2023 (enclosed).

4. Introduction to the Role of the Economic Prosperity Scrutiny Committee

Presentation of the Head of Economic Development and Planning.

5. End of Year Performance 2022/23

To receive the end of year 2022/23 performance information for the Economic Prosperity Priority Delivery Plan (Item 5.1 - 5.6).

6. Economic Prosperity Scrutiny Committee Work Programme 2023/24

Report of the Head of Economic Development and Planning (Item 6.1 – 6.14)

7. Exclusion of Public

That the public be excluded from the remainder of the meeting because of the likely disclosure of exempt information as defined in paragraph 3, Part 1, Schedule 12A of the Local Government Act, 1972.

Agenda

Part 2

8. Levelling Up Fund Update

To receive a confidential verbal update from the Head of Economic Development and Planning.

Cannock Chase Council
Minutes of the Meeting of the
Economic Prosperity Scrutiny Committee
Held on Wednesday 22 March 2023 at 6:03pm
in the Council Chamber, Civic Centre, Cannock
Part 1

Present: Councillors:

Pearson, A. (Vice-Chair in the Chair)
Arduino, L. Kenny, B.
Cartwright, S.M. Kruskonjic, P.
Dunnett, M.J. Lyons, N.
Fisher, P. Thompson, S.L.
Haden, P.K. Thornley, S.J.

(The start of the meeting was slightly delayed).

21. Apologies

An apology for absence was received Councillor S.K. Crabtree.

22. Declarations of Interests of Members in Contracts and Other Matters and Restrictions on Voting by Members and Party Whip Declarations

No declarations of interests in addition to those already confirmed by Members in the Register of Members Interests were made.

23. Minutes

Resolved:

That the Minutes of the meeting held on 30 November 2022 be approved as a correct record.

24. Economic Prosperity Priority Delivery Plan Q3 2022/23 Performance Report

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 4.1 – 4.10 of the Official Minutes of the Council).

The Head of Economic Prosperity led Members through the information advising that overall performance across all PDP's was good, with 89% of the projects being delivered or on schedule to be completed.

Members noted that only 2 of the 16 projects in the Economic Prosperity PDP were behind schedule. These related to the delivery of the Levelling Up Fund scheme where there had been slippage in relation to the scheme design and the submission of the

planning application. Progress was being made in this respect and the detailed design should be completed by the end of Quarter 4. The planning application had now been submitted.

He confirmed that the Investment Plan in relation to the UK Shared Prosperity Fund had been approved and funding was now available to progress the schemes identified in the Plan. In respect of the key performance indicators, he confirmed that the picture was also positive overall.

Members were then afforded the opportunity to ask questions. A Member sought confirmation of the date that the LUF scheme would need to be delivered. The Head of Economic Prosperity advised that the scheme was slightly behind schedule, but the deadline was 31 March 2025. There were ongoing discussions with the Department for Levelling Up, Housing and Communities to confirm whether the scheme would need to be delivered and fully completed by the end of March 2025.

Members expressed thanks to officers for their good work in progressing most of the key projects and actions on time.

Resolved:

That the progress at the end of the third quarter relating to the delivery of the Council's priorities as detailed in Appendices 1a-1c and the performance information set out at Appendix 2 of the report be noted.

25. Scrutiny Review of Markets

Consideration was given to the Briefing Note of the Head of Economic Prosperity (Item 5.1 - 5.3 of the Official Minutes of the Council).

The Head of Economic Prosperity took Members through the Briefing Note outlining the work carried out by the Markets Review Group. The Group met on three occasions and visited the Rugeley Indoor Market Hall. Representatives from Bescot Promotions also attended a meeting. The Group had a good discussion about the Rugeley Indoor Market Hall and suggested various ideas to increase its popularity. However, since the last meeting of the Group in January, Cabinet had determined that the Rugeley Indoor Market be closed and therefore any recommendations from the Review Group were no longer valid.

The Chairman of the Review Group added that Members considered that the outdoor markets in Cannock and Rugeley were operating well, and that the Hednesford Farmers Market was particularly popular. The Group noted that the current lease in respect of the Rugeley Indoor Market restricted the uses for which the Council could use the premises. It was too costly to surrender the lease and the most cost-effective way was to mothball the premises.

26. Scrutiny Review of Planning Enforcement

Consideration was given to the Briefing Note of the Head of Economic Prosperity (Item 5.4 - 5.6 of the Official Minutes of the Council).

The Planning Services Manager led Members through the Briefing Note outlining the

work carried out by the Planning Enforcement Review Group. The Group had met on two occasions and had been provided with an overview of the Enforcement function along with the key legislation, the Council's powers, and the large workload of the Enforcement Officer. They also looked at the Scheme of Delegation and the Enforcement Protocol.

The Council's Enforcement Officer attended the meetings and the Group acknowledged that her workload was significant. This included dealing with any new complaints as well as the backlog of cases which had been compounded by the pandemic.

He added that, at the last meeting of the Review Group on 4 January 2023, Members discussed the proposed changes to the Scheme of Delegation and the Enforcement Protocol and recommended several suggestions to be recommended to the Economic Prosperity Scrutiny Committee for consideration. These were as follows: -

- (A) That the proposed amendments to the Scheme of Delegation in respect of removing the Planning Control Committee's role in determining enforcement action for minor complaints be submitted to the Economic Prosperity Scrutiny Committee for consideration and the Constitution Working Group, if appropriate.
- (B) That the proposed amendments to the Scheme of Delegation for review by the Constitution Working Group, as detailed in Appendix 1, be noted.
- (C) That the proposed amendments to the Enforcement Protocol, as detailed in the report, be supported. Members noted that the Protocol could be amended under Officers delegated powers and would be submitted to the Planning Control Committee for information.
- (D) That an update on the review of the IT system be submitted to the next meeting of the Working Group along with any other issues Members wished to discuss.
- (E) To support the introduction of a report outlining the number of Enforcement Complaints received and the number of complaints resolved, within respective Wards, being forwarded to Members on a monthly basis.

Following this, Members commented on the excellent work being done by the Enforcement Officer to manage the significant workload and to clear the backlog of complaints.

Members indicated that they supported the recommendations of the Review Group as detailed above. The Planning Services Manager asked Members to note that points (D) and (E) were ongoing issues and would take some time to resolve and implement. There were no further meetings of the Review Group but the review of the IT system would still continue. Officers were currently working on point (E) in relation to new complaints and reports would be available and forwarded to Members shortly. He confirmed that the proposed changes to the Scheme of Delegation had been forwarded to the Constitution Working Group.

Resolved:

- (A) That the proposed amendments to the Scheme of Delegation in respect of removing the Planning Control Committee's role in determining enforcement action for minor complaints be supported.
- (B) That the proposed amendments to the Scheme of Delegation for review by the Constitution Working Group be noted.
- (C) That the proposed amendments to the Enforcement Protocol be supported. Members noted that the Protocol could be amended under Officers delegated powers and would be submitted to the Planning Control Committee for information.
- (D) To support the introduction of a report outlining the number of enforcement complaints received and the number of complaints resolved, within respective Wards, being forwarded to Members on a monthly basis.

(It should be noted that the Constitution Working Group had met on 6 February to consider the amendments to the Scheme of Delegation, and this would be recommended to Council on 19 April as part of the Constitution Amendments Report).

27. Exclusion of Public

Resolved:

That the public be excluded from the remainder of the meeting because of the likely disclosure of exempt information as defined in paragraph 3 of the Local Government Act, 1972.

Cannock Chase Council
Minutes of the Meeting of the
Economic Prosperity Scrutiny Committee
Held on Wednesday 22 March 2023 at 6:03pm
in the Council Chamber, Civic Centre, Cannock
Part 2

28. Levelling Up Fund Update

The Head of Economic Prosperity provided Members with a confidential update on the progress of the Levelling up Fund scheme and outlined some of the challenges that the delivery of the scheme presented.

He confirmed that the outline planning application had been submitted and the 13-week determination period would now commence. The application was available to view on the planning portal.

Members were then offered the opportunity of asking questions and making comments.





The meeting closed at 6.45pm.

Chair

Priority Delivery Plan for 2022-23

PRIORITY 1 - ECONOMIC PROSPERITY “To reinvigorate the economy and create a District that thrives”

Summary of Progress as at end of Quarter 4





				Total Number of Projects
Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule	
5	8	2	1	16

Summary of Successes as at Quarter 4





- Levelling Up Fund project for Cannock town centre - submission of outline planning application and sign off of RIBA Stage 2 design report.
- Progression of priority projects in year 1 of the UKSPF Investment Plan i.e., Net Zero project with Staffordshire University, Constructing Excellence initiative with South Staffordshire College.
- McArthurGlen phase 2 - planning application submission.

Summary of Slippages as at Quarter 4

- Levelling Up Fund project for Cannock town centre - slight delay with development and sign off of RIBA Stage 3 reports (detailed design), due to difficulties with land assembly.
- Rugeley Boardwalk - works deferred by Cabinet due to increased cost estimates.
- Cannock Railway Station - technical work undertaken by Network Rail has taken longer than anticipated; detailed business case will need to be commissioned during 2023-24, subject to funding being secured to undertake the work.

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Attract investment to develop the District's economy							
Deliver the Levelling Up Fund regeneration scheme for Cannock Town Centre, creating a new cultural hub and high-quality public realm.	<ul style="list-style-type: none"> Sign off scheme design for main build i.e., leisure and culture hub 			X		RIBA Stage 2 design report has been produced for Leisure and Culture Hub, public realm and Northern Gateway, design output signed off by Project Delivery Team in December 2022. Design work is now progressing to RIBA Stage 3 (detailed design).	
	<ul style="list-style-type: none"> Submit planning application 			X		Outline planning application was submitted in March 2023.	
Work in partnership to secure investment in major projects to create confidence in our District	<ul style="list-style-type: none"> McArthurGlen phase 2 - planning applications submitted 			X		Phase 2 planning application (reserve matters) has been submitted by McArthurGlen	
	<ul style="list-style-type: none"> Cannock Railway Station - transformational upgrade. Detailed business case and funding strategy. 				X	<p>Network Rail has completed a technical assessment and cost plan review of two design options to upgrade Cannock Railway Station.</p> <p>The client team (CCDC/Staffordshire County Council/ West Midlands Railways) are now working to determine next steps with the project in terms of commissioning the business case and identifying funding options.</p>	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Identify a pipeline of future projects to support economic growth opportunities and the rejuvenation of our town centres across Rugeley, Hednesford, Cannock and the surrounding villages and maximise investment and funding into the District	<ul style="list-style-type: none"> Establish strategic priorities for pipeline of projects 		X			As part of the work to develop the Council's UKSPF Investment Plan, a priority list of projects has been established and the Council's Economic Prosperity Strategy has been refreshed and was approved by Cabinet last August.	★
	<ul style="list-style-type: none"> Investment Plan approved for UK Shared Prosperity Fund and implementation of projects 			X		Cannock Chase UKSPF Investment Plan was approved by Government in December 2022.	★
Encourage entrepreneurship, promote apprenticeships, and support business							
Seek to identify and promote employment sites for new and growing businesses	<ul style="list-style-type: none"> Develop proposal for business workspace in Levelling Up Fund project 				X	Managed workspace proposal is fully incorporated into the RIBA Stage 2 design work for the LUF project.	✓
Work with established Growth and Skills Hubs to streamline and simplify access to business support services, access to training and apprenticeships	<ul style="list-style-type: none"> Promote availability of support from existing Growth and Skills Hubs to increase business referrals 	X	X	X	X	Ongoing promotion of available support continues including cross referrals for support to any potential customers.	✓

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Continue to work with partners to secure additional funding to be able to continue business growth and start-up schemes	<ul style="list-style-type: none"> Identify schemes to be funded via UKSPF 		X	X	X	Work continues to develop range of start-up businesses and grow on support for businesses with SCC and other providers.	
Attract modern, green, and skilled industries and create jobs							
Work with our colleges and training providers to equip young people and all residents with skills they need to access employment opportunities	<ul style="list-style-type: none"> Delivery of Apprenticeship and Training initiatives with local colleges; identifying opportunities to develop green skills and green jobs 	X	X	X	X	The Council is working closely with South Staffordshire College to promote apprenticeship and training opportunities to local residents. The Council will be using some of its UKSPF funding to fund a new Construction Excellence facility within the Cannock Campus in 2023/24.	
Work with partners to identify and support businesses to become more carbon efficient and identify opportunities to create green jobs in our District	<ul style="list-style-type: none"> Identify appropriate net zero schemes to be funded via UKSPF 		X	X	X	Project within UKSPF plan with Staffs University targeting net zero support for businesses. Grant agreement close to signature to secure provision and delivery.	
Rejuvenate our town centres							
Identify opportunities to improve public realm in our town centres	<ul style="list-style-type: none"> Rugeley Boardwalk - replacement scheme 		X	X	X	Works to replace the Rugeley Boardwalk was deferred by Cabinet pending a wider review of costs during 2023.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Work with town/parish councils, local businesses, and traders to support the development of initiatives to increase vibrancy of our town centres and increase footfall	<ul style="list-style-type: none"> Regular liaison meetings with town and parish councils to identify opportunities for joint working 		X	X	X	Part of UKSPF delivery - ongoing regular dialogue to help develop ideas for funding.	✓
	<ul style="list-style-type: none"> Implement local initiatives using UKSPF funding 			X	X	Work has continued to support local initiatives in parish and town council areas where possible to do so.	✓
Support the development of our visitor economy							
Work with Destination Staffordshire to promote our key attractions, accommodation providers and events	<ul style="list-style-type: none"> Work with DMP to develop a county-wide visitor economy strategy 	X	X			County-wide visitor economy strategy has been developed and approved by the DMP Board	★
	<ul style="list-style-type: none"> Participate in joint marketing initiatives and development of themed campaigns 	X	X	X	X	PR support provided for county wide campaigns e.g. Staffordshire Day.	✓

Key Performance Indicators (KPIs) for 2022/23 - as at end of Quarter 4

Symbol	Description	Number of KPIs
★	Performance exceeds target	3
✓	Performance on target	-
✗	Performance below target	1

KPIs for Priority 1 - Economic Prosperity “To reinvigorate the economy and create a District that thrives”

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
Planning								
Major Planning Applications determined within time	60%	50%	100%	100%	n/a	83.3%	★	No major applications processed during Q4 period
Non-major Planning Applications determined within time	70%	87.4%	90.5%	93.8%	95.9%	91.9%	★	
Building Control								
Applications registered and acknowledged within 3 days of valid receipt	90%	63%	96%	97%	99%	84%	✗	Year-end figure affected by Q1 performance which was below target due to 65% increase in building control applications. In subsequent quarters applications at more normal level and performance target achieved.
Full plans applications with initial full assessment within 15 days of valid receipt	70%	87%	91%	94%	80%	86%	★	

Report of:	Head of Economic Development & Planning
Contact Officer:	Dean Piper
Contact Number:	01543 464 223
Portfolio Leaders:	Regeneration & High Streets Environment and Climate Change
Report Track:	Economic Prosperity Scrutiny Committee: 18/07/23

Economic Prosperity Scrutiny Committee

18 July 2023

Work Programme for 2023-24

1 Purpose of Report

- 1.1 To set out the draft work programme for the Economic Prosperity Scrutiny Committee for 2023-24.

2 Recommendation(s)

- 2.1 That the Committee review the draft work programme for 2023-24 and advise on what they wish to include for the forthcoming year (see Appendix 4).

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Economic Prosperity Scrutiny Committee is responsible for scrutinising the element of the Corporate Plan that relates to the priority for Economic Prosperity. An extract from the Corporate Plan for 2022-2026 setting out details of the priority and strategic objectives is attached at Appendix 1.
- 3.2 The services or functions of the Council falling within the remit of the Committee are set out at Appendix 2.
- 3.3 The Economic Prosperity Scrutiny Committee is encouraged to identify corporate issues and/or ones that are a priority for local people and communities. If a matter is a recurring issue for the people you, as Councillors, represent, the likelihood is that it is something that the Committee should consider.

The more relevant the issue is to local communities then the greater the likelihood of engaging those communities in the scrutiny process and of producing outcomes that will be visible to those communities you represent. Guidance on selecting reviews is included in Appendices 3A and 3B.

- 3.4 Members are invited to comment on the draft Work Programme attached at Appendix 4. Members are also encouraged to propose issues that could be included for consideration in the work programme. The work programme may be revised during the year as necessary.

Reasons for Recommendations

- 3.5 The scrutiny committee is responsible for ensuring effective accountability for the delivery against the Council's priorities and strategic objectives as set out in the Council's Corporate Plan 2022-26.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:

- (i) It provides for effective scrutiny of the Council's priority for "Economic Prosperity".

5 Report Detail

Background

- 5.1 A new Corporate Plan for 2022-26 was approved by Council on 27 April 2022. The Plan sets out 4 priorities and this Scrutiny Committee is responsible for scrutinising Priority 1 - Economic Prosperity.
- 5.2 The Economic Prosperity Priority has 5 objectives:
- (i) Attract investment to develop the District's economy.
 - (ii) Encourage entrepreneurs, promote apprenticeships, and support businesses.
 - (iii) Attract modern, green, and skilled industries and create jobs.
 - (iv) Rejuvenate our town centres.
 - (v) Support the development of our visitor economy.
- 5.3 An extract from the Corporate Plan setting out details of the priority, the strategic objectives and actions is attached at Appendix 1.
- 5.4 The Economic Prosperity Scrutiny Committee also has responsibility for scrutinising the services of the Council as set out in Appendix 2.

Developing the Work Programme

- 5.5 To support Members in their Scrutiny role and in particular in developing a work programme a Scrutiny Toolkit has been produced; a copy of this has been

circulated separately to Members. An extract from the toolkit relating to developing a work programme is attached at Appendix 3A and an extract from the LGA's guidance is attached at Appendix 3B.

- 5.4 In developing the work programme Members are encouraged to consider the following questions:
- Is the matter a concern to local people (you may wish to reflect on topics raised with you when canvassing)?
 - Is the issue an identified priority for the Council or partners?
 - Does the issue relate to an area of service with a trend in weak performance?
 - What difference could scrutiny make?
 - What would happen if you did not look at this issue?
- 5.5 The work programme can be revised during the year to reflect emerging priorities, but it is important to plan ahead and allow time for reports to be prepared and invitations to be sent to relevant parties.
- 5.6 Whilst it is for the Committee to determine what they want to include in the Work Programme, a draft work programme is attached at Appendix 4 to this report which includes some standing items (e.g., performance progress reports), an outstanding review from last year's work programme and some suggestions as to potential reviews.

Undertaking the Scrutiny reviews

- 5.7 Once Members have identified the matters they wish to scrutinise, consideration should be given to scoping the subject in more detail including the timing and method of scrutiny to be used. Support in this process will be given by the Lead Officer for the Scrutiny Committee. A template to assist with scoping the review is also attached at Appendix 5.
- 5.8 Members may wish to:
- Allocate the work to a small working group of Members to investigate the issue over a period of 2-3 months (this may involve visits to see how services are working in practice).
 - Invite expert witnesses to give their views.
 - Seeking the views of service users and/or the general public.
- 5.9 Members should also consider what they can do to support the review e.g.:
- Undertaking research e.g., via the internet.
 - Seeking the views of ward members or specific interest groups.

Reporting on Scrutiny Reviews

- 5.10 In addition to reporting to the Committee on the outcome of any reviews, the Committee may wish to make recommendations to Cabinet or another Committee.
- 5.11 At the year end, the Chair of the Committee will prepare a report for Council on the outcome of the Committee's work programme.

6 Implications**6.1 Financial**

Any costs to be incurred in undertaking any review will need to be contained within existing budgets.

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

None

6.5 Equality & Diversity

The Council has a responsibility to undertake adequate Equality Impact Assessments to ensure services do not have a negative impact on any one section of the community and the scrutiny committees have a role in ensuring that this responsibility is fulfilled, particularly in regard to health impact. Scrutiny as a function must also comply with the relevant legislation. When considering work programme items, especially when undertaking reviews of policy, the scrutiny committees must always consider whether their recommendations may impact differently on various individuals/sections of the community.

6.6 Climate Change

None

7 Appendices to the Report

Appendix 1: Extract from the Corporate Plan – Priority 1 Economic Prosperity.

Appendix 2: Overview of services falling with the Committee's remit.

Appendix 3A: Extract from the Council's Scrutiny Toolkit.

Appendix 3B: Extract from the LGA Guidance on Scrutiny Work Programming.

Appendix 4: Draft Work Programme 2023/24.

Appendix 5: Template for Scoping a Scrutiny Review.

Cannock Chase Council Corporate Plan 2022-26

PRIORITY 1 - ECONOMIC PROSPERITY

“To reinvigorate the economy and create a District that thrives”

We aim to:

- **Attract investment to develop the District’s economy.**
- **Encourage entrepreneurship, promote apprenticeships, and support business.**
- **Attract modern, green, and skilled industries and create jobs.**
- **Rejuvenate our town centres.**
- **Support the development of our visitor economy.**

We want to create an environment that supports and encourages growth and people’s ambition to set up and run their own businesses. Our aim is to attract investment and businesses that will create skilled jobs for local people and businesses that use green technology to support our commitment to reducing the impact of climate change. We want to encourage businesses and people into our town centres and attract visitors to the District.

Over the next 4 years we will:

- Deliver the Levelling Up Fund regeneration scheme for Cannock Town Centre, creating a new cultural hub and high-quality public realm.
- Work in partnership to secure investment in major projects to create confidence in our District.
- Seek to identify and promote employment sites for new and growing businesses.
- Work with established Growth and Skills Hubs to streamline and simplify access to business support services, access to training and apprenticeships.
- Continue to work with partners to secure additional funding to be able to continue business growth and start-up schemes.
- Work with our Colleges and training providers to equip young people and all residents with skills they need to access employment opportunities.
- Work with partners to identify and support businesses to become more carbon efficient and identify opportunities to create green jobs in our District.
- Identify opportunities to improve public realm in our town centres.

Item No. 6.6

- Work with town/parish councils, local businesses, and traders to support the development of initiatives to increase vibrancy of our town centres and increase footfall.
- Work with Destination Staffordshire to promote our key attractions, accommodation providers and events.
- Maximise the legacy of the 2022 Commonwealth Games by using the event to help boost the District's profile.
- Identify a pipeline of future projects to support economic growth opportunities and the rejuvenation of our town centres across Rugeley, Hednesford, Cannock and the surrounding villages and maximise investment and funding into the District.

**Services / Function Falling Within the
Economic Prosperity Scrutiny Committee's Remit**

Service Area	Sub Area
Economic Development & Planning:	
Economic Development	<ul style="list-style-type: none"> • Economic Prosperity Strategy • Town Centre Regeneration • Development of McArthurGlen Designer Outlet Village • Re-development of Rugeley Power Station • Promoting the development of key investment sites • Working with partners to increase the skills of local people and reduce unemployment amongst 18-24 age groups • Engaging with local businesses; encouraging expanding businesses to employ local people; support new businesses to start and grow • Business support grants to local companies • Work with the Stoke and Staffordshire Local Enterprise Partnership and the West Midlands Combined Authority
Planning Policy	<ul style="list-style-type: none"> • Development of the Local Plan • Conservation Area policy guidance and management plan • Administration of Community Infrastructure Levy • Neighbourhood Plans • Monitoring implementation of planning policy • Transport related issues
Planning Enforcement	<ul style="list-style-type: none"> • Enforcement
Development Management	<ul style="list-style-type: none"> • Planning Applications
Operations:	
Markets	<ul style="list-style-type: none"> •
Car Parking	<ul style="list-style-type: none"> • Council owned car parks • Car parking strategy
Regulatory Services:	
Building Control	<ul style="list-style-type: none"> • Checking of plans and inspection of work on site • Dangerous structures • Control of demolition

Extract from the Council's Scrutiny Toolkit

Developing the Work Programme

Members have a key role to play in developing the work programme for the Scrutiny Committees and it is important that manageable programmes are developed. The Scrutiny Committees will need to filter potential items of work; to be selective and to prioritise.

Given the limited resources available, in particular the constraints on member and officer time, it is unrealistic to select more than a few items for intensive review. Realistically, a single committee cannot undertake more than two in-depth reviews per year.

In developing the work programme Members are encouraged to consider the following questions:

Public interest – the concerns of local people should influence the issues chosen. Things to think about include:

- Any issues raised with you when canvassing.
- Have any surveys or research undertaken by the Council identified any concerns.
- Is the issue an identified priority for the Council or partners?

Ability to change - priority should be given to issues that the Committee can realistically influence. Think about what difference Scrutiny could make and what would happen if you did not look at this issue.

Performance: priority should be given to areas in which the Council and Partners are not performing well. You should consider, the scale of the underperformance, whether it is a one off or whether there is an ongoing issue. Has the service been flagged up in an external inspection report for poor performance?

Extent: priority should be given to issues that are relevant to all or a large part of the District

Replication: work programme must take account of what else is happening to avoid duplication or wasted effort

Work programmes should be determined at the start of each municipal year and reviewed and revised regularly. Any reviews not started or completed by the year end can be referred for consideration as part of the following year's work programme. The best advice is to start small, learn what works well and what does not and then be more ambitious. It is far easier to add items to the workload than to remove them.

Stage 1: Agree the Issue

The first step is for scrutiny members to be sure that the subject to be reviewed is significant. Undertaking in-depth reviews is resource-intensive – of member and officer resources. Investing such a high level of resources should only be undertaken for **high priority issues**. The following are criteria which could be used to 'check' a topic against,

to ensure that it would make a worthwhile review:

- Issue identified by members as key issue (through members' surgeries and other constituency activities).
- Performance issues within a service (e.g., significant under or overachievement of targets).
- Service considered to be important by the community (through market research, citizens' panels and so on).
- High level of user/general public dissatisfaction with service.
- Public interest issue highlighted in local media.
- High level of budgetary commitment to policy/service area.
- Persistent financial issues e.g., significant under or overspends.
- Council corporate priority area.
- Central government priority area.
- Issue raised in Inspection Reports.
- Issue referred by the Cabinet or the Audit & Governance Committee.
- New government guidance or legislation.

Stage 2: Determine the nature of member involvement

The committee will need to decide how members will drive the review. There are three possible approaches to member involvement:

- The whole committee investigates the issue.
- A task and finish working group is established to drive the investigation.
- Individual or paired members drive the review.

Vital to the whole review activity is that members take full control of which policy problems and solutions are explored and how that exploration takes place. Members need to take responsibility for, and ownership of, the outputs and outcomes of reviews.

Stage 3: Scoping Exercise

There are 4 key issues to consider when scoping the review:

- What are the core questions the review is seeking to answer? (**no more than 3**)
- What is the purpose of the Review? (**in one sentence**)
- What will **not** be included?
- What is the timescale?

Extract from the LGA Guidance on Scrutiny Work Programming

The role of scrutiny is to achieve positive outcomes for local people by undertaking a thorough, targeted examination of the council's service provision and procedures. However, it is not possible to examine every service in detail, so it is important for the scrutiny committee to prioritise and plan its workload. Some councils do this at the beginning of each year and some do it on an ongoing basis.

Planned scrutiny

Work programming is the process for determining which topics scrutiny will look at over the coming year, either at committee meetings or

in task and finish groups. This involves evaluating a number of factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then short-listing topics before making a final decision.

Responsive scrutiny

Whether planned scrutiny takes place at the beginning of the year or on an ongoing basis, the priorities for scrutiny need to be monitored and evaluated on an ongoing basis. This makes sure scrutiny can be flexible and responsive to high-priority issues or policy changes that occur throughout the year.



The scrutiny topic selection process

Each council has its own method for selecting topics for scrutiny; in some councils there may be a very structured selection process, whilst in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

1. Identify issues

You can identify potential issues by:

- consulting with all members of scrutiny committees, senior officers, cabinet members and council officers
- looking at corporate priorities, business plans and the Forward Plan of the council (and the council's neighbours)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets
- evaluating previous council performance and identifying any follow-up work required to previous scrutiny work
- carrying out work to engage with local people, for example through surgeries, local media, opinion surveys and online forums.

2. Prioritise topics

Identify and prioritise potential scrutiny topics, considering the resources they would require and the level of impact they could achieve.

3. Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme.

4. Review and evaluate

Review progress and evaluate outcomes to demonstrate the value added by scrutiny.



Criteria for selecting scrutiny topics

The following criteria provide a useful guide for prioritising and selecting which topics are suitable for scrutiny to review.

Topics **are** suitable for scrutiny when:

- scrutiny could have an impact and add value
- the topic is of high local importance and reflects the concerns of local people
- the resources are available that would be required to conduct the review, in terms of manpower and budget
- it avoids work duplication elsewhere
- the issue is one that the committee can realistically influence
- the issue is related to an area where the council, or one of its partners, is not performing well
- the issue is relevant to all or large parts of the local area
- the review would be in the council's interests.

Topics **are not** suitable for scrutiny when:

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

Defining scrutiny topics

For every item on the work programme/new referral, it should be clear:

- What is the issue/activity/project under consideration?
- What is scrutiny being asked to do?
- What are the reasons for/expected benefits of involving scrutiny in the matter?
- Is there a specific deadline for the piece of work?



Exercise 1 – prioritising topics

Consider the issues that are important to the people you represent in your ward. List the five issues you think are the most important, then put them in order of priority; make a note of your reasoning. Do you know all the information you need to handle complaints effectively? Consider these statements to identify any gaps. If you answer 'no' to any of them, take some time to find the answers from your council's website or your work colleagues.

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Think about how you would translate these into strategic issues. Here is an example:

The issue

A number of residents have been complaining that the trees in the local area are not being pruned regularly enough, becoming a hazard and presenting a potential danger to the public. Complaints include difficulty in walking on the pavement, damage to tall vehicles, trip hazards from tree roots and gardens being overshadowed by trees.

Strategic considerations

The council needs to consider how it allocates its Environmental Services' resources so that it can be efficient whilst also meeting the needs of local residents. It can look at:

- how services are procured, commissioned and contracted
- which are the most hazardous streets and where the biggest improvements can be made
- prioritising and planning a programme of work for tree pruning.

**Proposed Work Programme for 2023-24 for the
Economic Prosperity Scrutiny Committee**

Meeting Date	Item
18 July 2023	<ul style="list-style-type: none"> • End of Year Performance Report for 2022-23 for the Economic Prosperity PDP • Determine Review Programme for 2023-24
19 September 2023	<ul style="list-style-type: none"> • Economic Prosperity PDP – Qtr 1 Progress Report April to June 2023 • Scrutiny Review (to be determined)
6 December 2023	<ul style="list-style-type: none"> • Economic Prosperity PDP – Qtr 2 Progress Report July to September 2023 • Scrutiny Review (to be determined)
20 March 2024	<ul style="list-style-type: none"> • Economic Prosperity PDP – Qtr 3 Progress Report October to December 2023 • Outcome of Scrutiny Review(s)

Suggestions for Reviews:

- Procurement - opportunities for local businesses to bid for Council tendered projects and services
- Levelling Up Fund / Cannock Town centre
- Amazon - Impact of proposed closure
- McArthurGlen - review of economic impact and social value
- Local Plan
- Administration of Community Infrastructure Levy



Scrutiny Review Template

Review Title
Scope of the Review / Terms of Reference
Reason for Scrutiny
Membership of the Review Group
Key Tasks / Review Plan
Sources of Evidence
Timescale