

**Please ask for:** J. Hunt  
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15 June 2026

Dear Councillor,

**Health, Wellbeing, & The Community Scrutiny Committee**

**6:00pm, Tuesday 23 June 2026**

**Esperance Room, 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:

Boulton, C. (Chair)  
Jones, V. (Vice-Chair)

Cecil, M.	Freeman, M.
Deakin, S.	Haden, P.
Elson, J.	Hunt, A.
Fisher, P.	Sheppard, M.
Fitzgerald, A.	

Staffordshire County Council Appointee for the purposes of the Committee's Statutory Functions under the National Health Service Act 2006:

- County Councillor R. Mandry

Independent Co-opted Representative:

- Healthwatch Staffordshire

# 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 17 March 2026 (enclosed).

### 4. Introduction to the Role of the Health, Wellbeing and The Community Scrutiny Committee

Presentation to be given by the Head of Operations, Head of Wellbeing, Head of Regulatory Services and Head of Housing and Corporate Assets.

### 5. Statutory Health Scrutiny Items

#### (i) Staffordshire County Council's Health and Care and Overview Scrutiny Committee

Please refer to Staffordshire County Council's [website](#) for details of all recently held meetings of the Health and Care Overview & Scrutiny Committee. Alternatively, the Chair may provide verbal updates on any recent meetings attended.

### 6. Annual Scrutiny Business Report 2025-26

Report of the Head of Law and Governance (Item 6.1 - 6.5).

### 7. End of Year Performance 2025-26

To receive the End of Year 2025/26 performance information for the Health & Wellbeing and The Community Priority Delivery Plans (Item 7.1 - 7.12).

*The documents included are as considered by Cabinet on 11 June 2026.*

### 8. Health, Wellbeing, & The Community Scrutiny Committee Work Programme 2026-27

Report of the Head of Housing and Corporate Assets, Head of Operations, Head of Regulatory Services and Head of Wellbeing (Item 8.1 – 8.20).

**Cannock Chase Council**  
**Minutes of the Meeting of the**  
**Health, Wellbeing and The Community Scrutiny Committee**

**Held on Tuesday 17 March 2026 at 6:00 p.m.**

**Esperance Room, Civic Centre, Cannock**

**Part 1**

**Present:** Councillors:

Boulton, C.      Fisher, P.  
Cartwright, S.    Haden, P.  
Dunnett, M.

**26. Appointment of Chair**

As the Chair's position was currently vacant and the Vice-Chair had submitted an apology, nominations were sought from those Members present to be the Chair for this meeting only. Councillor P. Fisher was appointed as Chair for the meeting.

At this point a Member asked if contact had been made with the County Council with a request that the County Councillor attend these meetings.

The Head of Wellbeing reported that she had been in contact with the relevant department at the County Council where she had expressed Members concerns. The County assured her that they would liaise with the Member about future attendance.

**27. Apologies**

Apologies for absence were received from Councillors V. Jones (Vice-Chair) and J. Bancroft. Apologies were also received from the Head of Housing & Corporate Assets and the Head of Regulatory Services.

**28. 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 additions to those already confirmed by Members in the Register of Members Interests were made.

**29. Minutes**

**Resolved:**

That the Minutes of the meeting held on 15 December 2025 be approved.

At this point, the Chair agreed to change the order of the agenda. Therefore, the Recommendations from the Review of the Council's Fencing Policy Working Group would be taken as the next item of business.

### **30. Recommendations from the Review of the Council's Fencing Policy Working Group**

Consideration was given to the report of the Head of Housing and Corporate Assets (Item 8.1 - 8.39 - including notes of the meetings of the Working Group).

The Housing Maintenance Manager presented the report and outlined the key issues. He explained that if Members were minded agreeing with the recommendation, a consultation exercise would be carried out with residents, and the finalised policy would then go forward to Cabinet in June for approval.

A Member referred to the policy and asked if this could go forward to the Housing Board. The Housing Maintenance Manager advised that the Housing Board were not a decision-making group, however the policy could go forward for discussion.

#### **Resolved:**

That the Committee noted the content of the Policy, and that this be recommended to Cabinet for approval.

### **31. Statutory Health Scrutiny Items**

#### **Update - Staffordshire County Council's Health and Care Overview and Scrutiny Committee**

Members were advised to refer to Staffordshire County Council's website for details of recent meetings held of the Health and Care Overview and Scrutiny Committee.

### **32. Presentation**

*A presentation / update was given by the Streetscene Manager on the Streetscene Update.*

Information was provided on the operations shared services structure, and figures provided for streetscene which included the number of public litter bins, the number of fly tipping incidents last year and the number of parks and play areas.

Figures also included those on the number of stray dogs collected last year, the number of flowers planted, and the significant capital investment projects made last year in local parks.

In terms of outdoor space, there was maintenance of informal outdoor spaces and grass verges and also maintenance and management of football pitches and tennis courts.

A slide was then shown that provided figures which included 13 cleansing staff operating out of 6 vehicles, 13 permanent grounds maintenance staff plus 12 seasonal staff operating out of 10 vehicles, 11 staff that operated across the parks and supervisors and admin support.

Information was shown to Members on the Council's community engagement where the Council worked with volunteer litter picker groups across the District, and several community engagement events would take place in parks. At this point slides were shown which provided examples of the community engagement undertaken.

Members were then shown a slide regarding future priority areas which involved the next steps for shared services, fleet investment, parks capital investment programme and community projects.

Members were then invited to ask questions.

In response to a Member question concerning the fly tipping figures and whether there had been an increase from the last figure stated, the Streetscene Manager advised that this fluctuate, however there was no significant increase or decrease.

It was also reported that there were hotspots for fly-tipping around Little Wyrley and laybys, especially on the Rugeley Road, Cannock. Fines would be imposed which could be quite high, however some of the waste disposed of could be hazardous and include material such as asbestos, and in this instance a specialist company would be needed for its removal and the cost would be significant.

The Food, Safety and Licensing Manager reported that the mobile CCTV cameras had been placed in certain hotspots, however there had been the theft of a camera, even though the cameras were placed out of sight. The cameras were currently under review with a view to updating them. Further, he reported that people were happy to pay for someone to remove their rubbish, without checking who they were using, the rubbish could be fly-tipped and consequently the owner could end up being fined given that they were legally responsible for the waste.

The Streetscene Manager also discussed waste crime and illegal operations which were damaging to the environment and becoming increasingly concerning for the Environment Agency.

A Member asked how the Council would deal with grass verges if an area was not accessible, and how the County Council would be approached given that this would fall under highways.

The Streetscene Manager responded and reported that some operatives were being trained, however conversations would be needed on how these areas would be managed. The Head of Operations gave an example (island located close to the McArthurGlen Outlet) of an area that was not accessible and explained the reasons to Members. It would be unsafe for the operatives to access the ramp and as this was classed as highways, it would therefore fall under the County Council. He then discussed with Members the issues with grass verges within the District and the inclement weather which could put the first cut of the year back.

The Streetscene Manager reported that the Council had a road sweeper and a pavement sweeper. He explained the differences to Members and advised that there were 3 drivers, 2 of those drivers could drive the larger vehicle and 1 driver the smaller vehicle as the larger vehicle was classed as an HGV. The frequency of cleaning streets/estates depended on the areas and was approximately every 3-4 weeks on a 13-week programme, however there were occasions where vehicles could breakdown.

Members then discussed the issues surrounding works being undertaken by contractors especially on pavements/roads and the mess that was sometimes left. Members were advised that all contractors were required to leave the areas tidy and this was a County Council function.

Members thanked the Streetscene Manager for his presentation.

*A presentation / update was the given by Waste and Commercial Services Manager on the Food Waste Collection Service.*

Slides were shown and Members were provided with an overview from 2023 where the Government announced its intention to introduce weekly food waste collections as part of their Simpler Recycling Initiative. By April 2026 the Council would introduce these collections.

A timeline of events was then shown to Members which included the use of communications being delivered via multiple channels, new packs being prepared which would be distributed from week commencing 6 April, distribution vehicles on standby, ICT/systems ready and weekly food collections to start from week commencing 27 April.

The Waste and Commercial Services Manager responded to questions and reported that all households would receive a roll of liners to go with the food waste bin and there were 52 liners on a roll. At the end of the roll, there was a small tag which could be placed on the bin, and the crew would provide another roll.

For those residents that lived in flats, a 140ltr bin and a caddy would be supplied and placed in the store with a liner. Those residents would receive a leaflet which would be different to the one going out to other households.

In response to a question, he advised that the contract for the food waste collection would run past the date of the Local Government reorganisation.

He reported that the rollout of the food waste collection had commenced this week in Stafford and bins were being placed at the end of properties. He advised that he was not expecting 100% take up as other Council's had reported around 60-70%. The Council would expect a take up of around 40%.

Members then discussed the amount of food waste in households, and it was hoped that the new food waste collection service would have an impact.

In response to a question, the Waste and Commercial Services Manager reported that data in terms of the energy created from the food waste would be made available at some point.

Members thanked the Waste and Commercial Services Manager for his presentation.

### **33. Quarter 3 Performance Update - Health & Wellbeing and The Community PDPs**

Consideration was given to the Quarter 3 performance update for the Health & Wellbeing and The Community Priority Delivery Plans (Item 6.1 - 6.11).

The Chair asked Members if they had any questions on the performance information.

Questions were asked on the following areas:

#### ***Item 6.3 (Appendix 1C) – Tree Inspections – Vacancies***

In response to a Member question, the Head of Operations reported that currently the vacancies were being filled by consultants who had local authority experience and the cost was less than using other consultants. He then provided details around the vacant posts and explained that one staff member left the Council and moved away, and two others set up their own businesses.

#### ***Item 6.4 (Appendix 1C) – Place Based Housing Strategy***

A Member asked about the award contract for the Housing Strategy.

The Head of Wellbeing updated Members and advised that there had not been the capacity to move this forward. In addition, Government recently advised local authorities that the new duty to produce a Supported Housing Strategy was being taken forward and the strategy needed to be complete by the end of the year (March 2027). She discussed the option of bringing the housing and supported housing strategy together, but a decision had not yet been made.

#### ***Item 6.11 (Appendix 2) – No of DFGs Completed***

A Member asked about the current situation with the implementation of the new IT system.

The Head of Wellbeing reported that the DFG system had now been implemented, however this year had also seen 2 vacancies within the team which had slowed work down. During quarter 4 a new case officer had been recruited who had considerable experience and performance was improving.

***Item 6.11 – (Appendix 2) - % Households had a Positive Outcome and Secured Accommodation for 6 + Months***

In response to a Member question, the Head of Wellbeing reported that there had been an increase in people approaching the service with support needs. She advised that a new housing options IT system had been implemented which enabled excellent data recording and reporting. Significant work was being undertaken by the team to work with different agencies to secure support to help people sustain their tenancies. Without support, it was difficult to place households/person in general needs accommodation.

In terms of emergency accommodation over the past 6 months, she didn't have this data to hand, however the new IT system had a wealth of data. If the Committee wanted more information, she could invite Hayley Smith the Strategic Housing and Homelessness Services Manager to a future meeting to provide Members with a full suite of data on homelessness. The data would provide trends and patterns.

She also discussed homelessness cases from within Cannock and those that came from outside of the area.

Members noted the Quarter 3 Performance Update.

**34. Housing Services – Quarter 3 Performance Report 2025/26**

Consideration was given to the Quarter 3 Housing Services performance report for 2025/26 (Item 7.1 – 7.27).

It was agreed that if Members had any questions relating to the Quarter 3 Housing Services performance report for 2025/26, they should email the questions to the Senior Committee Officer following the meeting.

The meeting closed at 7:10pm

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**Chair**

## Annual Scrutiny Business Report 2025/26

**Committee:** Health, Wellbeing and The Community Scrutiny Committee / Council

**Date of Meeting:** 23 June 2026 / 8 July 2026 (Council)

**Report of:** Head of Law and Governance

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### **1 Purpose of Report**

- 1.1 To report the business conducted by the Health, Wellbeing and The Community Scrutiny Committee during 2025/26.

### **2 Recommendations**

- 2.1 That Council note the report and the work of Scrutiny during 2025/26.

#### **Reasons for Recommendations**

- 2.2 To make Council aware of the scrutiny activity that has been undertaken over the last municipal year.

### **3 Key Issues**

- 3.1 Scrutiny is an important function in every council operating executive arrangements. It is important that members understand the role of scrutiny and that Council is kept informed of the work undertaken by Scrutiny Committees.
- 3.2 This report provides a summary of the work undertaken by the Health, Wellbeing and The Community committee during the previous municipal year. Full details of committee agendas and reports can be found on the Council's website.

### **4 Relationship to Corporate Priorities**

- 4.1 Good scrutiny can enhance decision making across all Council priorities. In particular it supports Priority 4: Responsible Council – 'to be a responsible Council and ensure we deliver good value for money'.

### **5 Report Detail**

- 5.1 The Council operates Executive arrangements through the election of a Leader and Cabinet. Every local authority operating Executive arrangements is required to establish at least one Overview and Scrutiny Committee to act as a check and balance to the Executive.
- 5.2 Scrutiny Committees are cross party committees each reflecting the overall political balance of the Council. They are not decision-making bodies but allow elected members who do not sit on the Cabinet to scrutinise and influence Executive decision making. This can take the form of scrutinising decisions that Cabinet are planning to take (policy review and development), those it plans to implement (through use of call-in procedures) and those that have already been implemented (through performance review).

- 5.3 National guidance advises that scrutiny work should be based upon four principles. It should:
- Provide constructive “critical friend” challenge
  - Reflect the voices and concerns of the public
  - Be led independently by members who take responsibility for their role, and
  - Drive improvement in services and strategic decision making

- 5.4 The Council has established three scrutiny committees, each with its own terms of reference and areas of oversight. The three areas are Responsible Council, Economic Prosperity, and Health, Wellbeing and The Community. Details of each committee’s remit, and the procedure rules for the scrutiny function, are set out in the Council’s Constitution.

### **Performance Review**

- 5.5 Each committee regularly monitors Council performance, within its area of scrutiny, through the review of quarterly performance information. Information reported includes progress against delivery plans and key performance indicators and enables members to identify whether the Council is achieving its corporate plan objectives. Effective monitoring helps the Council to identify good and poor performance and to take action where needed to put things right.
- 5.6 Senior officers attend committee meetings to answer any questions, or respond to requests for clarification, and committees have the power to call senior officers and Cabinet members to account.
- 5.7 In addition to playing an important role in reviewing performance, each committee sets its own scrutiny work programme for the year. The following additional scrutiny work was carried out by the Health, Wellbeing and The Community Scrutiny Committee during 2025/26.

### **Health, Wellbeing and the Community**

- 5.8 The statutory overview and scrutiny function for Staffordshire is undertaken by Staffordshire County Council’s Health and Care Overview & Scrutiny Committee. In accordance with good practice, and to ensure co-ordinated scrutiny of local health matters between councils, the District Council’s Scrutiny Committee Chair is also a member of the County Council committee, and a member of the County Council scrutiny is appointed to the District Scrutiny Committee. The County Council appointee did not attend any of the District meetings during the year and the Committee’s concerns regarding this were raised with the County Council.

The committee has a standing agenda item where it receives reports from the County Scrutiny alerting it to any health matters being scrutinised.

- 5.9 The Health, Wellbeing and the Community Scrutiny Committee’s agreed work programme items for 2025/26 were:
- Presentation on the roles of the Council and the Police in terms of community safety.
  - Presentation on the process regarding Private sector disabled facilities grants.
  - Review of the Council’s Fencing Policy

- 5.10 The requested presentations regarding community safety and private sector disabled facilities grants were not given during the year.
- 5.11 Five meetings of the review of the Council's Fencing Policy working group were held between July 2025 and February 2026 with the following remit:
- To ensure that all residents lived in a safe, secure and habitable environment.
  - To comply with all relevant, statutory and regulatory obligations.
  - To provide an efficient, prompt and cost-effective responsive repairs service, which was easily understood by residents and staff.
  - To support delivery of the Council's corporate business plan.
  - To ensure that replacement fencing did not restrict the movement of hedgehogs and other small wildlife, thereby contributing to the protection and enhancement of local biodiversity.

The Committee also received updates during the year on the work of the group. The final report and recommendations of the working group were considered and agreed by the Committee on 17 March 2026 and by the Cabinet on 11 June 2026.

- 5.12 At the 15 September 2025 meeting, the Committee received a presentation from the Staffordshire and Stoke-on-Trent Integrated Care Board (ICB) regarding health services in Cannock, including the Minor Injuries Unit (MIU) at Cannock Hospital, which covered: challenges to be addressed in Cannock; 2024 communications and engagement; Cannock engagement activity; summary of findings; Cannock engagement events feedback; Cannock Chase primary care landscape 2020-2025; planning headlines 2025/26; urgent care services; neighbourhood health programme; localities and neighbourhoods; Staffordshire and Stoke-on-Trent risk stratification; Staffordshire and Stoke-on-Trent model of care; what was being done on neighbourhood health delivery.
- 5.13 Also at the 15 September 2025 meeting, the Committee received a presentation on the Council's arboricultural management work, which covered: service staffing levels, area covered and number of trees applicable; number of tree preservation orders (TPOs) and conservation areas; risks involved with the work of the service; overview of 'Ezytreev' tree and TPO management system; and timescales and plan for implementation of the system.
- 5.14 Also at the 15 September 2025 meeting, the Committee received a presentation on the Council's waste & recycling work, which covered: Waste & Recycling Service update; Staffordshire Waste Partnership (SWP) Residual (General) Waste Survey; overall-residual waste; kerbside residual composition for SWP; kerbside residual waste composition by council; kerbside residual arisings per council; weekly food waste collection introduction; Extended Producer Responsibility; Deposit Return Scheme; Emissions Trading Scheme for waste disposal authorities; and health & safety issues.
- 5.15 At the 15 December 2025 meeting, the Committee received a presentation from Biffa regarding delivery and performance of the waste services contract that commenced on 31 March 2025 and the rollout of food waste collections from April 2026.

- 5.16 Also at the 15 December 2025 meeting, the Committee received an update on 'simpler recycling' that included the food waste collection rollout; garden waste collections; applications for the vacant Waste & Recycling Officer post; and proposed plastic film and flexibles recycling collections.
- 5.17 At the 17 March 2026 meeting, the Committee received a presentation on the Council's Streetscene service, which covered: 'Operations' service structure; streetscene data in respect of litter bins, fly-tipping incidents, parks and play areas, stray dogs, flowers planted and spend on capital projects; maintenance of outdoor spaces; operatives and on-site parks staff; community engagement; and future priority areas.
- 5.18 Also at the 17 March 2026 meeting, the Committee received an update presentation on the food waste collections that covered the timeline of events and what was happening in readiness for the rollout to commence in April 2026.

### **Future Work Programme**

- 5.19 Each committee sets its initial annual work programme at the first business meeting of the new municipal year, taking into account any outstanding matters from the previous year and any new priorities for the upcoming year. The work programme is reviewed as a standing item at every meeting.

## **6 Implications**

### **6.1 Financial**

None.

### **6.2 Legal**

As set out in the report.

### **6.3 Human Resources**

None.

### **6.4 Risk Management**

None.

### **6.5 Equalities and Diversity**

None.

### **6.6 Health**

None.

### **6.7 Climate Change**

None.

**7 Appendices**

None.

**8 Previous Consideration**

None.

**9 Background Papers**

None.





**Contact Officer:** Ian Curran

**Report Track:** Health, Wellbeing and The Community Scrutiny Committee:  
23/06/26  
Council: 08/07/26

**Priority Delivery Plan for 2025/26**

**Priority 2 - Health & Wellbeing**

**Summary of Progress as at end of Quarter 4**

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
5			1		6

**Summary of Successes as at Quarter 4**

Procurement of a new leisure contractor has been the key focus of 2025/26. Having awarded the new contract just before Christmas, Quarter 4 saw strong joint working between the Council, Everyone Active and the outgoing provider, Inspiring Healthy Lifestyles. Mobilisation of the new contract was successful with staff transitioning to Everyone Active, facilities handed over and customer and supplier data transferred. Improvements to the facilities started in quarter 4 and will be continuing throughout 2026/27. The new contract went live on 01 April 2026.

**Summary of Slippage as at Quarter 4**

The Community Wellbeing Strategy is still to be finalised, resource has been focussed on the time critical mobilisation of the leisure contract.





## Priority 2 – Health &amp; Wellbeing

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Review of the Leisure, Culture and Heritage Contract	Prepare tender documents for leisure procurement	X				Working group and project board established. Tender documents drafted.	★
	Start procurement for new leisure contract		X			The tender was published on 4 <sup>th</sup> August 2025.	★
	Evaluation of submissions for the new leisure contract			X		3 bids were received and evaluated. Permission was given by Cabinet to award to the provider who scored highest on both quality and cost.	★
	Award of contract and mobilisation period				X	The contract between the Council and Everyone Active was signed in quarter 4. Work was undertaken throughout the quarter to successfully mobilise the contract.	★
Design and Deliver Cannock Chase District's approach to Health	Work with partners and the Integrated Care Partnership (ICP) to develop priorities for reducing health inequalities	X				Partners continued to refine key local priorities for the locality improvement framework and a proposal for collaborative project delivery was drafted.	★
	Complete Community Wellbeing Strategy, setting out priorities across community safety and health.			X		Draft strategy has been produced. Final amendments being made. Implementation plans are being developed.	✘

**Priority Delivery Plan for 2025/26**

**Priority 3 - Community**

**Summary of Progress as at end of Quarter 4**

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
11	1	3	1		16






<b>Summary of Successes as at Quarter 4</b>
<p>Quarter 4 saw the successful distribution of the Council’s food waste containers, kitchen caddies and information leaflets to all homes, ready for the introduction of the new weekly food waste collection service in April 2026. It also saw the end of the performance review period for the new waste collection contract 2025-2034 and collection round changes. The results of the review will be reported to Cabinet and relevant Scrutiny Committee in the new municipal year.</p> <p>In addition, the funding structure was agreed for the development of the joint tree team along with the funding for the outsourcing of the next round of tree inspections and follow up works.</p> <p>UKSPF work was undertaken to replace play equipment in the Union Street Play Area during Q4 with a report for further funding to be present to Cabinet during Q1 2026/27.</p>

<b>Summary of Slippage as at Quarter 4</b>
<p>Progress in implementing the new tree management system and commissioning inspections is behind schedule but work has been reprioritised. The intention is to upload tree data to the new system so that this can be used to commission the inspection of trees in red (high risk) zones. This work will commence in Q1 2026/27. Monitoring arrangements are also being put in place to ensure revised plans are delivered to target.</p> <p>The preparation of the Cabinet report on the results of the play area rationalisation consultation has been delayed, following feedback from the initial consultation where further work was identified. The report will therefore now be presented in the new municipal year.</p> <p>The housing strategy has yet to be commissioned. This is in part due to the unexpected new Government requirement to complete a supported housing strategy by 31 March 2027. A review is currently underway on how best to take forward both of these pieces of work given the overlap between them.</p>





## Priority 3 - Community

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Place based housing strategy	Start procurement of a Housing Strategy for Cannock Chase		X			Staffordshire County Council are supporting on the procurement of a Housing Strategy and a specification is in the process of being agreed	★
	Award contract for a Housing Strategy			X		Specification has been finalised and is with Staffordshire County Council.	▲
Waste & Recycling - Kerbside collection contract (2025-2032)	Commencement of new kerbside waste & recycling collection contract	X				The new kerbside waste & recycling collection contract was commenced on time at the start of April 2025 as planned and has operated effectively following its commencement.	★
	Complete required collection round rerouting / day changes, in accordance with the accepted tender	X				Re-routing of collection rounds has been successfully implemented. Minimal disruption to the service during implementation phase can be evidenced by no formal complaints received by CCDC.	★
	Complete performance review of new kerbside waste & recycling collection contract				X	Completed – to be reported to Cabinet and the relevant scrutiny committee as part of the new municipal year / cycle.	★
	Complete procurement of food waste caddies	X				Food waste caddy procurement has been completed with orders placed with the successful bidder. Deliveries expected late 2025/early 2026.	★

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Launch of communications plan for food waste introduction with residents			X		Food waste communications successfully launched on social media during Q3 according to the Councils communications plan.	★
	Distribute new food waste caddies and new service information to residents				X	Distribution of new food waste caddies completed on schedule with the new service due to begin 27.04.26.	★
Tree Management	Secure approval and funding for integrated tree management system and tree inspections		X			Completed - Funding for the new integrated tree management system was secured following a report to Cabinet on 31st July 2025.	★
	Begin procurement of joint tree management system (including Open Customer Facing Public Portal)		X			Completed - procurement of the joint tree management system was commenced following the above Cabinet briefing undertaken on new system.	★
	Commence procurement of outsourced routine health and safety tree inspections			X		The procurement of the inspections was being delayed to allow for the new tree management system to be implemented first so that all data from the inspections could be input directly to the new system. However, this approach has been revised with inspections of trees in red zones being prioritised. Procurement process to commence in Q1.	✘





Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
	Implement joint tree management system				X	Work on implementing the new tree management system is in progress but behind schedule due to vacancies creating capacity issues in the team. Priority is to be given to uploading tree data so that inspection work for red zones can be commissioned. Work to commence in Q1.	
	Prepare joint investment strategy and work programme as part of the budget setting process				X	Completed – funding and structure agreed for the development of the joint tree team. Funding agreed for the outsourcing of the next round of tree inspections and follow up works.	
Play Area / Parks Improvements	Continue play area development in accordance with follow-up (second) play area improvement programme, agreed by Cabinet during 2024/25 (following early completion of the first).	X	X	X	X	Work on Phase 1 of the Cannock Park master plan has been completed. Heath Hayes Park master plan consultation has been carried out, with a view to submitting planning application in Q1 2026/27. UKSPF works completed to Union Street Play Area, Bridgtown.	
	Begin consultation around the rationalisation of play areas identified within the above 2024/25 play area development programme report.			X		Consultation with the elected ward members has begun where the 5 play areas have been identified for rationalisation.	
	Prepare Cabinet report on the results of the play area rationalisation consultations				X	Following feedback from the initial consultation further work is to be undertaken. The report will now be presented in the new municipal year.	

### KPIs for Priority 2 - Health and Wellbeing




Symbol	Description	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target					
	Performance on target					
	Performance < 5% below target					
	Performance > 5% below target					
N/A	Reported Annually / Not Applicable	1	1	1	1	1
	<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Leisure</b>									
Annual report from Inspiring Healthy Lifestyles setting out the performance of all facilities and narrative on the wider wellbeing work and events they facilitate.	N/A	N/A						N/A	As the contract is due to end on 31 March 26, it has been agreed that an Annual report will not be produced. The focus will be on supporting the mobilisation of the new contract.

## KPIs for Priority 3 - The Community

Symbol	Description	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target	4	3	2	4	4
	Performance on target	1	2	1	1	1
	Performance < 5% below target	1	2	4	2	2
	Performance > 5% below target	3	2	2	2	2
N/A	Reported Annually / Not Applicable	3	3	3	3	3
	<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Operations - Waste &amp; Recycling</b>									
% collections completed first time	99.96%	99.90%	99.95%	99.98%	99.96%	99.97%	99.97%	★	Year end target achieved with a slight improvement on 24/25.
Number of missed bin collections (including assisted) / 100,000	26 per 100,000	<40 per 100,000	59 per 100,000	20 per 100,000	13 per 100,000	16 per 100,00	27 per 100,00	★	Year end target achieved, almost identical to 24/25 figure.
% Household waste sent for re-use, recycling and composting	36.10%	45%	39.45%	36.81%	33.86%	32.40%	35.70%	✘	Target not met. Varying factors including a national trend of downturned recycling %'s, less garden waste tonnage due to chargeable collections and adverse weather during Q4.
Amount of residual waste collected per household (Kgs)	492.71 kg	<480 kg or 120 kgs / qtr. (equivalent)	117.60 kg	120.39 kgs	120.66 kgs	124.29 kgs	482.94 kgs	▲	Slightly over target which is due to additional waste from the-Christmas period.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Environmental Health</b>									
% of food businesses inspected	100%	100%	27%	52%	76%	100%	100%		
% of food businesses inspected which are broadly compliant (rating of 3 or better)	98%	N/A	97%	96%	98.5%	98%	98%	N/A	This is a measure, not target
% of service requests responded to within target (all service areas)	91%	95%	94%	93%	91%	93%	93%		Small number of service requests Q4 (16/783) out of target. Improved outturn for 25/26 over 24/25
<b>Housing Assistance</b>									
No of DFGs completed	86	85	10	11	16	17	58		Grant works that were completed in Q1 and Q2 have been reported late due to system updates, therefore the overall year end figure is greater than the sum of each quarter. The overall completion volume is lower than target due to staff vacancies and new system integration in the first half of the year.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
<b>Strategic Housing &amp; Homelessness</b>									
% households had a positive outcome and secured accommodation for 6 + months	50%	39%	55%	47%	38%	41%	44%	★	The target is the national percentage, allowing comparison to local performance
<b>Community Safety &amp; Partnerships</b>									
Number of residents/cases dealt with by the CAB	3,275	N/A	841	823	846	951	3461	N/A	Measure / contextual information only
Total value of financial outcomes achieved as a result of the CAB contract	£4,675,514	Measure only	£1,314,649	£1,146,959	£1,439,341	£1,398,185	5,299,134	N/A	Measure / contextual information only
Community Safety Partnership Hub referrals and case closures within 3 months	107 referrals 97% closed	90% closed within 3 months	22 referrals 95% closed	35 referrals 100% closed	28 referrals 100% closed	25 referrals 100% closed	110 referrals 98.75% closed	★	High closure rates can indicate effectiveness - as a resolution has been achieved or managed risk has been obtained. Some cases however, by nature, take more significant work and may need to remain open longer.

## Health, Wellbeing and The Community Scrutiny Committee Work Programme 2026-27

<b>Committee:</b>	Health, Wellbeing and The Community Scrutiny Committee
<b>Date of Meeting:</b>	23 June 2026
<b>Report of:</b>	Head of Housing and Corporate Assets Head of Operations Head of Regulatory Services Head of Wellbeing

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### 1 Purpose of Report

- 1.1 To set out the draft work programme for the Health, Wellbeing and The Community Scrutiny Committee for 2026-27.

### 2 Recommendations

- 2.1 That the Committee review the draft work programme for 2026-27 and advise on what they wish to include for the forthcoming year (see Appendix 4).

#### Reasons for Recommendations

- 2.2 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 2026-28

### 3 Key Issues

- 3.1 The Health, Wellbeing and The Community Scrutiny Committee is responsible for scrutinising the elements of the Corporate Plan that relate to the priorities for Health and Wellbeing and the Community. An extract from the Corporate Plan for 2026-28 setting out details of the priorities and strategic objectives is attached at Appendix 1.
- 3.2 The services or functions of the Council falling with the remit of the Committee are set out at Appendix 2.
- 3.3 The Health, Wellbeing and The Community 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.

## 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 priorities for "Health and Wellbeing" and "The Community".

## 5 Report Detail

### Background

- 5.1 The Council's current Corporate Plan for 2026-28 was approved by Council on 22 April 2026. The Plan sets out 4 priorities, and this Scrutiny Committee is responsible for scrutinising Priorities 2 and 3 – Health and Wellbeing and The Community.

- 5.2.1 The **Health & Wellbeing Priority** has 4 objectives:

- (i) Provide opportunities for residents to lead healthy, happy and active lifestyles and recognise the importance of mental health and wellbeing.
- (ii) Embed health and wellbeing into all of our policies and everything that we do.
- (iii) Work with partners to address health inequalities across the District.
- (iv) Support residents that need our help.

- 5.2.2 The **Community Priority** has 7 objectives:

- (i) Safe, clean and tidy neighbourhoods.
- (ii) Attractive local parks and green spaces.
- (iii) Residents who live a sustainable lifestyle.
- (iv) Less carbon resulting from the Council's activities.
- (v) The Council's housing stock meets the Decent Homes Standard.
- (vi) A safe and secure place to live for local people.
- (vii) Increased supply of new build council homes across the District.

An extract from the Corporate Plan setting out details of these priorities, the strategic objectives and actions is attached at Appendix 1.

- 5.3 The Health, Wellbeing and The Community Scrutiny Committee also has responsibility for scrutinising the services of the Council as set out in Appendix 2.

### 5.4 Developing the Work Programme

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.

5.5 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?

5.6 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.

5.7 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) and suggestions as to potential reviews.

#### **5.8 Undertaking the Scrutiny Reviews**

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.

5.9 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.

5.10 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.

#### **5.11 Reporting on Scrutiny Reviews**

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.

## **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 Equalities and 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 Health**

None.

### **6.7 Climate Change**

None.

## **7 Appendices**

Appendix 1: Extract from the Corporate Plan – Priorities 2 and 3 – Health and Wellbeing and The Community

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 2026/27

Appendix 5: Template for Scoping a Scrutiny Review

**Cannock Chase Council - Corporate Plan 2026-28****PRIORITY 2- HEALTH & WELLBEING****`To encourage and support residents to lead healthy, independent and happy lives`**

We want our residents to live in strong communities and lead healthy, happy and active lives. We will improve our leisure centres, encourage walking in our parks, and on the Chase and cycling. We will work with our communities to engage residents in positive activity that are fun and support their physical and mental health and wellbeing.

**What we want to achieve:**

- **Provide opportunities for residents to lead healthy, happy and active lives and recognise the importance of mental health and wellbeing.**
- **Embed health and wellbeing into all of our policies and everything that we do.**
- **Work with partners to address health inequalities across the District.**
- **Support residents that need our help.**

**How we will deliver this:****Major Projects:**

Over the next 2 years we will:

- Work with our new leisure provider to attract more people to use and enjoy our leisure centres. We will manage the new contract (due to commence 1 April 2026) to deliver better services, attract more people to use them and to provide value for money for customers and council tax payers.
- Deliver capital investment in our Leisure Centres to enhance existing facilities.
- Integrate the Wellbeing Team into the Council and deliver wellbeing support to our residents to lead healthy, happy and active lives, working with our new leisure services provider.

**Operational Service Delivery:**

- Provide Disabled Facilities Grants to support people to stay in their own homes (this includes council housing stock).
- Safeguard the most vulnerable people within our District. This includes:
  - Preventing homelessness
  - Providing accommodation for vulnerable people and support to sustain their tenancies.
  - Providing an outreach service for rough sleepers.
  - Co-ordinating multi-agency working to identify and address vulnerability issues.
- Provide funding to voluntary organisations to for free independent, impartial, and confidential advice to our residents.

## **PRIORITY 3 - THE COMMUNITY**

### **`To ensure Cannock Chase is a place that residents are proud to call home`**

We want our District to be an attractive and safe and happy place to live. We will preserve our open spaces and local parks. We aim to build on the existing and new communities across our District so that residents feel connected and supported. We want to ensure that our residents have a choice in their housing accommodation and that it is safe.

#### **What we want to achieve:**

- **Safe, clean and tidy neighbourhoods.**
- **Attractive local parks and green spaces.**
- **Residents who live a sustainable lifestyle.**
- **Less carbon resulting from the Council's activities.**
- **The Council's housing stock meets the Decent Homes Standard.**
- **A safe and secure place to live for local people.**
- **Increased supply of new build council homes across the District.**

#### **How we will deliver this:**

##### **Major Projects:**

Over the next 2 years we will:

- Deliver the Climate Change Strategy via our Climate Action Plans which are updated annually
- Improve the management of our trees
- Commence and promote food waste collection service
- Deliver the Housing Improvement Plan
- Complete the survey of the Council's housing stock, produce a 30-year business plan setting out investment in and improvements to the stock and install new bathrooms, kitchens, roofs and fences where necessary and affordable.
- Build 58 new homes, of which 29 will be for Council rent and 29 for sale at the Aelfgar site in Rugeley.

##### **Operational Service Delivery:**

- Work with residents and partners, including Staffordshire Waste Partnership to support households to minimise the waste they produce and maximise their reuse and recycling.
- Ensure that our housing stock is safe and sustainable.
- To ensure that accommodation provided in the private rented sector is safe and secure through appropriate interventions.

## **Item No. 8.7**

- Help local businesses to provide good services through regulation that protects consumers and ensures non-compliant businesses do not gain an unfair competitive advantage over other businesses.
- Ensure that there is a robust response to activities that adversely impact residents' quality of life (eg fly tipping, noise nuisance).

**Services / Function Falling Within the  
Health, Wellbeing and The Community Scrutiny Committee's Remit**

Service Area	Sub Area
<b>Housing and Corporate Assets</b>	<b>Housing Property Services</b>
<b>Nirmal Samrai - Head of Housing &amp; Corporate Assets</b>	<ul style="list-style-type: none"> <li>• Planned works</li> <li>• Cyclical works</li> <li>• Gas safety</li> <li>• Electrical upgrades</li> <li>• External works</li> <li>• Right to buys</li> <li>• Property alterations</li> <li>• Disabled facilities works</li> <li>• Housing decarbonisation &amp; clean green initiatives</li> </ul>
	<b>Housing Maintenance</b>
	<ul style="list-style-type: none"> <li>• Emergency and routine repairs</li> <li>• Empty property repairs</li> <li>• Out of hours repairs</li> <li>• In-house stores provision</li> <li>• Vulnerable persons decorating</li> <li>• Fleet management</li> </ul>
	<b>Tenancy Services</b>
	<ul style="list-style-type: none"> <li>• Rent collection</li> <li>• Estate management</li> <li>• Tenancy sustainment</li> <li>• Anti-Social behaviour</li> <li>• Independent Living Schemes</li> <li>• Allocations</li> <li>• Housing reception</li> <li>• Social alarms</li> </ul>
<b>Housing Services</b>	
<ul style="list-style-type: none"> <li>• Performance management</li> <li>• Housing complaints</li> <li>• Service improvements</li> <li>• New build council housing</li> <li>• Estate regeneration</li> <li>• Customer insight &amp; engagement</li> <li>• Housing management IT system</li> </ul>	

Service Area	Sub Area
<b>Operations</b>	<b>Natural Environment</b>
<b>Joss Presland - Head of Operations</b>	<ul style="list-style-type: none"> <li>• Countryside ranger service</li> <li>• Cattle husbandry</li> <li>• Tree and landscape protection</li> <li>• Planning advice on proposed development/Landscape development</li> <li>• Woodland management</li> <li>• Heathland management</li> <li>• SSSI / local nature reserves</li> <li>• High Level stewardship</li> <li>• Biodiversity</li> <li>• Conservation areas</li> <li>• Nature recovery</li> <li>• Ancient scheduled monument</li> <li>• Volunteer programme (countryside)</li> <li>• Tree preservation orders (TPOs)</li> <li>• Urban forestry strategy</li> <li>• Inspection and maintenance of trees on council land</li> <li>• Cemetery management</li> <li>• Headstone testing</li> <li>• Burial service</li> <li>• Officiating at burials</li> <li>• Closed cemeteries</li> <li>• Memorial trees and benches</li> <li>• Flood control maintenance</li> </ul>
	<b>Streetscene</b> <ul style="list-style-type: none"> <li>• Street cleansing</li> <li>• Cleansing of our town centres</li> <li>• Graffiti removal</li> <li>• Removal of fly-tipping</li> <li>• Floral displays</li> <li>• Grass cutting district wide</li> <li>• Highway verge cutting for SCC</li> <li>• Planting schemes</li> <li>• Weed spraying</li> <li>• Shrub bed maintenance - district wide</li> <li>• Hedge cutting - district incl. SCC hedges</li> <li>• Pest and disease control</li> </ul>

Service Area	Sub Area
	<ul style="list-style-type: none"> <li>• Leaf collection</li> <li>• Litter collection</li> <li>• Play areas / parks refurbishment</li> <li>• Management of water bodies within our parks</li> <li>• Formal parks</li> <li>• Play areas</li> <li>• Sports pitches and equipment</li> <li>• Football pitches</li> <li>• Skate parks</li> <li>• Tennis courts</li> <li>• Multi use games areas (MUGAs)</li> <li>• Green gym equipment</li> <li>• Community engagement (parks)</li> <li>• Green space development</li> <li>• 'Green Flag' awards</li> <li>• 'Britain in Bloom' award</li> <li>• War memorials maintenance</li> <li>• Ravenhill paddling pool (June - September)</li> <li>• Letting of sites - events</li> <li>• Management and provision of allotments</li> </ul>
	<p data-bbox="699 1160 1161 1191"><b>Waste &amp; Commercial Services</b></p> <ul style="list-style-type: none"> <li>• Waste and recycling</li> <li>• Litter picking</li> <li>• Mechanical Sweeping</li> <li>• Land drainage and flooding</li> <li>• Street furniture</li> <li>• Highways liaison</li> <li>• Engineering works</li> <li>• Fleet and Vehicle Workshop</li> <li>• Bus shelters</li> <li>• Bus stations</li> <li>• Public Clocks</li> <li>• Off-street Parking</li> <li>• Public class 4 MOT Station</li> <li>• Taxi Testing</li> <li>• Commercial activities</li> </ul>

Service Area	Sub Area
<b>Regulatory Services</b>	<b>Food Safety and Licensing</b>
<b>Gabrielle Whitehouse - Head of Regulatory Services</b>	<ul style="list-style-type: none"> <li>• Food safety – inspection of food businesses; investigation of complaints about food or food premises; investigation of infectious diseases and food poisoning outbreaks; allergens; food sampling; Primary Authority Partnership</li> <li>• Health &amp; Safety – inspections and projects related to workplace and consumer service health &amp; safety; investigation of workplace accidents and complaints about unsafe working conditions; infection control (tattooists and body / skin piercing etc.); Primary Authority Partnership</li> <li>• Licensing – licensing of taxis, private hire, alcohol sale or supply; gambling premises; street trading; animal activities; scrap metal dealers and collectors; hair and beauty, tattooists etc.</li> </ul>
	<b>Housing Standards and Environmental Protection</b>
	<ul style="list-style-type: none"> <li>• Regulation of standards in private rented properties</li> <li>• Licensing &amp; inspection of houses in multiple occupation (HMOs)</li> <li>• Empty properties</li> <li>• Licensing &amp; inspection of mobile / park homes sites</li> <li>• Affordable Warmth Scheme and enforcement of Minimum Energy Efficiency Standards in private rented sector</li> <li>• Noise pollution – industrial and domestic noise; planning consultations;</li> <li>• Air quality – Air quality monitoring and management; declaration and revocation of air quality management areas (AQMAS); permitting of regulated industrial processes;</li> <li>• Specialist technical advice on climate change and emerging emission reductions technologies</li> <li>• Contaminated land – planning consultations and land remediation</li> <li>• Enviro-crime – fly tipping, unregistered waste carriers (including unlicensed scrap metal collectors) littering, duty of care, dog fouling, stray dogs</li> <li>• Public health nuisances – commercial drainage, dust, light, refuse accumulations, filthy &amp; verminous properties etc.</li> </ul>

Service Area	Sub Area
<b>Wellbeing</b>	<b>Strategic Housing &amp; Homelessness</b>
Anna Nevin – Head of Wellbeing	<ul style="list-style-type: none"> <li>• Housing strategy</li> <li>• Housing options and rough sleeping</li> </ul>
	<b>Community Safety &amp; Partnerships</b>
	<ul style="list-style-type: none"> <li>• Community safety hub, multi-agency risk assessment conference (MARAC), public safety protection orders (PSPOs), safe as houses, target hardening, campaigns &amp; events and community safety delivery plan</li> <li>• CCTV – monitoring 100+ Cameras across the district and providing evidence to police</li> <li>• Partnerships - hate crime and domestic abuse, vulnerable adults and children’s referrals, modern day slavery, community trigger/protection notices, diversionary activities, county lines and PREVENT</li> <li>• Community and Voluntary Sector</li> </ul>
	<b>Housing Assistance, Health &amp; Leisure</b>
	<ul style="list-style-type: none"> <li>• Disabled Facilities Grants and Housing Assistance Policy in private dwellings</li> <li>• Leisure Provider</li> <li>• Leisure centres</li> <li>• Swimming pools</li> <li>• Golf course management</li> <li>• Prince of Wales Theatre</li> <li>• Museum of Cannock Chase</li> <li>• 5’s 3G Pitch and Pavilion</li> <li>• Commonwealth Games Legacy</li> <li>• Health Inequalities, Health in All Policies</li> </ul>

## 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.

Different items may require different approaches. For example, the Scrutiny Committees can examine the Forward Plan, but may only choose to examine one or two items in any depth. Similarly, if the Scrutiny Committee is asked their views by the Cabinet on key policies and plans, such consultation does not have to involve in-depth investigation.

Similarly with reviews, a more selective approach should be taken, examining more problematic areas in greater depth and others with a lighter touch may prove to be more beneficial.

Members will also need to think about how to manage the workload, whether issues are considered by the whole committee, whether a task and finish group is set up or whether 'paired members' or individual 'lead' members are used.

## **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, alongside the PAPER issues from page 9, 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.

For the majority of reviews, the first two are likely to predominate, although individual or paired members may be used to review particular aspects of the subject area. Whichever approach is adopted, all activities should be conducted in the same spirit with the same willingness to experiment, challenge and explore different ways of doing things. Members are encouraged to take an active role in reviews, e.g., undertaking their own research on the internet, through visits, etc.

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

Any resource-intensive review requires careful project planning and the better the planning *beforehand* the more successful the review will be in the longer term. 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?

Careful project management involves drawing up a project plan for the review. Time spent planning is time well spent, and if a review scope is robust, it makes it less likely that there will be pressure to modify if once work is under way.

Such a plan should cover:

- A fixed period for the activity.
- The creation by members of a 'term of reference' for the review.
- Calling of independent and expert witnesses.
- Hearing of evidence from stakeholders, communities, and citizens, led by members.
- Member visits, information, and data collection: qualitative and quantitative.
- A series of events at which members sift, discuss, and assess evidence gathered.
- Checking of member responses to evidence and data with stakeholders, communities, citizens, and experts.
- Final report to Council and/or Cabinet Decision by Council and/or Cabinet reported to the committee.
- Review and up-date of the implementation or development of the policy – with targets and criteria for assessment.

## Extract from the LGA Guidance on Scrutiny Work Programming

### 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 several factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then shortlisting topics before making a final decision.

### Responsive scrutiny

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, while in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

### Identify issues

You can identify potential issues by:

- consulting with a range of stakeholders, both internal and external to the council – this would include all elected members and senior officers, as well as relevant outside bodies
- looking at corporate priorities, business plans and the forward plan of the council (and the council's neighbouring councils)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets.
- reviewing council performance information and identifying any follow-up work required to previous scrutiny work.
- conducting work to engage with local people, for example, through surgeries, local media, opinion surveys and online forums.

### Prioritise topics

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

## Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme for consideration and updating at each scrutiny meeting.

## Review and evaluate

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



### Criteria for prioritising scrutiny topics

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

#### 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.
- they do not relate to executive matters, for example, planning or licensing decisions.
- 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, answers to the following questions should be made 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?



### **Challenge 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.

Think about how you would translate these into strategic issues which might be appropriate for scrutiny. Here is an example:

#### **The issue**

Several 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 while also meeting the needs of 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.

Having done so, consider how you would translate this into the scope for a scrutiny committee review.

**Proposed Work Programme for 2026-27 for the  
Health, Wellbeing and The Community Scrutiny Committee**

Meeting Date	Item
23 June 2026	<ul style="list-style-type: none"> <li>• Scrutiny Annual Business Report for 2025-26</li> <li>• End of Year Performance Report for 2025-26 for the Health and Wellbeing and The Community PDPs</li> <li>• Determine Review Programme for 2026-27</li> </ul>
21 September 2026	<ul style="list-style-type: none"> <li>• Health and Wellbeing and The Community PDPs – Qtr 1 Progress Report April to June 2026</li> <li>• Presentation - Disabled Facilities Grants (DFGs)</li> <li>• Scrutiny Review (to be determined)</li> </ul>
7 December 2026	<ul style="list-style-type: none"> <li>• Health and Wellbeing and The Community PDPs – Qtr 2 Progress Report July to September 2026</li> <li>• Scrutiny Review (to be determined)</li> </ul>
8 March 2027	<ul style="list-style-type: none"> <li>• Health and Wellbeing and The Community PDPs – Qtr 3 Progress Report October to December 2026</li> <li>• Review of the Food Waste Service</li> <li>• Outcome of Scrutiny Review(s)</li> </ul>

**Suggested Items for Reviews:**

To be determined



### Scrutiny Review Template

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