

**Please ask for:** Matt Berry

**Extension No:** 4589

**E-Mail:** [mattberry@cannockchasedc.gov.uk](mailto:mattberry@cannockchasedc.gov.uk)

2 March, 2020

Dear Councillor,

**CORPORATE SCRUTINY COMMITTEE  
4:00 PM ON TUESDAY 10 MARCH, 2020  
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. McGovern,  
Managing Director**

To: Councillors:

Allen, F.W.C. (Chairman)  
Hughes, R.J. (Vice-Chairman)

Buttery, M.S.	Startin, P.D.
Davis, Mrs. M.A.	Sutherland, M.
Fisher, P.A.	Todd, Mrs. D.M.
Jones, B	Witton, P.T.
Layton, Mrs. A	Woodhead, P.E.
Newbury. J.A.A.	

# **A G E N D A**

## **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 personal, pecuniary or disclosable pecuniary 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 meetings held on 19 November, 2019 and 14 January, 2020 (enclosed).

### **4. Quarter 3 2019/10 Corporate PDP Performance Update**

To receive the latest performance information for the Corporate Priority Delivery Plan (Item 4.1 – 4.6).

### **5. Corporate Scrutiny Committee 2019/20 Work Programme Update**

To receive an update in respect of the work of the Members' Support and Training Requirements Task & Finish Group.

**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**CORPORATE SCRUTINY COMMITTEE**  
**HELD ON TUESDAY 19 NOVEMBER 2019 AT 4:00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 1**

PRESENT:  
Councillors

Allen, F.W.C. (Chairman)  
Hughes, R.J. (Vice-Chairman)

Buttery, M.S.      Witton, P.T.  
Davis, Mrs. M.A.   Woodhead, P.E.  
Sutherland, M.

**9. Apologies**

Apologies for absence were submitted for Councillors P.A. Fisher and B. Jones.

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

No declarations of interests or party whip declarations were received.

**11. Minutes**

A Member advised that under Minute no. 1 'Apologies', the reference to Councillor P.A. Snape needed to be deleted and replaced with 'Councillor P.E. Woodhead'.

RESOLVED:

That the Minutes of the meeting held on 18 July 2019 be approved as a correct record and signed, subject to the above amendment being made.

**12. Quarter 2 2019/20 Corporate PDP Performance Update**

Consideration was given to the quarter 2 performance information for 2019/20 (Item 4.1 – 4.5 of the Official Minutes of the Council).

The Head of Governance and Corporate Services advised that the format of the performance reports had been amended slightly to include the cumulative performance for the year alongside the quarterly progress. Members were then taken through the performance indicators and projects actions as set out in the report.

In response to questions from Members regarding the customer contact data and use of online forms, the Head of Governance and Corporate advised that additional performance data and comparator data for 2018/19 would be provided at the March 2020 meeting.

*(Councillors Mrs Layton, Newbury and Mrs Todd arrived at the meeting during the consideration of this item.)*

### **13. Peer Review Follow-Up**

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 5.1 – 5.12 of the Official Minutes of the Council).

The Head of Governance and Corporate Services advised that the visit had been very positive, with the Review team being particularly impressed with the progress made since the original Review, and the ambitions of the Council going forward.

In respect of the consideration put forward by the Review team in respect of the Scrutiny structure, Members hoped that any such review would not be delayed due to the Council's boundary review being deferred by twelve months. The Head of Governance and Corporate Services advised that she would feedback Members' views on this to the Managing Director for consideration.

RESOLVED:

That the following be noted:

- (A) The outcome of the follow-up review as detailed in the final letter of the Peer Challenge Team to the Managing Director, dated 12 August 2019 (attached as Appendix 1 to the report); and
- (B) The comments / actions from the Council following the considerations made by the Peer Challenge Team (attached as Appendix 2 to the report).

### **14. Corporate Scrutiny Committee Work Programme 2019/20 Update**

Consideration was given to the updated work programme for 2019/20 (Item 6.1 of the Official Minutes of the Council). The Committee also received for information the updated scoping document for the Members' Support and Training Requirements' review (Item 6.2 – 6.3 of the Official Minutes of the Council).

The meeting closed at 4:23 p.m.

---

CHAIRMAN

**CANNOCK CHASE COUNCIL**  
**MINUTES OF THE MEETING OF THE**  
**CORPORATE SCRUTINY COMMITTEE**  
**HELD ON TUESDAY 14 JANUARY 2020 AT 4:00 P.M.**  
**IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK**

**PART 1**

PRESENT:  
Councillors

Allen, F.W.C. (Chairman)  
Hughes, R.J. (Vice-Chairman)

Buttery, M.S.	Startin, P.D.
Davis, Mrs. M.A.	Sutherland, M.
Jones, B.	Todd, Mrs. D.M.
Layton, Mrs. A.	Witton, P.T.
Newbury, J.A.A.	Woodhead, P.E.

**15. Apologies**

Apologies for absence were submitted for Councillor P.A. Fisher.

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

No declarations of interests or party whip declarations were received.

**17. General Fund Revenue Budget 2019/20 to 2022/23**

The Head of Finance advised Members that a balanced budget was being proposed for the 2020/21 financial year, and as such, the purpose of this meeting was to provide an update on matters in respect of the General Fund Revenue Budget and Capital Programme and the Housing Revenue Account (HRA). The last time a full budget consultation process had been undertaken was during the production of the Financial Recovery Plan (FRP) in 2016. Members were then taken through a presentation that covered the following:

- General Fund Revenue Budget;
  - 2019/20 Status of Financial Plan – Recap;
  - Budget Strategy;
  - Relative Needs – Formula;
  - 75% Business Rates Retention & Reset;
  - Reset – Consultation;
  - New Homes Bonus;

- 2020/21 Local Government Finance Settlement – Technical Consultation;
- Financial Plan 2020/21 to 2022/23;
- Approved Variations;
- Budget Issues;
- 2020/21 Provisional Local Government Finance Settlement;
- Impact of Financial Regimes;
- Proposed Budget Strategy.
- General Fund Capital Programme;
  - Financial Plan;
  - 2020/21 Budget Issues / New Bids;
- Housing Revenue Account:
  - Business Plan;
  - Housing Investment Fund;
  - 2020/21 Rent Increases.

In respect of the impact of financial regimes, a Member queried what level of funding had been set aside to cover the worst case scenario. The Head of Finance replied that £3m had been set aside, which would provide a two-year window for Working Balances, the aim was still however to achieve a balanced budget by 2023/24.

Another Member asked if the delay in reform of the Business Rates regime would have a negative impact with regards to the impending opening of the Designer Outlet Village (DOV). The Head of Finance replied that the same question had been asked of the Government. An immediate reset of Business Rates would result in no benefit being received by the Council from the DOV opening. Growth should be able to be retained for five years, so problems would be created after that period was up, but hopefully by then Phase 2 of the DOV and the Rugeley Power Station site redevelopment would be up and running. Assurance was needed from the Government that the Council would benefit from the DOV.

The Head of Finance then advised that it was intended to be able to present to Members in December 2020 an updated financial position as more details became available throughout the course of the year on some of the issues outlined in the presentation.

In respect of the Capital Programme, Members asked for details of what funding was being provided for the following (figures and further information provided by the Head of Finance shown in brackets):

- All Terrain Pitch (ATP) at Rugeley (£822,000 – all external funding);
- Car Park Strategy (£200,000 – works related to Beecroft Road and Avon Road car parks were on hold pending decisions regarding future redevelopment of Cannock Town Centre);
- CCTV Cameras (£55,000 had been provided for the first phase of the scheme to replace the cameras, with a similar amount required for the

- second phase);
- IT Infrastructure (this was for the replacement of all existing hardware, but rollout was delayed pending the outcome of an IT / Digital Strategy review currently underway).

Another Member queried if the Car Park Strategy included the provision of machines that accepted cashless payments. The Head of Finance replied that this matter was currently being considered by Cabinet and the Promoting Prosperity Scrutiny Committee.

In respect of the proposed rent increase for 2020/21, a Member queried as to how much additional income the Council would receive. The Head of Finance replied that a 1% increase would secure £190,000 of income.

The Chairman thanked the Head of Finance for his presentation, and then asked if there were any particular concerns on the horizon for Members to be aware of.

The Head of Finance replied that in respect of 2020/21, Business Rates volatility was a concern (e.g. the closure of a major business in the District). A balanced budget was however proposed with no service reductions. With regards to 2021 onwards, the true funding position was not yet known, but the opening of the DOV would provide a way forward and address nearly all the financial losses that occurred following the early closure of Rugeley Power Station in 2016. Greater Business Rates retention meant greater volatility for local authorities, but linked to this, the Government was trying to reduce the financial impact of Business Rates appeals. More information about the future funding position should be known in September / October 2020, with all local authorities in the same uncertain position at present. It was however expected that there would be a redirection of resources to those councils that had responsibility for delivering social care services.

The meeting closed at 4:48 p.m.

---

CHAIRMAN

PAGE INTENTIONALLY BLANK

## Corporate Priority Delivery Plan 2019-2020 – Quarter 3 Performance Update

Delivery of actions for Q3				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
2 (28.5%)	2 (28.5%)	3 (43%)	0	7

Cumulative progress in delivering actions - April to December 2019				
				Total Number of Actions
Action completed	Work in progress but slightly behind schedule. Action will be completed in next Quarter.	Action > 3 months / 1 Quarter behind schedule and action is required to address slippage	Action / project cannot be completed / delivered. Option to close to be agreed by Leadership Team / Cabinet.	
5 (46%)	3 (27%)	3 (27%)	0	11

## Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q	92.2% average	94%	92%	87.2%	89.4%	
Use of Online Forms	Q	1,258 per annum	475 per qtr	334	364	413	
E–payments transactions – Payments made via the Council's website	Q						
• Number of transactions		25,852	6,000 per qtr	7,233	7,186	7,000	
• Value of transactions		£3,004,908		£900,806	£900,196	£916,195	
Payments made via the Council's automated telephone payment system	Q						
• Number of transactions		23,766	5,750 per qtr	6,346	5,778	5,748	
• Value of transactions		£2,756,103		£773,573	£708,838	£715,603	
Payments made by Direct Debit (Council Tax)	Q						
• Number of transactions		311,431	310,000	88,431	88,738	88,928	
• Value of transactions		£39.347m	£40m	£11.604m	£11.691m	£11.825m	

## Projects

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
<b>Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services</b>							
<b>Giving choice to our customers in how they access our services</b>	Review the Council's digital requirements with regard to customer services/interactions to inform the Customer Access Strategy and the procurement of a replacement for the CRM system	Commission a review of the Council's digital requirements with regard to customer services / interactions	Two submissions were received for undertaking this review but neither were considered to be suitable. Advice has been sought from the LGA on potential organisations who may be able to undertake this work. The aim is now to secure a suitable consultant in Quarter 4.				
		Review to be undertaken by consultant	As the procurement process has not been successful, this work will now slip. Whilst it is anticipated that work will start in Quarter 4, it is not likely to be completed until Quarter 1 of 2020/21				
		Final report on outcome of the review	Due to the slippage in Q1 the target was original revised from Q3 to Q4 but due to further slippage this will now be completed in 2020/21				X

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
<b>Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services</b>							
<b>Giving choice to our customers in how they access our services (cont.)</b>	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team					X
		Draft strategy for approval by Cabinet		2020/21			
	Procurement of a replacement for the CRM system	Identify requirements for new customer portal / CRM system and agree with Leadership Team		2020/21			
		Commence Procurement		2020/21			
<b>Making the best use of limited resources – managing our people, money and assets</b>							
<b>Managing our people, money and assets</b>	Development of an Asset Management Strategy	Recruit a Corporate Asset Manager	The role was offered to an individual in Q1 – but they withdrew in July; the post has now been offered to an internal candidate who has accepted. Appointment commenced in Q3.				
		Review Condition Surveys for all Council assets and properties	The Survey information will form part of the discussion with Leadership Team on the Strategy (initially Q4 and continuing into 2020)				
		Undertake Asset Review and prepare draft Strategy	Initial discussions on the Strategy will take place with Leadership Team in Q4, and the work will continue into 2020-21				X

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4	
<b>Making the best use of limited resources – managing our people, money and assets</b>								
<b>Managing our people, money and assets - continued</b>	Develop workforce development strategy, incorporating gender pay requirement	Scoping exercise to determine the development needs of the workforce						
		Review of scoping exercise with Heads of Service and Service managers to determine how to address workforce need	Scoping Exercise completed during quarter 3. Collecting workforce skill information is currently being finalised to determine appropriate mechanisms to address the workforce's development needs.					
		Develop content of the strategy and consult stakeholders	Workforce Development Strategy has been drafted and is intended to be shared with the Council's Leadership Team during February 2020 before progressing to a wider consultation with Service Managers across the authority. This action will now begin during quarter 4.					
		Implement strategy including training as appropriate						X

Approach	Key Project	Milestone(s)	Action Required	Q1	Q2	Q3	Q4
<b>Making the best use of limited resources – managing our people, money and assets</b>							
<b>Managing our people, money and assets - continued</b>	Delivery of the Environmental Services Review Outcomes	Preparation of a business case for bringing together the grounds maintenance and street cleaning services and aligning them in a combined service. To include a review of the operational model for grounds maintenance and in particular highways grounds maintenance.		<b>Due June 2020</b>			
		Undertake an options appraisal for bringing together the Environmental Health and Environmental Protection services together and transforming the service. As part of the transformation work, consideration will need to be given to the service model / level of service provided.		<b>Due June 2020</b>			
	Identifying potential savings options	Service review methodology to be determined and agreed with Leadership Team					
		Programme of Service Reviews to be determined	All service reviews are now to be completed to the same timetable and will not be done in phases				
		First phase of Service Reviews to be completed	The first stage of the service review process is now due to be completed by mid April 2020 rather than Q4				