

SCRUTINY LEADERSHIP BOARD

Minutes of a meeting of the Scrutiny Leadership Board held on 14 January, 2010 at 4.00 p.m. in the Civic Offices, Telford

PRESENT: Councillors D.R.W. White (Chairman), R. Aveley, J.A. Francis, A.A. Mackenzie, A.A. Meredith and K.L. Tomlinson

ALSO PRESENT: Councillor S.M. Kelly (for Minute No. SLB-, Richard Partington (Assistant Chief Executive), J. Eatough (Head of Governance), Fiona Bottrill (Scrutiny Manager), Stephanie Jones (Scrutiny Officer) and Debrah Byle (Performance & Planning Officer/Suggestion Scheme Project Lead)

SLB-101 MINUTES

RESOLVED – that the minutes of the meeting of the Scrutiny Leadership Board held on 19 November, 2009 be confirmed and signed by the Chairman.

SLB-101 APOLOGIES FOR ABSENCE

None.

SLB-102 DECLARATION OF INTEREST/PARTY WHIP

None.

SLB-103 RESPONDING TO THE EMPLOYEE SURVEY 2009

The report of the Chief Executive informed the Board of the ways in which the organisation had responded to the findings of the carried out in early Summer 2009 with the detailed results of which had been available from mid-September.

The organisation's response to the Survey's findings had been at two levels, corporate and Service Area/Business Unit with the key corporate response being to develop 'One Council, One Team, One Vision' which set out proposals to reorganise and reshape the organisation structurally, operationally and culturally in order to create a "*a Refocused, Re-energised and Affordable Organisation to deliver Council Priorities*". This Vision set out very clearly that it was drawing from the key 'headline' messages for improvement which had emerged from the Employee Survey, as listed in the report. The report also set out the actions taken to date to respond to the Employee Survey.

In the Employee Survey only 33% of employees felt that the Council would act on the issues raised and, as the Corporate Management Team took such comments very seriously, the development and implementation of 'One Council, One Team, One Vision' was comprehensive and fundamental response to some of the key messages in the Survey. While the Council had quickly to progress and implement this Vision for the organisation, there was much still to be done through 2010 to change the way in which the Council operated and to improve the impact it made.

The Assistant Chief Executive added that wide engagement had been entered into with employers and elected members, including the Cabinet, on the implementation of 'One Council One Vision'. The next stage of the organisational momentum would be to carry out a restructuring exercise to bring teams together and to focus on the culture and behaviour of management and employees. In particular, it was important that senior managers became more visible throughout the organisation. A key tool within this process would be the introduction of a Suggestion Scheme,

Councillor Kelly stressed that the organisational change was primarily for the benefit of the community and would enable the Council to deliver services more efficiently which, in turn, would lead to improved outcomes for local people.

In response to a number of questions from the Board the Assistant Chief Executive said that 'One Council One Vision' was taking a very comprehensive approach to the concerns raised in the Employee Survey. With regard to Job Evaluation, organisational changes were being implemented in conjunction with the Job Evaluation Team in order to align the two and take the volatility out of the model being used as far as was possible.

The Chairman concluded that the next Employee Survey would show the outcome of the current organisational changes and a report would be made to the Board at an appropriate time. However, 'One Council One Vision' was a more important development at the moment and it was requested that a report on progress be brought back to the Board in six months time.

SLB-104 SCRUTINY REVIEW OF BUS SERVICES FINAL REPORT

Councillor R. Aveley presented the final report of the Scrutiny Review of Bus Services. The Review had been undertaken as, being were aware of concerns raised by residents about various aspects of the service in Telford & Wrekin, Members had wished to consider how the Council could support improvements to the service for the future. The Review noted the continuing misapprehension of some members of the public that the Council had responsibility for bus services and the risk that undertaking this review could raise unrealistic expectations. Although the Council was committed to working in partnership with Arriva, in practice it had no influence over the company other than on the tendered and subsidised routes and the Review's recommendations could only focus on the Council's role in developing the bus network and the ways in which it could work with Arriva to deliver more reliable, frequent and affordable services to more residents.

The review had had four main objectives:

- To address immediate and future issues of reliability and quality of provision, and to improve the bus services in Telford & Wrekin
- To review the Quality Bus Partnership between the Council and Arriva
- To identify the needs of Telford & Wrekin with regard to bus services and assess whether the current provision met these needs
- To change perceptions of the bus services and increase bus patronage.

Whereas Arriva provided the fleet service, the Council was responsible for developing and improving the infrastructure within which the service operated. These improvements were dependent on resources and were not statutory obligations. It was hoped that the Review's recommendations would inform both Arriva's work and the development of strategies arising from the Council's Transport Review. The Review had made five recommendations (nos. 1 to 5 in the Review) in support of this aim.

The Review was predominantly about issues of reliability, punctuality and quality of service on the commercial network which were within the remit of Arriva, although it had also touched upon Council's Integrated Transport Service and subsidised routes funded by the Council, which were also within the scope of the Transport Review. It was hoped that the findings of the Review would inform both Arriva's work and the development of strategies arising from the Transport Review. Three recommendations (nos. 6-7 in the Review) referred to these issues.

Whilst the Review Group understood the budgetary pressures faced by the Council, it urged the Council to consider transport not just as a direct cost but as an enabler to unlocking many social and economic problems in the area. Public transport was integral to meeting the economic and social aspirations for Telford & Wrekin as well as delivering the Council's climate change agenda. Without investment national core indicators were in jeopardy, as shown by N177, the national indicator for the number of bus passenger journeys in the local area, which was currently below target. Experience had shown that investment in quality bus routes, bus lanes and the roadside infrastructure would increase passenger numbers and help to address this failing indicator. BV104, satisfaction with local bus services as measured in the Place Survey, had also been identified as a high risk performance indicator which would impact on future Comprehensive Area Assessments. Therefore, recommendations three recommendations (nos. 9-11 in the Review) had been made in support of these aims:

The Review Group had also been concerned to ensure that in contracting out the tendered routes the Council continued to strive to make sure that Telford & Wrekin received the best value for money and, in support of this, had made two recommendations (nos. 12 & 13 in the Review).

The Board thanked Councillor Aveley for an excellent report and the Chairman drew attention to the benefits of scale that might accrue from adopting Recommendation 12 in particular and emphasised the need to highlight this when the Review was considered by the Cabinet.

SLB-105 EMPLOYEE/MEMBER SUGGESTION SCHEME

The Briefing Note included with the agenda informed the Board that the Council did not currently have an official Employee Suggestion Scheme, although this had been considered a number of times in the past. As set out in the Briefing Note, research into a number of private and public sector organisations had suggested a number of potential benefits such a Scheme.

Employee Suggestion Schemes were a means of giving employees an opportunity to initiate change and a voice when change was happening, an issue that had been raised in the Employee Survey of 2009. Therefore, in response to this, on 10 November 2009 Cabinet had approved the development of a new scheme, as outlined in the Briefing Note.

The Scheme's principles were set out in Appendix 1 of the Briefing Note. An amended version of the Appendix was tabled at the meeting and the Board's attention was drawn to the change in Principle (h) whereby the Scheme would operate for a period of 12 months following which a formal review of its effectiveness would be carried out.

In response to questions from the Board on the operation of the Scheme, the Suggestion Scheme Project Lead, Debbie Byle explained that the reward system would be recognition based rather than monetary based. With regard to costs, those to date had been minimal but a formal review would be undertaken following an appropriate period of operation.

The introduction of a Suggestion Scheme would help to foster 'One Council One Vision' and the recognition and celebration of employees would help to develop a culture of engagement.

SLB-106 SCRUTINY WORK PROGRAMME UPDATE

The report of the Scrutiny Manager requested the Board to review the Scrutiny Work Programme relating to In-depth Reviews, Spot Light Reviews and Special Interest Meetings. It was appropriate that the progress of the work programme was reviewed, given that a number of factors, including staffing cover in the Scrutiny Team and the number and broad scope of the reviews, had resulted in the work programme slipping.

A proposed work programme schedule, attached as Appendix 2, provided a realistic plan for the delivery of the current in-depth reviews, spot light reviews and special interest meetings. It is vital that Scrutiny focuses its efforts on the issues where it can add the greatest value to make the most effective use of Member time and the resources available to support Scrutiny. It should be noted that this work programme is in addition to the work of Scrutiny Assembly and the 5 Sub Groups.

In Depth and Spot Light Reviews: In order to effectively manage this work load it was agreed that the In Depth and Spot Light Reviews that have not yet been scoped are deferred until the next municipal year. Members may review the Work Programme in May to determine if these topics were still appropriate issues for Scrutiny to consider.

Special Interest Meetings: It was proposed that Special Interest Meetings with less than 3 Members signed up were removed from the Work Programme. Members were asked to decide which two of the remaining Special Interest Meetings topics would take place between February and July. In light of the number of Reviews underway it was agreed that three Special Interest Meetings would be arranged:

- Domestic Violence
- Transition of Disabled Children to Adult Services
- Child Protection and Child Protection Plans

It was agreed that the Scrutiny Leadership Board would receive a report on the Police and Community Together (PACT) meetings which would assess how effective they were in achieving their objectives. It was agreed that the issue of 'Sustainable and Balanced Development' was too large a topic for Special Interest Meeting and, therefore, removed from the work programme.

Members were also asked to consider the two topics that had been submitted as Scrutiny Suggestions, attached as Appendix III of the report. The Chairman said that the Suggestion relating to gypsies and travellers could be addressed through either a Spotlight Review or by asking the Gypsy Liaison Officer to attend a meeting of the Board. The Scrutiny Manager also suggested that it be considered as an In-depth Review and be included in the work programme to be drawn up in May. With regard to the suggestion asking Scrutiny to look at the variation in the formula allocation for school funding, it was agreed that a report be brought to a future meeting of the Board.

SLB-107 ONE COUNCIL – PRIORITIES AND IMPLICATIONS FOR SCRUTINY

The report of the Scrutiny Manager sought the Board's agreement of the Lead Scrutiny Members' roles in relation to the Council's priority policy areas and its identification of the implications of the recent restructure for Scrutiny.

Under the Scrutiny Arrangements agreed by the Scrutiny Leadership Board at the meeting of 5th January 2009 each of the Lead Scrutiny Members had agreed to take a lead in the Community Priority assigned to them, including attendance at regular meetings with the Cabinet Member(s) within their area of responsibility. It had also been agreed that the Scrutiny priorities would mirror those of the Council, as set out in the report.

At the Cabinet meeting of the 8th December 2009 the following priority policy areas were agreed with Cabinet Members taking a lead for each of them:

- Housing Regeneration and Prosperity
- Children and young People
- Active Lifestyles Leisure and Culture
- Adult Care and Support
- Environment and Rural Areas
- Community Protection and Cohesion
- Efficient and Community Focused Council

The Members noted that the Community Priorities assigned to each of them accorded with the above with the exception of 'Active Lifestyles Leisure and Culture' for which Councillor K.L. Tomlinson had agreed to take responsibility for.

The Board also received the notes of the Scrutiny Assembly Meeting held on the 30th November, 2009, which had considered the implications of the One Council, One Team One Vision proposals.

RESOLVED

- 2.1 That the role of the Lead Scrutiny Members in relation to the Council's priority policy areas be agreed;**
- 2.2 That, following the recent restructure of the Council, Councillor K.L. Tomlinson become the Lead Scrutiny Member with responsibility for Active Lifestyles Leisure and Culture.**

SLB-108 TERMS OF REFERENCE AND MEMBERSHIP OF THE JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

The report of the Scrutiny Manager informed the Board that towards the end of 2009 Telford & Wrekin and Shropshire Council's Joint Health Overview and Scrutiny Committee (JHOSC) had considered the proposals made by the Primary Care Trusts and Shrewsbury and Telford Hospitals NHS Trust regarding the future of vascular surgery in the area of the two local authorities. While the NHS Trust had not gone immediately ahead with plans to centralise this service at the Royal Shrewsbury Hospital, it did plan to consult on this and further plans to centralise acute hospital care on one site. It was the JHOSC that had the statutory Health Scrutiny powers in relation to these proposed changes and related consultations.

The current membership of the JHOSC consisted of 6 Scrutiny representatives from each local authority. From Telford & Wrekin this reflected the membership of the Health Monitoring Sub-Group, i.e. 3 elected Members and 3 independent co-optees. These co-optees had been granted voting rights by Council in respect of matters relating to the re-configuration of NHS services currently subject to consultation by the Telford & Wrekin PCT and Shropshire Council PCT. The six representatives from Shropshire Council were all elected members.

It was proposed that the Membership of the JHOSC should be extended to give both local authorities representation of 6 elected member and 3 co-optees.

The Chairman of the Health Monitoring Sub-Group had met with the Chairman from Shropshire Council. There was further work to be undertaken regarding the role of co-optees but, in anticipation of an agreement with Shropshire Council, it was agreed in principle to extend the representation from Telford & Wrekin Council on the Joint HOSC.

RESOLVED

- (a) That the draft Terms of Reference for the Joint HOSC attached as Appendix 1 to the report be noted;**
- (b) That it be agreed in principle to increase the total membership of the Joint Health Overview & Scrutiny Committee to 18 comprising of 6**

elected members representatives from each local authority and 3 independent co-opted representatives appointed by each local authority;

- (c) That it be agreed in principle to appoint 6 elected members and 3 co-optees as representatives on the Joint Health Overview and Scrutiny Committee with Shropshire Council and that the process through which these would be appointed would be determined by the Scrutiny Manager in consultation with the Chairman of the Scrutiny Leadership Board.**
- (d) That the voting rights conferred on the co-optees at Full Council on 29 October, 2009 be noted.**

SLB-109 CHAIRMAN'S UPDATE

The Chairman sought the Board's agreement to cancel the Scrutiny Assembly scheduled for 21 January 2010 at which the Council's Priority Plans would have been discussed. Given the current restructuring of the organisation, these would not be available in time and the Board agreed that an alternative date for the Scrutiny Assembly be arranged to consider Priority Plans once they had been finalised.

The Chairman informed the Board that Professor Steve Leech would commence his review of the Scrutiny function the following week. The Head of Governance explained that, with regard to Priority Plans, Professor Leech would be looking at the issue of Scrutiny having a more integral role in policy development and at the ways in which Scrutiny and the Cabinet worked together.

SLB-110 SCRUTINY FORWARD PLAN 2009-10

The Board noted the Scrutiny Leadership Plan 2009-10 as tabled at the meeting.

SLB-111 COUNCIL FORWARD PLAN EDITION 100

Edition 100 of the Council's Forward Plan was noted by the Board.

SLB-112 DATE OF NEXT MEETING

Members noted that the next scheduled meeting of the Board would take place on Thursday, 25 March, 2010.

The meeting ended at 6.03 p.m.

Chairman:

Date:

(i) Telford Town Centre – Civic Offices (Report G)

Recommendation 2.3 – that Cabinet approve that the new Civic Offices are located in Southwater and that they are delivered through the Council retaining freehold title;

Recommendation 2.4 – that Cabinet approve that the Head of Property & Design, in consultation with the Chair of the Project Board, is granted delegated authority to determine the exact location and eventual size and configuration of the Civic Offices within Southwater, within the parameters set out in the report and enter into all contracts to facilitate its delivery in accordance with the Contract Procedure Rules;

(ii) Telford Town Centre (Report H)

Recommendation 2.1 – that Cabinet approve the establishment of a Project Board, Reporting and Governance Structure for the delivery of Southwater Regeneration, and approve that delegated authority is given to the Head of Property and Design to approve the constitution and terms of reference of that Board.

The Procedure to be followed, as set out in Appendix 3 of the agenda, was outlined to the meeting. Councillor Carter stated that, due to a prior engagement, he would have to leave the meeting at 4.45 p.m. and it was agreed that, in order to facilitate this, the process be amended as required.

In accordance with the Protocol Councillor C.F. Smith, as Lead Call-In Member outlined the reasons for the Call-In, namely concerns relating to the lack of clarity and transparency in how recommendation (i) (2.3) was decided upon and the need for clarification of the governance structure in respect of the Project Board referred to in recommendations (i)(2.4) and (ii)2.1. Further concerns were raised by Councillors McClements, Singh Sahota and Overton.

Councillor Carter spoke in favour of the Cabinet recommendations but stated that the information used to decide upon the Southwater location of the new Civic Offices would be made available to the members of the Scrutiny Leadership Board and that he considered it important that the Project Board work alongside the Scrutiny Leadership Board in future.

Following a detailed debate of the issues, during which the Board's attention was drawn to the proposed Governance Structure for the Southwater & Civic Offices Regeneration Project tabled at the meeting, the Chairman asked the Board to vote upon the following proposals, as set out on the Call-In Request Form:

(i) Telford Town Centre – Civic Offices

- (a) That Scrutiny consider the 34 rejected options together with the cost implications to assure Council that locating the Civic Offices in Southwater is the best option;
- (b) That the decision making process for the Civic Offices Project is clarified.

(ii) Telford Town Centre

That the decision making process for the Southwater Square Project is clarified and a Scrutiny Group scrutinises the Project throughout the process.

Following further debate and amendment of the wording of these proposals, it was:

RESOLVED – that, in the light of the Call-In submitted by Councillor C.F. Smith:

Telford Town Centre – Civic Offices

- (i) That Scrutiny consider the ~~34 rejected~~ options identified in the Cabinet report together with the cost implications to assure Council that locating the Civic Offices in Southwater is the best option
- (ii) That Cabinet adopts the proposed governance structure, as tabled at the meeting, or similar, for the Southwater and Civic Offices Regeneration Project as a means of clarifying the decision making structure.

The meeting ended at 5.43 p.m.

TELFORD & WREKIN COUNCIL

SCRUTINY LEADERSHIP BOARD – 25th MARCH 2010

REVIEW OF SCRUTINY ARRANGEMENTS

REPORT OF THE SCRUTINY MANAGER

1.0 PURPOSE

- 1.1 The purpose of the report is to inform Scrutiny Leadership Board of the outcome of the review of scrutiny arrangements undertaken by Professor Steve Leach (Appendix 1) and the comments on the report and recommendations made by Scrutiny Assembly, Cabinet and Corporate Management Team.
- 1.2 For Scrutiny Leadership Board to consider any changes to the Scrutiny arrangements and recommend any changes to the Council's Constitution to Council Constitution Committee on the 13th April 2010 to go to Full Council on the 29th April 2010.

2.0 RECOMMENDATIONS

- 2.1 Members of the Scrutiny Leadership Board consider the report and recommendations from Professor Leach and the comments from Scrutiny Assembly, Cabinet and Corporate Management Team.**
- 2.2 Scrutiny Leadership Board agree any changes to the Scrutiny arrangements and recommend any consequent changes to the Constitution to Council Constitution Committee on the 13th April 2010.**
- 2.3 Following any recommendations by Council Constitution Committee and the decision of Full Council on the 29th April Scrutiny Leadership Board agree to update the Scrutiny Handbook.**

3. PREVIOUS MINUTES

- 3.1 AUC – 39 Audit Committee 3rd November 2009
SLB – 95 Scrutiny Leadership Board 19th November 2009

4.0 SCRUTINY ARRANGEMENTS

- 4.1 The current arrangements were put in place in January 2009. Under this structure Scrutiny is undertaken through a number of mechanisms:

Scrutiny Leadership Board

Scrutiny Assembly

Sub Groups:

- Health Monitoring Sub Group
- Value for Money Sub Group
- Corporate Parenting Sub Group
- Campus Telford

Joint Health Overview and Scrutiny Committee with Shropshire

Special Interest meetings

Spotlight Reviews

In-depth Reviews

- 4.2 A list of the current reviews undertaken during 2009/10 is attached as Appendix 2.

- 4.3 The Scrutiny structure is also aligned to the Council priorities. Each of the 6 Lead Scrutiny Members on the Scrutiny Leadership Board are responsible for scrutiny of one or more of the priorities:

Housing, Regeneration and Prosperity -	Cllr. Alan Mackenzie
Children and Young People-	Cllr. Joy Francis
Active Lifestyles – Leisure and Culture -	Cllr. Karen Tomlinson
Adult Care and Support -	Cllr. Derek White
Environment and Rural Area -	Cllr. Roger Aveley
Community Protection and Cohesion-	Cllr. Karen Tomlinson
Efficient Community Focused Council	Cllr. Adrian Meredith

5.0 REPORT AND RECOMMENDATIONS FROM PROFESSOR LEACH

- 5.1 Professor Leach undertook the review of Scrutiny arrangements between 10th – 19 March 2010. The full report and recommendations is attached as Appendix 1. Professor Leach identified a number of strengths of Scrutiny and Telford and Wrekin – but also that Scrutiny should adapt to changing circumstances. The key issues from the report are:

- Retaining Scrutiny Leadership Board (possibly increasing Lead Members to 7) and Scrutiny Assembly
- Agendas for Scrutiny Leadership Board could be more focused and a system of briefing between SLB and other Scrutiny groups
- Formalising 3 Scrutiny Panels which would have clear remits, would be politically balanced and would meet formally quarterly

- The 3 Panels above could undertake informal work between meetings
- Establishing 2 new Scrutiny Panel's which would have a role in policy development – these Panels would not be politically balanced
- Twice yearly Joint Liaison Meetings with Scrutiny Leadership Board and Cabinet to agree areas where Scrutiny could undertake policy development
- Reviewing the process to agree the Scrutiny work programme of Reviews, Spotlight reviews and special Interest Meetings
- The role of Cabinet Assistants and Scrutiny
- Scrutiny recommendations that involve expenditure could also identify savings
- Reducing the number of Members required for a Call In
- Role of Lead Scrutiny Members and Sub Group Chairs
- All Scrutiny reports to be considered by Scrutiny Leadership Board prior to Cabinet
- Debates on major reports could be held at Scrutiny Assembly or Full Council
- Proposed structure and implication for work load and sustainable scrutiny support

6.0 VIEWS OF SCRUTINY ASSEMBLY, CABINET AND CORPORATE MENEEMENT TEAM

- 6.1 The report was circulated to all Members of the Scrutiny Assembly and Professor Leach presented the report to Members and Co-optees who attended the meeting on the 8th March 2010. Members generally welcomed the report and recommendations made by Professor Leach and the discussion focussed on how the proposed scrutiny arrangements could be implemented. The notes of the meeting are attached as Appendix 3.
- 6.2 The Chair of Scrutiny Leadership Board will present the report from Professor Leach to Cabinet on the 23rd March. A verbal report will be made to Scrutiny Leadership Board on the comments from Cabinet and also from Corporate Management Team.

7.0 LEAD MEMBER APPRAISALS

- 7.1 The Lead Member Appraisal forms were circulated to Members and Co-optees on all Scrutiny Sub Groups, Reviews and Special Interest Meetings. In total 25 forms were returned and 94.8% reported that the Lead Scrutiny Members skill level was either very good (56.6%) or good (29.2%).

8.0 EQUALITY AND DIVERSITY

- 8.1 As part of their work all Scrutiny Committees, Scrutiny Reviews and Special Interest Meetings consider the equality and diversity implications of the issue under consideration.

9.0 ENVIRONMENTAL IMPACT

- 9.1 This report does not have any direct environmental impact but Scrutiny will review the environmental implications of the issues under consideration.

10.0 LEGAL IMPLICATIONS

- 10.1 The Council has a duty to scrutinise its work and that of NHS and partner organisations and will have a responsibility to appoint a scrutiny officer by 1st April 2010 to:

- Promote the role of the authority's overview and scrutiny committees
- Provide support to the authority's overview and scrutiny committee or committees and the members of those committees
- To provide support and guidance to members of the authority, members of the executive of the authority, officers of the authority in relation to functions of the authority's overview and scrutiny committees.

- 10.2 The Local Authority may not designate any of the following under this section:

- Head of paid service
- Chief finance officer
- Monitoring officer

- 10.3 The Local Government (Overview and Scrutiny) Bill proposes to extend the powers of Scrutiny in relation to partner organisations.

11.0 LINKS WITH CORPORATE PRIORITIES

- 11.1 The work of the Scrutiny Reviews and Special Interest Meetings cuts across the corporate priorities. The Scrutiny function supports the priority 'An Efficient and Community Focused Council'

12.0 OPPORTUNITIES AND RISKS

- 12.1 The proposals from Professor Leach opens the opportunity for Scrutiny to become more involved in the development of Council policies. The Scrutiny Team will continue to support the Scrutiny arrangements

agreed through this process. Any reduction to the current support will require a reduction in the scrutiny work undertaken.

13.0 FINANCIAL IMPLICATIONS

13.1 There are no direct financial implications from this report. The Scrutiny arrangements will be supported by the Scrutiny budget.

14.0 WARD IMPLICATIONS

14.1 There are no ward implications resulting directly from this report.

Report prepared by Fiona Bottrill (Scrutiny Manager), Tel: (01952) 383113

Review of Scrutiny Arrangements at Telford and Wrekin

Introduction

- 1.1 In January 2010, I was commissioned to carry out a review of the scrutiny arrangements in Telford and Wrekin Unitary Authority. The brief for the review is included as Appendix 1. The fact that the time available for the review was limited, with three days of interviews and observation during a three day period (February 10 – 12th) and then one week to submit a draft report (February 22nd) meant that I was unable to deal with all the requirements of the brief as fully as I would have wished. However I am confident that I have identified the main challenges facing scrutiny in Telford and Wrekin, and have developed a series of recommendations in response to these challenges.
- 1.2 During the February 10 – 12th period, I interviewed the council leader and deputy leader, the chair of the Scrutiny Leadership Board and (in 3 separate focus groups) 11 active scrutiny members and 4 co-optees. I also interviewed 8 officers, including the chief executive, 2 strategic corporate directors, the Head of Finance and 3 members of the scrutiny team. I subsequently conducted a further 5 interviews by phone, including one with the cabinet member with responsibility for the priority ‘an efficient and community-focused council’. I also observed a meeting of the Value for Money Scrutiny Monitoring Group on February 10th and studied various helpful background documents (e.g. the Scrutiny Handbook) and a range of recent reports from task-and-finish groups (including Procurement and Bus Services). These various sources of opinion

and information enabled me to form a balanced picture of the strengths and weaknesses of scrutiny and the challenges facing it.

1.3 The report is divided into four main sections. The first section argues that the onset of the recession, and the financial cutbacks that will continue to affect Telford and Wrekin will require a major rethink of scrutiny's priorities. The second section contains an evaluation of the scrutiny's current structure, processes and performance. In the third section the contribution which structural change could make to improved performance is discussed, including a comparative evaluation of different options. Finally in the fourth section a series of recommendations which would be likely to improve the effectiveness of scrutiny are set out and justified.

1.4 I am grateful to all those who agreed to be interviewed or attended focus groups. Particular thanks go to Fiona Bottrill and the scrutiny team for arranging my programme of interviews at short notice and acting as a reference point during my visit.

The impact of the recession on the priorities for scrutiny

2.1 There are many functions which scrutiny can carry out including policy development, policy review, budget formulation and scrutiny, external scrutiny performance monitoring and holding the executive to account. All authorities have to prioritise these different functions. The recession, and in particular its

impact upon the financial resources available to Telford and Wrekin makes a re-assessment of the priorities of scrutiny essential.

2.2 Currently the main priorities for scrutiny are policy reviews, (some of which have covered the responsibilities of external bodies – e.g. the recent review of local bus services) budget scrutiny and (to a lesser degree) performance monitoring and holding the executive to account. The programme of policy reviews was last year developed through the medium of an imaginative ‘away day’ workshop. These reviews, which can be influenced by the views of cabinet members, are typically carried out in task-and-finish group mode, although other mechanisms – e.g. spotlight reviews and special interest meetings are also used. Budget scrutiny and performance monitoring form the main responsibilities of the ‘Value-for-money’ Scrutiny Monitoring Group. Holding the executive to account is done in various ways, with a formal call-in being seen as a ‘last resort’, if the concerns of members cannot be resolved in other ways.

2.3 It is appropriate that scrutiny itself should have the right to decide its priorities and its programme of work on a year-by-year basis and in more normal circumstances, the current set of priorities and the current method of developing the work programme (especially the content of the ‘in-depth’ studies carried out by task-and-finish groups) might be seen as appropriate. However these are not normal circumstances. Local authorities are currently operating in a very different financial climate, where the challenges of maintaining services and dealing with the fall-out of the recession, with reduced financial resources are

indeed formidable. In this situation, there is a new responsibility for scrutiny to ensure that the way it spends its time contributes materially to meeting this challenge. Scrutiny should no longer have the luxury of developing its own programme, irrespective of the agenda facing the local authority as a whole.

- 2.5 This new responsibility does not of course mean that it should compromise its independence of the executive, not that it should cease to take seriously its ‘holding to account’ role, nor that it should not continue to identify and where appropriate highlight issues of public concern as potential scrutiny topics. But it does mean that it should take very seriously the role it can play in helping the authority through the very difficult 4-5 years ahead, by taking on pieces of policy development or policy review work which can make a real contribution to the authority’s capacity to respond to the recession – linked agenda.

Evaluation of the Scrutiny’s Current Performance

- 3.1 There are several strengths in the way scrutiny currently operates in Telford and Wrekin. The emphasis on task-and-finish projects is a positive motivation for a reasonable number of members, and typically results in good quality reports (although the degree of influence they have had has varied). There is a commendable (and largely successful) determination to try to minimise the influence of overt party politics on the work of scrutiny. The authority has a well-deserved reputation for its proactive stance to the scrutiny of health issues, which has continued under the new structures introduced in January 2009. The Value for Money sub group has been reasonably effective in its budget scrutiny

and performance monitoring roles and is popular with its members. There is an all-party recognition that scrutiny needs dedicated officer support to operate effectively, and despite a number of staff changes in 2009, the Scrutiny Team has continued to provide effective support and is widely valued.

3.2 However there are a number of issues of concerns which have developed following the introduction of new structures and in the light of the impact of the recession on Telford and Wrekin. These issues can be summarised as follows.

- ❖ Scrutiny has not yet adapted its work programme sufficiently to respond to the impact of the recession, nor to the priorities adopted by the council (One Council: One Team: One Vision)
- ❖ The new structures are confusing for many members and have not significantly improved member involvement and commitment levels (although those members who had previously demonstrated commitment and involvement have continued to display these qualities)
- ❖ The more informal nature of the sub-groups has overcome some of the limitations of the previous commission-based structure, but has also resulted in problems relating to constitutional status, procedure and ability to influence
- ❖ Scrutiny is not currently proving effective in holding the cabinet to account
- ❖ The current structure is problematical for co-optees and especially for the statutory co-optees nominated by educational bodies
- ❖ The system of cabinet assistants has resulted in the Conservative group being under-represented in the scrutiny process with the result that shared ownership of the scrutiny process, has not been achieved

3.3 As many of these issues revolve around the impact of the introduction of the new structures, it is appropriate to address this issue first. The new structures were introduced as an attempt to change the culture of scrutiny working, which was perceived by several (although by no means all) of those involved to have lost momentum during the 2007-2008 period partly because of the mode of operation of the Commissions. It was felt that the Commissions spent too much time on topics where they could not add value and whose proceedings were (in several cases) too dominated by long officer presentations which were certainly informative, but which did not result in scrutiny making much (if any) difference to the issues concerned.

3.4 The new arrangements have a degree of logic to them. The Scrutiny Leadership Board (SLB) is in principle an appropriate mechanism which has the capacity to provide effective leadership and co-ordination to the scrutiny process. Leadership Boards of this nature are widely regarded as good practice (CfPS (2005), not least because they provide an appropriate organisational counterpart to the cabinet. Similarly the idea of a Scrutiny Assembly, at which all non-executive members and co-optees involved in scrutiny can meet from time to time, to provide a steer to the work programme and to discuss issues of major significance (such as changes in structure) is in principle a sensible one, which has increasingly been introduced elsewhere by 'good practice' authorities. There are confusions about the role and operational problems within both the Leadership Board and Assembly but both are in principle sensible mechanisms.

- 3.5 The four sub-groups, however are more problematical, both in principle and in practice. First, there is no consistent pattern to their remits, covering as they do, a broad service area (Health and Adult Social Services) an important but limited aspect of Children's Services (Corporate Parenting), a concern with budget scrutiny and performance monitoring in an authority wide basis (VFM) and a major long-term educational building project (Campus Telford and Wrekin). This is a strange mixture of the broad and the detailed and leaves major gaps in the subject matter covered by scrutiny (which the 'task-and-finish' projects only fill to a limited extent). This inconsistency cannot be justified.
- 3.6 Second, the mode of operation of each sub-group is problematical. It falls somewhere between a properly constituted scrutiny commission (requiring political balance, formal agendas and minutes, and public and press notification) and a working group (such as those set up to carry out a task-and-finish project) for which there are no such requirements. This indeterminate status is confusing to members, officers, the media and (in so far as they are involved) the public. There have been instances, for example, where an issue to be considered by the Health sub-group has generated media and public interest, resulting in requests for reports and agendas which cannot easily be met, given the normal operating procedures of the sub-groups.
- 3.7 There are advantages in the lack of requirement for political balance, and informality. In relation to political balance, the pressures have been reduced on the hard-pressed group of Conservatives members outside the cabinet, which currently totals 23% of those eligible for scrutiny, but which under political

balance would be required to total 50% of scrutiny positions. In addition the membership of the sub-group is more likely to consist of councillors genuinely interested in the topic, rather than those whose presence is required because of political balance requirements. Informality enables a more productive working environment for certain activities than has been possible within the Commissions. However these advantages, important though they are, have to be set against the constitutional and procedural confusions.

3.8 Thirdly, the lack of formal agendas and procedural uncertainties appear to have resulted in a tendency for officers (other than the Scrutiny and Democratic support staff) to take the sub-groups less seriously than they did the predecessor Commissions. There was a lot of concern expressed by members (including co-optees), about issues such as how information is distributed and the lack of follow-up capacity relating to actions which mainstream officers have agreed to take, which reflected a general lack of clarity (on the members' part) as to what these sub-groups were there for, and what they could reasonably insist on, in relation to officer information provision and attendance by officer and cabinet members.

3.9 A fourth related point is that because of the informal nature and their patchwork nature of their remits, there has been very little attempt to 'hold the cabinet to account', which should be one of the most important roles of scrutiny. The cabinet do not feel they are being held to account, and nor does anyone involved in the scrutiny process.

3.10 The fifth problem relates to the role of the co-optee members of the scrutiny sub-group. There is less of an issue in relation to health, where the co-optees are playing a proactive and helpful role and appear content with the current arrangements, than there is in relation to 'Campus Telford'. The remit of this sub-group has confused the education co-optees. They have an interest in education in the broadest sense; yet they have been channelled into the Campus Telford sub-group which has a narrow remit, in which education per se plays a limited part. True they are also members of the Scrutiny Assembly, but this body meets only occasionally, and rarely discusses education topics. Co-optees with a particular interest in environmental issues find it hard to see where they fit into the new structure. The new structure has marginalised the potential contribution of the education (and some other) co-optees and their sense of being a valued part of the scrutiny process. This is not an acceptable outcome.

3.11 The existing structure is not viable. Although the SLB and the Scrutiny Assembly can be justified, so long as a greater clarity of functions and working arrangements can be devised, the current sub-groups cannot, either in terms of remits and working arrangements. A different balance between constitutional viability and capacity for informal working is required. In addition their capacity to challenge the cabinet needs to be strengthened.

3.12 The second main problem associated with the current way of working of the scrutiny arrangements is the way in which the work programme is established. This may appear a strange viewpoint, given the detailed (and largely appropriate) criteria which exist for the selection of in-depth studies, and the

positive evaluation by members and officers alike of the Scrutiny Assembly workshop – style meeting in 2009 at which the topics for the 2009-10 work programme were discussed and agreed (subject to refinement by the SLB). Indeed if local authorities operated in a more benign financial climate, where resources were available for new initiatives, then the current way of developing the scrutiny programme would have much to commend it. However in the unprecedented recession-related circumstances in which all authorities find themselves, it is essential that scrutiny plays its part in contributing to the ability of the council to deal with the challenging agenda facing it (see 2.1-2.3 above). Currently the work programme formulation process, despite its positive qualities, is not geared up to making this kind of contribution. In addition the current channels of communication between the cabinet and scrutiny (including KIT – the ‘keep in touch’ principle) do not appear to be equipped to remedy this shortcoming.

3.13 The task of developing the capacity of scrutiny to carry out the kind of in-depth policy development and review work which has become a high priority, would be greatly facilitated by an increase in the number of Conservative group members who are involved in the work of scrutiny. Currently there is not really a shared ownership of the scrutiny process amongst all parties. The adoption by the Conservatives of a ‘cabinet assistant’ system has had the effect of preventing the participation in scrutiny of a group of 7 able* Conservative councillors (in addition to the 7 who hold formal cabinet positions). As noted

* it can be assumed that they are seen as amongst the most able group members to have been drawn into the cabinet in this way

earlier, this measure has meant that there are only 11 Conservatives remaining (which will increase to 13 following the February 11th by e-elections) to operate as members of scrutiny boards and sub groups. The more experienced Conservative councillors involved have shown commitment and made a valuable contribution, but it has put huge pressure on them, and has contributed to a perception that there is not a shared ownership of the scrutiny process, with the Conservatives being significantly under-represented, in the light of their position as the dominant group on the council. If the council is to move to a position where all parties are committed to contributing to a policy development and review process, the outputs from which will ultimately be taken forward by a Conservative administration, then ways have to be found of increasing the involvement of Conservative members in the scrutiny process. This requirement in turn implies a review of the role of cabinet assistants, including an examination of whether their cabinet involvement necessarily precludes them from a role in scrutiny.

Conclusion

3.14 The analysis set out in the preceding pages implies the need for a re-assessment of the structures, processes and procedures of scrutiny which would achieve the following ends.

- ❖ Strengthening its capacity to undertake policy development and review projects which would contribute materially to the council's capacity to meet the demanding challenges associated with the recession and the severe financial cutbacks required

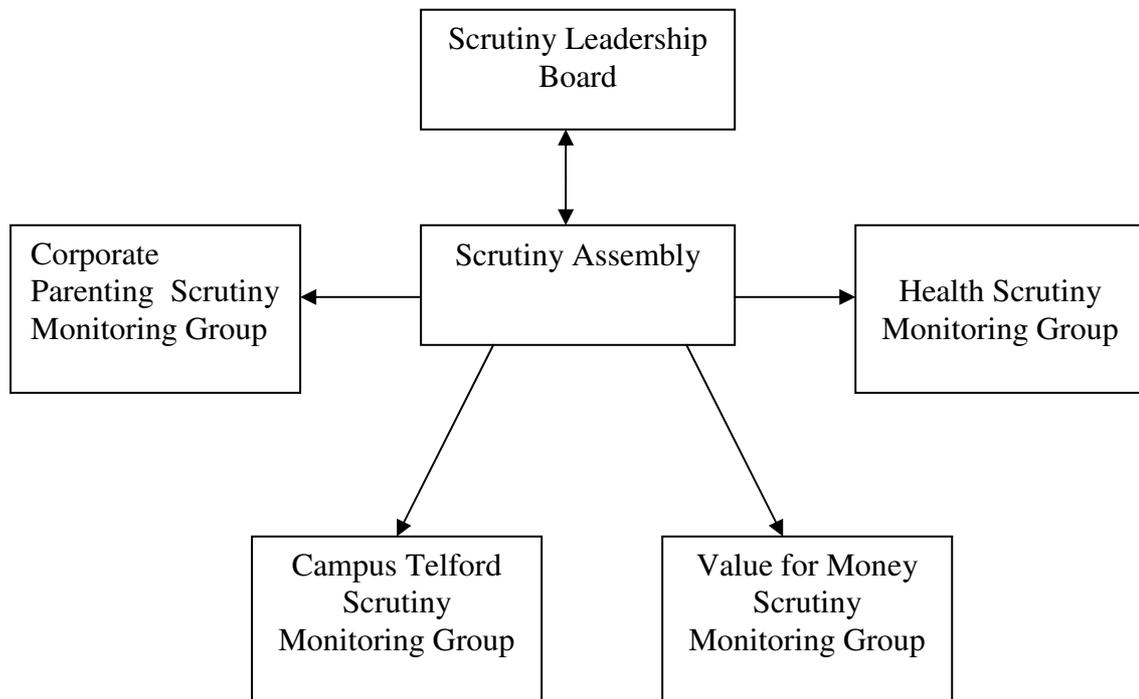
- ❖ Increasing the numbers of Conservative councillors involved in the scrutiny process, in particular the policy work highlighted above
- ❖ Restructuring the way scrutiny's work programme is drawn up so that the most appropriate policy topics can be identified and undertaken
- ❖ Overcoming the confusions and inconsistencies involved in the current remits and operating procedures of the sub groups which are attached to the SLB
- ❖ Retaining the benefits of informal working, whilst ensuring that the scrutiny arrangements operate on a sound constitutional basis

The Contribution of Structural Change

4.1 One should always be wary of 'structural fixes'. Organisational culture, appropriate processes and the commitment of individuals can be just as important as structures in facilitating the achievement of priorities, often more so. All these factors can contribute materially to the achievement of priorities for scrutiny, as will be demonstrated later. However, structure can also play its part, and at a time when major structural changes have been made to the senior management structure and to the allocation of responsibilities within the cabinet, it is important to address what implications these changes have for scrutiny structures. Structural change may be necessary, but there would need to be a clear justification for it.

4.2 The current structure (see Diagram 1) has been in operation since January 2009.

Diagram 1: Scrutiny Arrangements



From Scrutiny Handbook 2009

One of the aims of the new structure was to change the culture of the 4 former scrutiny commissions, which were seen by many as increasingly unproductive, and to decrease absenteeism (which was relatively high under the old system). Views about it are mixed; it has its enthusiasts and its detractors. Those who support the new structure argue that it is only a year since it was established, which is not an adequate span of time to be able to judge its effectiveness. Also, there has been a period of staff upheaval within the Scrutiny Support Team, which may have restricted its capacity to facilitate the effectiveness of the new structure. Detractors are critical of the lack of clarity involved in the role and operational style of the four monitoring groups. Concerns were also

expressed about inconsistency in the allocation of responsibilities (and SRAs) amongst lead members and chairs of the monitoring groups. Some felt simply that the new structure had made very little difference.

4.3 There was also criticism of the role and effectiveness of the Scrutiny Leadership Board (SLB) and the Scrutiny Assembly (SA) respectively. However, both these structural features have been introduced elsewhere to good effect and would be regarded as ‘good practice’. Whatever other changes are made there is a strong de facto case for retaining both structural elements with their roles suitably clarified.

4.4 More problematical has been the operation of the sub-groups. These problems were discussed in detail on p 6-7 above. Even if changes in the overall structure were not considered necessary, changes would certainly be required in their constitutional status and mode of operation.

4.5 In considering the future of the scrutiny sub-group structure*, three options emerged for the discussions in the interviews

1. Status quo: the argument here is that the new structure has only been up and running for a year. It requires more time to demonstrate whether it can work effectively in conjunction with the new structures within senior management and the cabinet.

* i.e. the structure which operates below the assembly level

2. Priority-based sub-groups: given the centrality of the seven priorities in ‘One Council; One Team; One Vision’, there is a case for introducing a structure for scrutiny based on these priorities
3. Issue or service-based sub-groups: given the dominance of the seven priorities in the executive and management structure, there is also a case for adopting a different categorisation for scrutiny sub-groups, not least to ensure that a (new) silo mentality does not develop around the six priorities (the use of a different categorisation would be congruent with the principle of matrix management)

4.6 In my view, the second option should not be pursued although it admittedly has a degree of logic to it (for example matching scrutiny sub-group remits to priorities would facilitate the function of holding cabinet members (and strategic directors) to account). The accountability link already exists, in that the six scrutiny lead members already each have a responsibility for a particular priority. This set of responsibilities should be retained. The use of the seven priorities as a basis for changing the structure of scrutiny would, in my view, involve a greater degree of potential problems than potential benefits particularly in that it would result in the (over) dominance of one organisational design principle above any alternative. It would also result in an over-elaborate structure, and represent something of a missed opportunity (see below).

4.7 The third option is preferable in a ‘checks and balances’ sense in that it provides a different way of dividing up reality to avoid the development of ‘silo thinking’. There remains the issues of what organisational principle should be

used. There are various possibilities – location (e.g. South Telford) client group (e.g. prolific service-using families) cross-cutting issues (e.g. community cohesion) or traditional (but still relevant) service categories (e.g. education).

- 4.8 However there is also a persuasive case for retaining much of the status quo. The structure introduced in January 2009 hasn't yet had a reasonable time to demonstrate its effectiveness (or otherwise). The Scrutiny Leadership Board and Scrutiny Assembly are both acknowledged examples of 'good practice', which work well in other authorities. Both the Health sub-group and the Value for Money sub group have settled down well and made a significant impact. The Corporate Parenting sub group covers an important issue for the council and shows signs, after a period of uncertainty, of developing a more productive role although its remit does create problems for co-opted members with an education background.
- 4.9 The most appropriate way forward, in my judgement, is a modified status-quo model which introduces elements of the issue or service-based organisational principle into a modified version of what already exists. There would need to be a clarification of constitutional status and mode of operation of all the existing elements which are retained. And crucial to the capacity of the new arrangements to deliver in terms of the challenging recession-linked agenda facing Telford and Wrekin would be a redesign of the existing system for identifying the programme of in-depth studies, which should involve a greater degree of negotiation between cabinet and the Scrutiny Leadership Board.

Recommendations

Set out below are the main changes to structure and processes which are recommended.

5.1 The Scrutiny Leadership Board

The Scrutiny Leadership Board (SLB) should be retained at its current size, and with its existing political composition (3 Conservative; 2 Labour; 1 other). The principle of allocating a shadow portfolio to each of its six members should be retained, with the current chair of the SLB holding the shadow portfolio for ‘Adults Care and Support’ (which includes the Health Scrutiny function). One SLB member would need to cover two portfolios (perhaps the Economy – and Housing – related briefs), unless the size of the SLB were to be increased to 7.

5.2 The tasks identified for the SLB in the Scrutiny Handbook are in general appropriate. The problem is that they are not well understood by all its members, nor is the work of the SLB always focused on these tasks.

5.3 The agendas of the SLB should become more focused, with ‘general discussion’ sessions (about progress or emerging issues) identified on the agenda when required, but given a (time-limited) slot in the meeting to enable the SLB to do justice to the more specific items of business facing it. There should in addition be a much more systematic system of briefing and reporting back between the SLB and the sub groups (or panels) attached to it.

5.4 The Scrutiny Assembly

The Scrutiny Assembly should continue in existence and continue to meet on a quarterly basis. Its key role should be to increase the commitment of all members involved in scrutiny, by enabling them to make a real contribution to the priorities and work programme of scrutiny. The role of the Scrutiny Assembly and the meetings earmarked for it in the Scrutiny Handbook seem appropriate. It should also be used as a way of keeping all scrutiny members (including co-optees) informed about the progress of scrutiny initiatives throughout the year. The ‘extranet’ may prove particularly helpful in this respect.

5.5 The Scrutiny Monitoring Groups

The sub-group structure of scrutiny should be modified in the following ways.

- a) Three scrutiny panels should be established, and given a proper status within the constitution. The principle of political balance should be applied, and the panels should be subject to the normal expectations of public agendas and minutes, and should be serviced by democratic support staff. In two cases (‘Health and Adult Care Services’ and ‘Value for Money’) the new panels should operate with the same remit as the parallel scrutiny monitoring groups which currently exist. In the third case ‘Children’s Services’ a new panel should be established with a remit which covers the full operation of educational and child protection services. This panel would form a natural home for the education co-optees.

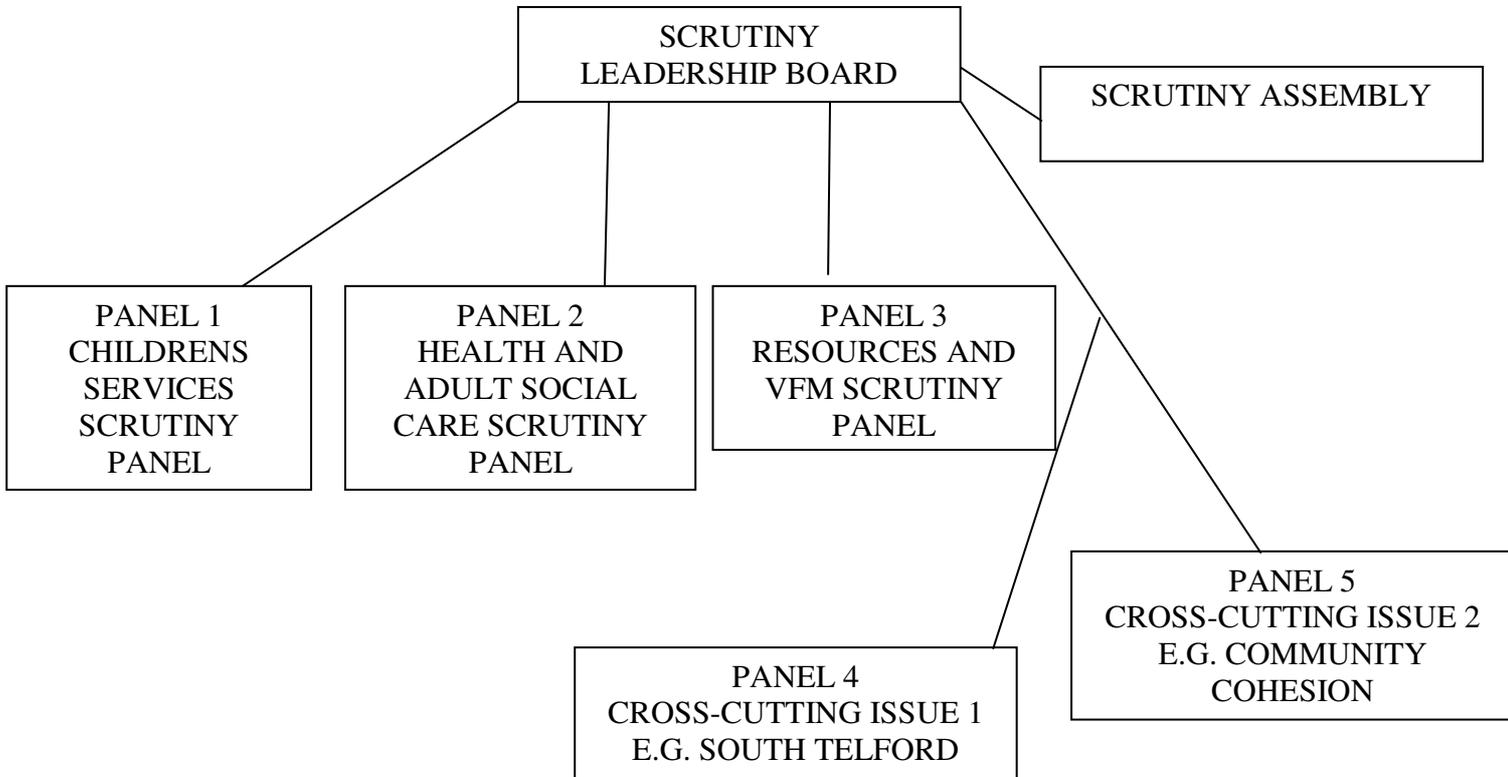
- b) The remit of the Campus Telford and Wrekin scrutiny monitoring group should be subsumed within the remit of the proposed Children's Service Panel, and should thus be discontinued as a separate entity.
- c) The existing Corporate Parenting Scrutiny Monitoring group should be reconstituted as a small working group attached to the Children's Services Panel. Constitutional status and political balance would not be necessary. Any issues requiring formal action should be referred to the Children's Services panel for action.
- d) The three new panels should meet quarterly on a formal basis (or possibly every two months). Between formal meetings, a programme of work involving an appropriate balance of in-depth reviews, spotlight reviews special interest meetings and training sessions should be organised to meet the panel's commitments.
- e) At the joint cabinet/scrutiny programme planning meeting (see below) at the start of the municipal year, two further panels should be established to undertake projects which it was agreed had the potential to contribute materially to the achievement of the council's corporate priorities, in the context of the recession and the difficult financial situation faced by the council. Such projects could cover particular problematical areas of the authority (e.g. South Telford) particularly client-groups (e.g. families who are prolific service users) or particular issues within one of the council's strategic priorities (e.g. community cohesion, homelessness, school to work transition). The panels concerned would not require formal constitutional status or political balance in their membership. Interest in the topic concerned would be the key requirement. These

panels would decide their own meeting frequency and pattern of work, in the context of the brief provided for them following the annual cabinet/scrutiny liaison meeting. Their work would be focused on policy development or policy review projects, but within a broader priority area than the topics previously addressed in in-depth reviews.

- f) Any reports emerging from any of the panels (formal or informal) would be referred in the first instance to the SLB for comment. The SLB would not however have the power to change the content of any report, including the recommendations. The panel concerned could then (if it wished) modify its report, before submitting it to the cabinet.
- g) Debates on major reports could also take place at the scrutiny assembly or full council, where there was sufficient interest and where this was felt to be appropriate.

The new structure is illustrated diagrammatically in Diagram 2.

Diagram 2 : The proposed new structure



5.6 For this new structure to work effectively, two conditions would be necessary. First, the involvement of the Conservative group in Telford and Wrekin in the activities of scrutiny would need to be considerably strengthened. Secondly, the way in which the scrutiny work programme was drawn up would require significant changes.

Strengthening the Involvement of the Conservative Group

5.7 The strengthened involvement of the Conservative group is crucial because the new priority for scrutiny in the current circumstances would be to support the cabinet in its work (whilst retaining the holding to account role). Ultimately,

however impressive the in-depth work of a scrutiny panel was, it would not be influential unless it were to be accepted and taken forward by the cabinet. It has been argued that this outcome is more likely if the cabinet were to play a more proactive role in the setting of the scrutiny work programme and it would also be facilitated by a greater Conservative presence on the task-and-finish groups and panels. Some of those Conservative members who currently operate as cabinet assistants would have the skills to play a lead role in these groups and panels; something which they are currently precluded from doing.

5.8 The deployment of cabinet assistants, although by no means unique, is a device operated by only a small number of authorities. Clearly, if the practice was discontinued in Telford and Wrekin, it would free up the members concerned to play a major role in scrutiny. However recommendations about this choice are a matter for the Conservative group and are outside the scope of this report.

5.9 However there is another possibility. In other authorities which operate with cabinet assistants, it has not been felt to be necessary to exclude them from scrutiny activity. Cabinet assistants occupy something of a hybrid position. They are included within the cabinet, but cannot legally be allocated any decision making powers, either individually or collectively. Political advisors is perhaps the most realistic way of characterising their role. In those circumstances, some authorities have taken the view that there is no reason why cabinet assistants should not serve on scrutiny panels nor indeed lead in-depth reviews, so long as they do not do so in subject areas for which they have advisory cabinet responsibilities. Thus if a cabinet assistant played a major role

in cabinet in relation to ‘healthy communities’, it would not be advisable for he or she to a member of the Health Scrutiny panel. However there would be no reason why membership of a children’s services scrutiny panel should not be acceptable for this individual, nor a lead role in a panel focusing on a cross cutting issue such as community cohesion. This change in the rules would need to be agreed in Telford and Wrekin for the requisite strengthening of Conservative involvement in scrutiny to be achieved.

Strengthening the Relevance of the Work Programme

5.10 The second condition – change in the way the scrutiny work programme is drawn up – is necessary to strengthen the degree of cabinet influence on the work programme. If it cannot exercise such influence, then the potential impact on the cabinet of the in-depth studies which scrutiny carries out is very much reduced, and the aim of increasing the capacity of scrutiny to contribute to the recession-linked council agenda becomes less likely to be achieved.

5.11 The implication is that a key part of the way in which scrutiny decides its annual work programme should be an in-depth discussion with the cabinet about this programme, in which the cabinet is able to explain what pieces of work it would find most useful, and why. This discussion could take place as part of the Scrutiny Assembly programme development ‘away day’, the format of which proved so successful in 2009. It could also take place shortly after this event, when the SLB is clear about the priorities which have emerged from the

scrutiny side, and would hence be in a better position to discuss and negotiate a programme with cabinet.

5.12 The ideal outcome would be a work programme which consisted of some items which had emerged from the Assembly away day, but also some items which cabinet had persuaded the SLB that it would be to everyone's advantage if they included them in their work programme. The joint meeting could also usefully agree the remits and briefs for the two 'cross-cutting' panels which were advocated earlier in this report.

5.13 For a dialogue of this nature to prove productive (in the sense of increasing the role of scrutiny in supporting the cabinet) there would have to be an acknowledgment on the part of the SLB that it was appropriate that scrutiny should indeed move in this direction. Cabinet cannot of course tell scrutiny what it should do, nor would that be appropriate. There is nothing to prevent the SLB ignoring the proposals made by the cabinet, and emphasising its right (and intention) to set its own work programme, irrespective of cabinet suggestions of policy reviews or development it would find particularly helpful. But to do so would reduce scrutiny to a marginal role, at a time when its positive contribution to the future of the authority could be immense. Nor would a positive response be incompatible with a rigorous approach to 'holding the executive to account'. Indeed there is scope for scrutiny to operate as a real 'critical friend' by becoming more critical as well as more friendly.

Other Recommendations for Change

- 5.14 There should be an expectation that the chairs of the five panels should be drawn from the membership of the SLB. If however it is agreed that the chair of a panel would more appropriately be filled by someone other than an SLB member, then that chair should receive an SRA equivalent to that of an SLB member. If the council wishes to restrict scrutiny SRAs to 6, then the implication is that the SLB member who does not chair a panel should not receive an SRA. In other words, the six SRAs should be allocated to the chair of the SLB and the chairs of the five panels.
- 5.15 The brief for in-depth studies should recognise that in the current financial climate, proposals for change that involve additional expenditure are not likely to be feasible, unless compensatory savings (resulting from the proposals) can be identified elsewhere in the budget, **or** the additional expenditure can be justified in terms of its contribution to the council's priorities.
- 5.16 Members of in-depth reviews (and spotlight reviews/special interest meetings) should be encouraged to be more radical in their thinking, seeking to develop imaginative new ways of providing services and achieving priorities which can either increase quality at no extra cost or maintain quality with lower costs. Such outcomes would be greatly beneficial in helping the authority to use its limited resource more efficiently and effectively.
- 5.17 The formalisation of three of the panels (Children's Services, health and Adult Care and Value for Money) will strengthen the capacity of scrutiny to hold

cabinet members to account. The panels should not hesitate to use this capacity if they are concerned about any cabinet decision-planned or already taken – within their sphere of responsibility. The SLB should adopt a similar approach, particularly for cabinet decisions which fall outside the remit of the three formal panels. In all cases, however, the cabinet member concerned should be briefed in advance about what questions the SLB or panel wish to raise with him or her.

5.18 Holding the executive to account would not be an appropriate role for the two other panels whose main task would be policy development or review. However there would be every reason to involve cabinet members in a different way, that is as ‘expert witnesses’ in the work of the panel. Although cabinet members cannot be members of scrutiny panels (or task-and-finish groups) their views and experience can be drawn upon whenever that is felt to be helpful. In this way, cabinet members can make a real contribution to policy development/review, whilst acknowledging the lead role which scrutiny is playing in the process.

5.19 The current arrangements for call-in, whereby discussions take place with the members who are minded to invoke the call-in procedure to see if the concerns involved can be resolved without a formal call-in, are sensible and should be retained. However such concerns cannot be resolved in this way, it would be better if the monitoring officer were the final arbiter of whether the call-in request meets the criteria set out by the council. In coming to a decision he should seek the views of the chair of the SLB, as well as those of the applicant.

- 5.20 There may also be advantages in reducing the number of councillors required to initiate the call-in procedure. It is currently 5, which means that some of the smaller groups may find it difficult to elicit support from members of the two major parties. The alternative of requiring only 3 members to be party to a call-in request should be seriously considered. This change would be in line with practice in many other authorities (indeed some authorities permit call-ins from individual councillors). The important element in the process is ensuring that there is a substantive justification for the call-in, within a framework of criteria agreed by the council.
- 5.21 The format of the forward plan should be revised and an attempt made to make it more accessible to scrutiny members so that they can more readily make a judgement about any issue upon which they want to express a view before the cabinet discusses it. However a more open sharing of the cabinet work programme in liaison meetings with scrutiny would probably achieve the same end.
- 5.22 Joint liaison meetings of the cabinet and SLB should take place twice a year. The first meeting should take place as soon as feasible in the municipal year to discuss and (hopefully) agree a programme of in-depth reviews which were appropriate to the strategic priorities of the authority (and the impact of the recession) and also to agree the subject-matter of the two informal panels. The second meeting should take place midway through the municipal year, to discuss progress and to amend the programme if necessary.

5.23 The process for agreeing the work programme for scrutiny discussed in 5.11 – 5.12 above would still leave scope for in-depth reviews, spotlight reviews and special interest meetings, on topics which were felt to be priorities by scrutiny members but which fell outside the priorities and suggestions emanating from the cabinet. However, in the new circumstances, and given the limits to the overall number of in-depth reviews which are feasible, a smaller number of such priorities would have to be agreed. The Scrutiny Assembly programme planning away day should continue to be the key mechanism for generating and evaluating such priorities. In deciding priorities particular attention should be paid to issues of public concern, where the council is in a position to respond to the problem or to influence other agencies to do so.

5.24 Given the role proposed for scrutiny in contributing in a major way to the development or review of policies which will help the authority to respond to the challenges of the recession with diminished financial resources, it is essential that the scrutiny team should be retained at its current strength (as at March 2010) to enable it to effectively support this new priority (as well as the on-going functions).

5.25 Training and development programmes which are tailored to the specific needs of scrutiny chairs and active members are an essential contribution to good scrutiny. The council should review its current training programme, in the light of any change it decides to make as a result of this report and seek to provide a range of relevant modules which will enhance the skills of scrutiny members. A priority should be given to the development of leadership capacity amongst scrutiny

chairs, whose contribution will be crucial to the success of the proposed arrangements. However it is also essential that all scrutiny members be strongly encouraged to develop relevant skills, to strengthen the part they can play in the demanding agenda which faces scrutiny.

Brief for Review of Scrutiny Arrangements and Lead Member Appraisals

2009/2010 Telford and Wrekin Council

Background

It was agreed by the Council's Scrutiny Leadership Board at the meeting on 19 November 2009 that the annual appraisal of Scrutiny Lead Members would be combined with a wider review of the Scrutiny arrangements introduced in January 2009. It was agreed that an external consultant would be engaged to undertake this work and report back to Scrutiny Leadership Board on 25 March 2010.

Aim of the Review

The Review will:

- Appraise the work of the Lead Scrutiny Members based on the issues identified in the Lead Member Appraisal framework
- Assess the effectiveness of the scrutiny structure of Scrutiny Leadership Board, Scrutiny Assembly and Sub Groups in scrutinising the work of the Council, NHS and partners involved in the Local Area Agreements
- Assess the effectiveness of Scrutiny in undertaking the work programme of reviews, spot light reviews and special interest meetings
- Consider any implications for Scrutiny of the recent restructure under 'One Council, One Team, One Vision'
- Review the support arrangements in place to enable Scrutiny to effectively undertake its function in the context of the Council's recent restructure

- Assess the effectiveness of the Scrutiny arrangements as part of the Council's governance arrangements This will form part of the evidence reported to Audit Committee on 30 March 2010.
- Make recommendations to Scrutiny Leadership Board based on the evidence gathered during the review, national developments in Local Government Scrutiny and national good practice.

Methods

The review will require a range of evidence:

- Document review (Appendix 1)
- Observing Scrutiny meetings in progress
- Meetings with Scrutiny Members (political balance and engaged / not engaged)
- Co-opted Members focus group
- Member appraisal questionnaire and interviews
- Meeting with Leader and Executive Members
- Chief Executive / Director interviews
- Meeting / focus groups with Lead Officers

Time Scales

The final report will be presented to Scrutiny Leadership Board on the 25th March 2010. The draft report should be received week commencing 1 March 2010 to be signed off by the Chair of Scrutiny Leadership Board Week commencing 8 March 2010. The review will involve 5 – 6 days work broken down approximately as follows:

Planning and preparation	0.5 day
Document review	0.5 day
Interviews, focus group, attending meetings	2-3 days

Write up	1 day
Draft report to be signed off by Chair of SLB	0.5 day
Present to Scrutiny Leadership Board	0.5 day

Officer Support

The Scrutiny Team and Democratic Support will co-ordinate meetings / focus groups.

The main point of contact will be the Scrutiny Manager.

Scrutiny Review Work Programme

In-depth Reviews, Spot Light Reviews and Special Interest Meetings
2008/09 and 2009/10

Procurement

Bus Services

Housing and Homelessness

Section 106 Agreements

Cluster Working and Locality Arrangements

Helping Residents Access Benefits

Palliative Care

Waste managements and Bulk Collection

Surface Water Drainage

Keeping Elected Members Informed

Domestic Violence

Transition of Disabled Children to Adult Services

Child Protection and Child Protection Plans

Notes of Scrutiny Assembly Meeting

Review of Scrutiny Arrangements

8th March 2010

Present:

Presenting: Professor Steve Leach

Scrutiny Members: Cllrs. Derek White (Chair), Roger Aveley, Adrian Meredith, Joy Francis, Alan Mackenzie, Karen Tomlinson, Harvey Unwin, Angela McClements, Dennis Allen, Jayne Greenaway, Gill Gree, Louise Lomax, Bill Tomlinson,

Scrutiny Co-optees: Shaukat Ali, Val Lindley, Lynda Baker-Oliver,

Jonathan Eatough	Head of Governance
Fiona Bottrill	Scrutiny Manager
Stephanie Jones	Scrutiny Officer
Sarah Morris	Scrutiny Officer

Introduction by Cllr. Derek White

Derek welcomed all Members and Co-optees. He outlined that the current Scrutiny arrangements had been introduced in January 2009 and that it had been agreed that a review would be undertaken after 12 months to assess how effective these arrangements had been. Derek introduced Professor Steve Leach who had undertaken an independent review and had come to the meeting to present his report and recommendations. Derek made the point that it is up to Scrutiny Members to decide the structure, and that they do not have to accept the recommendations.

Presentation by Professor Steve Leach

Steve said that he had been pleased to be asked to do this work as he has undertaken work in Telford in relation to Scrutiny since scrutiny was introduced to Local Government. He said that this review had taken place over a short period of time and he had heard a wide range of views. This had presented him with a challenge to make recommendations that would take all the views into account.

Professors Leach's presentation is attached. The key themes from his presentation were:

- Strengths of Scrutiny at Telford and Wrekin
- Issues of concern
- Desired outcomes for Scrutiny of proposed changes
- The proposed new structure

- The ways the new structure would work
- Specific proposals

Open Floor – Questions to Professor Steve Leach

Derek White chaired the discussion and requested that questions are short and concise

Welcomed the report and agrees with comments about Cabinet assistants – it is important to engage Conservative Members in the Scrutiny process and the Cabinet Assistant role should be reviewed as it currently rules them out of Scrutiny. This issue has already been raised at Full Council and should be reviewed. I agree that scrutiny has not been effective in holding Cabinet to account. I like the proposed structure – it retains the flexibility of the current system and I agree with the need for Scrutiny training. (AMcC)

Scrutiny can criticise the Cabinet and controlling group – but all parties have Members who do not take part in Scrutiny. Group leaders have a role to play in getting members involved in Scrutiny. Scrutiny needs the resources to be able to undertake its role effectively – I have had a discussion with the Leader and if possible Scrutiny will be resourced as needed. It is not Scrutiny's job to set policy – that is the role of Cabinet - but scrutiny can help in developing policy if it is done with care. If we are going to get involved in policy development we will need to move quickly to respond to Cabinet, we would need to be able to meet frequently and need to have a flexible approach. Scrutiny also needs to follow up recommendations.(DW)

Scrutiny needs to maintain its monitoring role –the Value for Money Scrutiny Group and the Corporate Parenting Group perform important monitoring roles and should be retained. The Audit Committee has undertaken training before meetings – this has been hard work but worth it. (LL)

Performance Indicators are crucial and the Value for Money Scrutiny Group handles this well and should continue the role in monitoring performance indicators and budget consultation. (SL)

Scrutiny does not have a problem in calling Cabinet Members - they attend meetings if asked and if not they are asked why. One of the problems scrutiny has is that we do not have enough staff. (RA)

Scrutiny should be properly supported –the staff team should be maintained at 3 Scrutiny Officers. (SL)

As a Liberal Democrat I have seen both the Labour and Conservative administrations – and have seen that Members from the controlling group can be uncomfortable scrutinising their own group - they can feel that they are being disloyal. There needs to be a culture from the Leader down that effective Scrutiny is welcomed. (BT)

This is a problem I have seen in other authorities. Not many controlling group Members will 'haul in' Cabinet Members but they can have a more proactive

view of policy review and development. It is important to recognise the role of Co-optees – they bring valuable expertise. (SL)

The report proposes that Scrutiny retains Scrutiny Leadership Board and that Scrutiny Panels 1,2 and 3 will be chaired by Lead Scrutiny Members. What will be the role of the other 3 SLB members? Even if the Scrutiny Panels meet quarterly– the informal meetings should be put in the council diary so that they do not clash. (BT)

Scrutiny should retain the lead roles for Scrutiny Leadership Board Members in relation to Cabinet Portfolios (sic). I have not worked through how all Lead Scrutiny Members would undertake a chairing role if there are 3 politically balanced Scrutiny Panels. There would be an expectation that the Scrutiny Panels (there are 2 cross-cutting Panels as well as the three sub-group Panels) would be chaired by a Lead Scrutiny Member – if a non SLB Member chaired a Panel they should be recognised with an SRA. There will be some way of SLB sharing this responsibility. (SL)

If an SLB Member does not have the knowledge to chair a particular Scrutiny Panel the group can agree that another Member can chair – but this will be on a voluntary basis. Under the 'One Council' vision we have to work together on cross cutting issues. The Executive is working to the One Council, One Team One Vision – Scrutiny should also. (DW)

I agree with the report and welcome the recommendations. We have not been able to hold the Executive to account. Scrutiny gets to see reports just before they go to Cabinet. There is a need to change the culture – Cabinet needs to trust and work with Scrutiny. (AMac)

Increasing trust works both ways – Cabinet are asking for your help as community representatives, Scrutiny Members can provide a political slant to policy development that officers cannot. It is good to ask for more openness and advance warning of changes. (SL)

I agree that Scrutiny should look at cross cutting issues – we should work with the different priorities across the Council and different agencies – no one has an overview. (AMac)

Scrutiny needs to pick the cross cutting issues for policy development carefully and in discussion with Cabinet. (SL)

The report says that we should keep 6 people on SLB – but there is still an issue about SRAs for non SLB Chairs. There is an issue with the Forward Plan to identify things that Scrutiny should look at – but Jonathan is taking this forward. Scrutiny should monitor recommendations – Birmingham talked about the 'black hole syndrome'. Page 19 of the report – if an informal sub group (e.g. Corporate Parenting) undertakes work that requires formal action this will need to go back to the formal Children's Services Scrutiny Panel – but these would only be every 3 months. It is important that the chairs of the Sub Groups have relevant skills and knowledge and understand the remit of the

group and what it is able to do without recourse to the Children's Services Panel. There also needs to be a good balance of members on the group. When the CYP Scrutiny commission received reports on Campus Telford we were told that there was nothing to update – even after 3 months – but I can understand the frustration of the education co-optees (on Campus Telford) as there is no route for broader education issues to come to Scrutiny. We need to be able to respond to issues quickly and be able to hold officers and Cabinet Members to account. (KT)

Corporate parenting has worked well and this should continue as a sub group of the Children's Scrutiny Panel – but the work of the Campus Telford Sub Group should be part of the formal Panel. The Corporate Parenting sub-group would not need to be politically balanced and it is more important that the committed members are kept on the group.(SL)

There is a problem with the attendance at Scrutiny – it is left to the few to carry the function. This is not party political – but for all groups. We can't afford the luxury of carrying Members who don't take part. It should be up to Group Leaders if Members don't decide which Scrutiny to be involved with Leaders should tell them.(GG)

The problem of getting members involved is a group discipline issue – this will be partly remedied if Cabinet Assistants are brought in. Members will get involved if they can see that Scrutiny is making a difference. Training can make scrutiny more attractive. Most authorities are the same – 1/3 of Members are active in Scrutiny, 1/3 are involved in Panels but not task and finish groups and 1/3 are not active – but focus on ward work etc. (SL)

It is a problem if Members attend meetings but do not ask questions. Co-optees put in a lot but do not claim any expenses or allowances. Scrutiny will not get any more allowances. The Constituted panels would have meetings in between their quarterly meetings, and this could provide development opportunities for other members to develop chairing skills. We have a blank canvass – we can decide how Scrutiny will work and we must make it work for us. (DW)

The person who decides if a call in is legal should be elected. I disagree that this role should be undertaken by the Monitoring Officer. How will the decision about the Scrutiny arrangements be made?(HU)

The decision about call in is currently made by the chair of SLB who is advised by the Monitoring Officer. The role of the Monitoring Officer is to give impartial advice. If the decision were taken by the monitoring officer it would be not seen a political decision. (DW / JE / SL)

Scrutiny Leadership Board will decide on the new arrangements. (DW)

The report has made clear the way the council works – (as a Co-optee) I did not understand before. It makes it difficult for co-optees to contribute if you do not understand how things work. (LBO)

We are working with Shropshire to make sure that co-optees have a vote on the Joint Health Scrutiny Committee. We must value the work that co-optees do and recognise the benefit of having non party political people involved in Scrutiny. (DW)

Can we clarify section 5.14 of the report – “If the council wishes to restrict scrutiny SRAs to 6, then the implication is that the SLB member who does not chair a panel should not receive an SRA.” (BT)

I have made this recommendation – for me it is an issue of fairness. Chairing a Panel or Sub Group is a more onerous role than Lead Scrutiny Member on SLB (if not chairing a sub group) This is ultimately a decision for Members and will depend on finances. (SL)

Cabinet Assistants role is to help the Cabinet Members – the Cabinet members ask the assistants to look at particular issues and report back. (JF)

It is not scrutiny’s job to look at role of Cabinet Assistants – this is a decision that must be made by the party. (DW)

Where is the flexibility for people to move around to look at the issues that they are interested in rather than being pigeonholed? (JG)

How can we make this work if the Panels are politically balanced? (DW)

The formality increases the ‘clout’ of the Scrutiny Panel. If they meet quarterly work can still be done in between meetings. Any interested members can take part in these interim meetings. (SL)

We do not vote at Scrutiny Meetings –there could be core Members (as there are now) that are expected to attend, but it should be made clear that if other Members are interested they can attend. (BT)

The political balance should not matter as Scrutiny is not political. (RA)

The Scrutiny Panel meetings could be open meetings with a core of members who can vote. (DW)

What happens after this meeting? (DA)

It was agreed when this review was commissioned that a report would go back to Scrutiny Leadership Board on the 25th March. Having heard the views from this evening, SLB will make recommendations to Council Constitution Committee on the 13th April and any changes to the constitution will be made at Full Council on the 29th April. (FB)

TELFORD & WREKIN COUNCIL

SCRUTINY LEADERSHIP BOARD – 25th MARCH 2010

SCRUTINY ASSEMBLY MEETING ON 29th MARCH - SCRUTINY OF PRIORITY PLANS

PURPOSE

For the Scrutiny Leadership Board to discuss and agree the format and final arrangements for the Scrutiny Assembly meeting on 29th March 2010.

MEETING DETAILS

29th March 2010, 5.00-6.45pm in the VIP Suite.

The purpose of the meeting is twofold:

- To present the draft Priority Plans to scrutiny members
- To give scrutiny members an opportunity to comment on the Plans before they go forward to Cabinet

Key dates for agreeing the plans are:

24th February-24th March – Cabinet Priority Plan Engagement Sessions

Monday 29 March 2010 – Final drafts submitted to Scrutiny

Monday 29th March – Scrutiny Assembly Meeting

Tuesday 30th March – Cabinet Members and Corporate Directors consider scrutiny comments

Tuesday 6 April 2010 - report to CMT

Monday 12 April 2010 - report to CAPs

Tuesday 27 April 2010 - report to Cabinet

PROPOSED FORMAT

The meeting will consist of workshops on each Priority Plan. The room will be laid out with 6 tables, one for each Priority Plan (Community Protection & Cohesion and Active Lifestyles will be on one table). There will be 2 x 40 minute workshops on each Priority Plan, except Community Protection & Cohesion, Active Lifestyles and Environment & Rural Area which will have one each. Scrutiny members will attend 2 sessions of their choice.

PRIORITY REPRESENTATIVES

Priority	Cabinet Member	Scrutiny Lead	Corporate Director/HoS
Housing, Regeneration, Prosperity	Eric Carter	Alan Mackenzie	Clive Jones Peter Smith Katherine Kynnaston
CYP	Stephen Burrell	Joy Francis	Julia Almond

Active Lifestyles	Stephen Bentley	Karen Tomlinson	Mike Atherton/ Paul Clifford
Adult Care & Support	Jacqui Seymour	Derek White	Paul Donohue
Environment & Rural	Adrian Lawrence (until 5.30pm)	Roger Aveley	Meredith Evans
Community Protection	Miles Hosken	Karen Tomlinson	Angie Astley/ Paul Clifford
Efficient, Community Focussed Council	Sean Kelly	Adrian Meredith	Richard Partington

SUGGESTED PROGRAMME

- 5.00-5.10pm Chairman's Introduction
Welcome, purpose and structure of the meeting.
- 5.10-5.50pm Workshop Session 1
Present at table: Cabinet Member, Scrutiny Lead, Corporate Director or nominated Head/s of Service. Scribe to take notes.
- 5-10 minute presentation by the Cabinet member
 - Up to 30 minutes questions and discussion by Scrutiny members, chaired by Scrutiny Lead
 - 5 minute summing up by the Scrutiny Lead to agree the group's response.
- 5.50-6.30pm Workshop Session 2
Repeat above
- 6.30-6.35pm Close by Chairman
Thanks, and recap on next steps

INFORMATION

The Priority Plans will not be available to circulate in advance of the meeting, but will be short (1-2 page) documents will be presented at the meeting. The Plans will contain the high level objectives and key targets for each priority area. Detailed action planning will be done following Cabinet in April.

Briefing papers will be provided in advance for Scrutiny Leads, Cabinet Members and Corporate Directors, Scrutiny Assembly Members.

Information provided at each table on the day will be:

- Priority Plans
- Copy of the Scrutiny Assembly Briefing Note
- List of questions to address

SUGGESTED QUESTIONS

It is proposed that each group should address three key questions. At the end of each session, the Scrutiny Leads will summarise the comments and agree the group's response.

1. Do you broadly agree with the sub-priorities in the Priority Plan or not?
2. Is there anything missing from the Priority Plans?
3. Is everything a priority, or could something be dropped?

ROLE OF SCRUTINY LEADS

- To encourage other scrutiny members to attend
- To Chair the table discussions
- To keep the discussion relevant, at a strategic level and make sure the Cabinet member is challenged and that questions are answered
- To summarise and agree the response of the group to the plans
- On 30th March, to approve the response to go to CMT, CAPS and Cabinet

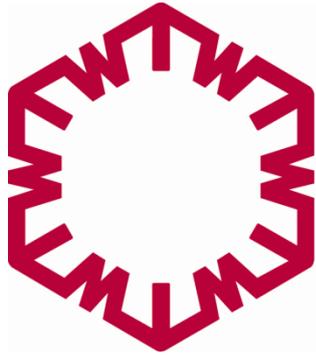
Scrutiny Leadership Board – Forward Plan 2009-10

Date of meeting	Agenda items	Attending
12 th May 2009	<ul style="list-style-type: none"> • Scrutiny Assembly 19th May • Chairman's update: <ul style="list-style-type: none"> ○ Away day ○ Chairing arrangements for subgroups 	
Additional meeting 23 rd June 2009	<ul style="list-style-type: none"> • Change to review order for Children & Young people • Feedback from the Scrutiny Assembly on 19th May • Proposal for Introduction of Councillor Call for Action • Amendments to terms of reference for standing sub groups • To consider the options for co-opting from West Mercia police Authority onto SLB for scrutiny of crime & disorder items • Chairman's update: <ul style="list-style-type: none"> Scrutiny and the media Report on urgent decisions by the Chairman 	
9 th July 2009	<ul style="list-style-type: none"> • Consideration of further information on scrutiny suggestions from 12 May 2009 meeting • New legislation update • Appointment of members to the Joint health Scrutiny Committee with Shropshire, Staffordshire and Stoke • 6 Monthly review of new scrutiny arrangements 	
16 th Sep 2009	<ul style="list-style-type: none"> • Update on TSLEC • Preparation for Scrutiny Assembly meeting on 12th October 2009 • Surface Water Drainage – to consider inclusion in the programme as an in-depth review • Draft Scrutiny Annual Report for Full Council on 30th September 2009 • Scrutiny Review Reports for approval – Procurement 	
24th September 2009 – additional meeting	<ul style="list-style-type: none"> • CDRP scrutiny • To receive presentation on employee survey results • Scrutiny and the media • Report on the Council's Forward Plan • Preparation for Scrutiny Assembly on 12th October 2009 	Tom Currie and Alex Urka Marie Whitefoot Nigel Newman Phil Griffiths

	<ul style="list-style-type: none"> • Update on implementation of past recommendations • Scrutiny Review Reports for approval – Section 106 • Scrutiny Work Programme Event • Value For Money Sub Group recommendations on Transport Services Review 	
19th Nov 2009	<ul style="list-style-type: none"> • Update on First Point recommendations • Update on implementation of recommendations from School Travel Review • Scrutiny Lead member appraisals • Employee Suggestion Scheme • Health Scrutiny – Voting rights of health co-optees 	Andrew Meredith Stuart Freeman/Helen Hill/Kathy Swallow
14 Jan 2010	<ul style="list-style-type: none"> • Employee Survey – update on actions to address issues raised by the survey • Employee Suggestion Scheme • Scrutiny Review reports – Bus Services • Update on Scrutiny Review Work Programme • One Council – Priorities and Implications for Scrutiny • Terms of Reference and Membership for Joint HOSC 	Richard Partington Debbie Byle
25th Mar 2010	<ul style="list-style-type: none"> • Preparation for Scrutiny Assembly priority plan meeting • Review of Scrutiny Arrangements – Report from Steve Leach • Update on Town Centre (Exempt Item) 	
13th May 2010	<ul style="list-style-type: none"> • Scrutiny Review Increasing Uptake of Benefits • Scrutiny Review Developing Skills for Business • CDRP Scrutiny • Funding Formula for Schools • Monitoring Update on Scrutiny Recommendations • Update on Scrutiny Review, Spot light reviews and Special Interest Meetings 	

Standing Items

- Chairman's Update
- Scrutiny Suggestions
- SLB Forward Plan
- Council Forward Plan
- Progress on reviews
- Recommendations from scrutiny reviews/sub-groups etc.



Telford & Wrekin

C O U N C I L

FORWARD PLAN

103rd Edition

Published on 17th March 2010

Effective from 1st April 2010

Covering the period

April 2010 to July 2010



**DEMOCRATIC
SERVICES**

TELFORD & WREKIN COUNCIL
103rd EDITION FORWARD PLAN
April 2010 to July 2010

EFFECTIVE FROM 1st April 2010

- This Plan is a list of the Key Decisions likely to be taken over the coming 4 months. The list is not exhaustive as not all decisions are known that far in advance. The Plan is re-published monthly and the next Plan will be published on 15th April 2010 and effective from 1st May 2010.
- The contents of the Plan are subject to change each month. When the Plan is re-published the items identified in each month will be reviewed and depending on circumstances the timescale for some decisions may change. Attached to this Plan is the list of Key Decisions due to be taken in March 2010. Any Key Decisions not taken by the end of March 2010 will automatically be rolled forward into April 2010.
- Each key decision in the Plan will be the subject of a written report and that report will be published and available for public inspection 5 working days prior to the decision being taken.

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If you would like free help to understand this document in your own language, please phone the Borough of Telford & Wrekin on 01952 382121.

This information can also be made available in alternative formats including large print, Braille and audio tape.

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STANDARD ITEMS

The following are Standard Items for decisions relating to each Portfolio/Service which may be taken as and when necessary.

Title	Budget Strategy / Service & Financial Planning Process	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Andrew Eade / Cllr S Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Ken Clarke	Head of Finance
	Telephone No	Email
	01952 383003	ken.clarke@telford.gov.uk

Title	Capital Strategy and Capital Programme Decisions within the agreed Capital Programme	
Exempt	Refer to Specific Reports	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	All Cabinet Members	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Ken Clarke	Head of Finance
	Telephone No	Email
	01952 383703	ken.clarke@telford.gov.uk

Title	Community Strategy / Local Area Agreement (LAA)/Priority Plans	
Exempt	Refer to specific reports	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Sean Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Richard Partington	Assistant Chief Executive
	Telephone No	Email
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Title	Comprehensive Performance Assessment (CPA) and External Inspection	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Sean Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Richard Partington	Assistant Chief Executive
	Telephone No	Email
	01952 380131	richard.partington@telford.gov.uk

Title	Consultation Strategy and Activities	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Sean Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Richard Partington	Assistant Chief Executive
	Telephone No	Email
	01952 380131	richard.partington@telford.gov.uk

Title	Corporate Property Amendments	
Exempt	Refer to Specific Reports	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Eric Carter Housing, Regeneration & Prosperity	
Decision Maker	Cabinet and/or Head of Property & Design	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	David Sidaway	Head of Property & Design
	Telephone No	Email
	01952 384300	david.sidaway@telford.gov.uk

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Title	Customer Strategy & E-Government	
Exempt	Refer to Specific Reports	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Sean Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Angie Astley	Head of Customer & Leisure Services
	Telephone No	Email
	01952 382400	angie.astley@telford.gov.uk

Title	Regeneration Strategy for Telford & Wrekin	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Eric Carter Housing, Regeneration & Prosperity	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Sophie Griffiths	Project Lead Officer
	Telephone No	Email
	01952 384700	Sophie.griffiths@telford.gov.uk

Title	Financial Monitoring and Financial Updates	
Exempt	No	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Sean Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Pauline Harris	Corporate Finance Manager
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Title	Housing Investment Plan	
Exempt	No	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr E Carter Housing, Regeneration & Prosperity	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Katherine Kynaston	Strategic Housing Manager
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Title	Improved Customer Service – Transforming the Business to Deliver the Vision	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Sean Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Angie Astley	Head of Customer & Leisure Services
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	01952 382900	angie.astley@telford.gov.uk

Title	Local Development Framework	
Exempt	Refer to specific reports	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Adrian Lawrence Environment & Rural Area	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Matthew Wedderburn	Principal Planning Officer (Policy Information)
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Title	Overview of Service and Financial Outturns	
Exempt	No	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Sean Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name Pauline Harris Jon Power Telephone No 01952 383701 01952 380134	Designation Corporate Finance Manager Corporate Performance Manager Email pauline.harris@telford.gov.uk jonathan.power@telford.gov.uk

Title	Performance Management, Value-for-Money and Best Value	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Sean Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name Richard Partington Telephone No 01952 380131	Designation Assistant Chief Executive Email richard.partington@telford.gov.uk

Title	Property Investment Portfolio	
Exempt	Yes	If yes please state Paragraph Number(s) under which item is exempt: 3
Lead Cabinet Member and Council Priority Area	Cllr Sean Kelly Efficient, Community Focused Council	
Decision Maker	Cabinet/Head of Property & Design	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name David Sidaway Telephone No 01952 384300	Designation Head of Property & Design Email david.sidaway@telford.gov.uk

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Title	School Organisation/Capital Financing/Borough Towns Initiative/ Building Schools for the Future	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Stephen Burrell Children & Young People	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Clive Jones	Head of Regeneration & Housing
	Telephone No	Email
	01952 380900	clive.jones@telford.gov.uk

Title	Scrutiny Leadership Board Reports	
Exempt	Please refer to individual reports	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Please refer to individual reports	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Jonathan Eatough	Head of Governance
	Telephone No	Email
	01952 383100	jonathan.eatough@telford.gov.uk

Title	Sutton Hill Regeneration	
Exempt	Please refer to individual reports	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr E.J.Carter Housing, Regeneration & Prosperity	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Katherine Kynaston	Strategic Housing Manager
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Title	Telford & Wrekin Partnership / Partnership Bid Applications and Projects	
Exempt	Refer to Specific Reports	If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	All Cabinet Members	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name	Designation
	Please refer to individual reports	Not applicable
	Telephone No	Email
	Not applicable	Not applicable

Title	Telford Railfreight Terminal	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Adrian Lawrence Environment & Rural Area	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name Graham Fairhurst Telephone No 01952 384590	Designation Special Projects Manager Email graham.fairhurst@telford.gov.uk

Title	Telford Town Centre	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Eric Carter Housing, Regeneration & Prosperity	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name David Sidaway Telephone No 01952 384300	Designation Head of Property & Design Email david.sidaway@telford.gov.uk

Title	Telford Town Park "Parks for People" project	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Steve Bentley Active Lifestyles – Leisure & Culture	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name David Ottley Telephone No 01952 382328	Designation Landscape & Recreation Manager Email david.ottley@telford.gov.uk

Title	Woodside Regeneration	
Exempt		If yes please state Paragraph Number(s) under which item is exempt:
Lead Cabinet Member and Council Priority Area	Cllr Eric Carter Housing, Regeneration & Prosperity	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	As appropriate	
Contact	Name Will Schofield Telephone No 01952 384700	Designation Strategic Regeneration Officer Email will.schofield@telford.gov.uk

APRIL 2010

Title	Newport High St BTI Scheme	
Exempt (ie Not for Publication)	YES	Paragraph Number(s) (Section 12A LGA 1972) ??
Lead Cabinet Member and Portfolio Area	Cllr Eric Carter – Cabinet Member for Regeneration, Housing & Economic Prosperity	
Why this is a Key Decision	Award of a contract over £500k	
Purpose	To approve the final scheme design for Newport High St and to award a contract following tender stage.	
Recommendation	To approve the final scheme designs for Newport High St BTI scheme and to award a contract to the successful tenderer to undertake the works	
Decision Maker (if officer specify whom)	Cabinet	
Target Cabinet/Date of Decision	27 April 2010	
Proposed Consultation	Consultation on scheme designs already complete.	
Contact	Name Stuart Freeman	Designation Service Delivery Manager – Traffic & Transportation
	Telephone No 84601	Email Stuart.Freeman@telford.gov.uk

Title	Post 16 Travel	
Exempt (ie Not for Publication)	YES * Delete as appropriate	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member and Portfolio Area	Cllr Adrian Lawrence	
Why this is a Key Decision	Borough wide implications and in the public interest	
Purpose	As part of the Transport Change Programme, This Business Case presents options for a change in delivery of the Post 16 travel provision.	
Recommendation	Recommendations are approved	
Decision Maker (if officer specify whom)		
Target Cabinet/Date of Decision	27 th April 2010	
Proposed Consultation		
Contact	Name Sarah Bass	Designation Lean Transformation Project Officer
	Telephone No 01952 382470	Email sarah.bass@telford.gov.uk

Title	Shelton Modernisation and the development of the Mental Health Strategy	
Exempt (ie Not for Publication)	YES / Delete as appropriate	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member	Cllr Jacqui Seymour, Adult Care and Support	
Why this is a Key Decision	Contract value and affects more than one ward of the Council	
Purpose	To advise Cabinet of developments in the Shelton modernisation programme and mental health strategy development: <ul style="list-style-type: none"> • South Staffordshire and Shropshire NHS Foundation Trust (SSSFT) proposals for the new in-patient unit and community services • Scrutiny by commissioners of the proposals • Likely commissioning intentions for in-patient beds and community services • Development of the mental health strategy in line with New Horizons • Commissioning intentions to ensure progress to the proposed in-patient beds and community arrangements to support them 	
Recommendation	It is recommended that Cabinet: <ul style="list-style-type: none"> • Supports the developments to date • Considers the impact on Council services on in-patient bed reductions and enhanced community 	
Decision Maker	Cabinet	
Target Cabinet	27 April 2010	
Proposed Consultation		
Contact	Name Karen Kalinowski Michael Bennett	Designation Head of Adult Social Care Commissioning Lead Joint Commissioner – Mental Health
	Telephone No 01952 381011 01952 388886	Email karen.kalinowski@telford.gov.uk michael.bennett@telfordpct.nhs.uk

Title	Plan to Declare Local Nature Reserve's in the Borough	
Exempt (ie Not for Publication)	NO * Delete as appropriate	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member	Cllr Adrian Lawrence	
Why this is a Key Decision	The proposed Local Nature Reserves (LNR's) are in more than one ward	
Purpose	To set out a plan for the declaration of five LNR's in the Borough	
Recommendation	To give delegated authority to the Head of Planning & Transport and Cabinet Lead for the Environment & Rural Area to agree the plan of proposed LNR's and the order in which they are formerly declared	
Decision Maker (if officer specify whom)	See above delegated authority being sought	
Target Cabinet	27 th April 2010	
Proposed Consultation	Shropshire Wildlife Trust will be consulted on the proposed LNR plan. In accordance with the formal process for declaring LNR's, relevant stakeholders will be consulted on individual sites. This includes Property & Design, Environmental Services, Parish Councils and Natural England.	
Contact	Name Rachel Taylor or Caroline Last	Designation Environmental Projects Team Leader and Planning Ecologist
	Telephone No 384220 or 84221	Email rachel.taylor@telford.gov.uk or caroline.last@telford.gov.uk

Title	Extensions to existing Block contracts within Adult Care and Support	
Exempt (ie Not for Publication)	YES	Paragraph Number(s) (Section 12A LGA 1972)
	Delete as appropriate	
Lead Cabinet Member and Portfolio Area	Cllr Jacqui Seymour, Adult Care & Support	
Why this is a Key Decision	Contract value and affects more than one ward of the Council	
Purpose	<p>To request Cabinet approval for a number of extensions to existing block contract arrangements as follows:</p> <ul style="list-style-type: none"> • Accord residential and day care service provision for older people in relation to Cartlidge House, Bennett House and Millbrook Day Centre • Chillcott Gardens - an Extra Care Scheme • Lee Court Respite Services for Adults with a Learning Disability • NACRO substance misuse • West Mercia Probation Service 	
Recommendation	<p>It is recommended that Cabinet:</p> <ul style="list-style-type: none"> • Authorises the extension of the contracts as detailed within the main body of the report subject to completion of the relevant contract extension on terms that are consistent with the original agreements and authorises exemptions from the requirements of Paragraphs B, E and Appendix 5 of the Contract Procedure Rules. • Delegates authority to the Corporate Director with the lead for Adult Care and Support to award an extension of contract for the services described in this report in accordance with the Council's Constitution and subject to terms and conditions recommended by the Head of Governance; • Delegates authority for the Common Seal of the Council to be affixed to the resulting contractual documentation as, in the opinion of the Head of Governance, is appropriate under the Constitution 	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	27 April 2010	
Proposed Consultation	Informing relevant parties of decision and liaison with service users and their carers	
Contact	Name	Designation
	Michael Bennett Christine Harrison	Lead Joint Commissioning Manager Lead Joint Commissioning Manager
	Telephone No	Email
	01952 388886	michael.bennett@telfordpct.nhs.uk
	01952 381205	christine.harrison@telford.gov.uk

MAY 2010

No Specific Reports

JUNE 2010

Title	Environmental Policy	
Exempt (ie Not for Publication)	NO * Delete as appropriate	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member and Portfolio Area	Cllr Adrian Lawrence	
Why this is a Key Decision	Borough wide implications	
Purpose	To seek approval of the revised Environmental Policy which will provide a framework within which Officers will be expected to make best efforts to operate.	
Recommendation	To approve the revised Environmental Policy	
Decision Maker (if officer specify whom)	Cabinet	
Target Cabinet/Date of Decision	8 th June 2010	
Proposed Consultation	Internal	
Contact	Name	Designation
	Harjot Rayet	Environmental Policy Officer
	Telephone No	Email
	Ext 84219	harjot.rayet@telford.gov.uk

Extract from the 102nd Edition of the Forward Plan

MARCH 2010

Title	Council Tax – Discretionary Discount & National Non Domestic Rates – Discretionary Rate Relief	
Exempt (ie Not for Publication)	█ / NO * Delete as appropriate	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member	Cllr Sean Kelly	
Why this is a Key Decision	Borough wide implications	
Purpose	<p>To advise members of their powers under section 13A of the Local Government and Finance Act 1992, approve adoption of the policy and guidelines for determining applications for discretionary council tax discount.</p> <p>To inform members of proposed guidelines for the determination / granting of discretionary rate relief.</p> <p>To seek approval for the introduction of an internal review process where a taxpayer is dissatisfied with decisions relating to discretionary council tax applications and discretionary rate relief applications</p>	
Recommendation	Approve the guidelines and introduction of discretionary council tax discount scheme. Approve the guidelines for awarding discretionary rate relief. Approve the introduction of an internal review process	
Decision Maker (if officer specify whom)	Cabinet	
Target Cabinet/Date of Decision	23 rd March 2010	
Proposed Consultation	None	
Contact	Name	Designation
	Sophie Lane	Revenues Manager
	Telephone No	Email
	383832	Sophie.lane@telford.gov.uk

Title	Highways & Transport Capital Programme 2010/11	
Exempt (ie Not for Publication)	NO	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member and Portfolio Area	Cllr Adrian Lawrence – Cabinet Member for Environment	
Why this is a Key Decision	Approval to highways and transport schemes for 2010/11 that affects all wards in the borough.	
Purpose	To provide information on the highway and transport capital schemes intended for delivery in the 2010/11 financial year, including highways maintenance, street-lighting, bridges & structures and traffic management schemes.	
Recommendation	To approve the schemes identified in the programme for implementation in 2010/11	
Decision Maker (if officer specify whom)	Cabinet	
Target Cabinet/	9 th March 2010	
Proposed Consultation	Consultation will be done on individual schemes prior to implementation. Information on schemes in each parish will be provided to parishes following approval by Cabinet	
Contact	Stuart Freeman	Service Delivery Manager – Traffic & Transportation
	Telephone No 84601	Email Stuart.Freeman@telford.gov.uk

Title	Travelink Business Case	
Exempt (ie Not for Publication)	YES * Delete as appropriate	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member and Portfolio Area	Cllr Adrian Lawrence	
Why this is a Key Decision	Borough Wide implications and in the public interest	
Purpose	As part of the Transport Change Programme, This Business Case presents options for a change in delivery of the services currently provided by the Travelink Office based in the Town Centre Bus Station	
Recommendation	Recommendations are approved	
Decision Maker (if officer specify whom)	Cabinet	
Target Cabinet/Date of Decision	9 th March 2010	
Proposed Consultation		
Contact	Name Sarah Bass	Designation Lean Transformation Project Officer
	Telephone No 01952 382470	Email sarah.bass@telford.gov.uk

Title	Demand Responsive Transport	
Exempt (ie Not for Publication)	YES * Delete as appropriate	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member and Portfolio Area	Cllr Adrian Lawrence	
Why this is a Key Decision	Borough Wide implications and in the public interest	
Purpose	As part of the Transport Change Programme, This Business Case presents options for a new Demand Responsive Transport solution which covers urban and rural transport in the borough.	
Recommendation	Recommendations are approved	
Decision Maker (if officer specify whom)	Cabinet	
Target Cabinet/Date of Decision	23 rd March 2010	
Proposed Consultation		
Contact	Name Sarah Bass	Designation Lean Transformation Project Officer
	Telephone No 01952 382470	Email sarah.bass@telford.gov.uk

Title	Bus Subsidy Policy	
Exempt (ie Not for Publication)	YES * Delete as appropriate	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member and Portfolio Area	Cllr Adrian Lawrence	
Why this is a Key Decision	Borough Wide implications and in the public interest	
Purpose	As part of the Transport Change Programme, This Business Case presents a Bus Subsidy Policy for consideration.	
Recommendation	Recommendations are approved	
Decision Maker (if officer specify whom)	Cabinet	
Target Cabinet/Date of Decision	23 rd March 2010	
Proposed Consultation		
Contact	Name Sarah Bass	Designation Lean Transformation Project Officer
	Telephone No 01952 382470	Email sarah.bass@telford.gov.uk

Title	Revision to Local Development Scheme and Local Transport Plan	
Exempt (ie Not for Publication)	NO	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member.	Cllr A Lawrence	
Why this is a Key Decision	The LDS is a legislative planning process which sets out which spatial planning documents the Council will produce to reflect its vision. The LTP(3) sets out the Council's vision and objectives for its transport policy. Both affect all wards and as both are key strategic processes they need to be endorsed by members	
Purpose	To provide Members with the details of timetables and processes needed for the evolution of these key documents. It will provide details of changes to the existing LDS and announce the review of the Council's Core Strategy. The LTP process has a very tight timescale and must be complete by March 2011 so the report will detail the timetable so Members can clearly see the opportunities that residents, stakeholders and members will have to engage with the process. The changes to the LDS need approval and the engagement processes for both documents require endorsement by Cabinet. It will detail the engagement and consultation strategies which will be shared at times to ensure consistency and continuity.	
Recommendation	That the Cabinet recommend Council approve the proposed changes to the LDS and endorse the process of a joint engagement strategy for both the Core Strategy and the LTP.	
Decision Maker	Cabinet	
Target Cabinet/Date of Decision	Cabinet 23 rd March	
Proposed Consultation	With Lead Member, with Development Plans Steering Group and with officers via LDF Board	
Contact	Name Matt Wedderburn Telephone No (01952 3)84246	Designation Development Plans Team Leader Email Matthew.wedderburn@telford.gov.uk

Title	The Management Of Markets In The Borough Of Telford & Wrekin	
Exempt (ie Not for Publication)	YES	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member	Cllr Eric Carter	
Why this is a Key Decision	Borough-wide implications	
Purpose	To brief the Cabinet on the current situation regarding markets management across the Borough and the current arrangement. To request the Cabinet's support for the creation of a Markets Manager post	
Recommendation	Note the current position regarding the management of markets across the Borough Approve that the revised arrangements for the management of markets in the Borough Approve the creation of a new post of Markets Manager to manage and promote markets across the Borough	
Decision Maker (if officer specify whom)	Cabinet	
Target Cabinet/Date of Decision	23 rd March 2010	

Proposed Consultation	Consultation has been undertaken with the relevant town and parish councils prior to the production of this report	
Contact	Name Stephanie Morley	Designation Service Delivery Manager – Strategic Regeneration & BTI Coordination
	Telephone No 384187	Email stephanie.morley@telford.gov.uk

Title	Operational Property Efficiency	
Exempt ? (i.e not for publication)	Yes	Paragraph Number(s) (Section 12A LGA 1972)
Lead Cabinet Member	Cllr S Kelly	
Purpose	To bring forward phase 1 of Operational Property Efficiency programme	
Recommendation	To review various operational properties	
Why this is a Key Decision ?	Capitalised revenue savings of over £500,000	
Decision Maker (if officer specify whom)	Cabinet	
Target Cabinet / Date of Decision	23 rd March 2010	
Proposed Consultation	Inform Ward Members where properties located prior to Cabinet	
Contact	Name: C.Goulson	Designation: Operational Manager
	Telephone No:384302	Email:Chris.goulson@telford.gov.uk