

CO-OPERATIVE & COMMUNITIES SCRUTINY COMMITTEE

Minutes of the meeting of the Co-operative & Communities Scrutiny Committee held on Monday, 25th July, 2011 at 6.00 p.m. in the Civic Offices, Telford

PRESENT: Councillors A. McClements (Chairman), S. Bentley, N. England, J. Loveridge; Scrutiny Co-optee L. Baker-Oliver.

Also Present: Councillors S. Davies, I. Fletcher, V. Fletcher, C. Turley; Richard Partington, Assistant Chief Executive; Stephanie Jones, Scrutiny Group Specialist.

CCSC-1 APOLOGIES FOR ABSENCE

Councillor K. Tomlinson. Cllr. McClements informed the Committee that Cllr. Clive Elliott had stepped down from the Committee due to a potential conflict of interest with his special responsibility for Communication, PR and Marketing, and that Cllr. Amrik Jhawar had been nominated as a replacement but had not received notification of the meeting.

CCSC-2 DECLARATIONS OF INTEREST

None

CCSC-3 CO-OPERATIVE COUNCIL AND CO-OPERATIVE COMMISSION

Cllr. Shaun Davies, Cabinet Member for Co-operative Council & Partnership, presented the Cabinet report on the Co-operative Council. This meeting presented scrutiny members with an opportunity to review the report before being presented to Cabinet on 26th July, and Cllr. Davies said he would welcome questions and observations on the report.

Cllr. Davies highlighted the following elements of the report:

- That the Co-operative Council is a key plank of the administration's vision for transforming Telford and Wrekin into a co-operative borough over the next 10 years
- That the report outlines the first steps in this journey
- A 60 strong Co-operative Commission would be announced at Cabinet on 26th July which would include representatives from partner organisations, local businesses and the voluntary and community sector
- The Co-operative Commission would be looking at key services and how they could be delivered in a different way
- A number of "Early Adopter" schemes were outlined in the report. South Staffordshire and Sandwell Councils had already set up Small Business Loans Funds to support small businesses unable to attract bank lending, but Telford & Wrekin had gone further by securing private sector investment into the fund.
- Running in parallel with the Co-operative Commission, an Employee Commission would be set up to look at how the approach to co-operative working could be moved forward internally.

- The Co-operative and Employee Commissions would start work in September and report to Cabinet in January 2012.

Members asked a number of questions and made a number of observations:

From an external point of view, the general public may find the approach described in the report complicated and multi-layered. There should be more transparency and clarity in how this is explained to the general public.

The report sets out the first steps in two strands of work - with the community and with staff – that will be built on to become a Co-operative Council. The model has been used in other authorities, although it has been tailored for the specific needs of Telford & Wrekin. The report was written for Cabinet members, and would not be communicated to the public in this way. Briefing sessions have already been held with over 500 staff, and with many of the partner organisations identified.

How were members of the Co-operative Commission chosen?

They were identified by Cabinet members from key partners and other organisations representing the local community.

How will members of the public be able to get involved?

It is anticipated that the Co-operative Commission will set up self-selecting sub-groups to focus on specific issues. The sub-groups will include Commissioners with particular expertise and knowledge of the issue and will identify how members of the public can be further involved in the work.

In response to Mrs. Baker-Oliver's point that there needed to be clearer communication with the public, Cllr. Davies said he could come back to scrutiny to provide an update on the sub-group work streams and the communication strategy.

How will the Co-operative Commission work with scrutiny?

Cllr. Davies said he hoped that the Commissioners can feed into scrutiny and vice-versa. Cllr. McClements said the work programmes could be linked in September once the Commission has identified its work streams.

Do you have any information about how the Co-operative Council works in other areas?

We have looked at models in other authorities but have not replicated them as we have tailored the model to meet the needs of Telford & Wrekin. A key difference is that in other areas scrutiny had not been included in the process from the beginning, whereas in Telford & Wrekin we want scrutiny to be involved from the start so that scrutiny members can play a pro-active role and not a reactive one.

Cllr. Bentley requested further information from other authorities.

How will you ensure against any potential conflicts of interest in granting the Small Business Loans Fund?

The details of the scheme are currently being worked up and contributions from private sector investors are being negotiated and firmed up. The scheme was likely to be administered through a third party and will be monitored by the Monitoring Officer and interests will need to be declared.

Cllr. Bentley requested details of the model.

Scrutiny has statutory roles and rights: what rights will the Commissioners have, for example over access to information which may be sensitive or confidential?

It is expected that the information the Commissioners will use will already be in the public domain but there will be guidelines governing what information can be disclosed to Commissioners and legal advice will be sought on this.

How is the Co-operative Commission work being resourced and how has it been budgeted?

The Commissioners will work on a voluntary basis and will not be paid. Internal resources have been identified to support the work of the Commission.

Have all the organisations (that will be announced at Cabinet) been approached to establish their interest in the Commission?

All the Commissioners who will be announced at Cabinet have been approached to establish their interest. The people on the list are not necessarily Board members, but are operational staff working for the organisations who can bring a hands-on understanding of the issues and services.

When Councillors are the elected representatives, why are they not being used to do this work?

Scrutiny has been approached early on in the process to become involved. The intention is that the Commissioners will bring additional expertise to supplement the knowledge of elected members, extend the range and depth of consultation on services and stimulate innovation. The Commission can add to the contribution that members make and will make recommendations to Cabinet.

It was noted that Cllr. Davies had been invited to attend a meeting of the Scrutiny Management Board to discuss further the ways in which scrutiny could be involved with the Commission.

What are the plans for the Brookside pilot?

We will work with ward members and parish councillors to develop the approach. There will be a walkabout in September to which ward councillors will be invited, and we will talk to partners working in the area to identify what needs to be done.

Cllr. Austin suggested that the Commission's work should include looking at how partners, especially voluntary and community organisations, can be enabled to access alternative sources of funding.

Cllrs. Bentley, I. Fletcher and V. Fletcher left the meeting at 6.30pm.

CCSC-4 WORK PROGRAMME

The Committee discussed and considered the suggestions for the work programme as shown in Appendix 1 of the report of the 2011/12 Work Programme.

Members agreed that suggestion 2 was not a topic but a point to note in carrying out the work programme, that suggestions 7 and 8 (the Management of Community Centres) should be linked and considered as one topic and that suggestion 10 (the media) was not suitable for scrutiny as scrutiny cannot control what the media print.

The remaining suggestions were then considered and members prioritised the suggestions for the work programme by scoring the 3 items they felt were the most important for scrutiny as follows:

3 = top priority

2 = second priority

1 = third priority.

The points awarded to each suggestion were added up. Suggestions which scored no points would not be included in the work programme at this stage. For the suggestions which scored points, members discussed the possible method of scrutiny, the timing of a review and identified items which may potentially overlap with the work of the Co-operative Commission.

The suggestions were prioritised and agreed as follows:

Table 1

Suggestion (and number)	Score	Agreed
Management of Community Centres (7,8)	9	<ul style="list-style-type: none"> • That this is a priority for in-depth review • To defer scoping the review until after the first meeting of the Co-operative Commission so that work can be co-ordinated.
Social deprivation (9)	5	<ul style="list-style-type: none"> • That this is a priority for in-depth review • That this is a large and complex area and a review would need to be clearly scoped and focused on specific issues • To explore the option a joint review with the CYP Scrutiny Committee on child poverty • To defer scoping the review until after the first meeting of the Co-operative Commission so that work can be co-ordinated.
Concessions policies in leisure and culture (6)	4	Include this in the work programme as a single-agenda item Committee meeting (Special Interest Meeting) in September or October.
Environmental maintenance (3)	3	Possibly a short review linked to the work of the Co-operative Commission.
“One Business” single point of contact for businesses (1)	2	Include this in the work programme as a single-agenda item Committee meeting (Special Interest Meeting) in September or October.

Working with town & parish councils (4)	1	To be included in the work programme if capacity is available after the other topics have been reviewed.
Service review of libraries (5)	0	Not included in the work programme at this time.

RESOLVED -

- a. that the items and methods of review shown in Table 1 would be included in the Committee’s work programme**
- b. that the next 2 Committee meetings would be held at 6.00pm on 12th September and 10th October to consider the “One Business” single point of contact for businesses and the concessions policies in leisure and culture.**

The meeting ended at 7.15p.m.

Chairman:

Date:



First Point for Business One Telford	
Overview	<p>The aim of 'First Point for Business' is to provide local businesses and potential investors with a single point of contact for the diverse range of council and partner services that they need to help them start and grow their companies. When we talk about businesses, we include voluntary and community organisations that face many of the same issues that private sector encounters, particularly Social Enterprises that are essentially businesses with social objectives..</p> <p>By offering focused customer services we will help to widen access, improve responsiveness, improve understanding of local business preferences and develop a more consistent and better value for money response to customer contacts.</p>
The key issue	<p>In our recent Local Economic Assessment, local businesses highlighted this issue as a key priority for them. "... <i>one of the problems that have is understanding which one (service area) to call. A 'one stop shop' approach that allows the business to contact one organisation and be confident they will get the support they need, is an attractive one</i>'</p> <p>Local Authorities have a crucial role to play in ensuring that day-to-day services to their local business community are efficient and effective, offer good value for money and deliver what people actually want.</p> <p>There is a wide range of services that Telford & Wrekin Council provides for local businesses, including:</p> <ul style="list-style-type: none">• Collection of business rates• Business Support and Economic Development• Procurement opportunities• Planning and Building Regulations• Licensing and Regulations Services• Parking Services• Trading Standards• Health & Safety• Environmental Services• Food Safety <p>In Telford and Wrekin we have pockets of excellence but provision is patchy, with too many access points and differing service standards and opening hours. Locally businesses may be dealing with 4 or 5 different departments at any one time, sometimes letters or calls go out with other relevant service teams unaware of discussions and at best this just results in an unsatisfied customer, at worst we will have missed out on the opportunity to help a business locate or expand in Telford.</p> <p>For many businesses, all they are after is a convenient way to pay their business rates or fill in an application for a licence. These can be easily done via the telephone, the internet or e-mail. However, for others, their needs are more complex. For a business that is considering moving premises, who wants to extend a warehouse or is having problems recruiting staff, we may need to deal with them face-to-face. There may be business rates to sort out, issues with crime in an industrial estate or a major company looking to move to Telford and move a part of its workforce here – all of these will require different relationships, but all need</p>



	<p>coordinating in one place and high quality customer service offered and measured.</p> <p>The need for a central point of contact has been heightened by the current economic downturn, which is having a significant impact on residents and businesses within the Borough. This is coupled with a reduction in business support activities with the demise of Business Link and those local support agencies that relied on funding from Advantage West Midlands.</p>
The Solution	<p>This programme will be delivered with lessons learnt from our excellent First Point that is transforming the way we support local residents. Local Authorities that pay attention to local needs, make good and sensitive use of information technology, exhibit strong corporate leadership and use customer and citizens viewpoints to drive service improvement are those most likely to succeed.</p> <p>Local need should drive what our solution looks like. This process will need to be completely co-operative as understanding our businesses, whether they are private or community based, will be at the heart of what we do, it will be the key process in developing this model and predicting demand for future services. This will include all service delivery areas that deal with local businesses and third sector organisations.</p> <p>So, bearing all this in mind, we would look to develop a one-stop destination to provide businesses with good quality client management, quick and easy access to service information, problem solving, help and advice.</p> <p>Contact Centre: A customer Service centre is needed to offer one point of contact for businesses, but aiming to go further than the traditional switchboard and handle a good proportion of simple enquiries as well as monitoring the speed and quality of referred cases. This centre will be the customer face of the council to local prospective businesses and as such will need a good understanding of business issues and policies. Calls that require a qualified or detailed response will still be passed to the relevant officer, but performance measures will be monitored to ensure that speed and quality measures are maintained.</p> <p>CRM System: ICT is only part of the solution – but Customer Relation Management (CRM) systems are helping local authorities better understand and handle customer contact. Deep embedding of IT systems can enable appointments and requests to be made from outside service areas. Telford and Wrekin Council already has a number of CRM systems, so we would look to rationalise and then promote the most effective and appropriate one.</p> <p>Strong Leadership: The importance of strong corporate leadership is essential, both from officers and members and this approach can become a cornerstone of our cooperative approach to businesses. We would hope to establish initiatives such as improved access, better consultations and value for money through business process engineering and case studies have shown that the information taken from this process has been used to alert elected members about issues in their wards and also to feed into budget and policy making.</p> <p>Measure performance The details of this will be set once an appropriate model is decided on, however we should expect large reductions in the number of avoidable contacts by businesses (i.e. those that add no value to the outcome of the enquiry), a reduction in the number of websites and contact numbers used, high standards for a contact centre, a structured approach to complaints and improvements in information management</p>



	to help businesses influence the shape of the service.
The Cost	<p>This programme needs to complement service and process improvements linked to the cooperative council model and value for money agenda. Many local authorities have managed to streamline and simplify the way they dealt with a number of enquiries, improving business customer satisfaction and reducing waste and duplication</p> <p>Initial costs for this work are just staff time and this can be covered within the Economic Development Team, however a full costed proposal will need to be submitted looking at areas of potential rationalisation to offer long term funding.</p>
Delivering Council priorities	<p>Telford & Wrekin Councils recent Local Economic Assessment highlighted this First Point for Business would contribute to the vision of the cooperative council in a number of ways, including strengthening the local economy and being an efficient, effective and customer-focused council that delivers value-for-money to the local community</p> <p>But most importantly it would seek to enhance our relationships with businesses by seeking to improve its customer service and citizen engagement:</p> <ul style="list-style-type: none">• A commitment to user focus and citizen engagement• understanding our communities• clarity of purpose• communicating in appropriate ways; and• delivering change and improved outcomes.
Key areas for action	<p>If this model is to be delivered, then we would need scrutiny's support to help drive this piece of work that will have high profile, have clear budgetary implications and may well effect several service areas</p> <ol style="list-style-type: none">1. Identifying the need: In order to develop and deliver a customer service strategy for businesses we first need to work with local businesses on what they actually want from us and how they expect it to be delivered2. Develop quick, focused Customer Service strategy for business: This needs to take a corporate approach, with strong leadership and that is owned by the organisation as a whole3. Develop a costed, timetabled proposal: This needs to take into account any rationalisation of current services need to deliver the project
Additional information	<p>Institute for Customer Services – Local Authorities drive for Excellent Customer Service Telford & Wrekin Local Economic Assessment 2011</p>
Contact	<p>Corin Crane, Economic Development Manager corin.crane@telford.gov.uk 01952 567589</p>

**Co-operative & Communities Scrutiny Committee
Special Interest Meeting
Scope of the review**

Topic for discussion (from Scrutiny Suggestion Form)

One Business – single point of access for businesses to Council services. This would be the business equivalent of First Point for residents

The need to make Council services ‘business friendly’ to encourage existing businesses to remain in the Borough and to attract new investment.

Depending on the issues that businesses have, they may be dealing with a number of officers on different issues – there is no ‘client management’ system to enable those officers to be aware of those other contacts or issues

Key concerns and questions

- What is the status quo – what happens now e.g. type of services, accessibility, quality of service, client relationship management?
- What are the views of businesses – how could services be improved?
- What benefits would a single point of contact have for a) local businesses b) the wider economy (including attracting inward investment) c) the council.
- What issues would need to be considered to set up a single point of contact and what would the resource implications be?
- How could the impact be measured and monitored?

Information provided

- Report of the Enterprise and Employment Manager
- Views of officers providing support to businesses
- View of businesses

Agreed outcome of meeting (members to choose one outcome)

- 1** That the Committee is satisfied with the information provided and no further scrutiny is necessary.
- 2** That further information is required. The Committee should identify what further reports or witnesses are needed, and by when.
- 3** That the Committee agree recommendations to address the issue. The Committee should agree what recommendations they would like to make and to whom.

TELFORD & WREKIN COUNCIL

CO-OPERATIVE & COMMUNITIES SCRUTINY COMMITTEE– 12.09.11

CO-OPERATIVE COUNCIL CLIENT CAMPAIGN BRIEF

REPORT FOR INFORMATION

Client Campaign Brief

Campaign title:	Co-operative Council
Member:	Shaun Davies/Bill McClements
Senior officer or line manager:	Richard Partington
Campaign owner:	Fliss Mercer
Alternative contact:	Louise Stanway
Marketing communications officer:	CT
Press communications officer:	NN
Service area:	Corporate
Priority:	
Cost code:	TBC

Background

Telford & Wrekin Council has committed to become a Co-operative Council, which will see it working more closely with residents, staff, partners and other organisations to deliver sustainable services for the borough.

This approach will mean that the Council continues to provide frontline services in the face of unprecedented cuts in government grants. It will also ensure that residents, local organisations and staff have a stake in and can help to shape those services.

The aim is for the Co-operative Council ethos to become ingrained into the work and culture of the Council and for this to ripple out to other parts of the borough. Experience elsewhere shows that the Co-operative Council approach is a challenging concept to communicate as it will take many different forms across different services.

The campaign will seek to inform all stakeholders of Co-operative Council and develop a basic understand of what this means, the difference it makes and how people can get involved.

Objectives/purpose

To communicate that Telford & Wrekin is a Co-operative Council

To communicate what being a Co-operative Council means

To show the difference being a Co-operative Council makes

To show Telford & Wrekin's unique approach to a Co-operative Council;

To encourage residents and staff to get involved in the Co-operative Council model
To show the range of stakeholders the depth of services that the Council provides

Target audience(s)

All residents
Council staff
Ward members to promote uptake and involvement
Council partners, local organisations and businesses
Local stakeholder groups

Key elements

The campaign will be a long running campaign to demonstrate how a Co-operative Council runs through everything that the Council does and is likely to touch all Council communication material in due course.

Initially, campaign will focus on the Early Adopter Programme and the Co-operative and Employee Commissions.

External communication

Incorporating Co-operative Council into corporate brand
Co-operative Council visual identity and link to corporate identity
Dedicated web page – web updates, home page
Media campaign (including national media profile)
Social media
Insight
Key customer face to face points
Receptions, leisure centres, libraries
Services affected by Co-operative Council
Case studies
Videos
Plasma screen
Posters
E-marketing campaign

Internal communication

Dedicated Intranet page
Posters
Managers briefing
Staff briefing sessions
Enews
Cabinet member sessions

Desired response

Understanding of what a Co-operative Council is
Staff understanding of how they can adapt services to a Co-operative model
Engagement with Co-operative Council model

Increased involvement in public services

Collaborative working

- Heads of Services/SDMs
- Community engagement
- Engagement from Town and Parish Councils
- Major employers
- Other borough organisations
- Town and parish councils
- Service providers
- Unions
- Staff representatives
- Business representatives
- Service users

How does this fit in with other marketing activity?

The Co-operative Council will increasingly be incorporated into a very broad range of Council communication material as it will be key to demonstrating the Co-operative Council in action and how the Council is changing the way that it works as a result of being a Co-operative Council.

Background Copy

<u>Proposition</u>	Telford & Wrekin is a Co-operative Council
<u>Summary paragraph</u>	Telford & Wrekin as a Co-operative Council is working closely with residents, staff, partners and other organisations to deliver sustainable services for the borough.
<u>Key messages</u>	<p>Corporate messages: Telford & Wrekin is becoming a Co-operative Council. A Co-operative Council is one that works closely with many different groups and people across the borough. Being a Co-operative Council will change the way that this Council works with, involves and listens to people in the borough. Being a Co-operative Council will allow us to look at ways of doing things differently and finding alternative ways of providing our services. Following unprecedented cuts in Government grants over the next three years, the Council must find ways to deliver services differently and save money.</p> <p>Residents' messages: We want to know what you need and what you think is important so that we are involving you and not just telling you what we are doing.</p>

	<p>We want to make it easier for you to talk to us.</p> <p>We want to do more of the things that matter to you by running services differently and together with local communities.</p> <p>We want to help you to do more for your local community and make sure our services are good quality, offer value for money and are designed around people's lives.</p>
<u>Information sources</u>	<p>Dedicated web pages and friendly url</p> <p>Programmed media and other communications linked to Co-operative Council milestones</p> <p>Point of contact information</p>
<u>Contacts</u>	<p>Centralised email address for suggestions or fill out relevant online forms.</p>

Images

Agreed Co-operative Council logo to be used as per guidelines with, and not independent of, the corporate logo.

Mandatory inclusions & guidelines

Corporate logo

Co-operative Council branding

See Co-operative Council branding guidelines.

Distribution Channels

- Media releases – clear plan of media material around initial six month burst from September 2011
- Internal campaign – encouraging staff to take part and for members to be advocate
- Point of contact support material - screensaver
- Posters
- Insight
- E-marketing to participants in previous consultations
- Facebook and Twitter
- Dedicated webpages
- Home page advertisements
- Word of mouth
- User groups – eg senior citizens forum/families
- Plasma screens
- Enews
- SDM delivery note

Project timetable/deadlines

Work is already ongoing to incorporate the Co-operative Council message into Council activity, services and publicity.

July 2011 – Big internal push of Co-operative Council message and what it means to staff and launch of Co-operative Commission.
September 2011 – Big external push to residents and businesses, although messages are already going out now.

How we will measure success

Hits to Co-operative Council web pages
Tracking understanding of what Co-operative Council means
Involvement in Community Engagement and online surveys

Budget

It is a main priority of the new administration to demonstrate that Telford & Wrekin Council is a Co-operative Council. Therefore funding will need to be allocated to publicising the fact and ensuring that it is partly a visual campaign and that the term Co-operative Council is being well displayed and explained to residents and staff.

Next Steps

To agree the lifetime and budget of the campaign so that a proposal and action plan can be drawn up in order to start publicising the meaning of Co-operative Council after the school holidays.

Approval to Proceed

	Name	Signature	Date
Campaign Owner			
Line Manager			

Co-Operative Council Communications activity planner

Campaign focus Date/issue	External campaign	Media	Other	Internal	Comments
July					
Suggestion Box	X	X	X	X	Regular updates as to numbers and suggestions
Community Panel recruitment	X	X			
18 07 Co-Op Council cabinet paper and presentation	X	X	X	X	Presentation to staff
27 07 Budget calculator	X	X	X	X	
Citizens Commission recruitment		X			Update on who's joined
August					
Dawley Town Hall feasibility study		X	X		Partner communications
Health hub with PCT in 1 st Point		X		X	Link to PCT campaign
Employee engagement in non staff savings		X		X	External only if we can ID savings to be auctioned
Sept					
Flexible employment		X		X	Media message will need to be carefully handled
Fairtrade Champions				X	
Citizens Commission	X	X	X	X	
Co-op approach for	X	X	X	X	

Leisure					
Employee commission				X	
Oct					
Brookside Pilot Ward	X	X	X		
Small business loans fund	X	X	X	X	
Job Centre + pilot scheme	X	X	X	X	
Telford Employability partnership	X	X	X	X	
Date TBC					
Co-Operative Schools trust			X		
Employee eyes and ears campaign				X	

TELFORD & WREKIN COUNCIL

CO-OPERATIVE & COMMUNITIES SCRUTINY COMMITTEE– 12.09.11

PROPOSED MODEL FOR THE SMALL BUSINESS LOANS FUND

REPORT FOR INFORMATION

Proposed Model for the Small Business Loans Fund

- The fund will be for companies that have got good ideas but have been turned down for funding by the banks.
- The Telford Business Partnership, of which the Enterprise and Employment Manager is a member, will lead on the project.
- There is an official launch for the Telford Business Partnership on Thursday, 8th September. 10 – 15 members will be required to invest up to £25,000 each to get the fund started, and the Council will contribute £25,000 to this as well.
- The current proposal means that businesses can either apply for a loan or request to be mentored by other successful businesses.
- It has been agreed that the Black Country Reinvestment Society will be the model for assessing loan applications. They are a co-operative (not for profit) organisation and members consists of ex bankers etc. who are very experienced in these kinds of things. They have agreed to work with us to assess the loan applications so that the process is fair.
- Competitive rates of interest will be charged on loans and this money will be reinvested to keep the fund going.
- Following the launch, partners will be given a month to provide expressions of interest. Providing there is enough interest, work will then progress on implementing a project plan and it is expected that the fund will go live by no later than April next year.
- The proposed model may change following the launch of the Telford Business Partnership and the feedback received from businesses.
- It is expected that this will be a business-led project.

Report of Corin Crane, Enterprise and Employment Manager, 01952 567569

**Co-operative & Communities Scrutiny Committee
Forward Plan 2011/12**

MEETING DATE	AGENDA ITEM	LEAD MEMBER/ OFFICER	ADDITIONAL ATTENDEES
25 th July 6.00pm VIP Suite	<ul style="list-style-type: none"> • Co-operative Council and Co-operative Commission report • Work Programme <p>Information requested: Co-operative models in other authorities Small Business Loans Fund model Communications Strategy</p>	Shaun Davies Richard Partington	
12 th September 6.00pm Scrutiny Meeting Room	One Business – single point of contact for businesses to access support services	Charles Smith Corin Crane	(tbc)
10 th October 6.00pm Scrutiny Meeting Room	Concessions policy in leisure	Angie Astley Arnold England	Stuart Davidson
Forward items			
Management of Community Centres			
Social Deprivation			
Environmental maintenance			
Working with Town & Parish Councils			