

Norwich City Council
SCRUTINY COMMITTEE

Item 5

REPORT for meeting to be held on 6 December 2011

Scrutiny committee work programme

(Pick analysis scrutiny task & finish group meeting)

Summary: This report outlines the outcomes reached by the pick analysis task & finish group meeting that was set up by the 3 November meeting of the scrutiny committee. The task & finish group met on 21 November 2011 to put four scrutiny committee work programme suggested topics through the PICK analysis criteria. The PICK analysis has been adopted by the scrutiny committee to enable the selection of topics that scrutiny can add value to.

Conclusions: Four topics were put through the process which was assisted by the relevant lead officer. Although not all of the topics fulfilled the criteria for inclusion to the work programme a way of addressing all four has been agreed. The four potential topics for scrutiny were; Asset management strategy, Review of community centres, Police strategy and potential impact on wards with-in Norwich, and Windows replacement service contract

Outcome:

1. That the Asset management strategy be placed onto the scrutiny committee work programme
2. A task & finish group be set up to carry out a scrutiny review of the need for and use of community space in neighborhoods, which would include the council's community spaces.
3. That the police are requested to give a presentation to a member briefing so members gain a full overview of the outcomes of the operational policing review and how it affects Norwich once the new arrangements are bedded in.
4. That the windows replacement service contract not be placed as an item on the scrutiny committee work programme. Instead an officer update be provided on this report.

Contact Officer: Steve Goddard – **Scrutiny officer**
stevegoddard@norwich.gov.uk
01603 212491

1. The PICK analysis:

The PICK analysis is a criteria based method that is used to assess the appropriateness for scrutiny topics suggested for inclusion on the scrutiny committee work programme.

Public interest; is there sufficient public interest in the topic?

Impact; will the review have a significant impact on community wellbeing?

Council performance; how is the council/organisation performing in this area?

Keeping in context; what else is happening in this area such as recent reviews or inspections?

2. Process

2.1 The task & finish group took each of the suggested topics separately and asked questions based upon the PICK criteria. Using the officer response given to the questions asked around the PICK criteria headings, members were able to select or reject topics.

2.2 In order for a topic to be placed onto the scrutiny committee work programme via the PICK process all four of the criteria need to be satisfied.

2.3 The members on the task & finish group were councilors M Sands (chair), J Lubbock, S Grenville and S Jeraj.

2.4 Officers attending; the director of regeneration & development, the head of city development services, the head of housing property services, the head of local neighborhood services, the scrutiny officer, the deputy chief executive and the learning and organisation development manager.

3. The four topics were taken one by one;

a) Asset management strategy

Public interest; is there sufficient public interest in the topic? The public feel strongly about various assets held by the council.

Impact; will the review have a significant impact on community wellbeing? The community perception of an area can often be influenced by the benefits or otherwise relating to property owned by the council. There is also an interest in terms of income streams, costs and in the accountability to the public that any decision made is soundly based.

(Asset management strategy – continued)

Council performance; how is the council/organisation performing in this area? Varied performance levels but now working with Norfolk property services to drive the service improvement plan. Areas still exist where the council seeks to improve. Also the nature of some of the council's property portfolio pose an ongoing challenge.

Keeping in context; what else is happening in this area such as recent reviews or inspections? There is work on-going with NPS but given the situation outlined regarding 'council performance' (above) there appears to be a role for the scrutiny committee to monitor progress.

Outcome: Work programme objective and timescale

- To monitor the progress of the work being undertaken with NPS on the service improvement plan – March 2012.
- To test the investment strategy criteria for capital fund investment – Jan 2012.

b) Review of community centres

Public interest; is there sufficient public interest in the topic? Public interest is generated at the moment of crisis, for example if a facility is no longer available or public use is threatened in some way. It is also appropriate to ask on behalf of the public for value for money reasons, what are the community's needs and who or where is the most appropriate provider?

Impact; will the review have a significant impact on community well-being? Provision of community space or the non provision has an impact on community well-being.

Council performance; how is the council/organisation performing in this area? At present there are no generally accepted performance criteria in use for the assessment of community space, for example, Value for money, its use (efficiency), is it in the right place, who is the most appropriate provider etc?

Keeping in context; what else is happening in this area such as recent reviews or inspections? A desk top review is taking place and the new year would be a good time for scrutiny committee to assist.

Outcome: Work programme objective and timescale

- To set up a scrutiny task & finish group of 3 members to commence in the new year that can report its recommendations to the scrutiny committee regarding 'the social benefit and the council's role in the provision of community space', and assist in the drawing up of assessment criteria.

c) Police strategy and potential impact on wards in Norwich

Public interest; is there sufficient public interest in the topic? Policing and community safety are always high on the public's agenda.

Impact; will the review have a significant impact on community well-being? Although there is a potential impact it is not yet known if it will be positive or negative as the new measures have not yet been implemented. It would be better to wait until the new arrangements have been working for a while before any consideration takes place that may potentially add value.

Council performance; how is the council/organisation performing in this area? It is too early to see how the police will perform with this.

Keeping in context; what else is happening in this area such as recent reviews or inspections? The new arrangements are about to be implemented.

Outcome:

At this stage it would be useful for a member briefing to be set up for the police to provide an overview of the outcomes of the operational policing review and how it affects Norwich once the new arrangements have bedded in.

d) Windows replacement service contract

Public interest; is there sufficient public interest in the topic? Members of the public/tenants have raised issues around the council's communication of when works take place etc relating to certain roads and areas in the city.

Impact; will the review have a significant impact on community well-being? Although it is acknowledged that for certain tenants there has been short term inconvenience. There is no overall impact on community well-being.

Council performance; how is the council/organisation performing in this area? A full review has taken place to address the council's performance. This is a unique situation caused by unique circumstances.

Keeping in context; what else is happening in this area such as recent reviews or inspections? The council has carried out its own review (see above)

Outcome:

That the windows replacement service contract not be placed as an item on the scrutiny committee work programme. Instead an officer update be provided on this report (Appendix A).

SCRUTINY BRIEFING ON PVCu REPLACEMENT WINDOW CONTRACT

Background

Following the collapse of Connaught in September 2010 a short term emergency replacement window contract was awarded in order to deliver the window element of the HCA Eco-retrofit project. This contract came to an end in March 2011.

In January 2011 a procurement process began to award a contract to complete the replacement window programme for all council owned housing stock. This process was completed in May 2011 when an award was made to Anglian Building Products (ABP). The contract is for window installations to approximately 4,400 properties, the largest in the eastern region and at a scale of the entire stock of many social landlords.

Immediately after the award of the contract we engaged with ABP to start discussion around mobilisation of the contract.

One of the first things we discussed was programme duration. In the specification we had stated that the programme duration was a maximum of 2 years. We discussed completing the programme within one year but ABP expressed concerns about them being able to manage a contract of this size and the possible adverse effect on quality of such a short programme duration. Similarly Housing Property Services (HPS) does not have the resource to be able to manage a contract of the volumes required to complete installation within a one year timeframe and so it was agreed that the risk to quality of the service was too great to accept and that a timeframe of 18 months to 2 years was acceptable and manageable.

ABP have been carrying out various surveys including where structural works will be required in advance of the window installations and the statutory leasehold consultation process is also being carried out. Both of these elements are critical in terms of drafting an installation programme that can be made public as they both have a bearing on the actual installation date.

Since award of the contract HPS have received many enquiries (including from members and MP's) about when windows to certain areas/roads/properties will be installed. HPS has endeavoured to give a best estimate based on the information available at that time, which in some cases has led to disappointment as the indicative dates given have not been achieved due to the survey process etc. However, at the time it was decided this approach was more customer focused as opposed to a response giving no information at all.

Current position

It is anticipated that the installation programme will be finalised by the end of November 2011 at which time (or shortly after) it will be made "public" and placed on the Council's website, and sent to all members. Details will be at road/area level but it will carry the usual caveats that accompany all construction programmes; that it is indicative and in no way guarantees, or promises, the dates identified due to the various fluctuations that can affect installation such as weather conditions, labour availability etc.

ABP started to fit windows during October 2011 and are currently fitting approximately 200 windows (20-25 properties) every week. This will drop around the Christmas period before increasing after the Christmas break to the peak of around 300 windows (30-35 properties) per week.

Chris Rayner
Head of Property
21/11/2011

SCRUTINY COMMITTEE WORK PROGRAMME 2011/2012 – NORWICH CITY COUNCIL

Pick Analysis for Prioritising Topics – MEMBERS ARE ASKED TO USE THE PICK ANALYSIS AS A FILTER TO ASSESS THE APPROPRIATENESS FOR SCRUTINY OF TOPICS FOR THE POSSIBLE INCLUSION ON TO THE WORK PROGRAMME.

P	Public interest	Is there sufficient public interest in the topic?
I	Impact	Will the review have a significant impact on community wellbeing?
C	Council performance	How is the council/organisation performing in this area?
K	Keeping in context	What else is happening in this area such as recent reviews or inspections?

Date of Meeting	Topic	Organisation/ Officer/ Responsible Portfolio Holder	Objectives and Desired Outcomes	Methods and or venue	Timescale
06 Dec 2011	Quarterly performance data	Cabinet, corporate leadership team and the policy & performance manager	Identification of any causes for concern and note successes	At committee	Quarterly Review
12 Dec 2011	Budget scrutiny Café	Cabinet, chief officers and service heads	To provide members with an overview and answers to questions regarding the budget, performance and policy framework.	Annual event	One meeting
26 Jan 2012	Asset management strategy	Responsible cabinet member, the director of regeneration & development and the head of city development services	To test the investment strategy criteria for capital fund investment	At committee	First of two meetings. 2 nd to focus on the improvement plan (March meeting)
Jan/Feb TBA	Consideration of the draft budget report	Cabinet and corporate leadership team	To comment on the draft budget and make suggestions to cabinet regarding the proposed budget's ability to deliver the priorities of the council.	At committee	Annual
23 February 2012	Quarterly Performance Data	Cabinet, corporate leadership team and the policy & performance manager	Identification of any causes for concern and note successes	At committee	Quarterly Review

Date of Meeting	Topic	Organisation/ Officer/ Responsible Portfolio Holder	Objectives and Desired Outcomes	Methods and or venue	Timescale
22 March 2012	Asset management improvement plan	Responsible cabinet member, the director of regeneration & development and the head of city development services	To monitor the progress of the work being undertaken with Norfolk property services on the service improvement plan	At committee	One meeting
May 2012	Setting a new scrutiny work programme	Scrutiny committee, scrutiny officer & corporate leadership team	This exercise should enable the scrutiny committee to ensure that the work of the committee is relevant and achievable	Facilitated exercise at committee	Re – set annually and revised monthly
TBA	ICT review/strategy	Responsible cabinet member, head of strategy & programme management, the head of Procurement & Service Improvement and the deputy chief executive	To focus on the ICT strategy and to provide members with information in order to assist with future scrutiny work in this topic area	At committee	Further meetings to assess ICT costs, efficiencies and savings.
TBA	Channel migration	Responsible cabinet member, the deputy chief executive, the head of communications & cultural services and the head of customer contact	To monitor the effectiveness/effect of any new methods of working on the public.	At committee	Further meetings to monitor the effect of channel migration.
TBA	Community safety partnership update	Responsible cabinet member, director of regeneration and development and the head of local neighbourhood services	To monitor the progress of the partnership with particular focus on the creation of the police and crime panels	At committee	One meeting
Item on all Scrutiny agendas	Scrutiny Committee Work Programme	Chair of Scrutiny & Scrutiny Officer	Keep the programme of topics for Scrutiny under review	At Committee	on going each month and annual review

FORWARD AGENDA / CABINET, COUNCIL, SCRUTINY AND AUDIT COMMITTEES 2011/2012

Allocated Items							
Meeting	Report	Purpose	Director & Head of Service	Final Report - To be signed off by Director	Management Clearance • CLT	Cabinet Briefing (IC) or Portfolio Holder (PH)	Comments
SCRUTINY 6 Dec	Quarter 2 performance data	To identify any causes for concern and note successes	CLT	-	-	-	
SCRUTINY 12 Dec	Budget scrutiny cafe	To provide members with an overview and answers to questions regarding the budget, performance and policy framework.	CLT and heads of service				
CABINET 14 Dec	Budget Monitoring 2011-12 Period 6	To update cabinet on the current financial position	HoF – Barry Marshall/Mark Smith	25 Nov	BM	PH	
CABINET 14 Dec	Quarter 2 Performance data		CLT – Phil Shreeve	25 Nov	BB		
CABINET 14 Dec	Risk management strategy	To approve the council's revised risk management strategy	B Buttinger B Marshall	21 Oct	BM	PH	
CABINET 14 Dec	Review of corporate risk register	To update members on the key risks facing the council and the associated mitigating actions, as shown in the council's corporate risk register	B Buttinger B Marshall	21 Oct	To CLT in June. To members of CLT in Sept	PH	BB has agreed can go to cabinet without going back to CLT

Allocated Items							
Meeting	Report	Purpose	Director & Head of Service	Final Report - To be signed off by Director	Management Clearance • CLT	Cabinet Briefing (IC) or Portfolio Holder (PH)	Comments
CABINET 14 Dec	Award of responsive repairs and maintenance contract for housing works KEY DECISION EXEMPT	To approve the award of a new five year term contract for responsive repairs and maintenance to housing properties	Dir of Reg & Dev – Chris Rayner and Anton Bull	25 Nov	JM	IC	
CABINET 14 Dec	Refresh of the Financial Assistance Policy KEY DECISION	To approve and adopt the refreshed policy on financial assistance as part of the council's policy framework.	Dir of Reg & Dev - Andy Watt	25 Nov	JM		
CABINET 14 Dec	Deal Ground and Utilities site- Access agreement.	to agree that the Council should be a party to the proposed access agreement for the Deal Ground and Utilities sites in East Norwich	Dir of regeneration & development – Gwyn Jones	25 Nov	JM		
CABINET 14 Dec	Implementing HRA Self-Financing	To seek approval for the arrangements made for the implementation of HRA Self-Financing	HoF – Barry Marshall/Mark Smith	25 Nov	BM	PH	
CABINET 14 Dec	Compensation policy for Council tenants KEY DECISION	To approve a policy for the award of compensation for Council tenants in the event of service failure on the part of the Council or it's service providers	Dir of regeneration & development – Chris Rayner 01603 213208	25 Nov	JM	PH	

Allocated Items							
Meeting	Report	Purpose	Director & Head of Service	Final Report - To be signed off by Director	Management Clearance • CLT	Cabinet Briefing (IC) or Portfolio Holder (PH)	Comments
CABINET 14 Dec	Interim statement on provision of affordable housing.	To seek approval for interim approach to accepting payment to allow provision of affordable housing off-site where this will increase rate of provision of open market and affordable housing.	Dir of Reg and Dev - Graham Nelson/Andrew Turnbull	25 Nov	JM	PH	
CABINET 14 Dec	Housing new tenant decoration scheme contract KEY DECISION	To seek delegated authority to award contract for new tenant decoration scheme	Dir of regeneration & development – Tracey Fordham	25 Nov	JM	PH	
CABINET 14 Dec	Community Infrastructure Levy- Detailed proposals and draft regulations for reform- Response to CLG consultation.	To agree the Council's response to the latest CLG consultation on the proposed changes to the CIL regulations	Dir of regeneration & development – Gwyn Jones	25 Nov	JM		
CABINET 14 Dec	Support for phase 2 of the YMCA reprovision KEY DECISION	The purpose of this report is: to inform cabinet of the funds available through sales of housing land and recommend that cabinet approve the allocation of funds to the development of the second phase of the YMCA re-	Dir of Reg & Dev – Debbie Gould (email 11.05.11)	25 Nov	JM	PH	

Allocated Items							
Meeting	Report	Purpose	Director & Head of Service	Final Report - To be signed off by Director	Management Clearance • CLT	Cabinet Briefing (IC) or Portfolio Holder (PH)	Comments
		provision.					
CABINET 14 Dec	Restructure of public protection service - EXEMPT	To seek approval for the restructure of the public protection service.	Dir of Reg & Dev – Mike Stephenson	25 Nov	JM		
AUDIT 17 Jan							
CABINET 18 Jan	Budget Monitoring 2011-12 Period 7	To update cabinet on the current financial position	HoF – Barry Marshall/Mark Smith	30 Dec	BM	PH	
CABINET 14 Dec	Review of collection agreement for water charges for council tenants KEY DECISION	To inform members of the revised contract negotiated with Anglian Water for the collection of water charges from council tenants.	Dir of Reg & Dev – Tracy John (Paul Sutton)	25 Nov		PH	
CABINET 18 Jan	Award of structural consultancy contract to advise on structural repairs and improvements to council housing properties. KEY DECISION	To approve the award of a contract for structural consultancy	Dir of reg & dev Chris Rayner	21 Oct	JM	PH	

Allocated Items							
Meeting	Report	Purpose	Director & Head of Service	Final Report - To be signed off by Director	Management Clearance • CLT	Cabinet Briefing (IC) or Portfolio Holder (PH)	Comments
SCRUTINY 26 Jan	Consideration of the draft budget report	To comment on the draft budget and make suggestions to cabinet regarding the proposed budget's ability to deliver the priorities of the council.	CLT				
COUNCIL 31 Jan	Localism Bill - pay accountability		Head of HR Dawn Bradshaw and Head of Law & Governance Philip Hyde				
COUNCIL 31 Jan	Interim Report of the Monitoring Officer		Head of law & gov Steve Goddard and Steve Dowson				Moved from Nov council
CABINET 8 Feb	Budget Monitoring 2011-12 Period 8	To update cabinet on the current financial position	HoF – Barry Marshall/Mark Smith	20 Jan	BM	PH	
CABINET 8 Feb	Disposal of HRA land for development for new affordable housing KEY DECISION		Dir of Reg & Dev – Debbie Gould (email 28.10.11)	20 Jan	JM		

Allocated Items							
Meeting	Report	Purpose	Director & Head of Service	Final Report - To be signed off by Director	Management Clearance • CLT	Cabinet Briefing (IC) or Portfolio Holder (PH)	Comments
CABINET 8 Feb	Norwich Rough Sleeper Outreach Service KEY DECISION	To appoint the selected supplier for the Norwich Rough Sleeper Outreach Service	Dir of Reg & Dev – Chris Hancock (email 28.10.11)	20 Jan	JM		
SCRUTINY 9 Feb							
SCRUTINY 23 Feb	Quarterly performance data	Identification of any causes for concern and note successes	CLT				
COUNCIL 21 Feb	Localism Bill - pay accountability		Head of HR Dawn Bradshaw and Head of Law & Governance Philip Hyde				
CABINET 14 Mar	Budget Monitoring 2011-12 Periods 9	To update cabinet on the current financial position	HoF – Barry Marshall/Mark Smith	24 Feb	BM	PH	
CABINET 14 Mar	Quarter 3 Performance data		CLT – Phil Shreeve	24 Feb	BB	PH	
CABINET 14 Mar	Annual Review of Partnerships Register		Head of Strategy and programmes -Rachel Metson	24 Feb	RO		

Scrutiny committee recommendation & request tracking

Date	Topic	Responsible officer	Scrutiny recommendation/request	Progress	Outcome
21 July 2011	Commissioning Framework	Russell O'Keefe	The scrutiny committee members be sent a link to the officer guidance tool kit for commissioning	The document is still draft and will be finalised once the commissioning framework has been approved. The document will then be circulated to scrutiny committee members as requested	
21 July 2011	Commissioning Framework	Russell O'Keefe	A similar tool kit be developed for members	Work is underway to develop a member's toolkit. Once the commissioning framework has been formally approved this will be completed	
21 July 2011	Commissioning Framework	Russell O'Keefe	A link to the Norfolk voluntary service Norfolk compact be emailed to the scrutiny committee members	This has been circulated to members	complete
21 July 2011	Commissioning Framework	Russell O'Keefe	The scrutiny committee be provided with a link to the service delivery options matrix and the lean blue print	This has been circulated to members	complete
21 July 2011	Commissioning Framework	Russell O'Keefe	Consideration be given to the use of a hierarchy of options to commissioning, that included consideration of internal and local sector provision and co-operatives	This recommendation will be put to cabinet on 9 November alongside other comments on the commissioning framework	

Date	Topic	Responsible officer	Scrutiny recommendation/request	Progress	Outcome
21 July 2011	Commissioning Framework	Andy Emms	A member briefing on procurement be organised	To be confirmed	
21 July 2011	Commissioning Framework	Russell O'Keefe	The council considers the appropriateness of setting local multipliers for the purposes of commissioning and or procurement when appropriate	This recommendation will be put to cabinet on 9 November alongside other comments on the commissioning framework	
21 July 2011	Commissioning Framework	Russell O'Keefe	The use of ward members be considered for the process of area based commissioning exercises	This recommendation will be put to cabinet on 9 November alongside other comments on the commissioning framework	
3 November 2011	Environmental strategy 2011 - 2014	Russell O'Keefe	Scrutiny suggestion that a copy of the environmental strategy be sent to the Norwich independent climate change commission for comment	To be confirmed	