Norwich City Council

SCRUTINY COMMITTEE

Item 6

REPORT for meeting to be held on 24 May 2012

Setting the scrutiny committee work programme

Prioritising topics for scrutiny

Summary: This is an opportunity for the scrutiny committee to consider future topics and for members of the cabinet and the corporate leadership team to raise topics that impact on the delivery of the corporate plan and council priorities for future scrutiny.

The picc analysis is provided to assist the committee when deciding which items should go on the scrutiny work programme.

Conclusions: This exercise should enable the scrutiny committee to ensure that the work of the committee is relevant and achievable.

Although setting the future work of the committee for the next 12 month period, members will have the opportunity on a monthly basis to revise the programme as and when events dictate. This is done via the work programme standing item on the scrutiny committee agendas. The scrutiny committee sits once a month and it is advised that most effective scrutiny takes place when the agenda is not overloaded, as this allows a much more effective scrutiny.

Recommendation: To use the picc analysis approach and in doing so consider the options identified within this report, any additional items raised by members and the cabinet forward plan when setting the scrutiny work programme.

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

1. Method for developing a work programme for the scrutiny committee

1.1 When the scrutiny committee considers which items to include on it's work programme it is useful to do so in the context of what the focus is for the cabinet over the coming year and to look at how activity aligns to the corporate plan.

1.2 This means that the scrutiny committee will be able to consider where and how it can add value to the cabinet's forward agenda, and that the council's resources are being focussed on priority issues. Also, the scrutiny committee may identify topics for prioritisation through considering the performance reports for the council.

1.2 A list of potential topics is set out below along with the latest copy of the cabinet forward plan (attached).

- **New operating model** – the council has developed a new draft operating model which will guide how the council designs services and organises itself to deliver the new corporate plan. The new draft operating model has been tested through member and employees workshops and a peer challenge supported by the Local Government Association. Scrutiny could review the draft operating model and make recommendations to Cabinet. Alternatively scrutiny could decide to look in the future at how the model is being applied.

- **Transformation programme** – the council will need to continue to reshape itself, in line with its new operating model, to realise the savings targets within the council's medium term financial strategy. Scrutiny could review the proposed changes / savings and make recommendations to Cabinet.

- **Peer challenge** – the council recently had a successful peer challenge focused on the improvement journey of the council and its new draft operating model. Scrutiny could review the peer challenge report and make recommendations to Cabinet on how best to take forward the suggestions of the peer team. Alternatively, in the future scrutiny could decide to assess if the action plan is being implemented, and has it been effective.

- **New financial regime for local government –** the council is facing a new financial regime for local government including business rate retention, community infrastructure levy and tax increment financing etc. Scrutiny could consider how best for the council to respond to the new financial regime including how to mitigate against negative

impacts and how to grasp any opportunities and make recommendations to Cabinet.

- **New council tax benefit scheme -** the council will need to develop a new council tax benefit scheme for the City following national changes. Scrutiny could review the proposed scheme and make recommendations to Cabinet.

- **Equality strategy** – the council has developed a new equality strategy in line with statutory requirements. Scrutiny could review the council's progress against the action plan and its effectiveness and make recommendations to Cabinet.

- **Role of the ward councillor –** like all councils Norwich needs to consider the role of a ward councillor in the changing environment the council operates in. Scrutiny could review the role of a ward councillor given the new operating model and the opportunities provided by the council's neighbourhood model and make recommendations on the role of a ward councillor and the supporting member development programme.

- **Tenant scrutiny panels –** the council as a social housing landlord will need to establish a tenant scrutiny panel, made up of local tenants, who will monitor and scrutinise the performance of the housing service against regulatory standards. Scrutiny could review the proposed arrangements for tenant scrutiny and look at how best a tenant scrutiny panel can work alongside the council's scrutiny committee and make recommendations to Cabinet.

- **Community right to challenge and assets of community value –** the council will need to develop governance schemes for community right to challenge and assets of community value which are both requirements of the Localism Act. Scrutiny could review the proposed governance schemes, including considering the potential role of scrutiny in such arrangements and make recommendations to Cabinet.

- **Night time economy –** Norwich has a thriving night time economy. Like many cities this brings a range of benefits as well as some challenges. Scrutiny could review the current challenges presented by the night time economy in Norwich and how powers such as early morning restriction orders and the late night levy may be able to help and make recommendations to Cabinet.

1.3 Also included with this report are any request forms that have been received from members for scrutiny consideration of specific topics for the work programme.

2. Un allocated topics for scrutiny

2.1 The following topics were taken from the published work programme for the scrutiny committee as of the 22 March 2012 and should be considered alongside the other potential options for the new work programme.

TBA	**LGSS and the Revenues & Benefits Services**	Responsible cabinet member, the director of resources and the Revenues & Benefits Manager	To monitor the progress of the Local Government Shared Service and the impact of the revenues and benefits service.
TBA	**Sheltered Housing**	Responsible cabinet member and the director of regeneration and development	To pre scrutinise the cabinet report on the sheltered housing review
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.
TBA	**Community safety partnership update**	Responsible cabinet member, director of regeneration & 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
February to September 2012	**Task & Finish Group – review of community space (and associated curtilage)**	Responsible cabinet member, director of regeneration & development, the head of local neighbourhood services and the scrutiny officer	To report recommendations to the scrutiny committee regarding the distribution, social benefit and the council's role in the provision of community space; and assist in the drawing up of assessment criteria

2.2 In addition to these on the 22 March 2012 Scrutiny decided to add an item to the work programme to review the NPS Norwich annual business plan before consideration by Cabinet.

3 New picc analysis/work programme template

3.1 Attached is the revised picc analysis/work programme template that has been updated in consultation with the chair and also resulting from feed back received around the joint cabinet and scrutiny work carried out last autumn.

3.2 Apart from scrutiny topics such as quarterly performance monitoring and review of the council's budget which are automatically scheduled in, members are usually asked to select topics. This year it is proposed that the committee should allocate "just one substantive topic per meeting" with the only exception to the rule being those meetings that already have one of the cyclical reports. We should by the 24 May have the agreed schedule of meetings dates and be able to allocate the budget meeting also. Obviously closer to the time this can be moved. The main reason for one major topic a meeting is to achieve better outcomes without it impacting on officer and member resource.

3.3 Other topics may be more suited to being task & finish groups and for achievability only be one task & finish group running at any given time is preferable.

3.4 It is advised that the new committee consider the topics together as a whole and to use the screens and IT equipment in the committee room to fill in the picc analysis and go through the process together.

3.5 As agreed at scrutiny committee, members have been asked to submit any topics by using the request form available to them on e-councillor. We have already had one from Cllr Waters re **food banks** (please find attached to this report).

Appendix A

Request form to raise an item for Scrutiny Review

Councillors should be asked to carry out the following scrutiny review:

Investigation into the reasons why people are using Food banks across Norwich.

Please give your reasons (continue on a separate sheet if necessary)

I am requesting Scrutiny Committee invite the co-ordinator of the Norwich Food Bank network (nine centres across Norwich) to discuss the reasons why people are using Food Banks in increasing numbers. This links directly to a strand in the recently agreed Corporate Plan – 'Opportunities for all' – around financial inclusion.
At the Cabinet meeting (14/3/12) reviewing the performance of the Corporate Plan – the report noted:
'The council has continued its financial inclusion programme through a range of activities including looking at how best to address these issues in the future given the changing landscape caused by welfare reform'.
I believe a scrutiny investigation on the use of Food Banks would help inform our thinking in the way we allocate resources and commission services in this increasingly important area of council activity. It is also likely to demonstrate the inadequacy of welfare provision for a growing number of Norwich residents, including the problem of in-work poverty.

Name: Councillor Alan Waters

Address: 64, Heartsease Lane, Norwich, NR7 9NS

Daytime Tel No 07774229776

Email: a.waters@cllr.norwich.gov.uk

Signature

Date 11

Please return this form to Steve Goddard, Scrutiny Officer, Norwich City Council, City Hall, St Peters Street, Norwich NR2 1NH

Email: stevegoddard@norwich.gov.uk

SCRUTINY COMMITTEE WORK PROGRAMME 2012/2013 – NORWICH CITY COUNCIL

Please contact the scrutiny officer; Steve Goddard, Scrutiny officer, Norwich city council, Room 313, City Hall, Norwich NR2 1NH
Phone: 01603 212491 email: stevegoddard@norwich.gov.uk
The work programme for the scrutiny committee is informed by a combination of what councillors' feel are important topics, gathered from their ward work and their activities across the whole council or members of the public highlighting issues for debate. Also requests by cabinet for scrutiny to undertake 'pre-scrutiny' before policies are taken to cabinet. Council officers can also request that scrutiny investigate and consider certain issues on their behalf. When raising a possible topic for the work programme it is advisable to make a formal request by using the **Request form to raise an item for Scrutiny Review** which can be obtained from the scrutiny officer or via e-councillor. Once a topic request for scrutiny has been received the topic will usually be required to be put through the following:

Picc Analysis for Prioritising Topics – YOU ARE ASKED TO USE THE PICK ANALYSIS AS A FILTER TO ASSESS THE APPROPRIATENESS FOR SCRUTINY OF TOPICS BEFORE INCLUDING THEM ON THE WORK PROGRAMME

TOPIC TITLE: **REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT:**

WHO/WHAT IS THE RESPONSBILE ORGANISATION?

WHO ARE THE RESPONSIBLE CABINET PORTFOLIO COUNCILLOR(S) AND OFFICER(S)?

The council's FIVE main priorities are provided to assist members and can be used as a guide and reminder to draw links between the work of the scrutiny committee and the corporate plan:

- TO MAKE NORWICH A CITY OF CHARCTER AND CULTURE
- TO MAKE NORWICH A SAFE CLEAN CITY
- TO MAKE NORWICH A PROSPEROUS CITY
- TO PROVIDE VALUE FOR MONEY SERVICES
- TO MAKE NORWICH A CITY WITH DECENT HOUSING FOR ALL

P Public interest	
Is there sufficient public interest in the topic?	
Where is the evidence to support this?	
Is interest confined to the city or of broader interest?	
How would it be in the public interest to look at this topic?	

I Impact	
Will the topic impact community well-being?	
To what extent will the topic impact on the community?	
How will the review bring value to community well-being?	

C Council & performance	
How is the council/organisation performing in this area?	
What is the performance data showing? (direction of travel?)	
Are there other performance comparisons or bench marks?	
Is there adequate performance measurement?	

C Keeping in context	
What else is happening in this area such as recent reviews or inspections?	
How does this rank within the context of other work or priorities?	

WHEN WOULD BE THE BEST TIME TO CARRY OUT SCRUTINY OF THIS TOPIC?

WHAT METHOD(S) SHOULD BE USED TO CARRY OUT THIS SCRUTINY? (task & finish group, topic on agenda at main meeting, themed meeting, consultation etc.)

WHO ELSE SHOULD BE INVOLVED/INVITED?

VENUE? (city hall, other venue, site visit etc)

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT	METHODS AND VENUE

Appendix C

FORWARD AGENDA / CABINET, COUNCIL, SCRUTINY AND AUDIT COMMITTEES 2012/2013

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**
COUNCIL 22 May							
SCRUTINY 24 MAY	Setting the scrutiny committee work programme - prioritising topics for scrutiny	For the scrutiny committee to consider future topics and to use the picc analysis system when deciding which items should go on the scrutiny work programme.	Head of strategy and programme management		RO'K		
SCRUTINY 31 MAY	Quarter 4 performance report	To report progress against the delivery of the corporate plan objectives for quarter 4 of 2011/12.	Head of strategy and programme management Phil Shreeve 2356		RO'K	PH	
CABINET 13 JUN	Quarter 4 performance report	To report progress against the delivery of the corporate plan objectives for quarter 4 of 2011/12.	Head of strategy and programme management Phil Shreeve 2356		RO'K	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 13 JUN	To award printing contract **KEY DECISION**	To award the contract to provide printing services	Head of Comms & culture – Richard Balls	25 May	NR		
CABINET 13 JUN	Norwich Business Improvement District (BID) **KEY DECISION**	To inform cabinet of the latest developments by the City Centre Partnership towards creating a Business Improvement District (BID) in Norwich and on the implications for the city centre and Norwich City Council, which include 1) Support the development of a Norwich Business Improvement District 2) Provide officer expertise and resource to undertake the ballot function in line with national legislation - "The Business Improvement Districts (England) Regulations 2004" 3) Provide officer expertise and resource to deliver the NNDR information and financial operating system for implementing a BID in line with national legislation - "The Business Improvement Districts (England) Regulations 2004"	Dir of reg & dev – Stefan Gurney	25 May	JM		

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CABINET 13 JUN	HCA Business Plan	To approve the business plan for the Norwich and HCA Strategic Partnership for 2012-13	Dir of reg & dev Gwyn Jones Ext	25 May	**JM**	PH	
CABINET 13 JUN	Independent living - a vision for sheltered accommodation **KEY DECISION**	To seek approval to implement the recommendations from the sheltered housing review to ensure the council has a sheltered housing provision fit for the future; which tenants choose to live in; supports independent living and provides community hubs for older people	Dir of reg & dev Tracy John Ext 2939	25 May	**JM**	PH	
CABINET 13 JUN	Award of contract for the supply, installation and ongoing repairs and maintenance of stairlifts **KEY DECISION**	To advise cabinet of the tender process for housing stairlift installations, repairs, and ongoing maintenance, and seek authority to award the contract	Dir of reg & dev Chris Rayner Ext 3208	25 May	**JM**	PH	
CABINET 13 JUN	Award of contract for drain & sewer system renovation and repairs contract **KEY DECISION**	To advise cabinet of the tender process for housing drain & sewer system renovation and repairs contract and seek authority to award the contract	Dir of reg & dev Chris Rayner Ext 3208	25 May	**JM**	PH	

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CABINET 13 JUN	Norfolk Police and Crime Panel	The establishment of the Norfolk shadow police and crime panel and constitutional arrangements	Dir of reg & dev Bob Cronk Ext 2373	25 May	**JM**	PH	
CABINET 13 JUN	Changes to right to buy scheme for council tenants including the retention of a portion of right to buy (RTB) receipts to spend on replacement affordable housing. **KEY DECISION**	The government has announced some changes to the RTB scheme. These include provision to allow councils to retain some of their RTB receipts provided they can demonstrate they have spent a sufficient amount on replacement affordable housing within a set period of time. In order to benefit from this provision, a local authority will have to sign an agreement. Members will be asked to consider entering such an agreement.	Dir of reg & dev Paul Sutton/ Paul Swanborough/ Mark Smith	25 May	**JM**		LAs need to submit agreements to the Sec of State by 22 Jun
CABINET 13 JUN	Joint Core Strategy (JCS) Sustainability appraisal	To agree sustainability appraisal of JCS for public consultation.	Dir of reg & dev Graham Nelson Ext 2530	25 May	**JM**	**PH**	Sus dev panel 13 Jun
CABINET 13 JUN	Regeneration of the BT Payphone Network	To agree an overall approach to working with BT to regenerate the payphone network.	Dir of reg & dev Ben Webster Ext 2518	25 May	**JM**	**PH**	

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CABINET 13 JUN	Managing Assets .	To seek approval for the decommissioning of council owned properties following the principles agreed in the Managing Assets cabinet report of 24 February 2010	Dir of reg & dev Andy Watt Ext 2691				
CABINET 13 JUN	HRA disposals	To request approval for the disposal of HRA land.	Dir of reg & dev Debbie Gould Ext 2851	25 May	**JM**	**PH**	
CABINET 13 JUN	Report on grants to voluntary groups: Norwich Access Group	To seek approval of grant to Norwich Access group	CEO Russell O'Keefe/ Rachael Metson Ext 2926	25 May	**JM**	**PH**	
CABINET 13 JUN	Members code of conduct and standards arrangements for Norfolk authorities	The purpose of this Report is to seek members' decision on implementation of the new Standards regime under the Localism Act 2011 ("the Act" in this report).	Head of law and governance Philip Hyde Ext 2440	25 May	**BB**	**PH**	Constitution working party – 16 April
COUNCIL 19 JUN	Norfolk Police and Crime Panel	The establishment of the Norfolk shadow police and crime panel and constitutional arrangements	Dir of reg & dev Bob Cronk Ext 2373				Cabinet 13 Jun
COUNCIL 19 JUN	Members code of conduct and standards arrangements for	The purpose of this Report is to seek members' decision on implementation of the new	Head of law and governance Philip Hyde				Constitution working

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	Norfolk authorities	Standards regime under the Localism Act 2011 ("the Act" in this report).	Ext 2440				party – 16 Apr Cabinet – 13 Jun
COUNCIL 19 JUN	Scrutiny review 2011-12	This review reports on the work and progress that has been made by the scrutiny committee for the civic year 2011 – 2012.	Head of law and governance Philip Hyde Ext 2440 Steve Goddard Ext 2491				
COUNCIL 19 JUN	Outside bodies	To appoint members to outside bodies	Head of law and governance Philip Hyde Ext 2440				
SCRUTINY 5 JUL							
AUDIT 12 JUL							
CABINET 11 JUL	Development management policies plan	To seek approval to consult on publication version of DMT policies plan prior to submission	Dir of reg & dev Graham Nelson Ext 2530 and Mike Burrell Ext 2525		JM	PH	Sus Dev Panel

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CABINET 11 JUL	Site Allocations Plan	To seek approval to consult on publication version of site allocations plan prior to submission	Dir of reg & dev Graham Nelson Ext 2530 and Mike Burrell Ext 2525		JM	PH	Sus Dev Panel
CABINET 11 JUL	Affordable housing supplementary planning document (SPD)	To seek approval to consult on draft SPD	Dir of reg & dev Graham Nelson Ext 2530 and Mike Burrell Ext 2525		JM	PH	Sus Dev Panel
CABINET 11 JUL	Award of contract for Council house external decoration. **KEY DECISION**	To advise on the tender process and approve the award of a contract of up to 3 suppliers to complete a 6 year cycle of Council house external redecoration.	Dir reg & dev Contact officer: Chris Rayner Ext 2308				
CABINET 11 JUL	Bowthorpe Open Space Strategy and Investment **KEY DECISION**	To approve the Open Space Strategy for Bowthorpe and allocate funds to some of the projects identified in it.	Dir of reg & dev Ben Webster Ext 2518 Adrian Akester Ext 2331	25 May	**JM**	**PH**	Public consultation on 2011
CABINET 11 JUL	Award of the contracts for housing structural repairs and improvements **KEY DECISION**	To advise cabinet of the tender process for housing structural repairs and improvements and seek authority to award the contract	Dir of reg & dev Chris Rayner Ext 3208	25 May	**JM**	PH	

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CABINET 11 JUL	Future provision of grounds maintenance, street cleansing and arboriculture services	To review the options for the delivery of grounds maintenance, street cleansing and arboriculture services and approve the strategy for the provision of these services from 1/3/2013 onwards.	Dir or reg & dev, Anton Bull Head of procurement and service improvement, Adrian Akester Head of citywide services			PH	
COUNCIL 17 JUL							
SCRUTINY 19 JUL							
SCRUTINY 6 SEP	Quarter 1 performance report	To report progress against the delivery of the corporate plan objectives for quarter 1 of 2012-13	Head of strategy and programme management Phil Shreeve 2356		RO'K	PH	
CABINET 12 SEP	Quarter 1 performance report	To report progress against the delivery of the corporate plan objectives for quarter 1 of 2011-13	Head of strategy and programme management Phil Shreeve 2356		RO'K	PH	

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CABINET 12 SEP	Procurement strategy	To approve an updated procurement strategy	BB, Anton Bull Head of procurement and service improvement			PH	
CABINET 12 SEP	Norwich Business Improvement District (BID) – Financial operating agreement **KEY DECISION**	To approve financial operating agreement for the BID and consider the implications for Norwich city council, with a view to: 1) Approving the BID financial operating agreement. 2) Approving implementation of financial operating system, new Northgate system module and invoicing / collection / enforcement of BID levy in line with 'The business improvement districts (England) regulations 2004'	Dir of reg & dev – Stefan Gurney			PH	
AUDIT 25 SEP							
COUNCIL 25 SEP							
SCRUTINY 11 OCT							

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CABINET 17 OCT							
SCRUTINY 8 NOV	Quarter 2 performance report	To report progress against the delivery of the corporate plan objectives for quarter 2 of 2012-13	Head of strategy and programme management Phil Shreeve 2356		RO'K	PH	
CABINET 14 NOV	Quarter 2 performance report	To report progress against the delivery of the corporate plan objectives for quarter 2 of 2012-13	Head of strategy and programme management Phil Shreeve 2356		RO'K	PH	
AUDIT 20 NOV							
COUNCIL 27 NOV							
SCRUTINY 6 DEC							
CABINET 12 DEC							

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SCRUTINY 10 JAN							
CABINET 16 JAN							
AUDIT 22 JAN							
COUNCIL 29 JAN							
SCRUTINY 7 FEB	Quarter 3 performance report	To report progress against the delivery of the corporate plan objectives for quarter 3 of 2012-13	Head of strategy and programme management Phil Shreeve 2356		RO'K	PH	
CABINET 13 FEB (6?)	Quarter 3 performance report	To report progress against the delivery of the corporate plan objectives for quarter 3 of 2012-13	Head of strategy and programme management Phil Shreeve 2356		RO'K	PH	
BUDGET COUNCIL 19 FEB							

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SCRUTINY 21 FEB							
SCRUTINY 7 MAR							
CABINET 13 MAR							
AUDIT 19 MAR							
COUNCIL 26 MAR							
ANNUAL COUNCIL 21 MAY							

Date to be confirmed			
Meeting	**Report**	**Purpose/Comments**	**Directorate**
CABINET	White Ribbon Status	To ask cabinet to consider seeking white ribbon status for the city	Dir of Reg & Dev – Bob Cronk