

Date: 19 August 2008

To: Members of the Scrutiny Commission

Mr MR Lay (Chairman)
Mrs R Camamile (Vice-Chairman)
Mr PAS Hall (Vice-Chairman)
Mr PR Batty
Mr PS Bessant
Mr JD Cort
Mr DM Gould
Mrs A Hall

Mr DW Inman
Mr CG Joyce
Mr C Ladkin
Dr JR Moore
Mr K Morrell
Mr K Nichols
Mrs BM Witherford

Copy to all other Members of the Council

(other recipients for information)

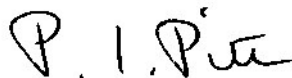
Dear Councillor

There will be a meeting of the **SCRUTINY COMMISSION** in the Council Chamber, Council Offices, Hinckley on **THURSDAY, 28 AUGUST 2008** at **6.30pm** and your attendance is required.

The agenda for the meeting is set out overleaf.

There will be a pre-meeting for Members in Committee Rooms 2 and 3 at 6.00pm.

Yours sincerely

A handwritten signature in black ink, appearing to read 'P. I. Pitt'.

Pat Pitt
Corporate Governance Officer

SCRUTINY COMMISSION - 28 AUGUST 2008

A G E N D A

1. APOLOGIES AND SUBSTITUTIONS

RESOLVED 2. MINUTES

To confirm the minutes of the meeting held on 23 July 2008 attached marked 'SC23'.

3. ADDITIONAL URGENT BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES

To be advised of any additional items of business which the Chairman decides by reason of special circumstances shall be taken as matters of urgency at this meeting.

4. DECLARATIONS OF INTEREST

To receive verbally from members any disclosures which they are required to make in accordance with the Council's code of conduct or in pursuance of Section 106 of the Local Government Finance Act 1992. **This is in addition to the need for such disclosure to be also given when the relevant matter is reached on the agenda.**

5. QUESTIONS AND PETITIONS

To hear any questions and to receive any petitions in accordance with Council Procedure Rules 10 and 11.

RESOLVED 6. LOCAL STRATEGIC PARTNERSHIP REVIEW – INTERVIEW OF WITNESSES

Representatives of the LSP Board will be in attendance.

A maximum of 30 minutes has been allocated for this item.

RESOLVED 7. OUT-OF-HOURS HEALTHCARE REVIEW – INTERIM REPORT

Report of the Head of Corporate and Scrutiny Services attached marked 'SC24' (pages 1 - 10).

A maximum of 20 minutes has been allocated for this item.

RESOLVED 8. VOLUNTARY SECTOR INFRASTRUCTURE

Report of the Head of Corporate and Scrutiny Services attached marked 'SC25' (pages 11 - 26).

A maximum of 20 minutes has been allocated for this item.

RESOLVED 9. PLANNING AND ENFORCEMENT APPEAL DECISIONS

Report of the Director of Community and Planning Services attached marked 'SC26' (pages 27 - 30).

A maximum of 10 minutes has been allocated for this item.

10. STREET SCENE SERVICES – VALUE FOR MONEY AND SERVICE DEVELOPMENT

Report of the Head of Business Development and Street Scene Services attached marked 'SC27' (pages 31 - 40).

A maximum of 25 minutes has been allocated for this item.

RESOLVED 11. ICT SCRUTINY PANEL

To agree the new title of the former 'E-Government Scrutiny Panel', appoint the Panel and to agree a date for the next meeting.

RESOLVED 12. OVERVIEW AND SCRUTINY WORK PROGRAMME 2008/09

Work Programme 2008/09 attached marked 'SC28' (pages 41 – 65).

13. FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS

Copy attached marked 'SC29' (pages 66 - 73).

14. ANY OTHER ITEMS OF BUSINESS WHICH THE CHAIRMAN DECIDES HAVE TO BE DEALT WITH AS MATTERS OF URGENCY

To: All Members of the Scrutiny Commission with a copy to all other Members of the Council.

NOTE: AGENDA ITEMS AGAINST WHICH THE WORD "RESOLVED" APPEARS ARE MATTERS WHICH ARE DELEGATED TO THE COMMISSION FOR A DECISION. OTHER MATTERS ON THIS AGENDA WILL BE THE SUBJECT OF RECOMMENDATIONS TO COUNCIL.

HINCKLEY & BOSWORTH BOROUGH COUNCIL
SCRUTINY COMMISSION
23 JULY 2008 AT 6.30 PM

PRESENT: Mr MR Lay - Chairman
Mrs R Camamile - Joint Vice-Chairman
Mr P Hall - Joint Vice-Chairman

Mr DM Gould, Mrs A Hall, Mr DW Inman, Mr CG Joyce, Dr JR Moore, Mr K Nichols and Mr R Ward.

In accordance with Council Procedure Rule 4.4, Mr JG Bannister also attended the meeting.

Officers in attendance: Mr B Cullen, Mrs T Darke, Mr R Grantham, Miss L Horton, Mrs J Neachell, Miss R Owen and Mr TM Prowse.

Also in attendance: Inspector Ball, Hinckley LPU, Clive Mitchell, Lead Inspector (Audit Commission Corporate Inspection Team) and Nick Willmott, GP.

100 **APOLOGIES AND SUBSTITUTIONS**

Apologies for absence were submitted on behalf of Mr PR Batty, Mr PS Bessant, Mr C Ladkin and Mrs Bron Witherford, with Mr Ward substituting for Mr Ladkin in accordance with procedure rule 4.3.

101 **MINUTES (SC13)**

On the motion of Mr Nichols, seconded by Mrs Hall, it was

RESOLVED – the minutes of the meeting held on 12 June 2008 be confirmed and signed by the Chairman.

Dr Moore arrived at 6.32pm.

At this juncture, the Chairman announced that in future a short pre-meeting would be held at 6.00pm before the meeting of the Scrutiny Commission to prepare for interviewing witnesses.

102 **DECLARATIONS OF INTEREST**

Mr Gould declared a personal interest in item 10 – Terms of Reference for Earl Shilton and Barwell Scrutiny Panel.

Mr and Mrs Hall declared personal interests in item 11 – Voluntary & Community Sector Consultation.

Nick Willmott, a GP from Castlemead Surgery, Hinckley and a member of the Professional Executive Committee of the Leicestershire & Rutland Primary Care Trust (PCT), attended the meeting to give a presentation on the out-of-hours services in the borough. He outlined plans to provide a nurse-led out-of-hours service in the area next year, and Leicestershire & Rutland PCT's intention to take over the out-of-hours provision for the Hinckley area which was currently provided by Warwickshire PCT (at George Elliott Hospital, Nuneaton). With regard to the suggestion to have a minor injuries unit in the Oadby and Wigston area, Mr Willmott supported this as patients were generally happy with the current hours and service provided in Hinckley & Bosworth. He stated however that he supported the need for a GP-led out-of-hours service in Hinckley, rather than a nurse-led unit.

In response to Members' concerns about representation of General Practitioners on the PCT, Mr Willmott confirmed that there were six GPs on the board, and he felt that GPs were adequately represented and that the Chair was supportive of General Practice. He stated he was happy to take views of the Commission to the PCT.

With regard to Leicestershire PCT's plans to take over services for the Hinckley area from the George Elliott Hospital, it was confirmed that Market Bosworth, Newbold Verdon, Groby, Ratby and Desford already used services provided by the Leicester, Loughborough or Coalville hospitals, so this would present no change for those areas.

The Commission repeated its support for a GP-led unit in Hinckley. It was agreed that Mr Willmott would be sent a copy of the Scrutiny Commission's final report.

RESOLVED –

- (i) the Scrutiny Commission's support for a GP-led unit in Hinckley be noted and reported to the PCT;
- (ii) any further questions or requests for clarification be collated and sent to Mr Willmott;
- (iii) a copy of the Commission's final report be sent to Mr Willmott and to the PCT to feed into the Community Hospitals consultation.

Ron Grantham and Inspector Martin Ball updated the Scrutiny Commission on LAA Safer Communities national indicators, current performance, priorities, achievements and challenges of the Hinckley and Bosworth Community Safety Partnership. It was reported that there had been a significant reduction in overall crime in the Borough and a clear improvement in the direction of travel of the partnership's performance compared to its Crime & Disorder Reduction Partnership family group.

Members welcomed the report and highlighted the positive direction of travel since the Scrutiny Commission undertook their review of the Community Safety Partnership. Concern was, however, expressed with regard to the misleading nature of some statistics, particularly with regard to drug-related offences. It was explained that whilst a raid on a property in which drugs were found was recorded as a drug-related crime, a burglary which had taken place in order to steal money for drugs or by someone who was under the influence of drugs was recorded as a burglary.

With regard to metal crime, Inspector Ball confirmed that regular spot checks were undertaken to identify any stolen vehicles or metal at scrap dealers' yards. It was reported that there was currently a problem with people stealing catalytic converters and selling them overseas.

Members discussed the night-time economy and were informed of the success of the Safer Hinckley Campaign and ongoing initiatives including Street Pastors and Taxi Marshal schemes. Initiatives such as the successful 'lock 'em inn' campaign and the new pilot Bluetooth messaging project were highlighted.

Members asked that future reports be brought on a quarterly or six-monthly basis and contain more emphasis on how the successes reported were due to the partnership working arrangements.

RESOLVED

- (i) the report be noted;
- (ii) Community Safety updates be provided on a quarterly or six-monthly basis to be agreed by Members;
- (iii) future reports contain more emphasis on how the successes reported are due to partnership working.

105 CLIMATE CHANGE ACTION PLAN (SC15)

Members received a report which informed them of the method of production of the Climate Change Action Plan (CCAP) and addressed Members' queries on the plan. It was reported that a report would be going before the Executive on 30 July requesting additional funding for the CCAP.

Concern was expressed with regard to resources required in order to carry out the actions on the CCAP. In response it was reported that the Home Energy Conservation officer would assist with the initiative, and that if more financial resources were required, these would be requested. Members wished to see resource requirements listed against each action on the plan.

With regard to the need for private homeowners to comply with the plan, Members suggested that as community leaders they should educate and encourage compliance but could not enforce.

RESOLVED – the report be noted.

106 DEVELOPER CONTRIBUTIONS (SC16)

Members were informed of the position in respect of the Section 106 contributions that had not been spent within the five year period and therefore may be clawed back, and those that were between four and five years.

Concern was expressed that Parish Councils were not aware of the money available. In response it was reported that work was being undertaken with parishes to identify how money would be spent should it become available. Information was also published on the website and was accessible to parishes. Members were also reminded of the Section 106 Members' Forum which discussed allocation of contributions. Members felt that there should be a warning system to highlight approaching time limits and notify Parish Councils. It was also requested that a breakdown of the £2.6m listed in the Statement of Accounts (presented to the Finance & Audit Services Select Committee on 23 June 2008) be provided, including a breakdown by parish, and a note of to what it could be allocated.

The Commission was informed that interest on contributions held in the Council's accounts and allocation of monies in specific areas would be covered in separate reports.

RESOLVED –

- (i) the Planning Department be requested to notify parishes prior to expiry of 106 contributions;
- (ii) Members be provided with a breakdown of the £2.6m in 106 contributions;
- (iii) Members be informed of how the money is held and what happens to the interest.

107 BARWELL AND EARL SHILTON WORKING GROUP – TERMS OF REFERENCE (SC17)

Members received a report which recommended the establishment of a Barwell and Earl Shilton Working Group and included draft Terms of Reference for approval.

Concern was expressed that the establishment of this group may take some responsibility away from the Town and Parish Councils, but it was stated that the objective of the group was to ensure democratic accountability of the Borough Council in its plans for Barwell and Earl Shilton, and that the Chairs of the Town and Parish Councils would be included in the process.

RESOLVED –

- (i) the establishment of a Barwell and Earl Shilton Working Group be endorsed;
- (ii) the Terms of Reference be agreed.

108 VOLUNTARY AND COMMUNITY SECTOR CONSULTATION

Councillor Inman provided a verbal report of a meeting he had attended with regard to Leicestershire County Council's proposed changes to the financial support provided to voluntary organisations in the area. He explained that under the proposals there would be a county-wide organisation which would support the voluntary sector by assisting voluntary groups with applications for funding, providing advice on ICT, employment and governance. Whilst this organisation would not be run by the County Council, it would be an external organisation contracted by the County Council.

Members felt they needed further information about the proposals in order to discuss them fully, but expressed concern about the possibility of reduced funding for Voluntary Action Hinckley & Bosworth. It was noted that the consultation period would end on 29 July and agreed that a letter be sent to the County Council to express the Scrutiny Commission's concern. It was requested that a report be prepared for the next meeting of the Commission, with representatives of the County Council and voluntary sector invited to the meeting.

RESOLVED –

- (i) the Scrutiny Commission's strong support for Voluntary Action be noted;
- (ii) representation be made to the County Council before the end of the consultation period to express the Scrutiny Commission's concern with regard to the proposals;
- (iii) a report be prepared to the next meeting of the Commission and representatives of the County Council and Voluntary Sector be invited to that meeting.

109 OVERVIEW AND SCRUTINY WORK PROGRAMME 2008/09 (SC18)

Members gave consideration to the Overview and Scrutiny Work Programme for 2008/09.

RESOLVED – the Work Programme be agreed.

Mr Ward left the meeting at 8.32pm.

110 FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS (SC19)

Members received the Forward Plan of Executive and Council decisions.

RESOLVED – the Forward Plan be noted.

111 MINUTES OF SELECT COMMITTEES / SCRUTINY PANELS

Minutes of the following meetings were received:

- (a) Council Services Select Committee, 29 May 2008 (SC20);
- (b) Finance and Audit Services Select Committee, 23 June 2008 (SC21);
- (c) Council Services Select Committee, 10 July 2008 (SC22).

RESOLVED – the minutes as noted above be received and noted.

(The meeting closed at 8.35 pm)

SCRUTINY COMMISSION – 28 AUGUST 2008

REPORT OF HEAD OF CORPORATE AND SCRUTINY SERVICES

RE: OUT OF HOURS ACCESS TO HEALTHCARE REVIEW – INTERIM REPORT

1. PURPOSE OF REPORT

To provide the Commission with an overview of the Out of Hours Review, summarising the actions taken to date and providing an interim report which will form the base for the final report. The contents of the report and the recommendations will feed in to the Community Hospital Consultation.

2. RECOMMENDATION

That Scrutiny Commission

- (i) Notes the contents of the report and endorses the interim recommendations in 3.18;
- (ii) Makes any comments to feed into the Community Health Services Review Consultation Questionnaire (appendix 1);
- (iii) Identifies any particular areas where further development or investigatory work is required in this review.

3. BACKGROUND TO THE REPORT

3.1 This Interim Report has been prepared following the decision of the Scrutiny Commission to undertake a review of the Out Of Hours Healthcare provision in Hinckley and Bosworth.

3.2 The Driver

The citizens panel in June 2007 was asked to identify areas of local concern for the Scrutiny Commission to investigate. The topic which was prioritised by the panel was the "Provision of Health Services within Hinckley and Bosworth".

3.3 The Commission took the decision to focus the review on one key area - the provision of out of hours healthcare.

3.4 The decision to focus the review was due to the wide subject matter and was influenced heavily by the 2007 GP Patient Survey: *Your doctor, your experience, your say*.

3.5 In March 2008, the Commission received a report which identified the key findings of that survey and noted that there was dissatisfaction with GP opening times particularly that they were not open late enough and not open on a Saturday.

3.6 **The Approach**

The Commission has received presentations from the following:

- East Midlands Ambulance Service – EMAS gave a detailed presentation on the current and future service to Hinckley and Bosworth.
- The Leicestershire County and Rutland Primary Care Trust (PCT) – The Community Health Services Review
- GP Representative – Dr Willmott from Castlemead Health Centre

The Commission is still to receive information and comment from a Patient Representative, this is not expected until after 11th September 2008.

3.7 **The Community Health Services Review**

The Leicestershire County and Rutland Services Review is currently in the public consultation stage. The PCT has identified that it wishes to ensure that as much care as possible is provided close to home. As such it has prepared a vision of healthcare provision for the future

“Our vision for Hinckley and Bosworth is to have a “one stop health hub” which will increase the range of services available and reduce the need to travel to big acute hospitals. We would increase outpatient and day case activity and keep the inpatient beds. The suggested proposal is to move all community hospital services onto a single extended site and Hinckley and Bosworth Community Hospital, supported by services in the community. The current Hinckley and District Hospital site would be sold by the PCT. The GPs currently based at Hinckley Health Centre would also move to the Hinckley and Bosworth Community Hospital site.”

3.8 The Commission was also advised that there would be two walk in centres in Leicestershire: one in Loughborough and the other in South Leicestershire, with the preferred location for the latter being within the Oadby and Wigston area. The Commission challenged the data leading to the choice of this site and received the attached details (appendix 2).

3.9 The Commission interviewed the witness from the PCT on the proposals and particularly on the need for out of hours provision of healthcare within Hinckley and Bosworth. The PCT was challenged regarding the provision of a Minor Injuries Unit in Hinckley based in the proposed Health care Hub. It was pointed out that this was the original intention when the business plan for the Community Hospital was first drafted.

3.10 **GP Representative**

- 3.11 Dr Willmott presented the commission with additional information and a GP's perspective on what was being offered in the Review of Community Health Services.
- 3.12 The information the Commission received was that there was an intention of the Leicestershire PCT to take over the provision of out of hours medical care from North Warwickshire. The intention was to stop patients attending George Elliot Hospital. Dr Willmott stated that in order to effect these changes, there would have to be provision within Hinckley and Bosworth.
- 3.13 The Community Health Service Review was again discussed and Dr Willmott indicated that the health care hub based at Hinckley Community Hospital would offer an 8 – 8 service, which was likely to be nurse led. He indicated that in his view the best option would be to have a doctor led service but confirmed that Nurse Practitioners were able to deal with the majority of illnesses and injuries presented at such a unit.
- 3.14 It was felt by the Commission that this supported the proposition of hosting a minor injuries unit in Hinckley.

3.15 **East Midlands Ambulance Service (EMAS)**

The presentation from EMAS offered the Commission with the opportunity to challenge the decisions made by the Ambulance Service to change the service it provides to the Community of Hinckley and Bosworth.

- 3.16 The changes were identified which were in essence to reduce the number of paramedics/ambulances to two for the whole area and increasing the use of community paramedics who work alone and who travel by motorbike they can not transport patients but are in a position to attend at the scene and treat patients and offer a service in the home which may act more like a GP referral scheme.
- 3.17 The Ambulance Service representative also revealed a new initiative whereby a practitioner, a Community Paramedic is based within a surgery at Earl Shilton offering healthcare services. The Commission has sought additional information regarding this service.
- 3.18 Following our review and challenge of this particular witness the commission should note and report that improvements have been made to the proposal for services to the Hinckley and Bosworth area, namely the increase in core double crewed ambulance services during the day. The following is an extract from correspondence from EMAS

“When we met with the Overview and Scrutiny Committee in March this year, we said that we would rearrange services so that four vehicles would serve the Hinckley and Bosworth area, instead of three. At that time two 24/7 double crewed ambulances and one 24/7 community paramedic team were serving the area.

To meet demand, we have actually increased the number of vehicles to five.

Now the Hinckley and Bosworth area (including Earl Shilton) has one 24/7 double crewed ambulance, two 12/7 double crewed ambulances (to meet expected demand between the hours of 1000 – 2200 and 1300 – 0100), one 24/7 community paramedic and one 12/7 community paramedic, these crews are deployed from Hinckley Ambulance Station and Narborough Ambulance Station with further support from other crews if required by high peaks in demand.

We have office space at the Earl Shilton surgery and dispatch our vehicles from strategic stand-by points in the town. Sophisticated technology means that we can establish when and where 999 demand is likely to peak. This means that we can place a vehicle on stand-by in the immediate vicinity before a 999 call is likely to be made. Our stand-by points are not fixed: they change during the course of the day to match the predicted pattern of demand at any given time.

In conclusion, we are getting to more patients more quickly which ultimately means more lives are being saved. Performance figures for the Leicestershire and Rutland Division are currently above the national target. During April to July 2008 (the first quarter of the new financial year) the division responded to 79.01 per cent of category A calls in eight minutes, and 95.80 per cent of category B calls in 19 minutes.”

3.19 Interim Recommendations

1. Members attend the Public Event on the Community Health Services Review on 9th September 2008 at Hinckley Leisure Centre
2. That EMAS be contacted to seek further confirmation regarding the provision of the Community paramedic in Earl Shilton Surgery
3. That EMAS be contacted to express thanks with the increase in provision based on the Commission’s challenge
4. That the Scrutiny Commission submit a response to the Consultation Document

5. That the Final report conclude the following:

- That a Minor Injuries Unit should be established at the Community Hospital Site in Hinckley
- That the proposal for a healthcare hub be supported but that the out of hours provision be extended to 12 midnight.
- That the proposal for a nurse led service at the Community Hospital be supported but concern expressed and a request submitted for a GP led service from 8am – 10 pm or later
- That the transport be considered extremely carefully by the PCT before instigating the move to a one stop hub

4. **FINANCIAL IMPLICATIONS**

None

5. **LEGAL IMPLICATIONS [LH]**

None

6. **CORPORATE PLAN IMPLICATIONS**

This report and review contributes directly to the Corporate Aim of being Proud of our Strong and Distinctive Communities.

7. **CONSULTATION**

East Midlands Ambulance Service
Dr Willmott
Leicestershire County and Rutland Primary Care Trust

8. **RISK IMPLICATIONS**

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Failing to challenge and offer recommendations leading to the community not recognising the importance of the Scrutiny Commission's challenge to external organisations	Finalise report Offer Recommendations Publicise the report and successes	L Horton

9. **RURAL IMPLICATIONS**

The review includes access to Health care out of hours for the whole community of Hinckley and Bosworth.

10. **CORPORATE IMPLICATIONS**

- None

Background papers: The Community Health Services Review Public Consultation
Presentations and Minutes of the Scrutiny Commission

Contact Officer: Louisa Horton ext 5859

REPORT OF HEAD OF CORPORATE AND SCRUTINY SERVICES
RE: VOLUNTARY SECTOR INFRASTRUCTURE

1. **PURPOSE OF REPORT**

To update Members on the progress of the Review of Voluntary and Community Sector Infrastructure in Leicestershire.

2. **RECOMMENDATIONS**

To note the progress report.

3. **BACKGROUND**

Following a report presented to Scrutiny Commission in April 2007, Members will be aware, of a review currently taking place, regarding how Voluntary and Community Sector Infrastructure support services are to be provided in the future, in Leicester and Leicestershire. (The review is being informed through broad consultation, and supported by a Working Group with representatives from all of the infrastructure organisations in the County, along with County and City Councils, with Hinckley and Bosworth acting as the representative on behalf of District and Borough Councils).

Following the first phase of consultation, the resulting proposal is that infrastructure support is provided in the future, by a single countywide organisation, with the new organisation being in place by April 2009. Within this proposal it is acknowledged that Voluntary Actions and Volunteer Centres play an important role as 'community hubs', and therefore, it is expected that the single organisation will continue to use them as bases.

Subsequently, the County Council has been seeking views on the Specification of the broad outcomes that a new countywide voluntary and community infrastructure organisation would be expected to deliver in Leicestershire. (Please see attached at Appendix A the draft specification circulated for comment, the consultation period closed on 31st July 2008).

The feedback resulting from this consultation exercise is currently being collated, following this, invitations to bid to provide the new service will be issued.

However, please note, that Hinckley and Bosworth Borough Council, on behalf of a number of partners, have submitted a paper on the development of community hubs, requesting that this be taken into account in the development of the final proposals for the Specification of the Single Infrastructure Organisation/Voluntary and Community Sector Infrastructure for the county. The paper (attached at Appendix B) offers collective thoughts on the definition and purpose of Community Hubs, which it is proposed will have implications for the SOI Specification, and that the two should not be considered in isolation. Furthermore, the District Councils have invited the

County Council to discuss the paper, before any final decisions are made and published.

4. **FINANCIAL IMPLICATIONS** (DB)

This report does not result in any financial implications to the Council. However, the level of funding by this Council will need to be considered following the agreement and establishment of the new structure.

5. **LEGAL IMPLICATIONS** (LH)

There are none arising directly out of this report, however, there may be legal implications as and when the new structure is in place.

6. **CORPORATE PLAN IMPLICATIONS**

Voluntary organisations and community groups in the Borough make a significant contribution to the Council's strategic aims and objectives, and specifically in relation to Corporate Aim 4: Strong and distinctive communities, and 2: Thriving Economy

In addition, they make an important contribution to two-way community engagement by providing insights into the needs of their clients which the Council can (and does) learn from to improve its own services. Similarly they contribute to the economy by creating jobs and successful community enterprises.

By supporting voluntary organisations and community groups to expand and improve their services, infrastructure organisations can make a major contribution to the community. Hence it is in the Council's interest to help ensure the future security and effectiveness of the VCS infrastructure services.

7. **CONSULTATION**

As indicated the District Council has acted on behalf of partners in co-ordinating, collating and contributing feedback to this review.

8. **RISK IMPLICATIONS**

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision/project have been identified, assessed and that controls are in place to manage them effectively.

9. **RURAL IMPLICATIONS**

The voluntary and community sector provides services to all communities in the Borough – both rural and urban. The provision of accessible, high quality support services to the sector will therefore have a positive impact on services in the rural areas.

10. **CORPORATE IMPLICATIONS**

By submitting this report, the author has taken the following into account:

- Community Safety Implications – the VCS provides services to improve community safety, working through the Community Safety Partnership
- Environmental Implications – the VCS contributes to the protection and enhancement of the local and global environment through a number of projects and services such as wildlife conservation, heritage protection and energy saving.
- ICT Implications – no direct ICT implications from this report
- Asset Management Implications – no implications from this report
- Human Resources Implications – no implications at this stage

Background Papers: None

Contact Officer: Edwina Grant, Strategic and Community Planning Officer

To All Voluntary and Community Groups in Leicestershire

Consultation on broad outcomes required from a Leicestershire Voluntary and Community Sector Infrastructure organisation

The Voluntary and Community sector infrastructure support services are to be restructured in Leicestershire and we would welcome your views on the attached draft specification of the broad outcomes a new countywide voluntary and community sector infrastructure organisation would be expected to deliver in Leicestershire.

Background

Leicestershire County Council (LCC) and Leicestershire Together (LT) partners are working to improve the way front line voluntary and community organisations receive support services from voluntary and community sector (VCS) infrastructure organisations and represent the sector in wide range of partnerships.

What is infrastructure support?

Infrastructure support includes a range of activities such as:

- advice on employment issues; IT, funding to help local groups, recruiting volunteers for groups who work with volunteers;
- Providing policy advice and training on issues like equality and diversity and new local or Government initiatives that affect groups providing services to communities;
- Co-ordinating specialist groups, networks and forums to share best practice and information and help Funders like LCC and LT partners;
- Developing and influencing policy and service proposals by leading on areas such as stronger communities and working with public agencies on matters that affect a wide range of groups and communities of interest;
- Representing the VCS in discussions on priority setting and service delivery arrangements affecting Leicestershire communities including through the Local Area Agreement and Sustainable Community Strategy
- Maintaining and enhancing the VCS role in delivery of services by being part of the commissioning and tendering processes for services and seeking external funding.

Current Position

At present, these services are provided by a number of different organisations called Voluntary Actions, Volunteer Centres and CVS Community Partnerships. Some of these organisations also provide frontline services in addition.

Leicestershire County Council and Leicestershire Together want to bring all the support services together to be provided by a single Countywide Infrastructure Organisation (CIO) that will be based in the county and accessible to most people. At the same time, the frontline services provided by existing organisations will continue to be provided through 'community hubs'¹.

Below we have set out outcomes that a countywide VCS infrastructure will be expected to deliver. We would welcome your comments on the outcomes by Using the attached feedback form.

If you require further information on this consultation, please contact Anjana Bhatt on 0116 3056946 or email on abh@leics.gov.uk.

Yours sincerely

Andy Robinson
Assistant Chief Executive (Community Planning)

¹ Community Hubs – role to be developed

Outcomes for a Countywide Infrastructure Organisation

A countywide VCS infrastructure organisation (CIO) is expected to achieve the following broad outcomes:

Outcome 1 – Voluntary and Community Sector Co-ordination, Engagement and Representation

The voices of the diverse frontline voluntary and community groups will be heard by all appropriate strategic bodies and partnerships including the Local Area Agreement through identified representatives.

There will be a range of communication strategies for Leicestershire Together partners to engage effectively with the VCS to enable them to influence future strategies, policies and practices at county, district or sub-regionally as required by the funding partners.

Sub-outcomes:

- 1) There is effective (two-way) communication channels that enable a dialogue between the VCS and Leicestershire Together partners.
- 2) There is a mandate from the diverse frontline VCS across Leicestershire that the CIO acts as their strategic representative organisation
- 3) Diverse frontline VCS are represented and enabled to participate in the planning and policy formulation through effective consultation and evidence as required by funding partners and partnerships.
- 4) A fair, agreed and transparent system of VCS representation is established and co-ordinated in order to communicate the diverse 'voices' of VCS in multi-agency partnerships.
- 5) VCS representatives have facilitation and support through training and development to effectively participate in a range of partnerships including Leicestershire Together, theme partnerships and cross cutting partnerships.
- 6) An integrated database of frontline VCS groups by type of interest and service provided in the sub-region is established and maintained from which information will be available on request.
- 7) The value and work of the voluntary and community sector and its potential positive impact on sustainable service delivery is promoted with key stakeholders
- 8) Community cohesion agendas for Leicestershire are supported particularly in relation to new communities at a local level through development of social capital and good community relations across and between communities are promoted

- 9) Support, professional advice and good practice guidance is provided on a range of specialist services to the diverse frontline VCS as required by funding partners.
- 10) The Leicestershire Compact and associated local compacts and their codes of good practice are implemented
- 11) There is flexibility in meeting the changing requirements from funding partners

Outcome 2 – Capacity Building and Support to VCS

The diverse frontline voluntary and community organisations are supported to work more effectively and efficiently by developing their capacity, quality and reach to deliver public services in partnership with Community Hubs and local communities

A range of high quality and accessible support mechanisms will be available for the diverse frontline groups in Leicestershire. These will be focused on improving sustainability, raising quality, and becoming outcome focussed.

Sub-outcomes:

- 1) Gaps in existing VCS service coverage in terms of areas of interest, community needs and locality are identified through work with local community hubs and communities. New services are developed to meet identified needs in partnership with local partners and Leicestershire Together
- 2) A wide range of support services² including training to new and existing groups are developed and provided to enable the diverse frontline VCS to become 'fit for purpose', self sustaining and able to influence and participate in public service delivery.
- 3) Frontline VCS groups receive specific advice and support to enable them to develop and implement strategies to strengthen their internal structures.
- 4) Diverse frontline VCS groups have access to consistent, quality and integrated services at times and in ways that suit them.
- 5) Frontline VCS groups are supported to develop outcome-based performance measures. There is evidence that people using the services have been involved in shaping these services and the services achieve appropriate quality standards. Performance reporting and improvement

² Such as: Human Resource advice; ICT support; governance advice; funding advice including income generation; business planning; commissioning and procurement including developing outcome focused approaches; leadership and management development; equality and diversity; changes in legislation, policy and practice; communications and marketing

planning is undertaken within the single performance system for the County .

- 6) Changes in legislation, local and national policy and best practice that impact on people using services, including volunteers, are identified, developed and communicated to all relevant stakeholders
- 7) Efficiencies are identified and delivered in line with public sector efficiency targets including through working across the VCS

Outcome 3 – Volunteering

The Volunteering England six core functions for volunteering are implemented and volunteering is integrated as appropriate with other services. An accessible volunteering infrastructure is developed that meets local needs and increases the number of people volunteering. The volunteering strategy and infrastructure supports the Leicestershire Sustainable Community Strategy and Local Area Agreement outcomes.

Sub-outcomes:

- 1) The six core functions of a volunteer centre are delivered and accreditation by Volunteering England as a volunteer centre is achieved.
- 2) A wide range of contact options for potential and existing volunteers to access volunteering opportunities including using new technologies and other resources is established.
- 3) Potential volunteers across all sectors including specialist sectors are provided with support, advice, guidance and learning to match their motivations to volunteer with appropriate volunteering opportunities.
- 4) Interest in volunteering is stimulated through promoting positive messages about the diverse nature and conditions of volunteering
- 5) Good practice is promoted to all volunteer-involving organisations to provide volunteer-specific training, access to accredited learning and appropriate resources. Volunteers are encouraged to understand client needs/ conditions in order to promote an ethos of independence, focusing on preventive support rather creating dependency.
- 6) When specific community need is identified, capacity building teams work with volunteering teams to develop new support groups through targeted volunteering to meet some of the gaps in provision.
- 7) Standardised outcome based performance measures are developed with volunteering organisations that evidence/ reflect that the objectives of people using the services are being met and evidence equality of service delivery in relation to need, ethnicity and diversity.

Appendix A

What defines the voluntary and community sector (VCS)?

Voluntary organisations are formally structured, not-for-profit; independent and not part of government; managed by unpaid, voluntary management committees or boards of trustees; have paid employees and volunteers; may be registered charities and/or companies limited by guarantee and/or friendly societies.

Community organisations are local community and self-help groups; more informal; often made up entirely of volunteers; any staff are likely to be part-time; independent; without regular income or funding. Community groups are often at the hub of community action and are formed in response to a local need.

Volunteering is an important expression of citizenship and essential to democracy. It is the commitment of time and energy for the benefit of society and the community, and can take many forms. It is undertaken freely and by choice, without concern for financial gain.

Social Enterprises are businesses that trade in the market in order to fulfil social aims. They bring people and communities together for economic development and social gain.

Umbrella organisations also sometimes referred to as infrastructure organisations - are an important force in the VCS. The VCS has developed organically; it has not been centrally planned. Umbrella organisations attempt to link the different levels and type of voluntary sector activity. They fulfill four main functions; development, services to other organisations, liaison and representation. However it is also acknowledged that not all Umbrella organisations perform all of these functions (Deakin Commission 1996).

Trustees and Management Committees are the group of people legally responsible for the control and management of a charity, which includes members of a charitable associations management committee and directors of charitable companies. Certain specific statutory responsibilities arise from being a trustee.

The VCS covers a wide range of interest areas including health and social care, faith, ethnic and community, welfare, self help, toddler, housing, leisure, sports, culture, environmental groups and other special interest groups.

Appendix B

A PAPER ON THE DEVELOPMENT OF COMMUNITY HUBS

Purpose

The purpose of the paper is to amalgamate views already documented about the definition and roles of Community Hubs.

Principles

In the submission made by the District Councils in relation to the Infrastructure Review, principles widely supported by the Voluntary and Community Sector were outlined as follows:

- Local accountability and independence
- Local service delivery which reflects and responds to local needs
- The ability to influence wider strategy beyond a District focus
- Commitment to sustainable funding by all funders for the Community Hubs
- Commitment to keeping those existing elements which have delivered greatest/lasting impact and provided a consistently high standard of service.
- The acknowledged benefits and scales of economy that arise out of a lean central support via a single countywide infrastructure organisation (SIO) that is driven by being responsive to local demands

Starting Point

A SIO can be at its most effective when working with Community Hubs. Neither a SIO nor Community Hubs should be considered without reference to the other.

Community Hubs need to be sustainable. This means a mixture of adequate funding, based on full-cost recovery, and self-generated income.

Community Hubs could look different in each District and it is only possible to standardise to a degree. Any infrastructure services delivered by the hubs need to be of a consistently high quality. For

direct services Community Hubs will develop in response to local needs.

One definition of a Community Hub

The Hub is the centre of local support to the VCS in each District Council area.

In line with the Leicestershire County Council decision of November 2007, the existing Voluntary Actions/independent Volunteer Centres should remain/become Community Hubs.

A Hub might be based in one locality but it should outreach to others. It has an amalgam of functions, which complement each other. It is also a place for local delivery of SIO services, to make the SIO relevant and of lasting value to the local VCS. It provides support to the "District" voluntary and community sector.

Community Hubs will:

- work with others locally and sub-regionally, as appropriate to ensure the development of a strong and vibrant local voluntary and community sector that is fit for purpose
- provide local co-ordination of the VCS voice for District based organisations and active promotion of local place to voluntary sector organisations
- be the first port of call for local volunteering for both potential volunteers and organisations with volunteer placements
- provide start-up advice for community/voluntary organisations
- be the voluntary sector voice on local strategic groups - LSP/CDRP etc
- be the voluntary sector voice on local improvement partnerships
- be the voluntary sector voice in the development and implementation of neighbourhood activity

- be the lead organisation for community led projects (including providing direct services itself. These would be funded separately on a full cost recovery basis)
- identify emerging local issues and facilitate development of appropriate service responses with partners
- identify and realise local funding opportunities in order to build social capital, particularly in areas of need
- contribute towards the resolution of difficult problems in local communities by making things happen on the ground through a partnership approach

In addition Community Hubs will be:

- the focus for disseminating and collating views across the VCS in each District
- a potential provider of local resources to groups and organisations (meeting space, office support/space etc)
- a local involver of volunteers and beacon of best practice

Volunteering

In general people wish to volunteer locally with organisations based within their local communities, although some people will volunteer for county-wide/national organisations.

Local volunteering promotes sense of place, self and collective worth, strengthens communities, promotes cohesion and can increase the skills of communities. It can create active, participating and responsible citizens. It plays a vital role in working with older people and meeting their needs. The Community Hub would retain the core functions of Volunteer Centres but be strategically supported by the SIO in a similar way to the current Volunteer Centres network (Volunteering Leicestershire). The Community Hubs would deliver practical outcomes from the V

funded programme for young peoples' volunteering. It would work with the 20% of the local population with identified higher support needs e.g. BME, learning difficulties, physical and mental disabilities and traditionally excluded communities.

Through the promotion of volunteering in general, the local work will contribute to the "sense of place" agenda.

Partnerships

The Hub would collect and articulate the views of the VCS in relation to the work of the local strategic partnerships, the community safety partnerships and the sub level partnerships in themed areas. The Hub would broker the participation of the VCS in these partnerships as well as maximising the role of VCS organisations in community development.

It is anticipated that the Community Hub would play an important role in the delivery of the Neighbourhood Management agenda and support the development of the Community Forums through active engagement in the process by voluntary groups. Neighbourhood engagement will be the focus of this service.

Co - location

The Community Hub would be a physical centre where there might be the shared use of facilities and services. This could mean useful economies of scale being achieved alongside a range of complementary skills available across those organisations co-locating. There would be incubation type services available, so that initiatives tackling emerging issues could be nurtured – office equipment services etc.

The Hubs are literally a one stop shop for the wider community and can become vibrant centres of community activity.

Each District would be required to provide evidence to funders regarding the number and range of services available. This should be agreed at District level and there may be the opportunity to either use a sub contractual model or reach local mutual agreement regarding these services.

Capacity Building

There would be locally accessible support around governance issues for organisations, quality assurance and business planning advice. Funding advice and support for small underdeveloped groups and training for trustees/governing bodies would be available.

These services would be complementary to the procurement and commissioning higher level support available from the SIO for well developed VCS providers in the District.

Direct Services

The Community Hub would be the host for the Carers Development Projects and the Stronger Communities work. Training would be provided from the Hub for organisations and volunteers.

It is recognised that there will be discussion regarding economies of scale relating to some of the current direct services being provided e.g. community transport.

Where there is evidence that community organisations are not as yet fit for purpose to deliver these services, perhaps within a model of a social enterprise, agreement must be reached for them to remain within the Hubs as appropriate.

Full cost recovery will be applied to each of these services and this will be led by the principal funders in partnership with the VCS.

Social Justice

The Community Hub will have a local campaigning role – in exposing and raising concerns around emerging issues e.g. new migration. There would be a role in supporting integration and cohesion bodies such as Community Relations Forums or Multi-faith Forums. Hubs will play a vital partnership role in ensuring the delivery of community engagement in the LINKS agenda.

Risk Assessment

It is clear from the exploratory financial assessment work that has been completed, and with the local infrastructure organisations in mind, the removal of infrastructure funding may result in closure of services and/or the removal of the physical presence and resources of District community facilities/support.

There are also complex issues related to the transfer and potential redundancy of existing staff.

Direct services have relied heavily on infrastructure funding and support in the past. Whilst it is acknowledged that transitional finance may be provided for a limited period, the majority of the current Community Hubs (Voluntary Actions/Volunteer Centres) may not have financial sustainability beyond this transition period.

Furthermore the risks need to be considered and assessed with regard to the potential impact on local neighbourhood organisations and individuals, many of whom fall into the category of the most vulnerable people in Leicestershire's communities.

There needs to be careful consideration given to the risks identified above with regard to potential closure of existing organisations and the financial costs of replacing them with alternative Community Hubs.

The content of this document is endorsed by the Chief Officers and Chief Executives of all the following groups/organisations:

Voluntary Action Blaby District/Blaby District Council
Voluntary Action Charnwood/Charnwood Borough Council
Voluntary Action Hinckley and Bosworth/Hinckley and Bosworth
Borough Council
Voluntary Action Melton/Melton Borough Council
North West Leicestershire CVS/North West Leicestershire District
Council
Voluntary Action Oadby and Wigston/Oadby and Wigston Borough
Council
Harborough District Council
Voluntary Action South Leicestershire
Syston Volunteer Centre

Lutterworth Volunteer Centre (One Stop Shop)

SCRUTINY COMMISSION – 28 AUGUST 2008

REPORT OF DIRECTOR OF COMMUNITY AND PLANNING SERVICES
RE: PLANNING AND ENFORCEMENT APPEAL DECISIONS

1. **PURPOSE OF REPORT**

To inform Members of planning and enforcement appeal decisions that have been determined contrary to the decision of the Local Planning Authority.

2. **RECOMMENDATION**

The report be noted.

3. **BACKGROUND TO THE REPORT**

Since the last report to Scrutiny Commission in February 2008 there have been fifteen appeal decisions made by the Planning Inspectorate. Eleven have been dismissed and four allowed. In addition, one has been withdrawn.

4. **APPEALS ALLOWED**

4.1 Appeal by Mr. M. and Mrs. S. Dear against the refusal of planning permission for a replacement dwelling at Meadow View, Lychgate Lane, Aston Flamville (App No. 07/00544/FUL) (Written Representations)

4.1.1 The application was refused by officers under delegated powers because there was no special justification to allow a replacement dwelling in the countryside, particularly one that was larger than the existing and in a different location. The proposal was therefore contrary to adopted policy designed to protect the character and appearance of the countryside.

4.1.2 The Inspector disagreed with this decision on the basis of the evidence put forward by the appellant which demonstrated the presence of severe dry and wet rot in the building and the environmentally beneficial solution, in terms of energy efficiency and CO₂ emissions that demolition and rebuilding would have. Whilst the dwelling was larger, its form, appearance and site coverage was no different from an unimplemented and extant planning permission for alterations and extensions and its revised siting was further from the highway. Consequently the development would have no greater effect on the general appearance and character of the countryside than the already permitted scheme and would not therefore be at odds with adopted policy. Similarly, the Inspector was not persuaded by the precedence argument considering that each application must be judged on its own merits.

4.1.3 The appeal was allowed subject to conditions including a requirement that demolition of the existing dwelling takes place prior to the construction of the new.

4.1.4 Cost implications are budgeted staff resources. No external costs.

- 4.2 Appeal by Mr. R. Petty against the refusal of planning permission for the demolition of a hotel and two flats and the erection of 24 residential apartments including vehicular access and car parking at Elmlea, Ashby Road, Hinckley (App No. 07/00620/FUL) (Public Inquiry).
- 4.2.1 The application was recommended for approval by officers but Members refused the proposal on the grounds that the development would have an unacceptable effect on the living conditions of neighbours through overlooking, noise and disturbance, it would be out of character with the area and because of the lack of financial contributions towards local facilities. The latter reason was addressed at the Inquiry by way of a Unilateral Undertaking submitted by the appellant agreeing to payment of the necessary contributions.
- 4.2.2 The Inspector agreed that this was a prominent site which acts as a gateway to the Druid Quarter and any replacement for the existing distinguished building should be of a sufficiently high standard to be recognised as a landmark. He did not agree with the Council's argument regarding design and architectural expression and felt the development would be an acceptable design which would make good use of the available land, retain important landscape features and which would establish a suitable landmark building in this prominent location. Similarly, the Inspector did not agree that the development would cause unacceptable overlooking problems and would not therefore cause significant harm to the living conditions of the adjacent occupiers.
Representations were made by Councillors regarding the importance the existing building had in relation to local hosiery heritage and although the Inspector acknowledged that it retained interesting features from the past it had no statutory protection and these facts alone would not be of sufficient weight to prevent its demolition as part of the appeal proposal.
- 4.2.3 The appeal was allowed subject to conditions and a claim for costs by the appellant against the Council was dismissed. The Inspector found that relevant evidence in support of the Council's decision in all respects was produced at the Inquiry and he therefore concluded that the Council had not acted unreasonably and that no unnecessary expense had been incurred by the appellant.
- 4.2.4 Cost implications are budgeted staff resources and external costs for a barrister of £3,500.
- 4.3 Appeal by Speymill ODD Ltd against the refusal of planning permission for the conversion of existing buildings to form an equestrian worker's dwelling at White Gables Farm, Fenn Lane, Fenny Drayton (APP No. 07/00173/FUL) (Informal Hearing).
- 4.3.1 Members endorsed the recommendations by officers at Committee and the planning application was refused on the grounds that the proposal failed to meet all the justification requirements for an excepted dwelling in the countryside and therefore represented development contrary to policy.
- 4.3.2 Whilst acknowledging an earlier appeal decision in 2003, the Inspector felt that the current situation was significantly different. The existing farmhouse,

White Gables, no longer had a functional link with the equine operations from the site and there was no planning conditions restricting its occupation to an agricultural or equestrian worker. It could be sold on the open market at any time. The Inspector did not agree with the Council that this existing dwelling should be taken into account when considering the need for accommodation to support the equestrian operation from the site. The Inspector also felt that the scale of the enterprise had substantially increased from 2003 and it was evident that there was a clearly established functional need for the conversion of existing buildings to provide this accommodation and the financial soundness of the enterprise was sufficient to fund such a development. In addition, it would not affect the character and appearance of the countryside. In conclusion, the Inspector considered the proposed development satisfied the tests for agricultural workers' dwelling as set out in Planning Policy Statement 7: 'Sustainable Development in Rural Areas' and consequently would not conflict with the adopted Development Plan Policies.

- 4.3.3 The appeal was allowed subject to conditions including limiting occupation of the dwelling to persons employed in equestrian related, or other countryside activity and removing permitted development allowances for extensions. An application for costs by the Council against the appellant was rejected on the grounds that whilst the appeal was broadly similar to the one in 2003, the circumstances were sufficiently different to warrant an alternative conclusion. Consequently unreasonable behaviour resulting in unnecessary or wasted expense had not been demonstrated.
- 4.3.4 Cost implications are budgeted staff resources and external costs for an agricultural consultant of approximately £1000.00.
- 4.4 Appeal by Mr. K. Thorpe against a refusal to grant outline planning permission for an agricultural workers' dwelling at Spinney Bank Farm, Higham-on-the-Hill (App No. 07/00480/OUT) (Informal Hearing).
- 4.4.1 Members endorsed the recommendation by officers at Committee and refused planning permission on the grounds that the proposed development did not satisfy the tests for agricultural workers' dwellings set out in Planning Policy Statement 7: 'Sustainable Development in Rural Areas' and therefore represented unacceptable development in the countryside contrary to adopted policies.
- 4.4.2 Both parties agreed, and the Inspector concurred, that there was a clearly established functional need for one full-time worker on the farm holding. The main issue was to decide whether the appellant also met the financial test. Although the Council expressed misgivings about the financial evidence put forward by the appellant in terms of income, profitability, wages, costs and the use of funds accrued from elsewhere, the Inspector was of the opinion that a genuine attempt was being made to build up a farming business, there was a general trend of increasing profitability over the past three years and there was a realistic prospect of the holding remaining financially sound. In addition, there would be no significant visual impact on the countryside or on highway safety. In conclusion, the Inspector felt that the proposed development did satisfy the tests for agricultural workers' dwellings set out in Planning Policy Statement 7 and it would not conflict with the aims of adopted policies.

4.4.3 The appeal was allowed subject to conditions including an occupation restriction and the taking away of permitted development allowances for extensions and buildings within the curtilage. Cost implications are budgeted staff resources and external costs for an agricultural consultant of £907.50.

5. **FINANCIAL IMPLICATIONS**

All the costs incurred for the appeals listed in the report were met from existing revenue budgets.

6. **LEGAL IMPLICATIONS**

None

7. **CORPORATE PLAN IMPLICATIONS**

The Council needs to manage its performance through its Performance Management Framework in relation to appeals

8. **CONSULTATION**

None

9. **RISK IMPLICATIONS**

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision/project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report/decision were identified from this assessment:

Management of Significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Financial implications to the Authority in defending appeals	Take into account the risk in refusing and the likely success of an appeal	T. Darke

10. **RURAL IMPLICATIONS**

None

11. **CORPORATE IMPLICATIONS**

None

Background Papers: Application files and appeal documentation

Contact Officer: Tracy Darke, Development Services and Policy Manager, ext 5692

SCRUTINY COMMISSION – 28 AUGUST 2008

REPORT OF HEAD OF BUSINESS DEVELOPMENT AND STREET SCENE SERVICES RE: STREET SCENE SERVICES – VALUE FOR MONEY & SERVICE DEVELOPMENT

1. PURPOSE OF REPORT

- 1.1 To seek Members support for the:
- Annual report on the value for money of Street Scene Services; and
 - Proposed improvements to service delivery

2. RECOMMENDATION

- 2.1 That the Scrutiny Commission endorses:
- 1) That Street Scene Services have demonstrated continued Value for Money and should be retained 'in-house' until 2017
 - 2) That a further value for money report is presented to the Council in September 2009
 - 3) A further report on the progress with the implementation of the Grounds Maintenance Action Plan is presented to the Executive in March 2010.
- 2.2 That the council endorses the direction of the service as identified in Section 8 of the report and note the additional £30,000 cost of a crew for the remainder of the year will be met from existing resources, with a growth bid being put forward for 2009/10 for the full year cost of £60,000.

3. BACKGROUND TO THE REPORT

- 3.1 The waste, street cleansing and grounds maintenance contracts were brought 'in house' on 29th September 2003, after 14 years of being outsourced. The services were market tested at that time and as a package provided the council with a significant saving to the overall cost of the previous contracts. A report on the future provision of DSO Services was presented to Council on 11 September 2007. The Council agreed a series of recommendations including agreement to maintain the refuse, recycling and street-cleansing services 'in-house' to 2017 provided they could demonstrate value for money.

- 3.2 In response to the Grounds Maintenance Service the Council agreed:

"The continued provision of the Grounds Maintenance Services by the in-house DSO until at least September 2017, subject to an independent assessment being undertaken of the future costs of Grounds Maintenance and receipt of a satisfactory Business Plan."

Following Council decision an independent review of the Grounds Maintenance Service was commissioned and has now been concluded. The

Executive agreed a final report and action plan in response to the review at its meeting on 18 June 2008.

4. INTRODUCTION

4.1 The service delivers three of the council's top priority services namely refuse collection, recycling and street cleansing as well as grounds maintenance and warden services. In summary the services provided are:

- Waste Collection – The Council operates an alternate week waste collection service (residual waste one week, recyclable waste the other). The collection of residual and 'green' waste is undertaken by Street Scene Services. The current dry recyclable waste (blue box) collection service is provided by Abitibi Bowater. This dry recyclable service collects paper, tins and cans, glass, textiles and shoes.
- Grounds Maintenance – The service provides grass cutting, bedding maintenance (planting, pruning, watering), litter collection, weed control and tree works to Council owned Parks and Open Spaces.
- Street Cleansing – The Service is operated in accordance with statutory legislation. The legislation specifies frequencies for the cleansing of particular areas based on 'footfall'. The frequency of cleansing ranges from everyday to a 13-week cycle.

4.2 In addition to the provision of priority 'frontline' services the service has a responsibility to develop the commercial operation of Council Services (business development). Investigatory work has been undertaken in this respect and a set of priorities for implementation is contained within section 8 of this report.

5. SERVICE VISION

5.1 The Business Delivery Plan identifies a three-year vision for the service. The service vision is:

"Business led, customer focussed"

A three-tiered approach will evolve and be delivered over the life of this business delivery plan to provide a holistic, timely and co-ordinated street scene service to the borough:

1. Overall, the service will evolve over the life of this business delivery plan to one where the 'suite' of services will be delivered to a continued high standard on an area basis to a consistent frequency (day and time of the month) throughout the year. This will ensure a heightened presence for the council to its residents, a 'one stop shop' street scene solution and provide a reliable, straightforward and accessible service to all.
2. In addition, timely services will be delivered for enforcement, regulatory (e.g. EPA requirements) and urgent elements of the service. For the warden service, this will enable an unpredictable but dependable service to be delivered when required. Allow services such as street cleansing to be provided in accordance with the required frequency i.e. daily, and

recognise that unforeseen events occur e.g. graffiti and allow services suitable flexibility to respond and meet that need.

3. The service will operate as a commercial venture, providing high quality value for money services to the public whilst providing a profitable return on investment.

Moving to this new style of area based working will take time to plan, engage and deliver. However this can be delivered on a staged basis.

6. VALUE FOR MONEY (VFM) SERVICES

- 6.1 The Council's Value for Money strategy is to provide services that:
 - Perform well in comparison to other organisations
 - Are economic with spending in proportion to the communities priorities
 - Satisfy the needs of the community

This report demonstrates the service's contribution to value for money services.

A) Perform well in comparison to other organisations

- 6.2 The performance of Street Scene Services has continued to improve. In the context of the Council's VFM Strategy the service has performed as follows:
 - A current recycling rate of 47% (34.5% in 2004/05) representing best quartile performance
 - 100% access to kerbside recycling services representing best quartile performance
 - Reduction in household waste collected 410kgs/head (416.9 kgs/head in 2005/06)
 - The percentage of streets not meeting a 'good' cleansing standard has reduced to 6% (It was 36.3% in 2004/05) for 2007/08 representing best quartile performance
 - The first quarter results of the new national indicator framework for street cleansing has judged that service has improved further with cleanliness improving to only 4% not meeting the required standard
 - 100% of fly posting is removed in 24 hours representing best quartile performance
 - 100% of graffiti is removed in 48 hours representing second quartile performance
 - 100% Abandoned vehicle removal in 24 hours representing best quartile performance
 - Independent DEFRA Review of Environmental Cleanliness in the Borough concluded that in the borough of Hinckley & Bosworth 53% of all areas were judged to be either of a good or satisfactory quality standard. This compared very favourably to the national average of 47%.
 - 63% of Grounds Maintenance Sites have met the internal quality criteria (target was 60%)
 - Addition of the 50th 'bring site' into the borough
 - Successful introduction of a trial food waste service in Burbage and Barwell that has diverted approximately 100 tonnes of waste from landfill
 - Partnership with Probation Service

There are no national benchmarks for grounds maintenance other than Green Flag / Britain in Bloom awards. Very few authorities have any other performance measures in place.

- 6.3 The achievements provided above have been achieved without the benefit of external funding. The Council's Performance Management Framework requires services to report corporately on progress with service delivery on a quarterly basis against local and national performance indicators. In addition to the corporate reporting of information performance is reviewed on a monthly basis within the service, with the Executive Member and with the Deputy Chief Executive.

B) Are economic with spending in proportion to the communities priorities

- 6.4 Each of the services reported were tested in the open market and won on a commercially competitive basis.
- Cost of household waste is £39.48 for 2007/08 (£42.21 in 2004/05) best quartile cost is £42.14
 - The Refuse / Recycling and Street Cleansing Service achieved an operating surplus of £56,525 in 2007/08 (primarily due to recycling credits for good performance – see paragraph 6.2)
 - Grounds Maintenance achieved an operating surplus of £3,345 in 2007/08
 - The Street Cleansing service is the second lowest price per household in Leicestershire.
 - 70% of the Citizens Panel agree that waste collection is good value for money (Only 10% disagreed)
 - 63% of the Citizens Panel agree that Street Cleansing is good value for money (Only 12% disagreed)

Members should also recognise that for affordability purposes the original budget for the, Refuse & Recycling and Street Cleansing services are lower than the original contract price. In addition the service reduced its expenditure budget by £65,000 in 2008/09 and committed to increase income by £15,000 as a contribution to the corporate savings required by the council this year.

C) Satisfy the needs of the community

- 6.5 As the majority of the services are public priorities they are by definition high profile. The annual satisfaction figures are provided below:
- 73% satisfied with the refuse collection service (64% in 2006/07)
 - 70% satisfied with the waste recycling service (64% in 2006/07)
 - 70% satisfied with street cleansing service (69% in 2006/07)
 - 78% think the park / open space has improved / stayed the same

In 2007/08 quarterly customers surveys recognised the quality of the services provided with 92% being satisfied with the refuse, recycling and street cleansing service (target 85%).

Current Dry Recycling Service

- 6.6 The 'blue box' recycling service (outlined in paragraph 4.1) is provided by an external contractor on behalf of the council. The performance of the current service (18.98%) does not compare well in comparison to other authorities

(best quartile being 24%). In addition, as Members may be aware the price for recyclable materials has increased significantly but this has not been reflected in the cost of the service provided or income returned to the council.

6.7 Section 8 identifies some solutions to addressing this situation.

7. CHALLENGES FOR THE FUTURE

7.1 The Street Scene Services continue to improve performance and provide value for money. Although much has been achieved the service has a number of challenges to conquer in the future including:

1. Meet public demand for additional recycling services;
2. Achieve the council's contributions to the Leicestershire Local Area Agreement and National Performance Indicators;
3. Increase (further) public satisfaction with Street Scene Services throughout the borough
4. Continue to provide (and demonstrate) value for money services
5. Deliver a profitable commercial operation
6. Support and encourage our staff
7. Respond positively to current and future legislation and policy developments e.g. Joint Waste Authorities
8. Successfully operate in partnership to deliver outcomes for the community

Section 8 identifies how the service plans to meet these challenges.

8. SERVICE DEVELOPMENTS

8.1 Although all services are improving, there is still further opportunity for improvement. The service's Business Delivery Plan has identified how each service area proposes to develop and improve. There are a number of key improvements that are planned for implementation during 2008/09.

Introduction of a plastic and cardboard (all) kerbside service

8.2 For a number of years there have been two clear messages given to the council by the public. These are 1) Recycling is a top priority service; 2) a kerbside recycling collection service of plastic and cardboard materials is wanted. The council has recognised the priority of recycling and reflected this in its corporate and financial planning. A quotation for the introduction of each and both new kerbside collections was obtained from the Council's Sub Contractor but this was not affordable. The service is challenging itself, reviewing operating procedures and evaluating opportunities for how these new services can be achieved through 'in-house' delivery.

8.3 The preferred possibility being investigated is to provide a fortnightly (in alignment with the council's current waste collection arrangements) kerbside plastic and cardboard recycling service. The service would be provided using disposable bags on a 'single pass' collection method using existing resources. An additional crew would be employed on a fortnightly basis to provide additional capacity to ensure the delivery of the service. All Members would be advised of the introduction of the service through Member Briefing Notes.

- 8.4 This service development would have significant benefits for the public, the reputation of the council and our environment.

Synchronising waste collection

- 8.5 The simpler and more accessible you can provide services the more popular and successful they will be. This 'mindset' has been applied to the delivery of the waste collection service. Currently, all residents have a common collection day on which, their black and brown bins are collected (operating on a four day working week). The dry 'blue box' recycling service is usually provided on a different day of the week to the black / brown bin collection day as this service operates on a five day working week and covers the whole borough once a fortnight.
- 8.6 Following agreement with the council's sub-contractor the following change in service will take place on 30 September 2008 (at no additional cost). The dry 'blue box' recycling service will be provided on the same collection day as that of the resident's black / brown bin. The positive implications of this change should be:
- Increased understanding and familiarisation of waste collection days;
 - Increased resident satisfaction with the overall waste collection service;
 - An improvement in participation with all recycling services;
 - An improvement in the amount of waste that is recycled rather than taken to landfill for disposal.

This change in service has required a significant amount of planning, co-ordination and communication.

Investment in Street Cleansing

- 8.7 The borough generally remains clean and tidy. Comparative performance remains consistent with 'top performing' authorities. Expectations with and for the service remain high (if not insatiable) particularly in rural areas of the borough. The current service primarily cleanses these areas on a 13 week cycle. The focus of the service now needs to move to improving the service and perception in rural areas. In essence, the balance that needs to be 'struck' with the service is that of satisfying legislative requirements (surrounding footfall) vs. public expectation.
- 8.8 A council decision has been made to invest £65,000 in the Street Cleansing Service. This will procure 5 new mechanical sweepers for the service. The sweepers are planned to be deployed as follows:
- Earl Shilton, Barwell (Priority Neighbourhoods) and villages
 - Hinckley Town Centre
 - Northern Parishes (Desford, Markfield, Stanton, Groby, Ratby and adjacent villages)
 - Hinckley / Burbage
 - Market Bosworth and Western Parishes (Sheepy, Wykin, Twycross, Stoke Golding and adjacent villages)

To address the balancing issues discussed in paragraph 8.7

- 8.9 The service is also reviewing the cleansing routes currently undertaken in terms of efficiency and frequency. This is to take account of the current increase (e.g. Northern Parishes) and future predicted housing 'growth agenda' for the borough (Barwell and Earl Shilton), common popular local routes for people movements (e.g. parks and open spaces, commuter routes and local facilities and schools) and areas of high footfall (Town Centres). This development and investment will also contribute towards new performance standard target in the LAA.

Implementation of Grounds Maintenance Action Plan

- 8.10 The Grounds Maintenance Review had three overall conclusions: 1) the current contract was under funded; 2) Investment was required to improve the capability of the current workforce; and 3) A new specification for the service was required to meet the expectations of the organisation. Other than the Green Flag standard and public satisfaction there aren't any nationally recognised performance measures for this service.
- 8.11 An agreed strategic focus for the service has been decided by SLB this is to deliver the council's commitment to the attainment of Green Flag status within key sites of the borough and to raise the overall standard of maintenance in accordance with the funding available. Action that has already been progressed to improve the service include:
- An increase of £9,000 in the Grounds Maintenance Training Budget for 2008/09 (from existing resources);
 - Interim Grounds Maintenance Manager and recruitment to a supervisor position
 - Performance and Development Appraisals have taken place with all employees on an individual basis (for the first time);
- 8.12 An on-going allocation of £125,000 is currently identified in the Council's Medium Term Financial Strategy from 2009/10;

Commercial Operation

- 8.13 The Echelon Action Plan identifies a number of potential business activities to investigate further and introduce. The projects in the Echelon Action Plan have been prioritised for their viability:
- Introduction of a commercial recycling (waste) service – cardboard; paper; metal; confidential shredding service.
 - Depot / Transfer Facility
 - Mechanical Sweeping of Building Sites and Other Open Spaces
 - Tree Works – Housing and Private Property
 - Clearance of Void Properties and Gardens
 - Cemetery 5 Year Safety Testing

The largest (in operational and financial terms) of which, being the operation of introduction of a commercial waste service. The Waste Disposal Authority is in agreement with the Council providing a commercial recycling service.

- 8.14 Not wishing to be restricted to the action plan alone other activities such as the South Leicestershire Partnership (a partnership between Blaby DC, Harborough DC, Oadby and Wigston BC and ourselves) and delivery of our

own Leisure Provision and other authority services will be explored having been identified in the Business Delivery Plan.

- 8.15 The primary (but not exclusive) focus of the Council's involvement in the South Leicestershire Partnership has been focussed on tendering for the Harborough District Council – Street Services Contract (Refuse Collection, Recycling, Street Cleansing and Grounds Maintenance). This has been on-going for over 9 months. The partnership was successful in being selected for progression into the second stage of the tendering process 'Invitation to Complete Detailed Solution' process. A detailed set of tender documentation was submitted to Harborough District Council on 3 June 2008 for evaluation.
- 8.16 To be considered further within the process (Competitive Dialogue Stage) the partnership would need to have an agreed constitution (Currently the partnership operates on a Memorandum of Understanding), which would have attracted considerable legal expenses. To negate this (unbudgeted) cost the partnership submitted a funding bid to the East Midlands Centre of Excellence. This bid was deferred and has still not been resolved. The partnership was informed on the 7 July 2008 that it had been unsuccessful. Primarily due to the cost of the bid submitted although there were issues with the quality of service level information (contract management was deemed very good).
- 8.17 This has not been an abortive exercise, lessons have been learnt and joint working (and income) opportunities have been identified for implementation. These include:
- Value (and income) of recycle – see paragraph 8.3
 - Bulk transfer of waste – see paragraph 8.3
 - Combined depot – this is also being explored with Nuneaton & Bedworth BC and North Warwickshire BC
 - Sharing of vehicles and plant
 - Joint procurement opportunities (leading to further efficiencies)
 - Sharing of policies and practices

The areas highlighted above are being further prioritised and plans for implementation progressed. Clearly, for this Council the value of recycle is the top priority (see also paragraph 6.6).

9. CONCLUSION

- 9.1 Street Scene Services continues to go from strength to strength. It is considered that the services as a package provide value for money services for the Council and the people of Hinckley and Bosworth. The service developments outlined above will take these services to the next level and place them as exemplars for others.

10. FINANCIAL IMPLICATIONS (HF)

- 10.1 The total contract income for 2008/9 is budgeted at £3,838,761. This sum is adjusted each year to allow for annual pay awards and an inflationary increase on overheads.

- 10.2 Financial implications as a result of this report arise from the recommendation to retain services 'in house' until 2017. No comparative figures are available at present.
- 10.3 There are also costs associated with the introduction of a plastic and cardboard kerbside service. An additional crew for the latter half of 2008/9 would cost £30,000 including on-costs. The cost of disposable bags would be met from underspend (£20,000) with the remainder met from existing resources.
- 10.4 No additional costs have been built in for the possibility of requiring an additional vehicle or for associated communication and customer service costs.

11. LEGAL IMPLICATIONS (LH)

- 11.1 There are none arising directly from the report, the legal implications associated with retaining the service 'in-house' were considered in September 2007.

12. CORPORATE PLAN IMPLICATIONS

- 12.1 The issues covered in this report relate to, and support the achievement of the Council's Strategic Aims:
- Cleaner & greener neighbourhoods;
 - Safer and healthier borough

and the following Values:

- Learn from the best to develop our people and provide excellent services
- Work with our communities to deliver value for money service and customer focussed services

13. CONSULTATION

- 13.1 Consultation has been undertaken with:
- Council Services Select Committee – The Council Services Select Committee reviewed the value for money extracts of Street Scene Services at its meeting on 10 July 2008. The Committee resolved:
 - (i) the progress of the Street Scene Services be endorsed; and
 - (ii) Officers be congratulated on the improved performance of the service.
 - Over 70% of the Citizens Panel agreed that the council should spend more on providing a plastic collection service (June 2007). In the public focus group that was held to develop the service Business Delivery Plan the overwhelming message was for an increased plastic / cardboard recycling service.

14. RISK IMPLICATIONS

- 14.1 It is the Council's policy to proactively identify and manage significant risks, which may prevent delivery of business objectives. It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the

information available, that the significant risks associated with this report have been identified, assessed and controls are in place to manage them effectively within the service's risk register.

Management of significant Opportunities		
Opportunity Description	Mitigating actions	Owner
Significant Increase in public satisfaction	See paragraph	Michael Brymer
Provision of additional services within existing budgets	See Section 8	Michael Brymer
Improved service outcomes	See Section 8	Michael Brymer

15. RURAL IMPLICATIONS

- 15.1 Street Scene Services are provided to all areas of the borough. Paragraph 8.8 – 8.9 in particular discusses an increase in focus for rural areas.
- 15.2 The service needs to work with Parish Councils and rural communities to improve further the perception of service delivery and improve access to services.

16. CORPORATE IMPLICATIONS

- 16.1 The report has the following corporate implications:
- Community Safety Implications – Tackling environmental crime
 - Environmental Implications – Considerable contribution
 - ICT Implication – None directly
 - Asset Management Implications – Limited
 - Human Resources Implications – Considerable implications that will be managed in accordance with the council's Workforce Strategy

17. APPENDICES

Appendix A: Service Risk Register

Background Papers: Previous Council Services Select Committee Reports, Council Report – 11 September 2007 and Service Business Delivery Plan

Contact Officer: *Michael Brymer* ☎ 5852



A Borough to be proud of

Hinckley & Bosworth
Borough Council

REPORT NO SC28

Overview and Scrutiny Work Programme 2008/2009

ISSUE 2008/03: August 2008

Welcome to Hinckley and Bosworth Borough Council's Overview and Scrutiny Work Programme, which sets out the work to be carried out by the Council's Scrutiny Commission during 2008/2009.

A structured, focussed and supported scrutiny process, which dovetails into the Council's wider democratic, performance and financial management processes, provides for an evidence based approach to challenging and developing the Council's long term vision and priorities and ensuring that the needs of the Borough's Citizens' are met.

This is the fourth year that we have managed the work of scrutiny through a work programme. Following a review of progress in November 2005, it was proposed that future work programmes be configured into the following categories to better represent all the roles and responsibilities of the Overview and Scrutiny Function:

- **Scrutiny Topics** – This includes items of particular interest to overview and scrutiny that can be classified as 'scrutiny topics' to investigate in particular detail.
- **Performance Management Information** – Information provided by the council identifying current performance levels against performance indicators, progress with implementation of business delivery plans, best value reviews and service improvement projects. This is in accordance with the Council's Performance Management Framework.
- **Participation in Policy Development Issues** – These are issues being revised or introduced by the Council or other external organisations. The Overview and Scrutiny Function should be engaged in the development of such matters so that the decision-making body (Executive, Council or external organisation) are informed of all possible views before taking a decision / agreeing a new policy. This will need to be updated in the Council's Constitution.
- **Tracking of implementation with previous recommendations** – The scrutiny committee will review progress with the implementation of previously agreed recommendations.
- **Committee Management Issues** – These include the minutes of previous meetings, progress reports on actions, overview and scrutiny work programmes and development issues for the overview and scrutiny function.

The Work Programme ensures that Scrutiny's work is:

outcome focussed;
prioritised accordingly;
resourced properly; and
project planned properly.

The Work Programme has been designed to ensure it is a living document and it will be reviewed at each meeting of the Scrutiny Commission, and the Select Committees will also review their sections at each of their meetings, to ensure it remains focussed and relevant.

Councillor Matthew Lay
Chairman of Scrutiny Commission

SCRUTINY COMMISSION WORK PROGRAMME 2008/2009

1. Citizens' Panel Consultation Results

- Use the results of the survey improving Your Area as a Place to Live and Work to inform priorities and policy.
- Report on issues identified in the 2007 results of Council Priorities & Budget Spend

2. Performance Improvement

- How the Council proactively manages performance to ensure that issues are addressed in a timely fashion and that there is continuous improvement; and
- Monitor the quarterly Performance Reports to Executive and the decisions they take.
- Risk Management

3. Implementation of Rural Areas Review

- Annual progress report on implementation of outcomes.

4. Review of the Local Strategic Partnership

- Monitor the effectiveness of the Hinckley & Bosworth Local Strategic Partnership and how it delivers effective outcomes for the community by provision of performance information

5. Community Services Strategy for Leicestershire & Rutland

- Update on local Health Economy
- Development of local facilities
- GP Out of Hours Access

6. Community Safety Partnership

- Quarterly report on progress of Partnership

7. Equalities Standard

- Scrutinise progress on Equalities

SCRUTINY COMMISSION

TIMETABLE

Scrutiny Commission - Thursday 28 August 2008						
Function	Activity/Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)	External Involvement
Scrutiny Topics	LSP Review – Interview of witnesses	Final interview of witnesses to form conclusions	Make recommendations arising from the review	Strong and Distinctive Communities		
	Out of Hours Healthcare Provision	Interim report to input into Community Health Services Review	Improve the provision of healthcare in Hinckley & Bosworth	Safer and Healthier Borough	Scrutiny Chair Deputy Chief Executive	Leicestershire County & Rutland Primary Care Trust
	Street Scene Services – Value for money and service development	To scrutinise recommendations for developing the service	Improved service delivery and value for money for customers	Cleaner and greener neighbourhoods and Safer and healthier borough	Executive Member and Head of Business Development and Street Scene Services	
	Voluntary & Community Sector Infrastructure organisation proposals	Request of Commission	Awareness of current plans and issues	Strong and distinctive communities	Head of Corporate and Scrutiny Services	Voluntary Sector and Leicestershire County Council
Performance Management Information						

Participation in Policy Development Issues	Review of Forward Plan to identify items	Scrutiny of Executive decisions	Identification of reports for review ahead of decision making	All Corporate Aims	Executive member for Corporate Services/Head of Corporate & Scrutiny Services	
Tracking of implementation with previous recommendations	Planning Decisions	6-monthly report on planning decisions	Improved performance with regard to planning appeals	Strong and Distinctive Communities	Executive Member for Planning and Director of Community and Planning Services	
Committee Management Issues	Work Programme	Review work load for the year	Agreed forward work programme	All Corporate Aims		

Scrutiny Commission - Thursday 16 October 2008						
Function	Activity/Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)	External Involvement
Scrutiny Topics	Housing Revenue Account	Request of Commission	Value for money and service for customers	Decent, well managed and affordable housing	Executive Members and Strategic Leadership Board	
Performance Management Information	Consultation results of Council priorities and budget spend – Citizens Panel	Review and identify issues	Gain consensus and incorporate into Medium Term Financial Strategy	All Corporate Aims	Leader of the council Head of Finance	Citizens Panel
Participation in Policy Development Issues	Review of Forward Plan to identify items	Scrutiny of Executive decisions	Identification of reports for review ahead of decision making	All Corporate Aims	Executive member for Corporate Services and Head of Corporate & Scrutiny Services	
	Homelessness Strategy	Scrutinise strategy before decision being made	Input into development of strategy	Decent, well managed and affordable housing and strong and distinctive communities	Executive Member for Housing and Director of Community and Planning Services	
	Environmental Health Enforcement Policy	Scrutinise policy before decision being made	Input into development of policy	Safer and healthier borough	Director of Community and Planning Services	

	LDF reports: Core Strategy submission, Hinckley Town Centre AAP submission, Site Allocations Preferred Options	Scrutinise LDF reports before decision being made	Input into LDF process	Strong and distinctive communities	Executive Member for Planning and Director of Community and Planning Services	Public consultation
Tracking of implementation with previous recommendations						
Committee Management Issues	Work Programme	Review workload for the year	Agreed forward work programme	All Corporate Aims		

Scrutiny Commission - Thursday 27 November 2008						
Function	Activity/Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)	External Involvement
Scrutiny Topics						
Performance Management Information						
Participation in Policy Development Issues	Review of Forward Plan to identify items	Scrutiny of Executive decisions	Identification of reports for review ahead of decision making	All Corporate Aims	Executive member for Corporate Services Head of Corporate & Scrutiny Services	
Tracking of implementation with previous recommendations	Section 106 money – update	Update progress since previous report (July 08)	Monitoring of section 106 contributions	Strong and distinctive communities	Executive Member for Planning / Director of Community and Planning Services	
Committee Management Issues	Work Programme	Review workload for the year	Agreed forward work programme	All Corporate Aims		

Scrutiny Commission - Thursday 8 January 2009						
Function	Activity/Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)	External Involvement
Scrutiny Topics						
Performance Management Information						
Participation in Policy Development Issues	Review of Forward Plan to identify items	Scrutiny of Executive decisions	Identification of reports for review ahead of decision making	All Corporate Aims	Executive member for Corporate Services Head of Corporate & Scrutiny Services	
Tracking of implementation with previous recommendations	Community Safety Partnership – 6-monthly update	Monitoring progress of the partnership since the Scrutiny Commission's review	Improved partnership working	Strong and distinctive communities	Community Safety Manager	Community Safety Partnership
Committee Management issues	Work Programme	Review work load for the year	Agreed forward work programme	All Corporate Aims		

Scrutiny Commission - Thursday 12 February 2009						
Function	Activity/Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)	External Involvement
Scrutiny Topics						
Performance Management Information	Performance Improvement – End of year status	Monitor the Annual Performance Report to Executive	Ensuring that the Executive delivers improvement to Council Services and addresses underperformance appropriately	All Corporate Aims	Relevant Executive Members and Heads of Service	
Participation in Policy Development Issues	Review of Forward Plan to identify items	Scrutiny of Executive decisions	Identification of reports for review ahead of decision making	All Corporate Aims	Executive member for Corporate Services / Head of Corporate & Scrutiny Services	
Tracking of implementation with previous recommendations						
Committee Management Issues	Work Programme	Review work load for the year	Agreed forward work programme	All Corporate Aims		

Scrutiny Commission - Thursday 2 April 2008						
Function	Activity/Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)	External Involvement
Scrutiny Topics						
Performance Management Information						
Participation in Policy Development Issues	Review of Forward Plan to identify items	Scrutiny of Executive decisions	Identification of reports for review ahead of decision making	All Corporate Aims	Executive member for Corporate Services / Head of Corporate & Scrutiny Services	
Tracking of implementation with previous recommendations						
Committee Management Issues	Work Programme	Review work load for the year	Agreed forward work programme	All Corporate Aims		

Scrutiny Commission - Thursday 7 May 2009						
Function	Activity/Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)	External Involvement
Scrutiny Topics						
Performance Management Information						
Participation in Policy Development Issues	Review of Forward Plan to identify items	Scrutiny of Executive decisions	Identification of reports for review ahead of decision making	All Corporate Aims	Executive member for Corporate Services Head of Corporate & Scrutiny Services	
Tracking of implementation with previous recommendations						
Committee Management Issues	Work Programme	Review work load for the year	Agreed forward work programme	All Corporate Aims		

COUNCIL SERVICES SELECT COMMITTEE WORK PROGRAMME 2008/2009

1. Programme for each key frontline service

- Monitor improvements and delivery against our stated objectives under the Corporate Performance Plan as applied to key front line services in the community.
 - Groundcare, Refuse, Recycling, Street Cleansing and Neighbourhood Wardens
 - Environmental Health (including Pest Control)
 - Housing Benefits & revenues
 - Housing
 - Parks & Open Spaces and Leisure Centre
 - Development Control & Local Development Framework

2. Performance Management information – Performance indicators

- Scrutinise performance
- Data Quality
- Attendance Management

3. Environmental Sustainability

- Nottingham Declaration on Climate Change

4. Cultural Events

- Scrutinise successes of events and promote further activity/events in rural areas

5. Staff Survey

- Monitor Progress on actions to address issues of concern

COUNCIL SERVICES SELECT COMMITTEE

Timetable

Council Services Select Committee – Thursday 02 Oct 2008					
Function	Subject	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics	Programme for each key frontline service: Housing Benefits & Revenues	Monitor improvements and delivery against the councils aims stated under the Corporate Plan	Better quality services and more community focused services		
Performance Management Information					
Tracking of implementation with previous recommendations					
Committee Management Issues	Work Programme Review	Review the Work programme for the year to enable efficient work flow for the CSSC processes	Achieve Work Programme content & schedule agreed by Members	All Corporate Aims	Relevant Executive Members and supporting Officers

Council Services Select Committee – Thursday 13 November 2008					
Function	Subject	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics					
Performance Management Information	Performance Improvement – 6 monthly status	Monitor the quarterly Performance Reports to Executive	Ensuring that the Executive delivers improvement to Council Services and addresses underperformance appropriately.	All Corporate Aims	Relevant Executive Members and Heads of Service
Tracking of implementation with previous recommendations					
Committee Management Issues	Work Programme Review	Review the Work programme for the year to enable efficient work flow for the CSSC processes	Achieve Work Programme content & schedule agreed by Members	All Corporate Aims	Relevant Executive Members and supporting Officers

Council Services Select Committee – Thursday 18 December 2008					
Function	Subject	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics	Programme for each key frontline service: Housing	Monitor improvements and delivery against the councils aims stated under the Corporate Plan	Better quality services and more community focused services		
Performance Management Information					
Tracking of implementation with previous recommendations					
Committee Management Issues	Work Programme Review	Review the Work programme for the year to enable efficient work flow for the CSSC processes	Achieve Work Programme content & schedule agreed by Members	All Corporate Aims	Relevant Executive Members and supporting Officers

Council Services Select Committee – Thursday 29 January 2009					
Function	Subject	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics	Programme for each key frontline service: Parks & Open Spaces and Leisure Centre	Monitor improvements and delivery against the councils aims stated under the Corporate Plan	Better quality services and more community focused services		
Performance Management Information	Performance Improvement – End of year status	Monitor the Annual Performance Report to Executive	Ensuring that the Executive delivers improvement to Council Services and addresses underperformance appropriately.	All Corporate Aims	Relevant Executive Members and Heads of Service
Tracking of implementation with previous recommendations					
Committee Management Issues	Work Programme Review	Review the Work programme for the year to enable efficient work flow for the CSSC processes	Achieve Work Programme content & schedule agreed by Members	All Corporate Aims	Relevant Executive Members and supporting Officers

Council Services Select Committee – Thursday 19 March 2009					
Function	Subject	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics	Programme for each key frontline service: Development Control, Building Control & Local Development Framework	Monitor improvements and delivery against the councils aims stated under the Corporate Plan	Better quality services and more community focused services		
	Annual Review of Children & Young People's Strategy				
Performance Management Information					
Tracking of implementation with previous recommendations					
Committee Management Issues	Work Programme Review	Review the Work programme for the year to enable efficient work flow for the CSSC processes	Achieve Work Programme content & schedule agreed by Members	All Corporate Aims	Relevant Executive Members and supporting Officers

FINANCE AND AUDIT SERVICES SELECT COMMITTEE WORK PROGRAMME 2008/2009

1. Internal Audit Work Programme

- Consider each Internal Audit Block and recommendations and ensure that recommendations are implemented and followed up

2. Financial and Budget Monitoring

- Prudential Indicator Report (March 2009)
- Treasury management Report (March 2009)
- Final Accounts 2007/08 (June 2008)
- Budget Strategy 2009/10 (August 2008)
- Budget Proposals (February 2009)
- Final Council Tax Report (February 2009)

3. Corporate Management

- Risk Management (May 2008 and November 2008)
- Annual Audit and Inspection Letter (March 2009)
- ISA260 Annual Audit Letter (September 2008)

FINANCE AND AUDIT SERVICES SELECT COMMITTEE

Timetable

Finance and Audit Services Select Committee – Monday 29 September 2008					
Function	Activity/ Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics					
Performance Management Information	Audit Block 1	Ensure that findings are considered	Recommendations are implemented	Thriving economy	Internal Audit
	ISA 260 Report	Review work of External Auditors	Ensure matters raised by External Auditors are considered by Members	Thriving economy	Director of Finance
Tracking of implementation with previous recommendations	Internal Audit: Outstanding non-IT recommendations	Request of Committee	Ensure recommendations are implemented	Thriving economy	Internal Audit and Director of Finance
Committee Management Issues	Work Programme Review	Review the Work programme for the year to enable efficient workflow for the FASC process	Achieve Work Programme Content and schedule agreed by members	All Corporate Aims	Relevant Executive Members and supporting officers

Finance and Audit Services Select Committee – Monday 3 November 2008					
Function	Activity/ Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics					
Performance Management Information	Audit Block 2	Ensure that findings are considered	Recommendations are implemented	Thriving economy	Internal Audit
	Medium Term Financial Strategy	Ensure sound Financial Planning	Ensure Executive delivers good value improving Services	All Corporate Aims	Director of Finance
	Budget Monitoring 2 nd Quarter 2008/09	Ensure Value for Money	Ensure the Executive delivers good value improving services	All Corporate Aims	Director of Finance/ Accountancy Manager
	Risk management progress report	To provide update on Risk management activities in the Council	To ensure Risk management stays embedded in the Council	All Corporate Aims	Principal Performance and Risk Management Officer
Tracking of implementation with previous recommendations					
Committee Management Issues					

Finance and Audit Services Select Committee – Monday 22 December 2008					
Function	Activity/ Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics	Data Quality Assessment – update	Request of Select Committee to monitor improvement on areas of 'adequate performance'	Monitor performance improvement	All Corporate Aims	
Performance Management Information	Audit Block 3	Ensure findings are considered	Recommendations are implemented	All Corporate Aims	Internal Audit
	Capital Programme 2008/09 to 2011/12	Backbench input to Capital Programme	Ensure the Executive provides good value improving services	All Corporate Aims	Director of Finance/ Accountancy Manager
	Progress report on Revenue Budget and Council Tax Proposals	Ensure Value for Money and allow backbench input into the Budget and Council Tax setting process	Ensure the Executive delivers good value improving services	All Corporate Aims	Director of Finance/ Accountancy Manager
Tracking of implementation with previous recommendations					
Committee Management Issues	Work Programme Review	Review the Work programme for the year to enable efficient workflow for the FASC process	Achieve Work Programme Content and schedule agreed by members		Relevant Executive Members and supporting officers

Finance and Audit Services Select Committee – Monday 2 February 2009					
Function	Activity/ Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics					
Performance Management Information	Audit Block 4	Ensure findings are considered	Recommendations are implemented	All Corporate Aims	Internal Audit
	Revenue Budget and Council Tax Proposals to include Capital Programme, HRA budget and Review of Fees and Charges	Ensure Value for Money and allow backbench input into the Budget and Council Tax setting process	Ensure the Executive delivers good value improving services	All Corporate Aims	Director of Finance/ Accountancy Manager
	Support Services Charging methodology	To ensure most appropriate methodology is used particularly where Services Charge outside bodies	Proper Support Services Charges are made to end Services	All Corporate Aims	Accountancy Manager
	Budget Monitoring 3 quarter 2008/09	Ensure Value for Money	Ensure the Executive Delivers good value improving services	All Corporate Aims	Director of Finance/ Accountancy Manager
Tracking of implementation with previous recommendations					
Committee Management Issues					

Finance and Audit Services Select Committee – Monday 16 March 2009					
Function	Activity/ Objective	Reason	Desired Outcome	Vision, Values and Aims	Responsible (member/officer)
Scrutiny Topics					
Performance Management Information	Audit Block 5	Ensure findings are considered	Recommendations are implemented	All Corporate Aims	Internal Audit
	Prudential Indicators and Treasury management Report	Ensure value for Money	Ensure the Executive delivers good value improving Services	All Corporate Aims	Director of Finance/ Accountancy Manager
	Annual Audit and Inspection Letter	Review work of External Auditors	Matters reported by External Auditors are considered by Elected members	All Corporate Aims	Director of Finance
Tracking of implementation with previous recommendations					
Committee Management Issues	Work Programme Review and set programme for 2009/10	Review the Work programme for the year to enable efficient workflow for the FASC process	Achieve Work Programme Content and schedule agreed by members		Relevant Executive Members and supporting officers



Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS

SEPTEMBER – DECEMBER 2008 - amended

Hinckley & Bosworth Borough Council
Council Offices, Argents Mead
Hinckley, LE10 1BZ

HINCKLEY & BOSWORTH BOROUGH COUNCIL

INFORMATION ABOUT THE FORWARD PLAN

WHAT IS THE FORWARD PLAN?

The Forward Plan contains decisions which are due to be taken by Council, Executive or under delegated powers to individual Executive members or senior officers. Each plan covers a four month period and is updated monthly. The plan includes all decisions to be taken both “key decisions” (definition opposite) and non-key decisions.

WHAT INFORMATION IS CONTAINED IN THE FORWARD PLAN?

The Forward Plan details:

- The nature of the decision to be made and whether it is a key decision (definition opposite);
- The committee or individual who will take the decision;
- The date or period when the decision is to be taken;
- The stages which will be undertaken prior to the decision, both consultation and presentation to committees;
- The documents which will be presented to the decision maker(s);
- The author of the report.

You can view copies of the current Forward Plan on our web site (www.hinckley-bosworth.gov.uk) or alternatively at:

The Main Reception, Council Offices, Argents Mead, Hinckley

WHAT IS A KEY DECISION?

A key decision is an Executive decision which:

- involves expenditure (of reduction of income) of over £20,000 on any particular scheme/project;
- adopts a policy or strategy (which the Executive has the power to adopt);
- involves the adoption or amendment of the Scale of Fees and Charges;
- is one that affects the whole of the Borough and is one which the residents of Hinckley & Bosworth would normally expect to be notified or consulted; or
- involves a recommendation by the Executive to a Partnership organisation which will take the ultimate decision.

Decisions by the regulatory committees (ie Planning, Regulatory, Licensing and Standards) and Personnel Committee are never key decisions.

A copy of this Forward Plan can be downloaded from our website (www.hinckley-bosworth.gov.uk) or can be obtained by telephoning 01455 255879, sending a fax to 01455 635692 or emailing democraticsupport@hinckley-bosworth.gov.uk

RESPONSIBILITY FOR DECISIONS

Part 3 of the Council’s Constitution sets out which committee/individual has responsibility for taking decisions.

FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS

1 SEPTEMBER TO 31 DECEMBER 2008

SEPTEMBER 2008

Details of Decision to be taken (* denotes key decision)	Portfolio/ Service	Decision Maker and Date(s)	Reporting Pathway and Date(s)	Consultees and Consultation Process	Documents to be submitted <i>(Report Author)</i>
Climate Change Study (LDF Evidence Base)	Community and Planning Services	Executive 3 September 2008			
Environmental Health Commercial Services Enforcement Service Delivery Plan 2008/09	Community and Planning Services	Executive 3 September 2008			Committee Report <i>(Steve Merry)</i>
Maughan Street Development	Community and Planning Services	Executive 3 September 2008			Committee Report <i>(Sharon Stacey)</i>
Creative Hinckley	Corporate and Scrutiny Services	Executive 3 September 2008			Committee Report <i>(Simon Jones)</i>
Markfield Community Sports Centre	Corporate and Scrutiny Services	Executive 3 September 2008			Committee Report <i>(Graeme Chilvers)</i>
Performance Management Framework 2008/09	Corporate and Scrutiny Services	Executive 3 September 2008			Committee Report <i>(Darren Moore)</i>
Risk Management Framework 1 st quarter report	Corporate and Scrutiny Services	Executive 3 September 2008			Committee Report <i>(Darren Moore)</i>
HRA Progress Report	Community and Planning Services	Council 9 September 2008			Committee Report <i>(Trevor Prowse)</i>

Play and Open Space SPD	Community and Planning Services	Council 9 September 2008	Council, 24 June	Scrutiny Commission, 12 June Finance & Audit Services Select Committee, 18 August	Committee Report (<i>Tracy Darke</i>)
Tourism Partnership	Corporate and Scrutiny Services	Council 9 September 2008			Committee Report (<i>Simon Jones</i>)
Budget Strategy	Finance	Council 9 September 2008			Committee Report (<i>Sanjiv Kohli</i>)
Revision of Medium Term Financial Strategy	Finance	Council 9 September 2008			Committee Report (<i>Sanjiv Kohli</i>)
Street Scene Services – Value for Money and Service Development	Street Scene Services	Council 9 September 2008		Scrutiny Commission, 28 August	Committee Report (<i>Mike Brymer</i>)

OCTOBER 2008

Details of Decision to be taken (* denotes key decision)	Portfolio/ Service	Decision Maker and Date(s)	Reporting Pathway and Date(s)	Consultees and Consultation Process	Documents to be submitted <i>(Report Author)</i>
Generic Development Control Policies Preferred Options	Community and Planning Services	Executive 22 October 2008		Scrutiny Commission, 16 October	Committee Report <i>(Tracy Darke)</i>
Homelessness Strategy Review	Community and Planning Services	Executive 22 October 2008		Scrutiny Commission, 16 October	Committee Report <i>(Sharon Stacey)</i>
LDF Evidence Bases: Strategic Housing Market Assessment; Employment Land and Premises Study; Green Infrastructure Study; Strategic Housing Land Availability Study	Community and Planning Services	Executive 22 October 2008			Committee Report <i>(Katanya Barlow)</i>
Site Allocations Preferred Options	Community and Planning Services	Executive 22 October 2008		Scrutiny Commission, 16 October 2008	Committee Report <i>(Tracy Darke)</i>
Core Strategy submission	Community and Planning Services	Council 28 October 2008		Scrutiny Commission, 16 October	Committee Report <i>(Tracy Darke)</i>
Hinckley Town Centre AAP submission	Community and Planning Services	Council 28 October 2008		Scrutiny Commission, 16 October	Committee Report <i>(Tracy Darke)</i>
Review of Environmental Health Enforcement Policy	Community and Planning Services	Council 28 October 2008		Scrutiny Commission, 16 October	Committee Report <i>(Rob Parkinson)</i>

NOVEMBER 2008

No decisions to be taken.

DETAILS OF COUNCIL DECISION MAKERS

The table below details the Council's Service Areas and the Executive Member responsible for each with the Council Official responsible for service management.

AREA OF RESPONSIBILITY / SERVICE AREA	EXECUTIVE MEMBERS AND CHIEF OFFICERS	HEAD OF SERVICE CONTACT DETAILS
Strategic Leadership and Direction of Travel	Councillor DC Bill (Leader) Mr S Atkinson (Chief Executive)	Tel: 01455 255606 Fax: 01455 890229 Email: steve.atkinson@hinckley-bosworth.gov.uk
Community & Planning Services (including Car Parks, Development Services & Policy, Environmental Health (Commercial and Pollution), Housing and Licensing)	Councillor SL Bray (Deputy Leader) (Development Services & Policy) Councillor DS Cope (Housing) Councillor Mrs S Francks (Licensing) Councillor Ms Moore (Car Parks & Environmental Health) Mr T Prowse (Director of Community & Planning Services)	Tel: 01455 255694 Fax: 01455 890229 Email: trevor.prowse@hinckley-bosworth.gov.uk
Corporate & Scrutiny Services (including Corporate Services, Community Safety, Cultural Services, Emergency Planning and Green Space, Performance & Scrutiny)	Councillor SL Bray (Deputy Leader) (Community Safety, Cultural Services and Emergency Planning) Councillor Ms Moore (Green space) Councillor DO Wright (Corporate Services, Performance & Scrutiny) Mr B Cullen (Deputy Chief Executive)	Tel: 01455 255676 Fax: 01455 635692 Email: bill.cullen@hinckley-bosworth.gov.uk
Finance (including Accountancy, Customer Services, Estates & Asset Management, ICT, Internal Audit, Procurement and Revenues & Benefits)	Councillor KWP Lynch (Leader) Mr S Kohli (Director of Finance)	Tel: 01455 255607 Fax: 01455 251172 Email: sanjiv.kohli@hinckley-bosworth.gov.uk
Business Development & Streetscene Services (including Refuse Collection, Street Cleansing, Grounds Maintenance)	Councillor Mrs S Francks Councillor Ms Moore Mr M Brymer (Head of Service)	Tel: 01455 255852 Fax: 01455 234590 Email: michael.brymer@hinckley-bosworth.gov.uk
Rural Issues (across all portfolios and including Village Centres)	Councillor WJ Crooks Mr B Cullen (Deputy Chief Executive)	Tel: 01455 255676 Fax: 01455 890229 Email: bill.cullen@hinckley-bosworth.gov.uk

Further clarification and representations about any item included in the Forward Plan can be made to the appropriate Executive Member and Head of Service either using the contact details above or in writing to: Hinckley and Bosworth Borough Council, Council Offices, Argents Mead, Hinckley, Leicestershire, LE10 1BZ. Representations should be made before noon on the working day before the date on which the decision is to be taken.

DECISION MAKING ARRANGEMENTS

The views of local people are at the heart of decision making at Hinckley & Bosworth Borough Council, because major decisions are made by Councillors who are elected every four years by local people. Councillors work with the communities that they represent to ensure that local priorities are reflected in the work that the Council does.

The Council is made up of 34 Councillors representing 16 wards. If you want to know which Councillor(s) represents your area or you would like to contact your Councillor(s) concerning an issue, you will find contact details on our website (www.hinckley-bosworth.gov.uk) or alternatively you can contact the Council on 01455 238141.

The Council is committed to the principle of open government and everyone is welcome to attend meetings (except for confidential business) and to receive details of non-confidential items. Below are further details of the Council's democratic decision making arrangements.

The Council

The Council is responsible for setting the budget and the policy framework. Each year there is an Annual Meeting, which selects the Mayor and Deputy Mayor (who are the Chairman and Vice-Chairman of the Council) and decides the membership of the Executive, Scrutiny Commission and Regulatory Committees. There are six ordinary meetings of the Council per year, which make strategic, policy and major budget decisions. This Forward Plan details decisions to be taken by the Council over the next four months.

Executive Functions

Many day to day policy and operational decisions are taken by Executive, a group of seven Councillors comprising of the Leader, Deputy Leader and five Executive Members each responsible for an area of Council policy and activity. The Executive members and their responsibilities are detailed in the previous table.

Overview and Scrutiny Functions

Decisions of the Executive are subject to scrutiny by the Scrutiny Commission and two Select Committees, one responsible for Council Services and the other for Finance and Audit. The Scrutiny Commission and Select Committees also have a role in Policy development. In addition, Scrutiny Panels are established to oversee ad-hoc projects. The Council has two Panels reviewing Housing Allocations and E-Government. The Scrutiny Commission publishes an Annual Report and a Work Programme; this is available on the Council's website (www.hinckley-bosworth.gov.uk/scrutiny) and from the Council on request.

Regulatory Functions

In addition the Council has established committees to deal with regulatory issues, the committees are Planning Committee, Licensing Committee, Regulatory Committee and Standards Committee.

Further information about the Council's Decision Making Arrangements can be obtained from Law and Governance on 01455 255770.