

Swindon Borough Council

Resources and Corporate Overview and Scrutiny Committee

Monday, 17 June 2019

Committee Room 6, Civic Offices

At 6.00 p.m.

Conservative Councillors

Brian Mattock (Chair)
Steve Weisinger (Vice-Chair)
Vinay Manro
Timothy Swinyard
Rahul Tarar

Labour Councillors

Steve Allsopp
Claire Crilly
Des Moffatt
Adorabelle Shaikh

Committee Officer: Vicki Yull, 07980 752043, vyull@swindon.gov.uk

Swindon Borough Council can be contacted at the Civic Offices, Euclid Street, Swindon, SN1 2JH (Telephone 01793 445500)

Access Arrangements - The venue is wheelchair accessible and an infrared receiver hearing system is provided. If you have any special requirements to enable you to attend the meeting or would like to receive any of the pages contained in this agenda in a larger print size, please contact the Committee Officer as soon as possible prior to the date of the meeting.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are reminded that at the start of the meeting they should declare any known interests in any matter to be considered, and also during the meeting if it becomes apparent that they have an interest in the matters being discussed.

3. Minutes (Pages 3 - 6)

To receive the minutes of the meeting held on 4th March 2019.

4. Public Question Time

See explanatory note below. Please phone the Committee Officer whose name and number appears at the top of this agenda if you need further guidance.

5. The Council's Approach to Performance Management (Pages 7 - 22)

6. LGA Peer Review (To Follow)

7. Work Programme 2019-2020 (Pages 23 - 32)

Date of Despatch: 07 June 2019

Public Question Time - Swindon Borough Council remains committed to increasing its accountability to the public and to promoting active citizenship. 15 minutes will be allowed at the start of all Council meetings for questions to the Chair from the public about the work of the Committee (except for confidential matters, and matters relating to planning and licensing applications). We will give priority to those who submit questions in writing at least two days before the meeting. Questions must be relevant, clear, and concise. You may not use Public Question Time as an opportunity to make speeches or statements.

Questions in writing should be sent to the Committee Officer whose contact details appear on the agenda above, or to the Chief Legal Officer. We will publish it, along with the answer, alongside the Minutes. The process associated with asking a public question is set out in the "Public Question Time at Council Meetings Protocol and Guidance" available from the Committee Officer named above or on the Council's Website at:

<http://ww5.swindon.gov.uk/moderngov/ecCatDisplay.aspx?sch=doc&cat=13338&path=0>.

Terms of Reference

To fulfil all the functions of an overview and scrutiny committee as they relate to:

- The Budget Scrutiny function, at the request of the Scrutiny Committee;
- The review, scrutiny and development of policy recommendations;
- The management of performance;
- The monitoring of progress towards delivering corporate priorities; and
- The formulation of advice for the Cabinet, Council and other partners and stakeholders.

To have specific responsibility for (but not limited to) the scrutiny of:

- The Council's Revenue and Capital Budget
- The Medium Term Financial Strategy
- Strategic Projects
- Leisure
- Corporate Customer Services

RESOURCES AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

MONDAY, 4 MARCH 2019

PRESENT:- Councillors Brian Mattock (Chair), Steve Weisinger (Vice-Chair), Steve Allsopp, Claire Ellis, Mary Friend, Des Moffatt, Andy Spry, Timothy Swinyard and Robert Wright

29. Declarations of Interest

The Chair reminded members of the need to declare any known interests in any matters to be considered at the meeting. No declarations were made.

30. Minutes

Resolved – That the minutes of the meeting held on 16th January 2019 be confirmed and signed as a correct record.

Members noted that the Key Performance Indicators relating to the success of the Digitalisation Programme for Customer Services (Minute 25 refers) will be circulated once the Corporate Management Team and the Swindon Programme Board have had sight of them.

Members noted that the outcomes and findings from the latest LGA Peer Review (Minute 26 refers) will be circulated once the Leader, Shadow Leader and Chief Executive have signed them off.

31. Public Question Time

Mr Roy Worman, Haydon Wick, asked questions at the meeting in respect of:

- a) The absence of timelines within the 'Progress towards the Council's Vision, Priorities and Pledges' report which would give an indication of progress.
- b) The public availability of the data showing progress and achievements on a month by month basis.
- c) The use of the term 'On Track' to measure progress against the Council's Pledges, and what this means in real terms.
- d) Whether the Council's Vision, Priorities and Pledges could include a goal towards publishing a five year supply of housing stock.

The Chair, Councillor Tim Swinyard and Mr Martin Bell, Intelligence Lead (Analysis and Performance Improvement), responded at the meeting.

32. Progress towards the Council's Vision, Priorities and Pledges

The Committee considered a report providing details of the progress being made towards the Council's Vision, Priorities and Pledges. Mr Bell introduced the report and highlighted the following points:

- That the Pledges had been refreshed at the end of 2018 and agreed by Cabinet.
- That the number of Pledges had reduced from 30 to 26, due to some having been completed and others having been changed.
- Responsible officers across service areas provide monthly updates, used to

populate scorecards. Directors discuss these at Corporate Management Team meetings, and the information is also provided to Cabinet Members for Leadership Advisory Group meetings.

- Overall progress against the Pledges is made available on the Swindon Borough Council website.

Following the presentation of the report, the Committee discussed the following points raised:

- Potential future additions to the report, including: identifying what resources are being used to deliver Pledges; future resource implications; a sense of where pinch points are; where delivery on Pledges is falling behind or moving ahead; and, how concerns are being addressed.
- Projects indicated within the report as currently being on track and which have previously had delays and amendments, such as the Bus Boulevard, Aspen House and Kimmerfields.
- How the responsibility for delivering Priority Three (Ensuring clean and safe streets and improving public spaces) has mostly been devolved to Parish Councils.
- The strategy for capitalising upon and enhancing the value of the land owned by the Council, particularly in the town centre, to attract investment and income.
- The importance of members of the Heritage Zone Board knowing the content and value of assets to attract borrowing and investment.

Resolved – (1) To note the contents of the report.

(2) That the report be brought to the attention of the Chairs of the Overview and Scrutiny Committee's for potential inclusion in their Work Programmes for the 2019/2020 Municipal Year.

33. Presentation - Swindon Programme

The Committee received a presentation from the Director of Digital Services and Corporate Programmes providing an update on the Directorate Scorecards showing the activity and progress under the Swindon Programme. He highlighted the following:

- That the former One Stop Shop had been designed as a supported fulfilment service, but the progressive digitalisation of services has allowed the remodelling of the customer service centre to an assisted self-service function.
- The scorecards were previously sorted in themes, but are now structured in Directorates.
- That the Children's Directorate has its own improvement plans, which the others do not.
- How some projects are supported by the Corporate Programme Team, with the smaller non-supported projects being governed within services.

Following the presentation, the Committee discussed the following points raised:

- The allowances required for those residents who cannot be moved on to the digital platform and who are unable to visit the new customer service centre in person.
- The problems currently being experienced by residents trying to subscribe to green waste services, and how a move to six-monthly subscriptions may help

address cyclical pressures on the contact centre.

- Recent communication errors regarding green waste direct debits, and the steps being taken to ensure these are avoided in future.
- Staffing pressures on entry level positions, and what can be done to successfully retain trained staff and ensure succession planning.
- The need for council tenants to speak directly to the Housing Team for help and assistance with enquiries.
- The governance arrangements in place once it is identified that a work stream is behind on its deliverables.
- How the gross savings are calculated against the annual revenue budget from redundancy, salary and pension costs.
- The net effect on overhead costs from the reduction in staff, and also the opportunities this presents to rationalise property.
- Progress with the property review, and the expectation that the final report will be presented for consideration in the next Municipal Year. Members noted that buildings have already been closed, and that locality based areas are now being reviewed.
- How the Swindon Programme has initially focussed on short term pressures due to the current financial constraints, and the proposals for achieving longer term savings following the end of the Programme.
- How the Council can help mitigate the impact from the Honda factory closure.
- The paper filing systems being used in some children's services, and proposals for the restructuring of that data using an Electronic Data Management System in line with Ofsted recommendations.
- How the budgets as set out in the Scorecards are aggressive and aspirational, with high targets for achievement, in comparison to the actual budget update reports presented to Cabinet and Council which may indicate different outcomes.
- How absence levels can be an indicator of low morale, pressures and stress, and how the projects within the Programme are helping to raise awareness and reduce those levels.
- Ensuring there are no resource pressures on report authors which affects their ability to bring forward items for consideration by Committee within expected timeframes.
- How the Property Team has resource pressures at the moment, and the subsequent delays in transferring assets to Parish Councils.

Resolved – (1) To note the contents of the presentation.

(2) That the Director of Digital Services and Corporate Programmes be thanked for their comprehensive and informative presentation.

34. Work Programme 2018-2019

The Committee considered a report of the Interim Director of Law (Interim Monitoring Officer) setting out the topics for inclusion in the Committee's 2018/2019 Work Programme, as agreed by the Committee at its meeting on 11th June 2018, and updated during the course of the Municipal Year.

Resolved – That the Work Programme for 2018/19 be noted.

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Performance Management in Swindon Borough Council

Resources and Corporate Overview and Scrutiny Committee

Date: 17th June 2019

Author: Martin Bell, Intelligence Lead
Wards: All Wards
Parishes Affected: All Parishes

1. Purpose and Reasons

- 1.1 This report and accompanying appendices outline the current performance management arrangements within Swindon Borough Council
- 1.2 Robust performance management is crucial to ensuring the Council delivers against the vision, priorities and pledges and delivers modern services in an efficient and financially sustainable way.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the performance framework which includes quarterly performance reports to Cabinet from October 2019.
- 2.2 Provide any feedback on the approach.

3. Detail

Summary

- 3.1 The Council Plan sets out the political leadership's vision for Swindon and what they Council is seeking to achieve for our residents and the borough of Swindon. This translates into four priorities, underpinned by 26 pledges that were updated and agreed by Cabinet last September.
- 3.2 In order to deliver against the vision, priorities and pledges we need to ensure that the Council is a modern, efficient and effective organisation that is financially sustainable. In 2019/20, that requires delivering £21.6 million savings identified in the Swindon Programme, through providing services more efficiently.
- 3.3 An overall Council scorecard and individual directorate scorecards are reviewed monthly by the Corporate Management Team (CMT), which outlines the status of progress with the deliverables identified against each of the 26 pledges. A Swindon Programme scorecard is also reviewed monthly by CMT to monitor progress in achieving the organisational savings targets and to inform any management actions required. This includes monitoring progress in delivering the Children's Service Improvement Plan. From October 2019, a quarterly performance report will be submitted to Cabinet as part of the budget

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

Performance Management in Swindon Borough Council

Resources and Corporate

Overview and Scrutiny Committee

Date: 17th June 2019

management update. Twice a year this update will also include a report on corporate risks.

- 3.4 CMT have placed renewed priority and focus on the importance of individual performance management, clearly aligning team and individual performance objectives against the Pledges and aims of the Swindon Programme. Every member of staff is expected to have a Performance Development Plan (PDP) that is agreed with their line manager and regularly reviewed. This also sets out how each individual member is demonstrating their role through the Council's behaviours and values – Resilient, Brave and Connected.
- 3.5 Appendix 1 provides an overview of the current performance management framework in Swindon Borough Council.
- 3.6 Appendix 2 is a document that outlines the Performance Framework timeline for the coming year.

4. Alternative Options

- 4.1 N/A

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no direct financial implications arising from this report. The costs involved in performance management are covered within existing budgets.

Legal and Human Rights Implications

- 5.2 Legal and Human Rights implications were taken into account when preparing this report. It is considered that this report's recommendations are compatible with Convention Rights.

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 There are no other implications at this time.

Diversity Impact Assessment

- 5.4 No Diversity Impact Assessment (DIA) was undertaken as this report is not proposing any service changes. However, all performance management arrangements follow the Council's agreed DIA framework.

Further information on the subject of this report can be obtained from Martin Bell, 07824 081201, MBell2@swindon.gov.uk.

Performance Management in Swindon Borough Council

Resources and Corporate Overview and Scrutiny Committee

Date: 17th June 2019

Risk Management

- 5.5 A report on corporate risks (contained in the corporate risk register) will be submitted Cabinet bi-annually from October 2019 as part of the performance update.

6. Consultees

- 6.1 The author has consulted, where appropriate, with Corporate Directors, Directors, Heads of Service, other officers, and relevant partners on the purpose, content, and recommendations of the report.

7. Background Papers

- 7.1 None.

8. Appendices

- 8.1 Appendix 1: Provides an overview of the current performance management framework in Swindon Borough Council.
- 8.2 Appendix 2: Performance Framework Timeline.

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Performance Management in Swindon Borough Council



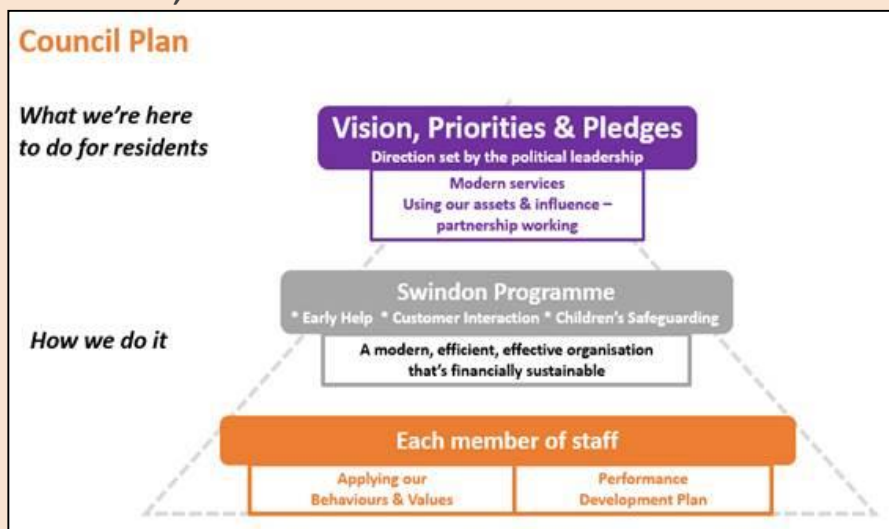
Policy, Performance
and Research
07/06/2019

Policy, Performance and Research



Council Plan 2019 - 2020

Performance is about individuals and teams, connected and working together across boundaries to deliver the Vision and shape our modern, effective and efficient council



Policy, Performance and Research



Vision, Priorities & Pledges

Council Vision:

“ By 2030, Swindon will have all of the positive characteristics of a British city with one of the UK’s most successful economies; a low-carbon environment with compelling cultural, retail and leisure opportunities and excellent infrastructure. It will be a model of well managed housing growth which supports and improves new and existing communities.

Swindon will be physically transformed with existing heritage and landmarks complemented by new ones that people who live, work and visit here will recognise and admire. It will remain, at heart, a place of fairness and opportunity where people can aspire to and achieve prosperity, supported by strong civic and community leadership.

Four Priorities with 26 pledges:

- Improve infrastructure and housing to support a growing, low-carbon economy
- Offer education opportunities that lead to the right skills and right jobs in the right places
- Ensure clean and safe streets and improve our public spaces and local culture
- Help people to help themselves while always protecting our most vulnerable children and adults

Policy, Performance & Research



Swindon Programme – Ensuring we have the resources to deliver the Plan

The Swindon Programme sets out how the Council will meet its financial challenge by transforming the way we work and making services and processes more efficient for both our customers and staff.. There are four strands to the programme:

- Organisational Excellence
- Demand Management
- Commissioning and Procurement
- Commercialisation

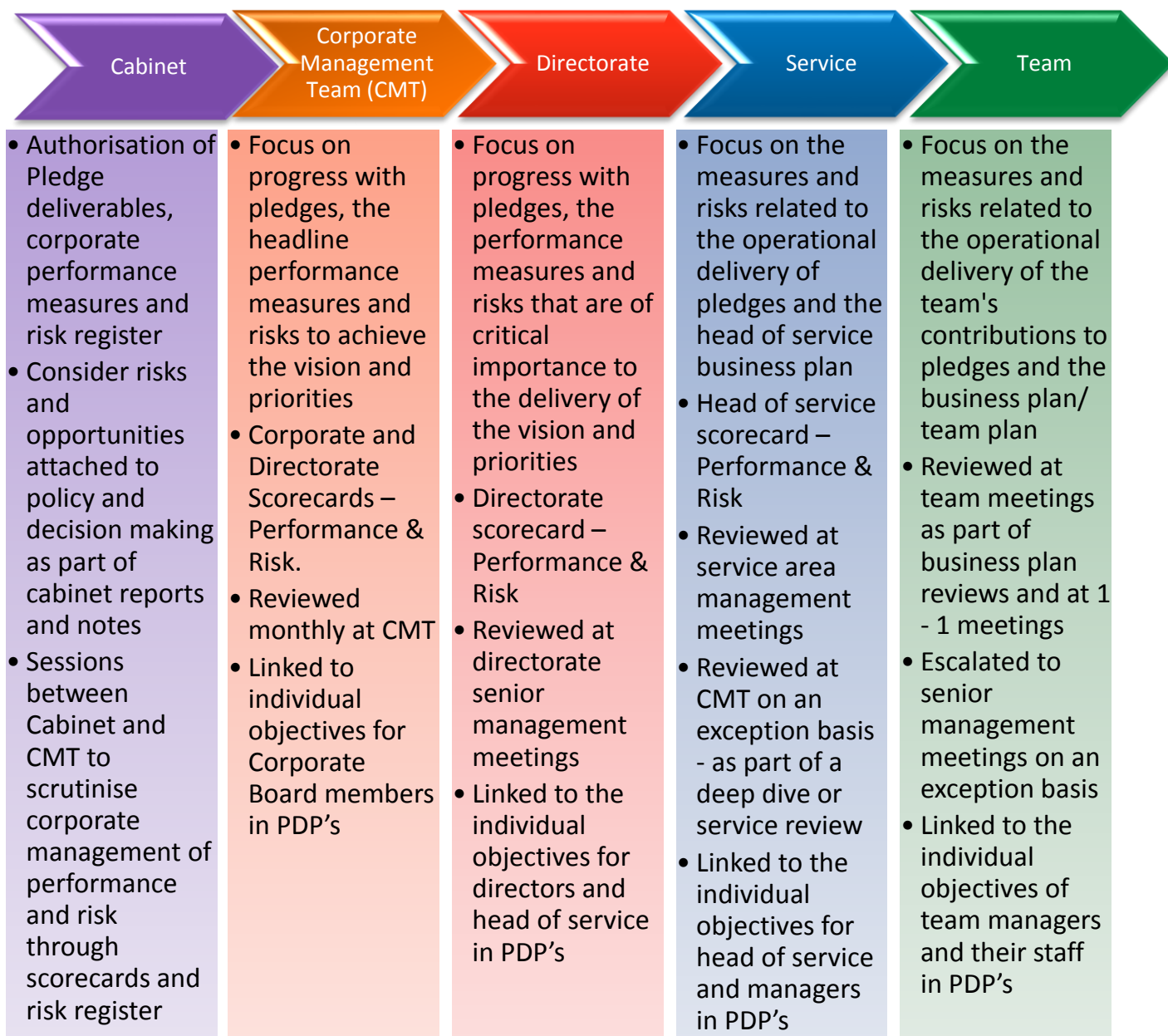
Behaviours & Values: Workforce for Success

- **Resilient:** We are forward thinking and work smart
- **Connected:** We put Swindon and its people at the heart of everything we do
- **Brave:** We respect and work together with our colleagues and customers to achieve success

Performance Development Plan

- Places greater responsibility on staff development and staff ownership of their plan.
- Annual review and a mid-year review
- Progress discussed at monthly one-to-one's

Performance Model & Governance



Business Planning and Risk

Business Plans

- Produced annually by each Head of Service
- Identify the critical success factors and risk affecting the delivery of their plan and hence the Council vision and priorities
- Identify the resources and support required from across enabling functions (HR, IT etc) to support delivery of the Swindon Programme

Risk

- Effectively identified, assessed and plans put in place to mitigate impact and likelihood
- The most important part of risk management is efficacy of actions identified to mitigate the risk
- Progress with actions recorded in risk register at Corporate, Directorate and Head of Service level

Measuring and Monitoring Performance

Performance measures must help the Council answer the questions:

- What will success look like?
- How will we know when we have achieved it?

Performance has its roots in improvement, learning and self-assessment – it is not about blame

Performance is monitored regularly in Corporate Scorecards, Head of Service scorecards and operational performance reports for various boards and service managers. This includes monitoring progress with pledges as well as performance measures (activity, demand, quality and outcomes).

Analysis and Insight Support

The Policy, Performance and Research Team's role is to support the Council to use evidence, research and insight to understand the impact that a service is having and how to improve that impact. This includes:

- Support to complete business plan's, identify risks and performance measures
- Performance reporting, analysis and management information
- Support to understand and predict demand and the risk factors leading to demand
- Detailed analysis to inform decision making
- Spatial and demographic data and analysis
- Support to evaluate the impact of interventions
- Best practice and what works research to understand the evidence base for a proposed course of action
- Support to write and analyse consultations

Thank you

www.swindon.gov.uk

Performance Framework

Performance reporting, risk and business planning form part of a continuum of work to ensure that the Council is focussed on delivery and improvement. As such, they will be considered as interlinked processes and no one aspect should be seen in isolation. The emphasis throughout is on actions; what actions do we need to take to improve performance or mitigate risk.

The process is as follows

Every month

Deliverables updated by the end of the first week

Scorecards produced by the end of the second week

Scorecards discussed at senior management meetings. This discussion includes update of the risk register as needed. Discussions focus on actions to improve performance and mitigate risk

Scorecards discussed at CMT on the 4th Tuesday of the month as part of a wider performance discussion

Monthly schedule (in addition to the above)

Month	June 2019	July 2019	August 2019	September 2019
Performance-Council & Directorate	Directorate and Council scorecards discussed at EMT.		Senior management meetings use scorecard discussions to identify performance issues for discussion at EMT.	Directorate and Council scorecards discussed at EMT.
Risk – Corporate & Directorate		CMT discuss and update Corporate Risk.		Requests sent out for progress with mitigating actions of the Corporate Risk register
Performance – Service	At the end of the month Heads of service scorecards are updated and discussed at management meetings. Improvement actions identified			At the end of the month Heads of service scorecards are updated and discussed at management meetings. Improvement actions identified
Risk – Service	Requests for updates to service risk registers are sent out. Risk registers are discussed and updated at management meetings. Focus on mitigating actions			Requests for updates to service risk registers are sent out. Risk registers are discussed and updated at management meetings. Focus on mitigating actions
Business Planning		Business Plans reviewed at management and team meetings		
CMT / LAG	Children’s Improvement Plan and Budget	Capital Workshop	Performance and Pledges, Council Improvement and Budget	Performance and Pledges, Council improvement and the Budget- ready for Agenda setting on 24 th September and 16 th October Cabinet
Cabinet				

Month	October 2019	November 2019	December 2019	January 2020
Performance-Council & Directorate		Senior management meetings use scorecard discussions to identify performance issues for discussion at EMT.	Directorate and Council scorecards discussed at EMT.	
Risk – Corporate & Directorate	CMT discuss and update Corporate Risk.		Requests sent out for progress with mitigating actions of the Corporate Risk register.	CMT discuss and update Corporate Risk.
Performance – Service			Heads of service scorecards are updated and discussed at management meetings. Improvement actions identified	
Risk – Service			At the end of the month requests for updates to service risk registers are sent out. Risk registers are discussed and updated at management meetings. Focus on mitigating actions	
Business Planning	Business Plans reviewed at management and team meetings		Business Planning process for following year starts (includes review of current plan)	Process underway across the Council at management and team meetings
CMT / LAG	Children’s Improvement Plan and Budget	Performance and Pledges, Council improvement and the Budget- ready for Agenda setting on 12th November and 4th December Cabinet	Children’s Improvement Plan and Budget	Performance and Pledges, Council Improvement and Budget
Cabinet	Performance report to Cabinet.		Performance and risk report to Cabinet.	

Month	February 2020	March 2020	April 2020	May 2020
Performance-Council & Directorate	Senior management meetings use scorecard discussions to identify performance issues for discussion at EMT.	Directorate and Council scorecards discussed at EMT.	.	Senior management meetings use scorecard discussions to identify performance issues for discussion at EMT.
Risk – Corporate & Directorate			. Requests sent out for progress with mitigating actions of the Corporate Risk register	CMT discuss and update Corporate Risk
Performance – Service		Heads of service scorecards are updated and discussed at management meetings. Improvement actions identified		
Risk – Service		At the end of the month requests for updates to service risk registers are sent out. Risk registers are discussed and updated at management meetings. Focus on mitigating actions		
Business Planning	Children’s, Adults, Growth and Communities & Housing complete business plans. Resources Heads of Service notified of requirements.	Resources Directorate complete business plans	Business Plans go live.	
CMT / LAG	Performance and Pledges, Council improvement and the Budget ready for Agenda setting on 18th February and 11th March Cabinet.	Children’s Improvement Plan and Budget	Performance and Pledges, Council Improvement and Budget	TBC
Cabinet		Performance report to Cabinet		

Continuing this pattern, there will be a Cabinet report on Performance and Risk in July 2020

Work Programme 2019/2020

Resources and Corporate

Overview & Scrutiny Committee

Date: 17th June 2019

Author: Chief Legal Officer

Wards: All Wards

Parishes Affected: All Parish Areas

1. Purpose and Reasons

- 1.1 Each year, the Overview and Scrutiny Committees are invited to put together a Work Programme that details the activities that it will be undertaking during the Municipal Year.
- 1.2 The Work Programme details the various topics and issues that the Committee intends to look into during the coming year with the aim of producing evidence based recommendations intended to provide service improvements for Cabinet and external agencies / bodies to consider where appropriate.

2. Recommendations

The Committee is recommended to:

- 2.1 Consider and discuss items to be included in the Work Programme for the Resources and Corporate Overview and Scrutiny Committee for the 2019/2020 Municipal Year.

3. Detail

- 3.1 Under the Council's Constitution, Overview and Scrutiny Committees are required to agree a Work Programme at the start of the Municipal Year outlining their priorities and likely outcomes of considering these issues.
- 3.2 The Work Programme is developed taking into account:
 - 3.2.1 Corporate priorities and objectives, including the Cabinet Forward Plan.
 - 3.2.2 Partnership strategic priorities and objectives.
 - 3.2.3 The interests and concerns of Members, Council officers, members of the public and other stakeholders such as community and voluntary groups and local businesses.
- 3.3 Members are reminded that the Work Programme must also take into account:
 - 3.3.1 The workload of the Committee and of individual members.
 - 3.3.2 The capacity of officers to support a review.
 - 3.3.3 The resource implications of carrying out a review.

Further information on the subject of this report can be obtained from Vicki Yull, 07980 752043, VYull@swindon.gov.uk.

Work Programme 2019/2020

Resources and Corporate

Overview & Scrutiny Committee

Date: 17th June 2019

- 3.3.4 The timescales for a review.
- 3.3.5 The most appropriate method of carrying out a review e.g. Committee meeting, Task Group, Member Champion review.
- 3.4 It is important that Overview and Scrutiny adds value to the work of the Council and the Borough and produces tangible outcomes for local people that result in real service improvements. Selecting the right topics is crucial to ensure that Overview and Scrutiny will be effective. Attention is drawn to the Scrutiny Process Flowchart, attached at Appendix 2, which is aimed at assisting the Committee in identifying how they could influence policy development.
- 3.5 Committees are encouraged to review the Work Programme on a regular basis to ensure it remains relevant to the Terms and Reference of the Committee and to prioritise the workload of the Committee to address issues the importance of which might only become evident during the course of the year.
- 3.6 In the 2018/2019 Municipal Year the Resources and Corporate Overview and Scrutiny Committee considered the following topics:
 - 3.6.1 The Swindon Programme.
 - 3.6.2 Digital Strategy Update.
 - 3.6.3 Consultation / Engagement Strategy.
 - 3.6.4 Draft Capital Strategy.
 - 3.6.5 Autumn Budget.
 - 3.6.6 Workforce Modernisation – Leadership and Culture.
 - 3.6.7 Fair Funding Review and Business Rate Retention.
 - 3.6.8 Progress towards the Council's Vision, Priorities and Pledges.

Task Group Reviews

- 3.7 The Committee is able to undertake individual reviews throughout the Municipal Year and proposals for reviews should be proposed and discussed at the Committee meeting.

4. Alternative Options

- 4.1 The Committee can choose not to have a detailed work programme although it is recommended that it is best practice to do so.

Further information on the subject of this report can be obtained from Vicki Yull, 07980 752043, VYull@swindon.gov.uk.

Work Programme 2019/2020

Resources and Corporate

Overview & Scrutiny Committee

Date: 17th June 2019

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 There are no financial or procurement implications arising as a result of this report. Any expenditure arising as a result of an item on the Committee's work programme will be met by the Overview and Scrutiny Support budget, subject to the approval of the Committee.

Legal and Human Rights Implications

- 5.2 Section 21 of the Local Government Act requires every local authority to establish an overview and scrutiny function to hold the Executive to account, undertake policy development and review, monitor and improve performance.

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 There are no other direct implications arising as a result of this report. Any further implications will be identified when a topic is reviewed by the Committee and in any recommendations made by the Committee.

Diversity Impact Assessment

- 5.4 No Diversity Impact Assessment is required at this stage. Any DIA that is required during review of topics included within the work programme will be identified at the appropriate stage.

Risk Management

- 5.5 No risk management issues have been identified at this stage. Any risk management issues will be identified at the appropriate time when a topic is under review by the Committee and if it makes any recommendations.

6. Consultees

- 6.1 The author has consulted, where appropriate, with Corporate Directors, Directors, Heads of Service, other officers, and relevant partners on the purpose, content, and recommendations of the report.

7. Background Papers

- 7.1 None.

8. Appendices

- 8.1 Appendix 1 – Draft Resources and Corporate Overview and Scrutiny Committee Work Programme for 2019/2020.

Further information on the subject of this report can be obtained from Vicki Yull, 07980 752043, VYull@swindon.gov.uk.

Work Programme 2019/2020

Resources and Corporate Overview & Scrutiny Committee

Date: 17th June 2019

8.2 Appendix 2 – Scrutiny Process Flowchart.

Resources and Corporate Overview and Scrutiny Committee

Work Programme 2019/20

Terms of Reference of the Committee

To fulfil all the functions of an overview and scrutiny committee as they relate to:

- The Budget Scrutiny function, at the request of the Scrutiny Committee;
- The review, scrutiny and development of policy recommendations;
- The management of performance;
- The monitoring of progress towards delivering corporate priorities; and
- The formulation of advice for the Cabinet, Council and other partners and stakeholders.

To have specific responsibility for (but not limited to) the scrutiny of:

- The Council's Revenue and Capital Budget
- The Medium Term Financial Strategy
- Strategic Projects
- Leisure
- Corporate Customer Services

Review of the Work Programme

The work programme will be reviewed at every meeting of the Resources and Corporate Overview and Scrutiny Committee to ensure: that it remains relevant; that Members and Officers have sufficient capacity to deliver the work programme, and; to include any additional items on the work programme, if appropriate.

To assist members in developing the Committee's work programme, members are advised to consider the current Cabinet Work Programme and Forward Plan which can be found at:

<http://ww5.swindon.gov.uk/moderngov/mgListPlans.aspx?RPId=285&RD=0>.

Contact details

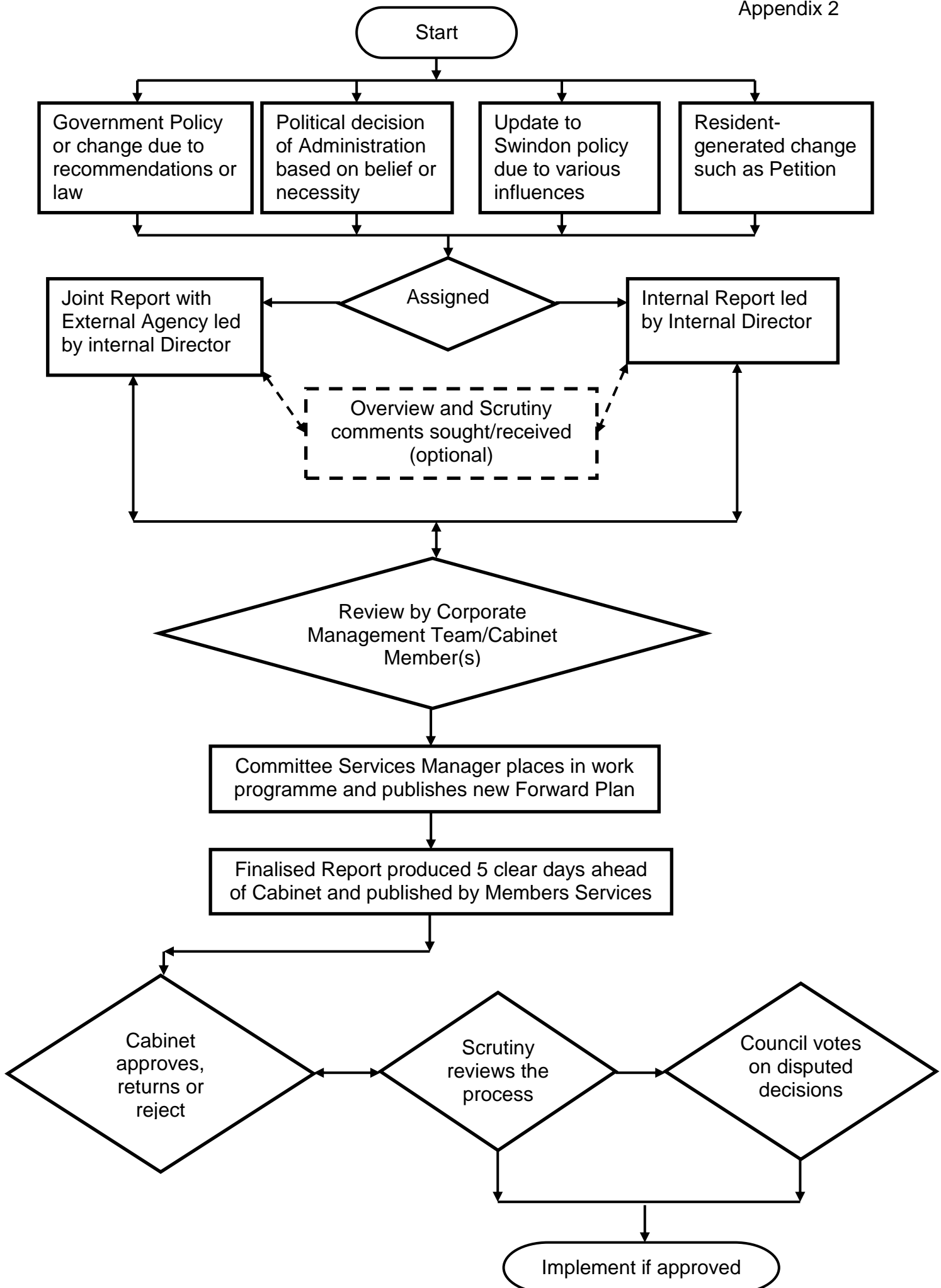
Committee Officer: Vicki Yull
Email: vyull@swindon.gov.uk
Tel: 07980 752043

Dates of Meetings

Date	Item	Witnesses
17 June 2019 Theme: Performance	LGA Peer Review	Sam Mowbray, Director of Performance, Organisational Improvement and Communications
	The Council's Approach to Performance Management	Philip Avery, Head of Performance, Intelligence and Insight Martin Bell, Corporate Performance Lead
24 September 2019 Theme: People	Estates Rationalisation	Sam Mowbray, Director of Performance, Organisational Improvement and Communications Fiona le Bon, Workforce Modernisation Engagement Lead
	Draft People Strategy and update on workforce initiatives	Sam Mowbray, Director of Performance, Organisational Improvement and Communications Julie Walsh, HR Operations Manager Helena Taylor Knox, Head of Organisational Development Rachel Wilson, Resourcing Manager
	Review of Member Development and Induction programme	Helena Taylor Knox, Head of Organisational Development Vicki Yull, Committee Clerk

25 November 2019 Theme: Finance	Draft Capital Strategy	Paul Smith, Head of Technical Finance
	National Update / Spending Review	Paul Smith, Head of Technical Finance
	S106 / CIL	Sarah Screen, Planning Obligations Project Manager
11 December 2019 Theme: Digital and Customer	Review of Digital Programme - successes and lessons learned	Glyn Peach – Director of Digital and Corporate Programmes
	Discussion re Council's IT and Digital Strategies	Glyn Peach – Director of Digital and Corporate Programmes
	Review of Customer Services and plan for Customer Services in 2020	Rob Brown- Head of Customer Services
2 March 2020		

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