

**BOROUGH OF BARROW-IN-FURNESS**  
**OVERVIEW AND SCRUTINY COMMITTEE**

Meeting:- Thursday 3rd July, 2014  
at 2.00 p.m. (Committee Room No. 4)

**A G E N D A**

**PART ONE**

1. To note any items which the Chairman considers to be of an urgent nature.
2. To receive notice from Members who may wish to move any delegated matter non-delegated and which will be decided by a majority of Members present and voting at the meeting.

3. Admission of Public and Press

To consider whether the public and press should be excluded from the meeting during consideration of any of the items on the agenda.

4. Declarations of Interest

To receive declarations by Members and/or co-optees of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the revised Code of Conduct, they are required to declare any disclosable pecuniary interests or other registrable interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Members may however, also decide, in the interests of clarity and transparency, to declare at this point in the meeting, any such disclosable pecuniary interests which they have already declared in the Register, as well as any other registrable or other interests.

5. Apologies for Absence/Attendance of Substitute Members.
6. Confirmation of Minutes of the meeting held on 29th May, 2014 (copy attached).
- (D) 7. Cultural Services.
- (D) 8. Street Cleansing.
- (D) 9. Policy and Strategy.

**NOTE (D) – Delegated  
(R) – Referred**

**Membership of Committee**

Councillors Roberts (Chairman)  
Cassidy (Vice-Chairman)  
Derbyshire  
Hamilton  
Husband  
Johnston  
R. McClure  
Maddox  
Opie  
C. Thomson  
M. A. Thomson  
Wall

**For queries regarding this agenda, please contact:**

Keely Fisher  
Democratic Services Officer  
Tel: 01229 876313  
Email: [ksfisher@barrowbc.gov.uk](mailto:ksfisher@barrowbc.gov.uk)

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# **BOROUGH OF BARROW IN FURNESS**

## **OVERVIEW AND SCRUTINY COMMITTEE**

Meeting, Thursday, 29th May, 2014  
at 2.00 p.m.

PRESENT:- Councillors Roberts (Chairman), Cassidy (Vice-Chairman) Derbyshire, Hamilton, Husband, Maddox, Opie, C. Thomson, M. A. Thomson and Wall.

### **1 – Minutes**

The Minutes of the meeting held on 13th March, 2014 were taken as read and confirmed.

### **2 – Cultural Services Board**

The Corporate Support Manager reported that the Executive Committee had agreed to re-establish the Cultural Services Board at its meeting of 14th May, 2014.

To operate the Board effectively it was recommended that Members meet with the Assistant Director – Community Services to agree a remit for the Board and its Terms of Reference.

RESOLVED:- (i) That a Cultural Services Work Group meet to identify terms of reference for the Cultural Services Board; and

(ii) That the Members of the Work Group be as follows:-

Councillors Cassidy, Derbyshire, Husband, M. A. Thomson and Wall.

### **3 – Street Cleansing**

The Corporate Support Manager reported that the Council was currently developing a Waste Management Strategy to provide direction for waste collection up to 2021. The Council had engaged with Cumbria County Council and WRAP to obtain their views. The Council were working with WRAP to clarify the Council's statutory requirements for the collection of waste and recycling and the best options for waste collection in the Borough. It was anticipated that WRAP's final report would be available by the end of May and a copy would be provided to Members when it was received.

The tonnage of recycling for the current year was 8838 tonnes (32.2%) compared to 9720 tonnes (36.3%) for the same period in 2012/13. This reduction was attributable to DEFRA's decision not to recycle street cleaning waste because of contamination from vehicle exhausts and a reduction in recycling at bringsites.

Members of a Work Group had visited a number of bring sites to observe the presentation of waste. Side waste had been left at all but one of the bring sites. It was clear that some members of the public are using the bring sites to deposit residual waste which should be disposed of at the Household Waste Recycling Centre on Walney Road. Approximately 60% of the side waste was clearly recycling which the operatives should collect as recycling under the terms of the contract.

RESOLVED:- That the Councillor M. A. Thomson meet with the Streetcare Manager and Biffa to discuss the issues raised and report back to the next meeting of this Committee.

#### 4 – Work Programme

The Corporate Support Manager provided Members with the current work programme for 2014/15 and invited Members to prioritise the reviews. The Work Programme included:-

Item	Topic	Scope of the review
1	Allotments.	To review the Council's arrangements for managing tenancies and the waiting list. Ensure the allotment service is financially sustainable
2	Street cleanliness.	To review to Council's arrangements for working with the contractor to deliver a higher standard of street cleanliness. To ensure appropriate arrangements are in place to manage external factors the impact on street cleanliness e.g. seagulls and fly tipping.
3	Coastal protection.	The implementation of phase four of the Flood and Coastal Erosion Risk Management Strategy has resulted in changes to way in which coastal defence projects are funded. The review will focus on our medium term project plan and how it will be funded.
4	Estates and asset management.	To review arrangements for maximising income from our assets and the potential for the disposal of redundant assets.
5	Town centres development and supporting local traders.	Review arrangements for supporting local traders in the current economic climate.
6	Highways and car parking	Review the provision of highways maintenance by Cumbria County Council. Review street lighting and on-street parking arrangements.

7	Economic Development, planning and development control.	Review arrangements for planning and economic development in light of the reduced funding as a result of the Governments deficit reduction programme. Ensure the Council still has appropriate arrangements in place to access development funding
8	Cultural Services	Review the impact of the Council's service review on cultural services. The review will consider events, distribution of funding and service charges.
9	Policy and strategy	Monitor the development of and performance against the council's key priorities.
10	Housing strategy	Review availability of private sector and socially housing and consider partnership arrangements to ensure that the availability of housing in the borough meets demand.
11	Localised flooding	Collect information from other agencies to determine whether appropriate action is being taken to minimise the impact of localised flooding

It was noted that Item No. 8 –Cultural Services was now complete.

It was moved by Councillor Thomson that Item No. 9 – Policy and Strategy be the next review to take place to enable assessments to be made on how well strategies had worked over the last three years and to also assess what the Overview and Scrutiny Committee had achieved over that period. This was duly seconded and it was

**RESOLVED:-** That Policy and Strategy be the next review to be undertaken by the Overview and Scrutiny Committee.

The meeting closed at 2.15 p.m.

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>		<u>Part One</u> <b>(D)</b> <b>Agenda</b> <b>Item</b> <b>7</b>
<b>Date of Meeting:</b>	<b>3rd July, 2014</b>	
<b>Reporting Officer:</b>	<b>Corporate Support Manager</b>	
<p><b>Title: Cultural Services</b></p> <p><b>Summary and Conclusions:</b></p> <p>To inform Members that the Executive Committee agreed to re-establish the Cultural Services Board.</p> <p><b>Recommendation:</b></p> <p>Accept the terms of reference for the Cultural Services Board that was agreed by the work group.</p>		

### Report

The Executive Committee agreed to re-establish the Cultural Services Board at their meeting of 14th May. To operate the Board effectively it is recommended that Members meet with the Assistant Director - Community Services to agree its remit and terms of reference. This meeting is scheduled for 25th June and I will provide a verbal update at this meeting.

### Background Papers

Nil

<b>OVERVIEW AND SCRUTINY COMMITTEE</b>		<b>Part One</b> <b>(D)</b> <b>Agenda</b> <b>Item</b> <b>8</b>
<b>Date of Meeting:</b>	<b>3rd July, 2014</b>	
<b>Reporting Officer:</b>	<b>Corporate Support Manager</b>	
<p><b>Title: Street Cleansing</b></p> <p><b>Summary and Conclusions:</b></p> <p>Provide Members with an update of the scrutiny review into street cleansing.</p> <p><b>Recommendation</b></p> <p>Members are invited to consider the information and determine how this review should be progressed.</p>		

### **Report**

The Council is currently developing waste management strategy to provide direction for waste collection up to 2021. We have engaged with Cumbria County Council and WRAP to obtain their views. We are working with WRAP to Clarify the Council's statutory requirements for the collection of waste and recycling and the best options for waste collection in the Borough. It is anticipated that WRAP's final report will be available by the end of May and I will provide Members with a copy when I receive it.

Members of a work group visited a number of bring sites to observe the presentation of waste. Side waste had been left at all but one of the bring sites. It was clear that some members of the public are using the bring sites to deposit residual waste which should be disposed of at the Household Waste Recycling Centre on Walney Road. Members of the work group will meet with Biffa's local management on 1st July and I will provide a verbal update at the meeting.

### **Background Papers**

Nil

		<b>Part One</b>
<b>OVERVIEW AND SCRUTINY COMMITTEE</b>		<b>(D)</b>
<b>Date of Meeting:</b>	<b>3rd July, 2014</b>	<b>Agenda</b>
<b>Reporting Officer:</b>	<b>Corporate Support Manager</b>	<b>Item</b>
		<b>9</b>
<p><b>Title: Policy and Strategy</b></p> <p><b>Summary and Conclusions:</b></p> <p>Provide Members with an overview of the current strategic framework.</p> <p><b>Recommendation:</b></p> <p>Members are invited to consider the strategic framework and identify a work group to review Policy and Strategy.</p>		

### **Report**

At the last meeting of this Committee we agreed to review Policy and Strategy including how the Council decides its priorities and monitors its performance against them.

The Council's corporate strategy framework is consolidated in the Council Plan and is supported by four high level strategies:

- Medium Term Financial Plan
- Workforce Strategy
- IT Services Strategic Plan
- Asset Management Plan

The Council Plan has identified four priorities

- Housing
- Regeneration and Public Realm
- Local Economy
- Service Delivery

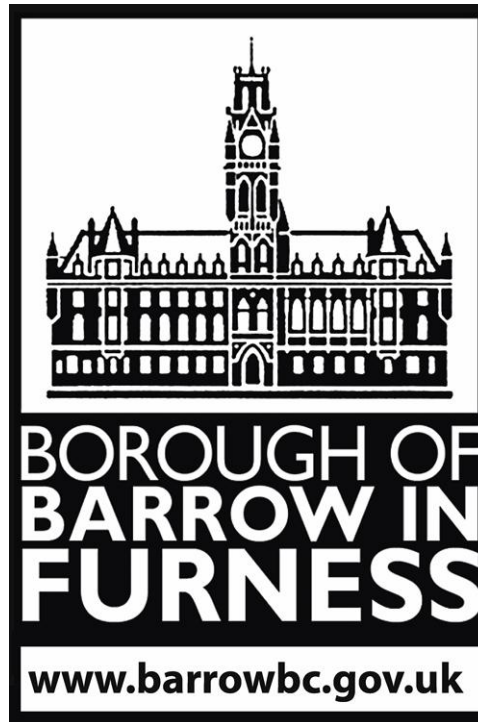
To deliver the Council's Priorities, objectives have been set for the period 2013-2016 and these are detailed in the Council Plan.

The Council Plan is attached as **Appendix 1**

### **Background Papers**

Nil.





# Council Priorities 2013 - 2016

**Prepared by:** Management Board  
**Approved by:** Executive Committee  
**Date:** 18<sup>th</sup> December 2013  
**Endorsed by:** Full Council  
**Date:** 21<sup>st</sup> January 2014  
**Valid until:** 31<sup>st</sup> March 2016

## **INTRODUCTION**

This document is one of three formal policy statements which are intended to inform and guide the future direction of the Council. It sits alongside our Medium Term Financial Plan and our Workforce Strategy. It includes our Vision Statement together with the key priorities for the Council for the period 2013-16

### **The Vision Statement**

The Council has a clearly defined Vision Statement:

**To enhance the economic and social future of the Borough to meet the needs and aspirations of the community.**

The Vision Statement represents the Council's long-term focus.

Pursuit of this Vision needs to achieve a suitable balance between managing the budget, delivering efficiencies (Value for Money) and offering innovative partnership based solutions to the challenges we face.

### **Council Priorities 2013-16**

This document sets out medium term priorities. They are intended to deliver tangible benefits to the Community and are headline issues for the Council and its staff.

Being clear about our priorities is vital because it focusses our attention and resources on the things that matter, the things that we think will make a real difference to our Community.

Our priorities are:

## **Housing**

The Council is committed to continuing to provide a greater choice of good quality housing and regenerate the oldest and poorest housing in the Borough.

## **Regeneration and Public Realm**

The Council is committed to working with partners and service providers to enhance the built environment and public realm.

## **Local Economy**

The Council is committed to work on mitigating the effects of cuts in public spending, their impact on the local economy and working to secure a long term economic recovery for our community.

## Service Delivery

The Council strives to provide good quality, efficient and effective services while reducing overall expenditure.

### **OBJECTIVES 2013-16**

#### **1. Housing**

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##### **Objective 1.1 Bring empty properties back into use**

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Action: Deliver the Clusters of Empty Homes project.

Outcome: 349 properties brought back into residential use by 2017.

Targets	2013-14	2014-15	2015-16
Barrow Island empty properties brought back into use	109	80	80

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##### **Objective 1.2 Improve the choice and quality of properties in the Town Centre**

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Actions: Explore options to deliver a 5<sup>th</sup> phase of group repair works in the Central ward. Agree heads of terms for housing development in North area of the Central ward.

Outcome: Improved quality of properties following the group repair scheme. Forward plan for housing development secured.

Targets	2013-14	2014-15	2015-16
Identify funding for 5 <sup>th</sup> phase of group repair	Q3		
Heads of terms agreed with developer		Q2	

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##### **Objective 1.3 Adopt the Council's Local Plan**

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Action: Ensure the timely progression and adoption of the Local Plan.

Outcome: Approved planning policies guiding the development and use of land in the Borough.

Targets	2013-14	2014-15	2015-16
Complete full viability assessment	Q4		
Complete habitat regulation assessment	Q4		
Complete strategic flood risk assessment	Q4		
Prepare draft Local Plan for consultation		Q1	

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**Objective 1.4 Maintain decent home standard for the Council’s housing stock**

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Action: Ensure the delivery of the maintenance contracts for planned and responsive repairs and develop targets for void management.

Outcome: The decent homes standard is maintained across the Council’s housing stock and void loss is minimised.

Targets	2013-14	2014-15	2015-16
Significant improvements to dwellings	720	TBC	TBC
Void management monitoring in place	Q3		

## 2.Regeneration and Public Realm

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**Objective 2.1 Improve the amenities of the Borough**

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Actions: Review the delivery of the waste collection and street cleansing services. Review the grounds maintenance services. Replace the Roa Island jetty.

Outcome: Establish a waste collection and street cleansing strategy, delivering contract savings. Deliver savings from the grounds maintenance contract. The deteriorating concrete jetty will be replaced with a new shorter timber jetty.

Targets	2013-14	2014-15	2015-16
Waste collection and street cleansing strategy	Q4		
Review waste collection and street cleansing contract		Q2	
Review grounds maintenance contract	Q4		
Replace Roa Island jetty	Q4		

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**Objective 2.2 Improve the streetscape and central courtyard on Barrow Island**

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Actions: Improve the general streetscape by introducing trees and better quality street furniture. Landscape the central courtyard area and the grassed areas between the adjacent blocks of flats.

Outcome: Improved streetscape and public realm on Barrow Island funded from the Cluster of Empty Homes grant funding.

Targets	2013-14	2014-15	2015-16
Appoint landscape architects	Q3		
Landscaping project complete		Q4	
Playground and MUGA for Barrow Island		Q4	

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**Objective 2.3 Support the new athletics facility at the Furness Academy**

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Action: Support the newly constructed athletics facility at the Furness Academy.

Outcome: The new facilities at Furness Academy will be available for casual hire as well as benefitting the attending students.

Targets	2013-14	2014-15	2015-16
Agree funding contribution for the athletics facility		Q3	

### **3. Local Economy**

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**Objective 3.1 Continue to support the Marina Village Development**

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Actions: The Marina Village development remains a long-term aspiration of the Council. Site assembly continues and as future purchases become available they will be funded, subject to valuations being agreed.

Consideration will be given to marketing a first phase of residential development on the site protecting the waterside frontage for future development when the marina development is agreed.

Outcome: Full site assembly is required for the complete Marina Development.  
Complete a development agreement for a first phase of residential development

Targets	2013-14	2014-15	2015-16
Site assembly of remaining 6 parcels of land Agree resources to proceed with development agreement.	Cannot be specified		

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**Objective 3.2 Support the strategy for advanced manufacturing in Furness**

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Actions: Ensure that Furness is included as a centre for advanced manufacturing in the Cumbria Local Enterprise Partnership (LEP) investment plan.

Outcome: To maximise the benefits of the anticipated levels of investment in the following industrial sectors: submarine construction, energy production (including offshore wind, gas production and storage), civil nuclear in West Cumbria and biopharmaceuticals.

Targets	2013-14	2014-15	2015-16
Inclusion in the Cumbria LEP investment plan	Q4		

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**Objective 3.3 Young people’s employment scheme for the Council**

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Actions: Investigate options for a young person’s employment scheme for the Council.

Outcome: This will bring young people to work in Council services and will aim to produce the skills required to continue providing local authority specific services into the future.

Targets	2013-14	2014-15	2015-16
Investigate young person’s employment scheme			Q3

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**Objective 3.4 Support for low income families**

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Actions: Review the commitment to maintain support for the local council tax reduction scheme. Actively support discretionary housing payments and disabled facilities grants where appropriate. Continue to support Council tenants through the Welfare Reform Action Plan. Review the deposit of funds in the Barrow and District Credit Union (BDCU). Review the Council’s financial support for the third sector organisations providing support and advice to low income families.

Outcome: Maintaining the commitment to fund shortfall of the local council tax reduction scheme protects low income families. Discretionary housing payments are used to support people who receive housing benefit with their housing costs where appropriate. Disabled facilities grants are available for a range of work that will help a disabled person remain in their home. The Welfare Reform Action Plan sets out a number of actions in response to the welfare reform changes and provides assistance to tenants whilst mitigating as far as is practical the possible risks to the income of the Housing Service. The Council will review its corporate deposit with the Barrow and District Credit Union. The Council will review its financial support for the third sector organisations that are currently supported.

Targets	2013-14	2014-15	2015-16
Adopt the default local council tax reduction scheme		Q1	Q1
Support discretionary housing payments		Q1	Q1
Support disabled facilities grants	Q4	Q4	Q4
Monitor the Welfare Reform Action Plan	Q4	Q4	Q4
Review the BDCU corporate deposit	Q3		
Review the third sector financial support	Q3	Q3	Q3

## 4. Service Delivery

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### Objective 4.1 Achieve the budget reductions identified for the Council

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Actions: Achieve the budget reductions set out in the Efficiency Support Grant (ESG) business case and deliver the savings from the Budget Strategy.

Outcome: The Council's long-term financial stability will be secured.

Targets	2013-14	2014-15	2015-16
Management and staffing (ESG)	£190k	£100k	
Sharing and outsourcing (ESG)	£77k	£122k	
Joint procurement (ESG)		£20k	
Strategic asset management (ESG)	£305k	£370k	
Other budget reductions (ESG)	£230k	£95k	
Budget Strategy budget reductions			£600k

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### Objective 4.2 Partnership working and shared services

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Actions: Continue to explore options for partnership working and shared services. Support the Environmental Health (EH) department's mutual aid with neighbouring authorities. Establish at least 2 additional mutual aid agreements in other technical areas. Explore the transfer of Barrow based County Council functions into Borough Council buildings on a shared premises bases and the relocation of some Borough Council functions into County Council premises.

Outcome: Partnership working and shared services will deliver improved resilience and savings for both parties. Rationalisation of premises with the County will produce savings and benefits for both parties and improve the customer experience.

Targets	2013-14	2014-15	2015-16
Support the EH mutual aid agreement	Q3		
Establish 2 additional mutual aid agreements		Q4	
Explore premises rationalisation with the County	Q4		
Explore potential for delivering non-clinical services for UHTMB		Q2	

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**Objective 4.3 Improving the customer experience**

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Actions: Introduce new web forms with integration capabilities. Redesign the website to make it more accessible and re-launch the home page. Review the service level agreement (SLA) for the call centre to develop coherent call response targets. Review the use of online services with a view to increasing web transactions by 15%.

Outcome: Customers using the online services will be presented with a seamless process with the web forms carrying the Council's theme from the beginning of the transaction, to the end. The look and feel of the website will be improved and will cater for customers logging on for the first time. The service level for the call centre will be based on calls answered to show the percentage of customers served. Improved web forms and information on the Council's website and make the website the first point of reference for customers.

Targets	2013-14	2014-15	2015-16
Introduce new web forms	Q2		
Redesign website and home page	Q3		
Review SLA for calls answered	Q3		
Review of online services to increase web usage			Q4
Introduce on-line booking system at park Leisure Centre		Q2	

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**Objective 4.4 Measure customer satisfaction**

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Actions: Identify and monitor service performance indicators (PI) which reflect customer satisfaction. Data that is already collected will be reviewed and a phased implementation plan to introduce effective data collection systems for priority services will be developed.

Outcome: Once customer data is usefully recorded it will be used to develop service delivery around customer's requirements as far as possible.



Targets	2013-14	2014-15	2015-16
Review data collected through existing systems		Q2	
Develop a plan to collect priority service PI data		Q4	

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**Objective 4.5 Implement the Workforce Strategy**

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Actions: Develop leadership skills for all managers through performance appraisal and by developing a competency framework. Deliver the transformation and change agenda by developing the role of the Business Improvement Team (BIT). Improve employee health and well-being by expanding the salary sacrifice options, developing a supported volunteer policy and improving absence management. Develop the use of new technology.

Outcome: Developing managers will provide future stability for Council service delivery and ensure that skills shortages are addressed. The BIT team will drive efficiency changes and improved working methods. As an employer, the Council remains committed to providing options to allow employees to achieve a suitable work-life balance. New technology will allow services to be delivered more efficiently.

Targets	2013-14	2014-15	2015-16
Leadership and competency skills review		Q4	
Develop the role of the BIT team	Q4		
Review the work-life balance options on offer		Q4	
Develop new technology for service delivery			Q4

## Targets for Performance Management

Objective	Target	2013-14	2014-15	2015-16	Responsible Officer
1.1	Barrow Island empty properties brought back into use	109	80	80	
1.2	Identify funding for 5th phase of group repair	Q3			
1.2	Heads of terms agreed with developer		Q2		
1.3	Complete full viability assessment	Q4			
1.3	Complete habitat regulation assessment	Q4			
1.3	Complete strategic flood risk assessment	Q4			
1.3	Prepare draft Local Plan for consultation		Q1		
1.4	Significant improvements to dwellings	720	TBC	TBC	
1.4	Void management monitoring in place	Q3			
2.1	Waste collection and street cleansing strategy	Q4			
2.1	Review waste collection and street cleansing contract		Q2		
2.1	Review grounds maintenance contract	Q4			
2.1	Replace Roa Island jetty	Q4			
2.2	Appoint landscape architects	Q3			
2.2	Landscaping project complete		Q4		
2.3	Agree funding contribution for the athletics facility		Q3		
3.1	Site assembly of remaining 6 parcels of land	Cannot be specified			
3.2	Inclusion in the Cumbria LEP investment plan	Q4			
3.3	Investigate young person's employment scheme			Q3	
3.4	Adopt the default local council tax reduction scheme		Q1	Q1	
3.4	Support discretionary housing payments		Q1	Q1	
3.4	Support disabled facilities grants	Q4	Q4	Q4	
3.4	Monitor the Welfare Reform Action Plan	Q4	Q4	Q4	
3.4	Review the BDCU corporate deposit	Q3			

Objective	Target	2013-14	2014-15	2015-16	Responsible Officer
3.4	Review the third sector financial support	Q3	Q3	Q3	
4.1	Management and staffing (ESG)	£190k	£100k		
4.1	Sharing and outsourcing (ESG)	£77k	£122k		
4.1	Joint procurement (ESG)		£20k		
4.1	Strategic asset management (ESG)	£305k	£370k		
4.1	Other budget reductions (ESG)	£230k	£95k		
4.1	Budget Strategy budget reductions			£600k	
4.2	Support the EH mutual aid agreement	Q3			
4.2	Establish 2 additional mutual aid agreements		Q4		
4.2	Explore premises rationalisation with the County	Q4			
4.3	Introduce new web forms	Q2			
4.3	Redesign website and home page	Q3			
4.3	Review SLA for calls answered	Q3			
4.3	Review of online services to increase web usage			Q4	
4.4	Review data collected through existing systems		Q2		
4.4	Develop a plan to collect priority service PI data		Q4		
4.5	Leadership and competency skills review		Q4		
4.5	Develop the role of the BIT team	Q4			
4.5	Review the work-life balance options on offer		Q4		
4.5	Develop new technology for service delivery			Q4	