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Wednesday, 31 May 2023

Dear Sir/Madam

OVERVIEW & SCRUTINY COMMITTEE

A meeting of the Overview & Scrutiny Committee has been arranged to take place **THURSDAY, 8TH JUNE, 2023 at 6.00 PM IN THE COMMITTEE ROOM**, District Council House, Lichfield to consider the following business.

Access to the is via the Members' Entrance.

The meeting will be live streamed on the Council's [YouTube channel](#)

Yours faithfully

A handwritten signature in cursive script that reads 'Kerry Dove'.

Kerry Dove
Chief Operating Officer

To: **Members of Overview & Scrutiny Committee**

Councillors Norman (Chair), Leung (Vice-Chair), Ball, Booker, Ho, Hawkins, Hill, Holland, Trent, Ray, Robertson, Whitehouse, Woodward and Yeates



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AGENDA

1. Apologies for Absence
2. Declarations of Interests
3. Minutes of the Previous Meeting 3 - 10
4. **Terms of Reference** 11 - 22
To note the terms of reference for Overview & Scrutiny as laid out in the Council's Constitution.
5. **Training for Members** 23 - 58
Attached is the Overview & Scrutiny Toolkit to assist the Committee in their role.
6. **Work Programme** 59 - 70
To consider the current draft work programme and receive suggestions for future items. The Forward Plan is attached to aid these discussions.
7. **Planning Protocol**
To consider and give views on the attached draft Planning Committee Protocol – REPORT TO FOLLOW



OVERVIEW & SCRUTINY COMMITTEE

16 MARCH 2023

PRESENT:

Councillors M Wilcox (Chair), Norman (Vice-Chair), Cross, Eagland, Evans, Ho, Robertson and Mrs Tranter

(In accordance with Council Procedure Rule No.17 Councillor Strachan and Councillor Cox attended the meeting).

48 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Grange, Leytham, A Little, Silvester-Hall and A Yeates.

49 DECLARATIONS OF INTERESTS

Councillor Robertson declared a personal interest in Minute no. 51 as he is a patient registered with Darwin Medical Centre.

Councillor Ho declared a personal interest in Minute no. 51 as he is a patient registered with Boney Hay Surgery.

50 MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous meeting held on 8 February 2023 were agreed as a correct record.

51 BURNTWOOD HEALTH & WELLBEING CENTRE

The Chair welcomed representatives from the Staffordshire and Stoke-on-Trent Integrated Care Board - Chris Bird, Chief Transformation Officer (including executive leadership for delegated responsibilities the ICB have for general practice services), Nicola Bromage, Associate Director – Mental Health, Learning Disability and Autism and Children and Young People and Dr Abid Khan, Medical Director of Midlands Partnership Trust.

The Chair advised that members had been sent a copy of the published letter sent to all stakeholders by the ICB and asked Mr Bird if he could update members with the history and the current position regarding the closure of the Burntwood Health & Wellbeing Centre.

Mr Bird advised that the Burntwood Health & Wellbeing Centre had opened in 2008 and had always been a temporary measure as the original permission was granted on condition that it be taken down after 3 years. Since that time several planning extensions had been given by the LDC planning department and the last extension in 2019 was by means of a contract which was timebound to September 2024 in order for the redevelopment of the health care facilities in Burntwood. Mr Bird confirmed that they had worked with colleagues at Staffordshire County Council and had opened Greenwood Health Centre and the new Burntwood North Centre at Cherry Close would be open and operational from 2025. He advised that they were confident that the plans were sound as they had engaged with all the relevant parties and the existing local surgeries had confirmed they could take on the existing patients with the intent that the new facility at Cherry Close will be open in 2025.

Members made the following comments/observations and asked the following questions:-

- The consultation in 2009 was discussed as it was stated at the end of that consultation that the Burntwood Health & Wellbeing Centre and Greenwood Health Centre were needed as the local surgeries had outgrown their accommodation and so unable to offer the sufficient health provision to the Burntwood people – why now is it to be closed before the new facility at Cherry Close is open?

Mr Bird confirmed that it was the end of the contract and a commissioning decision has been made to disperse the patient list. It was recognised that the levels of appointments for GPs were challenging and there were a range of approaches to be brought forward but all local practices had confirmed that the physical estate is available recognising that in 2025 the new Burntwood North Centre would be opening. He said they would need to manage the transitional period and it may be that they need to retain the building at the Burntwood Health & Wellbeing Centre but will be working with the local practices on how best to use it – perhaps host back-office staff and administration so maximising clinical space at the other surgeries to take on the existing patient lists.

- Mr Bird was asked how confident he was in obtaining planning permission for this period from September 2024 to the opening date of the Burntwood North Centre in 2025 and how confident he was that the opening date would be in 2025 due to the delays encountered at Greenwood Health Centre?

Mr Bird said he was confident in the opening date of 2025 as they were working with Staffordshire County Council like they had done with the Greenwood Health Centre and would need to apply for the planning permission for September 2024 to 2025 as it had not been applied for yet but they would be trying to use this on a transitional basis and working with the local practices on its best use.

- Members asked why patients had not been consulted before a decision was made as this was a drastic and considerable change for them.

Mr Bird advised that a letter to the contract holder had been sent to highlight the end of the contract date and offer support and all local practices had been approached to confirm they had capacity which were the guidelines from Primary Medical Services/NHS England. He said at the end of a contract you do not need to consult with the local populations, that would be only if a major service change takes place. He said they were following the relevant national guidelines set out by Primary Medical Services/NHS England and the Local Medical Committee and local practices had been advised. He said there was a Communications & Engagement Plan in place to help with the transition for later in 2023/24 which would have to be brought forward now the decision was in the public domain. He said his colleagues were meeting with the Patients' Participation Group tomorrow and will be looking at the ideal communications to local populations.

- Members said a lot of patients were very worried about having to move elsewhere and wondered why the rush? It was stated that there would be no impact on local practices but members knew all practices were short of appointments at the moment as well as being short of GPs. It was noted that a number of complaints had been received relating to the Darwin Practice at Greenwood Health Centre as patients were being asked to travel to the Lichfield branch and vice-versa.

Mr Bird said he was not aware of the complaints but asked that these be shared with him after the meeting as branch sites were utilised in general practices but the needs of the patient must be borne in mind. He advised that all the three local surgeries at The Darwin Practice, Salters Meadow Health Centre and The Langton Medical Group -

Boney Hay Surgery had advised they had capacity for the Burntwood Health & Wellbeing Centre patients and although patients would be asked to register with a surrounding practice of their choice it may mean that as the Burntwood North Centre at Cherry Close opens the venue of their appointment would change.

- Members asked if the Burntwood Health & Wellbeing Centre could be a branch site?

Mr Bird said this was not permissible within the guidelines and advised that the current contract holder had asked this with a number of other options but the only options available were those in the stakeholder letter.

- Members asked for assurance that members can give to patients at the Burntwood Health & Wellbeing Centre that there will be no disruption to their care?

Mr Bird advised that it was always their intention to engage with the local communities and patients 12 months prior to the contract ending. He said they were willing to help and aimed to minimise the disruption having managed dispersal of practice lists previously elsewhere. He said the onus was on the patient to register elsewhere as would be personal preference but as it was linked to the decision taken by the ICB they would be supporting all to ensure a smooth dispersal.

- Members asked why a short-term contract cannot be offered?

Mr Bird confirmed they were not able to offer this as they cannot offer a one year contract nor extend the current contract.

- Members had calculated that the additional capacity at Greenwood Health Centre will not take all patients from the Burntwood Health & Wellbeing Centre. It was known that Burntwood already had a high increased ratio access to healthcare and this was why there was so much concern.

Mr Bird said the Staffordshire and Stoke-on-Trent GP per head ratio was just below average and general practice was being worked on nationally. He said a General Practice Strategy was currently being worked upon with additional roles/workforce as a central component. He agreed to share this with the committee in a few months and said he would return to a future meeting.

- Members asked if the existing GP's would TUPE over to the other practices?

Mr Bird confirmed yes, they would.

- A lot of concerns were raised by the committee members especially with regards to the continuity of care and highlighted those with complex needs.

Mr Bird said he would ensure there was support with the transitional period and a plan was being formulated with the contractor and his team and existing local practices to ensure this.

RESOLVED: The comments and observations be noted and the Chair requested that any further information be shared with this committee to reduce the disruption and asked Mr Bird to return in a couple of months with an update on the Burntwood Health & Wellbeing Centre and the General Practice Strategy.

52 GEORGE BRYAN CENTRE

The Chair welcomed representatives from the Staffordshire and Stoke-on-Trent Integrated Care Board - Chris Bird, Chief Transformation Officer (including executive leadership for delegated responsibilities the ICB have for general practice services), Nicola Bromage, Associate Director – Mental Health, Learning Disability and Autism and Children and Young People and Dr Abid Khan, Medical Director of Midlands Partnership Trust.

Mr Bird informed members that the ICB was considered the statutory body for the consultation process regarding the George Bryan Centre. A link to the consultation and associated documents had previously been circulated to members and the Chair encouraged members to participate in the consultation process which was currently taking place around the future provision.

Nicola Bromage from the In-patient Mental Health Team, ICB delivered a presentation explaining the reason for the review, the present community support and the proposal for the mental health transformation. She said there had been a national model which the long-term plan had focussed on which needed to work differently in the community setting rather than hospital stays. She said they recognised they needed to enhance the community and mental health services by providing more mental health practitioners in GP settings, improving the continuity of care and focus on more personalised care with more integrated working so care is coordinated between teams. She advised that a lot of work was being carried out with partner organisations and with crisis teams with a crisis café in Tamworth recently opening. It was also very important to support the physical health needs as well as the mental health needs.

Community Mental Health case studies were shared showing the new pathways for mental health older adults and adults with dementia.

Ms Bromage advised that Older Adults Specialists had been appointed since the George Bryan Centre closed and said support was now available before diagnosis. She said the staff work really close within the community with voluntary groups, social services, council and other partner organisations.

The Proposal for delivering mental health services was clarified:-

Ms Bromage said since the fire in 2019 at The George Bryan Centre, Tamworth the Commissioners had been looking for a long-term solution for providing the services previously provided there and two suggestions had been proposed:-

1. Keep 18 beds at St Georges site in Stafford; and
2. Provide 18 beds at The George Bryan Centre.

However, after extensive research it was felt that only the one proposal was viable at the St Georges site in Stafford because it was felt a single isolated site would not be clinically safe in Tamworth. Ms Bromage said St Georges was significant and recognised as being able to provide better care with a psychiatric unit being able to provide rapid support with trained professionals on hand. The treatments were more varied i.e. art therapy/speech therapy and as the national best practice was to look at community-based projects this was recognised by the ICB as the best proposal even though the travel to Stafford was recognised as a disadvantage. It was possible with the community-based project that there would be fewer admitted into hospital in the future.

Ms Bromage said they were looking at the possible mitigations and encouraged members to comment using the consultation surveys especially with ideas for travel issues in how we can support people more effectively should the single proposal go ahead. She said they were looking at all previous suggestions i.e. offering financial support for travel costs/flexible visiting

hours to enable people to visit at any time rather than constrained visiting hours making it impossible to visit via public transport.

Members made the following comments/observations and asked the following questions:-

- Members agreed that transport was the major concern with no rebuild at The George Bryan Centre in Tamworth as people in this district will find it very hard to commute to St. Georges in Stafford. A lot of elderly people in particular would find it difficult and members suggested the Support Staffordshire Voluntary Driving Scheme as an option. Concerns about travel to Stafford generally ensued as a lot of people do not have a car and the bus stops are not very near to their home nor are there enough bus services. It was concerning because if people cannot get there then this causes additional problems and visits from family and friends is very important. Definitely need a patient transport service.

Ms Bromage noted this and said if the proposal goes ahead there will be a 'standard operating procedure' looking at providing support for travel assistance.

- Members asked that the dementia patients be monitored and the data be reported back to a future meeting. It was noted that Lichfield and Burntwood were both dementia friendly communities and any help would be welcomed to improve peoples' knowledge.
- Members asked if there was sufficient capacity at St. Georges in Stafford if the George Bryan Centre were not to reopen?

Dr Khan confirmed that there was enough capacity in his opinion as having a constant presence of a consultant on a ward was leading to a quicker turnover and therefore helping with capacity issues.

- Mental Health in younger people was discussed as this was very concerning now as it was agreed that bad mental health was being diagnosed younger and younger. Again, it was asked if the statistics for this could be monitored as experience had found that CAMHS were not very effective, and families and schools had to wait a long time and could not get the support when they wanted it. The suicidal thoughts, attempts and deaths of children were increasing, and members asked that this be looked at as a priority.

Dr Khan advised that the CAMHS services had recently improved in Staffordshire and assessments were being done much more quickly especially if the child has an acute need. The higher the need the more urgently they will be seen and so this should be stated on the referral. Dr Khan said that during the pandemic the NHS provided more training and expanded the CAMHS teams all across the district – expanding the specialist services in the community being paramount and making them more accessible to all.

- Members asked if there was enough staff?

Dr Khan said there had been a lot of success in CAMHS in the Midlands and the NHS were trying to home produce a lot of social worker staff and train and recruit overseas to community teams. He said a lot of planning for the workforce to become fit for purpose was being done.

Ms Bromage said the Community teams will respond to people in crisis and provide home treatment rather than hospital admission primarily but if a hospital admission is required then it would be facilitated. She said there were now two crisis teams working to keep patients closer to home rather than hospital.

- Members noted that in the recent budget, the government said they would put £10m into suicide prevention and support, is there any news on the allocation yet – is this something which could be supported?

Ms Bromage confirmed they had areas they would like to provide support and implement. No allocation yet known.

- Members asked if Mental Health professionals go out to the Police?

Ms Bromage said yes it was called street triage where a mental health nurse visits the police.

- Members asked if there was any extra support for carers looking after dementia patients at home?

Ms Bromage said that the requirement when The George Bryan Centre closed was recognised and an older age specialist team working with social care to maintain people in their homes and work together had been implemented and they had lots of work to improve this offer.

- Members asked if the Peer Support Workers were paid roles?

Ms Bromage confirmed that the roles were paid with career progression and there were some volunteers as well.

- Members asked if there was liaison with the probation service and a possibility for cross-over working?

- What can be done for men in mental health?

Dr Khan said that nationally, there is a lot more awareness of this subject now and it is changing slowly. The visiting people in their own homes in the community gives more opportunities for this to be recognised and help to be sought.

RESOLVED: The comments and observations be noted and the Chair requested that the findings of the consultation be shared with this committee in due course.

53 HEALTH MATTERS

The Vice-Chair, Councillor Norman, attended the previous Staffordshire County Council's Health & Care Overview and Scrutiny Committee meeting on Monday 13 February 2023 agenda items – Draft Mental Health Strategy 2023-2028, Mental Health Support Teams in Schools Update and Children's Mental Health Update.

It was noted that looking ahead at the Work Programme for 2023/24 that SCC Health & Care Overview and Scrutiny Committee should itemise - S106 monies for GP Practices. (It was known that the ICB had applied to LDC for £550,000 for additional GP capacity sought at the Rugeley Power Station site). The Chair and Vice-Chair noted this.

54 NOTES OF TASK GROUP

The Vice-Chair, Councillor Norman presented the Notes of the Climate Emergency Task Group as Chair of the Task Group and the contents were noted. Councillor Norman explained that there had been several delays and it was agreed that this should be prioritised after the 2023 Elections. It was noted that the number of days that have elapsed since the Climate

motion was declared at Council on 10 December 2019 is already at 10.8% of the deadline which was set to 2050.

55 WORK PROGRAMME

It was noted that there was one meeting left on the Work Programme for 2022/23 – 25 May 2023 and the Chair said there were only two items for discussion:-

Outcomes of the Procurement process;
Communications

RESOLVED: That the work programme be noted.

56 VOTER ID UPDATE

Christie Tims, Assistant Director of Operations, Regulation & Enforcement and Deputy Returning Officer provided an updated presentation to members further to the presentation given to January's meeting. She advised members that all the changes to the 2023 Election had now been made and all training received. The planning/ preparations are where we were expecting it to be, and the Voter ID applications were coming through the portal steadily. She said there was a new form - Ballot Paper Refusal List which would be an ongoing characteristic going forward which the polling station staff will be asked to complete to specify and keep a running total of those who have been refused a ballot paper and the reasons for the refusal. This will link to the prescribed questions. Another addition is a Voter Identification Evaluation Form – to be used at this Election and the first General Election to track people who have not brought the recommended form of ID. The new process will be for the Presiding Officer to check the ID after the voter has confirmed their name and address before the number list is marked and any ballot paper is given out.

Ms Tims advised that 59 Voter ID applications had been received so far and 20 applications were currently on hold due to unsuitable photographs. There had also been 2 anonymous Voter ID applications received to date.

Members were reminded that postal votes are not affected for this Election and if voting by proxy – the person acting as proxy must have their ID.

Ms Tims confirmed that a lot of social media had been done since last time, linking it to the national campaign. All newsletters and one free newspaper had included the need for photo ID at all poll stations and posters and leaflets will be sent to key partners. Some leaflets had been put in with the council tax bills and press releases were ongoing up until the polling day. It was confirmed that the poll cards would have clear messaging on the front of them and a list of the acceptable forms of ID too. Ms Tims said she was meeting with several outreach groups and parish councils to encourage and see if any thing can be done to help with regards to accessibility and all the TV adverts were increasing.

Members were advised that the government were also running a campaign on voter fraud ensuring you are not being persuaded to vote by anyone and the timing was exactly the same.

Ms Tims confirmed that there was an active recruitment drive for all polling stations currently taking place with an increased number of Supervisors to help Presiding Officers with Voter ID problems being allocated.

Quick Reminder – Election Day – Thursday 4 May 2023 – Stations open from 7am-10pm
Receipting/Verification into the early hours at Burntwood Leisure Centre
and
10am Friday Count will take place

The pre-election period is due to start 21 March meaning a restriction on council resources for Election reasons but council business is as usual.

Members suggested contact be made with the Lichfield Mosque and faith groups who may be organisations affected.

RESOLVED: That the presentation be circulated to all committee members and a verbal update be given at a future meeting after the Election.

57 EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972

IN PRIVATE

58 NOTES FROM TASK GROUPS

The Committee noted the two meetings held by the Task Group and were pleased at the progress made to date.

RESOLVED: That the Confidential notes be received.

59 CONFIDENTIAL MINUTES OF THE PREVIOUS MEETING

The Confidential Minutes of the previous meeting held on 8 February 2023 were agreed as a correct record.

The Chair advised members that we had now reached the end of the current cycle of meetings ahead of the Local Elections, and thanked all members for their contributions whilst sitting on this committee and the officers for all their help and support.

(The Meeting closed at 8.55 pm)

CHAIR

6.0 ARTICLE 6 – OVERVIEW AND SCRUTINY COMMITTEE

- 6.1** The Council is required by law to discharge certain overview and scrutiny functions. These functions are an essential component of local democracy. Overview and Scrutiny Committee contributes to the development of Council policies and also holds the Cabinet to account for its decisions. Another key part of the overview and scrutiny role is to review existing policies, consider proposals for new policies and suggest new policies.

Overview and scrutiny should be carried out in a constructive way and should aim to contribute to the delivery of efficient and effective services that meet the needs and aspirations of local residents.

- 6.2** The Council will appoint an Overview and Scrutiny Committee (which will comprise between 9 and 14 members of the Council except those who are members of the Cabinet), to discharge the function; this Committee will comprise the formal scrutiny arrangements of the Council supported by Scrutiny Task Groups

Any member of the Council may refer a matter* affecting any part of the District to the Overview and Scrutiny Committee ("Councillor Calls for Action").

(*Defined as a matter which relates to the functions of the Overview and Scrutiny Committee other than a local crime and disorder matter dealt with by the Police and Justice Act 2006 or a matter which the Secretary of State has excluded by Order).

No member of the Council may scrutinise a decision in which they were involved.

6.3 General Role

The Overview and Scrutiny Committee may :

- (a) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- (b) make reports and/or recommendations to the Council and/or the Cabinet in connection with the discharge of any functions;
- (c) consider any matter affecting the area or its residents;
- (d) exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Cabinet;
- (e) to assist the Council and the Cabinet in the development of its budget and policy framework;

- (f) consider any Councillor Calls for Action requiring scrutiny through the formal scrutiny process.
- (g) appoint any Scrutiny Task Groups to investigate or carry out any of these tasks and report back to the committee.

6.4 Specific functions

- (a) **Policy Development and Review.** The Overview and Scrutiny Committee may:
 - (i) assist the Council and the Chief Executive in the development of its budget and policy framework by in-depth analysis of policy issues;
 - (ii) conduct research, community and other consultation in the analysis of policy issues and possible options;
 - (iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options; and
 - (iv) question members of the Cabinet and officers about their views on issues and proposals affecting the area.
- (b) **Scrutiny.** The Overview and Scrutiny Committee may:
 - (i) review and scrutinise decisions made by and performance of any member exercising executive functions and officers both individually and over time;
 - (ii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
 - (iii) question any member exercising executive functions and officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives, or projects;
 - (iv) make recommendations to the Cabinet and/or the Council arising from the outcome of the scrutiny process;
 - (v) question and gather evidence from any person (with their consent);
 - (vi) consider and make recommendations on a Councillor Call for Action;
 - (vii) challenge a decision of the Cabinet or an officer not to classify a certain decision as “key”.
- (c) **Scrutiny of regulatory decisions.** The Overview and Scrutiny Committees may review policies and procedures in connection with any regulatory functions

exercised by Planning and Regulatory & Licensing Committees, and Sub-Committees thereof, or by officers, but such a review shall not include scrutiny of any such decision relating to an individual application for determination, consent, licence, permission etc.

6.5 Crime and Disorder

The Overview and Scrutiny Committee will act as the Council's Crime and Disorder Committee for the purposes of the Crime and Disorder (Overview and Scrutiny) Regulations. Any member of the Council, whether a member of this Committee or not, may refer a local crime or disorder matter* to the Committee.

6.6 Proceedings of the Overview and Scrutiny Committee

The Overview and Scrutiny Committee will conduct its proceedings in accordance with the Scrutiny Procedure Rules set out in Part 4 of this Constitution.

6.7 Quorum

The quorum for a meeting of the Overview and Scrutiny Committee shall be one quarter of the number of voting members of the Overview and Scrutiny Committee.

* Local crime and disorder matter means a matter concerning:

- a) crime and disorder (including anti-social behaviour or other behaviour adversely affecting the local environment) or
- b) the misuse of drugs, alcohol or other substances.

Where such a matter affects all or part of the electoral area for which the member is elected or any person who lives or works in that area (s.19 Police and Justice Act 2006)

PART 4 - SECTION 5 – OVERVIEW AND SCRUTINY PROCEDURE RULES

1.0 The Council at its annual meeting will appoint a Overview and Scrutiny Committee
The committee may appoint sub-committees, panels or task groups.

1.1 The Overview & Scrutiny Committee will perform all overview and scrutiny functions on behalf of the Council, in accordance with this Constitution.

1.2 The terms of reference of the Overview & Scrutiny Committee is set out in Part 3 of this Constitution.

2.0 WHO MAY SIT ON THE SCRUTINY COMMITTEES

2.1 All Councillors except members of the Cabinet shall be eligible to serve on the Scrutiny Committee. However, no councillor may be involved in scrutinising a decision in which they have been directly involved.

3.0 CO-OPTees

3.1 The Scrutiny Committee shall be entitled to appoint persons as non-voting co-optees.

4.0 MEETINGS OF THE OVERVIEW & SCRUTINY COMMITTEE

4.1 Meetings will be held in accordance with the schedule of meetings approved by the Council and additional meetings may be called from time to time as and when appropriate. A scrutiny committee meeting may be called by the Chair of Overview & Scrutiny Committee, by any member of the committee, or by the Chief Executive if they consider it necessary or appropriate.

5.0 QUORUM

5.1 The quorum for the Overview & Scrutiny Committee shall be one quarter of the voting members of the committee or three voting members whichever is the greater number.

6.0 WHO CHAIRS OVERVIEW AND SCRUTINY COMMITTEE

6.1 The Chair of the committee will be drawn from among the members sitting on the committee, save that the Chair or Vice-Chair of the Council shall not be the Chair or vice-Chair of Overview & Scrutiny Committee.

7.0 SCRUTINY WORK PROGRAMME

Overview and Scrutiny Committee will prepare their work plan each year and update it regularly and convene such meetings as necessary and instigate task groups as required to undertake the work programme.

A Task Group shall be led by a Chair appointed by the Chair of Overview & Scrutiny Committee (having undertaken the relevant training or holding the necessary experience).

Member Task Groups

The Committee will report annually to Council on the working of the overview and scrutiny arrangements and may make recommendations for improvement.

8.0 AGENDA ITEMS

8.1 Any member of the Overview and Scrutiny Committee shall be entitled to give notice to the Chair that they wish an item relevant to the functions of the scrutiny committee to be included on the agenda for the next available meeting of the committee provided that seven working days has been given to the Monitoring Officer together with sufficient information to enable the Officer to advise about the nature and purpose of the item.

9.0 REVIEW OF COUNCIL ACTIVITIES

9.1 The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and, if it considers it appropriate, the Cabinet, to review particular areas of Council activity. Where it does so, the Overview and Scrutiny Committee shall report its findings and any recommendations back to the Cabinet and/or the Council. The Council and/or the Cabinet shall consider the report of the Overview and Scrutiny Committee at its next or next but one meeting.

10.0 COUNCILLOR CALL FOR ACTION

10.1 Any member of the Council may refer a matter which affects their ward to the Overview and Scrutiny Committee (except that a member may not exercise this right relevant to a matter upon which they may exercise Cabinet powers).

10.2 Any member referring a Councillor Call for Action shall have the right to:-

- make representations to the relevant Overview and Scrutiny Committee as to why the committee should scrutinise the matter
- if the Overview and Scrutiny Committee decides not to scrutinise the matter, receive reasons from the committee for not doing so.

- if the Overview and Scrutiny Committee decides to scrutinise the matter, receive the committee report and/or recommendation(s)

11.0 POLICY REVIEW AND DEVELOPMENTS

- 11.1 The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules.
- 11.2 In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the scrutiny committee may make proposals to the Cabinet for developments insofar as they relate to matters within their terms of reference;
- 11.3 The Overview & Scrutiny Committee may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist it in this process within the budgetary provision assigned to it. It may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that it reasonably considers necessary to inform its deliberations within such budgetary provision. It may ask witnesses to attend to address it on any matter under consideration and may pay to any advisers, assessors, and witnesses a reasonable fee and expenses for doing so within the budgetary provision assigned to it.

12.0 REPORTS FROM THE OVERVIEW & SCRUTINY COMMITTEE

- 12.1 Once it has formed recommendations on proposals, the Chair of the scrutiny committee will prepare a formal report and submit it to the Chief Executive for consideration by Council or by the Cabinet which shall consider and respond to the recommendations.
- 12.2 The Council or the Cabinet shall consider the report of the Overview & Scrutiny Committee at its next or next but one meeting.

13.0 MAKING SURE THAT SCRUTINY REPORTS ARE CONSIDERED BY THE CABINET

- 13.1 The reports of the Overview & Scrutiny Committee referred to the Cabinet shall be included in the agenda by the Chief Executive at the next or next but one meeting.
- 13.2 Where the Overview & Scrutiny Committee prepares a report for consideration in relation to a matter where the Council has delegated decision making power to an individual member of the Cabinet, the scrutiny committee, will submit a copy of its report to him/her for consideration and, at the same time send a copy of the report to the Chief Executive. The member with delegated decision making power must consider the report and respond in writing to the Overview & Scrutiny Committee, within four weeks of receiving it. A copy of his/her written response to it shall be sent to the Chief Executive and the Leader of the Council. The member will also, at

the request of the Overview & Scrutiny Committee, attend a future meeting of the scrutiny committee, to present the response.

14.0 SCRUTINY OF CABINET DECISIONS

- 14.1 Once any proposed decision (whether or not the proposal constitutes a key decision) has been considered by the Overview and Scrutiny Committee, and subject to that committee having no adverse comments to make thereon, any decision of the Cabinet or a Cabinet Member in accordance with that proposal will not be subject to further call in and, unless prescribed by law or the Council's Constitution, not subject to any requirement for approval by Council.
- 14.3 Where a Cabinet decision has been made (either by the Cabinet, a Cabinet Member or an officer) and that decision was not treated as a key decision and the Overview and Scrutiny Committee are of the opinion that the decision should have been treated as a key decision, the Overview and Scrutiny Committee may require the Cabinet or officer to submit a report to full Council within a reasonable period. The report must include details of the decision and reasons for it, by whom the decision was taken and the reasons for not classing the decision as key.

15.0 COUNCILLORS AND CHIEF OFFICERS GIVING ACCOUNT

- 15.1 Within its terms of reference the Overview & Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require, in accordance with any protocol the Council may adopt, any member of the Cabinet, the Chief Executive, or any Chief Officer to attend before it to explain in relation to matters within their remit:
- any particular decision or series of decisions;
 - the extent to which the actions taken implement Council policy; and/or
 - their performance,
- and it is the duty of those persons to attend if so required.
- 15.2 Where any member of the Cabinet or employee is required to attend Overview & Scrutiny Committee, under this provision, the Chair of that committee or panel will inform the Chief Executive. The Chief Executive shall inform the councillor or Chief Officer in writing giving at least 5 working days' notice of the meeting at which they are required to attend. The notice will state the nature of the item on which they are required to attend to give account and whether any papers are required to be produced for the committee. Where the account to be given to the committee will require the production of a report, the councillor or Chief Officer concerned will be given sufficient notice to allow for preparation of that documentation.

15.3 Where, in exceptional circumstances, the member of the Cabinet or Chief Officer is unable to attend on the required date, the Chair of the scrutiny committee, shall, in consultation with the councillor or Chief Officer, arrange an alternative date for attendance to take place within a maximum of 21 days from the date of the original request, unless an extended period is agreed by the relevant Chair.

16.0 ATTENDANCE BY OTHERS

16.1 The Overview & Scrutiny Committee or any member task group may invite people other than those people referred to in paragraph 16 above to address it, discuss issues of local concern, and/or answer questions. It may for example wish to hear from residents, stakeholders (including partner organisations), and councillors and employees in other local authorities and shall invite such people to attend.

16.2 With the agreement of the relevant Chair, all non-Cabinet members may make representations to the Overview & Scrutiny Committee, of which they are not a member, although they may not take part in the debate or formally put forward proposals.

16.3 With the agreement of the Chair, a Cabinet member may make representations to the Overview & Scrutiny Committee acting in his/her capacity as a Ward Councillor, subject to the matter under consideration not falling within that Member's responsibilities, but may not take part in the debate or formally put forward proposals.

16.4 With the agreement of the Chair, a non-Cabinet member excluded under Paragraph 2.1 may make representations to the Overview & Scrutiny committee acting in their capacity as Ward Councillor, but may not take part in the debate formally put forward proposals or vote on relating to a decision in which they have been directly involved and even if they are a member of the Committee

16.5 Nothing in the Overview and Scrutiny Procedure Rules 18.2 and 18.3 inhibits a member's ability to submit a Councillor Call for Action pursuant to Overview and Scrutiny Procedure Rule 10.

17.0 CALL-IN

17.1 When a decision is proposed by the Cabinet or an individual Cabinet Member, notice of it shall be published, by electronic means. All non-Cabinet members, together with the Monitoring Officer and Section 151 Officer will be sent copies within the same timescale by the person responsible for proposing the decision.

17.2 The notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of 5 working days after the publication of the proposed decision, unless the Chair or Vice-Chair of Overview and Scrutiny Committee or 5 members of Overview and Scrutiny Committee or the Leader of the Principal Opposition or 10 non-cabinet members

object and call it in. Where a member calls in a decision for scrutiny that member shall specify the reason or reasons for requesting consideration by the Overview and Scrutiny Committee. The Monitoring Officer or the Section 151 Officer may also call-in a matter for scrutiny on the same terms as non-Cabinet members.

- 17.3 During the call-in period, the Chief Executive shall call in a decision for scrutiny by the Overview and Scrutiny Committee if so requested in accordance with 17.2 above, and shall then notify the decision-maker of the call-in. The Chief Executive shall call a meeting of the Overview and Scrutiny Committee, on such date as they may determine, where possible after consultation with the Chair of the committee.
- 17.4 If, having considered the proposed decision, the Overview and Scrutiny Committee is still concerned about it, it may refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns. If referred back, the decision maker shall then reconsider the decision, amending it, abandoning it, or pursuing it. If having taken account of the Overview and Scrutiny Committee recommendations the decision maker decides to amend, abandon or pursue the decision it shall be notified to members in accordance with the procedures set out at paragraph 17.1 and 17.2 but the decision shall not be further subject to the call-in procedure.
- 17.5 If having been taken back for reconsideration by the decision making person or body, proposes a decision in accordance with the recommendation(s) of the Overview and Scrutiny Committee then this decision shall be notified to members in accordance with the procedures set out at paragraph 17.1 and 17.2 but the decision shall not be further subject to the call-in procedure.
- 17.6 If having considered the proposed decision, the scrutiny committee does not refer the matter back to the decision making person or body for reconsideration, the decision shall take effect on the date of the Overview and Scrutiny Committee.
- 17.7 The call-in procedure shall not apply:
- where the decision being taken by the Cabinet is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public interest. The record of the decision, and notice by which it is made public shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The Chair of the Overview and Scrutiny Committee must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. In the absence of the Chair, the Vice-Chair's consent shall be required. Decisions taken as a matter of urgency must be reported to the Leader of the Principal Opposition Party and to the next available meeting of the Overview and Scrutiny Committee, together with the reasons for urgency.

18.0 CABINET DECISIONS SUBMITTED FOR SCRUTINY

18.1 The procedures at paragraphs 17.5 to 17.8 will be applied to all proposed decisions by the Cabinet or a member of the Cabinet considered by the Overview and Scrutiny Committee.

19.0 PROCEDURE AT OVERVIEW AND SCRUTINY COMMITTEE MEETINGS

19.1 The Overview and Scrutiny Committee shall consider the following business:

- (i) apologies
- (ii) declarations of interest;
- (i) consideration of any matter referred to the committee for a decision in relation to call in of a decision;
- (ii) responses of the Cabinet to report of the Overview and Scrutiny Committee
- (v) a Councillor Call for Action
- (vi) the business otherwise set out on the agenda for the meeting.

19.2 Where the Overview and Scrutiny Committee conducts investigations (e.g. with a view to policy development), the committee, may also ask people to attend to give evidence at committee meetings which are to be conducted in accordance with the following principles:

- (i) the investigation will be conducted fairly and all members of the committee given the opportunity to ask questions of attendees and to contribute and speak;
- (ii) those assisting the committee by giving evidence be treated with respect and courtesy; and

that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.

19.3 Following any investigation or review, the Overview and Scrutiny Committee shall prepare a report for submission to the Cabinet and/or Council as appropriate.

19.4 Subject to Access to Information and Confidentiality rules, all reports and findings arising from investigations by the Overview and Scrutiny Committee shall be made public.

20.0 SCRUTINY COMMITTEE RECOMENDATIONS

20.1 When at a meeting of the Overview and Scrutiny Committee a proposition is made, at the request of the proposer that reference to that proposition shall be included in

the scrutiny section of the subsequent report to Council, such reference shall be so included in the relevant section of that report.

21.0 SCRUTINY TASK GROUPS

- 21.1 The schedule of Scrutiny Task Groups proposed shall be presented to the Overview and Scrutiny Committee for consideration at least annually.
- 21.2 Upon commencement of a Scrutiny Task Group the scoping of the subject matter will be subject to consultation by the appropriate Head of Service and Cabinet Member(s) and must be approved by the Overview and Scrutiny Committee or in exceptional circumstances by the Chair and Vice Chair of Overview & Scrutiny Committee, but reported to the next meeting
- 21.3 Reports developed by the Scrutiny Task Group shall be reported to the Overview and Scrutiny Committee at the next available meeting for consideration and to make recommendations to the relevant body.

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Overview & Scrutiny Committee

Member Toolkit



1. ABOUT THIS TOOLKIT

This toolkit aims to give clear guidance on the District Council's Overview and Scrutiny function as well as provide practical advice to all those who take part in the scrutiny process:

- Members of Overview and Scrutiny Committees;
- Cabinet Members;
- Officers;
- Participants;
- Members of the public.

A Framework

The aim is to provide an overall framework within which Overview and Scrutiny in Lichfield can improve and develop to add value to the District Council's activities by helping achieve the District Council's vision, key aims and priorities and meeting the aspirations of the District Council's citizens.

This guide is designed as convenient reference to key information and considerations specifically tailored for Overview and Scrutiny work here in Lichfield, it is not a scrutiny encyclopaedia.

A simple process flowchart can be found at the end of the toolkit.

Learning from Experience

The information provided is drawn from a variety of sources and drawn heavily on good practice and experience to date

This toolkit is a living document which should be developed and adapted as necessary.

Comments and Feedback

Comments and feedback on this guide and suggestions on how future editions could be improved should be sent to:

The Monitoring Officer
Lichfield District Council
Frog Lane
Lichfield

Scrutiny needs to be fully focussed on the things that matter most and on outcomes that make a real difference to citizens.

2. ABOUT OVERVIEW AND SCRUTINY

Overview and Scrutiny is still a comparatively new function for local authorities. It was introduced as part of the modernisation agenda for local government and the Local Government Act 2000 requires Council's to have at least one Overview and Scrutiny Committee.

“Overview and Scrutiny is potentially the most powerful and exciting element of the entire local government modernisation process. It places non-executive members at the heart of policy making and at the heart of the way in which Councils respond to the demands of modernisation.”

The development of Overview and Scrutiny in Local Government, ODPM September 2002

What is Overview and Scrutiny?

There is no single definition of Overview and Scrutiny. It therefore should be viewed as an umbrella term covering a wide range of possible roles including:

- Holding the Cabinet to account;
- Policy development and review;
- External Scrutiny.

This suggests an emphasis towards:

- Acting as a watchdog for Cabinet decision-making;

- Checking on whether existing policies are effective and helping to shape new ones;
- Contributing towards the continuous improvement of Council services;
- Reviewing or investigating matters of particular concern either within the District Council or within the Community

The Scrutiny role also provides opportunities for public involvement and debate. ‘This can support elected members in taking a community-orientated approach and brings new ideas and experience to scrutiny.

Above all, the process needs to be firmly focussed both on matters of importance, and in making a difference, as this will be key to Overview and Scrutiny reaching its potential and being of value to the District Council and to local people.

Different Skills

This approach differs fundamentally from the previous committee system requiring new ways of working and different skills for all concerned. In particular, to work effectively, Overview and Scrutiny needs to be Member led. **It should be for the Overview & Scrutiny Committee to determine on what areas and forthcoming policies it wishes to focus on whilst still being mindful of the resources available.**

2. ABOUT OVERVIEW AND SCRUTINY

“Members must lead in shaping scrutiny structures, processes, outputs, in devising and revising work programmes and in undertaking in-depth investigation. Members also need to provide clear leadership to Officers supporting scrutiny.”

Idea-knowledge.gov.uk best practice guide –
Overview and Scrutiny.

Policy Influence

Overview and Scrutiny Councillors can also influence the development of new policies or review old ones to help bring them up to date. This policy development role might be carried out at the invitation of the Cabinet, on their own volition, or in response to public pressure, or perhaps as a result of a call in request.

In practical terms, whether carrying out a review of a District Council decision or helping to develop policies, the processes are very similar. These are described in more detail later in this toolkit.

Opportunity

The scrutiny process provides the opportunity for Councillors to examine the various functions of the District Council, to ask questions on how decisions have been made, to consider whether service improvements can be put in place and make recommendations to this effect. It also provides the opportunity for Councillors to champion issues of local concern to residents and to participate in the development of new policy.

It is quite different from the old committee style of working – the agenda is different in that Members decide the areas they wish to review. Scrutiny Task Groups can meet in an informal atmosphere and they invite those who they believe can help with their deliberations.

Scrutiny *n.*

Close or minute examination.

A searching look.

KEYWORDS TO THE NEW APPROACH

- Evidence based
- Investigative
- Exploratory
- Deliberative
- Cross-cutting
- In depth*
- Outward looking **
- A process rather than a single meeting

*single issue events rather than broad multi-issue agenda – driven events.

** to the community and external as well as internal.

3. OVERVIEW AND SCRUTINY IN LICHFIELD

Overview and Scrutiny Objectives

The District Council recognises the key role Overview and Scrutiny has to play within its modernised structure. The role is emphasised in the overarching objectives for the District Council's overview and scrutiny functions which are set out below:

Overview and Scrutiny Objectives
<ul style="list-style-type: none">• To support the District Council in achieving its vision for the District through its key aims and priorities as detailed in the Strategic Plan.• To promote open and transparent decision-making, democratic accountability and to hold the Cabinet to account for its actions.• To promote continuous improvement, best practice and innovation within the services, functions and policies which the Council has responsibility for or influence over.

Overview and Scrutiny Committee

The District Council has a single Overview and Scrutiny Committee to support the work of the Cabinet and the Council as a whole. Citizens may attend and watch meetings of the Overview and Scrutiny Committee where the nature of the business to be

considered allows this and contribute whenever public views are invited.

Scrutiny Committee and Panels

The Overview and Scrutiny Committee focuses on the forward plan and our strategic priorities – manifested through the Delivery Plan.

What Does Scrutiny Do?

Scrutiny is intended to play an important role in ensuring the District Council's services are efficient and effective and meet the needs of local people. Through the Overview and Scrutiny Committee the District Council's performance is examined and the decisions of the Cabinet are monitored. There is a call-in facility¹ which can require a decision that has been made by the Cabinet but not yet implemented to be reconsidered or reviewed and in some cases the Cabinet could be asked to reconsider their decision. Although there is no provision to overrule or change a decision considerable influence can be exerted through this process.

The Overview and Scrutiny Committee may be consulted by the Cabinet or the Council on forthcoming decisions and on the review and development of policy. These may lead to reports and recommendations advising the Cabinet and/or the Council on policies, budget, service delivery and community issues, or on matters relating to partners or other external organisations.

3. OVERVIEW AND SCRUTINY IN LICHFIELD

The full terms of reference of the Overview and Scrutiny Committee and Task Groups are detailed in the District Council's Constitution at Article 6 of Part 2.

In summary, within its terms of reference, the Overview and Scrutiny Committee has power to:

General Role

What Doesn't Scrutiny Do

Scrutiny does not get involved in minor matters or individual concerns which are not of wider community significance. These need to be pursued through the appropriate Service, Ward Councillors or with the Cabinet Member responsible for the matter in question. Scrutiny does not deal with individual complaints. These are addressed through the District Council's complaints procedure and not through the scrutiny process.

There are a limited number of other topics which are not appropriate for scrutiny, such as matters that are subject to legal proceedings and these are highlighted in Section 5.

Where Does Scrutiny Fit In?

Figure 1 outlines the political arrangements and responsibilities of the District Council, the Cabinet and the main committees that have been set up to deal with various aspects of the District Council's business including Overview and Scrutiny.

What Powers Does Overview and Scrutiny Have?

The Overview and Scrutiny Committee powers stem from the Local Government Act 2000 and are established in the District Council's Constitution.

- review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- make reports and/or recommendations to the Council and/or the Cabinet in connection with the discharge of any functions;
- consider any matter affecting the area or its residents;
- exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Cabinet;
- assist the Council and the Cabinet in the development of its budget and policy framework;
- consider any Councillor Calls for Action requiring scrutiny through the formal scrutiny process.
- appoint any Scrutiny Task Groups to investigate or carry out any of these tasks and report back to the committee.
- conduct research, community and other consultation in the analysis of policy issues and possible options;

3. OVERVIEW AND SCRUTINY IN LICHFIELD

- consider and implement mechanisms to encourage and enhance community participation in the development of policy options; and
 - question members of the Cabinet and officers about their views on issues and proposals affecting the area.
 - review and scrutinise decisions made by and performance of any member exercising executive functions and officers both individually and over time;
 - review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
 - question any member exercising executive functions and officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives, or projects;
 - make recommendations to the Cabinet and/or the Council arising from the outcome of the scrutiny process;
 - question and gather evidence from any person (with their consent);
 - consider and make recommendations on a Councillor Call for Action;
 - challenge a decision of the Cabinet or an officer not to classify a certain decision as “key”.
 - The Overview and Scrutiny Committee may also review policies and procedures in connection with any regulatory functions exercised by Planning and Regulatory & Licensing Committees, and Sub-Committees thereof, or by officers, but such a review shall not include scrutiny of any such decision relating to an individual application for determination, consent, licence, permission etc.
- In carrying out its role the Overview and Scrutiny Committee may:
- Require Cabinet Members and Officers of the authority to attend before it to answer questions;
 - Invite other persons to attend meetings of the Committee;
 - Appoint ad-hoc scrutiny task groups;
 - Refer matters to the ad hoc scrutiny task groups for investigation and consideration;
 - Co-opt persons who are not elected Members to assist with a specific investigation.

3. OVERVIEW AND SCRUTINY IN LICHFIELD

Committee and Task Group Membership

The Members and Chair of Overview and Scrutiny Committee are appointed annually by full Council. The Overview and Scrutiny Committee may set up ad hoc Task Groups on a task and finish basis to undertake specific assignments should the need arise. The Chair and Members of such groups are appointed by the Overview and Scrutiny Committee Chair.

TIP

The Overview and Scrutiny Committee's functions, powers and procedural rules are set out in detail in the District Council's Constitution.

The minimum number of Councillors who can meet and take decisions is one quarter of the whole number of Members (a quorum),² "The quorum of a meeting will be one quarter of the whole number of Members. During any meeting if the Chair counts the number of Members present and declares there is not a quorum present, then the meeting will adjourn immediately. Remaining business will be considered at a time and date fixed by the Chairman at the time the meeting is adjourned. If he/she does not fix a date, the remaining business will be considered at the next ordinary meeting."

Councillor's Role

Councillors serving on the Overview and Scrutiny Committee and/or Task Groups will receive a considerable amount of paperwork to read and will attend quite a few activities in relation to a specific review. Councillors will decide on what to consider, how the meetings will be undertaken, who will be invited to attend the questions to be asked. Having received and heard all the information the task group will consider its conclusions and make recommendations within a report to be considered by the Overview and Scrutiny Committee. The recommendations will then be passed on to the Cabinet, specific Cabinet Member or to the Council for their consideration.

Councillors who are members of the Cabinet may attend Overview and Scrutiny Committee to answer questions on their Cabinet responsibilities.

Both Members and Officers should see the process as a partnership.

Participants appearing before the Overview and Scrutiny Committee or Task Group should not be made to feel as if they are under interrogation nor should the process be confrontational. This unnecessarily risks defensiveness and obstruction rather than the openness and co-operation required to get the best potential benefits for local people.

² Update ref in Constitution.

3. OVERVIEW AND SCRUTINY IN LICHFIELD

However, Members are expected to ask probing questions in order to get the information that they need.

Members are expected to ask probing questions in order to get the information they need.

Officer Roles

Officers have two main roles to play. Firstly in supporting Overview and Scrutiny and Members throughout the Overview and Scrutiny process. This will include giving guidance and advice on the process and activities, providing background information, research, professional and technical information and administrative support.

TIP

See box overleaf for details of Officer support for Overview and Scrutiny.

Secondly in giving evidence to the Overview and Scrutiny Committee and to answer questions. The information Officers give should as far as possible be confined to factual statements and explanations relating to policies and decisions as appropriate. Officers should avoid being drawn into discussions on the merits of alternative policies where this is politically contentious.

Officers will be given the terms of reference for a review, the topics/issues to be explored and the questions likely to be asked.

Officers should be open and co-operate fully at meetings. They should not just limit themselves to answering questions but should also provide information they feel would be useful for Members to know. This will help to ensure the best possible service improvements and community benefits result from the scrutiny process.

Public Roles

Public involvement, as previously mentioned, is an important part of the Overview and Scrutiny process and members of the public may get involved in a number of ways:

- By attending meetings as observers
- By submitting representations relevant to a particular scrutiny item when invited to do so
- By appearing as a participant at a scrutiny meeting when invited to do so.

Public involvement is an Important part of the Overview and Scrutiny Process.

Style

Overview and Scrutiny meetings will be open to the public and media unless confidential matters

3. OVERVIEW AND SCRUTINY IN LICHFIELD

are being discussed. They are less formal than old style Committee meetings with considerable discussion between Officers and Members. Both Officers and Members should see the process as a partnership.

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Officer Support for Overview and Scrutiny	
Role	Responsibilities
Lead Officer	<p>General Support</p> <p>The Governance Manager will provide the Senior Officer advice for the Overview and Scrutiny function</p> <p>Support for Scrutiny Inquiries</p> <p>A lead Officer will be appointed for each scrutiny item. This will be relevant Leadership team member or lead officer from a relevant service.</p> <p>Their role is to provide the Committee or task group with professional and technical information and advice relevant to the issue under scrutiny, if requested to do so. This may mean that they are asked to provide written and/or verbal reports, policy documents or other appropriate information or evidence. They will also provide support to the Committee or task group in collating and assimilating the information/evidence and assisting the assigned Governance Officer in drafting the Report based on Members findings and recommendations.</p>
Committee Support	<p>The Principal Governance Officer will provide liaison with the Cabinet, Overview and Scrutiny Committee and the Chair of the task group. They would also provide supporting information for the issue under scrutiny, for example Cabinet/Committee reports. Assistance would also be given in providing administrative support and issuing invitations for witnesses and drafting the Panel's final report from the relevant Governance Officer.</p>

NB. All support Officers are not expected to attend all meetings but on an as required basis.

3. OVERVIEW AND SCRUTINY IN LICHFIELD

Call-in Arrangements

Holding the Cabinet to account is a key overview and scrutiny function. The so-called call-in power referred to earlier enables Cabinet, or Cabinet Member delegated decisions to be referred back by the Overview and Scrutiny Committee for reconsideration by the original decision maker prior to their implementation or for review and scrutiny by a full Council Meeting.³

TIP

See the Council's Constitution for what are Cabinet Functions

Call-in Procedure

All requests to call in a key decision must be made within five working days of the decision and can be made by:

- The Chair or Vice-Chair of Overview and Scrutiny Committee; or
- 5 members of the relevant Overview and Scrutiny Committee; or
- the Leader of the Principal Minority Group; or
- Ten non-Cabinet Members.

The call-in will require the Head of Governance & Performance to call a meeting of the relevant Overview and Scrutiny Committee to consider the decision. The decision will not take effect until the

call-in procedure has been concluded.

The Overview and Scrutiny Committee will normally meet within ten working days. They may refer the decision back to the decision-making body or on to Council, indicating their concerns, when they consider a decision is contrary to the Policy Framework or contrary to, or not wholly in accordance with the Budget. Where the matter is referred back to the Cabinet, the Cabinet shall reconsider the matter within 28 days (except that in August that month shall not be included in the calculation of the period of 28 days).

The Overview and Scrutiny Committee, having scrutinised the decision, agree that it should be implemented it will become effective after a period of five working days. If a decision is referred back to the original decision maker, they may choose whether or not to amend the decision before implementing it. Again the decision takes effect five working days after reconsideration of the decision.

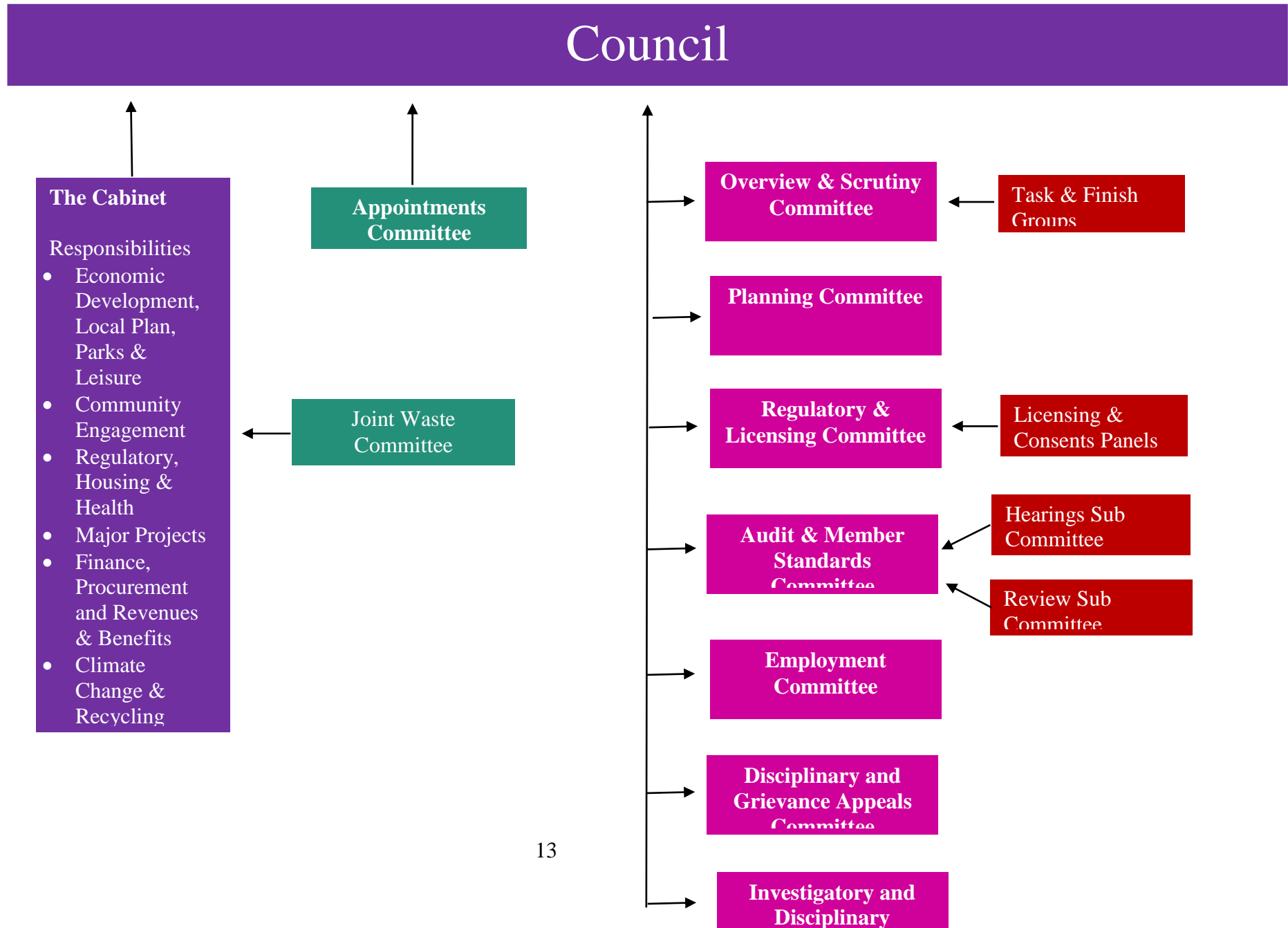
In appropriate cases including cases involving proposals to change the Council Policy framework, or new policies, the Overview and Scrutiny Committee may refer the matter to the Full Council to review and scrutinise the decision. Where the matter is referred to Council, the Council may not determine Executive functions that are delegated to the Cabinet if these are within Policy Framework and the Budget and must first give the Cabinet the

³ Cross ref updated constitution

3. OVERVIEW AND SCRUTINY IN LICHFIELD

opportunity to comment on any proposed changes to the Policy Framework and Budget.

3.OVERVIEW AND SCRUTINY IN LICHFIELD



4. SELECTING TOPICS

The selection of topics for scrutiny is the first and most critical step in the entire scrutiny process to ensure the objectives the Council has set are achieved.

Effective selection of scrutiny topics will result in the outcomes adding value to the overall work of the Council, result in tangible benefits for local people and motivate all involved to go on to do more of the same.

Scrutiny must add value to the work of the Council and produce worthwhile outcomes for local people.

The other key practical consideration in topic selection is capacity. Members and Officers have a finite amount of time to invest in scrutiny, but the number of scrutiny topics is potentially very large, far exceeding the Council's capacity to deal with them all in a thorough and effective way.

As stressed at the outset, scrutiny therefore needs to be fully focussed on the things that matter most and on outcomes that make a real difference.

Structured Approach

To achieve this, a structured approach to topic selection is essential. In this way the unimportant, the inappropriate and non-priorities can be filtered out in a consistent, open and transparent way.

The 4-step topic selection process that follows provides a practical framework for this.

Topic Suggestion Process

Topics can be suggested in a number of ways. The Overview & Scrutiny Committee should monitor the Council's own Forward Plan and Delivery Plan and suggest forthcoming decisions or policy developments be considered. Cabinet Members could also request Overview & Scrutiny input to either aid policy development or to investigate concerns. Any Member of the Council can also request the Overview & Scrutiny Committee consider a topic. Any suggestion should be mindful of resources available and capacity to undertake the work effectively and with clear expected outcomes. To help Members in this, the form at Annex 1 should be used and submitted to the Principle Governance Officer (PGO) or Overview & Scrutiny Chair and/or Vice-Chair to aid the following selection process

Topic Selection Process

The box below sets out the 4 steps involved in scrutiny topic selection. An explanation of each step follows on from this.

In practice, the Scrutiny Topic Assessment Template at Annex Form 2 can be used. When completed this provides a record and evidence of why a particular topic has been selected or rejected.

This form will be filled out initially by the PGO in consultation with the relevant Head of Service/Service Manager. This then be discussed with the Overview & Scrutiny Committee Chair and Vice-Chair to go through the

4. SELECTING TOPICS

following steps. Once priority and addition to the work programme is agreed, the PGO will establish practical time frames and report back. These forms will be available for the Overview & Scrutiny Committee to discuss and consider.

Topic Selection Process	
STEP	ACTION
1	Test topic against topic rejection criteria. Reject if criteria met.
2	Test topic against project selection criteria. Reject if criteria not met
3	Set out/evaluate the Rationale for selection.
4	Prioritise to ensure focus on the things that matter most.

4. SELECTING TOPICS

Step 1 – Initial Rejection Criteria

The first step is to test potential topics against the initial rejection criteria shown below.

Topic Rejection Criteria
<ul style="list-style-type: none"> • The matter is already being addressed elsewhere. • The matter is subjudice or prejudicial to the Council's interests. • The matter is a specific case falling within the complaints procedure. • The matter is an individual disciplinary or grievance matter. • The matter is unlikely to result in improvements for local people.

Step 2 – Initial Selection Criteria

Topics not rejected at Step 1 are then tested against the initial selection criteria shown in the box below.

Topic Selection Criteria
<ul style="list-style-type: none"> • Improvements for local people are likely • Community/Corporate priority area • Key issue for the public • Key issue identified in the Strategic Plan • Current high level of dissatisfaction

Step 3 – Rationale

Topics that have passed the initial tests in Steps 1 and 2 go through to Step 3.

Here the rationale for each topic needs to be clearly set out and demonstrated. A framework for doing this is given below.

Topics clearly having a real rationale for scrutiny with poor supporting evidence and unclear or insignificant outcomes should be filtered out and rejected.

Rationale for Scrutiny			
Topic /Issue	Rationale	Evidence	Desired Outcome
	Why would we do this? How does it link to the Council's Key Aims and Priorities? What benefits could result?	What evidence is there to support the rationale and need for scrutiny inquiry/review? What are the facts?	What would we wish to achieve in undertaking scrutiny inquiry/review? Is the desired outcome likely to be achieved and why?

Step 4 – Prioritise

Topics successfully passing through the first three steps of the selection process are then scored on a scale of 1-4 for both importance and impact and plotted on the Priority Grid.

4. SELECTING TOPICS

Priority Grid

I M P O R T A N C E	High	4	AMBER ZONE Possible topic for scrutiny but not a priority	GREEN ZONE Priority topic for scrutiny	
	3	RED ZONE Reject topic for scrutiny	AMBER ZONE Possible topic for scrutiny but not a priority		
	2	1	2	3	4
	Low	Low	IMPACT	High	

To help with the scoring, the guide below is designed as an aid for consistency.

Each long-listed topic is scored for importance and impact on a scale of 1 to 4 using the scoring guide below.

Importance – how well a topic fits with the Council’s key aims as defined in the Strategic Plan.

Impact – likely potential impact of outcomes from a scrutiny investigation of the topic in terms of community benefit.

For example a topic scoring 3 for importance and 3 for impact would fall within the green zone, indicating it as a priority for investigation.

Similarly a topic scoring 1 for both importance and impact would fall within the red zone indicating rejection.

Topics falling within the amber zones would indicate possible topics for scrutiny but not as a priority. Selection would then depend on the overall demands on the Overview and Scrutiny work programme and the capacity to undertake further inquiries.

TIP

Use the Topic Assessment form at Annex Form 1 to help with topic selection.

4. SELECTING TOPICS

Scoring Guide for Priority Grid	
SCORE	INDICATOR
IMPORTANCE 0	No evidence that the topic is related to the Council's key aims and priorities. Reject
1	Some evidence that the topic is related to the Council's key aims and priorities but only indirectly
2	Good evidence linking topic to Council's key aims but not to Council's current priorities.
3	Good evidence linking topic to Council's key aims and priorities
4	Strong evidence linking topic to Council's key aims and priorities
IMPACT 0	No potential benefits likely to result. Reject
1	Minor potential benefits or benefits affecting only one Ward/Customer/Client Group
2	Minor potential benefits affecting two or more Qards/Customer/Client Group or, Moderate potential benefits affecting only one Ward/Customer/Client Group
3	Moderate potential benefits affecting two or more Qards/Customer/Client Group or, Substantial potential benefits affecting only one Ward/Customer/Client Group
4	Substantial potential benefits community wide or for a significant proportion or section of the community.

The topic selection process involves Members applying their collective knowledge, experience

and judgement throughout. The tools provided above and at Annex Form 2 are to enable selection of topics in a structured and consistent way, that can be recorded and justified if necessary.

Officers will support and advise Members on topic selection having regard to the agreed criteria.

Exceptionally where an inquiry would be prejudicial to the Council's interests, the Chief Executive or Monitoring Officer may advise the relevant Overview and Scrutiny Committee and the Council that it should not proceed.

Proper regard needs to be given to the Council's Equalities standard in making assessments against these indicators to ensure the interests of minority groups are not prejudiced.

5. SETTING WORK PROGRAMME

Responsibility

As previously mentioned it is Overview and Scrutiny Committee's responsibility to select scrutiny topics and develop and set an annual work programme for itself in consultation with Officers.

Main Considerations

In drawing-up the work programme, Overview and Scrutiny Committee members need to ensure that:

- All main overview and scrutiny roles are included
- All the topics to be considered are priorities, will help achieve the Scrutiny functions objectives and that there is a balanced and achievable workload for each committee
- The workload does not exceed the capacity to do a thorough job.

Main Roles

As previously outlined in Section 2, the main overview and scrutiny roles are:

- Holding the Cabinet to account and acting as a watchdog for Cabinet decision making.
- Policy development and review by checking on whether existing policies are effective and helping to shape new ones.
- Value for money and contributing toward the continuous improvement of Council services.
- External scrutiny and reviewing or investigating matters of particular concern

either within the Council or within the Community.

Types of Tasks

Topics included in the work programme may take the form of regular, on-going tasks such as the scrutiny of annual service plans or the annual budget, or alternatively, one-off issues.

The Overview and Scrutiny Committee together with the Cabinet and Officers will contribute to work programmes by suggesting topics that they feel need reviewing, or areas requiring policy development.

Selected Topics

Topics should only be included in the work programme once they have been selected through the process detailed in Section 4.

Sufficient Capacity

In putting the work programme together the Overview and Scrutiny Committee along with its Chair and Vice –Chair and will need to have regard to Members' capacity to deliver the programme and Officers' capacity to support them in that task.

In practice it is unlikely that Overview and Scrutiny Committee will have the capacity or resources to complete more than two or three in-depth reviews in any one year or more than 5 or 6 task groups.

A good maxim would be "if in doubt leave it out". Far better to do a few topics well, than many topics poorly.

5. SETTING WORK PROGRAMME

TIP
If in doubt leave it out.

Work Programme Development

The 7-step process shown in the box below provides a practical framework for developing a work programme. An explanation of each step follows on from this.

Work Programme Development Process	
Step	Action
1	Identify Potential topics/issues
2	Select topics for Scrutiny
3	Oversee workload and check for balance
4	Check resources
5	Timetable work
6	Finalise for approval by the Overview and Scrutiny Committee
7	Review and update

Step 1 – Identify potential topics/issues

- Review the Forward Plan, Cabinet agenda and Members decisions etc (leave capacity in the programme to pick up issues during the year).
- Consider issues for potential policy review or development (e.g., what is not working well, where are the gaps in policy, input on major consultation documents.)
- Consider issues for potential in-depth review/inquiry (e.g., significant community concerns, major problem areas, poorly performing

services, consistent areas of substantial over/under spending etc.)

- Identify ‘standard’ items for scrutiny and programme in at the outset (e.g., annual budget and departmental service plans.)
- Consider areas for external scrutiny where significant community concerns exist (agency/partner plans, multi-agency plans e.g., Community Safety Strategy, Community Plan)
- Invite suggestions from scrutiny topics from Members of the Council, the Cabinet, Officers and the Public.

Step 2 – Select Topics for Scrutiny

- Filter and prioritise each potential issue for review or policy development through the topic selection process detailed in Section 4.
- Include topics/issues identified as priorities i.e., ‘green zone’ topics, in draft work programme shortlist.
- Place ‘amber zone’ topics on a reserve list and use to help balance the programme if required.
- Reject non-priorities.

Step 3 – Oversee Workload and Check for Balance

- Overview and Scrutiny Chair and Committee to regularly review the draft work programme to

5. SETTING WORK PROGRAMME

ensure we focus on strategic priorities.

- Are all Overview and Scrutiny functions included?
- In consultation with the Chair/Vice Chair programmes to be adjusted accordingly using reserve list topics to help balance as appropriate.

Step 7 – Review and Update

- Keep work programme under regular review, adjusting and updating as necessary and as new topics and suggestions are received and prioritised.

Step 4 – Timetable

- Timetable the draft work programme as appropriate having regard to the Council's schedule of meetings and other relevant factors (e.g., holiday periods and significant other work commitments).
- Adjust as necessary to resolve any potential conflicts.

Step 5 – Check Resources

- Consider the resources needed to carry out draft work programmes as allocated i.e., Member time, officer capacity, budget requirements.
- Refine draft programme accordingly (having regard to relative priorities and other relevant considerations.)

Step 6 – Finalise for Approval

- Finalise draft work programme for approval by the Overview and Scrutiny Committee.

6. Task Groups

Having a Task Group

Member Task Groups are a good way to look at a particular matter in more detail. They can take a variety of forms, from detailed policy development to a short, sharp concentrated focus on an issue.

They offer the opportunity to use a variety of more diverse working methods (working flexibly to adapt to the needs of different reviews), including making visits, and use of interviews and publicity events to encourage community participation and public engagement in overview and scrutiny. Unless advantageous not to do so, all Task Groups should be held virtually to aid this flexibility and allow maximum participation from Members, Officers and any other persons required.

The chart overleaf gives a quick route map through the process, the main considerations involved and the roles of Members and Officers at each stage.

This section of the toolkit also provides other practical guidance, hints and tips to help ensure a successful outcome for all concerned.

Stage 1 – Topic Selection

Task Group topics are pre-selected and agreed by the Overview and Scrutiny Committee following initial discussions with the Chair and Vice-Chair during the topic selection process.

Topic selection has been dealt with in some detail in Section 4 of this guide, however, it is worth restating the importance of getting this right.

Membership of a Task Group

Membership to a Task Group can be any non-Cabinet member of the Council. Once the requirement for a Task Group has been agreed, the Principle Governance Officer will email all Members with details of the Task Group including estimated time commitments required and request volunteers to join.

Councillors should think about their own workload before committing.

Task Group Chairs will be paid a Special Responsibility Allowance and will be picked by the Overview & Scrutiny Chair and Vice-Chair but consideration will only be given to those who have indicated an interest to chair such meetings and have completed the available training.

TIP

Bookmark and use the route map chart to guide you through the Task Group process

Be Modern and Innovative

When planning a Task Group, try to think of innovative and imaginative ways of working. Rather than a series of meetings, you could for example hold a half or one-day conference with stakeholders then follow this with a separate meeting to analyse the outcome.

Make good use of visits to locations affected by the issue. Find out how best practice Councils deal with such

6. Task Groups

issues. Be outward looking in approach; visit other local authorities or independent operators to see how they do things.

When looking for further information for your review, consider whether you might be able to 'piggy-back' onto relevant consultation exercises currently taking place

timescale. Worse, it might lose direction and focus and end up with muddled recommendations leading to ineffective action.

TIP

Annex Form 3 provides a template and checklist for scoping an inquiry/Task Group.

Stage 2 – Scoping the Task Group

Scope Inquiry – The scoping exercise is initially drafted by Officers and completed by the Task Group at the first meeting. Scoping an inquiry involves clearly setting out:

- Its objectives
- Desired outcomes
- Terms of reference
- Key issues and areas of focus
- The risks involved How and where the evidence should be taken
- Timescale
- An outline of the main information requirements:

Documents/evidence
participants (including any relevant experts)
Consultation/research
Site visits

- Officer support
- Main targets for findings and recommendations

Careful scoping of a Task Group is essential in order to make it as effective as possible. If a review is too broad it may not be possible to marshal sufficient resources to complete it within an acceptable

Prepare Project Plan – Once the inquiry scope is decided, Officers will prepare a project plan for Members to consider. This will provide a logical schedule of the activities and meetings etc required to carry out the inquiry as efficiently as possible. A project plan template is provided at Annex Form 4. In the form given it will enable the broad timetable for each stage of the inquiry process to be mapped. This plan is an aid and it should be remembered that timescales can change and so should be regularly reviewed by the Task Group and amended if required.

Stage 3 – Collecting Information

Identify Information – Having completed the scope for a Task Group and the information required, its sources and methods for obtaining it, need to be identified.

The starting point is to think about in detail and jot down what information is going to be needed to fulfil the objectives of the Task Group. For example, background on relevant Council or Government

6. Task Groups

Policy, recent related reports, best practice examples, information from customers or residents about their experiences of a particular service or issue.

Source Information – Next, thought needs to be given to where and how can the information be sourced. For example, can documents and other written material be obtained informally from known contacts or websites or will a formal request be required? Will the information need to be gathered first hand within the community or at site visits? Would focus groups or workshops provide an informal and useful way of obtaining some of the evidence required? How can the evidence or hard to reach groups be obtained? Are expert opinions or research required? If so how are they to be obtained? If more formal oral evidence is thought appropriate, how are potential witnesses to be approached and invited to do so? Would a visit to another local authority known for best practice in a relevant area be helpful in achieving the inquiry's objectives.

Consider Participants – Participants can have a key role to play in helping scrutiny bodies to fulfil their objectives. They may be anxious to apprehensive about meeting a Task Group or not knowing what to expect. They therefore need to be treated with the courtesy and consideration and be properly briefed on what the Task Group is about, where, when and how it is to be conducted and what questions they are likely to be asked.

Stage 4 – Considering the Evidence

Analyse – Once all the information/evidence has been collected the Task Group consider and analyse it and discuss and debate how the information gathered helps to meet the Task Group objectives.

Officers will collate the evidence received and support Members in formulating their findings and recommendations.

Findings - It is important that any findings and recommendations are drawn out of the evidence and adequately supported by it.

Consensus - The aim is to achieve a consensus that the Chair of the Task Group needs to ensure that all Members have had an opportunity to contribute their views.

Stage 5 – Report

Draft Report – Based on Members' findings and recommendations, Officers will prepare a draft Task Group report for Member approval using a standard reporting format.

Accuracy Check – The approved draft report will be circulated to key contributors to check for factual accuracy.

Finalise the Report – any resultant amendments will be reported back to the Task Group who will then finalise and approve the report for its Chair to normally present to the Overview & Scrutiny Committee.

6. Task Groups

Stage 6 – Feedback and Action

Options - Following the report stage, the Overview & Scrutiny Committee will either, once debated, accept the Task Group's findings and recommendations and pass these on to Cabinet or request more work is done.

Stage 7 - Monitoring

Arrangements - To ensure the overview and scrutiny function is effective, suitable arrangements will need to be made to monitor the implementation of the adopted recommendations. This can be done by building in time for such monitoring into a work programme at appropriate intervals and commissioning progress reports from Officers.

Further Scrutiny – Where Members are not satisfied with progress or the action taken they may decide that further scrutiny should be undertaken.

8. SKILLS FOR OVERVIEW AND SCRUTINY

Scrutiny – Open and Inclusive

As part of the District Council's ambition to be a good Council it is vital that the overview and scrutiny process should be open and inclusive – working for and with the community and partners to achieve common goals.

This means that, in order to carry out the scrutiny role effectively, Members will need well developed questioning and analytical skills

Whilst overview and scrutiny is part of the new local political arrangements, scrutiny Members should set aside party politics and concentrate on getting a balanced view and in making fair unbiased reports on findings and recommendations.

Skills for Scrutiny

Chairing Skills – an obvious key skill for those chairing an Overview and Scrutiny Committee or Task Group.

Work/Project Planning Skills- the ability to plan events to a conclusion taking into account resources and timescales.

Team Working – Getting members of a Scrutiny Committee or Panel working effectively together towards a common goal.

Questioning Skills – definitely not 'interrogation' skills but the ability to probe for information.

Listening Skills – genuinely listening to others whose views and opinions may differ from your own.

Analytical Skills- the ability to review and interpret data and reach conclusions based on clear evidence.

What Skills are Needed?

Members either individually or collectively will already possess a lot of the personal skills required but the new focus will be in bringing these together in a way that ensures confidence in the outcomes and recommendations at the end of the scrutiny process. A key factor here will be ensuring that the findings and recommendations are supported by evidence. This provides transparency in the scrutiny process.

In many respects Members' own 'toolkit' of skills for carrying out an effective scrutiny of an issue are no different from many other business skills. Some of the key skills needed to carry out an effective scrutiny operation are highlighted in the box above.

The success of scrutiny is so dependent of having an effective Chair and as a result of this further guidance on this important role is provided below.

8. SKILLS FOR OVERVIEW AND SCRUTINY

Chairing Skills

To get good and effective results Overview and Scrutiny Committees and Task Groups need a good chair in the same way that an orchestra needs a good conductor. Whilst there is no substitute for receiving some formal training in chairing skills (and indeed is a requirement), this section contains some brief practical guidance which can be applied not only to scrutiny meetings but also to running meetings in general.

A scrutiny inquiry needs a good

Chair in the same way an

Orchestra needs a good conductor.

Here are some common reasons why people dislike meetings.

The Effective Chair

A good Chair needs to be fairly assertive to ensure meetings meet their objectives. Assertiveness taken to the extreme can be seen as aggression and an aggressive Chair will impose their own views on the meeting, for example, they shout others down, put people down, hog the discussion and clearly get impatient.

The assertive Chair on the other hand controls the meeting by allowing others to get their points over, maintains a balanced discussion, sticks to the Agenda and discourages deviation and delay. They will be firm but fair, open and frank and clearly and confidently make points. Importantly, they will represent the will of the meeting – be in tune with it.

Meeting Dislikes

- The purpose is unclear
- Wrong participants attending
- Failure to start on time
- People who cannot put their views properly
- Irrelevant talk
- Chair does not stick to the Agenda
- Rudeness: personal attacks
- One item is allowed to hijack the meeting
- Goes on t-o-o l-o-n-g
- Unclear decision
- No decision
- Poor or no follow up

8. SKILLS FOR OVERVIEW AND SCRUTINY

Preparation for a Meeting

The Chair is responsible for drawing up the Agenda for each meeting in advance with the support of the Principal Governance Officer. A bit of careful preparation beforehand will make a major contribution to ensuring a meeting runs smoothly and effectively.

TIP

Use the checklist opposite to help draw up effective, well structured and informative Agendas.

Ideally, the framework for the next meeting should be set at the end of the last meeting. If Members help contribute to the Agenda beforehand they will have some ownership of it.

The effect of this is that they, as well as the Chair, will have a vested interest in getting through the Agenda and achieving a positive outcome.

Training and Development

The training programme for Members and Officers is designed to cover the key skills areas outlined above. It also includes training on the key aspects of Overview and Scrutiny and on the use of this toolkit. The programme is delivered in digestible modules and at times convenient for the majority of participants.

Meeting Agenda Checklist	
1	Is the venue, timing etc suitable for the audience? Will certain groups find it difficult or impossible to attend? Is it accessible to and equipped with facilities for those with physical/sensory disabilities? Can the meeting be conducted over zoom or MS teams
2	Have all worthwhile items been considered for inclusion?
3	Are the items arranged in order of importance – i.e., most important item first?
4	Are there too many or too few items?
5	Are the items worded clearly?
6	Will all members understand the point of including these items?
7	Do any items need to be grouped with others – e.g. will the decision on one help with the decision on another?
8	Are the items needing more discussion placed near the start when minds will be fresher?
9	Will they be prepared for the type of discussion it will involve them in?
10	Do Members need any extra information to support any of the items?
11	What documents should you send out with the Agenda?
12	Will the Agenda reach all the Members in good time?
13	Has the Agenda been arranged so that those involved in only one or two items need not be present for the whole meeting?
14	Check for confidentiality of any items and take these at the end of the meeting.

ANNEX FORM 1

**Request by Member of the Council for a
Scrutiny Inquiry/Topic**



**REQUEST BY MEMBER OF THE COUNCIL
FOR A SCRUTINY TOPIC**

Topic: _____

Reasons for Request and Supporting Information (continue on a separate sheet if necessary)

Reasons for Topic Request

- why should topic be reviewed?
- how does it link to Council's strategic aims and priorities?
- What benefits could result?

Supporting Evidence:

- what evidence is there to support the reasons and need for a scrutiny inquiry?
- what are the facts?

Desired Outcome:

- what would you wish to see happen as a result of any inquiry?
- Why do you think the desired outcome is achievable as a result of an inquiry?

Name: Councillor

Date:

Please complete and return this form to the Principle Governance Officer
christine.lewis@lichfielddc.gov.uk

FOR OFFICE USE ONLY

Date Received: Date Acknowledged:
Target OSC: Decision date:
Decision: Select Reject Reserve
Date Decision Notified: By:

Guidance Notes

1. Members can request the Overview and Scrutiny Committee to hold an inquiry into an important subject or matter of concern in the District. It need not relate purely to services provided by the Council and could cover any matter relating to local residents or businesses.
2. The Council focuses its scrutiny activities on the things that matter most and on outcomes that can make a real difference for local people. It simply has not got the resources to look at everything that might be suggested and therefore has to prioritise. The Council's topic selection criteria and process is set out in the Overview and Scrutiny Toolkit which all members will have received a copy of. It can also be viewed on the Council's intranet and website. The Toolkit includes other useful information about how Overview and Scrutiny works in Lichfield and a summary of the Council's vision, key aims and priorities. These will be useful to refer to when filling in your reasons for the scrutiny inquiry on this form.
3. Scrutiny does not get involved in minor matters or individual concerns which are not of wider community significance. These need to be pursued through the appropriate Service Unit, Ward Councillors or Cabinet member responsible. Nor does scrutiny deal with individual complaints which are dealt with through the Council's complaints procedure. Other topics not appropriate for scrutiny include: matters already being addressed, matters subjudice or prejudicial to the Council's interests, individual disciplinary or grievance matters and matters unlikely to result in improvements for local people.

ANNEX FORM 2

Scrutiny Topic Assessment Template



SCRUTINY TOPIC SELECTION ASSESSMENT

Topic::	Suggested by:
	Date:

STEP 1: Rejection Criteria: <ul style="list-style-type: none">• Already being addressed• Matter subjudice or prejudicial to Council's interests• Specific case falling within complaints procedure• Individual disciplinary or grievance matter• Unlikely to result in improvements for local people Reject <input type="checkbox"/>	Step 2: Selection Criteria: <ul style="list-style-type: none">• Improvements for local people likely• Community/Corporate priority area• Key issue for public• Poor performing service• High level of dissatisfaction Select <input type="checkbox"/>
Specify reason(s) for rejection:	Specify reason(s) for rejection:

STEP 3: Rationale for Selection for Topics Passing Steps 1 and 2

Rationale for Selection	Evidence	Desired Outcome
<ul style="list-style-type: none">• Why would we do this?• How does it link to Council's Key Aims and Priorities?• What benefits could result?	<ul style="list-style-type: none">• What evidence is there to support the rationale and need for scrutiny inquiry/review?• What are the facts	<ul style="list-style-type: none">• What would we wish to achieve in undertaking scrutiny inquiry/review?• Is the desired outcome likely to be achieved and why?

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STEP 4: Prioritise – Score for **Importance** and **Impact** and plot on grid

<p><u>Importance Score</u></p> <p>Supporting Evidence:</p> <p><u>Impact Score</u></p> <p>Supporting Evidence</p>	I M P O R T A N C E	High	4	AMBER ZONE Possible topic for scrutiny but not a priority	GREEN ZONE Priority topic for scrutiny		
		Low		RED ZONE Reject topic for scrutiny	AMBER ZONE Possible topic for scrutiny but not a priority		
				1 Low	2	3 IMPACT	4 High

Scoring Guide			
Score 0	No evidence that topic is related to the Council's key aims and priorities. Reject	Score 0	No potential benefits likely to result. Reject
1	Some evidence that topic linked to Council's key aims and priorities but only indirectly.	1	Minor potential benefits or benefits affecting only one ward/customer/client group.
2	Good evidence linking topic to Council's key aims but not to Council's current priorities.	2	Minor potential benefits affecting two or more wards/customer/client groups or, Moderate potential benefits affecting only one ward/customer/client group.
3	Good evidence linking topic to Council's key aims and priorities.	3	Moderate potential benefits affecting more than one ward/customer/client group, or Substantial potential benefits affecting one or more ward/customer/client groups.
4	Strong evidence linking topic to Council's key aims and priorities.	4	Substantial potential benefits community wide or for a significant proportion or section of the community
OUTCOME:		<input type="checkbox"/> Select <input type="checkbox"/> Reserve List <input type="checkbox"/> Reject	
Date:		Refer to: <input type="checkbox"/> Full O&S Committee <input type="checkbox"/> Task and Finish Group	

Overview & Scrutiny Task Group

Subject scoping document



Review topic	Task Group membership	
	Chair	
	Members	

Objectives	Desired outcomes

Terms of Reference

Key issues	Risks

Timescale	
Start	Finish

Information requirements and sources	
Documents/evidence (what/why)	

Witnesses (who, why?)	
Consultation/research (what, why, who?)	
Site visits (where, why, when?)	

Officer support	
Lead Officers	.
Committee Clerk	Chris Lewis

Target body for findings/recommendations (e.g. Cabinet, Council etc)

All Task Group reports are to be submitted initially to the parent Overview and Scrutiny Committee(s)

O&S TASK GROUP PROJECT PLAN

TOPIC:

STAGE AND TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
1. TOPIC SELECTED															
2. SCOPE INQUIRY <ul style="list-style-type: none"> • complete project outline • Complete project plan 															
3. COLLECT EVIDENCE <ul style="list-style-type: none"> • source information 															
4. CONSIDER EVIDENCE															
5. REPORT															
6. FEEDBACK & ACTION															
7. MONITOR															

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2023-24

AGENDA ITEM	DETAILS/REASONS	05.06.23	02.08.23	14.09.23	14.11.23	11.12.23	30.01.24	03.04.23	TASK GROUP REQUIRED YES/NO	OFFICER LEAD	MEMBER LEAD
Terms of Reference	To remind the Committee of the terms of reference and suggest any amendments	✓							NO	CLL	Cllr D. Pullen
Planning Committee Protocol	To give views on the draft new protocol before consideration by the Planning Committee	✓								Lizzie Barton	Councillor A. Farrell
Councillor Community Fund	To undertake a full review of the scheme								NO		Cllr R. E Cox
Notes from Task groups	To receive the meeting notes from task group meetings										
Review of Civic function matrix	To undertake a review of the current event matrix as devised by a previous Task Group and to consider any recommendation by the Independent Remuneration Panel									Kerry Dove	Cllr D. Pullen
Medium Term Financial Strategy	To receive drafts and updates to the MTFS			✓	✓		✓			Anthony Thomas	Cllr R. Strachan
Financial Planning	To consider Service and Financial Planning Proposals					✓				Anthony Thomas	Cllr R. Strachan

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2023-24

Local Elections 2023 Review	To undertake a review of the Local Elections 2023 and its processes including Voter ID and accessibility.										Christie Tims	Cllr D. Pullen
Briefing Papers												
Money Matters											Anthony Thomas	Cllr R. Strachan
Development Control Performance											Lizzie Barton	Cllr A. Farrell

**LICHFIELD DISTRICT
COUNCIL**

FORWARD PLAN

Published: 23.05.2023

Effective for the Period 1 May 2023 –
30 September 2023

Representations in respect of all the matters shown should be sent in writing to the contact officer indicated at Lichfield District Council, District Council House, Frog Lane, Lichfield, Staffs. WS13 6YU no later than one week before the decision is due to be made.
Copies of documents can also be obtained by contacting the relevant Officer.
Facsimile: 01543 309899; Telephone: 01543 308000

- Key decisions are:
1. A decision made in connection with setting the Council Tax
 2. Expenditure or savings if they exceed £75,000
 3. A decision which significantly affects the community in two or more wards

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MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1)(*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Provision of Variable Messaging Signs (VMS)	No	To approve the award of a contract for Variable Messaging Signs with Maintenance Agreement.	Cabinet Member Decision May 2023	N.A.	N.A.	OFFICER: Nathan Fox, Technical Support Officer CABINET MEMBER: Leader of the Council

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1)(*)}	CONFIDENTIAL YES(EXEMPT)/ NO(OPEN) ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Supply of Mobile Telephones Connection and Associated Voice and Data Services	No	Award of contract to supply goods and services.	Cabinet Member Decision May 2023	Replacement and optimisation of existing contract.	Procurement documents	OFFICER: Kerry Dove, Chief Operating Officer CABINET MEMBER: Cabinet Member for Finance and Commissioning
*Leisure Centre Design Consultants (RIBA stages 1-4)	No	To approve the contract award for the next stages for the new leisure centre. This includes all design work up to and including RIBA stage 4.	Cabinet Member Decision May 2023	N/A		OFFICER: Martin Gritt, Major Projects CABINET MEMBER: Cabinet Member for Leisure, Parks, Waste & Recycling
Ground Floor Hot Desk Kitchenette and WC	No	To approve the award of contract for Ground Floor Hot Desk Kitchenette and WC.	Cabinet Member Decision 2 June 2023	N.A.		OFFICER: Andrew Rowbotham, Director of Operations / Property Services and Estates Manager CABINET MEMBER: Cabinet Member for

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1)(*)}	CONFIDENTIAL YES(EXEMPT)/ NO(OPEN) ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
						Finance and Commissioning
LDC-319 CCTV Upgrade Works District Council House	No	To approve the award of contract for CCTV Upgrade Works District Council House.	Cabinet Member Decision June 2023	N.A.	N.A.	OFFICER: Andrew Rowbotham, Director of Operations / Property Services and Estates Manager CABINET MEMBER: Cabinet Member for Finance and Commissioning
*Tree surgeon works in Lichfield District Parks and Open Spaces	No	To approve the award of a framework for contracting tree surgeons to call off for District Council Parks and Open Spaces	Cabinet Member Decision 9th June 2023			OFFICER: Lyn Hammant, Historic Parks Manager CABINET MEMBER: Cabinet Member for Leisure, Parks, Waste & Recycling

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1)(*)}	CONFIDENTIAL YES(EXEMPT)/ NO(OPEN) ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Procurement Matters: 2022/23: Review of the Performance against the Procurement Strategy	No	To note the report and the issues raised on this.	Cabinet 27 June 2023	Overview and Scrutiny Committee	Procurement Strategy	<p>OFFICER: Anthony Thomas, Assistant Director, Finance & Commissioning Tel: 01543 308012</p> <p>CABINET MEMBER: Cabinet Member for Finance and Commissioning</p>
*Money Matters 2022/23: Review of the Financial Performance against the Financial Strategy April to March 2022	No		Cabinet 27 Jun 2023	Overview and Scrutiny Committee	Money Matters Reports for 3, 6 and 8 Months.	<p>OFFICER: Anthony Thomas, Assistant Director, Finance & Commissioning Tel: 01543 308012</p> <p>CABINET MEMBER: Cabinet Member for Finance and Commissioning</p>

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1)(*)}	CONFIDENTIAL YES(EXEMPT)/ NO(OPEN) ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Medium Term Financial Strategy (Revenue and Capital)	No	To note the progress on the development of the Medium Term Financial Strategy	Cabinet 27 Jun 2023	Overview and Scrutiny and Committee	Medium Term Financial Strategy Money Matters Report for 3 and 6 Months.	OFFICER: Anthony Thomas, Assistant Director, Finance & Commissioning Tel: 01543 308012 CABINET MEMBER: Cabinet Member for Finance and Commissioning
*Joint Venture LLP with Evolve - Phase 1B	No	To consider proposals for phase 1B of the joint venture with Evolve.	Cabinet 27 Jun 2023		Cabinet Report	OFFICER: Simon Fletcher, Chief Executive CABINET MEMBER: Leader of the Council
*Joint Venture LLP with Evolve - Phase 1B	No	To consider proposals for phase 1B of the joint venture with Evolve.	Council 11 Jul 2023			OFFICER: Chief Executive CABINET MEMBER: Leader of the Council

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1)(*)}	CONFIDENTIAL YES(EXEMPT)/ NO(OPEN) ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*44 Bore Street Refurbishment	No	To approve the award of contract for 44 Bore Street refurb.	Cabinet Member Decision 7 July 2023	N.A.	N.A.	<p>OFFICER: Andrew Rowbotham, Director of Operations / Property Services and Estates Manager</p> <p>CABINET MEMBER: Cabinet Member for Finance and Commissioning</p>
*Money Matters 2023/24 : Review of the Financial Performance against the Financial Strategy April to June 2023	No	To note the report and the issues raised on this.	Cabinet 5 Sep 2023	Overview and Scrutiny Committee	Medium Term Financial Strategy	<p>OFFICER: Anthony Thomas, Assistant Director, Finance & Commissioning Tel: 01543 308012</p> <p>CABINET MEMBER: Cabinet Member for Finance and Commissioning</p>

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1)(*)}	CONFIDENTIAL YES(EXEMPT)/ NO(OPEN) ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Empty Homes	No		Cabinet 5 Sep 2023		Cabinet Report	OFFICER: Lizzie Barton, Assistant Director - Customer, Residents & Business Services CABINET MEMBER: Cabinet Member for Housing, Ecology and Climate Change
*Corporate Debt Recovery Policy	No	To approve policy	Cabinet 5 Sep 2023	N.A.	Cabinet report	OFFICER: Lizzie Barton, Assistant Director - Customer, Residents & Business Services CABINET MEMBER: Cabinet Member for Finance and Commissioning
*Medium Term Financial Strategy (Revenue and Capital)	No	To note the progress on the development of the Medium Term Financial Strategy	Cabinet 3 Oct 2023	Overview and Scrutiny Committee	Medium Term Financial Strategy Money Matters	OFFICER: Anthony Thomas, Assistant Director, Finance &

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1)(*)}	CONFIDENTIAL YES(EXEMPT)/ NO(OPEN) ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
					Report for 3 and 6 Months.	Commissioning Tel: 01543 308012 CABINET MEMBER: Cabinet Member for Finance and Commissioning
*Money Matters 2023/24 : Review of the Financial Performance against the Financial Strategy April to September 2023	No	To note the report and the issues raised on this.	Cabinet 5 Dec 2023	Overview and Scrutiny Committee	Medium Term Financial Strategy Money Matters Report for 3 Months.	OFFICER: Anthony Thomas, Assistant Director, Finance & Commissioning Tel: 01543 308012 CABINET MEMBER: Cabinet Member for Finance and Commissioning

1. The matter in respect of which the decision is to be made
 2. What decision the Council will be asked to make
 3. A date on which, or period within which, the decision will be made
 4. What groups of people and/or organisations will be consulted before the decision is made and how the consultation will be carried out.
 5. What background documents will be available to the person or Committee making the decision
 6. Who will make the decision, i.e. the Cabinet, Council a Cabinet Member alone, an Officer under Delegated Powers
 7. The Officer or Member who should be contacted regarding the matter under consideration.
 8. Indicate whether the report will be confidential.
- * Denotes Key Decision

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