

Review of Overview & Scrutiny Function - Interim

Leader of the Council

Date: 3 August 2023
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Key Decision? NO

Lichfield
district council

Overview &
Scrutiny
Committee

1. Executive Summary

- 1.1 In 2020 the then Strategic (Overview & Scrutiny) Committee created a Member Task Group to undertake the review and investigate options to create an effective Committee System focusing on the function of Overview & Scrutiny.
- 1.2 The Task Group compiled a number of recommendations for Strategic (Overview & Scrutiny) to consider and these were agreed unanimously to be put to Cabinet and Council where they were approved.
- 1.3 The main change was to move from a four O&S Committee structure that looked at separate areas of the organisation to one overarching Committee with a greater use of Member Task Groups which would undertake more in depth investigations into matters as and when required.

2. Recommendations

- 2.1 That Overview & Scrutiny give initial views on the effectiveness of the changes to the Overview & Scrutiny function;
- 2.2 That the Committee give a steer on the need and membership of current Member Task Groups; and
- 2.3 That the Committee give guidance as to a terms of reference to a full review of the O&S function which will be carried out at the end of this municipal year.

3. Background

The expected outcome of moving to a one O&S Committee function

- 3.1 When the original Task Group concluded to move to a one Committee structure, they expected it to create the a number of outcomes which is listed at 3.2 along with initial data.

An oversight of all Council functions by one team of members with no risk of overlap of work as seen with the old structure

There has been no overlap of work of O&S since moving to the one Committee structure. The advantage of having one O&S Chair also ensures that the work programme of both the Committee and any Task Group is monitored and efficient use of Member time is priority.

The number of formal committee meetings reduced therefore a more efficient use of resources.

The number of O&S Committee Meetings for 2020/21 (the final year of a four committee structure) was 17 with 13 task group meetings. There were also two coordination meetings between the four Chairs. In the first year of the new one Committee Structure (2021/22), there was five Committee meetings with 10 task group meetings. There is a cost to holding Committee meetings and so this has been reduced with the lower number of formal meetings.

Reduced number of reports for noting and more meaningful outcomes.

Although the cost of the O&S function should be considered, best value for residents should be a greater priority and the better use of Committee time key. A large number of reports deliberated by the old four committee structure were noted or requested that processes were “endorsed” in the final year of the old structure, 55 reports were considered in total with 20 that were purely noted or endorsed. In the first year of the new one Committee structure, a total of 19 items were considered with no reports purely for noting or endorsement. There were 2 recommendations requesting noting but these were in with others for those reports that did require outcomes from Members. The Annual report for 2021/22 showing all outcomes of reports considered is available to view here at item 12 [Agenda for Council on Tuesday, 17th May, 2022, 6.00 pm \(lichfielddc.gov.uk\)](#)

There be a robust selection of topics for O&S and a greater number of topics aligned with strategic plan

As part of the improvement package to the O&S function, a toolkit was introduced that detailed the function of O&S at Lichfield District Council as well as how Members could request topics be considered by the Committee. This was to ensure again that Committee’s time could be used most effectively and meaningful outcomes could be provided. The process has not been utilised as well as hoped however the current Chair has re-introduced the process at the first meeting of this year. The Committee is given the opportunity at each meeting to also raise topic suggestions to which the Chair considers whether there is a link to the Strategic Plan as well as impact to residents.

Chair and Vice Chair demonstrating skills needed

The Chair of Overview & Scrutiny is now appointed by the full Council to allow all to decide whether nominated Members have the right skills required for the enhanced role. Chairmanship training can also be provided.

Better questioning by members/less speech making

This is for the Committee to consider if the new O&S function has enabled effective questioning.

Track timelines from introduction to final approval, greater gaps will show earlier O&S involvement

This is for the Committee to consider if the new O&S function has enabled this.

Member Task Groups

- 3.2 As part of the changes, a greater use of Member Task Groups was agreed to provide the opportunity to conduct in-depth investigations into subjects.
- 3.3 These task groups could take a variety of forms from detailed policy development to a short, sharp concentrated focus on an issue. Membership could be from any Member of the Council to enable all that have an interest in the subject matter, an opportunity to be involved in the O&S function.
- 3.4 It was agreed in the change that Chairs of task groups should be trained or have previous experience in chairing meetings.
- 3.5 There have been five task groups since the new O&S function has come in however it should be noted that one of these were created under the previous regime. Further details of these task groups are below including membership. The membership of all current task groups needs to be reviewed as some individuals did not return following the local elections.

Lichfield City Masterplan

This group was created in October 2021 to consider strategies to aid the BRS site including the Car Parking strategy and Public Realm strategy. They have since been working with Officers and partners to consider wider city centre masterplanning, opportunities and constraints of the sites as well as consultation processes and responses.

Membership

Cllr Ball – Chair

Cllr Checkland

Cllr Cross

Cllr Ray

Vacant

Vacant

New Leisure Centre

This group was created before the new O&S function beginning in April 2020 following approval to build a new centre to have a much closer overview of the new build project as it progresses over time as well as to facilitate an agreed option for the new development and a mechanism for its delivery. They have agreed and recommended Stychbrook Park as the preferred site as well as investigated potential usage and leisure mix of the facility. They have also investigated development partners including site visits to other centres.

Membership

Vacant – Chair

Cllr Robertson

Cllr Silvester-Hall – removed as now a Cabinet member

Cllr Ray

Vacant

Vacant

Climate Change Emergency

This group was created in December 2021 following the Council's Climate Emergency Declaration. They have considered and the Council's own carbon reduction plan but are also looking at the Council can support residents and businesses in the district to reach the target of net zero carbon emissions by 2050.

Membership

Cllr Norman – Chair

Cllr Powell

Cllr Robertson

Vacant

Vacant

Kingham – external member

Taylor – external member

Dual Waste Recycling

This group to date met once in February 2022 to consider the communication strategy planned for the roll out of the dual recycling system. They reviewed leaflets and the utilisation of social media and were largely supportive of the plan but reserved the right for a follow up meeting if deemed necessary. Following the task group and its report to O&S Committee, its work ceased.

Membership

Previous Cllr Matthews – Chair

Cllr Norman

Powell

Councillor Community Fund

This task group held one meeting in May 2022 to investigate the process and any issues with the Councillor Community Fund process during it's trial. They fed back their findings to O&S Committee and it was not felt that another meeting was required however it has been agreed by the O&S Committee that a full review be conducted at the end of the year.

Membership

Previous Cllr Eagland – Chair

Warburton

- 3.6 As part of the new function process, every Task Group is required to have an agreed scope and all the scoping documents for the above groups are included at Appendix 1 (TO BE INSERTED)

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| Alternative Options | Members can choose to recommend to Council to revise and change the Committee function again. |
| Consultation | None for this report however the original review included Member Questionnaires and views of Officers. The Committee may wish to repeat this consultation for the full review. |
| Financial Implications | <p>There is a financial cost to undertaking the O&S function as there is for all Committees. A full breakdown of this cost before changes to the one committee system was given to the then Member Task Group. It is intended to revisit and update the breakdown at the full review.</p> <p>However as mentioned, priority should be on best use of Committee time and level of outcome for the District.</p> <p>The Independent Remuneration Panel (IRP) did review the Special Responsibility Allowance in 2022 and make recommendations accordingly based on the new one Committee system which was agreed</p> |
| Contribution to the Delivery of the Strategic Plan | A revised Committee Structure will ensure that LDC will be considered a good Council through ensuring effective use of its resources and decision making processes and supporting our strategic ambitions. |
| Equality, Diversity and Human Rights Implications | None from undertaking the review. Effective scrutiny will enable earlier and wider consideration of issues that will allow for more consultation and participation. |
| Crime & Safety Issues | None from undertaking the review. |

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| Environmental Impact | It could be considered that there have been a number of positive impacts from changing the way that Committees are structured and conducted. Continuing with remote meetings in any capacity reduces carbon admissions from vehicles traveling to the Council House. |
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|--------------------------------|-----------------------------------|
| GDPR/Privacy Impact Assessment | None from undertaking the review. |
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| | Risk Description | How We Manage It | Severity of Risk (RYG) |
|---|--|---|---------------------------------------|
| A | Outcomes of the review are not achievable within existing resources | The review has been led by ensuring all solutions are deliverable within existing resources | Green Impact med, likelihood low |
| B | Member recommendations do not ensure effective meetings | Options have been explored and best practice considered and developed into supporting processes. These need building into the constitution. | Yellow Impact high, likelihood low |
| C | Member recommendations undermine the purpose of meetings and our statutory obligations | Wide range of considered and relevant advice sought. | Green Impact high, likelihood low |

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| <p>Background documents</p> <p>The Constitution https://democracy.lichfielddc.gov.uk/ieListDocuments.aspx?CId=190&Mid=304&Ver=4&info=1 https://democracy.lichfielddc.gov.uk/documents/s9618/Committee%20Review%20Strategic%20OS%20Report%20v3.pdf</p> <p>Original Review Report to Cabinet (item 4) Agenda for Cabinet on Tuesday, 13th April, 2021, 6.00 pm (lichfielddc.gov.uk)</p> |
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| Relevant web links |
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Overview & Scrutiny Task Group

Subject scoping document

| Review topic | Task Group membership | |
|----------------------|-----------------------|---|
| Car Parking Strategy | Chair | Clr Ball |
| | Members | <ul style="list-style-type: none"> Clr Baker Clr Checkland Clr Cross Clr Ray Clr Warburton |

| Objectives | Desired outcomes |
|---|---|
| <p>Whilst going through the development and approval process of the initial draft Car Parking Strategy developed by 2020 Transportation Consultancy, Members set out that the document should be more strategic in nature with clear actions set out.</p> <p>To that end additional work has been undertaken by Officers, Project Board and Cabinet Members to develop a more structured final car parking strategy and action plan document, that aligns with the evidence base and recommendations included in the original consultant developed document, but includes more strategic actions that the Council intends to undertake to ensure the car parking provision within the city remains fit for purpose in the future.</p> | <p>The final Strategy and Action Plan sets out the following measures to be undertaken:</p> <ul style="list-style-type: none"> • Undertake an appraisal of the current situation in regards to public car parking provision and usage in Lichfield City Centre. • Carry out analysis of types of journeys being made by private cars using public car parks • Identify efficiencies that could be possible across the Council owned car parking stock and the impacts of such. • Make recommendations for demand management strategies. • Make recommendations as to the level and types of parking provision required and how these would be best served using existing and if necessary new provision. • Identify operational service improvements in managing and operating car parks to improve the customer experience (including the use of technologies to improve the ease of use of the service and installation of EV Charging Points). • Develop a detailed programme of projects that will deliver service improvements. |

| Terms of Reference |
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| <p>At this meeting the group will be asked to consider the final Car Parking Strategy document and action plan against the original evidence base document that was created by 2020 Transportation Consultancy.</p> <p>The group will be asked to provide a response to Project Board who will seek approval to the final Car Parking Strategy at Cabinet on the 9th November 2021.</p> |

| Key issues | Risks |
|--|---|
| <ul style="list-style-type: none"> • Identification of efficiencies that could be possible across the Council owned car parking stock and the impacts of such. • Recommendations are deliverable • Recommendations as to the level and types of parking provision required are sufficient. • Service improvements that consider the customer experience are suitable. • Outcomes demonstrate value for money. | <ul style="list-style-type: none"> • Time • Costs • Ability to demonstrate value for money |

Timescale

| | | | |
|--------------|--------------|---------------|--------------|
| Start | October 2021 | Finish | October 2021 |
|--------------|--------------|---------------|--------------|

Information requirements and sources

| | |
|--|---|
| Documents/evidence (what/why) | Final car parking strategy & Action Plan |
| Witnesses (who, why?) | Members |
| Consultation/research (what, why, who?) | Stakeholder engagement Public consultation process |
| Site visits (where, why, when?) | Consultants visited the city and the various car parks included within in the scope of works prior to the strategy being developed. |

Officer support

| | |
|------------------------|--------------|
| Lead Officers | Helen Bielby |
| Committee Clerk | Chris Lewis |

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

Cabinet 9th November 2021.

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

Overview & Scrutiny Task Group

Subject scoping document

| Review topic | Task Group membership | |
|-----------------------|-----------------------|--|
| Public Realm Strategy | Chair | CLlr Ball |
| | Members | CLlr Baker CLlr Checkland CLlr Cross CLlr Ray CLlr Warburton |

| Objectives | Desired outcomes |
|--|--|
| <p>The Council commissioned Gleeds to develop a detailed Public Realm Strategy. This document includes further development / critical appraisal of the ideas and ambitions for the Public Realm Priority Projects as outlined at high level within the city centre Masterplan, plus additional consideration/details of the wider aspirations for all public realm within the city centre.</p> <p>The Strategy includes outline costs of implementation and has developed an outline action plan or the delivery of the strategy which includes a realistically achievable programme plan.</p> | <p>The brief to the consultants required the following elements to be produced as part of the Public Realm Strategy:</p> <ul style="list-style-type: none"> • Production of a public realm analysis which includes a SWOT assessment of the value and purpose of key spaces and land uses; analysis of key views and landmarks; in-depth analysis of gateways and nodes. • Conduct an ownership audit and appraisal of existing street furniture including wayfinding, signage, lighting, trees and planting, surfacing materials and CCTV columns etc. • An “Access Strategy” detailing pedestrian, cycle and vehicle movements and links within, and to and from the fringe of, the city centre. This links to the wayfinding provision from these fringe areas and consideration of the pedestrianisation project being developed by Lichfield District Council/Staffordshire County Council. • The production of a draft Strategy, addressing issues raised as part of the public realm analysis, including baseline drawings, sketch proposals and a palette of materials. • The development of the 7 Priority Projects, if deemed feasible and appropriate, with design proposals. • Indicative costs of implementation. • Outline proposals and costs of future management and maintenance. • Development of an outline delivery strategy which includes a realistic and achievable programme plan and prioritisation of projects to be implemented. • Consultation with stakeholders, including public consultation events on the draft strategy. • Analysis of consultation and refinement of Public Realm Strategy for Council consideration/adoption. |

| Terms of Reference |
|---|
| <p>At this meeting the group will consider the draft public realm strategy, with particular focus on the proposed projects and recommendations that are emanating out of it.</p> <p>The group is asked to provide a response that will be recommended to Cabinet on the 9th November 2021.</p> |

| Key issues | Risks |
|---|---|
| <ul style="list-style-type: none"> • Recommendations are deliverable • Recommendations as to the level and types of public realm projects are fit for purpose and realistically deliverable. • Proposed improvements consider the customer experience are suitable. • Outcomes and outputs demonstrate value for money. | <ul style="list-style-type: none"> • Time • Costs • Ability to demonstrate value for money |

| Timescale | | | |
|------------------|--------------|---------------|--------------|
| Start | October 2021 | Finish | October 2021 |

| Information requirements and sources | |
|--|---|
| Documents/evidence (what/why) | Draft Public Realm Strategy |
| Witnesses (who, why?) | Members |
| Consultation/research (what, why, who?) | Stakeholder engagement Public consultation process (consultation results are attached) |
| Site visits (where, why, when?) | Consultants visited the city and conducted site visits with the Major projects Development team in March and May 2021. Consultants were involved in walk “shops” of the city with stakeholders and members of the public during the public consultation process which took place in late June / early July 2021. |

| Officer support | |
|------------------------|--------------|
| Lead Officers | Helen Bielby |
| Committee Clerk | Chris Lewis |

| Target body for findings/recommendations (e.g. Cabinet, Council etc.) |
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| Cabinet 9 th November 2021. |

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

**OVERVIEW AND SCRUTINY TASK GROUP
SUBJECT SCOPING DOCUMENT**

Review Topic:

Building a new leisure facility in Lichfield City.

Chair: Cllr Baker

Members: Grange, Ray, Wilcox, Silvester-Hall, Robertson.

Objectives:

To have a much closer overview of the new build project as it progresses over time.

To facilitate an agreed option for the new development and a mechanism for its delivery.

Desired Outcomes:

An opportunity for Members to have insight to the project outside of the structured Overview and Scrutiny process.

That Members are assured of an effective and deliverable project with appropriate decisions being supported and taken in a timely manner.

Terms of Reference:

See separate attachment – to be agreed

Key Issues:

- Confidentiality
- Future role and function of Leisure provision in Lichfield – its purpose
- The extent of the development area
- Capacity to serve particular identified needs
- Delivery issues

Risks:

- Resources
- Site options and feasibility
- Stakeholder interests
- Time pressures
- Procurement regulations
- Planning and related legislation

Suggested Timescale

Start: April 2020

Finish: December 2024

Information Requirements and Sources:**Documents/Evidence:**

Background/contextual materials e.g. Local Plan requirements and related planning guidance such as Playing Pitch Strategy, Indoor Sports Facilities Plan, Sport England's Strategic Outcomes Planning Guidance Model, Physical Activity and Sports Strategy, Health and Wellbeing Strategy.

Officer Support:

Lead Officer: John Smith – Business Development Manager supported by Sarah Sleigh – Health and Wellbeing Manager

Committee Clerk: Christine Lewis

Target Body for Findings/Recommendations

The Task Group will act as a sub-Committee to the Leisure, Parks and Waste (Overview and Scrutiny) Committee.

It will make recommendations to the Project Board.

Overview & Scrutiny Task Group

Subject scoping document



| Review topic | Task Group membership | |
|---------------------------------|------------------------------|---|
| Climate Change Emergency | Chair | Cllr Norman |
| | Members | Cllr A. Little Cllr Powell Cllr Robertson Cllr Warburton |

| Objectives | Desired outcomes |
|--|--|
| To ensure the Council has a published and timetabled plan to get to net zero carbon emissions by 2050. | Reach this target, ideally before this date, both within the Council's own activities and in the wider district with the support of its residents. |

| Terms of Reference |
|--|
| Develop a plan in conjunction with Officers, Members and the public that has achievable goals and a clear timetable. To be limited to a task group timetable of six months followed by a yearly review by the Overview & Scrutiny Committee. |

| Key issues | Risks |
|---|---|
| Developing a realistic and workable plan. Work with local residents, organisations and businesses. | Not enough resources or political will to support it. Public support not achieved. |

| | | | |
|------------------|------------|---------------|-----------|
| Timescale | | | |
| Start | 13/12/2021 | Finish | June 2022 |

| | |
|--|---|
| Information requirements and sources | |
| Documents/evidence (what/why) | Council resolution Current carbon footprint |
| Witnesses (who, why?) | To be agreed |
| Consultation/research (what, why, who?) | Other Council's websites, Members, Officers. Public meeting early on. |
| Site visits (where, why, when?) | Non planned/anticipated. |

| | |
|------------------------|-------------|
| Officer support | |
| Lead Officers | . |
| Committee Clerk | Chris Lewis |

| |
|---|
| Target body for findings/recommendations (e.g. Cabinet, Council etc) |
| To be confirmed. |

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

Overview & Scrutiny Task Group

Subject scoping document



| Review topic | Task Group membership | |
|-----------------------|------------------------------|--|
| Dual Recycling | Chair | Tim Matthews |
| | Members | Steven Norman Alastair Little Harry Warburton Joseph Powell |

| Objectives | Desired outcomes |
|--|--|
| To review the communications strategy surrounding the rollout of Dual Recycling. | Ensure the communications strategy is sufficiently capable of securing the support and compliance of residents during this transition. |

| Terms of Reference |
|--|
| To review the communications regarding the Dual Waste Strategy to date and to suggest appropriate communication strategies to residents in the run up to the launch of the scheme and operation thereafter. Awaiting further information from the Cabinet Member. |

| Key issues | Risks |
|---|--|
| <ul style="list-style-type: none">• Achieving sufficient support and buy-in from local residents.• Explain why the change is required.• Ensuring dual stream is understood and utilised straight away by residents. | <ul style="list-style-type: none">• Public support not achieved.• Failure to adequately inform residents leads to incorrect use of the new system and contamination of materials. |

Timescale

| | | | |
|--------------|---|---------------|------------------------------------|
| Start | Thursday 17 th February 2022 | Finish | Monday 14 th March 2022 |
|--------------|---|---------------|------------------------------------|

Information requirements and sources

| | |
|--|--|
| Documents/evidence (what/why) | <ul style="list-style-type: none">• Videos of existing Dual Stream services in Newcastle• Briefing Paper - Implementation of Dual Stream Recycling – Communications Planning |
| Witnesses (who, why?) | <ul style="list-style-type: none">• Ben Percival – Head of Operational Services (Responsibility for the Joint Waste Service in partnership with Tamworth Borough Council)• Nigel Harris – General Manager Joint Waste Service• Phillip Gillingham - Communications and Marketing Manager (Responsibility for the overall communications output of the authority) |
| Consultation/research (what, why, who?) | To be agreed |
| Site visits (where, why, when?) | Non planned/anticipated. |

Officer support

| | |
|--------------------------------|--|
| Lead Officers | Phillip Gillingham, Nigel Harris, Ben Percival |
| O&S Committee Clerk | Chris Lewis |
| Task Group Clerk | Will Stevenson |

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)

Overview & Scrutiny Task Group

Subject scoping document



| Review topic | Task Group membership | |
|---------------------------|-----------------------|--|
| Councillor Community Fund | Chair | |
| | Members | M. Wilcox, Warburton, Tranter, Robertson |

| Objectives | Desired outcomes |
|---|--|
| It has been requested that the group considers the governance and any risks of the current process. | To establish a robust and clear scheme for Members and residents |

| Terms of Reference |
|--|
| <p>To review what has gone well and not well with the first year of the scheme. To investigate what improvements can be made.</p> <p>To establish a robust scheme that Councillors and applicants are confident in participating in.</p> |

| Key issues | Risks |
|--|-------------------------|
| There have been issues experienced of over subscribing of funds. | Over burden of resource |

Timescale**Start** | May 2022**Finish** |**Information requirements and sources****Documents/evidence** (what/why) | Feedback from applicants and Councillors
Usage figures**Witnesses** (who, why?) |**Consultation/research** (what, why, who?) | Cabinet Member**Site visits** (where, why, when?) | None**Officer support****Lead Officers** | Susan Bamford**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)