

4 June 2019

**Time** 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny

**Venue** Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

## Membership

**Chair** Cllr Paul Sweet (Lab)  
**Vice-chair** Cllr Jonathan Crofts (Con)

### Labour

Cllr Stephen Simkins  
Cllr Jacqueline Sweetman  
Cllr Philip Bateman MBE  
Cllr Greg Brackenridge  
Cllr Alan Bolshaw  
Cllr Paula Brookfield  
Cllr Val Evans  
Cllr Phil Page  
Cllr Rita Potter  
Cllr Mak Singh

### Conservative

Cllr Wendy Thompson

Quorum for this meeting is four Councillors.

## Information for the Public

If you have any queries about this meeting, please contact the Democratic Services team:

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**Tel/Email** 01902 555046 or [julia.cleary@wolverhampton.gov.uk](mailto:julia.cleary@wolverhampton.gov.uk)  
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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

# Agenda

## Part 1 – items open to the press and public

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

- 1            **Apologies for absence**
- 2            **Declarations of interest**
- 3            **Minutes of the previous meeting(s)** (Pages 3 - 14)  
[To approve the minutes of the previous meeting as a correct record.]
- 4            **Matters arising**

### DISCUSSION ITEMS

- 5            **Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities** (Pages 15 - 52)
- 6            **Work programme** (Pages 53 - 74)  
[To consider the Board's work programme for future meetings.]

### PRE-DECISION SCRUTINY ITEMS

- 7            **Consultation on All Age Travel Assistance Policy** (To Follow)  
[Adrian Leach, Head of SEND, to present report]
- 8            **The Forward Plan**  
[To consider any items for pre decision scrutiny].

## Attendance

### Members of the Scrutiny Board

Cllr Stephen Simkins (Chair)  
Cllr Jasbir Jaspal  
Cllr Peter O'Neill  
Cllr Linda Leach  
Cllr Philip Bateman MBE  
Cllr Greg Brackenridge  
Cllr Jasbinder Dehar  
Cllr Dr Michael Hardacre  
Cllr Sohail Khan  
Cllr Martin Waite  
Cllr Alan Bolshaw

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## Part 1 – items open to the press and public

*Item No.*    *Title*

- 1        **Apologies for absence**  
Apologies for absence were received from Cllr Sweetman. Cllr Bolshaw attended as substitute.  
  
The Chair thanked officers for all of the work done throughout the last municipal year.
- 2        **Declarations of interest**  
There were no declarations of interest.
- 3        **Minutes of the previous meeting**  
Resolved:    That the minutes of the previous meeting be approved as a correct record and signed by the Chair.
- 4        **Minutes of the WMCA Overview and Scrutiny Committee 25 February 2019**  
The Board considered the minutes of the West Midlands Combined Authority Overview and Scrutiny Committee meeting held on 25 February 2019.  
  
Concern was expressed that the meeting was not quorate and that this could indicate that scrutiny was not being taken seriously.  
  
The Chair stated that it was due to how the legislation was written and that steps were being taken to try and address the problems through the governance procedures. The Chair stated that it was hoped that in the future the WMCA O&SC would start to bring updates back to each constituent authority.

The Board queried how many times the meetings were inquorate, and it was stated that this happened quite regularly but that turnout was better in the working groups.

The Board considered that it should be noted that these bodies are deemed important and that if they are constituted in such a way that there are issues such as being inquorate, then these issues needed to be addressed. Public money was going into these groups and it needed to be used productively. A board member stated that he had been involved in county wide organisations for a long time and that they had ended because they were not accountable, and it seemed probable that not many members of the public would know what the WMCA was or what it did.

It was agreed that concerns about governance arrangements needed to be fed back to the WMCA O&S Committee.

The Chair noted that there were only two Scrutiny Officers for the WMCA O&SC and that other councils including Wolverhampton were often asked to help with the administration of meetings.

The Board also noted that to amend the quorum of the WMCAO&SC would require intervention from central government as it could not be done locally.

Resolved: That concerns regarding the governance arrangements of the WMCA O&S be fed back.

5 **Matters arising**

There were no matters arising.

6 **The Call-In Process and Overview and Scrutiny Procedure Rules**

The Board considered the recent call-in and the processes that were currently in place for dealing with call-ins.

The Board considered that the procedure rules needed to be looked at and that in the future a reason for the call-in had to be specified.

The Board also considered that clarification was required around the exclusion of the press and public from meetings.

Resolved: That a scrutiny working group be convened to consider the call-in procedure.

7 **Cyber Security**

The Board welcomed Gail Rider, Head of ICT to the meeting.

The Director of Governance who was the Senior Information Risk Owner (SIRO) had recommended a report be presented to Scrutiny Board to provide an overview and understanding of how Cyber security was managed within the authority. The report included information on the robustness of processes and preventative measures that were in place, an overview of the authorities' cloud storage approach and the on-

going roadmap that assured constant and up to date approaches to new threats and challenges.

It was stated that the Council was a Microsoft partner which meant that any processes were supportive and progressive.

The Council adopted a cloud first approach, but this wasn't always an option as some applications were not be cloud ready. The cloud was provided by Microsoft, which was one of the most secure and the Council only paid for what it used. There was a secondary data centre in Stafford and a proportion of what the Council run was replicated there.

The Council took a very preventative approach to cyber security and it was stated that there had been four attempted attacks since Christmas, all of which had been stopped.

It was confirmed that the Council did apply patches regularly and was continuously updating firewalls and antivirus software whilst also working closely with partners including the Information Governance team.

The Council's cyber security had been assessed and once deemed to be one of the safest in the region.

The Board queried the use of multiple and often very complex passwords and it was confirmed that the Council's password policy was currently under review and that the team were aware that it could not be overly secure as this might make it harder for people to use the services on offer.

The Board considered the issue of the phishing campaigns that had been carried out by Information Governance. The first had been carried out in October 2017 with 608 emails being opened and 500 employees attempting to click on link. The more recent exercise had resulted in 93% of emails not being opened and only 4% attempted to click on the link.

The question was raised as to what were the big-ticket issues that could really cause problems if we got them wrong such as a sustained denial of service attack (if services went down for a long time), the safeguarding of data or problems with the urban traffic control centre for the black country including the threat of hostile actors trying to take it down.

It was stated that the Council was looking at every single service it had and every application including where it sat, how it was backed up and how it was secured. The Head of ICT stated that she had managed to obtain match funding to put in additional controls. The Head of ICT stated that in relation to the Urban Traffic Control System she would expect that this was replicated in Stafford with the servers based here.

It was noted that the Urban Traffic Control System worked off a mobile network and the question was raised as to whether this could be interfered with. The Head of ICT stated that she would investigate this and provide a response later.

The Board raised the issue of interfering with as well as stealing data. Data sharing was becoming more important, with organisations such as the Fire Authority working

with the police and possible funding from the government being provided to create a data hub.

Also, of concern were areas such as the linking of internet-based devices such as when your doorbell rang and can you could see who was there on your phone. The concern focused around the fact that security had not always been built into the systems within the systems.

The Board considered flood risk defences and whether they could provide a backdoor into higher level systems. It was thought that the Council needed to be aware of where it set the levels of what was allowed on everything and that nothing should be allowed onto the network until the Council were certain that it was as safe as it could be.

The Board queried how the Council monitored the people that had access to information and how it would manage a disgruntled employee with access to sensitive data.

The Head of ICT stated that the Council had to have trust in employees but that where a department was perhaps going through a restructure certain rights may be removed from certain individuals if there was deemed to be a risk.

The Board considered what the cost to the Council would be if there was a major cyber attack including all the legal implications linked to breaches of data protection regulations.

The Board considered that as councillors, they were all now responsible for the data they held and that they needed to be more focused on the issues.

The Board queried how cyber security linked into emergency planning and resilience. It was stated that the Council's ICT team worked very closely with the Emergency Planning and Resilience Team and that the work currently being undertaken would produce a report highlighting any gaps and options for fixing them.

The Head of Governance stated that every service in the Council had a business continuity plan and that turnaround times had been identified with the resilience team. Levels of priority had also been identified and had all been refreshed in the last month.

The Board considered that as councillors, they took on a lot of case work and the this made them data controllers and responsible for the data they held on residents. It was noted that everyone had different ways of dealing with this data and different hardware with different levels of security and it as queried whether a cloud-based solution could be put in place for councillor casework.

The Head of ICT stated that any casework carried out on Council supplied equipment would be secure and that she could investigate the possibility of a home device and cloud storage.

The Board also sought information on data sharing as some people might be doing things that were not safe without realising that they were not safe. It was recommended that this be brought back to a future meeting.

The issue was raised that the majority of breaches were not caused by people disobeying the rules on purpose but by human carelessness, connecting the wrong things to the wrong thing etc. The recommendation was made that the cyber security training and monitoring of who had done the training be looked at to perhaps restrict access to the Council network to those who had not recently completed the training.

It was also recommended that an item on cyber security be added to the work plan for the next year.

**Resolved:** (1) That an item on cyber security be added to the scrutiny work programme;

(2) That the Head of ICT investigate the possibility of linking mandatory cyber security training with access to the Council's networks;

(3) That the Head of ICT investigate the possibility of a cloud-based solution for councillor casework;

(4) That the Head of ICT investigate the matter of the Urban Traffic Control System and the risks associated with it.

8 **Work programme**

The Board received a verbal update from Cllr Ahmed on the work of the Scrutiny Review into Youth Violent Crime. The next meeting of the Review group was 20 June 2019 when the matter of exclusions would be considered.

Resolved: That the workplan be agreed.

9 **Forward Plan(s)**

Resolved: That the Forward Plans be noted.

10 **Annual Scrutiny Planning Event**

Resolved: That any recommendations be brought back to a future meeting.

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# Scrutiny Board

## 4 June 2019

<b>Report title</b>	Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities	
<b>Cabinet member with lead responsibility</b>	Cabinet Member for Governance	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Mark Taylor, Deputy Managing Director	
<b>Originating service</b>	Governance	
<b>Accountable employee(s)</b>	Julia Cleary Tel Email	Scrutiny and Systems Manager 01902 555046 Julia.cleary@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	21 May 2019

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### Recommendation(s):

- (a) That the publication of new statutory guidance be noted.

## 1.0 Purpose

- 1.1 To update Scrutiny Board on the new Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities issued by the Ministry of Housing, Communities and Local Government in May 2019.

## 2.0 Background

- 2.1 The Guidance seeks to ensure that local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring.
- 2.2 The Guidance includes a number of policies and practices that authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.
- 2.3 The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another.
- 2.4 The Guidance is classed as statutory which means that Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of Guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

## 3.0 What is Effective Scrutiny?

- 3.1 Effective scrutiny must be able to provide constructive challenge without being seen as a hurdle to be avoided in the decision-making process.
- 3.2 Scrutiny must be about more than just holding the executive to account, and effective *scrutiny should have a defined impact on the ground, with the Committee making recommendations that will make a tangible difference to the work of the authority.* (Section 47 of the Guidance).
- 3.3 Scrutiny must reflect the concerns of the public, with scrutiny councillors bringing forward suitable items for inclusion on the scrutiny work plans.

## 4.0 The Scrutiny Work Plan

- 4.1 Effective scrutiny needs a clear role, providing focus and direction for the work plan; this role must be agreed and understood by the authority as a whole. Scrutiny has the power to look at anything which affects the area or its inhabitants, but such a generalised approach is not effective, and prioritisation is required. (Section 49).

- 4.2 Effective scrutiny needs to have a clear idea of what it is going to do over a long-term period whilst maintaining enough flexibility for it to respond to any unexpected or short-term issues that might occur.
- 4.3 When considering an item for inclusion on the work plan the following (as a minimum) should be considered (Section 55):
1. Do we understand the benefits that scrutiny would bring to this issue?
  2. How could we best carry out work on this subject?
  3. What do we expect to be the outcome of this work?
  4. How does this work link and engage with the work of the executive, other decision-making bodies, partners and the Council Plan?

## 5.0 **Organisational Culture**

- 5.1 The Guidance at section 9 highlights the fact that Scrutiny is a member led process and that in order to succeed scrutiny must sit within a strong organisational culture that enables it to add real value to policy making and the efficient delivery of public services. Lack of support and engagement with scrutiny will often lead to poor quality and ill-focused work.
- 5.2 The Guidance at Section 10 reinforces that the effectiveness of scrutiny is often considered by external bodies (regulators and inspectors) with outcomes being made public. Good scrutiny can impact on the reputation of the authority as a whole.
- 5.3 Section 11 of the Guidance provides a check list for establishing a strong organisational culture including:
- a) Recognition of scrutiny's legal and democratic legitimacy
  - b) Identification of a clear role and focus
  - c) Ensuring early and regular engagement between the executive and scrutiny
  - d) Managing disagreement
  - e) Providing scrutiny with the right support
  - f) Ensuring impartial advice from officers
  - g) Communication of the role of scrutiny to the whole authority and to the public
  - h) Providing a voice for scrutiny at Full Council meetings
  - i) Ensuring that scrutiny members are supported in having an independent mindset.

## 6.0 **Performance Monitoring and Access to Information**

- 6.1 Scrutiny must be able to show how it can contribute to achieving the objectives set out in the Council Plan 2019-2024
- 6.2 The Guidance at Section 40 considers that scrutiny members should have access to a regularly available source of key information about the management of the authority and in particular information on performance management and risk. The Guidance goes on to state that where scrutiny members have access to and are supported in understanding

this information the number of unfocused and unproductive questions and requests are reduced. Scrutiny officers may act as a link between scrutiny members and council officers when required to ensure that there is a clear understanding of why and for what purpose the information is required.

- 6.3 Regulations already exist regarding timeframes within which executives should comply with requests for certain types of information from a scrutiny member (ten clear working days).

## **7.0 National and regional Matters**

- 7.1 Scrutiny must be aware of the context in which it is operating and seek to understand how national and regional issues may impact Wolverhampton. There are direct implications here regarding the West Midlands Combined Authority Overview and Scrutiny Committee and how we work in partnership with this and other organisations to ensure the best for the City.

## **8.0 Selection of chairs**

- 8.1 The Guidance at section 32 confirms that the method for selecting committee chairs is the prerogative of the local authority and its constitution. However, it is recommended that each authority should consider taking a vote by secret ballot.
- 8.2 The Guidance also considers the importance of ensuring the independence of the committee and that a committee chair should not preside over scrutiny of their relative.

## **9.0 Training**

- 9.1 The Scrutiny Team recently met with the Organisational Development Team to consider training for scrutiny councillors and it was agreed that a new approach may be needed to engage better with councillors.
- 9.2 The Scrutiny Manager has approached the Centre for Public Scrutiny with a view to arranging a one-day conference at the Civic Offices. The conference could also be open to other neighbouring authorities to attend depending on numbers. The event would provide a number of workshops for councillors to attend thus moving away from the one-off, single topic training courses. The event would also provide an opportunity for officers to attend and work with councillors in a more relaxed environment.

## **10.0 Creating an Executive-Scrutiny Protocol**

- 10.1 An Executive-Scrutiny Protocol would provide clarity regarding the expectations of scrutiny members, executive members and officers of the authority.

The protocol may contain sections on:

1. The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
2. The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
3. Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
4. Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

## **5.0 Financial implications**

- 5.1 There are no financial implications associated with the first twelve recommendations in this report, though it is worth noting that a net budget of £176,000 provides for a Scrutiny Team within Governance to support scrutiny processes within the Council. The final recommendation concerns the potential scrutiny symposium. The full cost of this has yet to be assessed, but the Centre for Public Scrutiny has already agreed to make a contribution of £500. It is anticipated that any cost in excess of this will be met from the £293,000 corporate training budget. [GE/17052019/G]

## **6.0 Legal implications**

- 6.1 Statutory guidance is binding on the Council and we would need to show it has been adopted and followed in the event of any kind of challenge. This is what this report seeks to do.
- 6.2 The Council will also need to be able to show that members on the Scrutiny Panel have been trained on the new guidance, which is also considered in this report. Records will need to be kept of who attends training and when, so that this can be evidenced when and if required.

[LW/21042019/H]

## **7.0 Equalities implications**

- 7.1 There are no direct equality implications associated with this report. Equality duties will be considered individually for each matter

## **8.0 Environmental implications**

- 8.1 There are no direct environmental implications associated with this report.

**9.0 Human resources implications**

9.1 There are no human resources implications associated with this report.

**10.0 Corporate landlord implications**

10.1 There are no corporate landlord implications associated with this report.

**11.0 Appendices**

11.1 Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities.





Ministry of Housing,  
Communities &  
Local Government

# Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities



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# Ministerial Foreword

The role that overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership and service failure.

It is vital that councils and combined authorities know the purpose of scrutiny, what effective scrutiny looks like, how to conduct it and the benefits it can bring. This guidance aims to increase understanding in all four areas.

In writing this guidance, my department has taken close note of the House of Commons Select Committee report of December 2017, as well as the written and oral evidence supplied to that Committee. We have also consulted individuals and organisations with practical involvement in conducting, researching and supporting scrutiny.

It is clear from speaking to these practitioners that local and combined authorities with effective overview and scrutiny arrangements in place share certain key traits, the most important being a strong organisational culture. Authorities who welcome challenge and recognise the value scrutiny can bring reap the benefits. But this depends on strong commitment from the top - from senior members as well as senior officials.

Crucially, this guidance recognises that authorities have democratic mandates and are ultimately accountable to their electorates, and that authorities themselves are best-placed to know which scrutiny arrangements are most appropriate for their own individual circumstances.

I would, however, strongly urge all councils to cast a critical eye over their existing arrangements and, above all, ensure they embed a culture that allows overview and scrutiny to flourish.



A handwritten signature in blue ink, appearing to read 'Rishi Sunak'.

**Rishi Sunak MP**  
**Minister for Local Government**

# About this Guidance

## Who the guidance is for

This document is aimed at local authorities and combined authorities in England to help them carry out their overview and scrutiny functions effectively. In particular, it provides advice for senior leaders, members of overview and scrutiny committees, and support officers.

## Aim of the guidance

This guidance seeks to ensure local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring.

As such, it includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.

The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another.

The hypothetical scenarios contained in the annexes to this guidance have been included for illustrative purposes, and are intended to provoke thought and discussion rather than serve as a 'best' way to approach the relevant issues.

While the guidance sets out some of the key legal requirements, it does not seek to replicate legislation.

## Status of the guidance

This is statutory guidance from the Ministry of Housing, Communities and Local Government. Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

Not every authority is required to appoint a scrutiny committee. This guidance applies to those authorities who have such a committee in place, whether they are required to or not.

This guidance has been issued under section 9Q of the Local Government Act 2000 and under paragraph 2(9) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009, which requires authorities to have regard to this guidance. In addition, authorities may have regard to other material they might choose to consider, including that issued by the Centre for Public Scrutiny, when exercising their overview and scrutiny functions.

## Terminology

Unless 'overview' is specifically mentioned, the term 'scrutiny' refers to both overview and scrutiny.<sup>1</sup>

Where the term 'authority' is used, it refers to both local authorities and combined authorities.

Where the term 'scrutiny committee' is used, it refers to an overview and scrutiny committee and any of its sub-committees. As the legislation refers throughout to powers conferred on scrutiny committees, that is the wording used in this guidance. However, the guidance should be seen as applying equally to work undertaken in informal task and finish groups, commissioned by formal committees.

Where the term 'executive' is used, it refers to executive members.

For combined authorities, references to the 'executive' or 'cabinet' should be interpreted as relating to the mayor (where applicable) and all the authority members.

For authorities operating committee rather than executive arrangements, references to the executive or Cabinet should be interpreted as relating to councillors in leadership positions.

## Expiry or review date

This guidance will be kept under review and updated as necessary.

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<sup>1</sup> A distinction is often drawn between 'overview' which focuses on the development of policy, and 'scrutiny' which looks at decisions that have been made or are about to be made to ensure they are fit for purpose.

# 1. Introduction and Context

1. Overview and scrutiny committees were introduced in 2000 as part of new executive governance arrangements to ensure that members of an authority who were not part of the executive could hold the executive to account for the decisions and actions that affect their communities.
2. Overview and scrutiny committees have statutory powers<sup>2</sup> to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are implemented. Overview and scrutiny committees can also play a valuable role in developing policy.

Effective overview and scrutiny should:

- Provide constructive 'critical friend' challenge;
- Amplify the voices and concerns of the public;
- Be led by independent people who take responsibility for their role; and
- Drive improvement in public services.

3. The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.
4. The Localism Act 2011 amended the Local Government Act 2000 to allow councils to revert to a non-executive form of governance - the 'committee system'. Councils who adopt the committee system are not required to have overview and scrutiny but may do so if they wish. The legislation has been strengthened and updated since 2000, most recently to reflect new governance arrangements with combined authorities. Requirements for combined authorities are set out in Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.
5. Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.
6. In producing this guidance, the Government fully recognises both authorities' democratic mandate and that the nature of local government has changed in recent years, with, for example, the creation of combined authorities, and councils increasingly delivering key services in partnership with other organisations or outsourcing them entirely.

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<sup>2</sup> Section 9F of the Local Government Act 2000; paragraph 1 of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

## 2. Culture

7. The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.
8. While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.
9. Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.
10. Members and senior officers should note that the performance of the scrutiny function is not just of interest to the authority itself. Its effectiveness, or lack thereof, is often considered by external bodies such as regulators and inspectors, and highlighted in public reports, including best value inspection reports. Failures in scrutiny can therefore help to create a negative public image of the work of an authority as a whole.

### How to establish a strong organisational culture

11. Authorities can establish a strong organisational culture by:

- a) **Recognising scrutiny's legal and democratic legitimacy** – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.

Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.

- b) **Identifying a clear role and focus** – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority (see chapter 6).

Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic.



While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter. Further guidance on whistleblowing can be found at:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf).

- c) **Ensuring early and regular engagement between the executive and scrutiny** – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles:

In particular:

- The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee (see chapter 4); and
- The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.

- d) **Managing disagreement** – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an 'executive-scrutiny protocol' (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often,

the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.

- e) **Providing the necessary support** – while the level of resource allocated to scrutiny is for each authority to decide for itself, when determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.

Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies (see chapter 5).

- f) **Ensuring impartial advice from officers** – authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.
- g) **Communicating scrutiny's role and purpose to the wider authority** – the scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.
- h) **Maintaining the interest of full Council in the work of the scrutiny committee** – part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such

reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

In order to maintain awareness of scrutiny at the Combined Authority and provoke dialogue and discussion of its impact, the business of scrutiny should be reported to the Combined Authority board or to the chairs of the relevant scrutiny committees of constituent and non-constituent authorities, or both. At those chairs' discretion, particular Combined Authority scrutiny outcomes, and what they might mean for each individual area, could be either discussed by scrutiny in committee or referred to full Council of the constituent authorities.

- i) **Communicating scrutiny's role to the public** – authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process (see chapter 6).
- j) **Ensuring scrutiny members are supported in having an independent mindset** – formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them (see paragraph 25).

Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

### Directly-elected mayoral systems

12. A strong organisational culture that supports scrutiny work is particularly important in authorities with a directly-elected mayor to ensure there are the checks and balances to maintain a robust democratic system. Mayoral systems offer the opportunity for greater public accountability and stronger governance, but there have also been incidents that highlight the importance of creating and maintaining a culture that puts scrutiny at the heart of its operations.
13. Authorities with a directly-elected mayor should ensure that scrutiny committees are well-resourced, are able to recruit high-calibre members and that their scrutiny functions pay particular attention to issues surrounding:
  - rights of access to documents by the press, public and councillors;
  - transparent and fully recorded decision-making processes, especially avoiding decisions by 'unofficial' committees or working groups;
  - delegated decisions by the Mayor;
  - whistleblowing protections for both staff and councillors; and
  - powers of Full Council, where applicable, to question and review.

14. Authorities with a directly-elected mayor should note that mayors are required by law to attend overview and scrutiny committee sessions when asked to do so (see paragraph 44).

## 3. Resourcing

15. The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.
16. Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.
17. Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).

When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include:

- Scrutiny's legal powers and responsibilities;
- The particular role and remit scrutiny will play in the authority;
- The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of the executive and other key partners, and make effective recommendations;
- The need for ad hoc external support where expertise does not exist in the council;
- Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and
- Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions.

### Statutory scrutiny officers

18. Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer,<sup>3</sup> someone whose role is to:
  - promote the role of the authority's scrutiny committee;
  - provide support to the scrutiny committee and its members; and
  - provide support and guidance to members and officers relating to the functions of the scrutiny committee.

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<sup>3</sup> Section 9FB of the Local Government Act 2000; article 9 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017

19. Authorities not required by law to appoint such an officer should consider whether doing so would be appropriate for their specific local needs.

#### Officer resource models

20. Authorities are free to decide for themselves which wider officer support model best suits their individual circumstances, though generally they adopt one or a mix of the following:

- Committee – officers are drawn from specific policy or service areas;
- Integrated – officers are drawn from the corporate centre and also service the executive; and
- Specialist – officers are dedicated to scrutiny.

21. Each model has its merits – the committee model provides service-specific expertise; the integrated model facilitates closer and earlier scrutiny involvement in policy formation and alignment of corporate work programmes; and the specialist model is structurally independent from those areas it scrutinises.

22. Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.

## 4. Selecting Committee Members

23. Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.
24. While there are proportionality requirements that must be met,<sup>4</sup> the selection of the chair and other committee members is for each authority to decide for itself. Guidance for combined authorities on this issue has been produced by the Centre for Public Scrutiny<sup>5</sup>.

Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.

25. Authorities are reminded that members of the executive cannot be members of a scrutiny committee.<sup>6</sup> Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.
26. Members or substitute members of a combined authority must not be members of its overview and scrutiny committee.<sup>7</sup> This includes the Mayor in Mayoral Combined Authorities. It is advised that Deputy Mayors for Policing and Crime are also not members of the combined authority's overview and scrutiny committee.

### Selecting individual committee members

27. When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.

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<sup>4</sup> See, for example, regulation 11 of the Local Authorities (Committee System) (England) Regulations 2012 (S.I. 2012/1020) and article 4 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

<sup>5</sup> See pages 15-18 of 'Overview and scrutiny in combined authorities: a plain English guide': <https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf>

<sup>6</sup> Section 9FA(3) of the Local Government Act 2000.

<sup>7</sup> 2(3) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009

28. Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality referred to in paragraph 24).

### Selecting a chair

29. The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.

30. The attributes authorities should and should not take into account when selecting individual committee members (see paragraphs 27 and 28) also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.

Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.

31. Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives<sup>8</sup>. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person<sup>9</sup>.

32. The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot. Combined Authorities should be aware of the legal requirements regarding the party affiliation of their scrutiny committee Chair<sup>10</sup>.

### Training for committee members

33. Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.

34. When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.

### Co-option and technical advice

35. While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable.

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<sup>8</sup> A definition of 'relative' can be found at section 28(10) of the Localism Act 2011.

<sup>9</sup> See article 5(2) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

<sup>10</sup> Article 5(6) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.



36. There are two principal ways to procure this:

- Co-option – formal co-option is provided for in legislation<sup>11</sup>. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and
- Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence (see annex 2).

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<sup>11</sup> Section 9FA(4) Local Government Act 2000

## 5. Power to Access Information

37. A scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively.
38. This need is recognised in law, with members of scrutiny committees enjoying powers to access information<sup>12</sup>. In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for councillors to have access to information to perform their duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
39. When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.
40. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.
41. Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.

While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.

42. The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision<sup>13</sup>. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency.

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<sup>12</sup> Regulation 17 - Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10 Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

<sup>13</sup> Regulation 17(4) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(4) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session.

43. Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member<sup>14</sup>. When agreeing to such requests, authorities should:

- consider whether seeking clarification from the information requester could help better target the request; and
- Ensure the information is supplied in a format appropriate to the recipient's needs.

44. Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions<sup>15</sup>. It is the duty of members and officers to comply with such requests.<sup>16</sup>

#### Seeking information from external organisations

45. Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations.

46. When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either (see annex 3), scrutiny committees should consider the following:

- a) **The need to explain the purpose of scrutiny** – the organisation being approached might have little or no awareness of the committee's work, or of an authority's scrutiny function more generally, and so might be reluctant to comply with any request;
- b) **The benefits of an informal approach** – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;

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<sup>14</sup> Regulation 17(2) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(2) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

<sup>15</sup> Section 9FA(8) of the Local Government Act 2000; paragraph 2(6) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

<sup>16</sup> Section 9FA(9) of the Local Government Act 2000; paragraph 2(7) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

- c) **How to encourage compliance with the request** – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to ‘set the record straight’ in a public setting; and
- d) **Who to approach** – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority’s pre-existing relationship with it.

**Following ‘the Council Pound’**

Scrutiny committees will often have a keen interest in ‘following the council pound’, i.e. scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a *requirement* for them to supply information to or appear before scrutiny committees.

## 6. Planning Work

47. Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.
48. Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available.

### Being clear about scrutiny's role

49. Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.
50. Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.
51. Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.
52. When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.

### Who to speak to

53. Evidence will need to be gathered to inform the work programming process. This will ensure that it looks at the right topics, in the right way and at the right time. Gathering evidence requires conversations with:
  - *The public* – it is likely that formal 'consultation' with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny members to have conversations with individuals and groups in their own local areas can work better. Insights gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results.

Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.

- *The authority's partners* – relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:
  - Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);
  - Voluntary sector partners;
  - Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);
  - In parished areas, town, community and parish councils;
  - Neighbouring principal councils (both in two-tier and unitary areas);
  - Cross-authority bodies and organisations, such as Local Enterprise Partnerships<sup>17</sup>; and
  - Others with a stake and interest in the local area – large local employers, for example.
  
- *The executive* – a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work (see chapter 2), but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work.

#### Information sources

54. Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the specific role and function scrutiny plays within the authority, but might include:

- Performance information from across the authority and its partners;
- Finance and risk information from across the authority and its partners;
- Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;
- Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre-decision scrutiny; and
- Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.

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<sup>17</sup> Authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships' investment decisions.

As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information. Authorities should note, however, that the default for meetings should be that they are held in public (see 2014 guidance on '*Open and accountable local government*':

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/343182/140812\\_Openness\\_Guide.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf)).

55. Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to provide an update, as a matter of course.

### Shortlisting topics

Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

56. Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach. Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.

57. Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.

### Carrying out work

58. Selected topics can be scrutinised in several ways, including:

- a) **As a single item on a committee agenda** – this often presents a limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain a formal watching brief over a given issue;
- b) **At a single meeting** – which could be a committee meeting or something less formal. This can provide an opportunity to have a single public meeting about a

given subject, or to have a meeting at which evidence is taken from a number of witnesses;

- c) **At a task and finish review of two or three meetings** – short, sharp scrutiny reviews are likely to be most effective even for complex topics. Properly focused, they ensure members can swiftly reach conclusions and make recommendations, perhaps over the course of a couple of months or less;
- d) **Via a longer-term task and finish review** – the ‘traditional’ task and finish model – with perhaps six or seven meetings spread over a number of months – is still appropriate when scrutiny needs to dig into a complex topic in significant detail. However, the resource implications of such work, and its length, can make it unattractive for all but the most complex matters; and
- e) **By establishing a ‘standing panel’** – this falls short of establishing a whole new committee but may reflect a necessity to keep a watching brief over a critical local issue, especially where members feel they need to convene regularly to carry out that oversight. Again, the resource implications of this approach means that it will be rarely used.



## 7. Evidence Sessions

59. Evidence sessions are a key way in which scrutiny committees inform their work. They might happen at formal committee, in less formal 'task and finish' groups or at standalone sessions.

Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.

### How to plan

60. Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking. This applies as much to individual agenda items as it does for longer evidence sessions – there should always be consideration in advance of what scrutiny is trying to get out of a particular evidence session.

Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.

61. As far as possible there should be consensus among scrutiny members about the objective of an evidence session before it starts. It is important to recognise that members have different perspectives on certain issues, and so might not share the objectives for a session that are ultimately adopted. Where this happens, the Chair will need to be aware of this divergence of views and bear it in mind when planning the evidence session.
62. Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings. It is unlikely that the committee will be able to develop and agree recommendations immediately, but, unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.
63. After an evidence session, the committee might wish to hold a short 'wash-up' meeting to review whether their objectives were met and lessons could be learned for future sessions.

### Developing recommendations

64. The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.

65. The drafting of reports is usually, but not always, carried out by officers, directed by members.

66. Authorities draft reports and recommendations in a number of ways, but there are normally three stages:

- i. the development of a 'heads of report' – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;
- ii. the development of those findings, which will set out some areas on which recommendations might be made; and
- iii. the drafting of the full report.

67. Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.

68. Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.

Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check.

# Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol

An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.

Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.

The protocol, as agreed, may contain sections on:

- The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

## Annex 2: Illustrative Scenario – Engaging Independent Technical Advisers

This example demonstrates how one Council's executive and scrutiny committee worked together to scope a role and then appoint an independent adviser on transforming social care commissioning. Their considerations and process may be helpful and applicable in other similar scenarios.

Major care contracts were coming to an end and the Council took the opportunity to review whether to continue with its existing strategic commissioning framework, or take a different approach – potentially insourcing certain elements.

The relevant Director was concerned about the Council's reliance on a very small number of large providers. The Director therefore approached the Scrutiny and Governance Manager to talk through the potential role scrutiny could play as the Council considered these changes.

The Scrutiny Chair wanted to look at this issue in some depth, but recognised its complexity could make it difficult for her committee to engage – she was concerned it would not be able to do the issue justice. The Director offered support from his own officer team, but the Chair considered this approach to be beset by risks around the independence of the process.

She talked to the Director about securing independent advice. He was worried that an independent adviser could come with preconceived ideas and would not understand the Council's context and objectives. The Scrutiny Chair was concerned that independent advice could end up leading to scrutiny members being passive, relying on an adviser to do their thinking for them. They agreed that some form of independent assistance would be valuable, but that how it was provided and managed should be carefully thought out.

With the assistance of the Governance and Scrutiny Manager, the Scrutiny Chair approached local universities and Further Education institutions to identify an appropriate individual. The approach was clear – it set out the precise role expected of the adviser, and explained the scrutiny process itself. Because members wanted to focus on the risks of market failure, and felt more confident on substantive social care matters, the approach was directed at those with a specialism in economics and business administration. The Council's search was proactive – the assistance of the service department was drawn on to make direct approaches to particular individuals who could carry out this role.

It was agreed to make a small budget available to act as a 'per diem' to support an adviser; academics were approached in the first instance as the Council felt able to make a case that an educational institution would provide this support for free as part of its commitment to Corporate Social Responsibility.

Three individuals were identified from the Council's proactive search. The Chair and Vice-Chair of the committee had an informal discussion with each – not so much to establish their skills and expertise (which had already been assessed) but to give a sense about

their 'fit' with scrutiny's objectives and their political nous in understanding the environment in which they would operate, and to satisfy themselves that they will apply themselves even-handedly to the task. The Director sat in on this process but played no part in who was ultimately selected.

The independent advice provided by the selected individual gave the Scrutiny Committee a more comprehensive understanding of the issue and meant it was able to offer informed advice on the merits of putting in place a new strategic commissioning framework.

# Annex 3: Illustrative Scenario – Approaching an External Organisation to Appear before a Committee

This example shows how one council ensured a productive scrutiny meeting, involving a private company and the public. Lessons may be drawn and apply to other similar scenarios.

Concerns had been expressed by user groups, and the public at large, about the reliability of the local bus service. The Scrutiny Chair wanted to question the bus company in a public evidence session but knew that she had no power to compel it to attend. Previous attempts to engage it had been unsuccessful; the company was not hostile, but said it had its own ways of engaging the public.

The Monitoring Officer approached the company's regional PR manager, but he expressed concern that the session would end in a 'bunfight'. He also explained the company had put their improvement plan in the public domain, and felt a big council meeting would exacerbate tensions.

Other councillors had strong views about the company – one thought the committee should tell the company it would be empty-chaired if it refused to attend. The Scrutiny Chair was sympathetic to this, but thought such an approach would not lead to any improvements.

The Scrutiny Chair was keen to make progress, but it was difficult to find the right person to speak to at the company, so she asked council officers and local transport advocacy groups for advice. Speaking to those people also gave her a better sense of what scrutiny's role might be.

When she finally spoke to the company's network manager, she explained the situation and suggested they work together to consider how the meeting could be productive for the Council, the company and local people. In particular, this provided her with an opportunity to explain scrutiny and its role. The network manager remained sceptical but was reassured that they could work together to ensure that the meeting would not be an 'ambush'. He agreed in principle to attend and also provide information to support the Committee's work beforehand.

Discussions continued in the four weeks leading up to the Committee meeting. The Scrutiny Chair was conscious that while she had to work with the company to ensure that the meeting was constructive – and secure their attendance – it could not be a whitewash, and other members and the public would demand a hard edge to the discussions.

The scrutiny committee agreed that the meeting would provide a space for the company to provide context to the problems local people are experiencing, but that this would be preceded by a space on the agenda for the Chair, Vice-chair, and representatives from two local transport advocacy groups to set out their concerns. The company were sent in

advance a summary of the general areas on which members were likely to ask questions, to ensure that those questions could be addressed at the meeting.

Finally, provision was made for public questions and debate. Those attending the meeting were invited to discuss with each other the principal issues they wanted the meeting to cover. A short, facilitated discussion in the room led by the Chair highlighted the key issues, and the Chair then put those points to the company representatives.

At the end of the meeting, the public asked questions of the bus company representative in a 20-minute plenary item.

The meeting was fractious, but the planning carried out to prepare for this – by channelling issues through discussion and using the Chair to mediate the questioning – made things easier. Some attendees were initially frustrated by this structure, but the company representative was more open and less defensive than might otherwise have been the case.

The meeting also motivated the company to revise its communications plan to become more responsive to this kind of challenge, part of which involved a commitment to feed back to the scrutiny committee on the recommendations it made on the night.

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## Scrutiny Work Programme

### Scrutiny Board

The Board will have responsibility for scrutiny functions as they relate to:

Combined Authority, Future Customer, Future Performance and Communications

Date of Meeting	Item Description	Lead Report Author	Notes
4 June 2019	Consultation on All Age Travel Assistance Policy  Newly released Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities	Nicola Harris  Ministry of Housing, Communities and Local Government	
9 July 2019	Volunteering in the City (Provisional)		Cllr Philip Bateman recommended this as an item at SCE Scrutiny Panel, see minutes 20 Nov 2018 for description.
10 September 2019	Portfolio Holder Question and Answer Session.		

8 October 2019			
10 December 2019			
14 January 2020			
10 March 2020			
21 April 2020	Cyber Security Update		

**Scrutiny Reviews**

1. Fire Safety - Ongoing
2. Reducing Violent Crime – Cllr Ahmed in Chair.
3. Mini Scrutiny Reviews with Youth Council based on Make Your Mark
4. Autism
5. Review into CAMHS
6. Mini Review Transport Recommendations – invite Transport Police, Anti-Social Behaviour Officers and Safer Travel Team.
7. Fuel Poverty

### Scrutiny Board – Terms of Reference

- a. To arrange for the consideration of forthcoming Executive Decisions published in accordance with the Access to Information Procedure Rules with a view to identifying issues for early discussion with the Cabinet and/or scrutiny prior to decisions being made.
- b. The Board will oversee the operation of the [call-in mechanisms](#) with the Panels being responsible for hearing those call-ins related to them terms of reference. When the call-in relates to an overarching policy framework / budget issue or a matter that falls within the remit of more than one scrutiny panel it will default to the Scrutiny Board. Further, if the issue is considered to be of particular significance, either the Chair or Vice Chair of the Scrutiny Board can ask for it to come to the Board.
- d. The Board will oversee the work programmes of Scrutiny Panels to avoid duplication of work and to ensure coherence of approach to cross-cutting policy themes. The Board may determine that one named Panel shall take lead responsibility for a cross-cutting policy theme or may determine that the work be shared between one or more named Panels.
- e. The Board will ensure coherence between the policy development work of the named Panels and their role in the consideration of reports received from external auditors and external regulatory Inspectors.
- f. The Board will make recommendations to the Cabinet on the allocation of budgetary and employee resources held centrally for the purpose of supporting scrutiny work.
- g. The Board will ensure that good practices and methods of working are shared between Panels and in particular will seek to optimise the inclusion of citizens, partners and stakeholders in the work of Scrutiny.
- h. The Board will review or scrutinise non-Cabinet business and may make reports or recommendations to the Council. The Board will consider policy and due process and will not scrutinise individual decisions made by Regulatory or other Committees particularly those

quasi-judicial decisions relating to development control, licensing etc. which have been delegated by the Council. The Board will not act as an appeal body in respect of non-Cabinet functions.

- i. The Board will oversee the work of any Councillors appointed to act as lead members or 'champions' in respect of any specific priority tasks or areas of policy development identified by the Council.
- j. The Board or another relevant scrutiny panel will consider any petition that contains 2,500-4,999 signatures with a view to making recommendations for action by employees or review by the Executive as appropriate.
- k. The Board will undertake the tracking and monitoring of scrutiny review recommendations.
- L. The Board will oversee the coordination of the budget scrutiny process.

### Our Council Scrutiny Panel Work Programme 2018-19

The Panel has responsibility for Scrutiny functions as they relate to, Strategic Financial Services, Revenues and Benefits, Strategic Procurement, The HUB, Audit, Human Resources, Corporate Administration, Democracy, Corporate Landlord, Transformation and ICT

Date of Meeting	Item Description	Lead Report Author	Notes
12 June 2019	<ul style="list-style-type: none"> <li>• Enforcement Agents Council Tax</li>   <li>• Chair of Audit and Risk Committee – Briefing</li>   <li>• Cabinet Member for Resources - Portfolio Holder Briefing Session</li>   <li>• The Head of Assets to present an outturn report on 2019-2020 Disposal Programme</li> </ul>	<p>Tracey Richards, Recovery Manager</p> <p>tbc</p> <p>tbc</p> <p>Julia Nock, Head of Assets</p>	<p>Introduction to current policy of debt recovery</p> <p>Q &amp; A and outline of key priorities Discussion about the respective work of each and opportunities to to maximise the effectiveness of each and avoid duplication wherever possible.</p> <p>Briefing on progress against performance targets</p>
4 September 2019	<ul style="list-style-type: none"> <li>• Briefing on Universal Credit – update on transition</li>   <li>• Enforcement Agents Council Tax</li> </ul>	<p>Heather Clarke, Service Development Manager</p> <p>Tracey Richards, Recovery Manager</p>	<p>Update on activities aimed at supporting moving to Universal Credit in Wolverhampton and to mitigate any negative consequences from the rollout</p> <p>Evidence from witnesses about the use of bailiffs</p>

	<ul style="list-style-type: none"> <li>Treasury Management-Annual Report 2018-2019 and Activity Monitoring Quarter One 2019-2020</li> </ul>		
20 November 2019	<ul style="list-style-type: none"> <li>Chair of Audit and Risk Committee – Progress report</li> <li>Strategic Asset Plan 2018-23 – progress report</li> <li>Draft Budget and Medium-Term Financial Strategy 2020-2021</li> <li>Draft Budget and Medium-Term Financial Strategy 2020 -2021</li> </ul>	<p>Julia Nock, Head of Assets</p> <p>Claire Nye, Director of Finance</p> <p>Claire Nye, Director of Finance</p>	<p>The Head of Assets to present report to include details of the progress made by the different workstreams detailed in the Strategic Asset Plan 2018-23 and also give a clear distinction between land and property ownership when giving an overview of the Council's property estate by asset type –</p>
15 January 2020	<ul style="list-style-type: none"> <li>Digital Printing Service – update</li> </ul>	Gail Rider – Head of ICT	<ol style="list-style-type: none"> <li>Review the opportunities and competitiveness of providing print services outside of the local authority, operating on a commercial basis</li> <li>Put in place mechanisms to secure all internal printing requirements are provided in-house, removing the opportunity for staff to commission print work outside of the authority</li> <li>Improve the kitchen facilities for DPS in line with the rest of the authority's amenities</li> </ol>

	<ul style="list-style-type: none"> <li>• Specific Reserves Working Group (date to confirmed)</li> <li>• Treasury Management Activity Monitoring - Mid Year Review 2019-2020</li> </ul>	<p>Claire Nye, Director of Finance</p> <p>Claire Nye, Director of Finance</p>	<ol style="list-style-type: none"> <li>1. To receive a detailed report on specific reserves.</li> <li>2. To review and scrutinise the balances and movements of the council's specific reserves to ensure that they are appropriately established and required.</li> <li>3. To make recommendation or comment to Cabinet on matters arising from the review and scrutiny of specific reserves.</li> </ol>
11 March 2020	<ul style="list-style-type: none"> <li>• Treasury Management</li> </ul>	<p>Claire Nye, Director of Finance</p>	

#### Future Items – dates tbc

1. Training session on treasury management. This training is being organised by Organisation Development  
The purposes of the Audit Committee are to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment, and to oversee the financial reporting process.

2. Demonstration of the Proposed Future Customer Service Operating Model – May 2019
3. Assessment and evaluation of the Smart Working Policy Denise Pearce, Head of Human Resource. That the Scrutiny Panel undertake an assessment and evaluation of the Smart Working Policy. Information on performance management and data on appraisals should also be included as part of the report – date tbc.
4. Community Asset Transfer: Policy and Strategy Review: Julia Nock, Head of Assets – due to be presented to Cabinet on 16.10.19.



### Stronger City Economy Scrutiny Panel Work Programme

The Panel will have responsibility for Scrutiny functions as they relate to - Enterprise and Skills, City Development, Visitor Economy, Adult and Cultural Learning, Economic Inclusion and Service Development.

Date of Meeting	Item Description	Lead Report Author	Notes
June/July 2019	<ul style="list-style-type: none"> <li>• Improving the Public Realm, linking the City and Transport - to invite the Vibrant and Sustainable City Scrutiny Panel - Include outcome of Westside Link Phases 1 and 2 - outcome of consultation (June 2019)</li>   <li>• Annual Review of the work of the Stronger City Economy Scrutiny Panel</li>   <li>• Presentation on Forward Plans for the year</li> </ul>	<p>John Roseblade (Presentation)</p> <p>Heather Clark</p> <p>Richard Lawrence</p>	<p>Joint item with the Vibrant and Sustainable City Scrutiny Panel</p> <ul style="list-style-type: none"> <li>• Outcome of Consultation</li> <li>• Westside Link</li> <li>• Business Plan</li> <li>• Costings and making back the cost - timeframes</li> <li>• Marketing/Commercial intelligence in current plans</li> <li>• Transport Plans for the City</li> <li>• Research done elsewhere – defining parameters of success i.e. footfall increase.</li> </ul> <ul style="list-style-type: none"> <li>• To include update on – Southside Regeneration Strategy, former Sainsbury's St. George's Site, Westside development, Wolverhampton External Funding Strategy and Black Country Plan Draft for Consultation.</li> </ul>

	<ul style="list-style-type: none"> <li>Digital Infrastructure</li> </ul>	Heather Clark	<ul style="list-style-type: none"> <li>Broadband plans for the City and efficient use of implementing the infrastructure required.</li> </ul>
September 2019	<ul style="list-style-type: none"> <li>Branding and Marketing Strategy for the City of Wolverhampton</li> <li>Civic Halls Business Development Plan and Generic Update on Project</li> </ul>	<p>Isobel Woods / Ian Fegan</p> <p>Richard Lawrence</p>	<ul style="list-style-type: none"> <li>City Centre and wider Wolverhampton branding and marketing strategy. Ian Fegan request to attend. How is Wolverhampton sold to encourage investment.</li> <li>Cabinet are receiving a report on the Business Development Plan in July. Also include generic update on building progress including, Fire Safety. Members to be asked for questions on the Civic Hall in advance of the meeting from the Chair of the Panel.</li> </ul>
November 2019	<ul style="list-style-type: none"> <li>Apprenticeships Update</li> <li>Skills, Employment, Enterprise</li> <li>Draft Budget</li> </ul>	Angela McKeever	<ul style="list-style-type: none"> <li>Update as resolved at the Panel last year. Particular focus on uptake numbers, effectiveness and overall career pathways. Data analysis.</li> </ul>

January 2020	<ul style="list-style-type: none"><li>• Inward Investment</li></ul>		<ul style="list-style-type: none"><li>• To include communications angle.</li></ul>
March 2020	<ul style="list-style-type: none"><li>• Review of recommendations throughout the year.</li></ul>	Heather Clark	

**Potential Future items: -**

1. Policy implications from West Midlands Combined Authority/Regional/National or International Sources
2. How do we monitor our communications?

### Vibrant and Sustainable City Scrutiny Panel Work Programme

The Panel will have responsibility for Scrutiny functions as they relate to: -

Operational Services, Public Realm, Commercial Services, Regulatory Services (policy), City Housing, Planning (policy), Strategic Transport, Keeping the city clean, Keeping the city moving, Improving the city housing offer and Strategic Asset Management.

Date of Meeting	Item Description	Lead Report Author	Notes
20 June 2019	<ul style="list-style-type: none"> <li>• Private Sector Housing Strategy</li> <li>• Portfolio Holder Session with Q &amp; A</li> </ul>	Ravi Phull  Cllr Steve Evans	Cllr Steve Evans will give a statement and answer questions from Panel Members
5 September 2019	<ul style="list-style-type: none"> <li>• Full review of Housing Allocations Policy</li> <li>• Burial Places in Wolverhampton</li> <li>• Crematorium booking system, waiting times and delays particularly during the winter season</li> <li>• Housing Strategy – Full Draft</li> </ul>	Mila Simpson  Steve Woodward  Steve Woodward  Kate Martin	(As requested by Health Scrutiny Panel)  (As requested by Health Scrutiny Panel)

7 November 2019	<ul style="list-style-type: none"> <li>• Processes for obtaining s.106 money including chasing once agreed</li> <li>• The Condition of the Roads (Including Potholes) in Wolverhampton</li> <li>• Draft Budget</li> <li>•</li> </ul>	John Roseblade	As requested by Cllr Waite at Scrutiny Board
30 January 2020			
19 March 2020			

**Potential Future Items: -**

1. Impact of Average Speed Cameras
2. Update on plans for the Hickman Avenue Site and potential changes to Willenhall Road
3. Strategy for exploiting the most out of the Canal Network
4. Bike Sharing Scheme Plans

## Health Scrutiny Panel

The Panel will have responsibility for Scrutiny functions as they relate to: -

- All health-related issues, including liaison with NHS Trusts, Clinical Commissioning Groups, Health and Wellbeing Board and Healthwatch.
- All functions of the Council contained in the National Health Service Act 2006, to all regulations and directions made under the Health and Social Care Act 2001, the Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002,
- The Health and Social Care Act 2012 and related regulations.
- Reports and recommendations to relevant NHS bodies, relevant health service providers, the Secretary of State or Regulators.
- Initiating the response to any formal consultation undertaken by relevant NHS Trusts and Clinical Commissioning Groups or other health providers or commissioners on any substantial development or variation in services.
- Participating with other relevant neighbouring local authorities in any joint scrutiny arrangements of NHS Trusts providing cross border services.
- Decisions made by or actions of the Health and Wellbeing Board.
- Public Health – Intelligence and Evidence
- Public Health – Health Protection and NHS Facing
- Public Health - Transformation
- Public Health – Commissioning
- Healthier City
- Mental Health
- Commissioning Mental Health and Disability
- HeadStart Programme

Date of Meeting	Item Description	Lead Report Author	Notes
6 June 2019	<ul style="list-style-type: none"> <li>• Suicide Prevention</li> <li>• Child Death Overview Panel</li> <li>• Ward sizes, age, transition arrangements for a young person moving to an adult ward</li> <li>• Public Health Vision – Review of Progress against national performance targets</li> </ul>	<p>Parpinder Singh Public Health (Neeraj Malhotra)</p> <p>The Royal Wolverhampton NHS Trust</p> <p>Public Health – Ankush Mittal (Lead on Report)</p>	
12 September 2019	<ul style="list-style-type: none"> <li>• Public Health Annual Report</li> <li>• Healthwatch Annual Report</li> </ul>	<p>Public Health – John Denley</p> <p>Tracey Cresswell</p>	

	<ul style="list-style-type: none"> <li>• The Royal Wolverhampton NHS Trust - Quality Accounts– September 2019 (Provisional)</li> <li>• CCG Annual Report</li> <li>• National Audit of Care at the End of Life</li> </ul>	<p>Vanessa Whatley (Scrutiny Liaison Officer with the RWT)</p> <p>RWT</p>	
7 November 2019	<ul style="list-style-type: none"> <li>• GP appointment waiting times – involve Wolverhampton Healthwatch (November 2019)</li> <li>• Review of the impact of the new Medical Examiner Role and the Registrar’s Office at Newcross Hospital</li> <li>• Maternity Services – Quality Assurance</li> <li>• Pharmaceutical Ordering (Provisional)</li> <li>• Draft Budget</li> </ul>	<p>CCG – Helen Hibbs</p> <p>Royal Wolverhampton NHS Trust</p> <p>Royal Wolverhampton NHS Trust</p>	
16 January 2020	<ul style="list-style-type: none"> <li>• Reconfiguration of hyper acute and acute stroke services</li> </ul>	CCG / RWT	
5 March 2020	<ul style="list-style-type: none"> <li>• Mortality Statistics</li> </ul>	RWT	



**Potential Future Items:-**

1. Black Country Partnership NHS Foundation Trust Merger
2. STP (Sustainability and Transformation Plans) (Suggested by Chair of Healthwatch)
3. West Park Hospital (Suggested by Chair of Healthwatch)
4. June 2020 – Review of the new Patient Experience, Engagement and Public Involvement Strategy.
5. West Midlands Ambulance – to address priorities identified in the Quality accounts and in particularly those on Maternity Care in the pre-hospital environment.
6. In the Quality Accounts, the National Audits showed significant non-compliance by RWT in a few areas, the Panel wishes to look at progress in these areas.
7. Primary Care - CCG

**Adults and Safer City Scrutiny Panel**

The Panel will have responsibility for scrutiny functions as they relate to: -

Older people assessment and care management, Financial support services, Community Safety, Libraries and community hubs, Independent living centre, Commissioning older people, Carers support and All age disabilities.

<b>Date of Meeting</b>	<b>Item Description</b>	<b>Lead Report Author</b>	<b>Notes</b>
11 June 2019	<ul style="list-style-type: none"> <li>• Transforming Care - Annual Report 2019</li> <li>• Quality Assurance Homes</li> <li>• Joint Dementia check autism Strategy - Update</li> <li>• Principal Social Worker Annual Report</li> </ul>	<p>Wendy Ewins, Commissioning Officer</p> <p>Veronica Grantham, Quality Assurance and Compliance Manager</p> <p>Rob Hart, Head of Service Inclusion Support</p> <p>Louise Haughton, Principal Social Worker</p>	
24 September 2019	<ul style="list-style-type: none"> <li>• Adult Education Service</li> <li>• Wolverhampton Safeguarding Children Board (WSCB) &amp;</li> </ul>	<p>Joanne Keatley, Head of Adult Education</p> <p>Victoria Bowles, Wolverhampton Safeguarding Children Board Manager</p>	<ol style="list-style-type: none"> <li>1. Update on progress made to prepare for the transfer of adult education budget from Skills Funding Agency to WMCA in April 2020.</li> <li>2. Adult Education Service - annual review and revision to Adult Education's Fees Policy</li> </ol>

	Safeguarding Adults Board Annual Report		
12 November 2019	<ul style="list-style-type: none"> <li>Draft Budget and Medium-Term Financial Strategy 2020 -2021</li> </ul>		
28 January 2020	<ul style="list-style-type: none"> <li>Joint Dementia Strategy – Update</li> </ul>		Update on progress of annual strategy against original aims and performance targets
24 March 2020	tbc		

**Potential Future Items: -**

1. Draft Serious Violence and Exploitation Strategy to be sent for information
2. Loneliness - Parmdip Dhillon, Senior Public Health Specialist/ Dr. Ankush Mittal - Consultant in Public Health - update on social isolation/connecting communities work

Briefing notes for distribution via the Document Library:

1. Fatal Contraband and Alcohol - Update requested from meeting in July 2016 – Sue Smith agreed to lead
2. Crime Reduction and Community Safety and Drugs Strategy Update – request from meeting held in July 2017 – Karen Samuels and David Watts
3. Supporting a Safe and Seamless Transfer from Specialist Care or Hospital Setting – Update to be provided following meeting on 31 January 2017 (David Watts).
4. Better Care Fund – Update requested at meeting held on 31 January 2017.
5. Dementia City – Update on how GP services could be improved, any identified strengths and weaknesses and if possible, data on which GPs were reporting incidents – lead Kathy Roper

### Children, Young People and Families Scrutiny Panel

The Panel will have responsibility for scrutiny functions as they relate to: -

Children in need/child protection, Looked after children, Early help 0-5, Early help 5-18, Youth offending, Children's commissioning, School planning and resources and Standards and vulnerable pupils.

Date of Meeting	Item Description	Lead Report Author	Notes
19 June 2019	<ul style="list-style-type: none"> <li data-bbox="521 699 934 767">• Youth Justice Plan (pre-decision scrutiny)</li> <li data-bbox="521 847 934 954">• HeadStart Sustainability Planning Update (pre-decision scrutiny)</li> <li data-bbox="521 1034 934 1102">• CYP Strategic Priorities and Improvement Plan</li> <li data-bbox="521 1222 934 1329">• Elective Home Education England – CWC response to consultation</li> </ul>	<p data-bbox="956 699 1424 767">Rachel King, Head of Service Specialist Support</p> <p data-bbox="956 847 1424 916">Mai Gibbons, HeadStart Contracts Manager</p> <p data-bbox="956 1034 1424 1102">Rachel Warrender, Quality and Improvement Officer</p> <p data-bbox="956 1222 1424 1291">Robert Hart, Head of Service Inclusion Support</p>	<p data-bbox="1447 847 2033 986">The panel to review progress the delivery of the objectives and priorities detailed in the plan and also work done to develop a strategy for April 2019</p> <p data-bbox="1447 1034 2033 1173">The panel to review progress the delivery of the objectives and priorities detailed in the plan and also work done to develop a strategy for April 2019.</p> <p data-bbox="1447 1222 2033 1428">2 April 2019 the DfE published a consultation on proposed legislation concerning children not in school. The consultation closes on 24 June 2019. Legislation unlikely to change for 2 – 3 years. CWC response to the o</p>

			Revised Government guidance issued 2 April 2019. This guidance will be reviewed by December 2020.
25 September 2019	<p>Children &amp; Young People Positive Engagement Strategy (pre-decision scrutiny)</p> <p>Transforming Children's Care Programme</p> <p>Wolverhampton Safeguarding Children Board (WSCB) &amp; Safeguarding Adults Board Annual Report</p>	<p>Andrew Wolverson, Head of Service People</p> <p>Andrew Wolverson, Head of Service People</p> <p>Victoria Bowles, Wolverhampton Safeguarding Children Board Manager</p>	
27 November 2019	Children and Young People's Social Work Self-Evaluation Refresh 2019/20	Louise Haughton, Principal Social Worker	
22 January 2020	Culture of Belonging (school exclusions)	Robert Hart, Head of Service Inclusion Support	
18 March 2020			

**Potential Future Items: -**

1. Children and Young people's Social Work Self-Evaluation Refresh 2020/21 – Louise Haughton Principal Social Worker - date tbc
2. Wolverhampton Safeguarding Children Board (WSCB) & Safeguarding Adults Board (WSAB) Annual Report 2018-19 - date tbc – Victoria Bowles, Wolverhampton Safeguarding Children Board Manager
3. Home Project-Care Leavers - date tbc
4. Annual Principal Social Work Report Louise Haughton Principal Social Worker - date tbc
5. Supporting Unaccompanied Asylum-Seeking Children
6. Mental Health Issues/CAMHS (Emma Bennett/CCG)
7. Unregistered independent schools and out of school settings
8. Apprenticeship educational requirements
9. Early Help Strategy 2018-2022
10. Rob Hart – Briefing Paper to update panel on Autism Strategy – copy to previous panel members

# Forward Plan of Key Decisions

Agenda Item No: 8

Date: 21 May 2019

OUT OF DARIEN

## The Forward Plan

This document sets out known 'key decisions' that will be taken by the Cabinet or one of the Cabinet Panels (the Executive) over the coming months.

Forthcoming decisions are published online to meet the statutory 28 day rule for each meeting of the Executive. Where it has not been possible to meet the 28 day rule for publication of notice of a key decision or an intention to meet in private, the relevant notices will be published as required by legislation as soon as possible.

### What is a key decision?

A key decision is an Executive decision which is likely:

- to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates (in Wolverhampton, this is defined as expenditure or savings **in excess of £250,000**), and/or
- to be significant in terms of its effects on communities living or working in an area comprising **two or more wards** in the area of the local authority.

The report relating to a decision, together with any other documents being considered, will be available five clear days before the decision is to be taken (unless the documentation contains exempt information). Copies are available on the Council's website or can be requested from Democratic Services.

The forward plan also provides notice of when the Cabinet may decide to exclude the press and public during consideration of a particular matter due to the potential for disclosure of confidential or exempt information. The grounds upon which local authorities can exclude the press and public are specified by law, details of the exempt categories are available on request from Democratic Services.

Councillors or members of the public wishing to:

- make a representation about why a matter should be heard in public, or
- submit information to the decision-making body about an item in the forward plan, or
- request details of relevant documents, or
- seek advice about the Council's decision-making arrangements,

should contact the Democratic Services team:

Email: [democratic.services@wolverhampton.gov.uk](mailto:democratic.services@wolverhampton.gov.uk)

Telephone: 01902 555061

Address: Civic Centre, St Peter's Square, Wolverhampton WV1 1SH



## Forthcoming key decisions

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>Corporate</b>					
<b>Revenue Budget Outturn</b> To approve the Revenue Budget Outturn.	All Wards	Cabinet (Resources) Panel 18 Jun 2019	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 556913
<b>Reserves Provisions and Balances 2018-2019</b> To approve the Reserves, Provisions and Balances 2018-2019.	All Wards	Cabinet (Resources) Panel 18 Jun 2019	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 556913
<b>Information Governance Quarter Four Performance and General Data Protection Regulation (GDPR) Update Report</b> To note the Quarter Four 2018-2019 Information Governance Performance and GDPR update.	All Wards	Cabinet (Performance Management) Panel 24 Jun 2019	Open	Councillor Sandra Samuels OBE Cabinet Member for Governance	Anna Zollino-Biscotti Information Governance Manager
<b>Capital Budget Outturn 2018-2019 including Quarter One Capital Monitoring 2019-2020</b> To approve the Capital Budget Outturn 2018-2019 including Quarter One Capital Monitoring 2019-2020.	All Wards	Cabinet 10 Jul 2019	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 554451

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>Treasury Management-Annual Report 2018-2019 and Activity Monitoring Quarter One 2019-2020</b> To approve the Treasury Management-Annual Report 2018-2019 and Activity Monitoring Quarter One 2019-2020.	All Wards	Cabinet 10 Jul 2019	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 554451
<b>Draft Budget and Medium Term Financial Strategy 2020-2021 - 2021-2022</b> To present the Draft Budget and Medium Term Financial Strategy 2020-2021 - 2021-2022	All Wards	Cabinet 10 Jul 2019	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 556913
<b>Revenue Budget Monitoring Quarter One 2019-2020</b> To approve the Revenue Budget Monitoring Quarter One 2019-2020.	All Wards	Cabinet (Resources) Panel 23 Jul 2019	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 556913
<b>Working Hours Policy</b> To approve amendments to the working hours policy.	All Wards	Cabinet (Resources) Panel 3 Sep 2019	Open	Councillor Sandra Samuels OBE Cabinet Member for Governance	Denise Pearce Head of Human Resources Tel: 01902 554515
<b>Smart Working Policy</b> To approve the introduction of a new Smart Working Policy to support employees to work from other suitable locations where possible.	All Wards	Cabinet (Resources) Panel 3 Sep 2019	Open	Councillor Sandra Samuels OBE Cabinet Member for Governance	Denise Pearce Head of Human Resources Tel: 01902 554515

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>Travel and Subsidy Policy</b> To approve changes to current travel and subsidy guidance.	All Wards	Cabinet (Resources) Panel 3 Sep 2019	Open	Councillor Sandra Samuels OBE Cabinet Member for Governance	Denise Pearce Head of Human Resources Tel: 01902 554515
<b>Wolverhampton Digital Infrastructure Strategy</b> To approve Wolverhampton's Digital Infrastructure Strategy supporting the rollout of full fibre broadband and wireless connectivity including 5G.	All Wards	Cabinet 11 Sep 2019	Open	Councillor Harman Banger Cabinet Member for City Economy	Charlotte Johns Head of Strategy Tel: 01902 555614
<b>Treasury Management Activity Monitoring- Mid Year Review 2019-2020</b> To approve the Treasury Management Activity Monitoring- Mid Year Review 2019-2020.	All Wards	Cabinet 13 Nov 2019	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 554451
<b>Capital Programme 2019-2020 to 2023-2024 Quarter Two Review</b> To approve the Capital Programme 2019-2020 to 2023-2024 Quarter Two Review.	All Wards	Cabinet 13 Nov 2019	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 554451
<b>Capital Programme 2019-2020 to 2023-2024 Quarter Three Review and 2020-2021 to 2024-2025 Budget Strategy</b> To approve the Capital Programme 2019-2020 to 2023-2024 Quarter Three Review and 2020-2021 to 2024-2025 Budget Strategy.	All Wards	Cabinet 19 Feb 2020	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 554451

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>Treasury Management Strategy 2020-2021</b> To approve the Treasury Management Strategy 2020-2021.	All Wards	Cabinet 19 Feb 2020	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 554451
<b>Treasury Management Activity Monitoring Quarter Three 2019-2020</b> To approve the Treasury Management Activity Monitoring Quarter Three 2019-2020.	All Wards	Cabinet (Resources) Panel 3 Mar 2020	Open	Councillor Louise Miles Cabinet Member for Resources	Alison Shannon Chief Accountant Tel: 01902 554451
<b>Education</b>					
<b>Consultation on All Age Travel Assistance Policy</b> To approve to proceed to consultation on the Travel Assistance Policy principles following feedback from initial public engagement.	All Wards	Cabinet 10 Jul 2019	Open	Councillor Dr Michael Hardacre Cabinet Member for Education and Skills	Adrian Leach Head of SEND
<b>Green Park School - Significant Change Proposal</b> To consider the outcomes of Pre-publication Consultation and Representation and make a final decision on the proposed permanent expansion of Green Park School.	All Wards	Cabinet 10 Jul 2019	Open	Councillor Dr Michael Hardacre Cabinet Member for Education and Skills	Adrian Leach Head of SEND Tel: 01902 551469

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>Adult Services</b>					
<b>Joint Dementia Strategy</b> To approve and endorse the updated Joint Dementia Strategy 2019-2024.	All Wards	Cabinet 5 Jun 2019	Open	Councillor Linda Leach Cabinet Member for Adults	Susan Eagle Commissioning Officer
<b>Children's Services</b>					
<b>Youth Justice Plan 2019-2020</b> To approve the Youth Justice Plan for 2019-2020.	All Wards	Cabinet 10 Jul 2019	Open	Councillor John C Reynolds Cabinet Member for Children and Young People	Rachel King Head of Service Specialist Support
<b>The House Project</b> To approve the House Project.	All Wards	Cabinet 10 Jul 2019	Open	Councillor John C Reynolds Cabinet Member for Children and Young People	Alison Hinds Head of Children and Young People in Care
<b>Children &amp; Young People Positive Engagement Strategy</b> To approve the Children & Young People Positive Engagement Strategy.	All Wards	Cabinet 16 Oct 2019	Open	Councillor John C Reynolds Cabinet Member for Children and Young People	Andrew Wolverson Head of Service, People Tel: 01902 551272

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>Public Health</b>					
<b>Tackling Violence and Exploitation Strategy 2019-2022</b> To approve Wolverhampton's Tackling Violence and Exploitation Strategy 2019-2022.	All Wards	Cabinet 10 Jul 2019	Open	Councillor Jasbir Jaspal Cabinet Member for Public Health and Wellbeing	Lynsey Kelly Community Safety Manager
<b>Safer Wolverhampton Partnership Annual Report</b> To endorse the 2018-2019 Safer Wolverhampton Partnership Annual Report.	All Wards	Cabinet 10 Jul 2019	Open	Councillor Jasbir Jaspal Cabinet Member for Public Health and Wellbeing	Lynsey Kelly Community Safety Manager
<b>Joint Cabinet Member Reports</b>					
<b>Principal Social Worker Annual Report</b> To receive the Principal Social Worker Annual Report.	All Wards	Cabinet 5 Jun 2019	Open	Councillor Linda Leach Cabinet Member for Adults	Louise Haughton Principal Social Worker Tel: 01902 553130

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<p><b>Review of Children and Young People's Short Breaks and Carers' Grant</b> To approve the findings of and recommendations for the review carried out between October and December 2018.</p>	All Wards	Cabinet 5 Jun 2019	Open	Councillor Dr Michael Hardacre Cabinet Member for Education and Skills, Councillor John C Reynolds Cabinet Member for Children and Young People	Jan Barlow Commissioning Officer
<p><b>Active City Strategy</b> To approve the Active City Strategy setting out current and planned work to increase levels of physical activity and reduce inactivity across the life course.</p>	All Wards	Cabinet 11 Sep 2019	Open	Councillor Dr Michael Hardacre Cabinet Member for Education and Skills, Councillor Jasbir Jaspal Cabinet Member for Public Health and Wellbeing	Lina Martino Consultant in Public Health Tel: 01902 556224
<b>Commercial</b>					
<p><b>Land and Property transactions – Corporate Landlord (025)</b> To approve a Land and Property transaction relating to the Council's asset portfolio.</p>	Bilston North	Cabinet (Resources) Panel 18 Jun 2019	Fully Exempt	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Luke Dove Assistant Contracts Manager

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>18 June 2019 - Procurement - Award of Contracts for Works, Goods and Services</b> To approve the award of contracts.	All Wards	Cabinet (Resources) Panel 18 Jun 2019	Fully Exempt	Councillor Louise Miles Cabinet Member for Resources	Allison Robertson Head of Procurement
<b>The Future of the Council School's Catering Service</b> To confirm the future of school catering.	All Wards	Cabinet 10 Jul 2019	Fully Exempt	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Chris East Head of Service - Facilities
<b>23 July 2019 - Procurement - Award of Contracts for Works, Goods and Services</b> To approve the award of contracts.	All Wards	Cabinet (Resources) Panel 23 Jul 2019	Fully Exempt	Councillor Louise Miles Cabinet Member for Resources	Allison Robertson Head of Procurement
<b>3 September 2019 - Procurement - Award of Contracts for Works, Goods and Services</b> To approve the award of contracts.	All Wards	Cabinet (Resources) Panel 3 Sep 2019	Fully Exempt	Councillor Louise Miles Cabinet Member for Resources	Allison Robertson Head of Procurement
<b>1 October 2019 - Procurement - Award of Contracts for Works, Goods and Services</b> To approve the award of contracts.	All Wards	Cabinet (Resources) Panel 1 Oct 2019	Fully Exempt	Councillor Louise Miles Cabinet Member for Resources	Allison Robertson Head of Procurement
<b>Community Asset Transfer: Policy and Strategy Review</b> To approve an updated Community Asset Transfer Strategy.	All Wards	Cabinet 16 Oct 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Julia Nock Head of Assets Tel: 01902 550316



[NOT PROTECTIVELY MARKED]

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>5 November 2019 - Procurement - Award of Contracts for Works, Goods and Services</b> To approve the award of contracts.	All Wards	Cabinet (Resources) Panel 5 Nov 2019	Fully Exempt	Councillor Louise Miles Cabinet Member for Resources	Allison Robertson Head of Procurement
<b>3 December 2019 - Procurement - Award of Contracts for Works, Goods and Services</b> To approve the award of contracts.	All Wards	Cabinet (Resources) Panel 3 Dec 2019	Fully Exempt	Councillor Louise Miles Cabinet Member for Resources	Allison Robertson Head of Procurement
<b>City Environment</b>					
<b>Statutory Food Service Plan</b> To approve the Statutory Food Service Plan.	All Wards	Cabinet (Resources) Panel 18 Jun 2019	Open	Councillor Steve Evans Cabinet Member for City Environment	Emma Caddick Section Leader
<b>Transport Capital Programme 2019 - 2020 and future years</b> To approve the Transport Capital Programme 2019 - 2020 and future years.	All Wards	Cabinet (Resources) Panel 18 Jun 2019	Open	Councillor Steve Evans Cabinet Member for City Environment	John Roseblade Head of City Transport
<b>Tree and Woodland Strategy</b> To approve the Tree and Woodland Strategy for the City of Wolverhampton.	All Wards	Cabinet 16 Oct 2019	Open	Councillor Harman Banger Cabinet Member for City Economy	Ric Bravery Strategic Health Lead (City Planning)

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Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>Housing</b>					
<b>Implementation of The Smoke and Carbon Monoxide Alarm (England) Regulations in the private rented sector.</b> To approve the implementation of The Smoke and Carbon Monoxide Alarm (England) Regulations in the private rented sector.	All Wards	Cabinet 5 Jun 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Ravi Phull Service Manager Private Sector Housing
<b>New Model for the delivery of statutory homelessness prevention and support services with Wolverhampton Homes</b> To approve the update on the impact of the 2018 HRA and the transfer of operational homeless services to Wolverhampton Homes.	All Wards; Bilston East	Cabinet 5 Jun 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Anthony Walker Homelessness Strategy and External Relationships Manager
<b>Update to the WV Living Business Plan</b> To approve the update to the WV Living Business Plan to add Former Northicote School Northwood Park Road.	Bushbury North	Cabinet 5 Jun 2019	Fully Exempt	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Robert Ball Housing Development Project Manager

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<p><b>Acquisition of Privately Owned Empty Property by Agreement or Compulsory Purchase: 91 Prestwood Road West, Wednesfield, Wolverhampton, WV11 1HT</b> To approve the acquisition of a long-term empty property.</p>	Wednesfield North	Cabinet (Resources) Panel 18 Jun 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Natalie Healy Housing Improvement Officer
<p><b>Boscobel Estate Residential Repairs - Leaseholder Options</b> To approve a number of options for owners of leasehold properties at Boscobel Estate which are due to have major works undertaken.</p>	St Peter's	Cabinet (Resources) Panel 18 Jun 2019	Fully Exempt	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Karen Beasley Housing Development Project Manager Tel: 01902 554893
<p><b>Housing Managing Agents Performance Monitoring Report – Quarter Four January 2019 to March 2019</b> To note the Housing Managing Agents Performance Monitoring Report – Quarter Four January 2019 to March 2019.</p>	All Wards	Cabinet (Performance Management) Panel 24 Jun 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Mila Simpson Section Leader - Housing Strategy and Development
<p><b>Private Homes Strategy 2019-2024</b> To approve the Private Homes Strategy 2019-2024.</p>	All Wards	Cabinet 10 Jul 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Ravi Phull Service Manager Private Sector Housing

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>Local Lettings Plan - New Build Properties</b> To approve a local lettings plan for new build Council properties.	All Wards	Cabinet 10 Jul 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Henry Gregory Graduate Management Trainee Tel: 01902 555159
<b>Empty Homes Policy and Strategy Action Plan 2019-2024</b> To approve the Empty Homes Policy and Strategy Action Plan 2019-2024.	All Wards	Cabinet (Resources) Panel 23 Jul 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Helen Scullard Service Support Manager
<b>New Park Village Regeneration Programme</b> To approve the New Park Village Regeneration Programme.	Heath Town	Cabinet (Resources) Panel 23 Jul 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Jane Trethewey, Service Lead Housing Development Tel: 01902 555583
<b>Sale of land to WV Living - Daisy Bank, Ash Street, Wolverhampton</b> To approve the sale of a parcel of land to WV Living for redevelopment.	Bilston East	Cabinet (Resources) Panel 23 Jul 2019	Fully Exempt	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Karen James Housing Development Project Manager
<b>Valuations for property purchases from WV Living</b> To approve the process by which the valuations for the sale of properties from WV Living to the Council (Housing Revenue Account) are negotiated.	Bilston North; Etingshall	Cabinet (Resources) Panel 23 Jul 2019	Fully Exempt	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Lesley Eagle Housing Development Project Manager Tel: 01902 555446

[NOT PROTECTIVELY MARKED]

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<p><b>Sale of sites to WV Living - former site of Parkfields School</b> To consider the future of the Parkfields School site.</p>	Spring Vale	Cabinet (Resources) Panel 23 Jul 2019	Fully Exempt	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Karen James Housing Development Project Manager
<p><b>Sale of sites to WV Living- former site of St Luke's Primary School, Goldthorn Road, Wolverhampton</b> To approve the sale of land at former site of St Luke's Primary School, Goldthorn Road, Wolverhampton.</p>	Blakenhall	Cabinet (Resources) Panel 3 Sep 2019	Fully Exempt	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Karen James Housing Development Project Manager
<p><b>Disposal of former Housing Revenue Account (HRA) garage sites and land</b> To approve the disposal of former garage sites and land at auction.</p>	Wednesfield North	Cabinet (Resources) Panel 3 Sep 2019	Fully Exempt	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Jane Trethewey Service Lead Housing Development Tel: 01902 555583
<p><b>Consultation on Draft Affordable Housing Supplementary Planning Document</b> To approve the draft Affordable Housing Supplementary Planning Document for public consultation.</p>	All Wards	Cabinet 11 Sep 2019	Open	Councillor Harman Banger Cabinet Member for City Economy	Michele Ross Senior Planning Officer Tel: 01902 554038
<p><b>The City Housing Strategy 2019-2023</b> To approve a new city, cross tenure housing strategy.</p>	All Wards	Cabinet 11 Sep 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Mila Simpson Section Leader - Housing Strategy and Development

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<b>Allocations Policy Review</b> To approve amendments to the Allocations Policy for Council housing to ensure it remains fit for purpose, making best use of stock and addressing housing need within the City.	All Wards	Cabinet 11 Sep 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Mila Simpson Section Leader - Housing Strategy and Development
<b>Private Homes Enforcement Policy 2019</b> To approve the Private Homes Enforcement Policy 2019.	All Wards	Cabinet 11 Sep 2019	Open	Councillor Peter Bilson Cabinet Member for City Assets and Housing	Ravi Phull Service Manager Private Sector Housing
<b>Regeneration</b>					
<b>Southside Regeneration strategy update</b> To approve the update on the Southside Regeneration Strategy.	St Peter's	Cabinet (Resources) Panel 4 Jun 2019	Fully Exempt	Councillor Harman Banger Cabinet Member for City Economy	Peter Taylor Head of City Development Tel: 01902 551262
<b>Civic Halls Business Development</b> To approve Civic Halls Business Development.	All Wards	Cabinet 10 Jul 2019	Fully Exempt	Councillor Harman Banger Cabinet Member for City Economy	Crissie Rushton Manager – Visitor Economy Development

[NOT PROTECTIVELY MARKED]

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<p><b>Former Sainsbury's St George's site</b> To approve the strategy for the future of the site including the lease with Sainsbury's, the Church Commissioners' Covenants and the disposal of land.</p>	St Peter's	Cabinet (Resources) Panel 23 Jul 2019	Fully Exempt	Councillor Harman Banger Cabinet Member for City Economy	Peter Taylor, Head of City Development Tel: 01902 551262
<p><b>External Funding Update Quarter 1 2019-2020</b> To approve the external funding bid update.</p>	All Wards	Cabinet (Resources) Panel 3 Sep 2019	Open	Councillor Harman Banger Cabinet Member for City Economy	Heather Clark Service Development Manager Tel: 01902 555614
<p><b>Wolverhampton External Funding Strategy</b> To approve Wolverhampton's External Funding Strategy.</p>	All Wards	Cabinet 11 Sep 2019	Open	Councillor Harman Banger Cabinet Member for City Economy	Charlotte Johns Head of Strategy Tel: 01902 555614
<p><b>i54 / Western Extension - Phase 2 budget approval</b> To approve budgets and legal agreements to commence Phase 2 works.</p>	All Wards	Cabinet 11 Sep 2019	Fully Exempt	Councillor Harman Banger Cabinet Member for City Economy	Peter Taylor Head of City Development Tel: 01902 551262
<p><b>Black Country Plan Draft for Consultation</b> To approve public consultation on the Draft Plan version of the Black Country Plan.</p>	All Wards	Cabinet 16 Oct 2019	Open	Councillor Harman Banger Cabinet Member for City Economy	Michele Ross Senior Planning Officer Tel: 01902 554038

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