

Notice of Corporate and Community Overview and Scrutiny Committee



Date: Monday, 12 June 2023 at 6.00 pm

Venue: Committee Room, First Floor, BCP Civic Centre Annex, St Stephen's Rd, Bournemouth BH2 6LL

Membership:

Chairman: To be appointed

Vice Chairman: To be appointed

Cllr S Aitkenhead
Cllr S Bartlett
Cllr P Broadhead
Cllr L Dedman

Cllr B Dove
Cllr C Goodall
Cllr B Hitchcock
Cllr K Salmon

Cllr M Tarling
Cllr T Trent
Cllr O Walters

All Members of the Corporate and Community Overview and Scrutiny Committee are summoned to attend this meeting to consider the items of business set out on the agenda below.

The press and public are welcome to view the live stream of this meeting at the following link:

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?MIId=5638>

If you would like any further information on the items to be considered at the meeting please contact: or email

Press enquiries should be directed to the Press Office: Tel: 01202 454668 or email press.office@bcpCouncil.gov.uk

This notice and all the papers mentioned within it are available at democracy.bcpCouncil.gov.uk

GRAHAM FARRANT
CHIEF EXECUTIVE

2 June 2023

**DEBATE
NOT HATE**

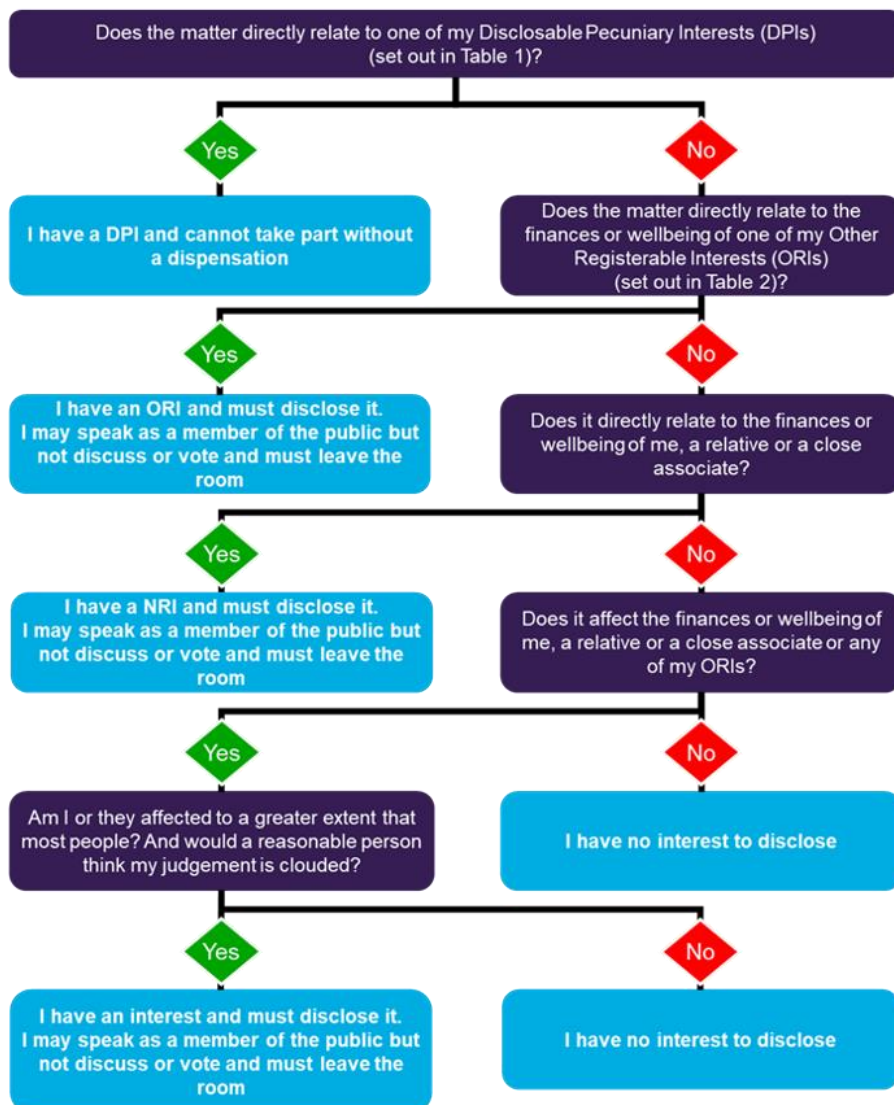


Maintaining and promoting high standards of conduct

Declaring interests at meetings

Familiarise yourself with the Councillor Code of Conduct which can be found in Part 6 of the Council's Constitution.

Before the meeting, read the agenda and reports to see if the matters to be discussed at the meeting concern your interests



What are the principles of bias and pre-determination and how do they affect my participation in the meeting?

Bias and predetermination are common law concepts. If they affect you, your participation in the meeting may call into question the decision arrived at on the item.

Bias Test

In all the circumstances, would it lead a fair minded and informed observer to conclude that there was a real possibility or a real danger that the decision maker was biased?

Predetermination Test

At the time of making the decision, did the decision maker have a closed mind?

If a councillor appears to be biased or to have predetermined their decision, they must NOT participate in the meeting.

For more information or advice please contact the Monitoring Officer
(susan.zeiss@bcpcouncil.gov.uk)

Selflessness

Councillors should act solely in terms of the public interest

Integrity

Councillors must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

Objectivity

Councillors must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias

Accountability

Councillors are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

Openness

Councillors should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

Honesty & Integrity

Councillors should act with honesty and integrity and should not place themselves in situations where their honesty and integrity may be questioned

Leadership

Councillors should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs

AGENDA

Items to be considered while the meeting is open to the public

1. **Apologies**

To receive any apologies for absence from Councillors.

2. **Substitute Members**

To receive information on any changes in the membership of the Committee.

Note – When a member of a Committee is unable to attend a meeting of a Committee or Sub-Committee, the relevant Political Group Leader (or their nominated representative) may, by notice to the Monitoring Officer (or their nominated representative) prior to the meeting, appoint a substitute member from within the same Political Group. The contact details on the front of this agenda should be used for notifications.

3. **Election of Chair**

To elect a Chair of the Corporate and Community Committee for the 2023/24 municipal year.

4. **Election of Vice-Chair**

To elect a Vice-Chair for the Corporate and Community Overview and Scrutiny Committee for the 2023/24 municipal year.

5. **Declarations of Interests**

Councillors are requested to declare any interests on items included in this agenda. Please refer to the workflow on the preceding page for guidance.

Declarations received will be reported at the meeting.

6. **Confirmation of Minutes**

To confirm and sign as a correct record the minutes of the Meeting held on 6 February 2023.

5 - 12

7. **Public Issues**

To receive any public questions, statements or petitions submitted in accordance with the Constitution. Further information on the requirements for submitting these is available to view at the following link:-

<https://democracy.bcpccouncil.gov.uk/ieListMeetings.aspx?CommitteeID=151&Info=1&bcr=1>

The deadline for the submission of public questions is 4 clear working days before the meeting.

The deadline for the submission of a statement is midday the working day before the meeting.

The deadline for the submission of a petition is 10 working days before the meeting.

ITEMS OF BUSINESS

- | | |
|---|----------|
| 8. Overview and Scrutiny Annual Report | 13 - 68 |
| <p>Overview and Scrutiny (O&S) is a statutory function of all councils operating an executive model of decision making. In BCP Council, O&S activity is carried out by four O&S committees formed of councillors and co-opted members. There is a requirement to report on the work of O&S to Council, to ensure good visibility of the function and Council ownership of any improvements required.</p> <p>The annual report contains a summary of O&S activity undertaken over 2019-23, reflections on working practices and an action plan identifying strategic improvements to the O&S function.</p> <p>All O&S Committees will receive the annual report for consideration, providing opportunity for comment prior to the supply of the final report to Council.</p> | |
| 9. Pay and Reward | 69 - 74 |
| <p>This report provides an update on the progress to date with the Pay and Reward project.</p> | |
| 10. Forward Plan | 75 - 100 |
| <p>The Corporate and Community Overview and Scrutiny (O&S) Committee is asked to consider and identify work priorities for its next meeting pending a wider review of its Forward Plan in dedicated workshop.</p> | |

No other items of business can be considered unless the Chairman decides the matter is urgent for reasons that must be specified and recorded in the Minutes.

BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL
CORPORATE AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the Meeting held on 06 February 2023 at 6.00 pm

Present:-

Cllr L Williams – Chairman

Present: Cllr L Allison, Cllr M Andrews, Cllr S Bartlett, Cllr M Davies,
Cllr L Dedman, Cllr N Hedges, Cllr M Iyengar, Cllr V Slade and
Cllr A Filer (In place of Cllr R Rocca)

Also in attendance: Cllr D Mellor, Cllr G Farquhar and Cllr A Martin

62. Apologies

Apologies were received from Cllr R Rocca.

63. Substitute Members

Cllr A Filer Substituted for Cllr R Rocca.

64. Declarations of Interests

In response to a query about unknown potential interests in relation to the list of savings in connection with the budget report, the Monitoring Officer advised that for transparency if Committee members felt that they may have an interest they should declare this. It was acknowledged that members would not have had time to consider the further information regarding this and it should be treated as exempt information and not as part of the papers for the meeting. The following declarations were made for the purpose of transparency on this basis:

Cllr M Andrews advised that they were Chairman of St Peter's Surveying Limited.

Cllr V Slade advised that they were Chair of the Broadstone Youth Centres Trust.

Cllr S Bartlett advised that they were a member of BH Live and BH Live Enterprises. They also advised that they were a member of Tricuro Executive Board.

The Chairman advised that they were a member of the Arts Council.

Cllr M Iyengar and the Chairman declared their membership of the Russell-Cotes Art Gallery and Museum Management Committee.

Cllr V Slade, Cllr S Bartlett and the Chairman advised that they were all members of the Lower Central Gardens Trust Board.

In response to a question it was confirmed by the monitoring officer that as the Committee was not a decision making body a general dispensation to address the setting of Council tax was not required but this would be provided for all members for the full Council meeting when this would be discussed

65. Public Issues

There were no public petitions or statements. Two public questions were received from Mr McKinstry, a local resident. Mr McKinstry attended the meeting to put their questions. The questions and responses are outlined below:

1. If the Leader does produce a new budget proposal - perhaps as an amendment to the current budget on 21 February - will he publish, well in advance, all advice he has received on the soundness and legality of that proposal? (The Minister has suggested CIPFA be approached, for instance.) I well remember the KPMG reports being withheld during last year's budget; including the warning, on page 48 of the first report, that the Council borrowing to purchase its own assets "would be deemed for an improper purpose" - a warning omitted from 2022's budget paperwork.

Thank you for the question. Yeah, I've been clear in our, public statements on this and also in the budget café., The second budget cafe we had with Members was looking forward to bringing forward the budget proposal this evening. But we were also stating that we were going to take the extra time between now and the full Council in February to see it worked through tirelessly to see if we can improve the budget situation and in particular, Council tax requirement. Just one thing I will correct, if I may, the Council, can't use borrowing to fund revenue expenditures. So the expectation then or what was alluded to in your questions, was technically incorrect. But we look forward to continuing to work harder to make sure of the other means to fund local government services and public accounts for the taxpayer. Thank you.

2. If the Leader does produce a new budget proposal - perhaps as an amendment to the current budget on 21 February - will he publish, well in advance, all advice he has received on the soundness and legality of that proposal? (The Minister has suggested CIPFA be approached, for instance.) I well remember the KPMG reports being withheld during last year's budget; including the warning, on page 48 of the first report, that the Council borrowing to purchase its own assets "would be deemed for an improper purpose" - a warning omitted from 2022's budget paperwork.

Thank you very much. Yes, absolutely. We made it clear again in the budget cafe session that any, anything, any advice we've got would be made available. Again, they've put forward any budget amendment and also we had a confirmation from conversations with Minister Lee Rowley in terms of, the conversation we'd had in his expectation, obviously that any budget amendments or more budgets are legal, so they comply with our section 151 officers advice and any other statutory officers and also the current guidance. So, the simple answer to your question, Mr Kinstry would be, absolutely yes. Thank you.

66. Confirmation of Minutes

The minutes of the meeting held on 3 December 2022 were approved as a correct record.

67. Transformation Programme Update

The Leader of the Council and Portfolio Holder for Finance and Transformation presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book. The Committee were advised that the implementation of the Council's new Organisational Design and Operating model was a fundamental part of the wider "Our New Normal" transformation programme and that significant progress was being made in the implementation of the three programmes; Organisational Design; Where and how we work; and Supporting our Colleagues. In the subsequent discussion a number of issues were raised by the Committee and responded to by the Portfolio Holder and Officers including:

- That the area in which someone lived still had an impact on the services provided and how these were accessed. The aspiration was for a single service for the area and this was being worked towards. Yes that is the aspiration working towards - currently implementing customer resource management system – reengineering the customer front door including website elements – improve the way things are working at the moment. Looking towards Autumn of this year. Mosaic for social care for whole area now all on one system, so in this instance no need to
- When this was considered by the O&S Board in August 2021, one of the outcomes was the proposed establishment of cross-party councillor transformation group. However, this had still not been established and it was asked why this was the case.
- It was noted that current customer interactions were not efficient, and it was noted that the system changes which would drive efficiency would also lead to an improved outcome for customer services. This has been the ethos of the Transformation Programme for the last few years.
- It was noted that Enterprise, Resource, Planning systems were being implemented at great costs and could be impressive but may also fail to deliver benefits and a close eye would need to be kept on the big ticket items coming through to ensure that the benefits were realised. It was

agreed that evaluating the benefits was important, for example in Children's Services cases were now on one system rather than passed over between systems as it was before.

- Concern was raised that staff were not comfortable bringing issues forward or people were not being properly informed. There appeared to be a disconnect here. The Committee was advised that it did need to be ensured that this work went through the whole organisation but that middle management were in a difficult place in terms of what they are able to communicate to their teams. It was felt that this was moving in the right direction, but Councillors were asked to make officers aware if they felt there was a specific problem.
- Previously prior to LGR Councillors were advised that this process would be straightforward, and it was good to see Mosaic working but the process was clearly a lot more difficult than it was understood to be initially and it would be useful to see an overview or top-level programme plan for this. The Committee was advised that BCP was the only Council which had to bring three different Council Services together. It was generally expected to take 10 years to bring all services together in a single council.
- That the report seemed to be about the financial savings and didn't reflect a people focus but it was good to hear how the system improvements would impact on customer services.
- There were queries raised around the finances of the transformation programme, the report indicated £43.9 million in benefits and efficiencies. Member queried if the figure was £43.9million or £50million as had been previously provided. A revised target for transformation savings was provided. At the back end of the MTFP it was hoped to move to 20 percent of savings. The Committee was advised that in total, over the first four years the Council budgeted for total savings of £47.9 million and included in that was £8.7 million, specifically in relation to transformation. In the Medium Term Financial Plan the savings that were directly related to the transformation investment programme were £43.9 million. These were in the upper band of figures provided by KPMG. There were risks with assuming the higher figures and therefore careful monitoring were required.
- Clarification was sought on when work on the Council Chamber and meeting rooms would be completed. It was not thought that listed building consent for the work had been achieved as yet. Those working on estates and accommodation are working through details of those changes. It was noted that the Council Chamber accessibility was an issue. It was noted that the current Council Chamber was a compromise with resources available, but the accessibility issues were being considered. Councillors sought greater visibility with this programme of work. Issues were also raised regarding the work at Poole Civic Centre. The Chief Executive undertook to provide further information on this issue, via the programme lead.

RECOMMENDED/RESOLVED that

(a) Corporate and Community Overview & Scrutiny Board note the progress made on the implementation of the Council's new Organisational Design & Operating Model

68. Scrutiny of Finance Related Cabinet Reports

The Leader of the Council and Portfolio Holder for Finance and Transformation presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these minutes in the Minute Book. In the ensuing discussion the Committee raised a number of issues which were responded to by the Portfolio Holder and Officers including:

- Concerns were raised regarding proposed cuts in grants to non-profit cultural organisations. The Leader advised that the Council was working to ensure that these saving cuts would not be required.
- Whether the recommendation at "o", "agrees capital investment of £5m in seafront infrastructure assets funded by borrowing supported by revisions to beach hut fees", was needed. This was to follow on from the paper taken to Cabinet in December and identifies the major capital investment outlined at section 123 of the report.
- Whether the recommendation outlined at 'q', "That Cabinet confirms the previously approved budget of £12.5 million for Roeshot Hill and Crescent Road to be repurposed and used under the CNHAS Programme", was working.
- The plans for taking forward the budget report through Cabinet and Council and whether there was an additional proposal which may be worked up and presented to Cabinet and/or Council. The Leader advised that there was no proposal to bring forward anything differently to the Cabinet meeting to be voted on. However, there was also an aim to try to improve the position regarding the Council Tax increase. The Leader advised that with the current political balance situation this would need to be opened up to discussion with the other political groups.
- In response to queries regarding an outline of the legitimate timeframe in terms of the Council deadlines it was confirmed that any member could bring a proposed amendment to the S151 officer by the deadline of three clear working days prior to the Council meeting. It was confirmed that this applied to all.
- That it was unfair for school funding issues with the dedicated schools grant to be picked up by local authorities. It was noted that this was within the legislation and the Council did not have any choice on this. The Committee was advised that at some point this would need to be addressed and paid for by someone, be it schools local councils or government.
- Risks associated with FuturePlaces. Concerns were raised around the situation of full business cases being approved and what the market conditions may be like in terms of being able to secure financing to take these forward. The possibility of the Council having to take a loss on a development as not being able to secure funding on it. Whether there was an option to reign in some of the work of future places

- The proposed non-traditional commercialisation, and work with partners and the timeframe set out to be able to do this only providing 3 months.
- The 130 lines of cuts outlined and how much of this would be achieved through efficiencies and transformation.
- The proposed cuts in grants to community organisations such as the Citizens Advice Bureau and Community Action Partnership. There were also issues raised concerning communications to the organisations potentially impacted. It was suggested that other proposed budget cuts would lead to more pressure on these voluntary organisations.
- Further queries were raised regarding whether this was the budget which would be presented to Council. The Committee was advised that it was unless it could be material improved.
- Queries were raised concerning the proposed Council Tax increase and the impact on the budget and the impact on households. It was noted that the number of households used to calculate this was outlined in the Council Tax base report taken to Cabinet in January, this was set at 144,839 for 2023/24.
- In response to a query the Section 151 officer advised that he was providing assurance that the report as presented provided a balanced budget. However, it was indicated that there were a number of issues which were highlighted in the report. The Committee sought further assurance that the savings as outlined in the report were deliverable. It was confirmed that there was ongoing work with Cabinet and CMB to ensure that the savings could be achieved.
- In response to a question it was confirmed that the local council tax support scheme would be continuing.
- There was concern raised that some of the current savings was due to difficulty in recruitment which in effect meant that the level of service provision was reduced and in the longer term there would be an impact arising due to a need to engage temporary staff. In response it was noted that there would be significantly more money going into adult social care over the years.
- Concerns were expressed that the budget presented was high risk and that it appeared that the administration were making every effort to put forward changes to the proposed budget. The Leader advised that this was a detailed methodological approach.
- The Committee questioned whether there were any alternative draft papers available which would be released. It was confirmed that this was not the case. The Section 151 officer advised that the only advice which could be offered was on proposals presented and requested that any alternative proposals be put forward in an appropriate timeframe to allow reasonable consideration.

The Committee recorded its thanks to the Chief Financial Officer and the finance team for the preparation of the budget.

There was a concern raised that the Leader of the Council left the meeting at this point. The Chairman was asked if he could write to the leader to raise concerns with how scrutiny was being treated.

69. Work Plan

The Chairman presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'C' to these Minutes in the Minute Book.

Committee members noted their disappointment that there had not been opportunity for further meetings of this important Committee. It was noted that there were a number of items on the work programme which were outstanding. A number of the items on the Work plan were now due to come to the Cabinet meeting in March. It was noted that the number of Overview and Scrutiny meetings were being considered by the Constitution Review working Group. The Chairman advised that he would look into the possibility of an additional meeting and discuss this with Democratic Services. It was noted that special meetings outside of the normal schedule would need to be agreed with the monitoring officer by the Chairman. It was suggested that a meeting could be conducted virtually if this would make the practicalities of scheduling this more straight forward.

The meeting ended at 9.03 pm

CHAIRMAN

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Corporate and Community Overview and Scrutiny Committee



| | |
|----------------------------|---|
| Report subject | Overview and Scrutiny Annual Report |
| Meeting date | 31 March 2023 |
| Status | Public Report |
| Executive summary | <p>Overview and Scrutiny (O&S) is a statutory function of all councils operating an executive model of decision making. In BCP Council, O&S activity is carried out by four O&S committees formed of councillors and co-opted members. There is a requirement to report on the work of O&S to Council, to ensure good visibility of the function and Council ownership of any improvements required.</p> <p>The annual report contains a summary of O&S activity undertaken over 2019-23, reflections on working practices and an action plan identifying strategic improvements to the O&S function.</p> <p>All O&S Committees will receive the annual report for consideration, providing opportunity for comment prior to the supply of the final report to Council.</p> |
| Recommendations | <p>It is RECOMMENDED that:</p> <p>The Overview and Scrutiny Committee consider and comment on the annual report and associated action plan.</p> |
| Reason for recommendations | <p>The Constitution requires the Statutory Scrutiny Officer to report to Council on an annual basis on the work of Overview and Scrutiny, including recommendations for any changes that may be required to ensure the function remains fit for purpose. The report must be informed by consultation with the Chairs and Vice-Chairs of the O&S Committees and referred to the four O&S Committees for comment.</p> <p>Consideration and comment on the annual report by the O&S Committees also upholds principle b) of good scrutiny, as outlined in the Constitution, that O&S shall 'be a Councillor led and owned function that seeks to continuously improve through self-reflection and development'.</p> |

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|----------------------|---|
| Portfolio Holder(s): | Not applicable – Overview and Scrutiny is a non-executive function. |
| Corporate Director | Graham Farrant - Chief Executive |
| Report Authors | Lindsay Marshall – Overview and Scrutiny Specialist |
| Wards | Council-wide |
| Classification | For Decision |

Background

What is Overview and Scrutiny?

1. Overview and Scrutiny (O&S) is an integral part of the Council's governance structure and is a statutory requirement for BCP Council. All councils operating executive arrangements must have at least one O&S committee, which holds powers to obtain information, require attendance from council officers and members and to make recommendations.
2. Additional powers to scrutinise NHS services and review the work of the local community safety partnership mean that O&S committees have an important role in acting as a 'check and balance' to decisions made both within the council and in external organisations.
3. Under the Local Government Act 2000, O&S committees are uniquely placed with powers to bring multiple stakeholders and members of the public together to find solutions to matters affecting the locality and have the right to scrutinise 'any matter affecting the local authority area or the inhabitants of the area.'
4. The majority of councils base their O&S arrangements on commonly held principles of good scrutiny. These are set out in the BCP Constitution, which states that the O&S Committees shall:
 - a) contribute to sound decision making in a timely way by holding decision makers to account as a 'critical friend';
 - b) be a Councillor led and owned function that seeks to continuously improve through self-reflection and development;
 - c) enable the voice and concerns of the public to be heard and reflected in the Council's decision-making process;
 - d) engage in decision making and policy development at an appropriate time to be able to have influence;
 - e) contribute to and reflect the vision and priorities of the Council; and
 - f) be agile and be able to respond to changing and emerging priorities at the right time with flexible working methods.

5. O&S work aligns to all principles of the Council's Corporate Strategy - Sustainable Environment; Dynamic Places; Connected Communities; Brighter Futures; and Fulfilled Lives. O&S activity over the last four years has focussed on matters as wide ranging as:

- revitalising and reinventing our high streets and local centres,
- tackling the climate and ecological emergency, and
- enabling people to live well through quality social care.

The breadth of work undertaken highlights the impact that O&S can have on the Council and its communities when used effectively to enhance decision making.

6. The Ministerial foreword of 'Overview and Scrutiny: statutory guidance for councils and combined authorities' by the Department of Levelling Up, Housing and Communities (DLUHC) states:

"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."

The Overview and Scrutiny Annual Report

7. The purpose of the O&S annual report is to outline the activity and output of the O&S function over the previous year, and to set out suggested improvements for the function to ensure it remains fit for purpose.
8. The report will be received at a meeting of Council but is aimed at all stakeholders of O&S – this includes those within the Council, external partners, and the public and communities served by the O&S function. Owing to the pandemic, a full review of the O&S committee structure and staff absence within the Democratic Services team this report has been delayed and now covers a four-year period from the vesting of the new BCP authority in April 2019 to May 2023. Future reports will be delivered annually.
9. This is the report of the Statutory Scrutiny Officer, who is responsible for supporting and promoting O&S activity. Contribution has been made by the previous Chairs of O&S Committees, and the wider Democratic Services team, members of which support the individual O&S committees on a day-to-day basis.

Summary of Overview and Scrutiny 2019-2023 – activity and challenges

10. O&S in BCP Council has operated within a uniquely challenging environment since April 2019, when BCP Council was established replacing Bournemouth, Christchurch and Poole Councils and part of Dorset County Council. O&S arrangements for the new authority were designed in the lead up to this date by the BCP Shadow Authority, comprised of members of the preceding authorities. The Shadow Authority therefore had the challenge of designing an O&S function for an entirely new council of unknown members and political balance.
11. At time of design, the priorities of the new council were unknown, and O&S design was based on good practice, led by the advice and guidance of the Centre

for Governance and Scrutiny (CfGS). The aim was to ensure robust governance was in place for the new authority by establishing a day one operating structure for O&S that could offer support and challenge to the significant volume of critical decisions that were anticipated for a brand-new authority.

12. Further challenges presented by the pandemic came within a year of the new Council's life, and inevitably shaped the ways that O&S work was undertaken, and the topics focussed upon. By necessity, BCP Council swiftly moved to holding virtual O&S meetings, which became the default mechanism for all council meetings for 12 months.
13. The significant organisational change required to transform three preceding councils into one was by no means completed on day one. For most areas of council operation, creation of the new authority marked the start of the transformation journey, which has remained a priority of the Council to date. This has meant that O&S has had to establish the best way of using its resources to support the authority through these changes, along with providing input to significant 'business as usual' decisions as well as establishing work priorities of its own. Work planning for O&S has consequently been highly challenging as members try to balance these priorities and understand where they can make the most impact, with workloads for all committees high. Diverse ways of working were trialled to support this, such as rapporteurs, working groups, inquiries, and portfolio holder challenge sessions.
14. The Council had no single party with a majority after the May 2019 elections and so operated under an alliance of multiple political parties for 17 months and then saw changes in political balance and leadership which resulted in a new administration, new Cabinet portfolios, changes in O&S memberships and chairmanships, and a shift in work priorities.
15. O&S committees adapted to these political changes and used this opportunity to reflect on working practices and try new ones, but inevitably took longer to establish working practices that were both effective and embedded. The organic challenge that comes with a finely balanced political makeup has meant that many of the decisions made by the Cabinet over the period covered by this report have been subject to significant levels of scrutiny under both political leaderships and this style of pre-decision scrutiny has dominated the work programmes of some committees over this period.
16. The Council undertook a full review of the O&S function in 2021-22, to reflect on its operation to date and make improvements where required. The number and remit of O&S committees was changed as a result, with implementation in May 2022. This report includes an overview of activities of the O&S committees before and after the structure was changed. This is discussed in further detail in paragraphs 20-27 below.
17. In 2019 the Government published statutory guidance for Overview and Scrutiny based on the first full review of O&S in local government since its introduction. The emerging themes of the guidance were taken account of in the design of the day one operating model for O&S for BCP.
18. To identify areas of weakness and improvement O&S arrangements have now been reviewed against the guidance to produce an action plan for O&S. The action plan accompanies this report at Appendix 2 and sets out a one-year plan for changes to O&S to ensure that BCP is taking appropriate steps to align O&S

working practices to the good practice standards set out in the guidance. The Action Plan is discussed in more detail in paragraphs 34 to 42 below.

Scrutiny activity 2019-2023

19. In 2019-2022 the Council operated with three O&S committees – the Overview and Scrutiny Board, Children’s Services Overview and Scrutiny Committee and Health and Adult Social Care Overview and Scrutiny Committee. Changes to the structure were implemented in the 2022/23 municipal year with changes to the number of O&S committees and their respective remits. A summary of work undertaken in all committees is set out in Appendix 1 accompanying this report.

2022 – A new model for Overview and Scrutiny

20. In 2021, a review of existing O&S arrangements was commissioned by the Audit and Governance Committee. Input was provided by a variety of O&S stakeholders, with the work led by the Audit and Governance Committee which provided a space for detailed independent review that took account of all political views. Through the O&S review, proposals were tested and challenged on multiple occasions by representatives of all political groups, Audit and Governance Committee members and Council.
21. The aim of the O&S review was to ensure that the O&S Committee structure remained fit for purpose prior to and beyond the next Council elections in 2023. This was in line with the recommendations of the Centre for Governance and Scrutiny (CfGS) for arrangements to be reviewed two years post vesting. It was recognised that the O&S structure and ways of working established in 2019 may need modification to remain fit for purpose when the Council and its priorities had been established.
22. A range of stakeholders were involved in the review and some clear cross-party messages gathered included:
- a concern that the balance of scrutiny responsibilities across the three committees was not aiding effective in-depth understanding of scrutiny topics or effective outputs;
 - Overview and Scrutiny Board meetings were too long and numerous – 33 additional meetings were held by the Board during 2019-21;
 - a wish to undertake more ‘overview’ work on topics established directly by O&S members or other backbench councillors, which may not necessarily relate directly to Cabinet decisions.
23. Changes to the O&S committee structure were made to remove the O&S Board and establish four O&S committees of equal standing based on the themes of Place; Corporate and Community; Children’s Services, and Health and Adult Social Care. The revised structure including the remit of each committee is outlined in Figure 1 below.



Figure 1 –Overview and Scrutiny Committees, membership and meeting frequency, established May 2022

24. The resulting model agreed by Council changed the O&S structure with the aim of responding to concerns around meeting duration and high levels of workload by establishing two new committees in place of the previous O&S Board. A reduction in the frequency of meetings across all committees was also agreed, to release capacity for committees to explore other scrutiny mechanisms available besides Cabinet scrutiny, including working groups, longer term task and finish groups, evidence sessions and the Councillor Call for Action, all of which are set out in the Constitution in more detail. It was also hoped that a change in meeting numbers would release the necessary officer capacity to support more effective O&S outcomes.
25. Regular discussions between all O&S chairs were held over 2019-23, which provided an opportunity for sharing of common challenges, solutions and joint working opportunities. Continuation of these is an action highlighted within the O&S Action Plan, to maintain oversight of the effectiveness of O&S, as the removal of the O&S Board also removed the responsibility from a designated O&S committee for resource monitoring and development of the whole function. This responsibility now sits with O&S chairs collectively, with the opportunity for issues to be raised to Council as necessary through the O&S annual report.
26. The remit of the O&S Committees as outlined in Figure 1 is based on the division of Portfolio Holder responsibilities. Portfolio Holder responsibilities are changeable and from time to time it may be necessary to modify the designation of functions across the four O&S Committees to maintain efficient fit and clear lines of accountability. Changes will be included as required within the annual report of the Statutory Scrutiny Officer to Council.
27. At this time, no changes to the remit of committees are recommended as Cabinet portfolios and priorities may change owing to the Council elections in May 2023 and were not known at time of writing. Modifications to the remit of O&S Committees may be required after these are known, and to reflect the new balance between the political groups and will be included in a future report to Council as required.

LGA Peer Challenge and Capitalisation Directive

28. In April 2022, the findings of an LGA Corporate Peer Challenge for BCP were published which provided comment on some aspects of O&S. Effective governance within the Health and Adult Social Care O&S Committee was highlighted:

'Health scrutiny is working well and there are developing links with Dorset Council to join up across the ICS footprint. Partners engage well, and the committee's work on the pressures faced across the system, particularly in adult social care regarding hospital discharge and enabling people to remain at home is a strength.'
29. The impact and effectiveness of the O&S Board, (in its current format as of inspection in November 2021), was questioned, and the report highlighted that:

'political tensions continue to be played out in a way that is not always constructive and risks damaging the reputation of BCP. This risks distracting the Council from its ability to unify and move forward in the best interests of the residents and councillors themselves.'

30. Overall, reviewers concluded that:

'Overview and Scrutiny is not consistently adding value and needs to be reset to deliver on its purpose of ensuring that the Council is open, transparent, accountable and delivers improved policy and services.'

31. Councillors were able to take account of these findings towards the end of the review of the O&S structure in 2022, which provided basis for altering the committee structure from an O&S Board and committees to the structure set out in Figure 1.

32. In September 2022, the Department for Levelling Up, Housing and Communities issued a 'minded to' offer of financial support to BCP Council in the form of a capitalisation direction for the financial year 2022/23. Accompanying this offer was the condition that:

'the Council undergoes an external assurance review of its finances and governance arrangements. This review will advise on the amount of support required, help to ensure that the Council is on a sustainable footing going forwards, and ensure that policies and procedures are in place for robust decision making and accountability.'

33. Actions to improve O&S have been set out with this in mind, to ensure that practices are strengthened and are as closely aligned to the Government's view of good practice for O&S as possible. The Council's Chief Executive has also carried out an assurance review which includes some suggested changes within Overview and Scrutiny which will be discussed with the new Council.

Statutory Scrutiny Guidance and Action Plan

34. Changes made to the O&S committee structure in 2022 provided some reset to O&S. The election of a new Council in 2023 provides an ideal opportunity for a full reset of O&S and its working practice and to address the reflections made about O&S in the LGA Peer Challenge.

35. An O&S Action Plan has been developed to capture areas for development. To establish actions, all practices within the O&S function have been assessed against the Government guidance '*Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities*' (2019) in a desktop exercise undertaken by the Statutory Scrutiny Officer. The guidance provides a benchmark for good working practices in O&S and is statutory, meaning that guidance should be followed unless there is a good reason not to.

36. Much of the statutory guidance relates to ways of working and the Council-wide approach to O&S. The clearest message is the need for a strong organisational culture in which there is collective ownership of Overview and Scrutiny, parity of esteem for O&S and value placed on the challenge that O&S can provide. The guidance highlights that:

'the prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.'

37. The guidance is themed as follows:

- Culture
- Resourcing
- Selecting Committee Members

- Power to Access Information
- Planning Work
- Evidence Sessions

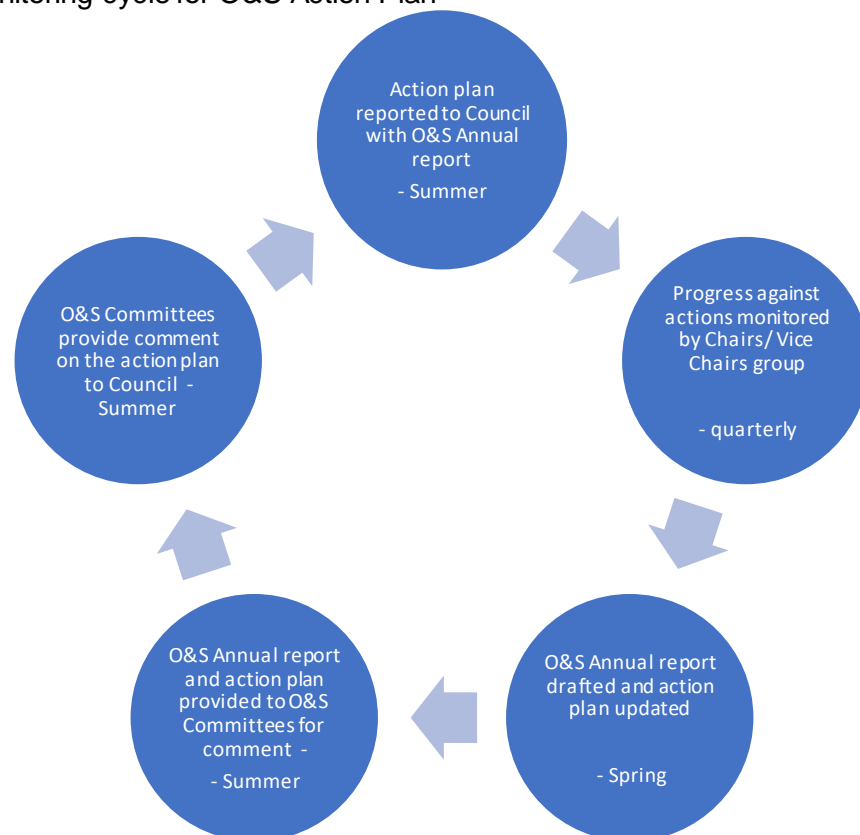
38. The O&S Action Plan follows the themes of the guidance. All relevant paragraphs of the guidance have been included within the action plan, to aid readers' understanding of why actions have been identified. Actions contained are set over one year and will provide a mechanism to measure improvements that are made to O&S.

39. Priority areas for actions include:

- member and officer training
- identification of a clear focus for O&S work, communicated to the organisation
- annual work programming for O&S committees
- strengthening the O&S/ Cabinet relationship
- development of working methods which make the most effective use of committee time
- O&S function ownership by O&S Chairs
- role descriptions for leading O&S positions
- the development of tools and protocols to support O&S work

40. Accountability for improvements to O&S ultimately sits with Council, through the receipt of the O&S annual report, although O&S Chairs and Vice Chairs will take an active role in monitoring progress throughout the year. The monitoring cycle for the O&S Action Plan is outlined in Figure 2 below.

Figure 2 – monitoring cycle for O&S Action Plan



41. It must be stressed that delivery of the action plan within one municipal year is ambitious. Direct officer support to O&S is split between core functions (the servicing of meetings and production of minutes and agendas) and proactive support to assist councillors in the planning of effective scrutiny sessions, and making improvements to the O&S function.
42. All actions not yet completed are currently on track to complete without slippage. However, there is a risk that timescales for improvement will not be met if officer resources to support the O&S function are diverted elsewhere - for example in frequent revisions to work programmes or the establishment and servicing of additional meetings significantly beyond the level currently identified for O&S committees.

Resourcing O&S

43. An action of particular importance is the need for committees to carefully assess the resource available to them and plan their annual work programmes. Work programming sessions are planned for all O&S committees in summer 2023 and will provide the opportunity to select the majority of the year's O&S work.
44. A planned programme of O&S work for each committee, leaving sufficient capacity for some arising issues to be accommodated throughout the year, will ensure that all work can be completed within the programme of meetings (five meetings per municipal year) and officers within the Council can prepare O&S reports in a timely way to ensure that they are responding fully to the requests of committees.
45. Over 2019-23 86 O&S meetings were programmed as able to be resourced within existing budgets. 40 additional O&S meetings were called, which represents an increase of 47%. Many of these meetings were held by the O&S Board, with the review of the O&S structure in 2021 seeking to remedy this. However, in 2022/23 a total of 26 meetings of O&S committees were held representing a continued increase from the level programmed, by 30%. The level of additional O&S business undertaken post the review of the O&S committee structure therefore remains some way beyond that which can be accommodated effectively within existing resources. Committee agendas also frequently included more than the recommended two items of substantive business leading to long meetings over the 2019-23 period.
46. Although O&S councillors have the right to request that almost any item of council business be scrutinised, the effect of calling many additional meetings and scrutinising multiple items on a frequent basis is a reduction in the quality of O&S outputs.
47. This can result from both a reduction in the level of officer support that can be provided to O&S work (diverted from proactive advice and assistance in the planning of effective scrutiny sessions to the core business of servicing meetings, agendas and minute production) and a tendency to take a 'broad brush' approach to scrutiny topics - rather than a 'deep dive', which is more likely to lead to valuable outcomes.
48. The review of O&S in 2021 highlighted a clear cross-party wish to undertake more in-depth review work, however the summary of work for 2022-23 at Appendix 1 shows a continued high level of update reports, Cabinet scrutiny and limited in-depth reviews by comparison.

49. In order to realise councillors' aspirations to undertake more 'deep dive' work and to maximise the value of O&S outputs a determined focus to select the most high priority and high value work will be required for all committees in 2023/24. Diversifying working methods to include more than standard committee reports will assist with this, as will strengthening relationships with executive members and officers to aid the selection of value – added topics. For context, the statutory guidance states in this respect:

'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.'

50. In 2023 the Constitution Review Working Group was asked to again review the meeting numbers for O&S Committees owing to a concern that five meetings per year was insufficient. In March 2023, Council considered this and agreed that meeting numbers should remain at five per year, subject to subsequent review by Council after the May 2023 local elections.

51. It is strongly advised that any further consideration by Council of O&S meeting numbers take account of the comments of the statutory guidance on resourcing scrutiny, as follows:

'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. 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.'

52. It is notable that O&S meetings have consistently over-reached the level planned for over the 2019-23 period. If it is considered that additional O&S meetings are required on a long-term basis to accommodate the priorities of O&S, and the authority, it is strongly advised that this be accompanied by an increase in officer resource to provide direct support for these meetings.

53. There is a risk that without an increase in resource to match an increase in O&S meeting numbers the improvements identified within the O&S Action Plan will not be realised and the statutory guidance will consequently not be properly upheld by the Council. The value of O&S outputs will also be limited for the reasons identified in paragraphs 46-47 above. The FTE cost of a Democratic and Overview and Scrutiny Officer to support O&S work including on-costs would be in the region of £40k.

54. The benefit of effectively resourcing scrutiny is explored in detail within the guidance and set out more fully in the Action Plan at Appendix 2.

Options Appraisal

55. The Overview and Scrutiny Annual Report is for information and comment.

Summary of financial implications

56. There are no direct financial implications related with the production of this report. The report explores the implications of resourcing O&S in paragraphs 43 to 54 above, and highlights that the demands on resource associated with the O&S

function may have implications in terms of additional staff requirements to support. Any direct implications relating to this will be outlined in subsequent reports to Council relating to O&S meeting numbers, if required.

Summary of legal implications

57. Overview and Scrutiny is a statutory function of all councils operating an executive model of decision making. Improvements to the function, outlined in the report, will ensure that the work of O&S Committees in BCP Council complies with relevant legislation and upholds statutory guidance.

Summary of human resources implications

58. There are no human resources implications from this report.

Summary of sustainability impact

59. There are no sustainability implications arising from this report.

Summary of public health implications

60. There are no public health implications arising from this report.

Summary of equality implications

61. The Constitution of BCP Council sets out the rights of public access to the democratic process.

Summary of risk assessment

62. The improvements identified for O&S, as set out in the O&S Action Plan at Appendix 2, will ensure that statutory Government guidance is upheld. There is a risk that the guidance will not be properly upheld by the Council if actions identified are not taken.

Background papers

Published works:

['Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities'](#)

[LGA Corporate Peer Challenge: BCP Council Feedback report: 16-19 November 2021](#)

[Department for Levelling Up, Housing & Communities - Letter Paul Scully 2 September 2022](#)

Appendices

Appendix 1– Summary of O&S Activity 2019-2023

Appendix 2 – Overview and Scrutiny Action Plan 2023-24

BCP Council Overview and Scrutiny Annual Report 2023

Appendix 1 – Summary of O&S Activity 2019-2023

Overview and Scrutiny Board - 2019-2022

Key Stats –

- **Board members – 15**
- **Scheduled meetings per year – 10**
- **Additional meetings held – 33**
- **Working Groups – 1**
- **Call-In considerations - 3**

The O&S Board met monthly throughout 2019-2022. Meetings were aligned to those of Cabinet, in order that O&S could engage as required in the anticipated level of Cabinet decisions that would be made in the early months of BCP Council. Councillors were keen to closely track the work of Cabinet and many Cabinet decisions were scrutinised, which quickly led to the establishment of an additional meeting per month to accommodate workload. In addition, the Board undertook work of its own that did not relate directly to Cabinet decisions and held the responsibility for consideration of all 'call-in' matters. Chairmanship and membership of the Board changed during this period, as a result of a change in the Administration of the Council. This influenced the style of work undertaken and prompted a drive to try new ways of working.

Activity highlights for the O&S Board are outlined below:

2019-20

- O&S Board established, with training provided in the basics of scrutiny, questioning skills and budget scrutiny skills.
- Strong focus on pre-decision scrutiny, with multiple Cabinet reports scrutinised and resulting recommendations made to Cabinet.
- Call for Evidence on 5G Connectivity - multiple partners and residents invited to provide views on the implementation of 5G in the BCP area. Recommendations were made to Cabinet and a body of evidence passed to Public Health England.
- Pokesdown Train Station – an inquiry triggered by community concerns, with representatives of South West Rail, ward Councillors and members of the public invited to a committee meeting to discuss the reasons why accessibility at Pokesdown Station was insufficient. Representations were made to Cabinet Members and the Ministry of Transport as a result.
- Budget scrutiny meetings.
- Business Improvement Districts – discussions held with Portfolio Holder and representatives of BIDS in BCP area to understand aims and issues.
- Response to the pandemic – meetings of the Council took place via skype, and focus shifted to scrutinise the Council's response to the pandemic and its recovery and reset plans. Scrutiny usually undertaken in other O&S committees was carried out at O&S Board meetings to ensure that all necessary scrutiny could continue whilst the Council focussed its resources on essential pandemic related activity.

2020-21

- Continuation of pandemic related scrutiny - themed monthly impact inquiries for economy and tourism, transport and infrastructure, and community and people involving Portfolio Holders, key officers, and community involvement such as BIDS.
- Annual Crime and Disorder scrutiny meeting.
- Budget scrutiny meeting.
- Cabinet Portfolio Holder challenge sessions introduced, themed across monthly meetings.
- Call- In of Whitecliff Road ETRO – no recommendations made to Cabinet.
- Local Plan Working Group established – cross party working group to consider the issues and options consultation document. This group met frequently throughout 2021, with effective cross party working and detailed consideration and consultation provided to the developing document.
- Sale of Christchurch by-pass car park - unanimous recommendation made to Council that the car park not be sold.
- Strong focus on pre-decision scrutiny, with multiple Cabinet reports scrutinised and resulting recommendations made to Cabinet.

2021-22

- Return to face to face/hybrid meetings.
- Cross-party aim from the committee to try different forms of scrutiny –including greater level of ‘overview’ work driven by non-executive Councillors to assist in earlier policy development within the Council.
- Scrutiny requests accepted from Councillors on tree management across BCP Area and highway maintenance – a committee report on highway maintenance was considered by the committee and a working group on tree management was commissioned to commence at the appropriate time (note – this was since passed to and agreed for inclusion on the work plan for Place O&S Committee which was established in April 2022).
- Transformation inquiry session – to monitor progress on the Council’s transformation programme, with attendance from the Leader of the Council, relevant officers, a union representative, and the Council’s Strategic Implementation Partner KPMG. This led to agreement for annual monitoring by the committee.
- Complaints and Local Government and Social Care Ombudsman (LGSCO) annual report monitoring.
- Seasonal response review – to monitor the effectiveness of the Council’s seasonal response 2021.
- Scrutiny of Pokesdown Railway Station improvements – to scrutinise the funding implications to the Council associated with planned improvements to the station.
- Scrutiny of BCP Council’s Planning Committee structure following request from member of the public, including representatives from Parish Councils along with ward Councillors.
- Annual Crime and Disorder scrutiny meeting.
- Call – In - Tatnam Road Experimental Traffic Regulation Order, with recommendation made to Cabinet that the decision be reconsidered.

2021-22 (continued)

- Climate Change Inquiry - to test and challenge the Council's role in tackling climate change with recommendation made to Cabinet for the development of a BCP Climate Emergency Strategic Policy and Risk Assessment with associated implementation plan.
- Budget scrutiny meeting.
- Call-In – Homeless Health Hub – no recommendation to Cabinet made for reconsideration of the decision.
- Scrutiny of the Council's response to the emergency in Ukraine.
- Scrutiny of the Corporate Peer Challenge Feedback Report and Action Plan.

2022-2023

- The O&S Board was disbanded in April 2022 following a review of the O&S structure. Activity previously within the remit of the Board was split between two newly formed committees – Place O&S Committee and Corporate and Community O&S Committee. With the introduction of the new committees the number of ordinary meetings per year for all O&S Committees was reduced to five. The revised structure is outlined at Figure 1 below.

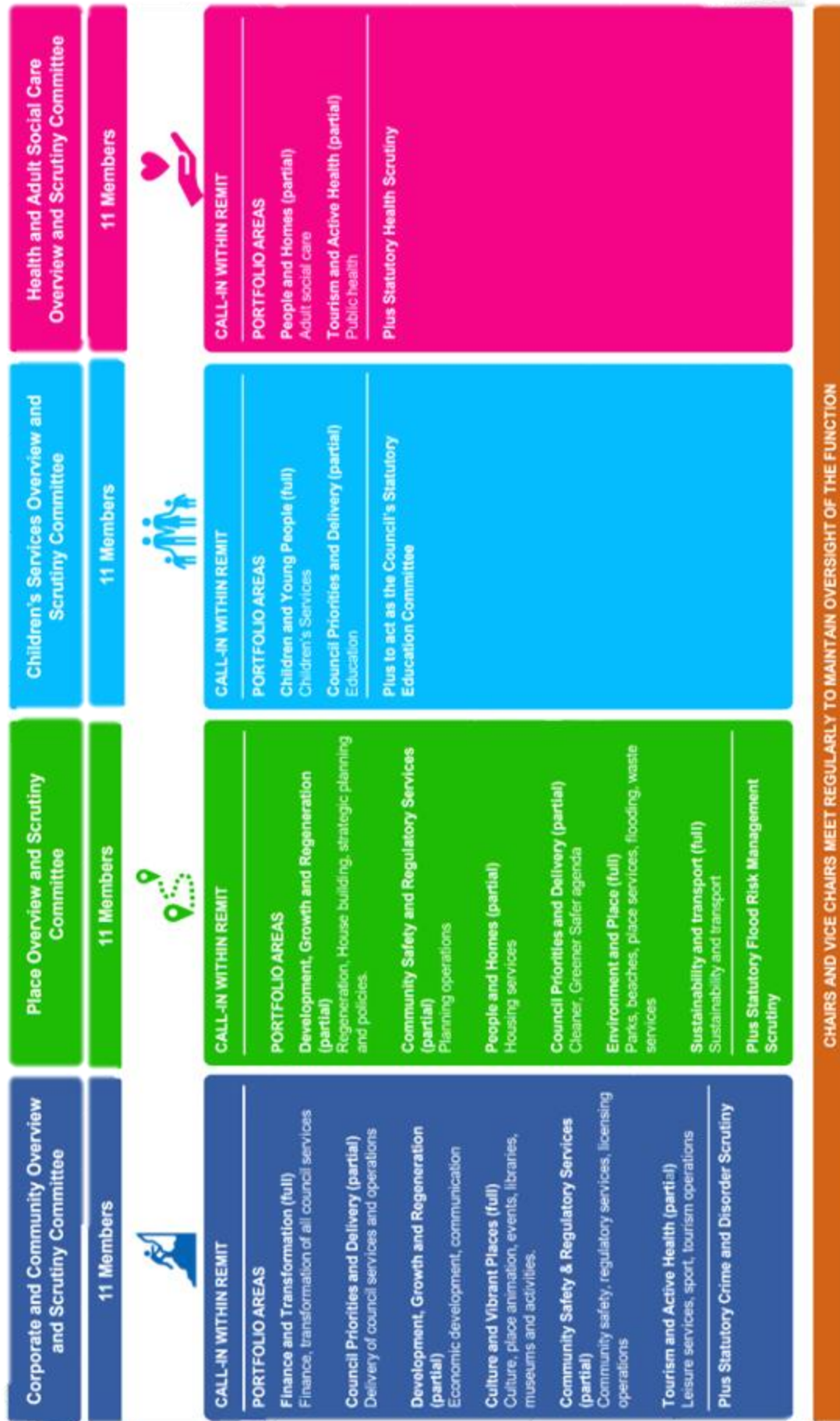


Figure 1 – revised Overview and Scrutiny Committee Structure, 2022-23.

Corporate & Community Overview and Scrutiny Committee – 2022-23

Key Stats –

- **Committee members – 11**
- **Scheduled meetings per year – 5**
- **Additional meetings held – 4**
- **Working Groups – 0**
- **Call-In considerations - 0**

This committee met five times per year, with four additional meetings in 2022/23. The remit of the committee covered half of those previously scrutinised by the O&S Board, including finance, transformation, economic development, culture, community safety, tourism, and leisure services. The committee was also designated to undertake statutory annual crime and disorder scrutiny. Much of the workload in 2022/23 was focussed on scrutinising the Council's finance strategy, with three of the four special meetings held for this purpose.

Activity highlights for the Corporate & Community O&S Committee are outlined below:

2022-23

- Corporate and Community O&S Committee established, and work programme priorities identified for 2022-23.
- Scrutiny of Fly-Tipping and Fly-Posting Enforcement Pilot Cabinet Report with community related insight provided by committee members, and endorsement of the extension of the pilot.
- Update on BCP transformation programme in May 2022 and February 2023 to ensure this important area of Council activity had O&S oversight.
- Finance related scrutiny at regular intervals throughout the year, including updates on Medium Term Financial Plan; Budget Monitoring Reports; scrutiny of Outturn Report 2021/22 and scrutiny of the 2023/24 Budget Report.
- Scrutiny of the commercialisation of beach hut assets through Special Purpose Vehicle (SPV).
- Scrutiny of the Council's finance strategy in monthly meetings from September 2022 to mirror regular updates to Cabinet – three special meetings were held during September 2022 – April 2023 for this purpose. This additional level of scrutiny on the Council's finances supplemented regular budget monitoring undertaken by the committee. This followed the Council's decision not to pursue funding of its transformation programme through the commercialisation of beach hut assets, and in response to the Government's minded to offer of exceptional financial support to the Council in the form of a £20m capitalisation direction in September 2022.
- Seasonal response review – to monitor the effectiveness of the Council's seasonal response 2022.

2022-23 (continued)

- Scrutiny of the Cost of Living Pressures Cabinet Report- an overview provided to the committee on the Council's responses to cost of living pressures and work with public and private sector partners to support communities; along with the impact of the pressures on the Council itself.
- Themed Statutory Crime and Disorder Scrutiny meeting, including scrutiny of the BCP Community Safety Partnership Annual Report, update from the Police and Crime Commissioner and briefing report on mobile CCTV deployment and policy in BCP.
- Harmonising the management of BCP leisure centres – early opportunity to contribute to the forthcoming Cabinet report.

Place Overview and Scrutiny Committee - 2022-23

Key Stats –

- **Committee members – 11**
- **Scheduled meetings per year – 5**
- **Additional meetings held – 1**
- **Working Groups– 1**
- **Call-In considerations - 0**

This committee met five times per year, with one additional meeting. The remit of the committee covered half of those previously scrutinised by the O&S Board, including planning, regeneration, housing, environment, sustainability, and transport. A particular focus of the committee was close scrutiny of the work of Future Places, a Council wholly owned urban regeneration company. This included detailed scrutiny of business cases when available.

Activity highlights for the Place O&S Committee are outlined below:

- Place O&S Committee established, and work programme priorities identified for 2022-23.
- Planning Service improvement - follow up report on progress since previous reporting to the O&S Board in 2021.
- Overview of the play provision in BCP and the development of a BCP Play Strategy.
- BCP Future Places Ltd – scrutiny of the business plan and funding mechanism to be proposed to Cabinet.
- Project update on Bournemouth Development Company LLP Winter Gardens scheme.
- Update on Bournemouth Development Company LLP to provide an update on all current BDC project activity and outline the actions which flowed from an independent review of the BDC governance structure in March 2021.
- Update on bus services within the Bournemouth, Christchurch and Poole area to monitor the impact on bus services following the cease in operations of Yellow Buses.
- Briefing requested by committee on SWEP (Severe Weather Emergency Protocol), including the wider offer in place all year round for those verified as rough sleeping in the BCP area.
- Bereavement Services business plan 2020-26 progress update; and options appraisal for the future Poole Crematorium facility. This resulted in a recommendation that Cabinet aim for a reopening of cremators at the Poole Crematorium facility by 2025/56, and a decision made by Cabinet for a report detailing options for the replacement of cremator(s) to be brought to Cabinet within 6 months, with the aim of working towards new cremator(s) being installed in the next 18 months.

2022-23 (continued)

- Future Places – introduction from new Independent Chairman and discussion with committee on community and Councillor engagement aspirations in Future Places proposals.
- Impact of budget on services within the remit of Place O&S Committee
- Fire Breaks – report request by committee to consider the current policy on wildfires following a large heathland fire on Canford Heath nature reserve, and other wildfire events across BCP.
- WISE Fly Tipping Enforcement Review Cabinet report with endorsement of recommendations.
- Future Places special meeting – scrutiny of outline business cases relating to Chapel Lane; Constitution Hill; Christchurch Civic Centre; Poole Civic Centre, and project outline case for Poole Quay providing opportunity for input to the onward shaping of the projects.
- Poole Crematorium – consideration of Cabinet report containing detailed options for the replacement of cremators, following review and recommendations made by the committee earlier in the year.
- Climate Programme – scrutiny of the annual report and opportunity for review and comment on the draft Climate Strategy and Action Plan.
- Levelling Up and Regeneration Bill – overview of reforms to national planning policy and implications for the emerging BCP Local Plan.
- Tree Strategy Working Group established (ongoing as of Spring 2023) to provide overview and Councillor engagement on the developing Tree Strategy for BCP.

Children's Services Overview and Scrutiny Committee -2019-2023

Key Stats –

- **Committee members** – 11, plus 4 parent governor/ Diocesan co- opted members and 4 Youth Parliament representatives
- **Scheduled meetings per year** – 6 (reduced to 5 in 2022/23)
- **Additional meetings held** – 2
- **Working Groups** – 3
- **Call-In considerations** - 0

This committee met six times a year until 2022/23 when the meetings were reduced to five per year. Workload included a mix of Cabinet decision scrutiny, partnership and external agency scrutiny and review of the committee's own established topics. In addition to test and challenge of decisions, the committee fulfilled an oversight role of activity in the children's services area and relied on effective working relationships with key officers within the children's services directorate to ensure that scrutiny dialogue was open and transparent, and O&S resources were targeted in the most meaningful areas.

Activity highlights for the Children's Services O&S Committee are outlined below:

2019-20

- Formation of BCP's Children's Services Overview and Scrutiny Committee.
- Training provided to the committee by the CfGS, and peer mentoring provided to the Chair and Vice Chair.
- Consideration and election of co-opted members, in addition to the statutory requirements, to include an Academy Governor representative and the elected Members of Youth Parliament for BCP.
- Introduction of an action sheet appended to the minutes to track decisions, actions and outcomes.
- Consideration and scrutiny of new BCP strategies, policies and arrangements relating to children's services such as the Corporate Safeguarding Strategy, Corporate Parenting Strategy and Pan-Dorset Safeguarding Partnership.
- Annual monitoring of the Youth Justice Plan.
- Monitoring BCP's response to child exploitation.
- Monitoring data and outcomes from schools.
- Children's Services budget review.
- Engagement in the improvement journey following a Peer Review of BCP Front Door and Children's Services Self-Assessment and Improvement Plan.
- Monitoring of the workforce strategy for Children's Services and Children's Services restructure following the formation of BCP Council.
- Working Group on the Family Support Strategy held to provide detailed input into the Strategy prior to consideration by the full committee and recommendation on to Cabinet.

2020-21

- Annual Monitoring of Youth Justice Plan.
- Successful move to online meetings in June following the start of the Covid19 Pandemic.
- Introduction of a standing item to consider the impact of Covid19 on children and young people and the Children's Services response, including children's mental health and the impact of returning to school post 'stay at home' phase of pandemic.
- Regular scrutiny and monitoring of Ofsted visits, action plan and improvement journey.
- Establishment of the Children's Services Learning and Improvement Working Group – this group met once, with its work then superseded by the formation Children and Young People's Partnership Plan which was scrutinised by the full committee.
- Contribution to the establishment of the Children and Young People's Partnership Board, and the Plan developed by the newly formed Board.
- Monitoring BCP's Response to Child Exploitation including child exploitation improvement plan.
- Monitoring the progress of harmonisation in early help services.
- Monitoring CAMHS (children and young people's mental health) Transformation.
- Reporting participation from Youth Parliament Representatives, outlining their priorities for the year, and later reporting to reflect on progress.
- Introduction of 'information only' items to be circulated outside of committee to free up agenda time for value added scrutiny.
- Introduction of a verbal Portfolio Holder update to provide the committee with direct dialogue opportunity with Portfolio Holders and update on work.

2021-22

- Return to face to face/hybrid meetings.
- Annual Monitoring of Youth Justice Plan.
- Continued regular scrutiny of improvement journey and full ILACS (Inspecting local authority children's services) report outcomes and actions, including committee requests for performance information to substantiate progress being reported.
- Briefing on the Covid impact on Pupil Premium use by schools, and support to vulnerable children and families during pandemic; the Covid 'summer offer' to address gaps in learning and other support needs following the impact of the pandemic.
- Scrutiny and monitoring of the SEND written statement of action and improvement journey.
- Scrutiny of the sufficiency strategy for Children in Care and Care Experienced Young People.
- Scrutiny of the Virtual School Annual Report.
- Monitoring the development of the Children's Services Partnership Academy and its outputs.
- Monitoring the Capital Programme of funding for Children's Services projects.
- Monitoring the Children's Social Care improvement journey.
- Consideration of the School Place Planning Strategy and school admissions arrangements.
- Reporting participation from Youth Parliament Representatives.
- Continuation of 'information only' items circulated outside of committee.
- Continuation of Portfolio Holder Updates established in 2020/21

- Scrutiny of the Children's Services Improvement Plan following the December 2021 inspection, to monitor improvements in Children's Social Care functions. Scrutiny of the Improvement Plan formed a substantive part of the committee work plan over the year including monitoring of progress in relation to the Quality Assurance Framework; workforce stability and resource management; updates following monitoring visits from Ofsted and an update on the overall outcomes following the first year of improvement actions.
- Annual Monitoring of Youth Justice Plan
- Child exploitation, including County Lines and knife crime – an update report on the actions and progress in identifying and supporting children and young people who are the victims of child exploitation. This led to the committee commissioning in depth scrutiny on this area in the form of a working group (ongoing as of Spring 2023).
- Home to School Transport – review of the draft policy to replace previous legacy Council policies and consideration of consultation responses.
- Scrutiny of the SEND Improvement Plan following the Council's submission of a Written Statement of Action (WSoA). This included themed SEND related agenda items to consider exclusions from schools in BCP; expansion of specialist school places across BCP and monitoring of progress against the main areas of significant weakness.
- Covid update – briefing on the lasting impact including academic progress and mental health, two years after the start of the pandemic.
- Review of options for SEND Mainstream Banding and related financial implications, with the committee recommending an option to Cabinet.
- Update from Members of Youth Parliament on their work to date and their national and local priorities and plans.
- Progress update report on the improvement work within the Care Experienced Young People's Service
- Update on the impact of the newly created specialist school places at Longspee Ensbury Park Campus, including an overview of the teaching and learning opportunities, lessons learned and mitigations for future schemes.
- Review and recommendation to Council of the new RE syllabus from BCP SACRE
- Scrutiny and recommendation to Cabinet of the annual School Admission Arrangements 2024/25
- Regular updates on key performance indicators for Quarter 1-3.
- Update on SEND Programme of Expansion – Broadstone Middle School.
- Pan-Dorset Safeguarding Children Partnership – review of annual report.
- Briefing report on school attainment and progress in 2022.
- Briefing on the Joint Inspection of Dorset Combined Youth Justice Service by HMI Probation.
- Scrutiny of the Virtual School Annual Report.
- Update on SEND Capital Programme and the Council's progress in the Department for Education's Delivering Better Value (DBV) programme.
- Continuation of 'information only' items circulated outside of committee.
- Continuation of Portfolio Holder Updates established in 2020/21

Health & Adult Social Care Overview and Scrutiny Committee -2019-2023

Key Stats –

- **Committee members** – 11, plus Healthwatch representative
- **Scheduled meetings per year** – 6 (reduced to 5 in 2022/23)
- **Additional meetings held** – 0
- **Working Groups** – 4, including 1 informal joint working group with Dorset Council.
- **Call-In considerations** - 0

This committee met six times a year until 2022/23 when the meetings were reduced to five per year. Workload included a mix of Cabinet decision scrutiny, partnership and external agency scrutiny and review of its own established topics. In addition to test and challenge of decisions, the committee fulfilled an oversight role of activity related to Adult Social Care, Public Health, and external agency scrutiny such as NHS Trusts, and fulfilled the Council's statutory health scrutiny obligations. Effective scrutiny of external agencies relied upon strong relationships and the building of a knowledge base regarding a complex subject matter to enable appreciative yet robust scrutiny where required. These skills were particularly important since 2020 when Public Health took on an unprecedented role in all our lives with the management of local measures relating to the pandemic. In this respect, the committee provided another means of public assurance that covid related measures led by Public Health were being tested and challenged.

Activity highlights for the Health & Adult Social Care O&S Committee are outlined below:

2019-20

- Formation of BCP's Health and Adult Social Care Overview and Scrutiny Committee
- Training provided to the committee by the CfGS.
- Judicial Review and Secretary of State/ Independent Reconfiguration Panel (IRP) review of Dorset Clinical Commissioning Groups (CCG) 'Clinical Services Review' project. The committee tracked the progress of both the Judicial Review challenging the changes to the delivery of local health services in Dorset proposed by the Clinical Commissioning Group, and the subsequent IRP review as requested by the Secretary of State.
- Overview of the Dorset Integrated Care System.
- Scrutiny of the Safeguarding Adults Board Annual Report and oversight of a review and proposals to improve the Board.
- Mental Health Rehabilitation Services – oversight of proposals from the CCG
- Dementia Services Review and proposed new model of care – oversight of proposals from the CCG.
- Review and comment on the BCP Safeguarding Strategy prior to Cabinet decision.
- Scrutiny of Quality Accounts for NHS organisations.
- Scrutiny of the Annual report on Complaints and Customer Feedback relating to Adult Social Care.

2019-20 (continued)

- Scrutiny of the Health and Social Care elements of the Cabinet Performance Report
- Update on the Out of Hours Service for Adult Social Care following its launch in November 2019.
- Update on the Adult Social Care current points of first contact for BCP residents and the proposed new single model.
- Budget and MTFP scrutiny relating to the Health and Adult Social Care remit.
- The Big Plan 2018-21 Commissioning Strategy for Adults with Learning Disabilities- update on progress in delivering the actions contained within The Big Plan.
- Healthwatch and O&S Committee relationship established, with an introduction to the contract and priorities of Healthwatch.
- Update on the Better Care Fund and scrutiny of delivery and performance.
- Introduction of 'information only' items to be circulated outside of committee to free up agenda time for value added scrutiny.
- Introduction of Portfolio Holder updates to committee.
- Monitoring of issues using 'rapporteur' method of individual committee members monitoring progress and reporting back to committee.
- Adult Social Care Charging Strategy Working Group – the committee commissioned a Working Group to collaborate with officers in the Adult Social Care department to act as a test and challenge function in the development of the new Charging Policy for Adult Social Care (ASC) for the Council. The group met three times between September 2019 and July 2020 before subsequent approval by Cabinet.

2020-21

- Successful move to online meetings in June following the start of the Covid19 Pandemic.
- Update on the merger, services and estates programme for University Hospitals Dorset.
- Scrutiny of the Annual report on Complaints and Customer Feedback relating to Adult Social Care.
- Consideration and comment on the Adult Social Care Strategy ahead of its approval by Cabinet.
- Monitoring and scrutiny of Public Health and the Council's response to Covid19. The committee tracked the pandemic and scrutinised the Public Health Dorset and BCP Council response to the Covid19 pandemic over an extended period of time (2020-2022).
- Update from the CCG on the delivery of the Health Check Programme for people with a learning disability.
- Scrutiny of the Safeguarding Adults Board Annual Report.
- Completion of the Adult Social Care Charging Strategy Working Group, and consideration of the proposed policy by the committee, for onward recommendation to Cabinet.
- Update on the Dorset NHS and Public Health Dorset Covid19 Winter Response.
- Update on the development and performance of Tricuro.
- Scrutiny of the local response to the national Hospital Discharge Policy and the Home First approach.
- Update and early input into the development of the Council's Suicide Prevention Plan.
- Oversight and input into the health aspects of the Draft Homelessness Strategy.
- Update on the Strategic Outline Case for the University Hospitals Dorset Foundation Trust (UHDFT) New Hospitals Programme, following the clinical services review in 2017.
- Consideration of the Healthwatch Dorset Draft Workplan 2021/22.
- Continuation of 'information only' items circulated outside of committee.
- Continuation of Portfolio Holder Updates established in 2020/2.

2021-22

- Return to face to face/hybrid meetings.
- Continued monitoring and scrutinising of Public Health and the Council's ongoing response to Covid19, including a focussed report to the committee of the impact of the pandemic on Adult Social Care and a summary of the financial impact.
- Update on the Adult Social Care point of first contact service design and implementation plan.
- The Big Plan 2018-21 Commissioning Strategy for Adults with Learning Disabilities – update on progress in delivering the actions contained within The Big Plan.
- BCP and Dorset Joint Health Scrutiny Protocol - Members considered and approved a Joint Health Scrutiny Protocol that would enable joint scrutiny between BCP and Dorset Councils on issues affecting all residents across both conurbations; where the NHS may propose significant variation in local health services across the geographical area as a whole; or where overlap also exists in the Clinical Commissioning Group, the Hospital Trusts, Dorset Healthcare Community Trusts and Healthwatch Dorset.
- Overview of the development of a Market Position Statement for Adults, to assist with effective engagement and communication with providers of Adult Social Care and support effective commissioning.
- Review of the commissioning strategies regarding care home placements for older people and extra care housing for vulnerable adults with recommendations proposed and accepted by Cabinet.
- Review of the Disabled Facilities Grant Policy prior to its consideration by Cabinet.
- Working Group established to track and input into the development of the strategy relating to BCP Carers. The committee agreed to hold informal sessions involving members and external consultees, to allow input during the development of the BCP Carers' Review strategy. Sessions were held between July – November 2021, including a full committee update in November. The committee made recommendations including lobbying MPs for a review of a Carer's Allowance especially in relation to the level of care required and promotion of care as a career.
- Update on the implementation of the Adult Social Care Charging Policy – this followed the working group on the policy led by the committee in 2019/20.
- Scrutiny of the Annual report on Complaints and Customer Feedback relating to Adult Social Care.
- Scrutiny of the Safeguarding Adults Board Annual Report.
- Update on the progress of the Healthwatch Dorset Draft Workplan 2021/22.
- Update on progress following the BCP Dementia Services Review.
- Update on the implementation of the Home First approach across the Dorset Integrated Care System.
- Update on the performance of the Adult Social Care Emergency Duty Service.
- Update on the Health Infrastructure Plan from University Hospitals Dorset.
- Continuation of 'information only' items circulated outside of committee.
- Continuation of Portfolio Holder Updates established in 2020/2.

2022-23

- Continued monitoring and scrutinising of Public Health and the Council's ongoing response to Covid19.
- Update on the Outpatient Assessment Centre at Dorset Health Village, which became operational in November 2021.
- Progress report on the multi-agency Pan Dorset suicide prevention programme, along with an update on progress of BCP Council's own Suicide Prevention Plan.
- Update on the Integrated Care Strategy providing opportunity for committee involvement in the principles, approach, and timelines for the developing strategy.
- Update on the establishment of a Combating Drugs Partnership Board to oversee the delivery of the Government's Drugs Strategy and its three main aims of treatment/ recovery, enforcement, and prevention.
- Update on the Dorset Integrated Urgent Care Service, including an overview of performance, challenges, and future developments.
- Update in summer 2022 on the findings of the Carers Services Review, undertaken in collaboration with carers and key stakeholders to inform the new BCP Carers Strategy, with later review and recommendation to Cabinet of the full BCP Carers Strategy in September.
- Updates on the development of a new BCP Council Day Opportunities Strategy and the related case for change.
- Updates on Tricuro, including governance arrangements following the exit of Dorset Council from the Tricuro agreement.
- Update on the Clinical Services Review, including building works at Poole Hospital and Royal Bournemouth Hospital, and the Maternity Service.
- Overview of the diagnostic review and options appraisal carried out on the future of care technology within Adult Social Care at BCP Council, with the committee recommending to Cabinet the full-service transformation of care technology within adult social care to maximise benefits for both the public and the Council.
- Update on the latest CQC Assurance Process.
- Overview of the BCP Health and Wellbeing Board and update on the priority areas of work contained within the Health and Wellbeing Strategy.
- Scrutiny of the Safeguarding Adults Board Annual Report.
- Scrutiny of the Annual report on Complaints and Customer Feedback relating to Adult Social Care.
- Update on the transformation of the Adult Social Care Contact Centre.
- Update from Healthwatch on the Young Listeners Project that supported young volunteers to carry out a peer-led engagement project to identify improvements to health services for young people.
- Update on the position on the national introduction of Liberty Protection Safeguards and its impact on the Council.
- Scrutiny of the draft BCP Council Adult Social Care Market Sustainability Plan
- Informal joint scrutiny held with Dorset on the South West Ambulance Trust, with more joint scrutiny planned for 2023/24.
- Continuation of 'information only' items circulated outside of committee.
- Continuation of Portfolio Holder Updates established in 2020/21.

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Overview and Scrutiny Action Plan 2023-24

| Key | | |
|------------|--|---------------------------|
| Code | Description | Action Lead |
| | Member Training – induction and refresher | Democratic Services Team |
| | Member Training – Chairs | |
| | Member Training – ongoing programme of training | |
| | Officer Training | |
| | Role Descriptions for O&S leads | |
| | Chairs' Meetings | |
| | Work Selection and Scoping | |
| | Community Insight | |
| | Web Presence | |
| | Working Methods | |
| | Terms of Reference for O&S Committees | |
| | Constitution Review | |
| | Library of O&S Resources | |
| | Protocol and Tool Development | |
| | Annual Reporting on O&S | |
| | Resourcing | |
| | Communications | |
| | Corporate Management Team Action | Corporate Management Team |
| | Cabinet Action | Cabinet |
| RAG Rating | | |
| | Significant delay likely to affect action completion | |
| | Some delay likely to affect action completion | |
| | Action on track to complete as planned | |
| | Action completed | |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|----|---|--------------------|------|
| Culture | | | | |
| Scrutiny is Member Led | | | | |
| <i>The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails. 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.</i> | 1a | New Councillor and refresher training to be provided to include – O&S in BCP is Member led | Summer 2023 | MT1 |
| | 1b | Role descriptions to be developed for Councillors in leading O&S roles to clarify expectations for this role | Summer 2023 | RD1 |
| | 1c | Establish calendar of meeting dates for O&S chairs for collective leadership and oversight of the effectiveness of the O&S function. | Summer 2023 | CM1 |
| Scrutiny is understood and recognised across the organisation | | | | |
| <i>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.</i> | 2a | New Councillor and refresher training to be provided to include – Background and statutory powers of O&S, to raise the profile and importance of the scrutiny function within the organisation | Summer 2023 | MT1 |
| | 2b | Officer refresher training to be provided to include – Background and statutory powers of O&S, to raise the profile and importance of the scrutiny function within the organisation | Autumn 2023 | OT1 |
| Scrutiny draws on community insight and selects topics of community relevance | | | | |
| <i>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.</i> | 3a | New Councillor and refresher training to be provided to include – Councillors bring community insight to their scrutiny work | Summer 2023 | MT1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|----|---|---|------|
| | 3b | Strengthen O&S work selection criteria, as set out in the constitution, to include consideration of the impact and value to the public when selecting work programme topics. Review for use in annual work programming for O&S Committees | Summer 2023 | WS1 |
| | 3c | Use is made of community insight through the selection of work topics that are driven by community need, evidence sessions, use of subject experts and data providing the view of residents and community groups. | In annual work programming for O&S Committees - Summer 2023 | CI1 |
| | 3d | Develop O&S web pages to clarify public role in O&S, ways to engage and improve ease of access for topic suggestion | Spring 2024 | WP1 |
| Scrutiny has a clear role and focus | | | | |
| <i>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</i> | 4a | Scrutiny committees agree a clear communicable role or focus for the year when planning their work programme in order to assist in topic selection and in ensuring that stakeholders can anticipate which topics are likely to be of interest to scrutiny, and plan accordingly for engagement. This may be in the form of a 'lens' (eg. risk) through which to scrutinise topics, or a key priority or set of priorities for a committee (eg. 'budget' or 'ofsted improvement plan') | In annual work programming for O&S Committees – Summer 2023 | WS1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|--|----|--|---|------|
| | 4b | Committees carefully consider the type and balance of work undertaken to ensure that work aims can be met within the meeting capacity available. This will require a determined focus to undertake work in diverse ways eg. <ul style="list-style-type: none"> receiving information based reports outside of meetings, establishing O&S rapporteurs (topic champions) to maintain oversight of an issue and report back to committee on exceptions reducing the level of Cabinet decision scrutiny to free up capacity for more overview work. | In annual work programming for O&S Committees – Summer 2023 | WM1 |
| | 4c | Develop user friendly terms of reference documents for each O&S committee based on split of responsibility set out in constitution. | Summer 2023 | TOR1 |
| <i>There is a clear distinction between scrutiny and audit</i> | | | | |
| <i>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</i> | 5a | Division of responsibility already established within the Articles of the Constitution. | Complete | CR1 |
| | 5b | A&G chair invitation to be scheduled into annual programme of O&S Chairs meetings | Summer 2023 | CM1 |
| <i>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.</i> | 6 | Develop a library of O&S oversight information, provided in an online format for Councillors to access independently, to include – The findings of independent whistleblowing investigations | Winter 23/ Spring 24 | L1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|----|--|--|------|
| <i>The relationship between scrutiny and the executive is effective</i> | | | | |
| <i>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.</i> | 7a | Portfolio Holders attend O&S meetings when requested, or send deputies | Immediate and ongoing request to Cabinet | C1 |
| | 7b | The Cabinet Forward Plan is regularly updated with sufficient notice of forthcoming priorities to enable O&S to engage effectively at an early stage in policy shaping | Immediate and ongoing request to Cabinet | C1 |
| | 7c | The Constitution sets out that it is good practice for there to be regular, informal dialogue between O&S leads and Portfolio Holders in order that O&S can understand developing Cabinet priorities, discuss and assess the value that Overview and Scrutiny can provide and contribute in a timely way to policy development (O&S Procedure Rule 8.3). | Complete | CR1 |
| | 7d | Role descriptions to be developed for Councillors in leading O&S roles to clarify expectation that scrutiny chairs establish informal working arrangements with relevant Portfolio Holders. | Summer 2023 | RD1 |
| | 7e | Lines of accountability between scrutiny committees and Portfolio Holders were agreed by Council in April 2022- review after election when any change to Cabinet portfolios are known and document these in a more granular way than is captured within the constitution to aid transparency. | Summer 2023 | TOR1 |
| | 7f | Maintain a review of the Portfolio/ O&S Committee alignment to ensure that it is fit for purpose, with amendments to be suggested via O&S annual report to Council, as required. | Summer 2024 | AR1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|--|----|--|---------------------|------|
| <i>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</i> | 8a | O&S considers work requested by Cabinet or Council using the criteria written into the constitution - Criteria already exists in constitution and is used to assess requests. | Complete | WS1 |
| | 8b | New Councillor and refresher training to be provided to include – All Political Groups be reminded of the incompatibility of the whip with O&S, and the forms that this may take. | Summer 2023 | MT1 |
| | 8c | O&S chairs to be opposition members, where practicable, to reduce risk of executive control being exercised over O&S – referral to Constitution Review Working Group for consideration prior to May 2024 O&S Chairs elections. | Autumn/ Winter 2023 | CR1 |
| | 8d | Role descriptions to be developed for Councillors in leading roles to clarify expectation that scrutiny chairs establish informal committee pre-meetings, to assist the committee in working towards its aims and taking a cross-party approach to scrutiny. | Summer 2023 | RD1 |
| | 8e | O&S Chairing skills training to be delivered to include the benefit of pre-meetings, and management of political dynamics in scrutiny to avoid a de facto opposition approach. | Autumn 2023 | MT2 |
| <i>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</i> | 9a | Clarity of O&S powers in determining attendees and participation already written into constitution at O&S Procedure Rule 9.1 | Complete | CR1 |
| | 9b | New Councillor and refresher training to be provided to include – Clarity of scrutiny's powers in determining attendees and participation in O&S. | Summer 2023 | MT1 |
| | 9c | Scrutiny committees to be asked to consider appropriate invitees when scoping a piece of work and to consider where | Summer 2023 | WS1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|----|--|--------------------|--------|
| | | more value may be added by an officer/ scrutiny session as opposed to a Cabinet member scrutiny – In annual work programming for O&S Committees and ongoing, during work programming discussions at each meeting. | | |
| Managing disagreement | | | | |
| <i>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' 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.</i> | 10 | Executive members and O&S Chairs group to consider the value for BCP in preparing an executive – scrutiny protocol | Autumn 2023 | C1/CM1 |
| <i>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.</i> | 11 | Use of call-in be monitored and reflected within annual report to Council. | Summer 2024 | AR1 |
| Ensuring impartial advice from officers | | | | |
| <i>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.</i> | 12 | Officer refresher training to be provided to include – The importance of impartial advice to O&S | Autumn 2023 | OT1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|---|---|------|
| Communicating scrutiny's role and purpose to the wider authority | | | | |
| <i>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.</i> | 13 | Officer refresher training to be provided to include – The identity of those providing officer support to O&S. See also Action 2b above | Autumn 2023 | OT1 |
| Maintaining the interest of full Council in the work of the scrutiny committee | | | | |
| <i>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.</i> | 14a | Report annually to Council on the work of scrutiny, and progress on actions to improve scrutiny | Summer 2023 | AR1 |
| <i>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.</i> | 14b | New Councillor and refresher training to be provided to include – The appropriate route for recommendations to full Council or Cabinet | Summer 2023 | MT1 |
| | 14c | Consideration be given to any amendments required to constitution to clarify reporting routes from O&S - referral to Constitution Review Working Group for consideration. | Autumn/ Winter 2023 | CR1 |
| Communicating scrutiny's role to the public | | | | |
| <i>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.</i> | 15a | Consideration be given to the promotion of outcomes via Communications Team at the scoping stage of O&S work | In annual work programming for O&S Committees | COM1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|--|-----|---|-------------------------|----------|
| <i>This will usually require engagement early on in the work programming process</i> | | | – Summer 2023 | |
| | 15b | O&S webpage development - See action 3b above | Spring 2024 | WP1 |
| Ensuring scrutiny members are supported in having an independent mindset | | | | |
| <p><i>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.</i></p> <p><i>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.</i></p> | 16a | New Councillor and refresher training to be provided to include – The importance of an independent mind-set to O&S | Summer 2023 | MT1 |
| | 16b | O&S Chairs are supported by Officers to identify and plan for contentious issues through Chairs briefings. | Summer 2023 and ongoing | WS1 |
| | 16c | Establish calendar of meeting dates for O&S chairs to include-monitoring the independence of O&S | June/July 2023 | CM1 |
| Resourcing scrutiny | | | | |
| <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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</i></p> | 17 | Consideration be given to the level of officer resource available to support scrutiny and that this is appropriate to ensure effective outputs that add value to the organisation – discussion with O&S chairs group, with views to be passed to Corporate Management Team. | Autumn/ Winter 2023 | R1/ CMT1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|--|---|------|
| <i>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</i> | | | | |
| <i>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).</i> | 18a | New Councillor and refresher training to be provided to include – Use of resource, and effective wider authority engagement in O&S | Summer 2023 | MT1 |
| | 18b | Officer refresher training to be provided to include – Use of resource, and effective wider authority engagement in O&S | Autumn 2023 | OT1 |
| | 18c | As required by the constitution, all requests for O&S committees to undertake work are considered by Committees against the current resource levels available to support the request | In annual work programming for O&S Committees – Summer 2023 | R1 |
| | 18d | Establish calendar of meeting dates for O&S chairs to include-monitoring the total level of resource available across the O&S function | Summer 2023 | CM1 |
| Statutory scrutiny officers | | | | |
| <i>Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer, someone whose role is to:</i> • <i>promote the role of the authority's scrutiny committee;</i> • <i>provide support to the scrutiny committee and its members; and</i> | 19a | Statutory scrutiny officer is appointed and sits within the Democratic Services Team. | Complete | R1 |

Overview and Scrutiny Action Plan 2023-24

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|---|-----|---|------------------------|------|
| <p>• <i>provide support and guidance to members and officers relating to the functions of the scrutiny committee.</i></p> | 19b | The Statutory Scrutiny Officer role is set out in the constitution to aid authority wide understanding - referral to Constitution Review Working Group for consideration. | Autumn/ Winter 2023 | CR1 |
| | 19c | New Councillor and refresher training to be provided to include – The role of the statutory scrutiny officer, to increase visibility | Summer 2023 | MT1 |
| | 19d | Officer refresher training to be provided to include – The role of the statutory scrutiny officer, to increase visibility | Autumn 2023 | OT1 |
| | 19e | Consider the interface of the statutory scrutiny officer role with Corporate Management Team to ensure that planning for engagement with scrutiny can be considered for significant forthcoming decisions | Autumn 2023 | CMT1 |
| Officer resource models | | | | |
| <p><i>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.</i></p> | 20 | Officer refresher training to be provided to include – The importance of impartial advice to O&S | Autumn 2023 | OT2 |
| Selecting Committee Members | | | | |
| <p><i>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.</i></p> <p><i>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.</i></p> | 21a | New Councillor and refresher training to be provided to include – Appropriate selection of committee members, in order that this can be taken account of by political groups when establishing their committee representation. | Summer 2023 | MT1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|--|------------------------|------|
| <p><i>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)</i></p> <p><i>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.</i></p> | 21b | A programme of ongoing scrutiny skills training to be developed for delivery to O&S Councillors throughout municipal year 2023/24. | Summer 2023 – May 2024 | MT3 |
| <p><i>Authorities are reminded that members of the executive cannot be members of a scrutiny committee. 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 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.</i></p> | 22a | Review Constitution rules for clarity on the principle of Executive lead members sitting on O&S referral to Constitution Review Working Group for consideration. | Autumn/ Winter 2023 | CR1 |
| | 22b | Review constitution to consider providing further clarity on how to manage conflicts of interest, including when Councillors move between roles - referral to Constitution Review Working Group for consideration. | Autumn/ Winter 2023 | CR1 |
| Selecting a chair | | | | |
| <p><i>The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.</i></p> <p><i>The attributes authorities should and should not take into account when selecting individual committee members also apply to the selection of the Chair, but the Chair should also possess the ability</i></p> | 23a | New Councillor and refresher training to be provided to include – Appropriate selection of committee chairs, in order that this can be taken account of by political groups when establishing their proposed chair nominees | Summer 2023 | MT1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|---|------------------------------|------|
| <i>to lead and build a sense of teamwork and consensus among committee members.</i> | 23b | O&S Chaining skills training to be delivered to include - leadership skills. | Summer/ Autumn 2023 | MT2 |
| <i>Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives</i> | 24 | Review constitution to consider providing further clarity on the Chair not presiding over scrutiny of relatives- referral to Constitution Review Working Group for consideration. | Autumn/ Winter 2023 | CR1 |
| <i>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.</i> | 25a | Secret ballot method vote for Chair and Vice Chair is already in place within constitution at Meeting Procedure Rule 19. | Complete | CR1 |
| | 25b | See 8c above 'opposition chairs' | Autumn/ Winter 2023 | CR1 |
| The role of the chair | | | | |
| <i>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.</i> | 26 | O&S Chaining skills training to be delivered to include – independence of O&S, and the need to avoid de facto opposition role. | Summer/ Autumn 2023 | MT2 |
| Training for committee members | | | | |
| <i>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.</i> <i>When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.</i> | 27a | See action 2a above - new Councillor and refresher training on statutory powers of O&S | Summer 2023 | MT1 |
| | 27b | A programme of ongoing scrutiny skills training to be developed for delivery to O&S Councillors throughout municipal year 2023/24, to include – questioning skills training. | Summer 2023 – May 2024 | MT3 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|--|------------------------|------|
| | 27c | Training to be delivered by external facilitators as appropriate and according to budget available | Summer 2023 – May 2024 | MT3 |
| <p><i>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. There are two principal ways to procure this:</i></p> <ul style="list-style-type: none"> • <i>Co-option – formal co-option is provided for in legislation. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and</i> • <i>Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence</i> | 28a | Facility to use external experts by O&S is already set out in constitution at Article 6, Rule 6.6. | Complete | CR1 |
| | 28b | Consideration be given to the appropriate use of external experts at the scoping stage of O&S work. – In annual work programming for O&S Committees and ongoing, during work programming discussions at each meeting. | Summer 2023 | WS1 |
| Powers to Access Information | | | | |
| <p><i>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.</i></p> <p><i>This need is recognised in law, with members of scrutiny committees enjoying powers to access information. 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.</i></p> <p><i>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.</i></p> | 29a | Enhanced rights of O&S in relation to access to information are already set out in Constitution at Access to Information Procedure Rule 24. | Complete | CR1 |
| | 29b | New Councillor and refresher training to be provided to include – enhanced rights of O&S in relation to access to information | Summer 2023 | MT1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|--|-------------------------|------|
| <p><i>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.</i></p> | 30a | Develop a library of O&S oversight information, provided in an online format for Councillors to access independently, to include - Performance, Management, Finance, Risk, Complaints, Business Cases and Ombudsman information. This will assist in 'horizon scanning' to enhance the effectiveness of O&S work planning. | Winter 23/ Spring 24 | L1 |
| | 30b | A programme of ongoing scrutiny skills training to be developed for delivery to O&S Councillors throughout municipal year 2023/24, to include – Interpretation performance, management and risk information, and its application to O&S work programming. | Summer 2023 – May 2024 | MT3 |
| <p><i>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.</i></p> <p><i>Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member. When agreeing to such requests, authorities should:</i></p> <ul style="list-style-type: none"> <i>• consider whether seeking clarification from the information requester could help better target the request; and</i> <i>• Ensure the information is supplied in a format appropriate to the recipient's needs.</i> | 31 | Support scrutiny committees to be clear in identifying information needs and to scope larger pieces of work effectively so that information expectations can be met by officers and executive members. – In annual work programming for O&S Committees and ongoing, during work programming discussions at each meeting. | Summer 2023 | WS1 |
| <p><i>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.</i></p> | 32 | Officer refresher training to be provided to include – Default position of sharing information with O&S | Autumn 2023 | OT1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|---|----------------------------|------|
| <i>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. 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. 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</i> | 33a | Situations where information may be withheld from O&S, and actions to communicate this, are already set out in the Constitution at Access to Information Procedure Rule 24. | Complete | CR1 |
| | 33b | New Councillor and refresher training to be provided to include – Default position of sharing information with O&S, and situations where information may be withheld. | Summer 2023 | MT1 |
| | 33c | Officer refresher training to be provided to include – Default position of sharing information with O&S, and situations where information may be withheld. | Autumn 2023 | OT1 |
| <i>Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions. It is the duty of members and officers to comply with such requests.</i> | 34a | Requirement for Cabinet members and officers to attend O&S when requested is already set out in constitution at O&S Procedure Rule 9. | Complete | CR1 |
| | 34b | Identification of attendees and formal requests to Cabinet and officers to attend is required by the constitution and an embedded practice. | Complete | WS1 |
| | | | | |
| | 34c | Portfolio Holders attend O&S meetings in response to requests, or send deputies. | Ongoing request to Cabinet | C1 |
| | 34d | New Councillor and refresher training to be provided to include – Requirement of Cabinet members and officers to attend scrutiny when requested | Summer 2023 | MT1 |
| | 34e | Officer refresher training to be provided to include – | Autumn 2023 | OT1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|---|-------------------------|------|
| | | Requirement of Cabinet members and officers to attend scrutiny when requested | | |
| Seeking information from external organisations | | | | |
| <i>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</i> | 35 | Develop a library of O&S oversight information, provided in an online format for Councillors to access independently, to include - Information from external organisations, as appropriate, to support individual work items and annual work programming | Winter 23/ Spring 24 | L1 |
| <i>When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either, scrutiny committees should consider the following:</i> <i>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;</i> <i>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;</i> <i>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</i> | 36a | Guidelines for scrutinising external organisations is already included within the Council's Constitution at O&S Procedure Rule 10. | Complete | CR1 |
| | 36b | Develop a user friendly protocol to assist committees with approaching, preparing for and scrutinising external organisations. | Spring 2024 | P1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|--|---|------|
| <i>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.</i> | | | | |
| Following 'the Council Pound' | | | | |
| <p><i>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.</i></p> <p><i>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</i></p> | 37 | Officer refresher training to be provided to include – Support to scrutiny committees in respect of scrutinising organisations that receive public funding to deliver goods and services | Autumn 2023 | OT1 |
| Planning Work | | | | |
| <i>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.</i> | 38a | O&S committees agree a work programme annually drawing ideas from relevant sources, that enables reports to be prepared and brought to the committee in a timely way. | In annual work programming for O&S Committees – Summer 2023 | WS1 |
| | 38b | Work programmes are based on realistic assessment of resources available to O&S, also retaining capacity for some arising issues to be accommodated. | In annual work programming for O&S | R1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|---|--------------------------|----------------------|
| | | | Committees – Summer 2023 | |
| | 38c | New Councillor and refresher training to be provided to include – Effective O&S Work programming and best use of resources | Summer 2023 | MT1 |
| | 38d | Feedback is gathered on O&S outputs and a tool developed to measure the success of O&S. | Spring 2024 | P1 |
| <i>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.</i> | 39a | Each O&S committee may establish separate work plans, with responsibility for monitoring use of resource across all work plans sitting with O&S Chairs. This is set out in the Constitution at O&S Procedure Rules 2 and 3. | Complete | CR1 |
| | 39b | Establish calendar of meeting dates for O&S chairs to include collective leadership monitoring of O&S resource | Summer 2023 | CM1 |
| Being clear about scrutiny's role | | | | |
| <p><i>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.</i></p> <p><i>Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.</i></p> <p><i>Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their</i></p> | 40 | See actions 4a, b and c above – O&S 'focus', working methods and terms of reference. | Summer 2023 | WS1/ WM1/ TOR1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|---|---|------|
| <i>relative importance justifies the positive impact scrutiny's further involvement could bring.</i> | | | | |
| <i>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.</i> | 41a | Senior officers and the statutory scrutiny officer support committees in selecting priorities that are of relevance and can add value to the organisation. – In annual work programming for O&S Committees and ongoing, during work programming discussions at each meeting. | Summer 2023 | WS1 |
| | 41b | Statutory scrutiny officer to ensure that scrutiny priorities are promoted to Executive members and the wider officer corps via Corporate Management Board and information sharing with Cabinet members. | Following annual work programming – Summer 2023 | WS1 |
| Who to speak to | | | | |
| <i>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:</i> <ul style="list-style-type: none"> <i>The public -</i> <i>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</i> | 42a | New Councillor and refresher training to be provided to include – Sources of input to annual work programming, to include community insight to their scrutiny work, partner information and Cabinet forthcoming priorities | Summer 2023 | MT1 |
| | 42b | See 3C above – use of community insight in O&S work | In annual work programming for O&S Committees - Summer 2023 | CI1 |
| | 42c | Statutory scrutiny officer to work with communications team to establish how scrutiny can promote its work priorities and gather public insight. To include proactive work with | Spring 2024 | COM1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|--|-----|---|---|------|
| <p><i>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.</i></p> <ul style="list-style-type: none"> <i>The authority's partners –</i> <i>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:</i> <ul style="list-style-type: none"> <i>o Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);</i> <i>o Voluntary sector partners;</i> <i>o Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);</i> <i>o In parished areas, town, community and parish councils;</i> <i>o Neighbouring principal councils (both in two-tier and unitary areas);</i> <i>o Cross-authority bodies and organisations, such as Local Enterprise Partnerships; and</i> <i>o Others with a stake and interest in the local area – large local employers, for example.</i> <i>The executive –</i> <i>a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work, but conversations will help scrutiny members better understand how their work can be designed to align with</i> | | communications team in Spring 2024 to gather public insight to inform future annual work programming in Summer 2024. | | |
| | 42d | <p>See 35 above:</p> <p>Develop a library of O&S oversight information, provided in an online format for Councillors to access independently, to include -</p> <p>Information from external organisations, as appropriate, to support individual work items and annual work programming</p> | Winter 23/ Spring 24 | L1 |
| | 42e | Cabinet is asked to provide input to annual O&S work programming to indicate forthcoming areas of work where O&S can add value. | In annual work programming for O&S Committees – Summer 2023 | C1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|--|-----|--|----------------------------|------|
| <i>the best opportunities to influence the authority's wider work.</i> | 42f | See 7b above: The Cabinet Forward Plan is regularly updated with sufficient notice of forthcoming priorities to enable O&S to engage effectively at an early stage in policy shaping | Ongoing request to Cabinet | C1 |
| | 42g | See 7c above: Role descriptions to be developed for Councillors in leading O&S roles to clarify expectation that scrutiny chairs establish informal working arrangements with relevant Portfolio Holders to ensure scrutiny can be informed of Cabinet priorities in a timely way. | Summer 2023 | RD1 |
| Information sources | | | | |
| <p><i>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:</i></p> <ul style="list-style-type: none"> <i>• Performance information from across the authority and its partners;</i> <i>• Finance and risk information from across the authority and its partners;</i> <i>• Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;</i> <i>• 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</i> <i>• Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.</i> <p><i>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</i></p> | 43a | See 30a above: Develop a library of O&S oversight information, provided in an online format for Councillors to access independently, to include - Performance, Management, Finance, Risk, Complaints, Business Cases and Ombudsman information. This will assist in 'horizon scanning' to enhance the effectiveness of O&S work planning. | Winter 23/ Spring 24 | L1 |
| | 43b | Presumption is made that library of information for O&S Councillors is public, with non public information shared in appropriate alternative environment to ensure Councillors can remain informed. | Winter 23/ Spring 24 | L1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|---|--|------|
| <i>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.</i> | 44 | Support committees to work in more diverse ways to maintain oversight of key information, including circulating information outside of meetings and the use of rapporteurs or champions for particular topics. This will free up committee resource for value added scrutiny. | In annual work programming for O&S Committees – Summer 2023 | WM1 |
| Shortlisting topics | | | | |
| <p><i>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:</i></p> <ul style="list-style-type: none"> • <i>Do we understand the benefits scrutiny would bring to this issue?</i> • <i>How could we best carry out work on this subject?</i> • <i>What would be the best outcome of this work?</i> • <i>How would this work engage with the activity of the executive and other decision-makers, including partners?</i> | 45a | <p>Extend the use of the 'scrutiny request form' already in place for commissioned items, to encourage consideration of the value to be added by all reports, such as scrutiny's consideration of Cabinet pre-decision items and officer proposed items.</p> <p>– In annual work programming for O&S Committees and ongoing, during work programming discussions at each meeting.</p> | Summer 2023 | WS1 |
| <i>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.</i> | | | | |
| | 45b | Review 'scrutiny request form' and update as appropriate to incorporate all suggested areas referenced in O&S guidance. | Summer 2023 | P1 |
| <i>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.</i> | 45c | <p>See 18c above:</p> <p>As required by the constitution, all requests for O&S work are considered by Committees against the current resource levels available to support the request</p> | Immediate, as arising, and in annual work programming for O&S Committees – Summer 2023 | R1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|---|---|------|
| Carrying out work | | | | |
| <p>Selected topics can be scrutinised in several ways, including:</p> <p><i>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;</i></p> <p><i>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;</i></p> <p><i>c) At a task and finish review of two or three meetings – short, sharp scrutiny review 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;</i></p> <p><i>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</i></p> <p><i>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</i></p> | 46a | Methods of carrying out O&S work are set out within the Constitution at Article 6, Rule 6.9. | Complete | CR1 |
| | 46b | Support committees to actively consider diverse ways of working other than committee reports to secure most effective outputs | In annual work programming for O&S Committees – Summer 2023 | WM1 |
| | 46c | Review and develop task and finish/ working group scoping document, protocol and joint working group protocol | Spring 2024 | P1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|----|---|---|------|
| Evidence sessions | | | | |
| <p><i>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.</i></p> <p><i>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.</i></p> | 47 | Consider the appropriateness of conducting evidence sessions to scrutinise particular topics when planning annual work programmes. These will need proactive planning to ensure that sufficient resource can be made available to support effective sessions. | In annual work programming for O&S Committees – Summer 2023 | WM1 |
| How to plan | | | | |
| <p><i>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.</i></p> | 48 | New Councillor and refresher training to be provided to include – Evidence led approach to O&S, and how to conduct an effective evidence session | Summer 2023 | MT1 |
| <p><i>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.</i></p> <p><i>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.</i></p> | 49 | O&S Chairing skills training to be delivered to include how to plan for and lead evidence sessions, establish aims and manage different objectives from committee members | Summer/ Autumn 2023 | MT2 |
| <p><i>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,</i></p> | 50 | O&S Chairing skills training to be delivered to include how to draw together themes and highlight key findings at the end of evidence sessions – this approach to be extended to all O&S | Summer/ Autumn 2023 | MT2 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|---|-----|---|--|-----------|
| <p><i>unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.</i></p> <p><i>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</i></p> | | work items to ensure Chairs can provide transparent summary of discussions. | | |
| Developing recommendations | | | | |
| <p><i>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.</i></p> <p><i>The drafting of reports is usually, but not always, carried out by officers, directed by members.</i></p> | 51a | Officer refresher training to be provided to include – Officers to provide timely, transparent advice to committees in all areas of O&S work, as appropriate. | Autumn 2023 | OT1 |
| | 51b | For longer pieces of O&S work, a lead officer to be identified at the scoping stage who will support report drafting - include this within relevant protocols listed at 46c above. | Immediate, as arising (WS1/R1) Protocol review Spring 2024 (P1) | WS1/R1/P1 |
| <p><i>Authorities draft reports and recommendations in a number of ways, but there are normally three stages:</i></p> <p><i>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;</i></p> <p><i>ii. The development of those findings, which will set out some areas on which recommendations might be made; and</i></p> <p><i>iii. the drafting of the full report.</i></p> <p><i>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.</i></p> | 52 | New Councillor and refresher training to be provided to include – Consideration of appropriate recommendations and reporting route for O&S work, to include consideration of what SMART recommendations may look like. Consideration of this to take place at the scoping stage of O&S work, to ensure scope is clear enough and to provide an indication of the value that is likely to be added by the work undertaken. | Summer 2023 | MT1 |

Overview and Scrutiny Action Plan 2023-24

| Relevant Extract from Statutory Guidance on O&S | ID | Action for BCP Council | RAG and timescales | Code |
|--|----|---|--------------------|------|
| <i>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.</i> | | | | |
| <i>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</i> | 53 | New Councillor and refresher training to be provided to include – The role of executive member consultation during draft reporting stages. | Summer 2023 | MT1 |

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CORPORATE AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE



| | |
|----------------------------|---|
| Report subject | Pay and Reward |
| Meeting date | 12 June 2023 |
| Status | Public Report |
| Executive summary | This report provides an update on the progress to date with the Pay and Reward project. |
| Recommendations | N/A – for information only |
| Reason for recommendations | N/A – for information only |
| Portfolio Holder(s): | Councillor Jeff Hanna, Transformation and Resource |
| Corporate Director | Ian O'Donnell, Corporate Director for Resources |
| Report Authors | Sarah Ray-Deane, Director People and Culture |
| Wards | Council-wide |
| Classification | For Information |

Background

1. The Pay and Reward project was introduced to review and replace the seven different pay and grading structures and 4 very different sets of terms and conditions, inherited from the preceding legacy councils, with a new single pay and grading structure and one set of terms and conditions for BCP Council.
2. This will bring equality between current roles and rates of pay, ensuring that colleagues doing the same job or same level of work receive equal pay. Equal Pay legislation means we must ensure equal pay for equal work. The TUPE arrangements in place provides all colleagues on legacy terms protection on those terms until such time as the organisation needs to reorganise.

3. There are three principal areas of activity set out within the following two workstreams:

Workstream 1: Implementing a new pay and grading structure and re-evaluating all roles.

Workstream 2: Implementing a single set of terms and conditions and an enhanced colleague benefits package.

Workstream 1

Our external partners, Korn Ferry supported the pay and reward options with the development of some 580+ new role profiles replacing over 2700 job descriptions. These role profiles have been evaluated using the Hay methodology job evaluation scheme. This evaluation method is the most widely used in the world across the public, private and not-for-profit sectors.

Several different pay models have been considered, the latest being approved by Corporate Management Board in November 2022, which results in a higher percentage of colleagues whose pay will be either positively impacted or with no impact, than those negatively impacted. This approved model also has lower implementation costs for BCP Council.

Workstream 2

A new set of employment terms and conditions and benefits package will be introduced. These proposals have been formed in consultation and negotiation with trade unions and feedback from a staff survey undertaken.

4. In 2022 a suite of new HR policies was introduced for all, except for the three policies that will be introduced by Pay and Reward. These are Pay and Grading, Travel and Subsistence and Annual leave and Time off. Therefore, with regard to those three policies, staff will remain on their legacy terms and conditions until such time as Pay and Reward is implemented, and the new policies come into effect.
5. Through the implementation of the Pay and Reward strategy, the Council underpins its ambition to be an 'employer of choice,' and aligns with the values set out in the People Strategy. It enhances our position as an employer by being more competitive in the job market and improving our ability to attract and retain skills.
6. Furthermore, the HR policies within the proposed offer support the values and priorities set out in the Corporate Plan.

Progress to Date

7. In February the project reached a key milestone, by presenting our full offer of the new pay and grading structure, new terms and conditions and enhanced benefits package, to the Trade Unions.
8. Following a period of review, the Trade Unions raised several queries. The project team have formulated and sent a response that is hoped will enable them to proceed to ballot.
9. This will impact on the original proposed implementation date of 1 February 2024 by causing some delay, the length of which has not yet been determined. All possible

options will be considered with the view to progress this project to implement at the earliest date practicable.

Options Appraisal

10. This section is not applicable to this report.

Summary of financial implications

The figures below are included in the Council's 2023-2027 MTFP and are based on an implementation date of January 2024.

| BCP MTFP Provision 2023-2027 | £'000 | | | | |
|---|----------------|----------------|----------------|----------------|--------------|
| | 2023/24 | 2024/25 | 2025/26 | 2026/27 | Total |
| Pay and Reward Project | | | | | |
| End of pay protection | | (1,310) | (3,930) | | (5,240) |
| Increase in pay | 744 | 2,232 | | | 2,976 |
| Market supplements | | 250 | 750 | | 1,000 |
| Terms and Conditions | 62 | 186 | | | 248 |
| Incremental Drift - Assumption is not until 1 April | | | 2,177 | 1,870 | 4,047 |
| Pay and Reward Project Total | 806 | 1,358 | (1,003) | 1,870 | 3,031 |

As at the 31 March 2023 total spend on the Pay and Reward project was £2.3m.

There is an additional provision of £185k to fund the implementation team for 2023/24.

Summary of legal implications

11. Implementing a new pay and grading structure and single set of terms and conditions will provide consistency across the organisation and minimise the risk of equal pay claims.
12. Since the project commenced in 2019, we have engaged in a collective bargaining process with our recognised unions, GMB and UNISON.
13. Following the submission of our final offer, the Unions have raised queries, that currently prevent them from proceeding to ballot.
14. We are continuing to consult and negotiate with the Trade Unions to resolve their queries, in the hope that they can proceed to ballot and BCP Council can implement a unilateral change to employment contracts and terms and conditions.
15. Whilst every effort is being made to secure agreement, the Council would need to consider all alternative options to progress the project if a ballot is not held or indeed if a ballot resulted in a vote against the offer.
16. If we are unable to reach agreement with the trade unions, a Dismissal and Re-engagement process would legally permit a change to the terms and conditions. This option would be given consideration if no other options remain but would be considered only as a last resort.

Summary of human resources implications

17. We have and will continue to engage with colleagues through regular internal communications channels to update on the progress of ongoing negotiations with the Trade Unions and the revised timescale for implementation.
18. Prior to implementation a series of colleague briefings will be held to update on the proposed offer and new set of enhanced benefits.
19. Managers will be asked to support colleagues through the changes. Training and information packs will be provided to assist them in this process.
20. Percentage of workforce will see a decrease in pay but there will be a period of pay protection. Percentage will receive an increase which will be effective upon implementation.
21. The proposed new terms and conditions offer differences in the ways of working, giving colleagues more flexibility and choice.
22. EIA has been completed for the three policies introduced through implementation of Pay and Reward and on the full set of terms and conditions.
23. In line with the project communication plan, regular updates are provided to senior management teams via the Directors Strategy Group and Senior Leadership Network Group. Schools and the organisation workforce are kept informed, updates are cascaded through SLN, via the intranet and with 'A Conversation with Graham' Teams events.

Summary of sustainability impact

24. To support the Council's corporate ambition to be carbon neutral by 2030, detailed in the Climate and Emergency Action Plan, we have made an offer for sustainable business travel arrangements for colleagues in the proposed new terms and conditions. In addition, the proposed new benefits package also includes offers and discounts supporting sustainable travel and flexible working arrangements. The full details will be communicated when final proposals have been agreed with the Trade Unions.

Summary of public health implications

25. There are no public health implications arising from this report.

Summary of equality implications

26. An EIA panel reviewed the three main policies separately. A full EIA and Action Plan was submitted for further review to the Trade Unions along with the offer. The EIAs are considered working documents, with a view to consider and include comments/suggestions from colleagues following the colleague briefings as well as the Staff Network Groups. We have drafted a shared action plan and will consider support that can be put in place for those colleagues adversely affected by Pay and Reward.

UNISON have undertaken an analysis of the offer and considered how it impacts equalities. They have provided their response, with additional queries.

We have undertaken a pay audit in accordance with the guidance from the Equalities and Human Rights Commission (EHRC) and have satisfied ourselves that the new proposals do not have any gender imbalance as described for this type of audit.

Inevitably, with the introduction of a major change programme of this kind, there will be some colleagues that are negatively impacted due to the complexities in the existing pay structures, which currently allows the inequality in pay to exist. Pay and Reward will resolve these inequalities. For those adversely affected, there will be a period of pay protection.

Summary of risk assessment

27. There is a risk that if agreement cannot be reached with the Trade Unions and the collective bargaining process reaches an impasse, or as a result of unions balloting their members a 'no vote' is an outcome, at this point alternative options may be considered to enable the project to move forward and therefore remove the current inequality in pay, terms and conditions. An option may be dismissal and re-engagement of the whole workforce. This is a lengthy and resource intensive process, that will result in an extension to the implementation date.

Delays to the implementation of this project could also result in:

- Increased exposure to equal pay risks, having assessed roles and not addressed the pay inequality
- Increased recruitment and retention challenges and the knock-on impacts to service delivery
- Increased levels of dissatisfaction and impact on morale due to continuing inequity of pay
- Additional costs and project resources.
- People Strategy objectives not being met.

Background papers

None.

Appendices

There are no appendices to this report.

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CORPORATE AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE



| | |
|----------------------------|--|
| Report subject | Forward Plan |
| Meeting date | 12 June 2023 |
| Status | Public Report |
| Executive summary | The Corporate and Community Overview and Scrutiny (O&S) Committee is asked to consider and identify work priorities for its next meeting pending a wider review of its Forward Plan in dedicated workshop. |
| Recommendations | <p>It is RECOMMENDED that:</p> <p>the O&S Committee consider and agree any priorities for its next meeting, for subsequent publication in a Forward Plan.</p> |
| Reason for recommendations | The Council's Constitution requires all Overview and Scrutiny Committees to set out proposed work in a Forward Plan which will be published with each agenda |

| | |
|----------------------|--|
| Portfolio Holder(s): | N/A – O&S is a non-executive function |
| Corporate Director | Graham Farrant, Chief Executive |
| Report Authors | Lindsay Marshall, Overview and Scrutiny Specialist |
| Wards | Council-wide |
| Classification | For Decision |

Background

1. All Overview and Scrutiny (O&S) Committees are required by the Constitution to consider work priorities and set these out in a Forward Plan. When approved, this should be published with each agenda. It is good practice for the Forward Plan to be kept under regular review by the Committee, and in this report members are asked to discuss and agree work priorities for the next meeting to allow sufficient time for report preparation as appropriate.
2. Forward planning workshops are planned to take place for all O&S Committees between the first and second meetings of the committee meeting cycle, with workshop dates to be determined at time of writing this report. Committee members are therefore advised that minimal Forward Plan review is required at this stage and a more in-depth review, to plan work for the whole municipal year, may take place at the workshops.
3. The Corporate and Community O&S Committee has a Forward Plan in place, adopted by the previous membership of the Committee prior to the May 2023 elections. Committee members are provided with this for information at Appendix B and may wish to follow or amend this plan pending the forward planning workshop.
4. For guidance, the following documents are appended to this report:
 - Appendix A -Terms of Reference for all O&S Committees
 - Appendix B - Current Corporate and Community O&S Committee Forward Plan
 - Appendix C – Request for consideration of an issue by Overview and Scrutiny
 - Appendix D - Current Cabinet Forward Plan

BCP Constitution and process for agreeing Forward Plan items

5. The Constitution requires that the Forward Plan of O&S Committees shall consist of work aligned to the principles of the function. The BCP Council O&S function is based upon six principles:
 - Contributes to sound decision making in a timely way by holding decision makers to account as a ‘critical friend’;
 - A member led and owned function – seeks to continuously improve through self-reflection and development;

- Enables the voice and concerns of the public to be heard and reflected in the Council's decision-making process;
 - Engages in decision making and policy development at an appropriate time to be able to have influence;
 - Contributes to and reflects the vision and priorities of the Council;
 - Agility – able to respond to changing and emerging priorities at the right time with flexible working methods.
6. The O&S Committee may take suggestions from a variety of sources to form its Forward Plan. This may include suggestions from members of the public, officers of the Council, Portfolio Holders, the Cabinet and Council, members of the O&S Committee, and other Councillors who are not on the Committee.
 7. The Constitution requires that all suggestions for O&S work will be accompanied by detail outlining the background to the issue suggested, the proposed method of undertaking the work and likely timescale associated, and the anticipated outcome and value to be added by the work proposed. No item of work shall join the Forward Plan of the O&S Committee without an assessment of this information.
 8. Any Councillor may request that an item of business be considered by an O&S Committee. Members are asked to complete a form outlining the request, which is appended to this report at Appendix C. The same process will apply to requests for scrutiny from members of the public.
 9. A copy of the most recent Cabinet Forward Plan will be supplied to O&S Committees at each meeting for reference. The latest version was published on 23 May 2023 and is supplied as Appendix D to this report.

Resources to support O&S work

10. The Constitution requires that the O&S Committees take into account the resources available to support their proposals for O&S work. This includes consideration of Councillor availability, Officer time and financial resources. Careful and regular assessment of resources will ensure that there is appropriate resource available to support work across the whole O&S function, and that any work established can be carried out in sufficient depth and completed in a timely way to enable effective outcomes.
11. It is good practice for O&S Committees to agree a maximum of two substantive agenda items per meeting. This will provide sufficient time for Committees to take a 'deep dive' approach to scrutiny work, which is likely to provide more valuable outcomes. A large amount of agenda items can lead to a 'light touch' approach to all items of business, and also limit the officer and Councillor resource available to plan for effective scrutiny of selected items.
12. O&S Committees are advised to carefully select their working methods to ensure that O&S resource is maximised. A variety of methods are available for O&S Committees to undertake work and are not limited to the receipt of reports at Committee meetings. These may include:
 - Working Groups;
 - Sub-Committees;
 - Tak and finish groups;

- Inquiry Days;
- Rapporteurs (scrutiny member champions);
- Consideration of information outside of meetings – including report circulation/ briefing workshops/ briefing notes.

Further detail on O&S working methods are set out in the Constitution and in Appendix A – Terms of Reference for O&S Committees.

13. Bodies commissioned by an O&S Committee (such as Sub-Committees or Working Groups) may have conferred upon them the power to act on behalf of the parent body in considering issues within the remit of the parent body and making recommendations directly to Portfolio Holders, Cabinet, Council or other bodies or people within the Council or externally as appropriate.

Options Appraisal

14. The Committee is asked to agree work priorities for the next meeting, taking account of the supporting documents provided. This will ensure member ownership of the Committee Forward Plan by newly elected members to the Committee, and that reports can be prepared in a timely way, as appropriate.
15. Should the Committee not agree priorities for its next meeting, reports may not be able to be prepared in a timely way and best use of the meeting resource may not be made.

Summary of financial implications

16. There are no direct financial implications associated with this report. The Committee should note that when establishing a Forward Plan, the Constitution requires that account be taken of the resources available to support proposals for O&S work. Advice on maximising the resource available to O&S Committees is set out in paragraphs 10 to 13 above.

Summary of legal implications

17. The Council's Constitution requires all O&S Committees to set out proposed work in a Forward Plan which will be published with each agenda. The recommendation proposed in this report will fulfil this requirement.

Summary of human resources implications

18. There are no human resources implications arising from this report.

Summary of sustainability impact

19. There are no sustainability resources implications arising from this report.

Summary of public health implications

20. There are no public health implications arising from this report.

Summary of equality implications

21. There are no equality implications arising from this report. Any member of the public may make suggestions for Overview and Scrutiny work. Further detail on this process is included within Part 4 of the Council's Constitution.

Summary of risk assessment

22. There is a risk of challenge to the Council if the Constitutional requirement to establish and publish a Forward Plan is not met.

Background papers

None

Appendices

Appendix A – Overview and Scrutiny Committees Terms of Reference

Appendix B - Current Corporate and Community O&S Committee Forward Plan

Appendix C – Request for consideration of an issue by Overview and Scrutiny

Appendix D – Current Cabinet Forward Plan

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BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

OVERVIEW AND SCRUTINY COMMITTEES TERMS OF REFERENCE

Overview and Scrutiny is a statutory role fulfilled by Councillors who are not members of the Cabinet in an authority operating a Leader and Cabinet model. The role of the overview and scrutiny committees is to help develop policy, to carry out reviews of Council and other local services, and to hold decision makers to account.

PRINCIPLES OF OVERVIEW AND SCRUTINY

The Bournemouth, Christchurch and Poole Overview and Scrutiny function is based upon six principles:

1. Contributes to sound decision making in a timely way by holding decision makers to account as a 'critical friend'.
2. A member led and owned function – seeks to continuously improve through self-reflection and development.
3. Enables the voice and concerns of the public to be heard and reflected in the Council's decision-making process.
4. Engages in decision making and policy development at an appropriate time to be able to have influence.
5. Contributes to and reflects the vision and priorities of the Council.
6. Agile – able to respond to changing and emerging priorities at the right time with flexible working methods.

MEETINGS

There are four Overview and Scrutiny Committees at BCP Council. Each Committee meets 5 times during the municipal year:

- Corporate and Community Overview and Scrutiny Committee
- Children's Services Overview and Scrutiny Committee
- Health and Adult Social Care Overview and Scrutiny Committee
- Place Overview and Scrutiny Committee

The date and time of meetings will be set by full Council and may only be changed by the Chairman of the relevant Committee in consultation with the Monitoring Officer. Members will adhere to the agreed principles of the Council's Code of Conduct.

Decisions shall be taken by consensus. Where it is not possible to reach consensus, a decision will be reached by a simple majority of those present at the meeting. Where there are equal votes the Chair of the meeting will have the casting vote.

MEMBERSHIP

The Overview and Scrutiny Committees are appointed by full Council, and each has 11 members. No member of the Cabinet may be a member of the Overview and Scrutiny Committees, or any group established by the Committees. Lead Members of the Cabinet may not be a member of Overview and Scrutiny Committees. The Chair and Vice-Chair of the Audit and Governance Committee may not be a member of any Overview and Scrutiny Committee.

The quorum of the Overview and Scrutiny Committees shall be one third of the total membership (excluding voting and non-voting co-optees).

No member may be involved in scrutinising a decision in which they been directly involved. If a member is unable to attend a meeting their Group may arrange for a substitute to attend in their place in accordance with the procedures as set out in the Council's Constitution.

Members of the public can be invited to attend and contribute to meetings as required, to provide insight to a matter under discussion. This may include but is not limited to subject experts with relevant specialist knowledge or expertise, representatives of stakeholder groups or service users. Members of the public will not have voting rights.

Children's Services Overview and Scrutiny Committee - The Committee must statutorily include two church and two parent governor representatives as voting members (on matters related to education) in addition to Councillor members. Parent governor membership shall extend to a maximum period of four years and no less than two years. The Committee may also co-opt one representative from the Academy Trusts within the local authority area, to attend meetings and vote on matters relating to education.

The Committee may also co-opt two representatives of The Youth Parliament and, although they will not be entitled to vote, will ensure that their significant contribution to the work of the Committee is recognised and valued.

FUNCTIONS OF THE O&S COMMITTEES

Each Overview and Scrutiny Committee is of equal status and has responsibility for:

- Scrutinising decisions of the Cabinet, offering advice or making recommendations, considering decisions that have been called-in,
- Offering any views or advice to the Cabinet or Council in relation to any matter referred to the Committee for consideration;

- General policy reviews, and making recommendations to the Council or the Cabinet to assist in the development of future policies and strategies;
- Assisting the Council in the development of the Budget and Policy Framework by in-depth analysis of policy issues;
- Monitoring the implementation of decisions to examine their effect and outcomes;
- Referring to full Council, the Cabinet or appropriate Committee/Sub-Committee any matter which, following scrutiny a Committee determines should be brought to the attention of the Council, Cabinet or other appropriate Committee;
- Preparation, review and monitoring of a work programme;
- Maintaining oversight of the training needs of the Committee.
- Establishing such commissioned work as appropriate after taking into account the availability of resources, the work programme and the matter under review;

Figure 1 below provides an outline of the responsibilities of each Committee.

The remit of the Overview and Scrutiny Committees is based on the division of Portfolio Holder responsibilities. Portfolio Holders may report to more than one Overview and Scrutiny Committee.

Portfolio Holder responsibilities are changeable and from time to time it may be necessary to modify the designation of functions across the four Overview and Scrutiny Committees.

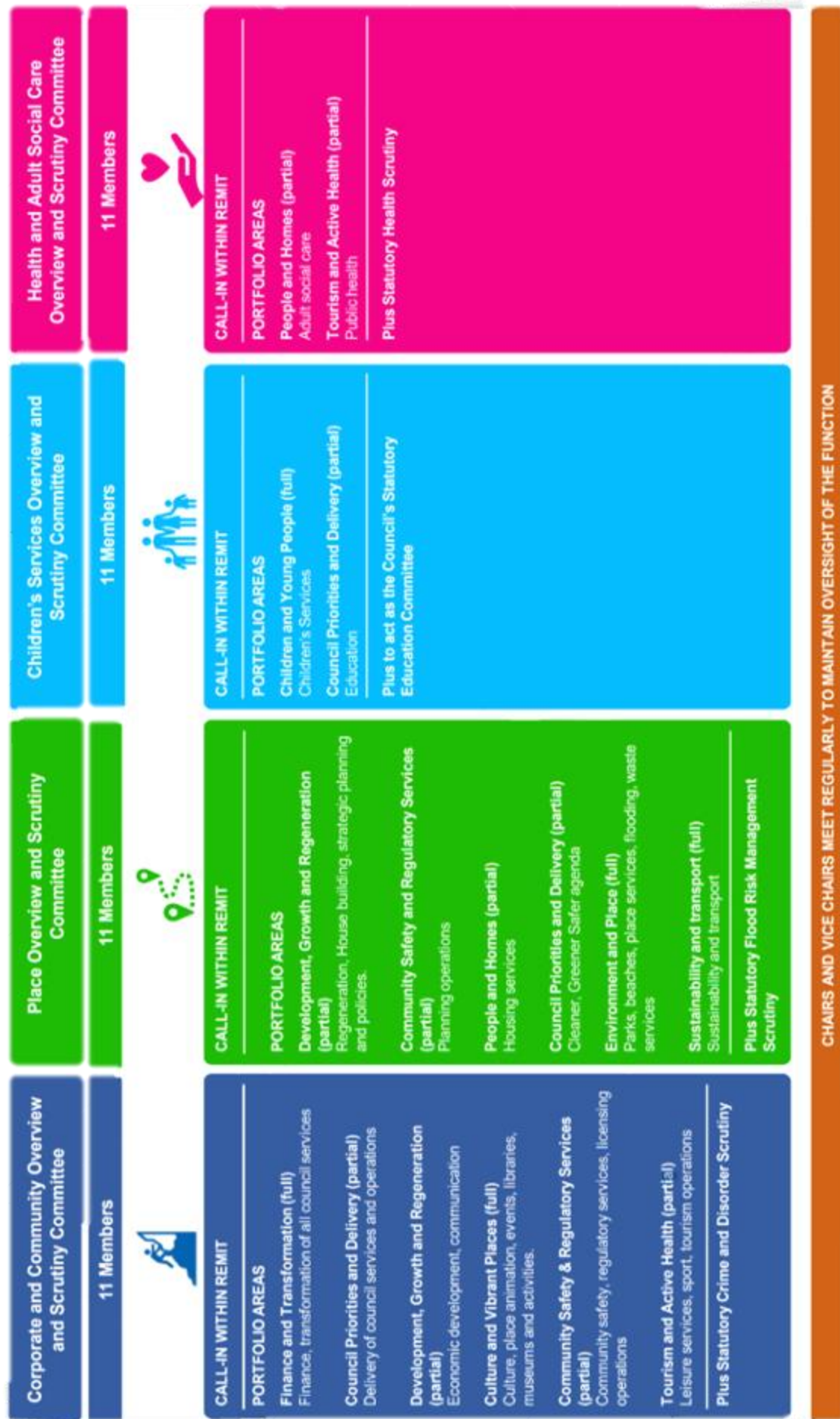


Figure 1 – Overview and Scrutiny Committee Structure, 2023.

COMMISSIONED WORK

In addition to Committee meetings, the Overview and Scrutiny Committees may commission work to be undertaken as it considers necessary after taking into account the availability of resources, the work programme and the matter under review.

Each Committee is limited to two commissions at a time to ensure availability of resources.

a) Working Groups – a small group of Councillors and Officers gathered to consider a specific issue and report back to a full Committee, or make recommendations to Cabinet or Council within a limited timescale. Working Groups usually meet once or twice, and are often non-public;

b) Sub-Committees – a group of Councillors delegated a specific aspect of the main Committee's work for ongoing, in-depth monitoring. May be time limited or be required as a long-standing Committee. Sub-Committees are often well suited to considering performance-based matters that require scrutiny oversight. Sub-Committees usually meet in public;

c) Task and finish groups – a small group of Councillors tasked with investigating a particular issue and making recommendations on this issue, with the aim of influencing wider Council policy. The area of investigation will be carefully scoped and will culminate in a final report, usually with recommendations to Cabinet or Council. Task and finish groups may work over the course of a number of months and take account of a wide variety of evidence, which can be resource intensive. For this reason, the number of these groups must be carefully prioritised by scrutiny members to ensure the work can progress at an appropriate pace for the final outcome to have influence;

d) Inquiry Days – with a similar purpose to task and finish groups, inquiry days seek to understand and make recommendations on an issue by talking to a wide range of stakeholders and considering evidence relating to that issue, within one or two days. Inquiry days have similarities to the work of Government Select Committees. Inquiry days are highly resource intensive but can lead to swift, meaningful outcomes and recommendations that can make a difference to Council policy; and

e) Rapporteurs or scrutiny member champions - individual Councillors or pairs of Councillors tasked with investigating or maintaining oversight of a particular issue and reporting back to the main Committee on its findings. A main Committee can use these reports to facilitate its work prioritisation. Rapporteurs will

undertake informal work to understand an issue – such as discussions with Officers and Portfolio Holders, research and data analysis. Rapporteur work enables scrutiny members to collectively stay informed of a wide range of Council activity. This approach to the provision of information to scrutiny members also avoids valuable Committee time being taken up with briefings in favour of more outcome-based scrutiny taking place at Committee.

These terms of reference should be read in conjunction with the Overview and Scrutiny Procedure Rules outlined in Part 4C of the Council's Constitution.

Forward Plan – BCP Corporate and Community Overview and Scrutiny Committee

| | Subject and background | Anticipated benefits and value to be added by O&S engagement | How will the scrutiny be done? | Lead Officer/Portfolio Holder | Report Information |
|---|--|---|--------------------------------|--|--|
| DATE – 12.06.2023 | | | | | |
| 1. | Pay and Reward Update To consider an update on the current progress of this project | To provide the committee with an overview of the project to date and identify any need for future scrutiny prior to implementation. | Committee Report | PH – Transformation and Resource | Requested by Committee |
| 2. | Overview and Scrutiny Annual Report | For consideration & comment by the Committee, to ensure Council wide ownership of the activity of O&S Committees. | Committee Report | Lindsay Marshall, Overview & Scrutiny Specialist. PH not applicable | Requested by Officer – constitutional requirement to report to committee |
| DATE to be allocated | | | | | |
| 1. | End of year Corporate Performance Report | To provide the Committee with an overview of performance and an opportunity to consider any areas to target scrutiny. | Committee/ Cabinet report | TBC Head of Policy and Research | |
| 2. | Business Improvement Districts To consider information from the local BIDs on current issues and priorities. | To enable the Committee to hear from the Council's partners in the local BIDS and consider ways to work together | Committee Report | TBC Director Economic Development | Moved from October meeting date to accommodate budget |
| Commissioned Work Work commissioned by the Committee (for example task and finish groups and working groups) is listed below: | | | | | |

| | Subject and background | Anticipated benefits and value to be added by O&S engagement | How will the scrutiny be done? | Lead Officer/Portfolio Holder | Report Information |
|--|---|--|--------------------------------|--------------------------------------|--------------------|
| Note – to provide sufficient resource for effective scrutiny, no more than 2 items of commissioned work will run at a time. Further commissioned work can commence upon completion of previous work. | | | | | |
| | Complaints Procedure – Working group To scrutinise and review the current complaints procedure and its effectiveness, to consider any opportunities for improvements. | To allow a more in-depth piece of work to analyse current practice and to consider making recommendations if required | Task and Finish Group | PH – Council Priorities and Delivery | |
| Update Items The following items of information have been requested as updates to the Committee. The Committee may wish to receive these in an alternative to format to Committee updates (e.g. by emailed briefing note outside of the Committee) to reserve capacity in Committee meetings for items of value-added scrutiny. | | | | | |
| | Request made at the Committee meeting held on 12 December 2022. | The wider list of assets considered for disposal and the reasons for those selected for shortlist and 2. The timetable for the controlled disposal of public assets, which maximises value and controls risk, over the period of the Transformation Programme. | TBC | PH – Finance and Transformation | |
| Annual Reports | | | | | |

| | Subject and background | Anticipated benefits and value to be added by O&S engagement | How will the scrutiny be done? | Lead Officer/Portfolio Holder | Report Information |
|--|---|---|---------------------------------------|--|--|
| | Crime and Disorder Scrutiny Report | Statutory requirement | Committee Report | PH – Community Safety and Regulatory Services | |
| | Budget Report | Ensure that there is scrutiny of the annual budget setting process | Committee Report | PH – Finance and Transformation Director of Finance | |
| Requested items – Further details and dates to be allocated | | | | | |
| | Our Cultural Plan | TBC | Cabinet Report | PH – Tourism, Culture and Vibrant Places | Cabinet report deferred to the March Cabinet. |
| | Award of Gigabit Fibre Neutral Host Operator | TBC | Cabinet Report | PH – Development, Growth and Regeneration | Cabinet report deferred to next municipal year |
| | Library Strategy | TBC | Cabinet / Committee report | PH – Tourism, Culture and Vibrant Places | Cabinet report deferred to next municipal year |
| | Pay and Reward update | TBC | Committee Report | TBC | |
| | External Consultancy Contracts | TBC | TBC | TBC | |
| | Shared Prosperity Fund and Investment Plan | TBC | TBC | PH – Transformation and Finance | Member seminar arranged on this issue |

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Request for consideration of an issue by Overview and Scrutiny

Guidance on the use of this form:

This form is for use by councillors and members of the public who want to request that an item joins an Overview and Scrutiny agenda. Any issue may be suggested, provided it affects the BCP area or the inhabitants of the area in some way. Scrutiny of the issue can only be requested once in a 12 month period.

The form may also be used for the reporting of a referral item to Overview and Scrutiny by another body of the council, such as Cabinet or Council.

The Overview and Scrutiny Committee receiving the request will make an assessment of the issue using the detail provided in this form and determine whether to add it to its forward plan of work.

They may take a variety of steps to progress the issue, including requesting more information on it from officers of the council, asking for a member of the overview and scrutiny committee to 'champion' the issue and report back, or establishing a small working group of councillors to look at the issue in more detail.

If the Committee does not agree to progress the issue it will set out reasons for this and they will be provided to the person submitting this form.

More information can be found at Part 4.C of the BCP Council Constitution
<https://democracy.bcpCouncil.gov.uk/ieListMeetings.aspx?CommitteeID=151&Info=1&bcr=1>

Please complete all sections as fully as possible

1. Issue requested for scrutiny

2. Desired outcome resulting from Overview and Scrutiny engagement, including the value to be added to the Council, the BCP area or its inhabitants.

3. Background to the issue

4. Proposed method of scrutiny - (for example, a committee report or a working group investigation)

5. Key dates and anticipated timescale for the scrutiny work

6. Notes/ additional guidance

Document last reviewed – January 2022

Contact – democratic.services@bcpcouncil.gov.uk

CABINET FORWARD PLAN – 1 JUNE 2023 TO 30 SEPTEMBER 2023

(PUBLICATION DATE – 23 May 2023)



93

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|--|---|-------------------------|--|-----------|---|---|----------------------------|--|
| Outturn Report 2022/23 | To provide the financial outturn for 2022/23 | No | Cabinet 21 Jun 2023 Council 11 Jul 2023 | All Wards | | | Nicola Webb | Open |
| | | | | | | | | |
| Medium Term Financial Plan (MTFP) Update | This report presents the latest medium-term financial plan (MTFP) of the council to reflect government announcements since the February 2022 budget report and updated assumptions. | No | Cabinet 26 Jul 2023 Council 12 Sep 2023 | All Wards | | | Adam Richens | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|--|--|-------------------------|-----------------------------|-----------|---|---|-----------------------------|--|
| End of Year Corporate Performance Report 2022/23 | To provide an update on progress delivering the actions set out in the Corporate Strategy and Delivery Plans | No | Cabinet 26 Jul 2023 | All Wards | | | Vicky Edmonds | Open |
| Award of Gigabit Fibre Neutral Host Operator | Recommendation that Cabinet confirm the appointment of the preferred bidder to the role of BCP Council Gigabit Fibre Neutral Host Operator and to proceed to agreement and formal award. | No | Cabinet 26 Jul 2023 | All Wards | | | Adrian Hale, Chris Shephard | Open |
| Protecting our Coastal and Open Spaces | to consider recommendations for PSPO following public consultation | No | Cabinet 26 Jul 2023 | All Wards | | | Nananka Randle | Open |
| | | | | | | | | |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|--|---|-------------------------|---|-----------|---|---|----------------------------|--|
| Subsidised Bus Services Review | To consider subsidised bus service reductions required to remain within available budgets. | Yes | Cabinet 6 Sep 2023 | All Wards | | | John McVey | Open |
| Consultation on the draft Bournemouth, Christchurch and Poole Local Plan | To seek agreement to publish the draft (Pre submission) version of the Bournemouth, Christchurch and Poole Local Plan for consultation prior to the submission of the plan for examination. | Yes | Cabinet 6 Sep 2023 Council 12 Sep 2023 | All Wards | | | Steve Dring, Sam Fox | Open |
| | | | | | | | | |
| Housing Strategy - Annual Summary Review | | No | Cabinet 25 Oct 2023 | | | | Kerry-Marie Ruff | |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|---|-------------------------|-----------------------------|--|---|---|---|--|
| Christchurch Bay and Harbour FCERM Strategy | Bournemouth, Christchurch and Poole Council (BCP) and New Forest District Council (NFDC) are working together with the Environment Agency to produce a new strategy to protect coastal communities from tidal flooding and erosion risk. It will guide how the frontage from Hengistbury Head to Hurst Spit, encompassing Christchurch Harbour, will be sustainably managed for the next 100 years. | No | Cabinet 25 Oct 2023 | Christchurch Town; East Southbourn e & Tuckton; Highcliffe & Walkford; Mudeford, Stanpit & West Highcliffe | Landowners, BCP residents, businesses, organisations, BCP services | Several levels of public enegagement and consultation throughout the development of the Strategy between 2021 and 2023. | Catherine Corbin, Alan Frampton, Matt Hosey | Open |
| | | | | | | | | |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|--|--------------------------------|------------------------------------|---------------------|--|--|-----------------------------------|---|
| Street Naming and Numbering Policy | To secure Cabinet approval for a single BCP policy relating to street naming and numbering decisions. | No | Cabinet Date to be confirmed | All Wards | | | Matti Raudsepp | Open |
| Library Strategy | To produce a library strategy across all BCP libraries and the development of libraries as neighbourhood hubs. | No | Cabinet Date to be confirmed | | | | | Open |
| Bournemouth Development Company LLP Business Plan | To seek approval for the Bournemouth Development Company Business Plan, extend some contractual "Option Execution Dates" in relation to specific sites and provide an update in relation to the independent Local Partnerships Review. | No | Cabinet Date to be confirmed | Bournemouth Central | | | Sarah Longthorpe | Open |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|---|--|-------------------------|---------------------------------|-----------|--|---|----------------------------|--|
| Children's Services Early Help Offer | Summary of findings and recommendations from an ongoing review of our current Early Help services | No | Cabinet Date to be confirmed | All Wards | | | Zafer Yilkan | Open |
| Pay & Reward - New Terms and Conditions of Employment | To seek approval for the Council's new terms and conditions of employment, including new pay and grading arrangements. | No | Cabinet Date to be confirmed | | Proposals have been developed through a process of collective bargaining with recognised Trade Unions. CMB, directorate leadership teams and employees have also been consulted at various stages during the project and informed the development of proposals | | Lucy Eldred, Jon Burrows | Fully exempt |

| What is the subject? | What is the purpose of the issue? | Is this a Key Decision? | Decision Maker and Due Date | Wards | Who are the key stakeholders to be consulted before the decision is made? | What is the consultation process and period | Officer writing the report | Is the report likely to be considered in private (i.e., it contains confidential or exempt information)? |
|-----------------------------|--|--------------------------------|------------------------------------|--------------|--|--|-----------------------------------|---|
| Poole Regeneration Update | To update Cabinet and the public on projects and activities in Poole Town Centre | No | Cabinet Date to be confirmed | Poole Town | relevant stakeholders to the Poole Regeneration Programme | | Chris Shephard | Open |

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