

Notice of Overview and Scrutiny Board



Date: Monday, 18 November 2024 at 6.00 pm

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

Membership:

Chairman:

Cllr S Bartlett

Vice Chairman:

Cllr S Aitkenhead

Cllr P Broadhead
Cllr J Beesley
Cllr L Dedman
Cllr C Goodall

Cllr S Mackrow
Cllr L Northover
Cllr Dr F Rice
Cllr K Salmon

Cllr T Trent
Cllr O Walters
Cllr C Weight

All Members of the Overview and Scrutiny Board 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=5949>

If you would like any further information on the items to be considered at the meeting please contact: Claire Johnston email democratic.services@bcpCouncil.gov.uk

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

8 November 2024

**DEBATE
NOT HATE**



Available online and
on the Mod.gov app



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
(janie.berry@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. 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.

4. Confirmation of Minutes

5 - 8

To confirm and sign as a correct record the minutes of the meeting held on 21 October 2024.

4a. Action Sheet

9 - 10

To consider outstanding actions from previous meetings.

5. 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.bcpouncil.gov.uk/ieListMeetings.aspx?CommitteeID=151&Info=1&bcr=1>

The deadline for the submission of public questions is midday 3 clear working days before the meeting – Tuesday 12 November.

The deadline for the submission of a statement is midday the working day before the meeting – Friday 15 November.

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

ITEMS OF BUSINESS

- | | |
|--|---------|
| 6. Overview of BCP Council Consultation approaches | 11 - 16 |
| <p>This report provides an overview of the consultation methods and approach used by BCP Council to consult on various decisions and issues.</p> <p>The consultation framework is due to be refreshed, and this is an opportunity to receive feedback from the Board ahead of that work.</p> | |
| 7. O&S Budget Working Groups – findings and recommendations | 17 - 20 |
| <p>In September 2024, all O&S Committees established budget working groups to contribute to the development of the 2025/26 Council budget. This report contains the findings of the working groups.</p> <p>Note: Due to the scheduling of the working group meetings, appendices A-D of the report, the findings from each of the working groups, are to follow and will be circulated prior to the meeting.</p> | |
| 8. Work Plan | 21 - 62 |
| <p>The Overview and Scrutiny (O&S) Board is asked to consider and identify work priorities for publication in a Work Plan.</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
OVERVIEW AND SCRUTINY BOARD

Minutes of the Meeting held on 21 October 2024 at 6.00 pm

Present:-

Cllr S Bartlett – Chairman
Cllr S Aitkenhead – Vice-Chairman

Present: Cllr J Beesley, Cllr L Dedman, Cllr C Goodall, Cllr S Mackrow,
Cllr L Northover, Cllr K Salmon, Cllr T Trent, Cllr O Walters and
Cllr C Weight

Also in attendance: Cllr M Cox

54. Apologies

Apologies were received from Cllr Broadhead. Cllr Rice did not attend the meeting.

55. Substitute Members

There were no substitute members

56. Declarations of Interests

There were no declarations of interest made on this occasion.

57. Confirmation of Minutes

The minutes of the meetings held on 23 September 2024 and 1 October 2024 were approved as a correct record.

58. Action Sheet

The Chair outlined the points on the action sheet. Items were noted and those completed or open-ended would be removed from the action sheet.

59. Public Issues

There were none received on this occasion.

60. Blue Badge Service Update Report

The Portfolio Holder for Customer, Culture and Communications and the Director of Customer and Property Business 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 Board was advised that the report provided an update on the recommended officer actions

made in relation to the Informal working group report submitted to Overview and Scrutiny Committee on 9 October 2023. The Board was informed that the report included an update is also provided covering current blue badge processing performance which highlights a number of ongoing challenges currently facing the service, along with an action plan for improvement. The Board considered the report and the information provided by the Portfolio Holder and Officers. A number of points were raised and responded to including:

- Flexibly trained staff – It would be useful to have staff who would be able to backfill vacant positions, but it was important that this was aligned with the right staff and that the impact of staffing levels was not just shifted to a different area.
- Incorrect applications – this previously resulted in the application being refused and a new application needing to be made but staff would also look at where applications could be amended /corrected to allow them to be processed without a completely new application
- Enforcement – It was noted that parking enforcement would not be undertaken until three months after the expiry of a blue badge, but it was noted that this would only apply to Council car parks or on street parking.
- Online application – there was nothing online to indicated that there was an alternative way to apply. It was noted that members of the public could go to a customer services centre to access a paper copy, but this would then need to be inputted by a member of staff.
- Number of applications - It was noted that presently 900 applications were received each month, and it had only been possible to determine 850. It was currently taking approximately 14 weeks to process an application. In some cases, additional evidence was needed but this time was mostly just the time taken to start processing the application. It was noted that this wasn't particularly an issue with Local Government Reorganisation but a matter of resources.
- Resources – It was noted that the cost of the services was approximately £100k more than the funding received from the payment for the blue badges. Fees were only paid when the application was processed and approved. It was suggested that applicants could be given the option to set a calendar reminder to renew applications. The Board also asked about the cost of processing potentially fraudulent applications, it was noted that the impact of this was minimal.
- Cycle of Applications – It was confirmed that the process of simpler verification of renewals had probably disrupted the cyclical flow of applications to some extent. It was suggested that the requirements for processing should be taken up universally through the Local Government Association. It was noted that a Doret MP had already agreed to take up with issue with government. There had been an 11 percent increase in new applications since the previous year.

The Board discussed a number of issues around this being a national issue and made a number of suggestions which the Board requested the Portfolio Holder or Leader and the Chief Executive to take forward.

The Board RESOLVED that

- (a) The progress update on previously agreed actions were noted.**
- (b) The update on current blue badge processing performance is noted.**
- (c) The Portfolio Holder/Leader and the Chief Executive be asked to write to the Department for Transport to raise the concerns outlined by the O&S Board and that the Portfolio Holder take the issue forward with local MPs and the Local Government Association to encourage local authorities to raise these issues with the Department for Transport and request that central government gives local authorities the freedom to set fees which cover the cost of administering the system and that the system should be simplified in terms of renewal processes.**
- (d) A further update be brought back to the Board in approximately 6 months.**

Voting: Nem. Con.

A concern was raised that any increase in fees should not be prohibitive to people receiving a blue badge.

It was suggested that staff be multidisciplinary trained in order to provide cover for absences. It was also suggested that there should be an auto approval for blue badges for those with unaltering lifelong conditions

61. Work Plan

The Chairman presented a report, a copy of which had been circulated to each Member of the Board and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book. The Overview and Scrutiny (O&S) Board was asked to consider and identify work priorities for publication in a Work Plan. The Chair outlined the current work programme to the Board and noted that there were a number of issues which were still waiting completion of key lines of enquiry or further information. The following actions were noted:

The item on funding for arts, culture and leisure would be focused on arts and culture and that a separate item on leisure would be in future. This needed to be programmed into the work plan.

The item on Working more collectively across BCP geographical areas / Locality Governance required further scoping but it was noted that a Community Governance Review had been initiated through Council. Lots of comments from members regarding engagement with Council but want to consider timing. Performance across different channels – email traffic 'report it function'.

The Chair asked for expressions of interest in a working group on Council Performance.

Customer Services Reporting / CRM system had also been suggested as a potential working group for the Board. The Board was advised that in terms of timing this would be a good time this. It was noted that the Board could only have one working group in progress at a time although this could be included within the work plan for future availability.

In response to a query, it was confirmed that Key Lines of Enquiry Documents only need to be completed once an item has agreed to be included on the work plan after consideration of a scrutiny request form by the Board/Committee.

It was noted that the date for the briefing on the Integration of Dorset Local Enterprise Functions into Council should be January 2025. Dates for the other briefing sessions were discussed.

RESOLVED that the work plan be noted and amended as discussed.

The meeting ended at 7.30 pm

CHAIRMAN

ACTION SHEET – BOURNEMOUTH, CHRISTCHURCH AND POOLE OVERVIEW AND SCRUTINY BOARD

Updated – 12 September 2024

Minute number	Item	Action* *Items remain until action completed.	Benefit	Outcome (where recommendations are made to other bodies)
27 August 2024				
28.	Council Budget Monitoring 2024/25 at Quarter One	The Board requested that a report on Capital - as part of Q2 report be brought to the Board – to remain on tracker until achieved.	To ensure the Baord has some oversight of this issue.	
29.	Shared Vision for Bournemouth, Christchurch and Poole - Overview and Scrutiny Utilisation of the Performance Dashboard	The Board will circulate quarterly performance monitoring reports as 'for information' items on its agendas, for matters to be raised by exception. To be added ot the Work Plan	To maintain a watch on the Council Corporate Strategy Performance measures	
29.	Shared Vision for Bournemouth, Christchurch and Poole - Overview and Scrutiny Utilisation of the Performance Dashboard	The Board will take account of the Dashboard when undertaking annual work planning activity.		
29.	Shared Vision for Bournemouth, Christchurch and Poole - Overview and Scrutiny Utilisation of the Performance Dashboard	Officers be requested to work with all O&S committees to implement similar arrangements as those agreed by the Board, in order to utilise the Dashboard across the function to drive evidence led scrutiny.		

29.	Shared Vision for Bournemouth, Christchurch and Poole - Overview and Scrutiny Utilisation of the Performance Dashboard	The Performance Team would feedback to the relevant service areas the issues raised by the Board – See minutes for details of all points raised.		
29.	Shared Vision for Bournemouth, Christchurch and Poole - Overview and Scrutiny Utilisation of the Performance Dashboard	Leader of the Council to Follow up on the issues raised regarding Homelessness performance from the Dashbaord.		
30.	Progress update on the 'Best Value Notice	A copy of the Member/Officer relations report to be cirucalted to Baord members.	To ensure members are aware of the information from the report	
1 October 2024				
51.	O&S Budget working group - scoping report	That a working group be established to look at the topic areas of car parking and the residents' card.	To contribute to budget developement	
53.	Forward Plan	To follow up on the issue raised regarding online reporting with the relevant director		

OVERVIEW AND SCRUTINY BOARD



Report subject	Overview of BCP Council Consultation approaches
Meeting date	18 November 2024
Status	Report
Executive summary	<p>This report provides an overview of the consultation methods and approach used by BCP Council to consult on various decisions and issues.</p> <p>The consultation framework is due to be refreshed, and this is an opportunity to receive feedback from the Board ahead of that work.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>Overview and Scrutiny Board notes this report.</p>
Reason for recommendations	To ensure the Board has oversight and understanding of the consultation methods available, pros and cons and provide feedback and suggestions on the future approach.
Portfolio Holder(s):	Cllr Andy Martin, Portfolio Holder for Communications, Customer and Culture
Corporate Director	Graham Farrant, Chief Executive
Report Authors	<p>Isla Reynolds, Director of Marketing, Communications and Policy</p> <p>Lisa Stuchberry, Senior Research and Consultation Manager</p>
Wards	Not applicable
Classification	For information

Background

1. BCP Council conducts a variety of consultations to inform decision-making.
2. In 23/24, approximately 27 public consultations were carried out, including on, the Council's Corporate Vision, Council's 24/25 budget, and Poole Park entrance closure (which received our highest number of responses ever at 5,392).
3. There are two documents that are due to be updated or have reached the end of their life cycle. The Community Engagement and Consultation Strategy which sets out a vision for community engagement and consultation until 2024 and the Research and Consultation Framework which sets out a framework for how we work internally with services to deliver consultation and research projects.

Definition of consultation

4. Consultation is a two-way process in which people are fully informed about the options available and are asked their opinion on an issue the council is considering. Consultation has a defined start and end date and opinions from consultation activity should be used to inform decisions in a clear and transparent way. Feedback from consultation activity is used alongside performance, intelligence, legal, financial and sustainability information to make decisions about how council services are delivered.
5. There is a difference between formal consultation, stakeholder engagement and information sharing:
 - a. Informing: a one-way flow of information that passes balanced factual information to stakeholders
 - b. Engagement: a two-way process that involves active participation of stakeholders in service planning, delivery and evaluation
 - c. Consultation: a structured process for getting input and feedback on a specific issue and proposed course of action

Legal requirement for consultation

6. There are some circumstances where we must consult, either as a statutory responsibility or due to the Doctrine of Legitimate Expectation.
7. In some areas of the council work there is a statutory duty to consult. In such a case, the statute will set out who must be consulted and usually the timescales. Statutory provisions tend to apply to areas such as planning, licensing and housing.
8. Consultations that fall under the Doctrine of Legitimate Expectation include;
 - a. Where people have previously been consulted about similar decisions
 - b. Where a promise has been made to consult
 - c. Someone may lose out on a benefit or service that they have received for some time or where the consequences for failing to consult would lead to 'conspicuous unfairness'

Rules of consultation

9. There is clear guidance through case law on how we must conduct a consultation, called the Gunning Principles:
 - a. Consultation must be at a time when proposals are still at a formative stage.
 - b. There is sufficient information to give 'intelligent consideration'
 - c. Adequate time must be given for consideration and response
 - d. The product of consultation must be conscientiously taken into account in finalising any proposals.
10. In the absence of any statutory prescribed procedures and if the council abides to the Gunning Principles the overriding duty on local authorities is to act fairly when exercising their functions and that a council has broad discretion as to how a consultation should be carried out.

Consultation process

11. Following our research and consultation framework, when starting to plan a consultation we meet with the lead officer from the council service who is requesting the consultation to plan the consultation. We discuss the purpose of the consultation, the proposals being consulted upon, the stakeholders, and decide what methods of consultation we will use.

Consultation methods

12. There are a number of consultation methods available, each with pros and cons, and which are often used in combination depending on the type of consultation, the audience and the budget available.
13. **Open consultation:** This usually includes an information document and response form. This can be completed online and on paper and is open to everyone. It is an inclusive method that meets the legal requirements of consultation. Different formats can be used for different audiences and a mix of open and closed questions can be used. It works well alongside other methods of consultation and is good for evidencing perceived impact. It provides insight for Equality Impact Assessments. However, an open consultation will rarely provide a representative response – those motivated by a cause or issue are more inclined to respond. The volume and range of responses means that the results from this kind of survey can be labour intensive to analyse. This is the most common method used by BCP Council.
14. **Sample survey:** This is a randomly selected group of people that are surveyed conducted via phone, face-to-face, post or drop-and-collect methods. A representative random sample can give an indication of what all residents would think if they were asked to participate, and the data can be weighted to provide a more representative response. It provides a controlled environment from which to gather data. However, there is a cost associated with this method some recent examples of the cost involved include:

Project	Sample method	Sample size	Cost
Library survey	Drop and collect method	1,068	£16,413 +VAT
Safer roads	Face to face survey	200	£3,500 +VAT
Residents survey	Telephone	1,500	£21,430 +VAT

For most consultations, an open consultation would be needed in addition to a sample survey. The length of the survey is limited and as are the number of open-ended questions.

15. **Qualitative research:** This is research conducted via focus groups, deliberative events and in-depth interviews. It doesn't restrict discussion topics and is less structured than a survey. It can be a way to really probe views and experiences and as such, participants tend to feel empowered and have a good engagement experience. It's useful for testing concepts before more work is undertaken. However, it is an expensive option which often needs incentives to encourage people to participate, transcriptions of discussions and external facilitators, venues etc. It can be time consuming to gather and analyse the data, which is often discursive in nature. It's not open to all and can be side-tracked by other interests, agendas or questions. Using qualitative research as a consultation method can be useful but usually would be use in conjunction with an open information document / feedback form.
16. **Engagement HQ platform:** This is our digital engagement platform where we host our online consultations. It has a variety of engagement tools which we use to capture feedback. The tools include, digital idea walls, mapping tool (which are used for place-based consultations), story board, Q and A function. We are due to procure a new contract for an engagement platform starting in September 2025.

Reaching audiences

17. Most consultations will be supported with communications to promote participation from key audiences.
18. For some consultations (e.g. Adult Social Care) we will write to service users directly inviting them to take part in a consultation. For universal services we will use a variety of communication mechanisms to invite people to take part in consultations, including Social Media, e newsletters, drop in events, press releases etc.
19. In some instances, third party organisations support the council to reach specific audiences. For example, Dots Disability run discussion groups and access audits with disabled people from across impairment groups on our behalf.
20. We make paper copies of consultation material available in all BCP Council libraries

Evaluation

21. Once the fieldwork of a consultation has been completed, we analyse the results. Depending on the number of responses received depends on the level of analysis we can provide. We will analyse responses by respondent type e.g. resident living in a certain area, BCP resident, someone who works in the area etc or by service user / non-user to look at how views vary between different respondent types. We also analyse by protected characteristics to look at how views vary and the different impacts of a proposal on groups within our communities. All open comments are read and coded and a summary of the key themes and example quotes are provided. The consultation reports are published on the digital engagement platform and the web page is updated to explain the next phase of the process.

Decision-making

22. According to the Gunning Principles, “the product of consultation must be conscientiously taken into account in finalising any proposals”. This does not mean that any decisions must adhere to the results of a consultation, but views and perspectives must be considered as part of the decision-making process.
23. However, consultations and a council’s response to them, are key components of building public trust. It is therefore important for Councils to explain clearly how the results of consultations have been considered in decision-making.

Future Developments

24. We are exploring options for setting up a residents’ panel. The aim would be to recruit a representative sample of residents who could take part in surveys and focus groups throughout the year. This would be used alongside open consultation methods.
25. We will be creating an external consultation document which sets out when, why and how the council will consult and improve its consultations with residents and stakeholders.
26. Better evaluation of our consultation methods and how we promote consultations to gain a better understanding of who we are/ are not reaching. We are asking respondents how they found out about the consultation as part of their response.
27. The procurement of a new digital engagement contract for September 2025

Summary of financial implications

28. The budget for Research and Consultation is £275k which includes staff salaries and budget for some regular surveys (such as the Residents’ Survey), survey software, and outsourced specialist services. There are additional consultation costs e.g. printing, postage and additional research this is met by the services leading on the consultation.

Summary of legal implications

29. If we don’t consult appropriately in accordance with the legal principles, the Council is at risk of judicial review, which could ultimately mean decisions being delayed, rerunning consultations, extra cost including legal costs and damage to residents’ trust in the Council. Where statutory consultation is required, the Council may be required to follow a procedure format/guidance by which the

consultation itself is carried out otherwise there is some discretion, but with the overall consideration of fairness.

Summary of human resources implications

30. N/A

Summary of sustainability impact

31. N/A

Summary of public health implications

32. N/A

Summary of equality implications

33. N/A

Background papers

[Community Engagement and Engagement Strategy 2021 – 2024](#)
[Research and Consultation Framework](#)

OVERVIEW AND SCRUTINY BOARD



Report subject	O&S Budget Working Groups – findings and recommendations
Meeting date	18 November 2024
Status	Public Report
Executive summary	In September 2024, all O&S Committees established budget working groups to contribute to the development of the 2025/26 Council budget. This report contains the findings of the working groups.
Recommendations	<p>It is RECOMMENDED that the Board:</p> <p>Considers the findings and recommendations of the O&S budget working groups at Appendices A-D.</p>
Reason for recommendations	<p>All O&S budget working groups agreed to provide their findings to a dedicated feedback session to the O&S Board. The purpose of this report is to communicate these findings and for the O&S Board to formally adopt the recommendations made by the working groups.</p> <p>Scrutiny of budget proposals is consistent with Procedure Rule 4 'The Formulation of Budget Proposals' within the Budget & Policy Framework Procedure Rules of the Council's Constitution.</p>
Portfolio Holder(s):	<p>Cllr David Brown, Portfolio Holder for Health and Wellbeing</p> <p>Cllr Richard Burton, Portfolio Holder for Children, Young People, Education & Skills</p> <p>Cllr Mike Cox, Deputy Leader & Portfolio Holder for Finance</p> <p>Cllr Millie Earl, Leader of the Council</p> <p>Cllr Andy Hadley, Portfolio Holder for Climate Response, Environment & Energy</p> <p>Cllr Richard Herrett, Portfolio Holder for Destination, Leisure and Commercial Operations</p> <p>Cllr Kieron Wilson, Portfolio Holder for Housing & Regulatory Services</p>
Corporate Director(s):	Graham Farrant, Chief Executive

	Glynn Barton, Chief Operations Officer Cathi Hadley, Corporate Director for Children's Services Jillian Kay, Corporate Director for Wellbeing Adam Richens, Director of Finance
Report Authors	Lindsay Marshall, Overview & Scrutiny Specialist
Wards	Council-wide
Classification	For Decision

Background

1. In Autumn 2024, all Overview and Scrutiny (O&S) committees were invited to establish a working group to contribute to the development of the 2025/26 council budget. One working group was established per O&S committee. Through their work, each group contributed to a focussed period of scrutiny on the developing 2025/26 council budget during October 2024. A total of eight working group meetings were held supported by officers from across the council.
2. The working groups form part of a wider programme of budget scrutiny (see background papers to this report) developed in consultation with O&S lead members and executive councillors and officers. The programme timeline provides a series of opportunities for all councillors to be involved in the development of the 25/26 budget, with public scrutiny and all member sessions built into the process.
3. The aim is to develop a council budget that is robust, tested and inclusive of wider councillor views. Channelling work through the O&S committees also provides opportunity for public test and challenge as the budget develops.
4. The findings appended to this report conclude the in-depth scrutiny during the development stage of the budget. In keeping with the aims of the programme of budget scrutiny, all councillors are invited to attend this meeting of the O&S Board for this item.

Key Lines of Enquiry, Findings and Recommendations

5. Through the budget working groups, each O&S committee explored key lines of enquiry relating to budget matters within their areas of responsibility. These were selected by the full O&S committee. Committees were asked to focus their enquiries on what they perceived to be the most critical areas and those areas where they felt they may have impact.
6. The resulting key lines of enquiry were agreed by O&S committees as outlined below. Working group members then requested additional specific information and data requests to maximise their enquiries. These are set out in the Key Lines of Enquiry documents referenced in background papers to this report.

Key Lines of Enquiry and membership of O&S Budget Working Groups:

Overview and Scrutiny Board

Councillors Aitkenhead (lead), Beesley, K Salmon, Trent.

- Resident's Card
- Car Parking

Environment & Place Overview & Scrutiny Committee

Councillors J Martin (lead), Northover, Rice.

- Bed & Breakfast and temporary accommodation costs
- Climate & ecological emergency budget

Children's Services Overview & Scrutiny Committee

Councillors Carr-Brown (lead), Cooper, Hitchcock, D Martin.

- School transport costs
- Care growth forecast

Health & Adult Social Care Overview & Scrutiny Committee

Councillors Canavan (lead), Moriarty, J Salmon.

- Demand management across Adult Social Care services

7. The findings of each working group are set out at Appendices A-D. Representatives of each working group will be present at the O&S Board meeting to outline their findings.
8. The O&S Board is asked to consider the findings and adopt, amend or reject the recommendations of the O&S Budget Working Groups.

Measures of Effectiveness

9. The O&S Board and Committees agreed the following measures of effectiveness to assess the benefit of this scrutiny work:
 - A robust and balanced Council budget for 2025/26 is developed, which has been tested and challenged by non-executive members working in their capacity as a critical friend.
 - Opportunity for wider public engagement in the budget is provided through the overview and scrutiny process, under the public engagement provisions within the council's constitution.

Options Appraisal

10. The Board is asked to consider findings and approve, amend or reject the recommendations of the O&S Budget Working Groups. There are no alternative options proposed.

Summary of financial implications

11. There are no direct financial implications associated with the recommendation of this report for the O&S Board to consider working group findings. Financial

implications relating to any recommendations made by the working groups, if supported by the O&S Board, will be explored by decision makers in receipt of the recommendations.

Summary of legal implications

12. There are no legal implications associated with this report.

Summary of human resources implications

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

Summary of sustainability impact

14. There are no sustainability implications associated with this report.

Summary of public health implications

15. There are no public health implications associated with this report.

Summary of equality implications

16. There are no equality implications associated with this report.

Summary of risk assessment

17. There are no direct risks associated with this report.

Appendices

Appendix A – O&S Board Budget Working Group findings and recommendations
Appendix B – Environment & Place O&S Working Group findings and recommendations
Appendix C – Children's Services O&S Working Group findings and recommendations
Appendix D – Health & Adult Social Care O&S Working Groups findings and recommendations

Background papers

Published works:

[O&S Budget Working Groups scoping report](#)

[Programme of Budget Scrutiny for 2025/26 Council Budget.](#)

O&S Budget Working Groups Key Lines of Enquiry documents available on request:

- Overview and Scrutiny Board
- Environment & Place Overview & Scrutiny Committee
- Children's Services Overview & Scrutiny Committee
- Health & Adult Social Care Overview & Scrutiny Committee

OVERVIEW AND SCRUTINY BOARD



Report subject	Work Plan
Meeting date	18 November 2024
Status	Public Report
Executive summary	The Overview and Scrutiny (O&S) Board is asked to consider and identify work priorities for publication in a Work Plan.
Recommendations	It is RECOMMENDED that: the O&S Board review, update and confirm its Work Plan.
Reason for recommendations	The Council's Constitution requires all Overview and Scrutiny Committees to set out proposed work in a Work 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) bodies are required by the Constitution to consider work priorities and set these out in a Work Plan. When approved, this should be published with each agenda.
2. It is good practice for the Work Plan to be kept under regular review by the Board. Between meetings O&S Chairs and Vice Chairs, in consultation with officers, suggest updates to the work plan to ensure proposed topics remain timely, fit for purpose and allow sufficient time for report preparation as appropriate. The Board is now asked to review, update and/ or confirm the latest work plan update. See the Work Plan attached at Appendix B to this report.
3. The current work plan is based on annual work programming activity undertaken by the Board in Winter 2023. Through this work, which was supported by the Centre for Governance and Scrutiny (CfGS), the Board agreed a [framework](#) which outlines how scrutiny work will be selected and approached. This is based on good practice. The framework outlines that scrutiny work will be divided into three categories of:
 - Proactive scrutiny
 - Reactive scrutiny
 - Pre-decision scrutiny.

Information only items should be received in other ways, reserving committee and working group capacity for value-added scrutiny. The Board's current work plan is structured to reflect this.

4. O&S statutory guidance recommends that a 'lens' or key set of priorities be established by O&S committees, to clearly communicate their role and how they will add value to the work of the organisation. The statements also clarify the role of the committee to the public. Through annual work programming activity, the Board agreed the following lens and supporting statement:

The **O&S Board** will approach work through a lens of **RESIDENT IMPACT AND EXPERIENCE**, such as considering:

- benefits that could be brought to residents by **delivering services** in different ways
- how the areas of highest **financial risk** for the council may impact on residents
- the council's **relationship with the public** and work that can be done to strengthen this.

5. Established lenses provide a tool to assist O&S members in work programming, to sift suggestions for work into a realistic annual work programme for each committee and to provide an angle by which to approach scrutiny topics. The lens should be referred to throughout the year as arising suggestions for work are made. The establishment of a lens does not preclude the Board from using the full extent of its scrutiny powers where appropriate.

Principles of Good Scrutiny

6. The Constitution requires that the Work 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.

Process for agreeing Work Plan items

7. An O&S committee may take suggestions from a variety of sources to form its Work 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.
8. 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 Work Plan of the O&S Committee without an assessment of this information.
9. Any councillor may request that an item of business be considered by an O&S Committee. Councillors 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.
10. A copy of the most recent Cabinet Forward Plan will be supplied to O&S Committees at each meeting for reference when determining items of pre-decision scrutiny. The latest version is supplied as Appendix D to this report.

Resources to support O&S work

11. 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.

12. It is good practice for O&S Committees to agree a maximum of two/ three 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.
13. 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.

Options Appraisal

14. The O&S Board is asked to review, update and confirm its Work Plan, taking account of the supporting documents provided and including the determination of any new requests for scrutiny. This will ensure member ownership of the Work Plan and that reports can be prepared in a timely way. Should the Board not confirm its forthcoming priorities, 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

15. There are no direct financial implications associated with this report. The Board should note that when establishing a Work 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 11 to 13 above.

Summary of legal implications

16. The Council's Constitution requires that all O&S bodies set out proposed work in a Work Plan which will be published with each agenda. The recommendation proposed in this report will fulfil this requirement.

Summary of human resources implications

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

Summary of sustainability impact

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

Summary of public health implications

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

Summary of equality implications

20. There are no equality implications arising from this report. Any councillor and 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

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

Background papers

None.

Appendices

Appendix A – Overview and Scrutiny Committees Terms of Reference

Appendix B - Current O&S Board Work Plan

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

Appendix D – Current Cabinet Forward Plan

Appendix E – O&S Framework

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BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL

OVERVIEW AND SCRUTINY BOARD / COMMITTEES TERMS OF REFERENCE

Overview and Scrutiny (O&S) 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 Board and 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 bodies at BCP Council:

- Overview and Scrutiny Board
- Children's Services Overview and Scrutiny Committee
- Health and Adult Social Care Overview and Scrutiny Committee
- Environment and Place Overview and Scrutiny Committee

Each Committee meets 5 times during the municipal year, except for the Overview and Scrutiny Board which meets monthly to enable the Board to make recommendations to Cabinet. 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 Board and Committees are appointed by full Council. Each Committee has 11 members and the Board has 13 members. No member of the Cabinet may be a member of the Overview and Scrutiny Committees or Board, or any group established by them. Lead Members of the Cabinet may not be a member of Overview and Scrutiny Committees or Board. The Chair and Vice-Chair of the Audit and Governance Committee may not be a member of any Overview and Scrutiny Committees or Board.

The quorum of the Overview and Scrutiny Committees and Board 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.

Environment and Place Overview and Scrutiny Committee - The Committee may co-opt two independent non-voting members. The selection and recruitment process shall be determined by the Environment and Place Overview and Scrutiny Committee.

FUNCTIONS OF THE O&S COMMITTEES AND O&S BOARD

Each Overview and Scrutiny Committee (including the Overview and Scrutiny Board) has responsibility for:

- Scrutinising decisions of the Cabinet, offering advice or making recommendations
- 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
- Establishing such commissioned work as appropriate after taking into account the availability of resources, the work programme and the matter under review

In addition, the Overview and Scrutiny Board has responsibility for:

- Considering decisions that have been called-in
- Undertaking scrutiny of the Council's budget processes
- Carrying out the Council's scrutiny functions relating to crime and disorder, and discharging any other statutory duty for which the O&S function is responsible, other than those that relate to Flood Risk Management, Health, Adult Social Care, Children's Services and Education
- Overseeing the Council's overall O&S function including oversight of the work plans and use of resource across all O&S bodies
- Keeping the O&S function under review, suggesting changes as appropriate to ensure that it remains fit for purpose
- Reporting annually to Full Council on the output of the O&S function
- Maintaining oversight of the training needs of the whole O&S function.

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

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

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 bodies.

Overview & Scrutiny Committee Structure

OVERALL RESPONSIBILITY FOR ALL CALL-IN PLUS OVERVIEW AND SCRUTINY FUNCTION OVERSIGHT, DEVELOPMENT AND REPORTING

Overview and Scrutiny Board

13 Members, 12 meetings per year



CRITICAL FRIEND FOR PORTFOLIO AREAS:

Leader (partial) - Political priority delivery, BCP Council policy, Strategic partnerships, Devolution, Community governance, Regeneration & infrastructure

Deputy Leader & Finance (full) - Finance, Budget setting, Financial controls, Financial Services, Revenue & Benefits, Audit & management, Estates

Transformation, Resources & Governance (full) - General procurement, Transformation, IT, data & programmes, People & culture, Law & governance, Elections BCP, Council Constitution and controls, Equalities, diversity & inclusion.

Customer, Communications & Culture (full) - Communications, marketing & brand, Consultation, Customer services & contact, Website, Emergency Planning & Response, Libraries, Culture and museums, Cultural activities.

Communities & Partnerships (partial) - Community involvement & Voluntary Sector, Lived experience & engagement, Bereavement & Coroner Services

Destination, Leisure & Commercial Operations (partial) - Economic development, Destination & high streets, Tourism & events, Seafront, Sport & leisure, Commercial Operations, Car parking.

Housing & Regulatory (partial) - Environmental health, Community safety, Trading standards, Anti-social behaviour enforcement, Liaison with Dorset Police & Fire Service, Licensing policy

Plus Statutory Crime and Disorder Scrutiny

Environment & Place Overview and Scrutiny Committee

11 Members, 5 meetings per year



CRITICAL FRIEND FOR PORTFOLIO AREAS:

Leader (partial)
Planning & **Local Plan**

Climate Response, Environment & Energy (full)
Climate, Environmental services, Refuse collection & waste disposal, Street cleansing, Grounds maintenance, Parks & gardens, Highways maintenance, Sustainable travel, **Local Transport Plan**, **Strategic transport and Western Gateway**, Flood and Coastal Erosion Risk Management (FCERM)

Communities & Partnerships (partial)
Play Strategy

Destination, Leisure & Commercial Operations (partial)
Road safety

Housing & Regulatory (partial)
Housing management & landlord services, Housing strategy & standards, Homelessness & housing need

Plus Statutory Flood Risk Management Scrutiny

Children's Services Overview and Scrutiny Committee

11 Members, 5 meetings per year



CRITICAL FRIEND FOR PORTFOLIO AREAS:

Children, Young People, Education & Skills (full)
Children's social care, Education & SEND, Liaison with Ofsted and DfE, Liaison with schools, universities and colleges, Liaison with children & young people, Children's transformation programme

Plus to act as the Council's Statutory Education Committee

Health and Adult Social Care Overview and Scrutiny Committee

11 Members, 5 meetings per year



CRITICAL FRIEND FOR PORTFOLIO AREAS:

Health & Wellbeing (full)
Public Health, Adult social care, Adult commissioning, Relationship with NHS & Integrated Care System

Communities & Partnerships (partial)
Carers, Integrated Neighbourhood Teams

Plus Statutory Health Scrutiny

CHAIRS AND VICE-CHAIRS MEET REGULARLY TO ASSIST THE BOARD WITH MAINTAINING OVERSIGHT OF THE FUNCTION

COMMISSIONED WORK

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

Each O&S body is limited to one commission 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 the full Board/ 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 Board/ 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 Board/ 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.

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BCP Council Overview and Scrutiny Board – Work Plan. Updated 7.11.24

Guidance notes:

- 2/3 items per committee meeting is the recommended maximum for effective scrutiny.
- The O&S Board will approach work through a lens of **RESIDENT IMPACT AND EXPERIENCE**
- Items requiring further scoping are identified and should be scoped using the Key Lines of Enquiry tool.

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
Meeting Date: 18 November 2024				
1.	Production and Effectiveness of Public Consultations (2)	Committee Report – Initial update on current situation with potential for working group	Director of Marketing, Comms and Policy Portfolio Holder	Item was requested in the initial work programming for the O&S Board
2.	Budget Working Groups To consider feedback and recommendations from the established budget working groups	Dedicated budget scrutiny – all groups to feedback to O&S Board	N/A – The areas covered in the working groups cover a range of Cabinet Portfolios	TBC – All O&S members to be invited
Meeting Date: 9 December 2024				
1.	Medium Term Financial Plan (MTFP) Update To consider a Cabinet report which Present progress in delivering a legally balance budget for 2025/26	Scrutiny of a Cabinet report	Adam Richens, Chief Finance Officer Mike Cox, PH Finance	Cabinet Report – See Cabinet Forward Plan

Key: Pre-Decision Scrutiny Pro-active Scrutiny

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
2.	Quarter 2 Budget Monitoring Report	Scrutiny of a Cabinet report	Chief Finance Officer Portfolio Holder Finance	Cabinet Report – See Cabinet Forward Plan
3.	Pay and Reward progress update Provides an update on the progress of the Pay and Reward project following the outcome of the Trade Union ballot process	Scrutiny of a Cabinet report	Portfolio Holder for Transformation, Resources and Governance	Cabinet Report – See Cabinet Forward Plan
4.	Library Strategy Consultation Update	Scrutiny of a Cabinet report	-	Cabinet Report – See Cabinet Forward Plan
5.	Crime and Disorder Scrutiny of Community Safety Partnership The Overview and Scrutiny Board is the statutory body for crime and disorder scrutiny and will consider the annual report of the community safety partnership.	Annual Report	Portfolio Holder for Housing and Regulatory Director of Housing and Communities	
6.	Transformation and the centralised handling of complaints Report requested through the work planning workshops	Report to Committee	Director of Customer & Property	
Meeting Date: 6 January 2025				
1.	Transformation Programme - Closure Report To consider the Cabinet report which summarises what the programme has	Scrutiny of a Cabinet report	Portfolio Holder for Transformation, Resources and Governance	Cabinet Report – See Cabinet Forward Plan

Key: Pre-Decision Scrutiny Pro-active Scrutiny

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
	achieved, what hasn't been achieved, and proposed next steps To confirm the programme's closure by end March 2025 and the proposed direction of travel			
2.	Investment & Development Directorate - Regeneration Programme To provide an update on the progress of the Council's regeneration programme.	Committee Report	Director of Regeneration and Economy Leader of the Council	
3.	Item to be selected from Pro-Active Scrutiny topic list			
Meeting Date: NEW DATE 3 February 2025				
1.	Budget Scrutiny Scrutiny of the 2025/26 budget proposals, consideration of the Cabinet report and any recommendations to be made to Cabinet.	Cabinet Budget report	Adam Richens, Chief Finance Officer Mike Cox, PH Finance	
2		Updates from Budget T&F groups if required	Adam Richens, Chief Finance Officer Mike Cox, PH Finance	
Meeting Date: 25 February 2025				
1.	Council Budget Monitoring 2024/25 Quarter Three Scrutiny of the Quarter 3 budget monitoring report to Cabinet	Scrutiny of Cabinet Report	Adam Richens, Chief Finance Officer Mike Cox, PH Finance	

Key: Pre-Decision Scrutiny Pro-active Scrutiny

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
2.	Item to be selected from Pro-Active Scrutiny topic list			
3.	Item to be selected from Pro-Active Scrutiny topic list			
Items with Dates to be allocated				
	Local Transport Plan Subject to changes to the remit of the Board— Item to be referred to the Environment and Place O&S Committee	Committee Report Report to be referred to Environment and Place	Portfolio Holder for Climate Response, Environment and Energy	Board have requested to see this at an early stage and not as a pre-decision Scrutiny item.
	Accounting for Social Value in decision making	Committee Report		Item requires further scoping - KLOE document
	Arts and Culture Funding Item requested through work planning workshops	Committee Report	Portfolio Holder for Connected Communities and Portfolio Holder for Customer, Communication and Culture	Item from Pro-Active Scrutiny List (including funding for BSO and Lighthouse)
	Working more collectively across BCP geographical areas / Locality Governance – Substantive item	Committee Report		This requires further scoping – KLOE document
	Performance of the Council Data, and performance of directorates and staff (25)	Informal investigation report by O&S Board		This requires further scoping – KLOE document Will be suited to a working group.

Key: Pre-Decision Scrutiny Pro-active Scrutiny

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
Working Groups				
	Budget Working Group – Suggested areas: Operations Directorate: Resident Card, Income forecasts, Fees and charges Resources Directorate: Transformation Budget, Licensing costs, Revenue & Benefits,	Working group to meet in October	PH – Destination, Leisure and Commercial Operations Director of Regeneration and Economy Head of Parking Operations and Enforcement	The working group is due to report its findings into the November O&S Board meeting.
	POTENTIAL WORKING GROUP - Public Consultations	TBC	TBC	TBC
	POTENTIAL WORKING GROUP - Performance of the Council	TBC	TBC	TBC
Item suggestions for Briefing Sessions				
	ERP System Demonstration – Via Teams Wednesday 13 November 5 – 7pm	Briefing and Presentation	Portfolio Holder for Transformation, Resources and Governance	No formal report / item for information.
	Coastal / Town Centre Business Improvement Districts – Building a Sense of Place – Tuesday 3 December – In person/Teams	Presentation and Discussion item	Portfolio Holder for Destination, Leisure and Commercial Operations	No formal report / item for information.

	Subject and background	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Report Information
	Integration of Dorset Local Enterprise Functions into Council - Jan 2025	Presentation and Discussion item to understand the direction of this work and identify any future scrutiny.		

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 NOVEMBER 2024 TO 28 FEBRUARY 2025

(PUBLICATION DATE – 24 October 2024)



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)?
Westbourne Plus		Yes	Cabinet 30 Oct 2024	Westbourne & West Cliff			Adam Richens	
Hengistbury Head visitor centre Lottery funding	To receive grant funding from The national lottery heritage Fund for improvements to Hengistbury Head Visitor Centre.	No	Cabinet 30 Oct 2024	East Southbourne & Tuckton	Consultation is contained within the project.	Within the project	Martin Whitchurch	Open
Aspire Adoption Annual Report 2023-2024	To present the Aspire Adoption Annual Report for 2023-2024.	No	Cabinet 30 Oct 2024	All Wards			Allan Charlton	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)?
Transforming Urgent and Emergency Care Services	To provide authority to continue participating in the system-wide transformation programme to improve urgent and emergency care outcomes for Dorset residents.	No	Cabinet 30 Oct 2024	All Wards			Betty Butlin	Open
Council Budget Monitoring 2024/25 Quarter Two	Budget monitoring at quarter two	No	Cabinet Council 10 Dec 2024 10 Dec 2024	All Wards	n/a	n/a	Adam Richens	Open
Medium Term Financial Plan (MTFP) Update	Present progress in delivering a legally balance budget for 2025/26	No	Cabinet 10 Dec 2024	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)?
Housing and Property Compliance Update (Housing Revenue Account)	To provide an update on performance and issues in completing health and safety compliance checks within individual dwellings and communal areas.	No	Cabinet 10 Dec 2024	All Wards	There are no changes to policy. The report will provide an update. The key stakeholders for consultation will be council tenants and leaseholders, BCP Homes Advisory Board and Cabinet Member for Housing and Regulatory Services.	Consultation will be through existing meetings with stakeholders.	Seamus Doran, Simon Percival, Matti Raudsepp	Open
Pay and Reward progress update	Provide an update on the progress of the Pay and Reward project following the outcome of the Trade Union ballot process	No	Cabinet 10 Dec 2024	All Wards			Liz Bowman, Coleen Long	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)?
BCP Council Plan For Play	To seek adoption of the BCP Council plan for play, a green spaces play and wheeled strategy; and allocation of funding for delivery.	No	Cabinet 10 Dec 2024	All Wards	Internal process at this stage. public consultation to follow Strategy adoption.	detailed in the report	Martin Whitchurch	Open
East Cliff and Springbourne Neighbourhood Plan	To consider establishment of a Neighbourhood Plan Forum and area.	No	Cabinet 10 Dec 2024	East Cliff & Springbourne			Caroline Peach	Open
Hawkwood Road Phase 2-Boscombe Towns Fund	To inform and recommend delivery method for Phase 2 of Hawkwood Road	Yes	Cabinet Council 10 Dec 2024 10 Dec 2024	Boscombe West	Ward Councillors		Remi Oshibanjo	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)?
Investment and Development Directorate - Housing Delivery Council Newbuild Housing and Acquisition Strategy (CNHAS) Update	Review of CNHAS and focus on delivery of homes over the next 5 years	No	Cabinet 10 Dec 2024				Jonathan Thornton	Open
Satellite of Linwood School Post-16 Provision	To approve the expansion of Linwood School at the Ted Webster site to provide local places for local young people.	No	Children's Services Overview and Scrutiny Committee Cabinet Council 26 Nov 2024 10 Dec 2024 10 Dec 2024	All Wards			Sharon Muldoon	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)?
Admission Arrangements 2026/27	To seek determination of the arrangements. There are no changes to our admissions policy and associated documents. Determination is an annual requirement of the School Admissions Code.	No	Children's Services Overview and Scrutiny Committee Cabinet 26 Nov 2024 15 Jan 2025	All Wards			Sharon Muldoon	Open
Transformation Programme - Closure Report	To summarise what the programme has achieved, what hasn't been achieved, and proposed next steps To confirm the programme's closure by end March 2025 and the proposed direction of travel	No	Cabinet 15 Jan 2025	All Wards			Jon Burrows	Open
Budget 2025/26 and Medium Term Financial Plan	To set out for Cabinet's consideration and recommendation to Council the proposed 2025/26 budget and council tax.	No	Cabinet 5 Feb 2025	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)?
Council Budget Monitoring 2024/25 Quarter Three	Budget monitoring	No	Cabinet Council 5 Feb 2025 25 Feb 2025	All Wards	n/a	n/a	Adam Richens	Open
Housing Revenue Account (HRA) Budget Setting 2025/26	To set out the proposal for charges to council tenants and leaseholders and expenditure on council homes and services.	No	Cabinet 5 Feb 2025	All Wards	Council tenants and leaseholders BCP Homes Advisory Board Cabinet Member for Housing and Regulatory Services	Consultation will be through existing meetings with residents and Advisory Board.	Kelly Deane	Open
Integration of Dorset Local Enterprise Partnership functions	To seek approval for the integration of functions from the Dorset Local Enterprise Partnership into the Council	No	Cabinet 14 Jan 2026	All Wards			Chris Shephard	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)?
DfE SEND review next steps	To consider the DfE review next steps	No	Cabinet				Rachel Gravett, Shirley McGillick, Sharon Muldoon	Fully exempt
Our Place and Environment - Strategic Transport Scheme Prioritisation	To present the outputs of public engagement on Strategic Transport Schemes and to seek recommendation from Cabinet to Council relating to the progression of the schemes in consideration of the consultation outputs. Noting: this is likely to include some selected schemes being promoted as a priority at the Western Gateway Sub-National Transport Body.	Yes		All Wards				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)?
Affordable Fairer Broadband for all (Award Contract)	In July 2022 Cabinet approved 'Accelerating Gigabit Fibre' and asked the team to return to Cabinet to award the contract. The purpose of this report is contract award.	No	Cabinet	All Wards			Ruth Spencer	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	Bournemouth Central			Sarah Longthorpe	Open
Children's Services Early Help Offer	Summary of findings and recommendations from an ongoing review of our current Early Help services	No	Cabinet	All Wards			Zafer Yilkan	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)?
Adult Social Care Business Case	Adult Social Care services locally and nationally have faced significant challenges in recent years, and as a result the Council is holding significant risk in relation to the ability of the Council to deliver its statutory responsibilities to adults that require support within the available budget. The nature of these challenges means that long term, sustainable change is needed to ensure that BCP Council Adult Social Care services (ASCS) are modern, fit for the future and affordable. This business case sets out a proposal for initial investment in Adult Social Care transformation that will lead to improved outcomes for adults that draw on support in BCP and support the Council to deliver this within the available	Yes	Cabinet	All Wards			Chris McKensie	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)?

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1. Development of this framework and its application by O&S Committees

Workshops were held with members of O&S committees across December 2023- February 2024, supported by the Centre for Governance and Scrutiny (CfGS). The aim of the workshops was to develop an approach to work programming at BCP for 2024/25 and beyond that is based on good practice and addresses improvements already identified for O&S as set out in [Assurance Review Action Plan](#) and the [O&S Action Plan](#). One output of this work is the framework set out below.

During 2024, the O&S Board and Environment and Place O&S Committee have been following the principles set out in this framework. The same good practices will be rolled out to all O&S committees in 2024 and used to support future annual work programming.

2. Using a lens to select and approach scrutiny topics

O&S statutory guidance recommends that a 'lens' or key set of priorities be established by O&S committees, to clearly communicate their role and how they will add value to the work of the organisation. The statements also clarify the role of the committee to the public.

Established lenses provide a tool to assist O&S members in work programming, to sift suggestions for work into a realistic annual work programme for each committee and should be referred to throughout the year as arising suggestions for work are made.

O&S Board and Environment and Place O&S Committees agreed lenses in 2024. Children's Services and Health and Adult Social Care O&S Committees have not yet considered the application of lenses to their work. Lenses are set out below. It is suggested that these lenses be reviewed annually to ensure they remain fit for purpose.

The **O&S Board** will approach work through a lens of **RESIDENT IMPACT AND EXPERIENCE**, such as considering:

- benefits that could be brought to residents by **delivering services** in different ways
- how the areas of highest **financial risk** for the council may impact on residents
- the council's **relationship with the public** and work that can be done to strengthen this.

The **Environment & Place O&S Committee** will approach work through a lens of **SUSTAINABILITY**, with a specific focus on the following priorities, drawn from the Corporate Strategy:

- **Climate change** is tackled through sustainable policies and practice
- Our **green spaces flourish** and support the wellbeing of being people and nature
- Our communities have pride in our **streets, neighbourhoods and public spaces**
- **Good quality homes are** accessible, sustainable and affordable for all

The **Children's Services O&S Committee** will approach work through a lens ofTBC

The **Health and Adult Social Care O&S Committee** will approach work through a lens ofTBC

3. Using a framework to structure O&S activity:

A framework for supporting different types of scrutiny work is set out in the table below. Scrutiny is split out into **proactive work**, **reactive work** and **pre-decision scrutiny**. When developing this framework, O&S councillors gave a clear steer that they wish to continue to undertake all these elements of scrutiny through their work programmes.

As with the lenses outlined at 2 above, the scrutiny framework will also be used to communicate the role and intentions of the committees to the wider council and the public. It is suggested that the framework be reviewed annually to ensure it remains fit for purpose.

Proactive Scrutiny

What is it?

- Early policy work - work focused on policy development and exploring options for the future. Also described as ‘overview work’ in BCP.
- Framed as a series of questions or ‘key lines of enquiry’, to which O&S seeks answers. These are found through the gathering of evidence, with a view to informing future policy.
- Driven by the O&S committee itself, or may be in response to a suggestion from councillors, community or decision makers.
- Less likely to directly align to another piece of work already underway in the council, eg. a cabinet report.
- Fulfils BCP principles of good scrutiny:

‘O&S engages in decision making and policy development at an appropriate time to be able to have influence’

‘O&S is a member led and owned function’

‘O&S enables the voice and concerns of the public to be heard and reflected in the Council’s decision-making process’

Examples

Cllr suggestions based on their understanding of local needs, eg:

- What more can we do to meet local people’s housing needs?
- To what extent do we as a council as a community understand the likely challenges of climate change, and what action do we need to take?

Method for undertaking scrutiny:

- Either “in committee”, as a whole-meeting challenge session followed up by agreement of recommendations at the next meeting, or a short and sharp working group with a group meeting two or three times between meetings.
- Outcomes are unlikely to be met by an officer report – proactive scrutiny relies on councillors scoping and directing the work and asking for specific data, information and evidence to be brought by relevant stakeholders.
- Recommendations are made, usually to Cabinet or Portfolio Holders. They must respond to these recommendations.

Pros and Cons

- ✓ Potential to add significantly more value than other work by using powers to gather evidence from stakeholders, investigate an issue in depth and find solutions. These may be used to inform policy in a significant and meaningful way.
- ✓ Potential to select and scope topics to have maximum positive impact on the communities of BCP.
- ✓ Can generate a clearer set of recommendations that can be communicated in the council and to the public.
- ✓ Easier for O&S to own the programme of work and not be affected by other factors (eg. movement of decisions on the Cabinet Forward Plan).
- ✗ Resource intensive for officers and councillors.
- ✗ May require committee to work more flexibly to find capacity for the depth of work, eg. swapping committee meetings to undertake working group meetings instead.

Method for selection of proactive scrutiny topics:

- Invite suggestions from councillors annually (through work programming workshops)
- Invite suggestions from decision makers for O&S to contribute to developing policies/ decisions.
- Invite suggestions from the public annually (consider how to incorporate into methodology for 2025 work programming)
- Sift suggestions according to the priorities of lenses as set out above ('resident impact and experience' / 'sustainability')
- Agree, scope and plan topics to add maximum value.
- Plan all proactive work on an annual basis to ensure it can be undertaken by an appropriate time to add value and in within resources available.

Pre-decision Scrutiny

What is it?:

- Scrutiny of a report close to the point of decision making – eg. a Cabinet report.
- Predominantly driven by the Cabinet Forward Plan.
- Sits between 'proactive' and 'reactive' scrutiny. Some councils undertake a minimal level of pre-decision scrutiny in favour of greater levels of deep dive investigations. BCP councillors have said that pre-decision scrutiny is an important part of the scrutiny process which they are keen to see stay in place.
- Fulfils BCP principle of good scrutiny:

'O&S contributes to sound decision making in a timely way by holding decision makers to account as a 'critical friend'.

Examples

Scrutiny of Cabinet reports on:

- BCP Local Plan
- BCP 2024/25 budget scrutiny & MTFP update reports
- Various policies prior to Cabinet/ Council decision

Method for undertaking scrutiny:

- In committee, consideration of a report already written for Cabinet. Report considered approximately 10 working days prior to the Cabinet meeting.
- Any recommendations or comments made on the report are formally passed to the next Cabinet meeting.
- The O&S Chairman will attend the Cabinet meeting to report recommendations and/or give a summary of comments made at O&S.
- Cabinet must consider any **formal recommendations** made and respond.

Pros and Cons

- ✓ Publicly demonstrates that decision makers are held to account.
- ✓ Less resource intensive – reports already written for Cabinet.
- ✗ Reactive – hard to plan agendas and relies on a well populated Cabinet Forward Plan to timetable work.
- ✗ Limited impact vs time spent. O&S is unlikely to be able to have much influence on fully developed policy and decisions.
- ✗ Potential to establish a ‘shadow cabinet’ and for meetings to become political, which must be managed effectively by O&S Chairs.
- ✗ Potential for Cabinet scrutiny to overwhelm agendas - can lead to additional/ long meetings which can limit effectiveness of scrutiny.
- ✗ Potential to duplicate other scrutiny opportunities – eg. full council debate.

Method for selection of pre-decision scrutiny topics:

- Establish a programme of informal, Teams based briefing sessions at a frequency which can be accommodated by O&S members and support officers. Schedule briefings to provide O&S with information on the key aspects of developing decisions. Aim to hold these as early as possible and at least 3 months prior to the decision to be made. Chairs and Vice Chairs take the lead in this, using the Cabinet Forward Plan and informal discussions with decision makers.
- Using the information provided at briefings and the agreed O&S lenses to determine which forthcoming Cabinet decisions will benefit from a councillor maintaining a watching brief and reporting back (rapporteur) or ultimately pre-decision scrutiny at committee.
- Give notice as early as possible of those items required for pre-decision scrutiny, to enable report authors to work to the relevant O&S timescales.
- Provide regular reporting on out of committee activity into a committee meeting via Chair, to maintain transparency of O&S activity.
- Note – this framework for selecting pre-decision scrutiny is expected to significantly reduce the number of Cabinet reports being considered by O&S committees but will require a commitment from decision makers to share information with O&S in a different way that is both open and timely. The proposed format will also provide decision makers with the opportunity to surface issues with the wider membership of the council prior to decision making and to gather informal input to shape direction of policy.

Reactive Scrutiny

What is it?:

- Emerging issues that arise throughout the year and can't easily be planned for in advance.
- Usually a significant issue of concern or risk to the council, residents or external bodies (eg. Ofsted or Government department)
- Fulfils BCP principles of good scrutiny:

'O&S contributes to sound decision making in a timely way by holding decision makers to account as a 'critical friend';
'O&S is agile – able to respond to changing and emerging priorities at the right time with flexible working methods'
'O&S Contributes to and reflects the vision and priorities of the council';

Examples

- Targeted scrutiny on council finances at the end of 2022 following concerns about in-year budget
- Safety valve scrutiny at Children's O&S Committee
- Best Value and Assurance Review reports.
- Decisions 'called in' by O&S

Method for undertaking scrutiny

- O&S Councillors review a suite of information regularly outside of the committee space – eg. corporate performance reports, medium term financial plan updates, complaints data or resident surveys.
- 'Red flags' are elevated to committee for more formal scrutiny to take place. Usually, a report is requested from officers.
- Any recommendations or comments made on the report are formally passed to the relevant decision maker, usually Cabinet/ Council.
- Cabinet/ Council must consider the recommendations made and respond.
- O&S may ask to receive regular updates outside of committee, to maintain a closer eye on the matter until it is resolved.

Pros and Cons

- ✓ Important governance mechanism to assist the council in resolving issues of concern.
- ✓ Provides public demonstration of scrutiny on issues that may be causing press interest or community concern and gives opportunity for public to engage.
- ✗ Limited impact vs time spent. O&S may ask decision makers to reconsider an issue or make recommendations expressing concerns but cannot change a decision.
- ✗ Can disrupt workplans owing to the need to scrutinise a matter quickly.
- ✗ Potential to duplicate other scrutiny opportunities – eg. full council debate.

Method for selection of reactive scrutiny topics:

- Committee members 'horizon scan' by reviewing a suite of information on a regular basis in their own time. These are provided by email or in a designated webspace. Rapporteurs may be established to monitor designated areas of interest, sharing the load across the committee.
- Emerging trends or red flags are raised by committee members informally to the Chair & Vice Chair.
- Chair and Vice Chair take the lead in raising concerns with relevant decision makers and seeking more information. Using this information and the lenses established by committees, they determine which matters warrant elevating to committee.
- In all cases, O&S will prioritise work where it can have the most value and will avoid duplicating efforts underway elsewhere in the council to resolve arising issues. Priority will therefore be given either to those areas of highest concern and which are generating significant public and media attention; where data trends indicate that concerns are at risk of becoming embedded, or where attempts to find solutions by Cabinet or service areas have not worked.

- For these matters, a report is requested to the next available committee meeting for more formal and forensic scrutiny to take place. Work plans may be adjusted to make room for this arising work within existing resources.
- Following formal scrutiny, O&S may ask to receive regular updates outside of committee, to maintain a closer eye on the matter until it is resolved.
- Nb. 'Call-in' decisions will follow a separate process as outlined in the constitution.

4. Next steps

- The O&S Board and Environment and Place O&S Committees have adopted this framework and agreed lenses for their work.
- In 2024, all remaining O&S committees will be asked to adopt this framework and establish lenses or a limited set of high-level priorities.
- The framework will accompany all work programme reports to committee and should be referred to as a structure to underpin ongoing work programming activity.
- The framework will be reviewed annually by O&S Chairs, and lenses reviewed annually by O&S Committees in annual work programming, to ensure they remain fit for purpose.

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