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Report Track:	Health & Wellbeing Scrutiny C'ttee: 15/06/21

Health & Wellbeing Scrutiny Committee

15 June 2021

Work Programme for 2021-22

1 Purpose of Report

- 1.1 To set out the draft work programme for the Health & Wellbeing Scrutiny Committee for 2021-22.

2 Recommendation(s)

- 2.1 That the Committee review the draft work programme for 2021-22 and advise on what they wish to include for the forthcoming year (see Appendix 5).

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Health & Wellbeing Scrutiny Committee is responsible for scrutinising the element of the Corporate Plan that relates to the priority for supporting Health & Wellbeing, "Greener, sustainable community and environment" and supporting the 3 Year Delivery Plan. An extract from the Corporate Plan setting out details of the priority and strategic objectives is attached at Appendix 1. A copy of the 3 year delivery plan is attached at Appendix 2.

- 3.2 The services or functions of the Council falling within the remit of the Committee are set out at Appendix 3.
- 3.3 The Health & Wellbeing Scrutiny Committee is encouraged to identify corporate issues and/or ones that are a priority for local people and communities. If a matter is a recurring issue for the people you, as Councillors, represent, the likelihood is that it is something that the Committee should consider. The more relevant the issue is to local communities then the greater the likelihood of engaging those communities in the scrutiny process and of producing outcomes that will be visible to those communities you represent. Guidance on selecting reviews is included in Appendices 4A and 4B.
- 3.4 Members are invited to comment on the draft Work Programme attached at Appendix 5. Members are also encouraged to propose issues that could be included for consideration in the work programme. The work programme may be revised during the year as necessary.

Reasons for Recommendations

- 3.5 The scrutiny committee structure has been designed to ensure effective accountability for the delivery against the Council's priorities and strategic objectives set out in the Council's Corporate Plan 2021-24.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) It provides for effective scrutiny of the Council's priority for supporting Health & Wellbeing.

5 Report Detail

Background

- 5.1 A new Corporate Plan for 2021-24 was approved by Council on 24 February 2021. The Plan sets out 3 priorities and this Scrutiny Committee is responsible for scrutinising Priority 2 – Health & Wellbeing and the supporting 3 year delivery plan.
- 5.2 The Supporting Health & Wellbeing Priority has 3 objectives:
- (i) Providing opportunities for healthy and active lifestyles
 - (ii) Supporting Vulnerable Residents
 - (iii) Creating a greener, sustainable community and environment

An extract from the Corporate Plan setting out details of the priority and strategic objectives is attached at Appendix 1. A copy of the 3 year delivery plan is attached at Appendix 2.

- 5.3 The Health & Wellbeing Scrutiny Committee also has responsibility for scrutinising the corporate and support functions of the Council as set out in Appendix 3.

Developing the Work Programme

- 5.4 To support Members in their Scrutiny role and in particular in developing a work programme a Scrutiny Toolkit has been produced; a copy of this has been circulated separately to Members. An extract from the toolkit relating to developing a work programme is attached at Appendix 4A and an extract from the LGA's guidance is attached at Appendix 4B.
- 5.5 In developing the work programme Members are encouraged to consider the following questions:
- Is the matter a concern to local people? (You may wish to reflect on topics raised with you when canvassing).
 - Is the issue an identified priority for the Council or partners?
 - Does the issue relate to an area of service with a trend in weak performance?
 - What difference could scrutiny make?
 - What would happen if you did not look at this issue?
- 5.6 The Work Programme can be revised during the year to reflect emerging priorities, but it is important to plan ahead and allow time for reports to be prepared and invitations to be sent to relevant parties.
- 5.7 Whilst it is for the Committee to determine what they want to include in the Work Programme, a draft Work Programme is attached at Appendix 5 to this report which includes some standing items (eg Performance Progress Reports) and some suggestions as to potential reviews.

Undertaking the Scrutiny reviews

- 5.8 Once Members have identified the matters they wish to scrutinise, consideration should be given to scoping the subject in more detail including the timing and method of scrutiny to be used. Support in this process will be given by the Lead Officer for the Scrutiny Committee. A template to assist with scoping the review is also attached at Appendix 6.
- 5.9 Members may wish to:
- Allocate the work to a small working group of Members to investigate the issue over a period of 2-3 months (this may involve visits to see how services are working in practice);
 - Invite expert witnesses to give their views;
 - Seeking the views of service users and/or the general public.
- 5.10 Members should also consider what they can do to support the review eg:
- Undertaking research eg via the internet;
 - Seeking the views of ward members or specific interest groups

Reporting on Scrutiny Reviews

- 5.11 In addition to reporting to the Committee on the outcome of any reviews, the Committee may wish to make recommendations to Cabinet or another Committee.

- 5.12 At the year end, the Chair of the Committee will prepare a report for Council on the outcome of the Committee's Work Programme.

6 Implications

6.1 Financial

Any costs to be incurred in undertaking any review will need to be contained within existing budgets.

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

None

6.5 Equality & Diversity

The Council has a responsibility to undertake adequate Equality Impact Assessments to ensure services do not have a negative impact on any one section of the community and the scrutiny committees have a role in ensuring that this responsibility is fulfilled, particularly in regard to health impact. Scrutiny as a function must also comply with the relevant legislation. When considering work programme items, especially when undertaking reviews of policy, the scrutiny committees must always consider whether their recommendations may impact differently on various individuals/sections of the community.

6.6 Climate Change

Yes there are various implications.

7 Appendices to the Report

- Appendix 1: Extract from the Corporate Plan – Priority 2 “Supporting Health & Wellbeing”
- Appendix 2: 3 Year Delivery Plan for “Supporting Health & Wellbeing”
- Appendix 3: Overview of services falling with the Committee's remit
- Appendix 4a: Extract from the Council's Scrutiny Toolkit
- Appendix 4b: Extract from the LGA Guidance on Scrutiny Work Programming

Appendix 5: Draft Work Programme 2021/22 – TO FOLLOW

Appendix 6: Template for scoping a scrutiny review

Previous Consideration

None

Background Papers

Corporate Plan 2021-24 – Report to Cabinet 28 January 2021

3 Year Delivery Plans 2021-24 – Report to Cabinet 1 April 2021

Cannock Chase Council

Our Corporate Plan 2021-24

Priority 2 - Supporting Health and Wellbeing

Why this is important:

We want our residents to have the opportunity to live as healthy lives as possible for as long as possible and to live comfortably and safely in their communities. We recognise the significant effect that health and wellbeing have on happiness and life chances and that this varies considerably in Cannock Chase District.

Life expectancy at birth and at age 65 was below the national average during 2017-19, with inequalities in health and life expectancy related to deprivation across the District. The most recent Active Lives Survey data covering the period May 2019 to May 2020 estimates that around 27.8% of adults aged 16+ are physically inactive in the District, taking part in less than 30 minutes per week of physical activity. This was above the England average of 25.5%.

The restrictions that COVID-19 has placed on us has had a profound effect on the way we behave – including how people play, exercise, travel and work. Exercise and physical activity will play a key role in recovering from the pandemic. The continued provision of affordable and accessible leisure and culture facilities is an important aspect of this, so we will continue to invest in our culture and leisure facilities, parks and open spaces or through providing more online exercise opportunities and encourage greater use of our fantastic natural assets - Cannock Chase, Hednesford Hills and other open spaces, parks, green gyms and play areas. Our parks and open spaces are some of the best in the country and we are incredibly proud that six have received the accolade of Green Flag status.

The Council is committed to safeguarding all children, young people and vulnerable adults and protect them from abuse. The Council recognises that there are a number of individuals who have no fixed abode and are not necessarily street homeless. It is essential that these individuals have access to safe and secure accommodation, and homelessness reduction remains a top priority of the Council. Early prevention activities have been heavily invested in.

In 2019 the Council declared a Climate Emergency in Cannock Chase District and has set the ambitious target of creating a Net Zero Carbon District by 2030. This will and must be at the heart of everything we do going forward. To achieve our net-zero carbon ambitions we must seek new ways of doing things and seek out new approaches to delivering services and accessing investment. We must work more closely together, across the public, business and community sectors; to find solutions for the challenges we are all facing.

The result will be:

- Our leisure and cultural facilities will be fit for purpose
- A District where our residents will have the opportunity to enjoy a healthy and active lifestyle
- A healthier and more physically active population
- A District where our residents are able to live full, active, healthy and independent lives
- Vulnerable individuals are supported and safeguarded.
- There is increased awareness of the support available to homeless applicants
- We work towards eliminating street homelessness
- A green sustainable District that cares about the environment and tackling climate change

Objective 2.1 - Providing opportunities for healthy and active lifestyles

How we will deliver this:

- (i) Continue to invest in our facilities, parks and play areas:
- (ii) Work to secure external funding to support investment in our leisure facilities
- (iii) Assess the impact of COVID-19 on the Council's leisure and culture services to help transform and shape those services going forward
- (iv) Develop and deliver the Council's Health, Wellbeing and Physical Activity Strategy
- (v) Continue to provide affordable, varied and locally accessible facilities for sport and leisure:
- (vi) Encourage and support people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing:
- (vii) Work with partners to help and support our residents to adopt a healthy and active lifestyle
- (viii) Promote the use of green open spaces and our parks for exercise and activity
- (ix) Help and facilitate the delivery of a successful Commonwealth Games event in our District and to maximise the opportunities for local enterprise, culture, tourism and to raise awareness of the benefits of an active lifestyle
- (x) Maximise the physical opportunities and legacy for our residents from our investment in the Commonwealth Games 2022 Mountain Biking Event

Measures:

- Increase in physical activity in adults (%)
- Reduction in inactivity levels (%)
- Number of visits to leisure centres
- Number of memberships
- Uptake on GP referrals
- Number of leisure concessions

Objective 2.2 Supporting Vulnerable Residents

How we will deliver this:

- (i) Poverty Strategy and action plan to be developed.
- (ii) Monitor the impact and effectiveness of our new Housing Assistance Policy - Independent Living 2020 on helping older residents and those living with disabilities, to live healthier and more independent lives
- (iii) Continue to focus on prevention of homelessness in accordance with the Homelessness Reduction Act
- (iv) Develop the provision of homelessness services through maximisation of homelessness grant funding and other resources
- (v) Provide funding to voluntary organisations to provide free independent, impartial and confidential advice to our residents who are facing pressing issues in their lives, whether that be general advice or debt management
- (vi) Provide increased support for high risk victims of domestic abuse in partnership via the weekly local Multi Agency Risk Assessment Conference (MARAC)
- (vii) Raise and increase awareness of the risk of harm of alcohol and substance misuse
- (viii) Provide needs-led, person centred support to those young people engaging in Anti-Social Behaviour (ASB) and at risk of school exclusion
- (ix) Work with agencies to develop a programme of engaging with the voluntary sector and community groups to provide advice, support and signposting for vulnerable residents

Measures:

- Numbers of Disabled Facilities Grant (DFG) applications and completions
- Amount of DFG assistance provided
- Numbers of homelessness preventions and cases
- Rough Sleeping and Homelessness Pathway (Housing First) Project – continued provision to Project provider (5 flats)

Objective 2.3 - Creating a greener, sustainable community and environment

How we will deliver this:

- (i) Develop an Environmental Strategy setting out how we will protect the local environment and implement our Climate Change Action Plan to reduce our impact on climate change and work towards the Council's aim of becoming carbon neutral by 2030
- (ii) Work collaboratively to find solutions to tackling the impact of climate change
- (iii) Maintain and improve our parks, green spaces and countryside so that they remain attractive and enhance our quality of life
- (iv) Work and empower local communities to support local projects and sustain local facilities such as play areas, parks and open spaces
- (v) Develop our Open Spaces Strategy to support the adoption of the Local Plan by the end of 2023 - delivering green spaces as part of new residential and business developments

- (vi) Protect and enhance our high quality and unique natural environment including our green belt, SSSIs and Area of Outstanding Natural Beauty (AONB)
- (vii) Keep our District clean
- (viii) Promote and raise awareness to support our residents in reducing residual waste and increase recycling
- (ix) Tackle waste crime such as fly-tipping, dog fouling, littering and increase recycling
- (x) Complete and open our new Cannock Chase Cemetery in 2021 to meet the demand for burial space in the south of the District

Measures:

- Reduction in carbon emissions from baseline – aiming for net zero in 2030
- Retention of six Green Flag Awards
- Recycling rate
- Reduced waste to landfill
- Reduction in number of Fines, Fixed Penalty Notices and Prosecutions for waste crime

Corporate Plan 2021-24 – 3 Year Delivery Plan
Priority 2 – Supporting Health & Wellbeing

2.1 Providing opportunities for healthy and active lifestyles

Projects and Actions	2021-22	2022-23	2023-24
1. Invest in our facilities, parks and play areas			
Develop a new accessible play area in Norton Canes (the Cema)	✓		
Undertake park and open space improvements at Fortescue Lane	✓		
Commence Phase 2 works at the Community Sport and Recreation Hub at The Stadium.	✓		
Deliver the third full size Artificial Grass Pitch in the District at Rugeley Leisure Centre	✓		
Undertake repairs to the 25m swimming pool and replace the boiler at Rugeley Leisure Centre	✓		
Produce an annual programme for the development of new play areas and the refurbishment of existing play areas, open spaces and leisure facilities - based on need and those local communities which are subject to poorer health outcomes, have higher levels of deprivation and higher levels of inactivity. To be funded from Section 106, CIL funding and general fund budgets	✓	✓	✓
2. Secure external funding to support investment in our leisure and culture facilities			
Work with funding partners to develop and submit funding bids (e.g. IHL, Sport England, Football Foundation, Football Association, Heritage Lottery etc) using the evidence from the Council's: (a) Indoor and Built Sports Facilities Strategy and Action Plan 2019-2036 (b) Cannock Chase Council's Playing Pitch Strategy and Action Plan 2019 -2036 (c) FA Facilities Plan (d) Open Spaces Strategy (currently being developed) (e) District Needs Analysis Evidence	✓	✓	✓

Projects and Actions	2021-22	2022-23	2023-24
3. Develop and deliver the Council's Health, Wellbeing and Physical Activity Strategy			
Work with IHL, partners and stakeholders i.e. Together Active, Sport England NGB's to develop a new Strategy based on the impact of the pandemic, Needs Analysis evidence, data new customer behaviour and trends	✓		
4. Continue to provide affordable, varied and locally accessible facilities for sport, leisure and culture			
Work to reduce the barriers taking into account the impact of Covid-19, that prevent access to our leisure facilities by reviewing and refreshing the leisure concessions scheme to target those most in need and to ensure the Council achieves the greatest impact.	✓		
5. Encourage and support people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing			
Engage with residents who are less active and deliver targeted health and physical exercise initiatives to help people lose weight, stop smoking, eat healthier and become more active	✓	✓	✓
Work with IHL and other stakeholders as to develop and deliver behavioural campaigns and to promote the benefits of being active and living healthily	✓	✓	✓
6. Work with partners to help and support our residents to adopt a healthy and active lifestyle			
Continue to develop the GP Referral and Exercise by Prescription Programme	✓	✓	✓
Participate in the County Council's Pathfinder Pilot Project to tackle obesity within the district (Whole System Approach)	✓		
Roll out of "Cannock Chase Can" Project and App and Health in All policies	✓		
7. Promote the use of green open spaces and our parks for exercise and activity			
Work with IHL to focus initiatives and programmes on using those open spaces, play areas and facilities in local communities with the highest levels of deprivation and with higher risks of inactivity and poor health outcomes.	✓	✓	✓

Appendix 2

Projects and Actions	2021-22	2022-23	2023-24
8. Delivery of a successful Commonwealth Games 2022 Mountain Biking Event and creation of a lasting legacy			
The Council's internal CG2022 Project Team to continue with preparations and involvement with Birmingham 2022 Organising Committee, Forestry England, other key stakeholders, partners. Town and Parish Councils to:	✓	✓	✓
(a) help facilitate the delivery of a successful Commonwealth Games 2022 Mountain Bike event in our District.			
(b) maximise the one-off opportunities for showcasing the district before and during the event i.e. Queens Baton Relay; Live Sites, Cultural and Arts Programme; and			
(c) develop lasting legacy projects for the district and our residents as a result of our investment in the Commonwealth Games 2022 (i.e. Mountain Bike Trail, Bike and Play)			

2.2 Supporting vulnerable people

Projects and Actions	2021-22	2022-23	2023-24
1. Supporting vulnerable people			
Poverty Strategy and action plan to be developed.	✓		
Chair and co-ordinate the weekly local Multi Agency Risk Assessment Conference (MARAC) to support the safeguarding of high-risk Domestic Abuse victims and families	✓	✓	✓
Work with Marketing and Campaigns Officer to raise awareness of domestic abuse and support services	✓	✓	✓
Work with Marketing and Campaigns Officer to develop a local awareness campaign around the risks of harm associated with alcohol and substance misuse.	✓		✓
Engage with young people at risk of engaging in Anti-Social Behaviour	✓		

Appendix 2

Projects and Actions	2021-22	2022-23	2023-24
Develop and deliver a comprehensive schedule of diversionary activities across the District, reflecting historic seasonal trends in ASB or in response to emerging issues identified through the Community Safety Hub.	✓		
Explore funding opportunities for the continuation of the ASB Young Peoples Key Worker post June 2021	✓		
2. Supporting older residents and those living with disabilities, to live healthier and more independent lives			
Analyse the effectiveness of the new Housing Assistance Policy since its introduction and feed findings into a full review of the policy in 2022-23.	✓		
Update the Housing Assistance Policy to take account of the review		✓	
3. Ensuring private rented accommodation is safe, secure, warm and dry			
Develop a Private Sector Housing Strategy for adoption	✓		
Implement a risk-based inspection and intervention programme for all Privately Rented Accommodation		✓	
4. Working to prevent homelessness			
Review current service provision in particular homelessness grant-funded operations and services.	✓		✓
Develop proposals to meet changing requirements	✓		✓
Next Steps Accommodation Programme and Rough Sleepers Funding Initiative – extend Homelessness and Rough Sleeping Pathway service provision by 2 additional properties and for additional 2 years	✓		
Review and re-procure Homelessness and Rough Sleeping Project at end of current contract			✓
Develop a proposal and funding bid to assist rough sleepers/homeless persons who have medium-high complex needs for any future potential funding opportunities	✓		

Appendix 2

Projects and Actions	2021-22	2022-23	2023-24
5. Working with the Voluntary Sector			
Provide funding to voluntary organisations to provide free independent, impartial and confidential advice to our residents who are facing pressing issues in their lives, whether that be general advice or debt management	✓	✓	✓
Continue to review, monitor and develop annual Service Level Agreements with relevant organisations in order to understand and take account of the impact of the pandemic to ensure they: <ul style="list-style-type: none"> (a) are fit for purpose; (b) better co-ordinated; and (c) have clear objectives and outcomes 	✓	✓	✓
Work with Support Staffordshire to build on community spirit & volunteering / befriending advocacy in conjunction with Staffordshire County Council	✓	✓	✓
Work with partners and internal services to establish the best means of identifying vulnerable residents and support providers (signposting vulnerable residents to access services)	✓		
Engage with partners regarding their recovery plans for their services and our communities		✓	

2.3 Creating a greener, sustainable community and environment

Projects and Actions	2021-22	2022-23	2023-24
1. Develop an Environmental Strategy and action plan to reduce our impact on climate change and work towards the Council's aim of becoming carbon neutral by 2030			
Work with Citizens Assembly to develop and complete costed Climate Change Action Plan and Environmental Strategy	✓		
Work collaboratively to find solutions to tackling the impact of climate change	✓	✓	✓

Appendix 2

Projects and Actions	2021-22	2022-23	2023-24
Continue to provide and undertake Carbon Literacy Training	✓		
Review and monitor implementation of Climate Change Action Plan, Environmental Strategy and progress towards the Council's aim of becoming carbon neutral by 2030	✓	✓	✓
2. Maintain and improve our parks, green spaces and countryside			
Continue to maintain our parks and open spaces to ensure we retain our 6 Green Flag accreditations	✓	✓	✓
3. Work and empower local communities to support local projects and sustain local facilities			
Provide support and opportunity to community groups wishing to take on more responsibility for improving and developing open spaces and play areas	✓	✓	✓
Continue to develop Community Forum for all Parks/Friends groups	✓	✓	✓
4. Develop our Open Spaces Strategy to support the adoption of the Local Plan by the end of 2023			
Finalise and include the Opens Spaces Strategy as part of the adoption of the Local Plan	✓		
5. Protect and enhance our high quality and unique natural environment			
Review Urban Forestry Strategy			✓
Develop and undertake urban tree /woodland planting programmes	✓	✓	✓
6. Support our residents to reduce residual waste and increasing recycling			
Undertake annual promotional campaigns to continue to raise awareness of the importance of recycling	✓	✓	✓
School Awareness Campaign Waste and Recycling – Stage Production with local schools in the district	✓		
Develop Waste Management Strategy following the outcome of consultation on the Government's Resources and Waste Strategy	✓		
Appoint Waste Disposal Contractor as part of partnership procurement exercise. Contract to start from April 2022.	✓		

Appendix 2

Projects and Actions	2021-22	2022-23	2023-24
Review waste collection contract	✓		
7. Tackle waste crime such as fly-tipping, dog fouling and, littering			
Develop annual programmes for carrying out targeted campaigns to tackle specific types of waste crime.	✓	✓	✓
Promote and raise awareness of the Council's zero-tolerance to all types environmental crime – via website, press releases, targeted campaigns and social media	✓	✓	✓
8. Meet the demand for burial space in the south of the District			
Complete works and open our new Cannock Chase Cemetery	✓		

Services/Functions falling within the Health & Wellbeing Scrutiny Committee's remit

Healthy & Active Lifestyles

- Culture and Sport
- Commonwealth Games
- Health Scrutiny Statutory Functions

Vulnerable Residents

- Housing and Homelessness
- Community Safety, CCTV and Partnerships
- Disabled Facilities Grants
- Housing Benefits
- Voluntary Organisations and Funding
- Poverty Emergency

Environment

- Parks and Open Spaces
- Grounds Maintenance
- Countryside Services, Trees and Allotments
- Environmental Health and Licensing
- Environmental Protection
- Private Sector Housing
- Street Cleansing
- Waste & Engineering Services
- Bereavement Services

DEVELOPING THE WORK PROGRAMME

Members have a key role to play in developing the work programme for the Scrutiny Committees and it is important that manageable programmes are developed. The Scrutiny Committees will need to filter potential items of work; to be selective and to prioritise.

Given the limited resources available, in particular the constraints on member and officer time, it is unrealistic to select more than a few items for intensive review. Realistically, a single committee cannot undertake more than two in-depth reviews per year.

In developing the work programme Members are encouraged to consider the following questions:

Public interest – the concerns of local people should influence the issues chosen. Things to think about include:

- Any issues raised with you when canvassing;
- Have any surveys or research undertaken by the Council identified any concerns
- is the issue an identified priority for the Council or partners

Ability to change - priority should be given to issues that the Committee can realistically influence. Think about what difference Scrutiny could make and what would happen if you did not look at this issue.

Performance: priority should be given to areas in which the Council and Partners are not performing well. You should consider, the scale of the underperformance, whether it is a one off or whether there is an ongoing issue. Has the service been flagged up in an external inspection report for poor performance?

Extent: priority should be given to issues that are relevant to all or a large part of the District

Replication: work programme must take account of what else is happening to avoid duplication or wasted effort

Work programmes should be determined at the start of each municipal year and reviewed and revised regularly. Any reviews not started or completed by the year end can be referred for consideration as part of the following year's work programme. The best advice is to start small, learn what works well and what does not and then be more ambitious. It is far easier to add items to the workload than to remove them.

Stage 1: Agree the Issue

The first step is for scrutiny members to be sure that the subject to be reviewed is significant. Undertaking in-depth reviews is resource-intensive – of member and officer resources. Investing such a high level of resources should only be undertaken for **high priority issues**. The following are criteria which could be used to ‘check’ a topic against, to ensure that it would make a worthwhile review:

- Issue identified by members as key issue (through members’ surgeries and other constituency activities);
- Performance issues within a service (e.g. significant under or overachievement of targets);
- Service considered to be important by the community (through market research, citizens’ panels and so on);
- High level of user/general public dissatisfaction with service;
- Public interest issue highlighted in local media;
- High level of budgetary commitment to policy/service area;
- Persistent financial issues e.g. significant under or overspends.
- Council corporate priority area;
- Central government priority area;
- Issue raised in Inspection Reports
- Issue referred by the Cabinet or the Audit & Governance Committee
- New government guidance or legislation.

Stage 2: Determine the nature of member involvement

The committee will need to decide how members will drive the review. There are three possible approaches to member involvement:

- The whole committee investigates the issue;
- A task and finish working group is established to drive the investigation;
- Individual or paired members drive the review.

Vital to the whole review activity is that members take full control of which policy problems and solutions are explored and how that exploration takes place. Members need to take responsibility for, and ownership of, the outputs and outcomes of reviews.

Stage 3: Scoping Exercise

There are 4 key issues to consider when scoping the review:

- What are the core questions the review is seeking to answer? (no more than 3)
- What is the purpose of the Review? (in one sentence)
- What will not be included?
- What is the timescale?

Work programming

The role of scrutiny is to achieve positive outcomes for local people by undertaking a thorough, targeted examination of the council's service provision and procedures. However, it is not possible to examine every service in detail, so it is important for the scrutiny committee to prioritise and plan its workload. Some councils do this at the beginning of each year and some do it on an ongoing basis.

Planned scrutiny

Work programming is the process for determining which topics scrutiny will look at over the coming year, either at committee meetings or

in task and finish groups. This involves evaluating a number of factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then short-listing topics before making a final decision.

Responsive scrutiny

Whether planned scrutiny takes place at the beginning of the year or on an ongoing basis, the priorities for scrutiny need to be monitored and evaluated on an ongoing basis. This makes sure scrutiny can be flexible and responsive to high-priority issues or policy changes that occur throughout the year.



The scrutiny topic selection process

Each council has its own method for selecting topics for scrutiny; in some councils there may be a very structured selection process, whilst in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

1. Identify issues

You can identify potential issues by:

- consulting with all members of scrutiny committees, senior officers, cabinet members and council officers
- looking at corporate priorities, business plans and the Forward Plan of the council (and the council's neighbours)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets
- evaluating previous council performance and identifying any follow-up work required to previous scrutiny work
- carrying out work to engage with local people, for example through surgeries, local media, opinion surveys and online forums.

2. Prioritise topics

Identify and prioritise potential scrutiny topics, considering the resources they would require and the level of impact they could achieve.

3. Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme.

4. Review and evaluate

Review progress and evaluate outcomes to demonstrate the value added by scrutiny.



Criteria for selecting scrutiny topics

The following criteria provide a useful guide for prioritising and selecting which topics are suitable for scrutiny to review.

Topics **are** suitable for scrutiny when:

- scrutiny could have an impact and add value
- the topic is of high local importance and reflects the concerns of local people
- the resources are available that would be required to conduct the review, in terms of manpower and budget
- it avoids work duplication elsewhere
- the issue is one that the committee can realistically influence
- the issue is related to an area where the council, or one of its partners, is not performing well
- the issue is relevant to all or large parts of the local area
- the review would be in the council's interests.

Topics **are not** suitable for scrutiny when:

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

Defining scrutiny topics

For every item on the work programme/new referral, it should be clear:

- What is the issue/activity/project under consideration?
- What is scrutiny being asked to do?
- What are the reasons for/expected benefits of involving scrutiny in the matter?
- Is there a specific deadline for the piece of work?

Scrutiny Review Template

Review Title
Scope of the Review / Terms of Reference
Reason(s) for Scrutiny
Membership of the Review Group
Key Tasks / Review Plan
Sources of Evidence
Timescale