



LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

Overview and Scrutiny Handbook

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INTRODUCTION

This Handbook provides guidance on the Overview and Scrutiny function within Lancaster City Council, explaining the role of Councillors in the scrutiny process to ensure that Cabinet Members and the Council's Chief Officers are accountable for the decisions they take and the services they deliver.

The Handbook is part of a package of advice and assistance for Members and should be considered in conjunction with the Council's Constitution and the training provided. The Overview and Scrutiny Annual Report also provides information regarding the work undertaken, achievements and plans for the future.

Scrutiny is an important role for Councillors, for promoting the best interests and well-being of the District, and ensuring that local people receive high quality services that are relevant to their needs. The ultimate aim of Overview and Scrutiny is to assist the Council in realising its District-Wide vision.

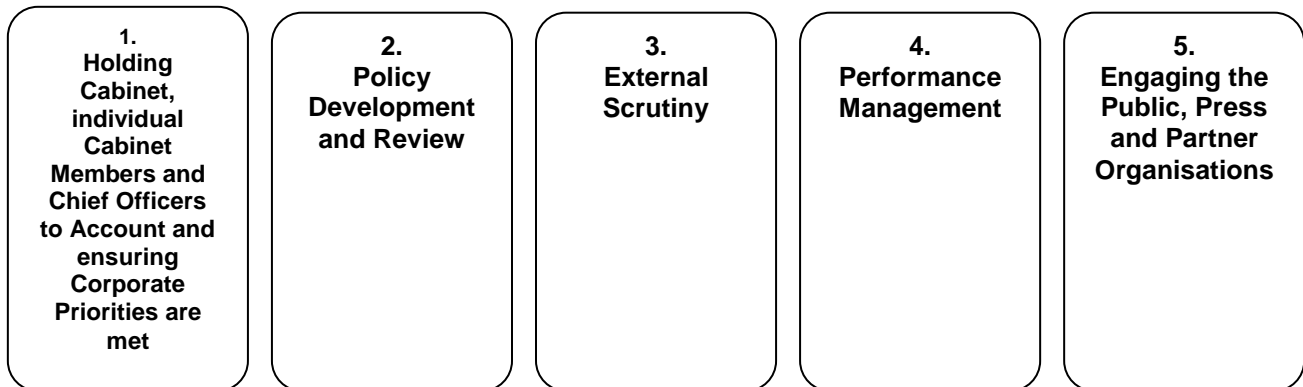


(ADAPTED FROM THE CENTRE FOR PUBLIC SCRUTINY)
(CFPS)

WHAT IS OVERVIEW AND SCRUTINY?

Overview and Scrutiny is a key mechanism under the Executive decision making arrangements for enabling Councillors to represent the views of their constituents and other organisations to the Cabinet and to ensure that these views are taken into account in developing policies.

Five Roles for Overview and Scrutiny



Holding the Cabinet to Account

Cabinet decisions can be scrutinised at a number of different stages in the decision-making process:

- | | | |
|--------------------------------|-------------------------|---------------|
| - Before they are made. | ‘Pre-decision Scrutiny’ | (See Page 6) |
| - Before they are implemented. | ‘Call-in’ | (See Page 7) |
| - After they are implemented. | ‘Policy Review’ | (See Page 10) |

There are many ways of undertaking this role, the most common ways are set out below:

Examining Key Decisions – Highlights issues on which the Overview and Scrutiny Committee wishes to be consulted, or feels that it would be beneficial for a wider group of Councillors to consider decisions in order to add value to them at the pre-decision stage. (See Page 6).

Examining Cabinet and Cabinet Committee agenda and minutes – Identifies issues that may warrant further investigation, and possibly may trigger a call-in request.

Attending Cabinet meetings – Confirms that Cabinet is taking all the relevant factors into account in its decision-making. In addition, Members may find it useful to understand how the Cabinet operates and the issues that they are making decisions on.

Calling a Cabinet Member as a witness – Explains issues, answers questions, or gives evidence in relation to matters within a portfolio, regarding a particular decision or series of decisions; clarifies how the actions taken affect Council policy and performance.

Meetings with Cabinet Members – Clarifies their respective Work Programmes and projects. This can take place either informally to aid understanding, or formally through a programmed series of meetings between Cabinet Members and the Overview and Scrutiny Committee or Budget and Performance Panel.

Officer Briefings – It is important that the scrutiny function has parity of esteem with the Cabinet, therefore, in the same way that Cabinet receives briefings from Officers this is also available to Overview and Scrutiny meetings to keep Members well briefed on policy developments.

Liaison with Cabinet Members – Maintaining a watching brief in this way could help to ensure that the Committee is aware of developments within the Cabinet Member’s portfolio and that the Work Programme retains relevance.

Using call-in procedures – Ensures that, if necessary, decisions or proposals can be thoroughly examined, amendments proposed, and full debate can be entered into by all Members. The ‘Call-in’ procedure is outlined fully on pages 7 to 9 of the Handbook, with a blank Call-in template attached at Appendix 1.

Ensuring Corporate Priorities are met – In setting a scrutiny Work Programme, Members should consider the Corporate Priorities for the year and, where possible, topics for scrutiny should make a positive contribution to achieving these objectives. In addition, Scrutiny has a role in assessing how the Council and Cabinet are addressing these priorities and for making recommendations to enable them to be addressed effectively.

Policy Development and Review

A key role for Overview and Scrutiny Members is the opportunity to be involved in the development and review of Council policies. It should be remembered that without policy development, Scrutiny is merely criticism.

External Scrutiny

Scrutiny is not confined to looking at the Council and services it provides. Under Part 1 of the Local Government Act 2000 Councils were given power to do “Anything they consider likely to promote or improve the economic, social or environmental well being of the area.” Scrutiny should therefore maintain an outward focus and consider the actions of other organisations whose operations affect local residents, inviting their representatives to attend meetings and answer questions. This is potentially one of the most exciting areas for scrutiny.

Performance Management

Scrutiny should provide a dedicated performance monitoring function with Members trained and equipped to monitor performance effectively. Overview and Scrutiny has a role to play in reviews and in many local authorities Scrutiny provides an important challenge and critique of reviews. Through consulting with and bringing progress reports to Scrutiny at various milestone points, e.g. scoping reports, initial findings, a final report and inspection of a final report, constructive challenge can be provided to enhance and improve reviews.

Engaging the Public, Press and Partner Organisations

Public - Encouraging community participation in the Scrutiny process is a key mechanism for enabling Members to represent the views of their community and ensure that these views are taken into account by the Council in its policy development and decision-making process.

Press – Publicising the work of Overview and Scrutiny is an important step before public and partner organisations can become involved and engaged in scrutiny work. Establishing a positive working relationship can greatly aid the scrutiny process.

Partner Organisations – Partner organisations are a key element in achieving effective scrutiny, and it is important to engage and involve partner organisations, particularly when services are delivered on behalf of the Council by a third party.

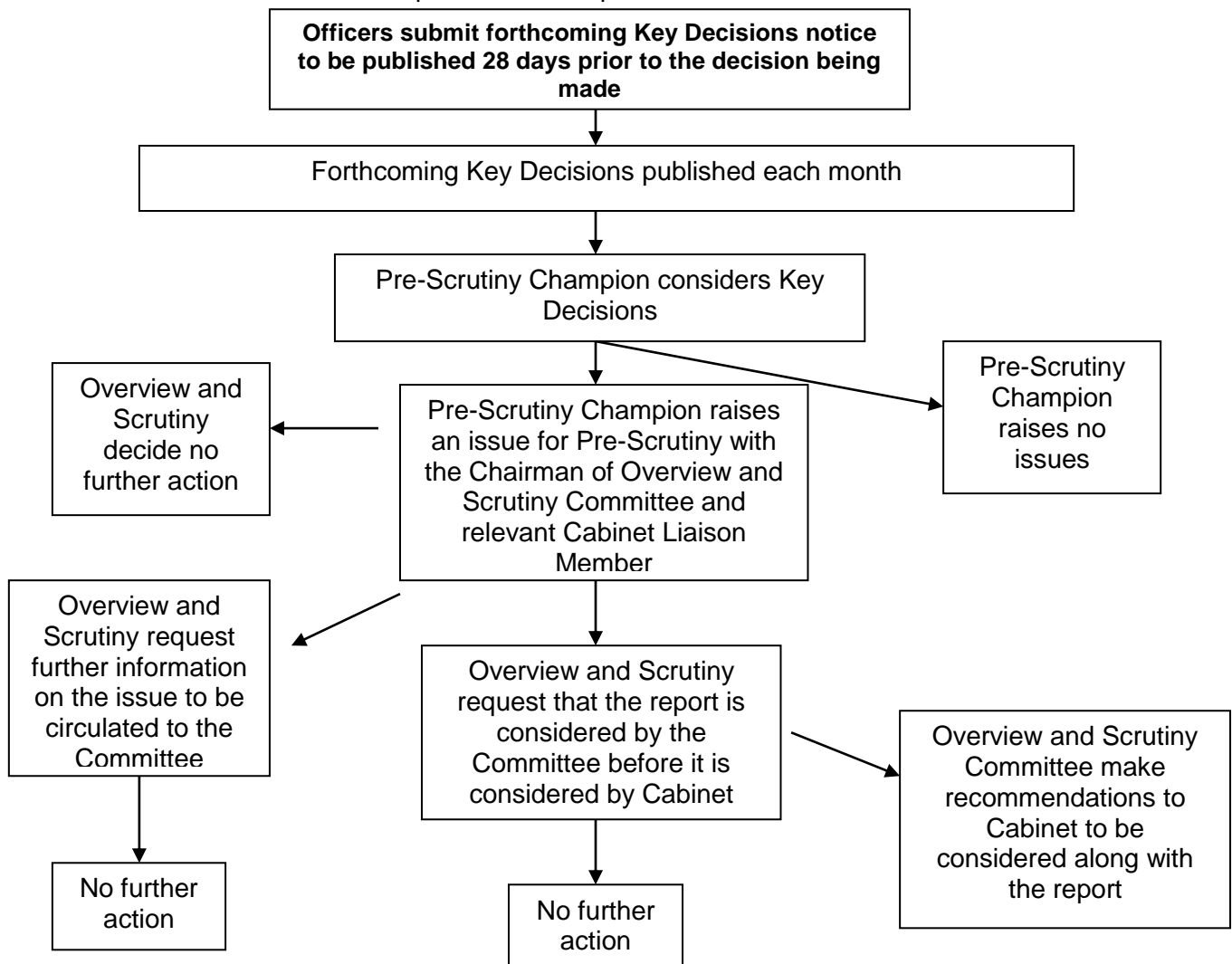
PRE-DECISION SCRUTINY

The role of Pre-Scrutiny Champion was established to provide a clear focus, Member lead with regard to pre-decision scrutiny. This is the process by which Members of the Overview and Scrutiny Committee become involved with decisions at a stage before the decision is formally taken. This approach proves beneficial as it:

- Involves non-executive Councillors at the pre-decision stage;
- Reduces the need for call-ins through developing an understanding of an issue, and ensuring that reports for decision adequately reflect different options and approaches;
- Adds value to reports through wider consultation.

The role of the Pre-Scrutiny Champion is to take the lead and help develop the pre-decision scrutiny process. This includes to: -

- Liaise with Members of the Overview and Scrutiny Committee to highlight potential areas for pre-decision scrutiny within their liaison area;
- Consider and review key decisions as set out in forthcoming Key Decisions notices;
- Assess and consider issues regarding the Overview and Scrutiny topic selection criteria and bring forward such issues to the Committee;
- Assist other Councillors (including Members of the Committee) to identify pre-decision scrutiny issues and propose ways in which these can be approached;
- Provide comments on the structure and functioning of the list of Forthcoming Key Decisions to assist the Council with its improvement and performance.



CALL-IN PROCEDURE

Introduction

Call-in is only one of a number of ways in which overview and scrutiny can hold the executive to account. It should only be used in **exceptional circumstances** where members have evidence which suggests that there is a case to answer that the decision in question has not been made in accordance with the principles set out in article 13 'decision making' of the Council's Constitution.

The choice to 'call-in' an executive decision is used sparingly at the City Council and with care. The procedure ensures that, if necessary, an executive decision made by the Cabinet, a Cabinet Member, a Cabinet Committee, an officer with delegated authority, or under joint arrangements (only applies to decisions delegated by Lancaster City Council) can be thoroughly examined, amendments proposed and full debate entered into by all members.

Call-in Procedure

1. When a decision is made, it shall be electronically published and made available normally within 2 days of being made. Scrutiny Members will be sent copies, by email, of the records of all such decisions, within the same timescale, by the person responsible for publishing the decision.

2. The notice will bear the date on which it was published, and will specify that the decision will come into force and may then be implemented on the expiry of 5 working days after publication, unless there are objections to it and it is called in.

3. During that period, the Chief Executive shall Call-in a decision for scrutiny if so requested by 5 non Cabinet Members, not all of the same group, of which two must be Overview and Scrutiny Committee Members, and the decision shall be considered by Overview and Scrutiny within 10 days of the decision to call-in.

4. If, following a Call-in request, the Overview and Scrutiny Committee does not meet within 10 working days, or does meet but does not refer the matter back to the decision-maker, the decision shall take effect on the date of the Committee meeting, or the expiry of the 10 day period, whichever is earlier.

5. If, having considered the decision, a majority of the Committee is still concerned about it, then it may refer it back to full Cabinet (or Cabinet Committee if relevant), for further consideration, setting out in writing the nature of its concerns, or refer the matter to Council, if contrary to the Budget and Policy framework.

6. If the decision is referred back for reconsideration, then the decision shall be reconsidered before adopting a final decision. With Cabinet or one of its Committees, the reconsideration shall take place no later than at the next Cabinet meeting. Overview and Scrutiny will be notified in writing of the decision within 2 days.

7. If the matter is referred to Council and it does not object to a decision, which has been made, then no further action is necessary and the decision will be effective in accordance with the provision in 8. If the Council does object, it has no place to make decisions in respect of an Executive decision unless it is contrary to the Budget and Policy Framework, and will refer it back to the decision-maker.

8. If the Council does not refer the decision back to the decision-making body, the decision will become effective on the date of the Council meeting at which the Overview and Scrutiny Committee referral was considered.

Call-In and Urgency

The Call-in procedure, set out on page 7, does not apply where the decision being taken is urgent. A decision will be urgent if any delay likely to be caused by the Call-in process would seriously prejudice the Council's or the public's interests.

The Chief Executive, following consultation with the Chairman of the Overview and Scrutiny Committee, must agree both that the decision proposed is reasonable in all the circumstances, and to it being treated as a matter of urgency.

Members Call-in Procedure

In considering a Call-in decision the following procedure must be followed by the Overview and Scrutiny Committee:

- The Councillors who have made the Call-in request (who shall be seated together) should outline the reasons for the Call-in;
- The relevant decision-maker, with support from the appropriate Officer (who shall be seated together), will outline the reasons for their decision and the issues that they took into account;
- Councillors who are signatories to the Call-in request will have the opportunity to question the decision-maker;
- Other Members of the Overview and Scrutiny Committee will have the opportunity to question the decision-maker;
- At the discretion of the Chairman, other Members present may have the opportunity to question the decision-maker;
- Before forming a decision, the Chairman may decide to adjourn the meeting in order to allow the Call-in signatories to reflect on the evidence received and to consider any recommendations they wish the Committee to consider;
- The meeting then moves to forming a decision in accordance with the Council Procedure Rules.

Requesting a Call-In

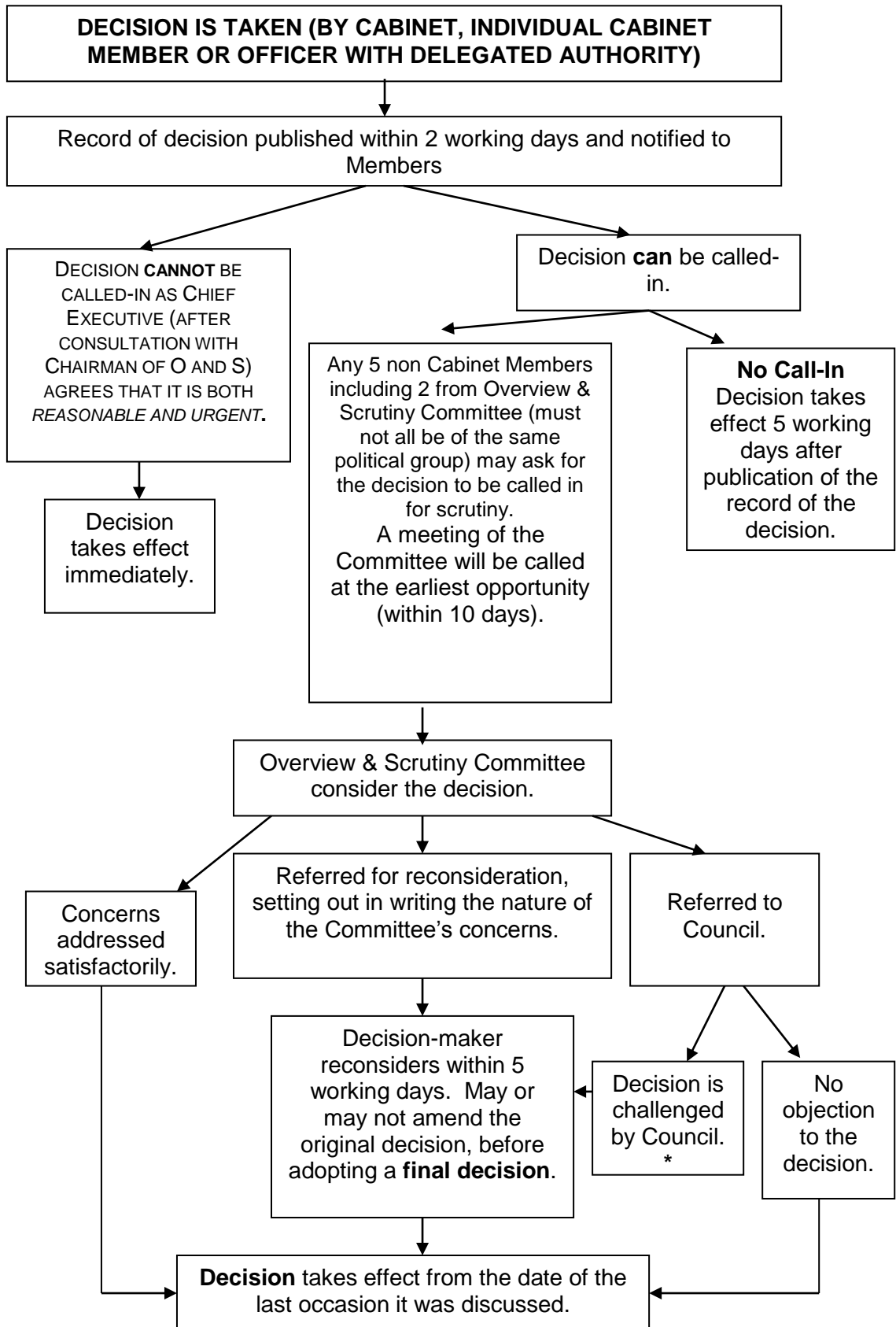
Members are asked to use the 'Call-In template' when calling-in a decision, as set out in Appendix 1. The form can also be accessed on the Council's Intranet and, by request, from Democratic Support. When completing the form, Members should ensure that:

- The item to be called-in and the date of the request is clearly specified;
- It is clearly indicated who took the original decision and when it was made;
- The reasons for call-in are specified. The only acceptable reasons are that the decision has not been made in accordance with the agreed principles of decision making as set out in Article 13 of the Constitution contrary to the Council's decision making, together with a further other reason. These are as follows: -
 - Proportionality (the action must be proportionate to the desired outcome);
 - Due consultation and the taking of professional advice from Officers;
 - Respect for human rights;
 - A presumption in favour of openness;
 - The aims and desired outcomes will be clearly expressed;
 - The options that were considered and the reasons for arriving at the decision should be explained;
 - Other (to allow members to request that a decision be called-in on grounds other than those set out in Article 13 (Decision Making), provided that full reasons for the call-in request are specified on the call-in form).

It should be set out how the decision differs from the criteria set out previously and, if appropriate, a proposed alternative course of action should be identified.

- There are 5 signatories, 2 of which are Members of the Overview and Scrutiny Committee, and all 5 Members are not from the same political group; Signatories must give notice in writing (or by e-mail from a known or recognised source) of their request to Call-in. The form should then be forwarded by hand, by post, or e-mail (from a known or recognised source) to the Chief Executive.

CALL-IN DIAGRAM



* Full Council has no power to make decisions in respect of an Executive decision unless it is contrary to or not wholly consistent with the Budget and Policy Framework.

UNDERTAKING SCRUTINY

In order to undertake scrutiny and policy review effectively and efficiently, there are a number of steps that should be taken that can aid the success of a scrutiny investigation.

Five Steps for Undertaking Scrutiny

1.
Choosing
the Subject

2.
Planning

3.
Gathering
the
Evidence

4.
Preparing
and
Agreeing
the Final
Report

5.
Submitting
the report

Following Up

Choosing the Subject

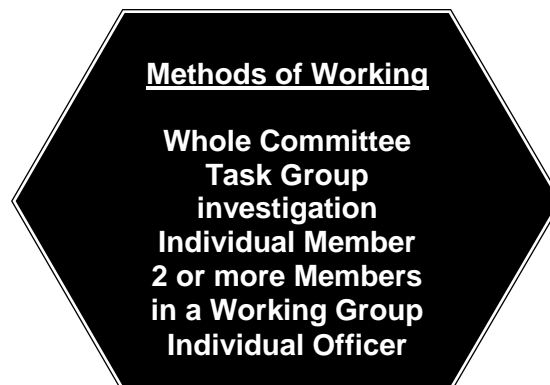
Members need to be sure that the subject they want to look at is significant. Undertaking in-depth investigations is resource intensive of both Member and Officer time. Investing such a high level of resources should only be undertaken for high priority issues.

Planning

Scrutiny investigations require careful project planning.

Determine the nature of Member involvement

There are a number of ways in which Members can drive forward a scrutiny investigation. The choice of method will depend on the nature of the investigation being undertaken. It is also important to consider the capacity of Members to carry out work, and the balance of activities over the year. Through setting an annual Work Programme Members can determine how time and resources can be most productively spent. Examples of different ways of working are set out in the following diagram:



Engaging partners, public and press

There are four potential ways in which the public and partner organisations can become involved in the scrutiny process:

- ❖ As **contributors** to items on the Overview and Scrutiny agenda;
- ❖ As **participating spectators** at scrutiny meetings;
- ❖ As **co-opted members** of Committees (either on a permanent or temporary basis);
- ❖ As **experts and witnesses** brought in to help Members explore particular issues and to provide evidence to scrutiny meetings.

It should be remembered that formal committees can be both off-putting and daunting, and it may therefore be appropriate to use different methods to promote public involvement:

- ❖ identifying opportunities for receiving evidence outside the Town Hall, for example, at schools or community centres around the district;
- ❖ holding daytime and evening meetings as appropriate.

In order to engage a wide range of communities, Members should consider:

- ✓ visiting community forums;
- ✓ advertising at libraries and local delivery points;
- ✓ leafleting;
- ✓ placing publicity in the local and community press and community centres;
- ✓ communicating with faith groups and the voluntary sector;
- ✓ making material available in large print, Braille and in the various community languages;
- ✓ ensuring meeting places are accessible and welcoming;
- ✓ going to meet people informally in their own neighbourhoods and communities;
- ✓ using plain language;
- ✓ publicising scrutiny events.

There are a number of ways in which the press can be engaged. The Council's Communications Section can provide Members with further advice and assistance.

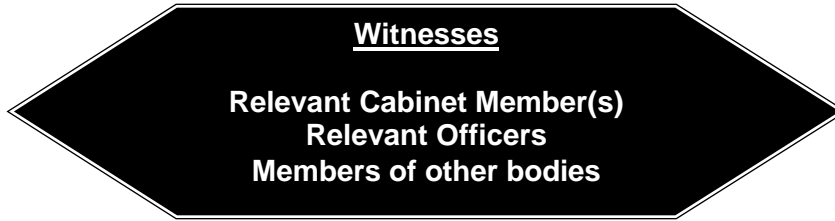
Gathering the Evidence

Members can gather evidence from a number of sources:

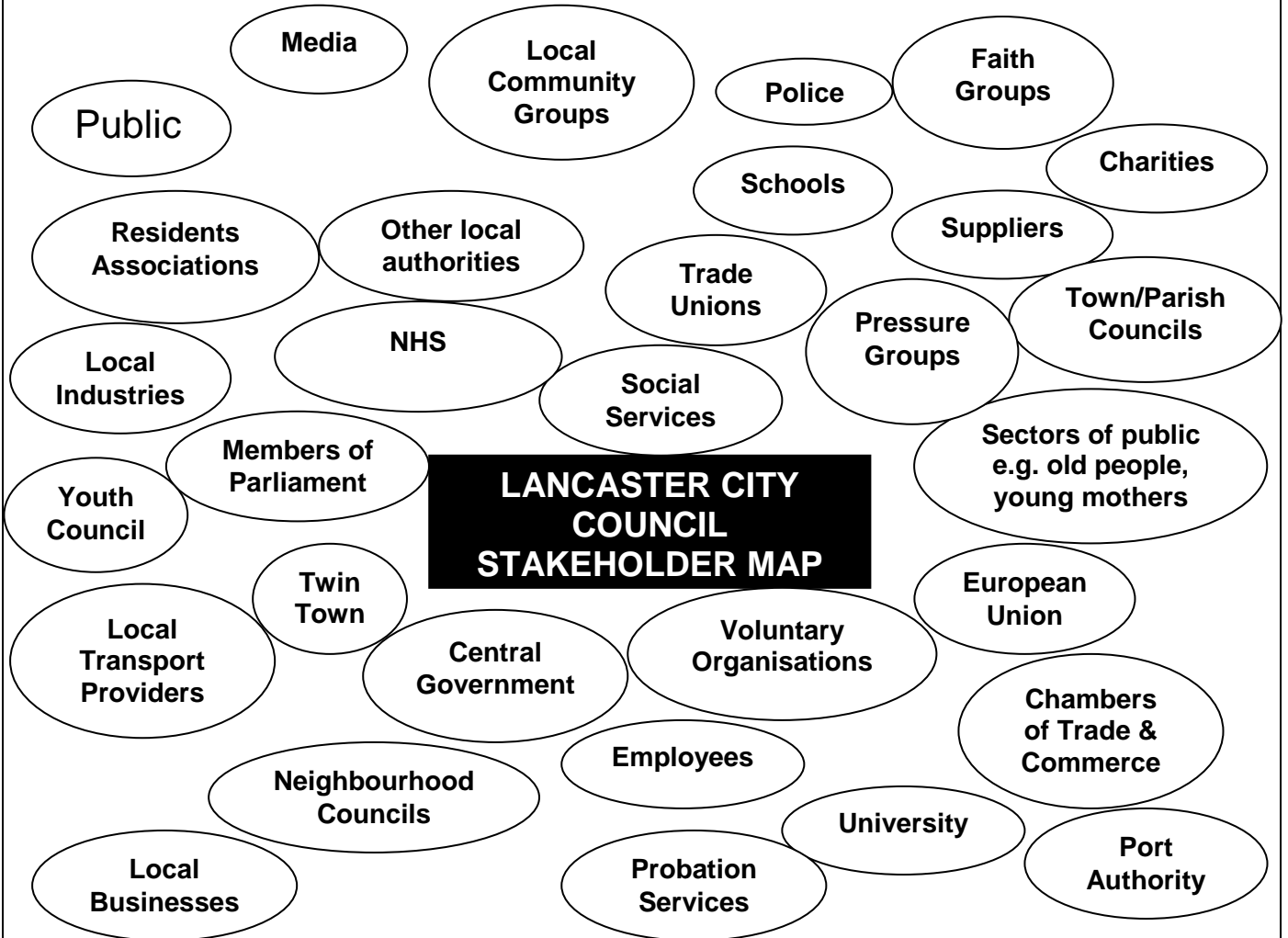
- ❖ calling for written evidence from a range of internal and external individuals and organisations;
- ❖ reviewing existing Council plans, strategies, service plans and reports which are relevant to the subject area;
- ❖ reviewing relevant Government guidance, legislation and documentation;
- ❖ reviewing relevant guidance, good practice guides from national and regional bodies for example, the Local Government Association (LGA);
- ❖ reviewing good and innovative reports and plans from other Local Authorities.

Get the witness package right

There are a number of sources from which witnesses can be drawn. Internally, witnesses may include:



External witnesses can be drawn from a wide range of individuals and organisations, and it is therefore recommended that Members carry out a stakeholder mapping exercise in order to get the right witnesses. The Council has a varied range of stakeholders, i.e. those who have an interest in the issues the Council is interested in or the Council has an interest in the issues they are interested in. A number of suggested stakeholders are identified below:



Gather oral evidence

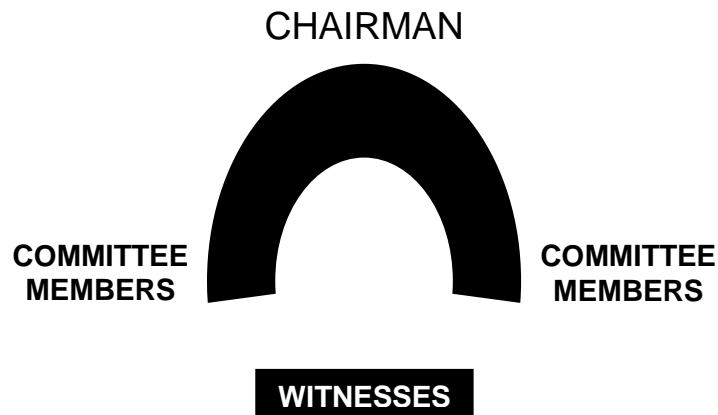
There are a number of issues to consider when arranging to gather oral evidence from internal and external witnesses:

Location

Many oral hearings are best undertaken in Committee rooms which can be properly equipped for such work with, for example, overhead projectors, screens, etc. However, some meetings which intend to gather oral evidence are better undertaken outside of the Town Hall, as they increase partner and public turnout and engagement and are more local and less formal surroundings can put witnesses more at ease.

Layout

For a formal oral hearing or Committee meeting, a horseshoe table layout is particularly effective.



However, in a less formal setting, the horseshoe layout may inhibit discussion or feel intimidating to the witnesses and Members should consider a more comfortable and effective layout, such as, removing tables and sitting in a circle.

Briefing Witnesses

It is important that both internal and external witnesses are aware of what to expect when they attend to give evidence.

Scrutiny Questioning

Potential questions for witnesses should be planned in advance of meetings. Questions should be open, as they have the greatest potential to obtain evidence. Information is requested in a neutral way, and the witness is encouraged to do most of the talking and expand on the points they make.

What do you consider is best about...?
How would you set about changing your organisation's strategy for x?
What did your organisation do on this before, to ensure outcomes x, y and z?
I was interested to hear you say...can you tell me more about that?



Adopt other methods

Gathering written and oral evidence is not the only method available. There are a wide range of other methods such as:

- ❖ Site visits – both within the Council and to external venues;
- ❖ Using case studies;
- ❖ Commissioning research;
- ❖ Conference attendance;
- ❖ Visits to other local authorities and partner organisations;
- ❖ Workshops.

Preparing and Agreeing the Final Report

'Good' reports are:

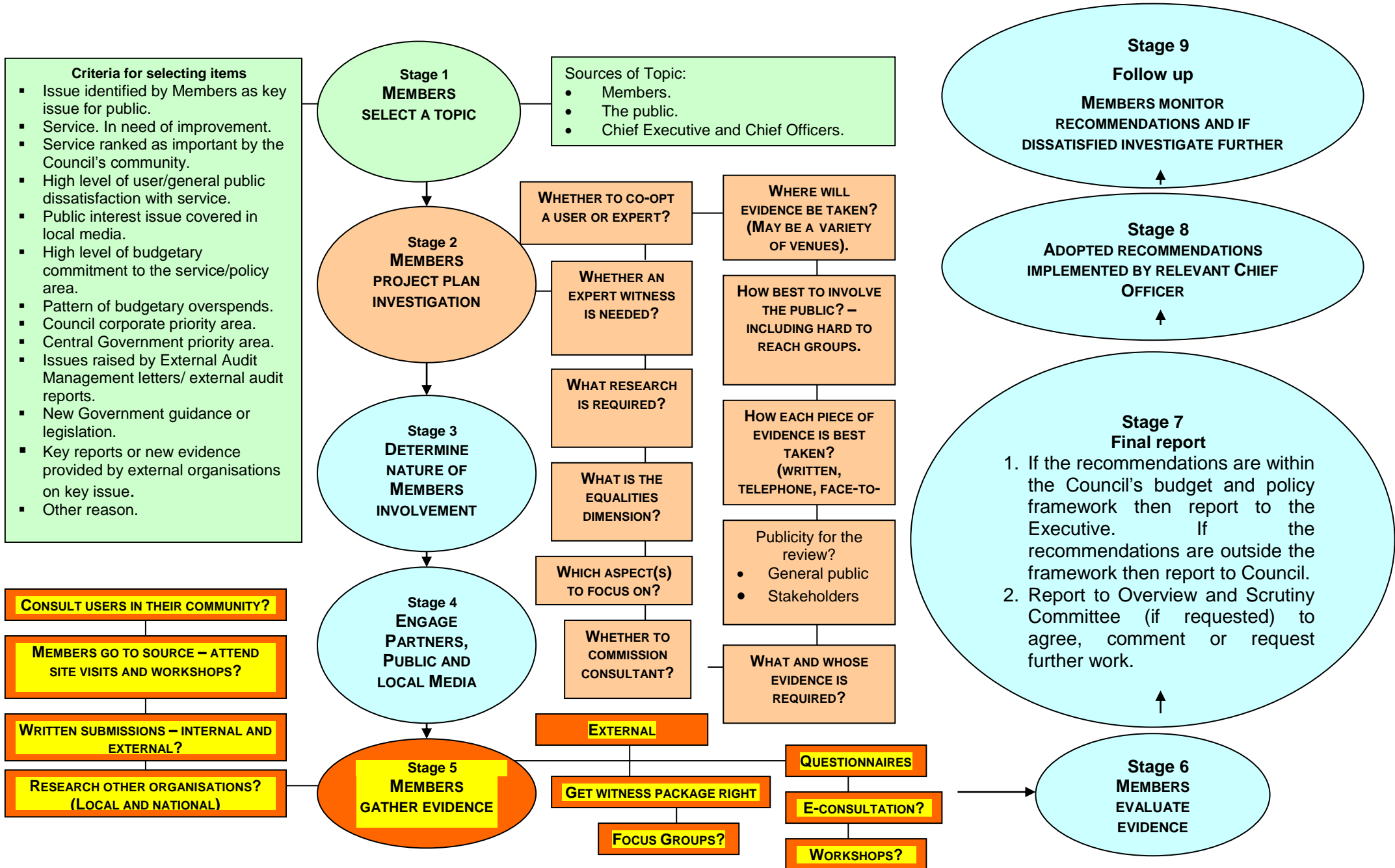
- ❖ Evidence-based, outlining the written, oral and other evidence presented to the Committee;
- ❖ User friendly and written in plain English;
- ❖ Use photographs, graphs, charts and other visual aids to engage the readers;
- ❖ Include a brief, concise summary;
- ❖ SMART (Specific, Measurable, Accurate, Realistic and Timely).

Sending copies of reports to those individuals and organisations who provided evidence is good practice and at the draft stage will enable any factual inaccuracies to be identified.

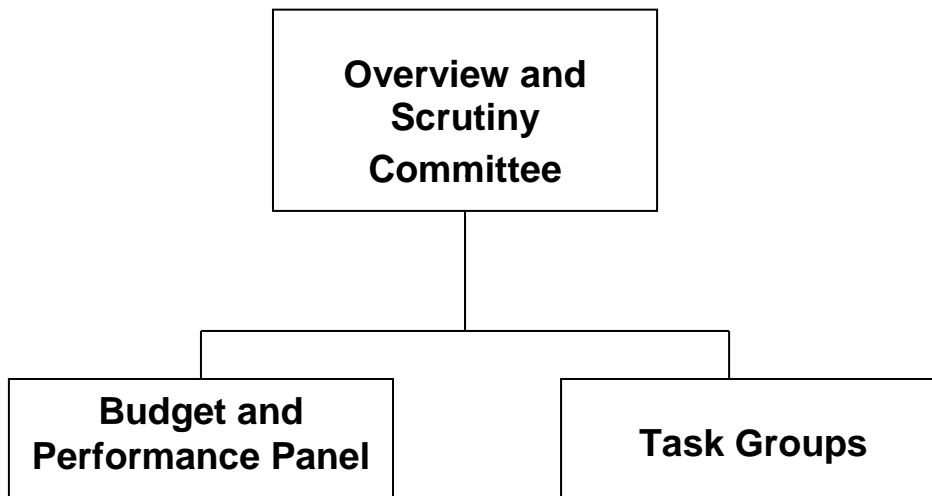
Following Up

Follow-up is the key to successful Scrutiny investigations and it is valuable to receive progress reports on actions taken from the investigations six months/ one year after the initial investigation has been completed. These reports will go to the Overview and Scrutiny Committee.

UNDERTAKING SCRUTINY - DIAGRAM



THE LANCASTER CITY COUNCIL SCRUTINY PROCESS



The **Oversight and Scrutiny Committee** is a Committee of Council and has overall responsibility for the performance of all the scrutiny functions (under Local Government Act 2000) on behalf of the Council. It's main areas of responsibility include holding Cabinet Members to account, hearing Call-ins and dealing with the overview and scrutiny of decisions, which are outside the remit of the Budget and Performance Panel, but do not need the formation of a Task Group.

The **Budget and Performance Panel** has specific responsibility for providing overview and scrutiny to issues regarding the Council's performance, budget and financial issues.

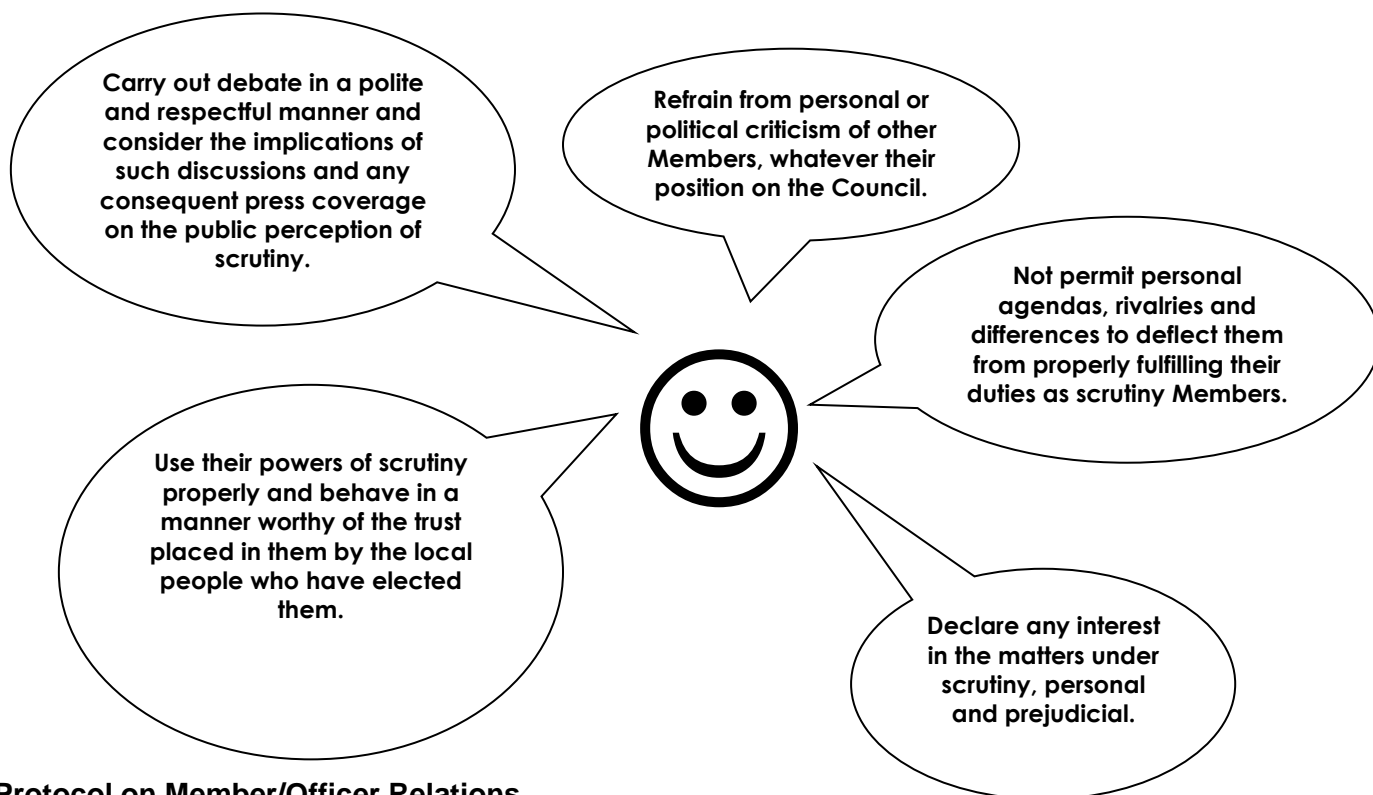
Task Groups are created by the Oversight and Scrutiny Committee to investigate and report back and make recommendations on specific issues or topics.

The Membership for the Committee and Panel for this Municipal Year, can be found on the Council's website or in the inserts at the back of the paper copy of this handbook.

The Democratic Support Team, with responsibility for the scrutiny function, can also be found in the inserts at the back of the paper copy of this handbook along with contact details.

SCRUTINY MEMBER CONDUCT PROTOCOL

All Scrutiny Members are asked to:



Protocol on Member/Officer Relations

As with all Council business, certain underlying principles of conduct apply to everybody concerned. For the effective conduct of Council business there must be mutual respect, trust and courtesy in all meetings and contacts, both formal and informal, between Members and Officers. This is an important part in protecting the Council's reputation and how it is viewed by the public.

Members should conduct themselves with courtesy and respect, and are reminded to 'interrogate the information' not the witness. It is inappropriate for Members to criticise individual Officers and it should be remembered that it is the Head of Paid Service (Chief Executive) who is responsible for Officers and their conduct. Members are recommended to consult the Protocol on Member/Officer Relations contained within the City Council's Constitution for guidance.

Political Affiliation

Scrutiny provides Members with the opportunity to develop a style of working that is less driven by party opinion and point-scoring, and based more on exploration and deliberation of a range of policy options. Scrutiny will, of course, be a place where intense political debate and the expression of different political philosophies, beliefs and approaches to the business of representation and council affairs will take place. However, party affiliation should simply be another point of reference in that debate, rather than the only point of reference.

Councillors are reminded that as Members of Overview and Scrutiny they may not be subjected to the Party Whip, which is prohibited under the City Council's Constitution.

DEVELOPMENT OF A SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Committee and Budget and Performance Panel will be responsible for setting their own annual Work Programmes within their Terms of Reference, as set out in Part 3, Sections 10 and 11 of the Council's Constitution.

All Councillors, the Chief Executive and Chief Officers will be asked for issues that should be considered for inclusion in the Scrutiny Work Programme. The public will also be asked to submit issues for consideration.

A practical, realistic and timetabled programme can then be developed for the Municipal Year. Throughout the year, there are a number of ways in which additional issues can be considered for inclusion in the Scrutiny Work Programme:

Scrutiny Members

Members of the Overview and Scrutiny Committee or Budget and Performance Panel are entitled to give notice to the Chief Executive if they wish an item to be included on the Agenda for the first available meeting. These items should be relevant to the Committee's/Panel's Terms of Reference. The Committee will then determine whether the issue should be included in its Work Programme based on its relevance compared with the priorities as set out in the Scrutiny Work Programme.



Council Members

Three Members of the Council may give written notice to the Chief Executive that they wish an item to be considered for inclusion in the Scrutiny Work Programme. If the Chief Executive receives such a notification, he will refer the request to the Overview and Scrutiny Committee who will determine when and how the item will be considered and inform Democratic Support accordingly so that it can be included on the Scrutiny Work Programme.



Council and Cabinet Requests

The Overview and Scrutiny Committee can respond, as soon as their Work Programme permits, to requests from the Council and Cabinet to undertake a piece of work on their behalf in line with the procedure above. Where they do so, the Committee shall report their findings and any recommendations back to the Cabinet or Council.

OVERVIEW AND SCRUTINY COMMITTEE

Introduction

As well as holding overall responsibility for the performance of all overview and scrutiny functions on behalf of the Council, the Overview and Scrutiny Committee has the power to scrutinise all Council functions and decisions that are not the responsibility of the Budget and Performance Panel. It also has the power to call-in decisions that are felt to have not been made in accordance with the Council's decision-making principles.

Other major functions of the Committee include:

- Consideration of Cabinet decisions after they have been put into effect;
- Consideration and commenting on Key Decisions;
- Conducting reviews of policies, services and aspects of services where there is an identifiable need, by itself or through setting up a Task Group;
- Working with other local authorities and organisations to carry out joint scrutiny;
- Assisting the Cabinet in the development of the Budget and Policy Framework;
- Creating Task Groups and scoping/setting their Terms of Reference;
- Reviewing and scrutinising the performance of the Cabinet, Cabinet Committees and appropriate Officers and receiving reports and updates.

BUDGET AND PERFORMANCE PANEL

Introduction

The Budget and Performance Panel has responsibility for carrying out scrutiny in respect of the Council's Budget and Performance at both the Strategic and Service level. In accordance with the Council's objectives and core values, the Panel helps to ensure that the management of financial affairs are efficient, prudent, and work best for the residents of the District and that there is effective monitoring of Council performance that leads to continuous improvement in Services.

The Panel has, in the past, scrutinised and reviewed issues such as the Budget and voluntary grants, and recommended how the Council could make additional savings in order to prevent Council Tax increases. The Panel has also reviewed and scrutinised the Council's Services to ensure that they are working as efficiently and cost-effectively as possible, and provide a good level of service to customers.

Other major functions of the Panel include:

- Scrutinising the Council's performance in budgetary management and targets, treasury management, property and asset acquisition and disposal, capital programme and evaluating the effectiveness of its financial and operational policies and procedures;
- Reviewing the Council's strategic performance and monitoring Performance Indicators and benchmarking;
- Monitoring external Service Level Agreements and other contracts;
- Monitoring and reviewing Services in achieving their Service Business Plans;
- Scrutinising the Council's Corporate Performance and to update the work programme of the Panel.

ANNUAL REPORT AND BUDGETING

The Overview and Scrutiny Committee prepares an Annual Report each year outlining overview and scrutiny achievements, performance and areas for improvement. Sections of this report will be dedicated to the achievements of the Budget and Performance Panel and Task Groups. The Annual Reports are available on the City Council's Intranet and Internet pages.

TASK GROUPS

Task Groups may be established to undertake specific project work, policy development, a specific task, consultation, review investigation or similar activity. The Overview and Scrutiny Committee decides whether a Task Group should either be: -

- 1) Formal and report directly to Cabinet;
- 2) Formal and report directly to Council; or
- 3) Informal and report directly to the Overview and Scrutiny Committee.

The majority of the Task Groups will consist of nine Councillors on a Proportional Representative (PR) basis, and tend to **operate for three months or less**, producing one Final Report during their lifetime. Task Groups that operate on an informal basis can be established as a non-PR group basis. In terms of Member availability and Officer support a maximum of 2 Task Groups is sustainable at any one time, with a further 1 Task Group being held in reserve.

SOURCES OF FURTHER INFORMATION

Documents

The City Council has a number of resources regarding Overview and Scrutiny available from Democratic Support to assist Members with their role.

Useful Websites

NAME	LINK	DESCRIPTION
Centre for Public Scrutiny	www.cfps.org.uk	Promotes the value of scrutiny in modern and effective government.
Department of Environment, Food and Rural Affairs	www.defra.gov.uk	The government department responsible for the environment.
Department of Health (DoH)	www.dh.gov.uk	The government department responsible for the NHS.
Local Government Association	www.lga.gov.uk	Represents the interests of local authorities across the Country.
Department for Communities and Local Government	www.communities.gov.uk	The government department that deals with local government.
Houses of Parliament	www.parliament.uk	Links to the House of Commons and House of Lords sites. From here it is possible to obtain acts of parliament, statutory orders, and parliamentary information.
Directgov	www.direct.gov.uk	Acts as a portal to central and local government Websites.

APPENDICES

Appendix 1 - Call-In Template

Appendix 2 - Scrutiny Review Scoping Template

Please note: The attached appendices are suitable for photocopying by Members when required. Copies of the documents can also be obtained on the Council's Intranet and Internet sites and from Democratic Support.

This form is to be used when calling in a decision taken by the Cabinet, an Individual Member of the Cabinet or a committee of the Cabinet, or a key decision made by an officer with delegated authority from the Cabinet, or under joint arrangements. The full procedure is set out in paragraph 16, Part 4, Section 5 of the Constitution and page 7 of the Scrutiny Handbook.

ITEM TO BE CALLED IN:	
DATE DECISION TAKEN:	
DECISION TAKEN BY:	Tick
Cabinet	
Individual Member of Cabinet (please state)	
Councillor	
Committee of Cabinet (please state)	
Key Decision by Officer with delegated authority (please state)	
Joint Arrangements (please state)	
REASONS FOR CALL-IN: (please indicate your reasons below)	Tick
(a) Proportionality (i.e. the action is not proportionate to the desired outcome).	
(b) Lack of, or insufficient consultation and the taking of professional advice from Officers.	
(c) Lack of, or insufficient respect for human rights.	
(d) Lack of openness.	
(e) The aims and desired outcomes of the decision are not clearly expressed.	
(f) Insufficient information about the options that were considered or the reasons for arriving at the decision.	
(g) Other (please give your reason(s) in full below).	
REASONS AND (IF APPROPRIATE) PROPOSED ALTERNATIVE COURSE OF ACTION:	
SIGNED:	Members of Overview & Scrutiny Committee Cllr _____ Cllr _____
	Three Further Councillors Cllr _____ Cllr _____ Cllr _____
<i>(Note: A valid request for call in must be signed by a total of 5 Members of the Council, including 2 or more Members of the Overview & Scrutiny Committee, and all 5 Councillors must not be from the same political group.)</i>	
DATE:	
This request for call in must be submitted to the Chief Executive (in writing, or by e-mail from a known or recognised source) within 5 working days of the date of publication of the decision.	

Scrutiny Review Scoping Template

<u>Review Topic</u> (name of Review)			
<u>Councillor Involvement</u> (names of Cllrs involved)			
<u>Officer Support</u> (names of Officers required)			
<u>Rationale</u> (key issues and/or reason for doing the Review)			
<u>Purpose of Review/Objective</u> (specify exactly what the Review should achieve)			
<u>Indicators of Success</u> (what factors would indicate that a Review has been successful)			
<u>Methodology/Approach</u> (what types of enquiry will be used to gather evidence and why)			
<u>Specify Witnesses/Experts</u> (who to see and when)			
<u>Specify Evidence Sources for Documents</u> (which to look at)			
<u>Specify Site Visits</u> (where and when)			
<u>Specify Evidence Sources for Views of Stakeholders</u> (consultation/workshops/focus groups/public meetings)			
<u>Publicity Requirements</u> (what is needed – press release, fliers, leaflets, radio broadcasts, etc.)			
<u>Resource Requirements</u> (people, expenditure)			
<u>Barriers/dangers/risks/etc</u> (identify any weaknesses and potential pitfalls)			
Projected start date		Draft Report Deadline	
Meeting Frequency		Projected completion date	

Formally Constituted

Informal Task Group

Membership

	Chairman

Name of Task Group

Terms of Reference