



Scrutiny Framework, Committee Remits and Call-In

Co-ordinating O&S Committee

1 Purpose

- 1.1 This report sets out proposals for engaging members and officers in a review of Scrutiny arrangements, to strengthen cross-party engagement in scrutiny and ensure scrutiny's place in the good governance of the Council.
- 1.2 The main areas for consideration are set out below, and these stem from previous reviews and discussions with members, and from an LGA Peer Review on Committee Services and Scrutiny:
- The development of a Scrutiny Framework;
 - A review of committee structure and remits;
 - Consideration of amendments to the call-in process.

2 Background

Review of Scrutiny 2018

- 2.1 In March 2018, Scrutiny members presented a [report to Full Council](#) following a review of the Council's scrutiny arrangements. This review sought to ensure that Scrutiny is an effective partner in the council's governance and is successful in providing constructive challenge and helping to drive improvement across the council and its services. The themes that emerged from the review were:
- Role of scrutiny – holding to account, contribution to policy development, oversight of performance and finance;
 - Relationship with the Executive: parity of esteem including the transparency of work programmes and decisions and information sharing;
 - Committee structures, remits and membership.
- 2.2 Following the endorsement of the recommendations at City Council in March 2018, substantial changes were made to scrutiny arrangements around Committee structures and remits including:
- Increasing the number of scrutiny committees from five to eight;



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- Creating a lead scrutiny committee – Co-ordinating O&S – responsible for oversight of the work programme and overseeing the scrutiny function as well as its substantive remit. The membership includes all the Scrutiny Chairs;
- Having an O&S Committee with a clear remit for finance and a Health and Social Care O&S Committee with no other areas of responsibility
- Agree a new Executive / Scrutiny protocol to guide new ways of working

2.3 A series of recommendations were received (and responded to by the Leader at the [Co-ordinating O&S meeting in July 2018](#)). However, it was also agreed that further work was needed, particularly in addressing the parity of esteem issue, taking into account national development notably the publication by the Government of statutory guidelines for Scrutiny (May 2019).

LGA Peer Review

- 2.4 To further support that work, the LGA conducted a peer review of Scrutiny and Committee Services and a [report](#) was completed in December. Consideration of the Council's response began in January but was delayed because of reduced scrutiny resources during the first months of the Covid-19 pandemic.
- 2.5 The report made six recommendations relating to scrutiny (Appendix 1) and these broadly fall into three categories:
- The development of a Scrutiny Framework;
 - The review of committee structures;
 - Call-in.
- 2.6 As it is for Scrutiny to take the lead on these matters, the following sections set out how each of these three areas is to be approached.

3 Scrutiny Framework

- 3.1 The Scrutiny Framework would be a guide for all elected Members, officers and other parties outlining the interface between Scrutiny and the Executive and the procedural elements that underpin the relationship.

Co-Production

- 3.2 Whilst many other councils have scrutiny protocols and elements of a scrutiny framework, there is currently no other council that has implemented a comprehensive framework of this type. In relation to designing protocols, the Good Scrutiny Guide says:

“In CfPS’s experience, the value in the production of such a document derives from the conversations that precede its agreement, rather than the document itself.”



3.3 Therefore, the proposed approach to designing a Scrutiny Strategic Framework involves Scrutiny Members from all parties, Cabinet Members and senior officers.

3.4 A co-production approach would signal the extent to which a strong cultural commitment to scrutiny is owned by the council's leadership. Scrutiny Statutory Guidance, published in 2019, emphasises the importance of this:

Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.

Members and senior officers should note that the performance of the scrutiny function is not just of interest to the authority itself. Its effectiveness, or lack thereof, is often considered by external bodies such as regulators and inspectors, and highlighted in public reports, including best value inspection reports. Failures in scrutiny can therefore help to create a negative public image of the work of an authority as a whole.

3.5 The Peer Review said in its report:

“In developing such a framework the council should consider how scrutiny can support pre-decision activity, add value to decision making and improve performance. For a strategic framework to work, it needs to be a co-production between the Executive and scrutiny. This has to be about scrutiny's place in the governance structures and how others work with scrutiny and include it”

Methodology

3.6 The Centre for Public Scrutiny (CfPS) have offered to support the council in this work, and it is suggested that they facilitate workshop sessions, as well as advise on the approach. From this work, depending on the outcome, there could be an opportunity for the council to share the learning to the wider scrutiny community.

3.7 Scoping work commenced in January 2020 and the following actions have been completed:

Action	Timescale
Scrutiny Chairs agree outline plan	17 January 2020
Council Leadership Team (CLT) initial engagement	03 February 2020
Workshop on Scrutiny (1) (Cabinet members, scrutiny chairs, CLT)	28 February 2020 Facilitated by CfPS



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- 3.8 A workshop with cross party members to continue the scoping was unfortunately cancelled due to the lockdown.
- 3.9 Next steps therefore need to focus on bringing cross-party backbench scrutiny members into the discussion, with a view to then developing a draft framework for consultation and debate. It is also proposed to do a short survey of members to gain their views.
- 3.10 It is proposed that this development is overseen by a small working group of Cabinet Members, Scrutiny Members and senior officers.

Action	Timescale
Scrutiny Member workshop	24 September 2020 Facilitated by CfPS
Meetings of sub-group	September/October 2020
Member survey	October 2020
Initial draft of framework	October 2020
Further workshops if required	October – following meeting of sub-group Facilitated by CfPS
Development of final draft	November 2020
Share draft with officers and members	November 2020
Agreement of framework	December 2020

Areas the framework might cover

- 3.11 The areas the framework might cover include:
- A statement of collective understanding of scrutiny's role, as a strategic function, within the council and the value that it adds through that role;
 - Clarity on the areas scrutiny will be involved in – policy development, holding to account etc – and mechanisms for resolving disagreements on scrutiny's remit as they arise;
 - Clarity on roles and responsibilities, and how these will be enacted, including expectations around participation and attendance at meetings;
 - Transparency over the way that the scrutiny work programme is developed and how members will prioritise and monitor impact, recognising that scrutiny is in charge of its own work programme and will occasionally do things with which the Executive may disagree, but with meaningful engagement of the Executive;
 - How regular dialogue between Scrutiny and the Executive will happen – including informal and candid conversations, to ensure that both have a clear sense of the other's work and priorities;
 - Plans in place, owned jointly by Scrutiny and the Executive, to continuously improve scrutiny, in part by ensuring that the function gets the support and engagement it needs from across the council;



- How and when information will be shared.

Next Steps

3.12 Committee Members are asked to:

- Agree the proposed way forward as set out above;
- Agree to set up a working group of Cabinet Members, Scrutiny Members and senior officers to lead on this work, reporting back to this Committee (nominations will then be sought outside the meeting);
- Agree to send a survey to members ensuring that as many as possible have the opportunity to contribute. The questionnaire will be created after the workshop and a draft shared with Committee Members for comment ahead of send out;
- Indicate key areas for the framework to focus on and for further discussion at the workshop on 24 September. To assist with this, some areas have been summarised in section 3.11 above, and Appendix 2 contains a discussion paper setting out legislative and constitutional background to some of the areas such a framework might cover, as well as some reflections on current practice.

4 Review of Scrutiny Committee Structures

- As stated in the previous review of scrutiny committee structures in March 2018, any review of scrutiny committee structures should be undertaken by a cross-party group of Scrutiny Members with a representative from Cabinet.
- Appendix 3 sets out the links of current committees with cabinet portfolios and directorates. Cabinet portfolios have remained broadly the same since committee remits were redrawn in 2018, but the directorates have changed.

Next Steps

4.3 Committee Members are asked to:

- Agree to set up a cross-party group of Scrutiny Members with a representative from Cabinet to put forward proposals for scrutiny committee structures.

5 Review of Call-In

- The recommendations with regards to call-in, alongside any other changes to be proposed by members, are proposed to be considered by the Co-ordinating O&S committee, with a view to making recommendations as necessary as part of the annual review of the Constitution. The areas to be considered were set out in the paper to Co-ordinating on 3rd July 2020. It is proposed to get views from members at the workshop, then bring a paper back to Co-ordinating with proposed recommendations.



6 Next Steps

- 6.1 In summary, Committee Members are asked to:
- a. Agree the proposed way forward as set out above;
 - b. Agree to set up a working group of Cabinet Members, Scrutiny Members and senior officers to lead on this work, reporting back to this Committee (nominations will then be sought outside the meeting);
 - c. Agree to send a survey to members ensuring that as many as possible have the opportunity to contribute. The questionnaire will be created after the workshop and a draft shared with Committee Members for comment ahead of send out;
 - d. Indicate key areas for the framework to focus on and for further discussion at the workshop on 24 September 2020.
 - e. Agree to set up a cross-party group of scrutiny members with a representative from Cabinet to put forward proposals for scrutiny committee structures.



Appendix 1: Recommendations relating to Scrutiny from the LGA Peer Review

Recommendation	Area
R01: Develop a strategic framework for scrutiny which sets out role, purpose and behaviours and a standard for evidence gathering, report content and impact measurement.	Scrutiny Framework
R03: Review the process for Executive and scrutiny work planning to ensure earlier engagement with directors and Cabinet Members which will allow more pre-decision scrutiny	Scrutiny Framework
R04: Review the purpose of each scrutiny committee to assess impact, alignment with corporate priorities and significant projects and to avoid duplication, including reviewing the number of scrutiny committees and frequency of meetings	Committee structure review
R05: Tighten up on rules around call-in criteria in line with MHCLG guidance and develop a robust informal resolution process	Call-In review
R09: Develop and communicate concise and accessible guidance on all aspects of scrutiny and the decision making process	Scrutiny Framework
R11: Identify how and where to celebrate success and share learning and best practice identified through your scrutiny processes	Scrutiny Framework

Appendix 3: Background Paper – Scrutiny

1 Purpose

1.1 This paper sets out legislative and constitutional background to some of the areas a Scrutiny Framework might cover, as well as some reflections on current practice. The paper draws on:

- Centre for Public Scrutiny's "Pulling it All Together: A guide to legislation covering scrutiny and governance in English local government", 2018;¹
- The relevant sections of the Constitution;²
- New Council Constitutions: guidance to English Authorities 2001 (DCLG), "Constitution Guidance";³
- Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities (MHCLG) (May 2019), "Scrutiny Guidance";⁴
- Governance Peer Challenge, Birmingham City Council, September 24th -27th 2019, Feedback Report, "Peer Review Report";
- The Good Scrutiny Guide, Centre for Public Scrutiny, June 2019;⁵
- Examples of other local authority guidance, procedure notes etc.

2 The Role and Functions of Scrutiny

Legislation and Constitution

- 2.1 The Local Government Act 2000 (as amended) sets out that a council operating executive arrangements must ensure that Scrutiny has the power to review or scrutinise decisions or actions taken which relate to the discharge of any functions which are and are not the responsibility of the executive; make reports or recommendations to a local authority or its executive relating to the discharge of any functions which are the responsibility of the executive and also those that are not; and make reports or recommendations on matters which affect a local authority's area or its inhabitants. More details on the legislative basis is available on request.
- 2.2 The role and functions of Overview and Scrutiny in Birmingham are set out in the Constitution, along with the principles of good scrutiny (Part B11.1-11.3).

¹ <https://www.cfps.org.uk/pulling-together-guide-legislation-overview-scrutiny/>

² www.birmingham.gov.uk/constitution

³ <https://webarchive.nationalarchives.gov.uk/20120920053721/http://www.communities.gov.uk/documents/localgovernment/pdf/155181.pdf>

⁴ <https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

⁵ <https://www.cfps.org.uk/the-good-scrutiny-guide/>

Statutory Guidance

2.3 The Constitution Guidance is clear that “to achieve enhanced accountability and transparency of the decision making process, effective overview and scrutiny is essential ... Their roles should, therefore, include both:

- developing and reviewing policy; and
- holding the executive to account”

2.4 With regards to “developing and reviewing policy” the guidance goes on to say:

“Overview and scrutiny committees should be a key mechanism for enabling councillors to represent the views of their constituents and other organisations to the executive and local authority and hence to ensure that these views are taken into account in policy development.

These committees are the main way by which the executive is held to account in public for the discharge of the functions for which it is responsible. They should have important roles in reviewing the local authority's policies and other matters of more general local concern and making recommendations, either to the full council or to the executive, on future policy options.” (paragraph 3.17)

2.5 The recent Scrutiny Inquiry into the Full Council meeting (September 2019) recommended that “a realignment takes place between the Executive, Scrutiny and Full Council with regards to strategic policy development, to give Scrutiny and Full Council a stronger policy role... A process for ensuring that strategic policy development is channelled more effectively through Scrutiny should be developed as part of the revised Executive/Scrutiny protocol”.

2.6 The Constitution Guidance also says that holding to account can have four principal elements:

- scrutinising decisions which the executive is planning to take;
- scrutinising executive decisions before they are implemented (a so-called 'call-in' mechanism);
- scrutinising executive decisions after they have been implemented, whether shortly afterwards or as part of a wider review of policy, to measure their effect;
- reviewing the performance of the executive and the local authority's senior officers (paragraph 3.73)

2.7 The Scrutiny Guidance states “authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value”:

“Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects “the area or the area’s inhabitants”, authorities will often find it difficult to support a scrutiny

function that carried out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working.

Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.

Applying this focus does not mean that certain subjects are off limits” (page 21)

“Scrutiny committees will often have a keen interest in “following the council pound” – ie scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a requirement for them to supply information to or appear before scrutiny committees.” (page 20)

Peer Review Feedback

- 2.8 The Peer Review Report made the following comments with regards to role and function of scrutiny in Birmingham:

“There is too much variation between O&S committees, beyond what you would expect to see, and it is therefore not easy to see how scrutiny contributes to supporting the delivery of corporate projects.” (page 1)

“In general there is a lack of understanding and appreciation of the role and purpose of scrutiny across the organisation.” (page 2)

“There is some evidence that scrutiny focuses on corporate issues of strategic value. E.g enablement. There is generally a corporate understanding that decision making needs to be transparent and subject to scrutiny.” (page 11)

“The full value and impact of scrutiny is currently unknown within the Council and its purpose and benefits are not fully understood. Recognition of scrutiny's role in supporting the delivery of corporate priorities and being crucial to good governance is not evident. Whilst there are some examples of where scrutiny has made a positive impact this was not consistent across all committees and scrutiny committee performance was described in the organisation as variable.” (page 12)

- 2.9 There are examples of how other council's approach this, for example Leeds' [Vision for Scrutiny](#), and Devon's approach to the [four principles of scrutiny](#).

3 Committee Structure

- 3.1 The remits of each of the O&S Committees are set out in the Constitution (Part B11.5).

- 3.2 Legislation does not specify how scrutiny committees should be configured; as the CfPS notes in the Good Scrutiny Guide, “there is no “right approach” to the structure of scrutiny committees”. The Scrutiny Guidance acknowledges this:

“Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.” (page 7)

- 3.3 The CfPS Good Scrutiny Guide goes on to say: “Form should follow function, and it is only when members and officers have a clear sense of the role of scrutiny, its approach to work programming and impact, that the structure to support that work can be properly evaluated” (paragraph 6.1.0.3). It should also be noted that amending structures will not compensate for lack of clear purpose or organisational culture. As the Scrutiny Guidance states:

“The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails” (page 8).

- 3.4 The Constitution Guidance advises that:

“Overview and scrutiny committees should take a cross-cutting rather than narrow service-based view of the conduct of the local authority's business and therefore the aim should be for local authorities to have, at any given point in time, a relatively small number of such committees.”

LGA Peer Review Comments

- 3.5 The LGA Peer Review Report told us:

“Any review of scrutiny should also include the number and remit of each committee and the frequency of meetings. The current timetable of monthly meetings is driving a focus on meeting based scrutiny and for some committees this is too frequent and creates an unnecessary burden on the team and officers without impact evidence. A more creative approach to scrutiny with task and finish groups, visits and work groups could allow a reduction in the number of meetings and increase the amount of time for policy development” (page 2)

- 3.6 They noted that the increase to eight committees has seen time and resources focused on those eight committees’ monthly meetings, at the expense of more in-depth inquiry or task and finish work.

- 3.7 Consideration also needs to be given to how to co-ordinate the various committees’ work to make best use of the total resources available:

“There is limited co-ordination of work planning across Overview & Scrutiny Committees and this has impacted on the strategic alignment of corporate priorities with scrutiny. There is too much variation between O&S committees, beyond what you would expect to see, and it is therefore not easy to see how scrutiny contributes to supporting the delivery of corporate projects.” (page 1)

- 3.8 In conclusion, they recommend a review of the number of committees and meetings “to assess impact, alignment with corporate priorities and significant projects and to avoid duplication. As part of this you should review the number of scrutiny committees and frequency of meetings”:

“Most core cities have an average of only 5 scrutiny committees compared to BCC’s 8. The Council should consider other ways of conducting scrutiny without formal committees. This could include work groups, visits and task and finish groups. The role of the Co-ordinating committee in particular needs to be reconsidered. It could include monitoring the application of the new framework, looking for opportunities for cross-cutting work, overseeing an annual scrutiny work programme and having ownership of an annual scrutiny report.”

4 Ways of Working

- 4.1 Again, legislation does not specify how scrutiny should undertake its role. There are a number of areas that a framework could cover that relate to ways of working, namely:

- Executive Scrutiny working;
- Work programming;
- Rules of procedure.

Executive Scrutiny Working

- 4.2 The Constitution states that:

“Overview and Scrutiny Chairs should maintain regular engagement with Cabinet Members to enable flexibility to be built into the Overview and Scrutiny work programme, so as to respond to the Council’s policy priorities in a timely way.”

- 4.3 Otherwise there is little formal guidance on how Scrutiny and the Executive should interact. A short protocol was agreed in previous years by Scrutiny Chairs and Cabinet Members.

- 4.4 The Scrutiny Guidance is clear that:

“authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter’s future work programme. Authorities should, though, be mindful of their distinct roles ... In particular: The executive should not try to exercise control over the work of the scrutiny committee” (page 9)

- 4.5 The Peer Review found that:

“It also found that that whilst Executive/Scrutiny working was improving in some areas, parity of esteem for scrutiny from the Cabinet and Directors was not well established across the organisation. As a peer team we found that this is still an issue.” (page 1)

- 4.6 The matter of “parity of esteem” was picked up by the Council in its final response to the Birmingham Independent Improvement Panel:

“We will enable O&S Committees to carry out their Scrutiny function effectively and with rigour, by continuing to emphasise the parity of esteem between Scrutiny functions and the executive leadership, as part of the wider member development programme and shift to an organisational culture based on transparency and constructive challenge” (Priorities for Improvement, response to BIIP letter)

- 4.7 A review of how Executive and Scrutiny relations could also help address other issues raised in the report, notably:

“Backbenchers said that they lacked confidence that scrutiny recommendations would be followed up, hence their use of critical motions and call-in.” (page 9)

- 4.8 An examples of how relations / protocols are set out in other authorities can be seen in [Monmouthshire's Scrutiny and Executive Protocol](#).

Work Programming

- 4.9 With regards to work programming, the Peer Review recommended:

“Review the process for Executive and scrutiny work planning to ensure earlier engagement with directors and Cabinet Members which will allow more pre-decision scrutiny. Earlier conversations are needed about major proposals to avoid problems further down the process such as the need for call-ins. To enable more pre-decision scrutiny the Executive needs to keep scrutiny abreast of what it is working on as well as vice versa” (page 3)

- 4.10 The Scrutiny Guidance emphasises that work programming should be member-led, but also recognises that there is a role

“While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.” (page 8)

- 4.11 The key thing to consider here is prioritisation:

“prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority” (page 8)

- 4.12 The LGA Peer Review found:

“The alignment of scrutiny with corporate priorities is not clear. Scrutiny’s focus is currently very wide and there is a lack of prioritisation, coordination and focus on areas where this could value and make a difference to the citizens of Birmingham. ... For scrutiny to work effectively, all Committee Chairs, Members, Cabinet Members and Directors need to be engaged with work planning, evidence gathering and effective questioning” (page 12)

4.13 In Birmingham, work programmes are set at the start of the municipal year and tends to focus on the schedule of ten meetings per year; and can contain a high proportion of reports to note.

4.14 The Constitution Guidance states that:

“Overview and scrutiny committees are encouraged to consider different approaches and formats for their meetings for their different roles: scrutinising decisions and decision making; reviewing policy; and investigating other matters of local concern.” (paragraph 9.56)

Rules of Procedure

4.15 Whilst the Constitution sets out broad parameters of how scrutiny committees are run (Part B11.6), other councils lay out more detailed rules of procedure setting out matters such as attendance at meetings, setting the agenda, access to information, how requests for scrutiny are dealt with and guidance for questioning.

4.16 Some elements of this are governed by legislation or guidance. For example, an O&S Committee has the power to require members of the executive and officers of the local authority to appear before it and answer questions, though the Council may specify which grades of officer should attend.

4.17 With regards to access to information

“Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position” (page 18)

5 Roles and Responsibilities

5.1 Whilst roles and responsibilities are not defined in legislation, guidance gives a number of pointers on what the role could or should entail. The Constitution Guidance contains some pointers on the different roles of Scrutiny Members, Cabinet Members and officers.

5.2 Allied to any consideration of roles, is the appointment of members to scrutiny. As the Scrutiny Guidance states:

“Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority (page 15)

5.3 Rules governing membership of O&S Committees are set out in the Constitution (Part B11.4). Conflicts of interest are dealt with in Part B11.7.

6 Call In

6.1 The Peer Review also recommended:

“Tighten up on rules around call-in criteria in line with MHCLG guidance and develop a robust informal resolution process. The number of call-ins are disproportionately high due to the fact that the criteria for call-ins are not rigorous enough. An informal resolution process at Director level might help to resolve an issue before it becomes a call-in” (page 3)

6.2 The Peer Review report states:

“The number of call-ins at the Council is disproportionately high, mainly because the criteria for call-ins are not rigorous enough to ensure that only serious concerns are reviewed. Backbenchers said that they lacked confidence that scrutiny recommendations would be followed up, hence their use of critical motions and call-in. Call-ins should be used to address cases when the decision making process has gone wrong and not when a member does not agree with a decision that has been made. To avoid this happening, Members should be expected to provide a written justification for their reasons for call-in which matches the statutory criteria. There is also evidence of Directors and Cabinet Members having to attend call-in meetings without knowing exactly why the call-in was instigated. The reasons for the call-in needs to be explained and witnesses briefed beforehand”. (pages 9 & 10)

6.3 The outline Call-in procedure is set out in Part 11.9 of the Constitution, with further detailed guidance available in the procedure note.

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Co-ordinating O&S Committee

Leader:

Strategic policies
Structure and Governance of the Council
Lord Mayor's office
Communications
Council Wide Efficiency and Improvement
Policy and Partnerships
West Midlands Combined Authority
Enforcement

Cabinet Member for Social Inclusion, Community Safety and Equalities

Tackling Inequality
Equalities within the Community
External Challenge
Third Sector Partnership and Engagement

Deputy Leader:

Business Change
Efficiency and improvement for the Council – including
governance and performance of third-parties
Risk Management
Customer Services
External Scrutiny and Local Government Ombudsman
Open data and Information systems
Whistleblowing and Corporate Complaints Procedure
Emergency Planning
To take a lead on information law and data protection
matters
To challenge any lack of transparency in all work carried out
by the Council
ICT
Legal

Directorates: Partnerships, Insight & Prevention; Finance and Governance; Digital & Customer Services

Resources O&S Committee

Leader:

Financial strategy

Deputy Leader:

Revenues and Benefits Service

Cabinet Member for Finance and Resources

Finances

Human Resources

Birmingham Business Charter for Social Responsibility

Commercialisation

Procurement

Contract Management

Internal Trading Operations

Commissioning

CWG, Culture & Physical Activity O&S Committee

Leader:

Commonwealth Games, Sports and Events
Development

Cabinet Member for Education, Skills and Culture

Arts and Culture and Tourism

The Library of Birmingham and Community Libraries

Museums

Directorates: Finance and Governance; Education & Skills; Neighbourhoods; HR, CWG team

Economy and Skills O&S Committee

Leader:

Major projects
Promotion of the city and Inward Investment
Council land use and property assets including appropriation
Economic growth and jobs
Business Improvement Districts
Land Use Planning

Deputy Leader:

Impact and implications of Brexit

Cabinet Member for Education, Skills and Culture
Skills, expansion for key growth sectors enterprise and innovation
Skills and Entrepreneurship in Schools
Employment Opportunities

Directorates: Education & Skills; Inclusive Growth; Partnerships, Insight & Prevention

Sustainability and Transport O&S Committee

Cabinet Member for Transport and Environment

Transport Strategies
Highways
Advice to Planning Committee (Highways)
Air Quality
Green City
Climate Change

Education & Children's Social Care O&S Committee

Cabinet Member for Children's Wellbeing
Lead Member for Children's Services (LMCS)
Safeguarding Children and Young People
Children's Services
Overseeing the Children's Trust
Overseeing Early Years
Corporate Parenting
Lead Member for Special Educational Needs and Disability (SEND) and Inclusion

Cabinet Member for Education, Skills and Culture
Education of Children and Young People
Youth Engagement and Youth Service, along with
Lifelong Learning (post 14 skills and adult education)

Health and Social Care O&S Committee

Cabinet Member for Health and Social Care
Adult Social Care and Health
Public Health
Healthy Communities

Directorates: Education & Skills; Inclusive Growth; Adult Social Care; Partnerships, Insight & Prevention

Housing and Neighbourhoods O&S Committee

Cabinet Member for Homes and Neighbourhoods

Council housing management services

Registered Social Landlords

Private Rented Sector

Housing Options

Tenant engagement in social housing

Neighbourhood Management

Bereavement Services and Register Office

Leader:

Housing Development

Cabinet Member for Street Scene and Parks

Waste Strategy and Services

Pest Control

Cleaner Neighbourhoods

Recycling

Parks and Allotments

Cabinet Member for Social Inclusion, Community Safety and Equalities

Safer Communities

Social Cohesion and Inclusion

Domestic Violence

Directorates: Neighbourhoods; Inclusive Growth;