

Overview and Scrutiny Management Board

24th April 2017



Report of: Shahzia Daya, Service Director, Legal and Democratic Services

Title: Scrutiny Structure and ways of working – Hothouse progress update

Ward: City Wide

Officer Presenting Report: Andrea Dell, Service Manager, Democratic Engagement

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Recommendation

That Overview and Scrutiny Management Board (OSMB) Members consider and comment on the emerging outcomes for the future of Scrutiny in Bristol developed by OSMB members using the hot-house process.

Summary

Following a request from OSMB Members Bristol City Council's Scrutiny Service is being reviewed in order to identify whether there are more effective ways of working. OSMB Members agreed to explore the options for Scrutiny via a 'hothouse' event, which took place on 5th April 2017. This report provides an outline of the progress made to date and proposed next steps.



Context

OSMB Members discussed Bristol's Scrutiny arrangements on the 9th February 2017 and it was agreed by OSMB Members that the structure and ways of working of Scrutiny should be reviewed. There was however no consensus on what a different structure and way of working could involve. It was therefore agreed to use the hot-house method as a way of trying to reach a collective solution.

On 13th March officers who were to facilitate the hot-house session presented how the process would work. An introductory workshop was held on 20th March where Members of OSMB (and Members from other Scrutiny committees) discussed the purpose and role of Scrutiny and the challenges they perceive are preventing effective scrutiny at the moment. Appendix E contains slides of the points raised by members and the outcomes of that session.

On 5th April OSMB members engaged in a day-long hot-house session. This aimed to work through the challenges identified previously and start to develop potential solutions to address the challenges and enable scrutiny activity to deliver outcomes in accordance with a shared vision. An hour-long plenary session was held for all elected members (including Cabinet) to hear details of the progress made to date and to put forward comments and challenge.

Helen Rankin, LGA Advisor – Leadership and Localism, was in attendance for the two hot-house sessions and it is intended that she continue to support Bristol through this process and also to help with the implementation of the outcomes. Her views on the outcomes to date are included in Appendix D.

All Members of OSMB and Party Group Leaders were invited to attend the hot-house and members from the Scrutiny team were in attendance. Facilitation was provided by officers from the council's change team.

Outcomes

The emerging outcomes produced by OSMB members are captured below. Key questions raised by Members during the session and in the plenary are set out in Appendix A and an early draft of a potential model is set out in Appendix C. This work is in the early stages and will continue to be developed as set out in the next steps.

The following mission statement and principles were drafted by members in the hot-house:

- Mission Statement - **To make a positive difference for the citizens of Bristol and deliver the right outcomes, by helping Bristol City Council make better decisions**
- Re-model scrutiny to enable more 'task and finish' style activities, which have clearly defined outcomes
- Early involvement of Councillors and open communication at the ideas stage of the Decision Pathway
- Do a few things well, rather than lots of things not so well
- Self-selection so that Councillors can attend what they are passionate about
- Clear ways in which Scrutiny involvement contributes to the outcome
- Scrutiny and Executive to prioritise and decide what is most valuable to give time to
- Be clear about what value scrutiny adds

A draft model began to emerge from the hot-house that attempted to align with the above principles. In summary the model had the following key strands:

- An overarching OSMB committee oversees the work programme. OSMB would use a set of agreed criteria to ensure items included in the work programme, at the outset and through-out the municipal year, are outcome focused and align to the principles and mission statement.
- Scrutiny activity would be done by a series of task and finish groups who would undertake detailed scrutiny activity. The type of task and finish group (e.g. a select committee, working group, inquiry day, site visit, hot-house) would be determined by the item being scrutinised.
- The work programme would be set by the Scrutiny members. Cabinet members would be engaged to assist with horizon scanning of potential items.
- OSMB would meet monthly to review the work programme and monitor capacity to ensure delivery.
- All non-executive members (consideration should be given as to whether this should include Audit Committee members) would be considered Scrutiny members and be able to be involved in the task and finish scrutiny activity based on their areas of expertise and interest thus forming a scrutiny pool. Please note this is a similar model to that operates in Lewisham. This was referenced due to the similarity of what was being proposed by the Bristol members and not a specific model being promoted. It was suggested that first Bristol needed to work through what was appropriate for Bristol before looking in detail at other models.
- Initial discussions were had about the statutory functions of health and flooding and also the ongoing issue of finance and performance (the statutory obligation of scrutiny are set out in Appendix F) and the role of call-in was briefly raised. How these are managed requires further development however consideration could be given to the role of OSMB in looking at these and/or standing committees that are called as and when required.

Next steps

The emerging models and way of working are in early stages and will require further development (for example the questions raised in the plenary session need addressing). It is proposed that the next steps involve the proposals being discussed with the following key stakeholder groups before any more detailed work is carried out:

- OSMB members - 24th April
- Mayor and Party Group Leaders – 9th May
- Executive Member for Resources - April (TBC)

The output from this engagement will further shape the structure and also shape the next steps; inclusion in the Constitutional changes; interim arrangements whilst further detail is worked through; no change.

Appendix A – Key questions from the hot-house and plenary sessions

Appendix B – Attendance list from hot-house

Appendix C - Diagram of early emerging model

Appendix D – LGA Informal Feedback

Appendix E – Slides from introductory hot-house session

Appendix F – Statutory requirements of Scrutiny

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

APPENDIX A**Summary of the key questions from the Scrutiny hot-house and plenary session****Key Considerations and Risks**

Whilst significant progress was made during the Hothouse event and a direction of travel beginning to be shaped, there are still a number of issues that need to be addressed before a final structure can be agreed. They include;

Communication;

- A. How to establish better lines of communication between the Executive and Scrutiny i.e. should more structured interaction be adopted?
- B. How to maintain formal reporting from the Executive Members to Scrutiny, particularly in view of the Constitution Working Group's intention to reinstate six monthly formal updates.

The Work Programme;

- C. The need to implement a robust selection process for topics for the Scrutiny Work Programme to ensure that activity aligns with the Mayor's priorities, and also the issues that are important to the residents of Bristol
- D. How to avoid duplicating Scrutiny activities with other Mayoral policy development work streams e.g. the Congestion Charging Working Group
- E. The importance of ensuring that an appropriate amount of time is dedicated to statutory matters (such as some services relating to health)

Resources;

- F. Helping Members to understand that the resources available to Scrutiny have reduced and therefore choices need to be made about priorities
- G. The need to identify a fair way to remunerate Members for the responsibilities associated with Chairing, including any 'Task and Finish' Group

Governance

- H. Finding the balance between enabling Scrutiny to operate in a transparent way versus needing to be nimble and responsive
- I. Further consideration of the role of call-in in the decision making process
- J. The sequencing of Scrutiny meetings in relation to Cabinet and the role of 'Call In' i.e. if a Scrutiny meeting took place within 5 days of every Cabinet meeting to review Key Decisions and potentially call them in, could pre-decision scrutiny reports be largely dispensed with?
- K. The external Review of the 2016/17 Forecast Budget Deficit which highlighted several areas of concern in relation to Scrutiny, most notably;
 - The information flow between officers and Members
 - The frequency and quality of reports to Members, including scrutiny

- The need for robust governance arrangements, particularly around finance
- L. Whether all Scrutiny bodies, including task and finish, need to be politically proportionate. OSMB Members were of the view that proportionality should be suspended for task and finish groups although it was acknowledged that the decision was a matter for the Whips.
- M. The timetable for agreeing Scrutiny changes. If no agreement can be reached prior to annual Council should the existing Commissions continue into 17/18 or should OSMB pick up all Scrutiny activity until arrangements can be agreed?

APPENDIX B

Attendance – Hothouse Main Session

- Councillor Charlie Bolton
- Councillor Tom Brook
- Councillor Eleanor Combley
- Councillor Tony Carey
- Councillor Jude English (in part)
- Councillor Geoff Gollop
- Councillor Gary Hopkins (in part)
- Councillor Olly Mead
- Councillor Anthony Negus
- Councillor Steve Pearce (in part)
- Andrea Dell, Service Manager, Democratic Engagement
- Robert Swift, Change Services
- James Snelgrove, Change Services
- Lucy Fleming, Scrutiny Co-ordinator
- Karen Blong, Scrutiny Advisor
- Romaine de Fonseka, Scrutiny Advisor
- Johanna Holmes, Scrutiny Advisor
- Helen Rankin, Leadership and Localism Advisor, the Local Government Association

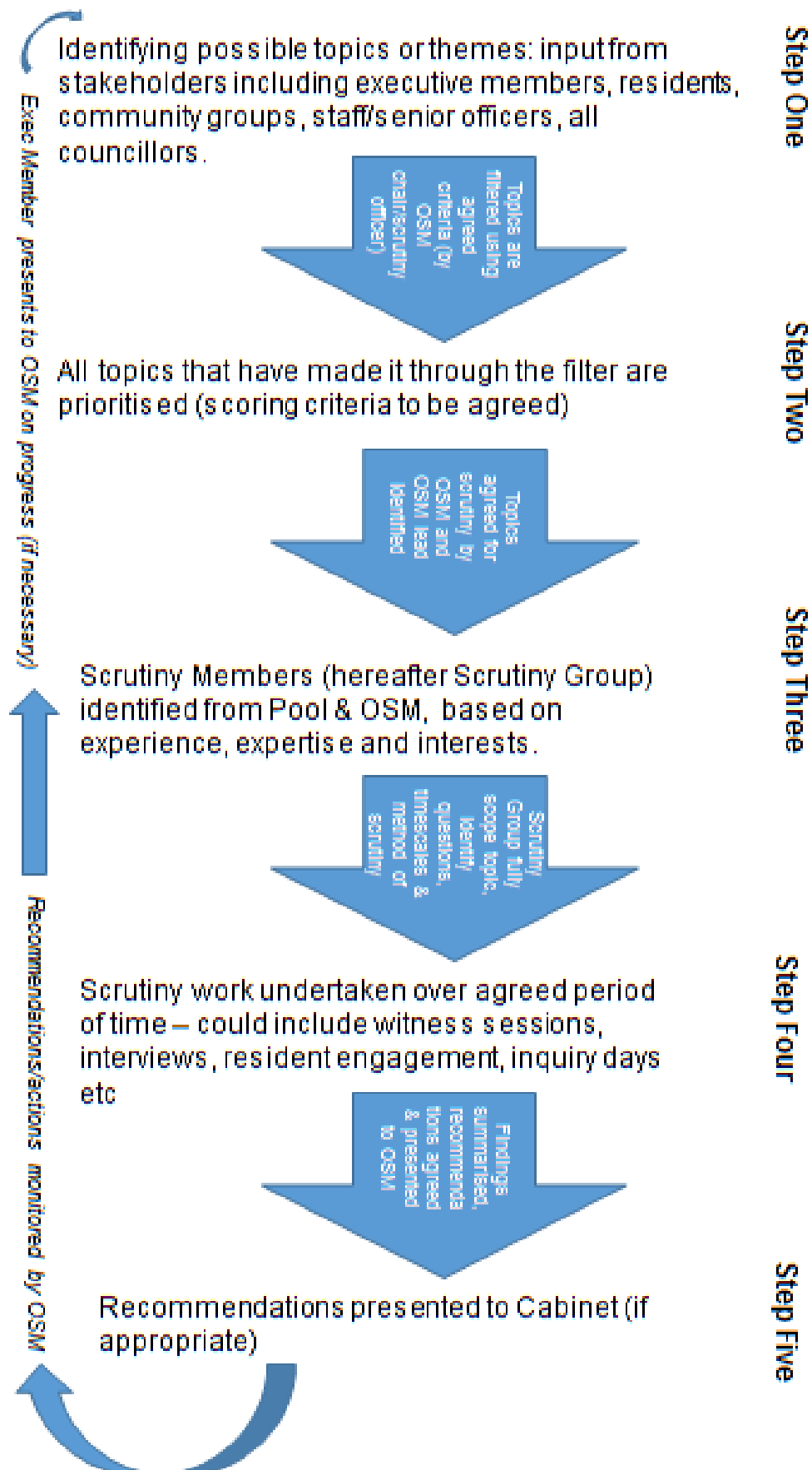
Plenary Feedback Session – 4pm to 4.30pm

The following joined for the last part of the event to hear the outcomes;

- Councillor Asher Craig
- Councillor Steve Jones
- Councillor Pickersgill
- Councillor Jo Sergeant
- Councillor Clive Stevens
- Councillor Mhairi Threlfall
- Alison Comely

All Elected Members were invited to the plenary session and all members of Scrutiny, Cabinet and Party Group Leaders were invited to the hot-house session.

APPENDIX C Proposed Scrutiny Cycle



APPENDIX D

Feedback from Helen Rankin, Leadership and Localism Advisor, the LGA on the proposed Scrutiny Cycle following Hothouse Event on 5th April

These comments are based on observations of the 2 hot house events on 20th March & 5th April. Any suggestions for ways of working are based on Helen's experience both as a Scrutiny Manager within a Council and her work at the LGA where she leads on the Scrutiny Essentials training for councillors and gathers best practice evidence from across the country.

Step One

- The process for receiving suggestions for scrutiny: I really like what you already do with the annual scrutiny event – it might be too resource heavy to run this more than once, but there may be other ways of engaging stakeholders throughout the year. For example, one thing that works quite well is to create a stakeholder database (might include charities, youth parliament, voluntary group, faith sector etc.) and send your high-level themes and topics out to say “this is what we’ve identified as scrutiny priorities – do you agree? Is anything missing?” Could possibly share your priority list (“backlog”) quarterly or every 6 months. It is unlikely that you will be inundated with topic suggestions to the stage that you can’t handle the number – however, you never know! So it might be see-how-it-goes at first approach.
- From that long list of all topics that have been suggested, you will need to filter them. My thoughts would be that the scrutiny officer, working with the Chair & Vice Chair of OSM would filter using an agreed set of criteria. It might be worth, for transparency purposes, including a note in the OSM agenda with all the scrutiny topics put forward (the long list), the criteria used for shortlisting and then the agreed priority list. I think that would be fine on an agenda as long as it formed part of a Forward Work Programme type item. Of course a Member of OSM (or other Member of the Pool might want to argue the case for a topic that’s not been shortlisted on agreement with the Chair).

Step Two

- Scoring criteria: say after a long list of 30 topic suggestions, you identify 15 that require scrutiny. I think it was agreed by the Members that there would be some form of prioritisation scoring/criteria based around **value added, effort and time criticalness**. I **don’t recall** much of a discussion about how or who would undertake this prioritisation. I am mindful to suggest that this again is the Chair & Vice Chair with the support of the scrutiny team (perhaps at an OSM pre-meeting or agenda planning session). My worry about the whole of OSM doing this is it would end up taking up too much time at meetings. You could trial electronic prioritisation – but this would only work if all OSM members were able to access and complete the online prioritisation process..
- Once you have identified your top priority scrutiny topics, OSM could identify a lead (probably from OSM members) and membership to make up scrutiny group to carry out the work. I think the scrutiny groups (I’m just calling them this for ease but they could Panels, task forces etc.), would be formed based on experience, expertise, interests, professional backgrounds, passion etc. I would suggest a first activity would be to do a skills/interests audit of all Pool members.

Step Three

- Scrutiny Group identified: a couple of questions raised here for me. I am of the view that the full scoping of the topic shouldn't be undertaken until the Group is formed, but until that point it may be difficult to confirm how many Members should sit on that group. It could be that you go for a set number (e.g. 4), and then as part of the scoping process you may realise you need more Member resource, or potentially less.
- Scrutiny group would then fully scope the topic and at this stage agree what questions the group are looking to answer, set some terms of reference, identify witnesses, decide which method of scrutiny activity (e.g. select committee, inquiry day, task group), set timescales. Depending on how often OSM are meeting, it might be appropriate for OSM to have a role in overseeing all ToR and therefore having them presented to a public OSM meeting before work has started/progressed.

Step Four

- Scrutiny work undertaken by the "scrutiny groups". There was an obvious question in the room, which couldn't really be addressed immediately, about resourcing these groups – i.e. how many can be running at once? It's not the easiest question to answer because a task group may require more resource than an inquiry day – and so depending on the type of scrutiny activity there may be times where you could have 6 activities running or just 2. What I do think is really important is to exercise the rule that nothing new can be started until resource becomes available (so when one activity finishes, that will trigger another starting). Of course in this model there is also the possibility that some Members could undertake pieces of research without the need for so much support. I have seen one example where a member had a particular desire to undertake some research for scrutiny purposes, but there wasn't the support of the wider committee – as a result he undertook that work himself and presented it back (which resulted in forming a task group on the back of his evidence).
- Clear timescales for work should be agreed to ensure focus/engagement remains high for these flexible pieces of work. For longer term pieces of work you might want to consider 1/4ly or 6 monthly reporting back to OSM.
- The scrutiny group should report back to OSM at the end of their work with recommendations, before it goes on to any other body (e.g. Cabinet).

Step Five

- I would anticipate that OSM would have a role to play in terms of monitoring recommendations – if they were accepted, have they been implemented? Are they having the desired impact?
- I think that I would suggest keeping a recommendations tracker as a standing item on your agenda, where recommendations can be deleted once the OSM is satisfied they've been implemented.

Other thoughts:

Role of OSM & Statutory functions:

- Based on the discussions, observations and how successful scrutiny works elsewhere, I would see OSM business as being primarily oversight of the scrutiny groups, determining the terms of reference of those groups and tracking recommendations.
- For Health: You could have this as part of OSM, it may warrant a standing committee or a committee that just meets as and when the need arises. I would see any task & finish groups (or other activity) related to health being best served in the same way that any other scrutiny group is established. The statutory duties relating to health could be covered at OSM or a separate health scrutiny.
- Community partnerships: I would expect this could be a one off event at an OSM meeting
- My personal view is that you could probably cover the finance watching brief at OSM – but this might be complemented with a Finance sub group, where Members can become “specialists” in finance and have those frank conversations about budgets in private. A summary of those meetings could be presented to the public OSM for transparency/accountability purposes.
- OSM should be politically proportionate. I would suggest meeting at least every 2 months, possibly every month or every 6 weeks given it would be the only formal committee.
- A question was raised about holding cabinet members to account. There would certainly be a role for this within all of the scrutiny activity being undertaken by the scrutiny groups. However, I think there might also be merit to holding sessions in public – I’ve seen this work well where Cabinet Members attend to present their objectives to the committee, receive questions and then are held to account throughout the year. This is a role that I think could be fulfilled by OSM – there would just need to be care taken that it didn’t over-dominate agendas.

I think you have a really good starting point for developing a flexible and innovative approach to scrutiny.

Feedback from Helen Rankin, Localism and Leadership Advisor, the LGA – based on 20th March Warm Up Discussion with Members

Please consider the notes below as observations. I have added some comments (which reflect more my view or areas I think we might want to explore) in blue. Some of what I raise may already be happening or may occur naturally out of the next Hot House. The comments are based purely on the 2 hour session yesterday, and I don’t think we need to discuss in any great detail before 5 April. I thought that it would be helpful to share my notes with you – and I’ve themed them into a number of broad categories.

A couple of specific points I wanted to pick up on:

- I fully hear your concern about ensuring that whatever happens out of the Hot House process is maintained. I would be very happy to support with this and help identify ways to keep the momentum, enthusiasm and innovation up once the initial phase has ended. I think that this is something which will evolve out of the next session, but should probably be something we revisit soon after 5 April to ensure it stays at the forefront of our minds.
- Assuming that the hot house creates a suggestion for a new commission structure, there might be some specific support/training that we can provide for scrutiny members (and in fact all members if necessary). This could include: different methods of conducting

scrutiny, questioning skills, effective work programming, and engaging stakeholders in the scrutiny process and so on.

- At a later date, I would also be happy to have a chat about public engagement in scrutiny as there are some interesting things happening nationwide.

And onto the notes...

Scrutiny in Bristol – observations based on 20 March Hot House

Good practice

- There was a clear passion amongst Cllrs to undertake good scrutiny and there were some comments about really good practice, such as the Inquiry Days. *I expect at the next Hot House more good practice will start to be shared, and perhaps it would be worth recording these case studies to promote the value of scrutiny: both to officers and Members, and the public. If the power, potential and influence of scrutiny can be showcased through short and inspiring case studies it could be a simple way of boosting the confidence and engagement of Members, plus showing the wider audience how effective it can be.*

Relationship with the Mayor/Cabinet

- General acceptance that the Mayor wants to engage with scrutiny and that he wants scrutiny to be effective: *for me, this is absolutely crucial for effective scrutiny and so a positive observation. Consideration should be given on how to engage the Mayor/Cabinet in any consultation around a new structure or forward work programme.*
- There was a comment in the room about the executive “not dictating scrutiny”: *I think it’s worth parking this and possibly coming back to it later. While I agree that the exec should not **dictate** scrutiny – I do think a healthy relationship between exec and scrutiny can be extremely valuable: one where Cabinet commission scrutiny to do pieces of work at points and where Cabinet see how scrutiny can shape policy. The Chairman of OSM later talked about involving the Cabinet with the forward planning process – I think there is some benefit to this and perhaps something we can raise later. Possibly even a session with Cabinet once/if a new structure is confirmed on “how to use scrutiny to shape policy”.*

Policy development & pre-decision scrutiny

- General acceptance that engaging scrutiny at the right time (usually early), leads to better decisions. A big focus on the benefits of horizon scanning and long-term policy development, from the first spark of an idea: *It strikes me that this message may form a key part of any vision or mission statement for a new scrutiny structure – and I agree it needs to be embraced and momentum maintained. However, I’d also caution not losing focus on continuous development of policy – yes to more policy being developed early, but scrutiny can play an important role at several points during the development of a policy, including commenting on draft policies, editing and holding decision maker to account to ensure the policy achieves what it set out to.*
- There were several comments about horizon scanning, but it wasn’t really fleshed out how horizon scanning currently happens. *I would be quite interested in seeing this develop, particularly in line with the decision making pathway – if scrutiny wants to be/should be involved with the process early on, do they also need to think about how they identify those topics. Of course, by encouraging officers to involve members early*

in the process this should bring some topics and scrutiny ideas to the forefront, but there should also be a role for scrutiny in identifying (for example) issues at a central government or national level, that might trickle down to impact on Bristol. – This may already be happening, just an observation as it wasn't raised yesterday.

Reports

- There was clearly widespread feeling that reports to commissions are often too lengthy, unwieldy and complicated. *The whole piece of work around this scrutiny review may offer a timely opportunity to brief officers on different ways of presenting information to scrutiny committees. This is one of the most common concerns I hear from Members on scrutiny: reports are too difficult to digest and there is too much information. One of the Members at the Hot House said that officers might feel a certain type of formal report is necessary because of their experience with formal committees. Perhaps there is an opportunity for the Hot House members to recommend new ways of presenting information? Also encouraging less formal ways of working: scrutiny is not dictated by huge amounts of legislation and so there is quite a lot of flexibility. Whether that be executive summaries, more use of media and most importantly ensuring that the reports are not just digestible to Members, but also to the public.*
- Linked to the pre-decision scrutiny concerns, there were a number of comments about policies being a “done deal” by the time they get to Committee: *I understand from Lucy that a bit of a PR campaign about scrutiny (ie demonstrating to officers that Scrutiny can be a really helpful tool/resource) has been tried before – any work done with officers on reports could also include “how scrutiny can help you develop your policy” or “involving Members in your brainstorm”, with a focus on involvement from idea conception, and also a focus on bringing reports to committee at the stage where there are a variety of **options** and not just sign-off before Cabinet decision. I've attached a document I've used before to talk officers through different ways scrutiny can be involved in the policy process.*
- One of the scrutiny officers mentioned reports “for information”: *a good outcome might be to agree a process (perhaps part of the wider decision making pathway), to update Members on matters relevant to their scrutiny remit but not needing a full report to committee. E.g. bulletin, blog.*

Post-decision scrutiny

- Much of the discussion was on pre-decision & policy development role of scrutiny. Is there any role for post-decision scrutiny? *I picked up on a comment about knowing that “our work has made a difference”. Something that may be picked up at a later hothouse is around how scrutiny recommendations are tracked or what role scrutiny might play in ensuring that decisions are implemented.*

Member skills & expertise

- I observed a couple of different views about Member skills/training in the room. Some Cllrs commented on how members are “**expected to be experts on everything**”, while the Chair of OSM specifically said to me he thinks there is great benefit in fresh pairs of eyes and the layman view of less experienced Members. *On the back of any new scrutiny structure, it might be timely to encourage an “induction” for Members with the relevant service area that their scrutiny work will be focussed on. If the review results in a less formal “committee” split, then it may just occur throughout*

the year when task & finish groups are established. However, I've seen real benefit in site visits and Members shadowing service departments to get to know the relevant officers and the way in which the service works with residents or clients. Members could be buddied with senior or middle managers as a point of contact. Also an opportunity for staff to provide induction type presentations to Cllrs – good development opportunity for operational staff to gain exposure to Cllrs and working in a political environment. I have some good case studies of where this kind of work has been successful, and happy to discuss, of course, at the appropriate time.

- There was also a comment about how Members are much more engaged and therefore often more productive when they have a passion or interest in a subject matter: *I wonder whether a skills audit of current scrutiny members has been undertaken? What are people's interests, passions or professional backgrounds? While there is definite benefit to the lay view on scrutiny – if someone has an expertise or passion about a certain area, it could be well utilised – pairing members with scrutiny topics that they will thrive in. It might also be worth exploring more frequent use of co-opted members onto task groups in areas where expertise are needed and Members might not have the experience (e.g. in Health)*

How scrutiny is conducted/different ways of working

- There was a definite acknowledgement and ownership from Members that the scrutiny process should be Member-Led. I also picked up what felt like a genuine appetite to make a difference and make scrutiny [more] effective.
- I observed a recognition about “finding different ways to conduct scrutiny” – moving away from just long reports that don't get read, and scrutiny being just “part of the process” of taking a decision to Cabinet/a tick box exercise for officers. *The next hot house session will likely offer the opportunity for members to talk freely & creatively about how they could conduct scrutiny – I thought it was starting to get there when they were talking about the success of Inquiry Days. To level that with Andrea's concerns about workload/resource: it might be worth having a “different methods for conducting scrutiny” 1-pager for members/officers (if it doesn't already exist), to encourage Members to lead on thinking about doing things differently and not just automatically reverting to Inquiry Days because they have been successful in the past. Longer term, it might be useful to think about any specific training to help equip Members to take on slightly different roles with regards to scrutiny. I'll cover that in a separate email with Member Development information.*

Witnesses

- In the session yesterday, there wasn't much mention of witnesses other than Council officers (with the exception of the Inquiry Days). I would be interested in exploring more about how evidence is triangulated. Do scrutiny members meet with residents/service users/partners routinely? *Something I see often is scrutiny committees relying on officers to provide reports which both produces more work for officers but also only provides one route of evidence. It can be less resource intensive for officers, but more effective, to carry out interviews with a variety of witnesses rather than just relying on the service areas. I also find that Members find it more satisfying and worthwhile when they get to meet residents, or service users, or front line staff and see the full 360 vision of a challenge.*

Culture

- I picked up a sense that there was a lack of clarity for some Members about where scrutiny fits in the wider decision making process. *I suspect that this might not be widespread but we might be able to do some training around processes/scrutiny essentials at the appropriate time.*
- There was a sense that political point-scoring was happening at scrutiny. *There may be something around the non-partisan/independence of scrutiny that needs to be picked up – but this was just an observation of a snapshot and may not be relevant across the piece.*

Please let me know if there's any further info that you would like at this stage or if there is anything that you want to discuss further.

APPENDIX F - STATUTORY REQUIREMENTS OF SCRUTINY

External

There are a number of statutory requirements in relation to scrutiny:

- a) Health Scrutiny (currently the remit of the People Scrutiny Commission) - often referred to as the Health and Overview Scrutiny committee (HOSC)
- b) Joint Health Scrutiny Committee (JHSC) – Health bodies have a duty to consult Health Scrutiny Commissions on proposals to substantially vary or develop the health service. If the proposal affects more than one Local Authority area a Joint Health Scrutiny Committee is legally required.
- c) Scrutiny of Crime and Disorder (currently the remit of the Neighbourhoods Scrutiny Commission)
- d) Scrutiny Commissions that cover Education are required to co-opt from governing bodies, which includes parent-governor and diocesan representation in respect of voluntary aided faith schools. In addition, the People Scrutiny Commission currently receives a number of annual reports, some of which involve key external partners:

Service area Report title

- Care and Support – Adults Annual Safeguarding Adult's Report
- Care and Support - Children and Families Annual Safeguarding Children's Report
- Corporate Parenting Panel Annual Report
- Education and Skills - Annual Education Performance – All Key Stages
- The Learning City Board work programme
- Health Scrutiny – joint with the Neighbourhoods Scrutiny commission - The Health and Wellbeing Board Work Programme
- Health Scrutiny Health Providers - Quality Account Reports