

Overview and Scrutiny Management Board Supplementary Information



Date: Tuesday, 25 July 2017

Time: 6.00 pm

Venue: The Writing Room - City Hall, College Green,
Bristol, BS1 5TR

Distribution:

Councillors: Geoff Gollop (Chair), Charlie Bolton, Tom Brook, Jude English, Gill Kirk, Brenda Massey, Graham Morris, Anthony Negus, Anna Keen, Donald Alexander and Mhairi Threlfall

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Date: Monday, 17 July 2017



Supplementary Agenda

8. Scrutiny Work Programme 17-18

(Pages 3 - 21)



Overview and Scrutiny Management 25th June 2017



Report of: Andrea Dell, Service Manager, Democratic Engagement

Title: Scrutiny Structure and ways of working update report - Work Programme

Ward: City Wide

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

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Recommendation

This paper is part of a series of update reports on the emerging new model and ways of working for scrutiny. This paper reports on the activity that occurred in June 2017 and specifically the trialling of the new approach to the work programme setting and tracking.

Summary

Following a request from OSMB Members Bristol City Council's Scrutiny Service underwent a review in order to identify whether there were more effective ways of working. From this a draft model and way of working emerged. In order to test out and develop the new proposals it has been agreed that the existing commission structure and terms of reference for Scrutiny, as set out in the Constitution, will continue until the new ways of working have been sufficiently trialled and the Constitution changed accordingly if required.

As part of the June 2017 AGM meeting OSMB members adopted a new approach to setting the work programme for Scrutiny activity. This resulted in a short and long-list of items. The short-list is to be the subject of discussion and decision making at the July 2017 meeting.

Context

OSMB Members discussed Bristol's Scrutiny arrangements on the 9th February 2017 (<https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=165&MId=379&Ver=4>) 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.

Hot house events were held on 5th April 2017, 24th April 2017, 18th May 2017 and as part of the 26th June AGM. The outcomes from this work is documented in the following OSMB reports:

April - <https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=165&MId=380&Ver=4>

May - <https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=165&MId=2668&Ver=4>

June - <https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=165&MId=2748&Ver=4>

A key component of this work was agreeing the following mission statement which is to underpin all future scrutiny activity:

To make a positive difference for the citizens of Bristol and deliver the right outcomes, by helping Bristol City Council make better decisions

Outcomes – 26th June OSMB meeting

On the 26th June OSMB members began trialling a new approach to setting the Scrutiny work programme;

- Each OSMB member submitted a list of proposed topics for Scrutiny resulting in a long list of items. These lists were produced following discussion with different stakeholders, including the wider Elected Member core, Cabinet Members, officers and external groups such as the Youth Council, as decided by the individual OSMB member.
- OSMB members were asked to consider the prioritisation criteria (see Appendix B) and the Scrutiny mission statement when putting forward items.
- On the 26th June OSMB members carried out an activity to rank the items they felt were the most critical for scrutiny to consider. The items selected by the most members were considered along with the priority ranking (from 1 to 10 with 1 being the highest priority) and debated resulting in a short list of 11 items. Appendix A contains the long and short list and ranking.
- OSMB members agreed that the next stage was for nominated members from OSMB to devise a more detailed scope for each of the 11 items for presentation at the 25th July OSMB meeting. The scopes are to include suggested outcomes, timescales, resources and the proposed scrutiny method to be used (e.g. inquiry day, working group etc).
- At the 25th July meeting OSMB members will discuss and aim to formally agree the items that scrutiny will prioritise as task and finish pieces of work and will also be used to trial the new ways of working with.

Immediate next steps – activity for 25th July OSMB meeting

- Once the list of topics are finalised then all non-executive members will be advised of the topics and asked if they wish to be involved. Once names are received these will be recirculated to enable all members to see the representation on the groups. This will also be explicitly shared with the Whips and there will be an opportunity to further refine the membership. As part of forming the groups Elected Members will be asked to confirm, in

conversation with the OSMB lead, their level of engagement with the work upfront (e.g. able to actively lead or only able to participate via providing feedback on proposals) and the work scoped/allocated accordingly.

- Each group will be led by an OSMB member who has the responsibility of working with Scrutiny Officers to keep the work on track and to report back to OSMB each month on progress. All final reports detailing recommendations from scrutiny must be published and heard in a public forum – this may be via an OSMB meeting or if felt appropriate by a separate public/commission meeting.
- Once the membership is confirmed then members will work to further refine the scope and also allocate work-streams etc, subject to the size of the topic.

Next steps – longer term

- OSMB members will be asked, prior to each planning meeting, to put forward any arising items that they feel need to be considered for scrutiny activity and these will be added to the ‘live’ long list of scrutiny topics. OSMB members will review the long-list and reprioritise accordingly at each monthly OSMB meeting. The wider member core will be encouraged to submit items to OSMB members to contribute to this process.
- A webpage with a visual tracker of the work being carried out by Scrutiny and the long list will be developed and will be updated each month.
- An evaluation process for all scrutiny activity will be introduced and is to include questions related to outcomes and best use of councillor and officer time.
- This approach is a new way of working and therefore will be subject to change as it is trialled. OSMB Members are asked to consider the length of time they think is appropriate for the trial and to consider the proposal to hold a review workshop prior to making any permanent structural changes to the Constitution.

Appendix 1 – Scrutiny work programme short and long list

Appendix 2 – Prioritisation criteria

Appendix 3 – For reference Scrutiny cycle

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

Scoring from OSMB Workshop 26th June 2017

This table sets out the outcomes from the scrutiny work programme hot-house session. This list contains all the items put forward by OSMB members (taken from a wide range of sources). At the workshop each OSMB member selected their top topics and ranked these in order of priority.

OSMB members then debated the topics selected most frequently and felt to be of a priority. To further scope this work OSMB selected leads for each topic. The leads role is to produce a draft scope for the work to be debated on 25th July 2017. At this meeting all scrutiny members will be invited to attend and the group will confirm the priority areas of work for 2016-17 and decide on the best method for carrying out each scrutiny items (workshop, inquiry day etc.). A tracker will be produced for the website and City Hall reception to visibly highlight the work underway by scrutiny. At each monthly OSMB meeting members will review the work programme and the allocation of resources to ensure that arising matters are also covered. The table below contains the top 11 items as ranked by OSMB members and the 'long list' of other items. The 'long-list' will remain a living working document added to and reviewed each month at OSMB. The top 11 was based on the scores but also debate in the room which did alter the list of priorities.

For ease items which had been put forward by more than one members, resulting in slightly different emphasis, (e.g. commissioning and social value) have now been grouped together into one item and are shown in italics.

Top 11 topics for scoping for 25th July meeting with identified leads:

- Parks (becoming cost neutral) – Leads: Cllr Charlie Bolton, Jude English and Gill Kirk
- Council Commissioning and contracts (to include Social Value) – Leads: Cllrs Graham Morris, Don Alexander, Tom Brooke.
- Demand on Social Services (adults & children's) - Leads: Cllr Brenda Massey and Gill Kirk.
- Council Assets (including strategy, Community asset transfer and an acknowledged link to the work libraries and children centres) – Leads: Cllrs Jude English, Anthony Negus and Brenda Massey
- Cribbs Patchway - Leads: Cllrs Tom Brooke, Brenda Massey and Geoff Gollop
- Air quality & pollution – Leads: Cllrs Gill Kirk, Charlie Bolton and Tom Brooke
- Children's Centres – Leads: Cllrs Anna Keen and Brenda Massey
- Libraries – Leads: Cllrs Anthony Negus, Brenda Massey, Geoff Gollop and Charlie Bolton
- Tower Block Fire Safety – Leads: Cllr Charlie Bolton

- MTFP – Leads: Cllr Geoff Gollop, Cllr Don Alexander and Graham Morris
- Youth Council – Cllrs Anna Keen and Tom Brooke to speak to Youth Council and establish if and how Scrutiny can support them
- Ongoing - Health Scrutiny is to be a permanent sub-committee of OSMB (made of STP scrutiny councillors)
- Ongoing - Finance and Performance are still to be finalised but are to be within the remit of OSMB

Status	Item	No of Members prioritising item	Scores (out of ten, 1 being the highest priority)	Officer teams (service / directorate)	Cabinet Member	Additional information supplied
Priority item – top 11 Page 7	Tackling increasing demand on our social services, <i>including supporting people, adult social care 3 tier model</i>	6	1, 5, 5, 6, 9, 1 = 27	Care & Support (Adults and Children) / People	Cllr Holland & Cllr Godwin	<ul style="list-style-type: none"> • Can we offer better care more sustainably but also reduce demand, e.g. reduce numbers of children in care, (e.g. PAUSE initiative) • More Neighbourhood voluntary support for older people to reduce (or delay) reliance on council provided care packages • Intergenerational living initiatives whereby young people can be offered low cost or free accommodation in return for so many hours of care support for elderly residents • Perhaps here we could scrutinise the application and success of the THREE TIER MODEL in social services?
Priority item – top 11	Libraries options	5	4, 2, 8, 6, 2 = 22	Neighbourhoods & Communities / Neighbourhoods	Cllr Craig	
Priority item – top 11	Parks – moving towards cost neutral basis by 2020	4	4, 1, 1, 4 = 10	Parks / Neighbourhoods	Cllr Craig	<p>We need the public to engage with a changing attitude as to:</p> <ul style="list-style-type: none"> • what parks are for and how they are run • where income generating activities could be introduced

Status	Item	No of Members prioritising item	Scores (out of ten, 1 being the highest priority)	Officer teams (service / directorate)	Cabinet Member	Additional information supplied
						<ul style="list-style-type: none"> • difficult decisions about parcels of land that are of less value and could be sold? • this links to management of street trees. • do we need a senior Head of Parks? Council has not had one for many years.
Priority item – top 11	Commissioning - and how contracts are written and monitored to <i>includes social value toolkit and procurement</i>	3	3, 5, 1 = 9	Procurement & commissioning / People	Cllr Cheney (TBC)	The control of the detail of commissioning is very much kept to council officers but I think should have more political scrutiny. Successful contract writing ensures we get maximum value (financial and social value) for money in the services we commission and will affect whether we meet our financial targets, I am not sure how we should do this but I think it is important we should consider it!
Priority item – top 11	Reducing NEETs, and improving access to good jobs, by improving skills training, adult education <i>including NEET performance</i>	3	7, 6, 5 = 18	Care & Support Children / People	Cllr Hiscott	
Priority item – top 11	Council Assets including <i>Analysis of the property portfolio, specifically Community Asset Transfer (CAT) & Community hubs/bases for</i>	3	9, 1, 4 = 14	Neighbourhoods & Communities and Property Services - Neighbourhoods /Resources	Cllr Cheney, Cllr Smith & Cllr Craig	and how they are utilised

Status	Item	No of Members prioritising item	Scores (out of ten, 1 being the highest priority)	Officer teams (service / directorate)	Cabinet Member	Additional information supplied
	<i>fulfilling local needs</i>					
Priority item – top 11	North Fringe and Cribbs Patchway New Neighbourhood	3	9, 2, 1 = 12	Planning / Neighbourhoods	Mayor & Cllr Smith	
Priority item – top 11	Air Pollution & Air Quality	3	3, 3, 9 = 15	Neighbourhoods	Cllr Hance	strategy, targets and funding
Priority item – top 11	Children’s Centres including <i>Compendium of provision for young people</i>	3	4, 1, 8 = 13	Care & Support Children’s and Early Intervention / People	Cllr Godwin	September
Priority item – top 11	Tower block safety	3	4, 2, 5 = 11	Housing / Neighbourhoods	Cllr Smith & Mayor	
Priority item – top 11	MTFP	3	3, 7, 9 = 10			
Priority item – top 11	Youth Council	N/A	N/A			To engage with the Youth Council and understand what support Scrutiny can provide to them to delivering their manifesto
Suggested Long List top 10	Boosting income generation and commercialisation in Council services.	3	10, 4, 3 = 17	Finance/Resources	Cllr Cheney	<ul style="list-style-type: none"> Do we have the right skills and expertise within our staff to maximise opportunities? Where should we invest to generate more income (e.g. to enable parks to be self-sustaining)
Suggested Long List top 10	IT strategy for the future and ICT strategy refresh	3	8,7, 2 = 17	ICT / Resources	Cllr Cheney	
Suggested Long List	Joint Spatial Plan	3	6, 7, 8 = 21	Planning &	Mayor	

Status	Item	No of Members prioritising item	Scores (out of ten, 1 being the highest priority)	Officer teams (service / directorate)	Cabinet Member	Additional information supplied
top 10	and Joint Transport Study			Transport / Neighbourhoods		
Suggested Long List top 10	Private rented sector plus landlords	3	3, 5, 8 = 16	Housing / Neighbourhoods	Cllr Smith	
Suggested Long List top 10	Enforcement generally	3	10, 5, 9 = 24	Housing, Neighbourhoods & Communities / Neighbourhoods	Cllr Craig	
Suggested Long List top 10	Capital Programme Review	2	10, 1 = 11	Finance / Resources	Mayor & Cllr Cheney	Spending & Borrowing focus
Suggested Long List top 10	Bristol Transport Plan including <i>Integrated Public Transport & Bus franchising</i>	2	10, 1 = 11	Transport / Neighbourhoods	Mayor & Cllr Craig	<ul style="list-style-type: none"> • <i>Are all communities sufficiently connected, and able to fully participate in the life of the city?</i> • <i>Where do we need community transport?</i> • <i>How can we integrate transport solutions?</i> • <i>How can we manage our relationship with the commercial bus companies or use new initiatives to get the transport our citizens need.</i>
Suggested Long List top 10	LAC + Care Leavers Education outcomes	2	6, 4 = 10	Care & Support – children's / People	Cllr Godwin & Cllr Hiscott	Suggestion supported by Cabinet Member
Suggested Long List top 10	Student issues	2	7, 3 = 10	Education & Skills, Housing and Neighbourhoods & communities / People &	Cllr Craig, Cllr Hiscott & Cllr Smith	

Status	Item	No of Members prioritising item	Scores (out of ten, 1 being the highest priority)	Officer teams (service / directorate)	Cabinet Member	Additional information supplied
				Neighbourhoods		
Suggested Long List top 10	The Council's future Operating Model	2	8, 2 = 10			
Long list	Child Sexual Exploitation update	2	8, 9 = 17	Care & Support – children's / People	CLlr Godwin & CLlr Hiscott	To consider
Long list	Treasury Management	1	10 = 10	Finance / Resources	CLlr Cheney	the balance between borrowing / investment / savings
Long list	Housing Revenue Account	1	10 = 10	Finance & Housing Delivery – Resources / Neighbourhoods	CLlr Craig & CLlr Cheney	
Long list	Bristol Futures	1	6 = 6	Resources	N/A	Showing a significant increase in budget - why and how? What are the plans for 17/18?
Long list	Prince St Bridge Report	1	10 = 10	Transport / Place	Mayor	Management of the works
Long list	Arena update	1	8 = 8	Economy / Resources	Mayor	
Long list	Targeted Youth Commissioning (Community Links) including <i>Compendium of provision for young people</i>	1	1 = 1 (1)	Early Intervention / People	CLlr Godwin	Recommended this be in July
Long list	Unaccompanied	1	7 = 7	Care & Support –	CLlr Godwin	July – position statement

Status	Item	No of Members prioritising item	Scores (out of ten, 1 being the highest priority)	Officer teams (service / directorate)	Cabinet Member	Additional information supplied
	asylum seeking children (UASC)			children's / People		
Long list	Formula finding – nurseries and academies and Schools/EYs funding formula - government changes	1	2 = 2	Education & Skills and Finance - People / Resources	Cllr Hiscott, Cllr Godwin & Cllr Cheney	Move to Sept. Suggestion supported by Cabinet Member
Long list	Fostering – recruitment – progress	1	6 = 6	Care & Support – children's / People	Cllr Godwin	Suggestion supported by Cabinet Member
Long list	Skills/ Careers path – Health and Social Care	1	5 = 5	Education & skills / People	Cllr Holland & Cllr Hiscott	Longer term Scrutiny Activity
Long list	Mental health and vulnerable groups including <i>Mental Health – Working group report One year on</i>	1	3 = 3	Early Intervention, Care & Support – adults & children's, Public Health & Housing - People/Neighbourhoods	Cllr Craig, Cllr Holland & Cllr Godwin	
Long list	Your Neighbourhood Consultation	1	1 = 1	Neighbourhoods & Communities / Neighbourhoods	Cllr Craig	
Long list	Local policing	1	10 = 10	Neighbourhoods & Communities / Neighbourhoods	Cllr Craig	

Status	Item	No of Members prioritising item	Scores (out of ten, 1 being the highest priority)	Officer teams (service / directorate)	Cabinet Member	Additional information supplied
Long list	Volunteering/voluntary sector/community development	1	6 = 6	Policy, Strategy / Resources	Cllr Craig	
Long list	Strengthening neighbourhoods and community working	1	4 = 4	Neighbourhoods & Communities / Neighbourhoods	Cllr Craig	
Long list	Improving communication with all our citizens	1	7 = 7	Citizen Services / Neighbourhoods	Cllr Craig	
Long list	Social inclusion and isolation	1	3 = 3	Care & Support – adults?	Cllr Holland & all cabinet members	
Long list	Reducing health inequalities and addressing local health delivery issues	0	N/A	Public Health/Neighbourhoods	Cllr Craig	How successful are our preventative public health campaigns on <ul style="list-style-type: none"> • alcohol • smoking • reducing obesity by reducing sugar promoting healthy eating awareness and increasing physical activity • reducing air pollution
Long list	STP and Joint Health Scrutiny	0	N/A	Public Health / Care & Support teams – Neighbourhoods/ People	Cllr Craig	

Status	Item	No of Members prioritising item	Scores (out of ten, 1 being the highest priority)	Officer teams (service / directorate)	Cabinet Member	Additional information supplied
Long list	Cyber Security	0	N/A	ICT / Resources	Cllr Cheney	
Long list	Bristol Workplace Programme	0	N/A	Property Services / Resources	Cllr Cheney & Cllr Smith	In terms of the key issues of Romney House and the license negotiations
Long list	Long Ashton Park and Ride	0	N/A	Transport / Neighbourhoods	Mayor & Cllr Craig	Financial Management
Long list	Colston Hall	0	N/A	Economy / Resources	Cllr Tincknell & Mayor	Item Could be considered with other cultural items
Long list	City Centre Movement Strategy and City Centre North East Spatial Framework	0	N/A	Transport & Planning / Neighbourhoods	Mayor & Cllr Craig	
Long list	Review of citywide 20 mph speed limits	0	N/A	Transport / Neighbourhoods	Mayor	
Long list	Housing for vulnerable esp. older people (with Neighbourhoods) including <i>Elderly persons accommodation</i>	0	N/A	Housing and Care & Support – adults / Neighbourhoods & People <i>Neighbourhoods</i>	Cllr Smith & Cllr Holland	Longer term Scrutiny Activity
Long list	School exclusions and attendance	0	N/A	Education & skills / People	Cllr Hiscott	Longer term Scrutiny Activity
Long list	Young People – risky and offending behaviour	0	N/A	Early Intervention / People	Cllr Godwin & Cllr Hiscott	Longer term Scrutiny Activity

Status	Item	No of Members prioritising item	Scores (out of ten, 1 being the highest priority)	Officer teams (service / directorate)	Cabinet Member	Additional information supplied
Long list	Breaking down race/faith barriers	0	N/A	Neighbourhoods & Communities / Neighbourhoods	Cllr Craig	
Long list	Welfare rights and money advice	0	N/A	Housing & Citizens Services / Neighbourhoods	Cllr Smith (?) Cllr Craig?	
Long list	Independence - aids and adaptations	0	N/A	Care & Support – adults / People	Cllr Holland	
Long list	Citizen services effectiveness and delivery	0	N/A	Citizen Services / Neighbourhoods	Cllr Craig	
Long list	Review of Performance Indicators (once developed)	0	N/A			
Long list	Admissions Enquiry Day – 6 months on		10, 6 = 16	Education & Skills / People	Cllr Hiscott	Review progress on work carried out by People Scrutiny on admissions

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Youth Council Manifesto Priorities

It was agreed that Members will engage with the Youth council on all priorities and see what assistance scrutiny can provide to them and what engagement is required.

1	Young and Equal	To develop Young Equality Champions; team up with Equality Forums to run an equalities youth conference in 2018; produce a pledge and charter standard; carry out a survey of young people's experiences; develop a social media presence.
2	What Next for 15-18 Year Olds	To create more work experience opportunities; create platform for educational establishments and employers to work together and promote existing platforms; provide support to young people post-work experience to help develop opportunities; work with Listening Partnership Disability Forum for disabled young people; improve careers advice.

3	Education for Life	Update the current PSHE curriculum to: properly equip teachers with materials and discussion points; improve training for PSHE teachers; extend Create Centre sessions to KS4 students (currently provided to younger students); work with UK Youth Parliament on Curriculum for Life Campaign.
4.	Youth Voice	Release a BCYC broadcast to promote what we do; run a Youth conference in October 2017 during National Democracy Week to discuss political engagement and issues facing young people; reach out to youth groups to explain the work of the youth council.

Bristol City Council – Overview and Scrutiny

Prioritisation of Scrutiny Activities - a 3 Step Process

The following procedure has been developed to

- provide transparency to those putting forward suggestions of topics for examination by overview and scrutiny
- provide a mechanism through which scrutiny members can assess the suitability for review of topics
- ensure that scrutiny work remains focussed on appropriate matters over which it has the ability to influence and effect change.

Step 1

All topics put forward as potential workstreams for scrutiny are to be initially assessed according to the following acceptance criteria. This is the first stage in the prioritisation process.

The purpose of this is to refine the initial longlist to ensure that the items that are finally selected are viable options that will be achievable and lead to good outcomes.

Please note that this is a qualitative assessment to focus on key indicators for each issue, and to assist members to make a decision regarding whether the topic in question merits further consideration.

	Acceptance Criteria	Yes	No
1	Can Scrutiny make a difference in terms of shaping and influencing policy and practice?		
2	Would any proposed Scrutiny activity be able to meet any deadlines?		
3	Is there scope to actively involve the public in the scrutiny activity?		
4	Is the issue reflected in the Council's Corporate Strategy and Business Plan?		

Step 2

Following Step 1, the proposed activities that are deemed to warrant further analysis will then be evaluated and scored using the following tool.

NB:

- Where a category is not applicable, no score will be given.
- Much of the scoring will be a subjective judgement and certain facts, such as the issue already being dealt with by existing work, should preclude it from being included in the Scrutiny work programme.

	Evaluation measure	
1	Public Interest: the concerns of local people should influence the issues chosen for scrutiny (1=low public interest, 2=medium public interest, 3=high public interest)	
2	Opportunity to change: priority should be given to topics that Scrutiny can realistically influence (0=little chance of changing, 2=reasonable chance, 3=good chance)	
3	Performance: priority should be given to areas where the Council and its partners are not performing well (1=good performance, 2=moderate performance, 3=poor performance)	
4	Spread: priority should be given to issues relevant citywide or to large parts of Bristol (1=only one ward, 2=multi-ward issue, 3= citywide)	
5	Duplication: take account of what work is already ongoing or planned in this area to avoid wasted resources (0=already well covered, 2=already partly covered, 3=not already covered)	
6	Achievable: priority should be given to topics where work can be completed within relevant timescales and adequate resources are available to carry it out effectively (both officer and member resources). (0= little/no chance of doing this, 2=reasonable chance, 3= can definitely be done)	

Step 3

This step may or may not be required depending on the results of Steps 1 and 2.

The following grid has been designed to assess the level of strategic importance of a proposed topic in conjunction with time-criticality, using a scale of 1 to 4.

Strategic Significance

- 1 - Some evidence that the topic is linked to Council objectives but only indirectly
- 2 - Good evidence that the topic is linked to Council objectives but not a strategic priority
- 3 - Good evidence that the topic is linked to Council strategic priorities
- 4 - Strong evidence that the topic is linked to the most significant Council priorities

Timing

- 1 - The topic is not urgent
- 2 - The topic is not pressing and could be dealt with at a later date (i.e. not in next 12 months)
- 3 - The topic must be addressed within 12 months if the proposed benefits are to be realised.
- 4 - The topic must be addressed imminently if the proposed benefits are to be realised.

TIMING	4	Would need to be done now if desired outcome is to be achieved but not of strategic importance RESERVE	Immediate Strategic Priority SELECT		
	3				
	2	Neither strategically important or urgent REJECT	Strategically Important but not necessary to undertake immediately RESERVE		
	1				
		1	2	3	4
		STRATEGIC SIGNIFICANCE			

APPENDIX 3 – Scrutiny Cycle



