

Leicester City Council

Overview & Scrutiny Handbook

## **Introduction by Chair of Overview Select Committee**

I want scrutiny to be as effective as possible in Leicester City Council and this Handbook will help to achieve that. It is designed to help all those involved in scrutiny.

To do this we have tried to pull together in one place all of the current information about scrutiny. It contains advice, guidance, and the rules and regulations governing how scrutiny works.

For me scrutiny has three main purposes: holding the City Mayor to account, holding the council and other organisations to account and generating ideas and policy.

These functions are important in ensuring that the Council is run democratically by involving all members and providing the primary checks and balances on the power of the City Mayor and his cabinet.

Scrutiny Commissions will look at the expenditure, administration and policy of the cabinet portfolio they cover.

All members should be involved in scrutiny. Members of Scrutiny Committees will involve themselves and contribute to the work of their committee. Executive members will attend, answer questions, explain decisions and policy and the strategy they are pursuing. Officers will attend and be prepared to brief members and answer questions about finance, administration and policy.

The spirit of scrutiny should be that of genuine enquiry in our efforts to improve the council and the city for all its citizens. Scrutiny should be conducted without fear of consequences or promise of favour.

I hope this handbook will be useful in helping us in our scrutiny work

**Ross Willmott**  
**Chair Overview Select Committee**

“When the people fear the government, there is tyranny. When the government fears the people, there is liberty”.

**Thomas Jefferson**

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## Scrutiny Committee Membership

### Overview Select Committee

Chair: Councillor Ross Willmott



Vice Chair: Councillor Neil Clayton



#### Councillors

Andy Connelly, Michael Cooke, Anne Glover, Ross Grant, Patrick Kitterick, Abdul Osman, Rita Patel, Nigel Porter, Sue Waddington, Paul Westley

**City Mayor:** Peter Soulsby

**Deputy City Mayor:** Councillor Palmer

### Adult Social Care and Housing Commission

Chair: Councillor Westley



Vice Chair Councillor Joshi



Councillors Alfonso, Aqbany, Chaplin, Cleaver, Glover, Willmott, (one vacancy)

**Assistant City Mayor:**  
Councillor Mohammed Dawood

### Children, Young People and Schools Commission

Chair: Councillor Connelly



Vice Chair Councillor Unsworth



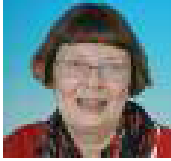
Councillors Bhatti, Clarke, Cole, Mayat, Moore, Senior, (one vacancy)

**Assistant City Mayor:**  
Councillor Vi Dempster

This Commission also has a number of voting and non-voting co-optees please see the Council's web site for details.

### **Economic Development Culture and Tourism Commission**

Chair: Councillor Waddington



Vice Chair: Councillor Culdipp Bhatti



Councillors Bhavsar, Chaplin, Naylor, Shelton, Thomas, Unsworth, (one vacancy)

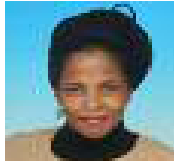
**Assistant City Mayor:**  
Councillor Ted Cassidy

### **Health and Community Involvement Commission**

Chair: Councillor Cooke



Vice Chair Councillor Sangster



Councillors Chowdhury, Fonseca, Gugnani, Kamal, Naylor, Westley, (one vacancy)

**Assistant City Mayor:**  
Councillor Manjula Sood

### **Heritage, Leisure and Sport Commission**

Chair: Councillor Osman



Vice Chair Councillor Newcombe

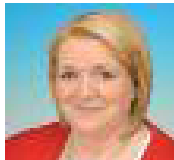


Councillors Dr Barton, Connelly, Desai, Fonseca, Shelton, Unsworth, (one vacancy)

**Assistant City Mayor:**  
Councillor Piara Singh Clair

### **Neighbourhood Services Commission**

Chair: Councillor Glover



Vice Chair: Councillor L Moore



Councillors Bajaj, Cutkelvin, Gugnani, Joshi, Sandhu, Singh, (one vacancy)

**Assistant City Mayor:**  
Councillor Sarah Russell

## **Transport & Climate Change Commission**

Chair: Councillor Neil Clayton



Vice Chair: Councillor Ross Willmott



Councillors Dr Barton, Bajaj, Kitterick,  
Porter, Sandhu,  
Unsworth

**Deputy City Mayor:**  
Councillor Rory Palmer

## Summary

Overview and scrutiny is crucial to the work of the Council and city. The role of scrutiny in Leicester is to develop policy and improve performance of the Council and to look in detail at the City Mayor's decisions and policies and to make sure powers are used wisely and the City Mayor/Assistant mayors are held to account.

Scrutiny can act as a critical friend to the City Mayor and the Council, standing back from day-to-day decision-making to look at outcomes for Leicester people and contribute to improved performance. Scrutiny is based on the model of select committees at Westminster, and is one of the most significant ways in which a non-executive councillor can contribute to the direction of the Council and act as a community leader for the people of Leicester.

Scrutiny in Leicester consists of the Overview and Select Committee and Scrutiny Commissions. These bodies are made up of those elected Councillors who are not members of the Executive (Mayor and Cabinet).

Overview and Select Committee scrutinises the work of the City Mayor and Deputy City Mayor and areas of the Council's work overseen by them and look at 'cross-cutting' issues including petitions. The Council's scrutiny commissions have their own work programme and are linked to Assistant City Mayor portfolios and consider work relating to those portfolios.

This document aims to act as an introduction and guide to the work of scrutiny looking at key aspects and pulling important information about scrutiny in Leicester into one place.

The handbook covers:

- How Members of the public can get involved
- Details of who can be scrutinised and what can be scrutinised and what it involves
- Explaining key aspects such as the 'Forward Plan', 'Budget and Policy Framework', and 'Call in'
- Involving people in reviews
- Officer support available to scrutiny
- Key information such as details of the Council report that set up the current model of scrutiny in Leicester, the Terms of Reference and Procedure Rules for scrutiny from the Council's Constitution,
- Useful websites and the job description for the Chair of Overview Select Committee.

Further information regarding any of the issues covered in this handbook is available from the Interim Members Support Manager John Thorpe 0116 229 8810.

## Getting Involved in Scrutiny as a Member of the Public

### **Getting involved in scrutiny**

Local people have an important part to play in the scrutiny process. If you use or provide a service it is important Councillors know your views on how it could be improved.

This handbook explains more about scrutiny and how it works but there are lots of ways you can get involved in scrutiny.

## You can:

- **Attend meetings** - All our scrutiny meetings are open to the public and you are welcome to come along and listen to the debate and discussion. Please note that reports may be considered in private if they contain confidential information.
- **Ask a question or make a point** - All we ask is that if you want a formal detailed response please let us have details of the question five days in advance.

If you do not need a formal detailed response just contact one of the relevant officers for the meeting (listed below) with some brief details in advance of the meeting who make a request to the Chair for you. The Chair has to manage the business of the meeting and so will make it clear at the meeting who can speak and how long for

- **Present a petition** – You can present a petition to a meeting or follow updates on a petition you have submitted via its monitoring by Overview Select Committee. There are also rights to request an officer to respond to a petition at a scrutiny committee/commission and to appeal against the Council's response to a petition. For further information just contact one of the relevant officers for the meeting (listed below).
- **Request a review** - If there is something you think scrutiny should look at then let us know. You can request a scrutiny review by contacting your ward Councillor, City Mayor/Deputy City Mayor or Assistant City Mayor, a Scrutiny Chair or Member or by contacting the Scrutiny team (their details are at the end of the guide) or by contacting one of the relevant officers for the meeting (listed below).
- **Consultation and participation** - You could be asked for your views on an issue or be invited to provide specialist knowledge you might have by being a witness in a scrutiny review. You are also free to offer your knowledge on any on-going reviews.

Further information about each of these aspects is included in this handbook and on the website <http://www.leicester.gov.uk/councillors-democracy-and-elections/cabinet-and-committees/overview-and-scrutiny/> or by contacting the officers below.

Committee / Commission	Relevant Officers (Name and contact details of Democratic Support and Member Support Officer to be inserted)
Overview Select Committee	<p><b>Democratic Support Officer</b> Francis Connolly 0116 229 8812 <a href="mailto:francis.connolly@leicester.gov.uk">francis.connolly@leicester.gov.uk</a></p> <p><b>Member Support Officer</b> Jerry Connolly 0116 229 8823 <a href="mailto:jerry.connolly@leicester.gov.uk">jerry.connolly@leicester.gov.uk</a></p>
Adult Social Care and Housing Commission	<p><b>Democratic Support Officer</b> Heather Kent 0116 229 8816 <a href="mailto:heather.kent@leicester.gov.uk">heather.kent@leicester.gov.uk</a></p> <p><b>Member Support Officer</b> James Schadla-Hall 0116 229 8896 <a href="mailto:james.schadla-hall@leicester.gov.uk">james.schadla-hall@leicester.gov.uk</a></p>



Children, Young People and Schools Commission	<p><b>Democratic Support Officer</b>  Palbinder Mann  0116 229 8814 <a href="mailto:palbinder.mann@leicester.gov.uk">palbinder.mann@leicester.gov.uk</a></p> <p><b>Member Support Officer</b>  Nichola Pell  0116 229 8824 <a href="mailto:nichola.pell@leicester.gov.uk">nichola.pell@leicester.gov.uk</a></p>
Economic Development Culture and Tourism Commission	<p><b>Democratic Support Officer</b>  Mike Keen  0116 229 8817 <a href="mailto:mike.keen@leicester.gov.uk">mike.keen@leicester.gov.uk</a></p> <p><b>Member Support Officer</b>  Jerry Connolly  0116 229 8823 <a href="mailto:jerry.connolly@leicester.gov.uk">jerry.connolly@leicester.gov.uk</a></p>
Health and Community Involvement Commission	<p><b>Democratic Support Officer</b>  Elaine Baker  0116 229 8806 <a href="mailto:elaine.baker@leicester.gov.uk">elaine.baker@leicester.gov.uk</a></p> <p><b>Member Support Officer</b>  Anita Patel  0116 229 8825 <a href="mailto:anita.pell@leicester.gov.uk">anita.pell@leicester.gov.uk</a></p>
Heritage, Leisure and Sport Commission	<p><b>Democratic Support Officer</b>  Elaine Baker  0116 229 8806 <a href="mailto:elaine.baker@leicester.gov.uk">elaine.baker@leicester.gov.uk</a></p> <p><b>Member Support Officer</b>  Gordon Armstrong  0116 229 8822 <a href="mailto:gordon.armstrong@leicester.gov.uk">gordon.armstrong@leicester.gov.uk</a></p>
Neighbourhood Services Commission	<p><b>Democratic Support Officer</b>  Stacey Welton  0116 229 8813 <a href="mailto:stacey.welton@leicester.gov.uk">stacey.welton@leicester.gov.uk</a></p> <p><b>Member Support Officer</b>  James Schadla-Hall  0116 229 8896 <a href="mailto:james.schadla-hall@leicester.gov.uk">james.schadla-hall@leicester.gov.uk</a></p>
Transport & Climate Change Commission	<p><b>Democratic Support Officer</b>  Julie Harget  0116 229 8809 <a href="mailto:julie.harget@leicester.gov.uk">julie.harget@leicester.gov.uk</a></p> <p><b>Member Support Officer</b>  Gordon Armstrong  0116 229 8822 <a href="mailto:gordon.armstrong@leicester.gov.uk">gordon.armstrong@leicester.gov.uk</a></p>

## Who can be scrutinised?

Scrutiny is not confined to looking at the Council. It can respond to the actions of Leicester Partnership, key partners and other organisations in Leicester whose operations affect local residents, inviting their representatives to attend meetings and answer questions. Scrutiny also has important powers to scrutinise National Health Service bodies to contribute to health improvement for Leicester residents.

## Investigations

Each scrutiny investigation asks important questions about Council functions such as:-

- has the policy or initiative under scrutiny contributed to the Council's aims?
- was it successful?
- how can the service or policy be improved?
- what do the people who live in Leicester think about it?
- did it achieve its aims within budget and to timescale?
- has it made a positive difference for the people of Leicester?
- what are the lessons for the future?

The Committee or Commission conducting the review prepares a report with findings and recommendations for the City Mayor and Cabinet. The City Mayor must consider all scrutiny reports, respond to the proposals and set out his reasons if he disagrees. If the City Mayor agrees to the recommendations, the Council's directors are asked to produce a detailed action plan and the Committee or Commission will periodically check on how implementation is progressing. Annual reports on work will be prepared for Council.

Scrutiny can also report direct to Council to ensure matters are debated by all Members.

There may be times where to access the level of information needed Scrutiny Committee / Commission members may need to make visits or for expert witnesses to be invited to meetings. A small budget will therefore be made available for these activities but all expenditure will be carefully controlled and agreed by the Scrutiny Committee / Commission and Chair of the Overview Select Committee.

## Scrutiny within the Council

The Scrutiny members' role is to:-

- monitor and review Council services and decisions of the City Mayor and Cabinet
- act as a 'critical friend' and work with the City Mayor and Cabinet to develop policy.

The job description for the Chair of Overview Select Committee and Commission Chairs is attached as an appendix to this handbook.

The Overview Select Committee and Scrutiny Commissions hold the City Mayor and Cabinet to account for decisions they have taken.

The remits of Overview Select Committee and Scrutiny Commissions relate to those of the City Mayor, Deputy City Mayor or an Assistant City Mayor (letters issued to the Deputy City Mayor and Assistant City Mayors by the City Mayor detailing key aspects of the portfolios are

included at the end of this handbook). It is acknowledged that there may be areas of overlap and these will be resolved through discussions between the Commission Chairs and Chair of Overview Select Committee. The City Mayor / Deputy City Mayor will normally attend formal meetings of the Overview Select Committee and Assistant City Mayors will normally attend formal Scrutiny Commission meetings relevant to their portfolio.

## Scrutiny and the outside world

Scrutiny in local government was formally created by the Local Government Act 2000, as part of wider changes to the way councils made decisions. Local authorities were given overview and scrutiny functions which are the responsibility of members not in the Cabinet. The Act also gave scrutiny committees the power to make reports or recommendations on issues which affect their area. Further powers were given by the:

### **Health & Social Care Act 2001 & the NHS Act 2006**

NHS Trusts have a statutory duty to provide information and consult on any proposed substantial developments or variations in the provision of services.

Health scrutiny has the power to:

- review/scrutinise planning, provision and operation of health services in the area
- require officers of local NHS bodies to attend meetings and answer questions
- make reports/recommendations to local NHS bodies
- set up joint HOSCs with other local authorities and delegate powers
- refer an NHS consultation to the Secretary of State

### **Police & Justice Act 2006**

Scrutiny Cttee that considers crime & disorder has powers of scrutiny in relation to Crime and Disorder Reduction Partnerships (now Community Safety Partnerships):

- to require information from the responsible authorities or other co-operating bodies or persons;
- to require attendance of an officer or employee of a responsible authority or other co-operating body or person on reasonable notice.

Responsible authorities include:

- a local authority;
- a joint authority;
- the London Fire and Emergency Planning Authority;
- a fire and rescue authority a metropolitan county fire authority;
- a police authority;
- a National Park authority;
- the Broads Authority
- the Greater London Authority

- the London Development Agency
- Transport for London.

### **The Local Government and Public Involvement in Health Act 2007**

Provides a 'duty to co-operate' on a list of public services (see box below), which includes a duty to respond to council scrutiny:

District councils The Environment Agency Natural England Fire and rescue authorities Jobcentre Plus The Health and Safety Executive The Broads Authority National Park Authorities Youth Offending Teams Police authorities Transport for London Chief Officer of Police Local Probation Boards Probation Trusts and other providers of probation services	Primary Care Trusts National Health Service Trusts NHS Foundation Trusts Joint Waste Authorities Joint Waste Disposal Authorities Regional Development Agencies The Learning and Skills Council Sport England English Heritage Arts Council Museums, Libraries and Archives Council Highways Agency Metropolitan Passenger Transport Authorities Others could be added by Secretary of State (by Order)
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The powers for scrutiny of Local Area Agreements will enable council scrutiny committees or panels to:

- Scrutinise local improvement targets (LAA targets)
- Require information from partner organisations signed up to LAA targets
- Require these organisations to have regard to scrutiny recommendations which relate to a relevant local improvement target.

The Local Democracy, Economic Development and Construction Act 2009 further strengthened the scrutiny function by requiring authorities to appoint a 'Scrutiny Officer' to promote scrutiny within the authority. The Act also gave Local Authorities broader powers to set up joint overview committees with one or more bordering authorities. Powers and duties were also set up in relation to the Duty to Involve.

Further legislative change is anticipated when the Localism Bill comes into law in late 2011.

#### **Key issues**

- ✓ Identify organisations whose activities impact on residents.
- ✓ Initiate dialogue with other bodies.

## Scrutiny Roles

The Overview Select Committee and Scrutiny Commissions carry out their activities in the context of the scrutiny workplan. The workplan sets out the forward work programme for each Committee / Commission and includes details of current and upcoming investigations, policy development and monitoring. Updated versions are considered at each meeting and the City Mayor will be kept informed of the progress of scrutiny activities.

The Overview Select Committee and Scrutiny Commissions carry out their work through reviews into particular service areas. Overview Select Committee is responsible for organising and overseeing the work of scrutiny and the commissions including agreeing annual work programmes and approving reports. Cross cutting issues will be considered by the Overview Select Committee.

Reviews are identified by Members in consultation with colleagues, stakeholders and officers and must be:-

- realistic
- costed
- adequately staffed and
- manageable.

The Committee submits recommendations to the City Mayor and Cabinet or Council which can be used as a catalyst for management action.

## Executive Forward Plan

Scrutiny monitors decisions of the City Mayor, and key decisions of officers acting under delegated authority. Key decisions are identified in the Forward Plan.

The Forward Plan is:-

- a list of 'key' decisions to be taken by the City Mayor
- a list of 'key' decisions to be taken by officers
- a list of forthcoming decisions concerning the budget and policy framework.

The Plan is prepared on a monthly basis. It covers a four month period and must be published at least 14 days before the start of the period covered. It is published on the Council's website and a notice is published in the local media each year outlining the dates when the plan is to be published.

Key decisions are defined as:

An executive decision which is likely:-

- to result in the Council incurring expenditure which is, or the making of savings which are significant having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising one or more Wards in the City.

Expenditure or savings will be regarded as being significant if:-

- in the case of revenue the expenditure/savings are outside the approved revenue budget and are £250,000 or more
- in the case of capital, the capital expenditure/ savings are £1,000,000 or more.

#### Key issues

- ✓ Are forthcoming key decisions contrary to the Budget and/or Policy Framework?
- ✓ Are there any key decisions that you are aware of that are not mentioned in the Forward Plan?
- ✓ Is the key decision based on:-
  - adequate consultation
  - evidence

## Budget and policy framework

The Overview Select Committee and Scrutiny Commission chairs are consulted on the City Mayor and Cabinet's proposals for developing the budget and policy framework. The City Mayor will take any response from Scrutiny into account in drawing up firm proposals for submission to the Council.

#### Key Issues

- ✓ Are recommendations realistic, evidence-based and operate within the Council's Vision?
- ✓ Familiarise yourself with the budget making process and priorities and consider alternatives.

## 'Call-In'

### What is 'Call-in'?

A 'Call-in' is the referral of a decision made but not yet implemented to scrutiny and is part of the powers to hold the City Mayor and Cabinet to account. It is effectively a power to recommend that a decision be reconsidered by the body / person who made that decision.

The decision must be in respect of a function which is the responsibility of the Executive or an officer key decision. This call-in power relates to forthcoming decisions, and decisions made but not yet implemented, but not over decisions that have been implemented.

### How does 'Call-in' work?

Notice of forthcoming Executive decisions must be published, as must details of the decision when it has been made. The decision may be implemented unless it is called in.

A Scrutiny Committee/Commission or any five Members of the Council may request formally that the decision be called-in for a further review by giving notice in writing to the Monitoring Officer within three working days of the decision being published. The deadline for receipt of such call-ins is normally 5.00pm on the fifth working day after the Cabinet decision (or on the third working day after the publication of the decision if later).

A request under this Rule for call-in of a Cabinet decision must:

- be in writing
- specify a sponsor and a seconder
- specify reasons for the call-in

No call-in may be made if the Cabinet decides when making a decision that the matter is urgent for specified reasons or in respect of the following decisions:-

- Matters of procedure, to include:-
  - election of Chair/Vice-Chair;
  - exclusion of the press and public;
  - dates and/or times of meetings;
  - matters relating to the membership, functions and terms of reference of the Cabinet or the delegation of executive decisions.
  - a decision that no objection may be made on grounds of urgency.
- Items submitted for information only.

Where a decision of the Cabinet has been called-in, no further *legally binding* action shall be taken on it and it shall automatically be referred to the next ordinary meeting of the Council, unless either:

- The Cabinet and the relevant Scrutiny Committee/Commission (or, via the Monitoring Officer, the Scrutiny Committee/Commission Chair and Vice Chair unanimously) come to an agreement; or
- The call-in is withdrawn.

A decision called-in must be referred to the next ordinary meeting of the Council, but prior to this is referred to the relevant programmed Scrutiny Committee or a special meeting.

Withdrawal of a call-in under this Rule can be by:

- The sponsor and seconder, via the Monitoring Officer, where there has been call-in by five members of the Council, or
- By a resolution of the relevant Scrutiny Committee, or
- By unanimous agreement of the Scrutiny Committee/Commission's Chair and Vice Chair, via the Monitoring Officer.

When considering a matter called-in, the Council may either:

- Support the Cabinet's decision, in which case it is confirmed with immediate effect;  
or
- Recommend a different decision to the Cabinet.

The Cabinet's decision after considering a Council recommendation may not be subject of a further call-in.

## Petitions

Full details of the Council's processes for responding to petitions is given in the Petitions Scheme available as part of the Council's Constitution.

The Local Democracy Act 2009 directs Local Authorities to allow for petitions to trigger a senior member of council staff to attend a meeting of the authority's overview and scrutiny committee and answer questions about their work. This builds on existing powers of overview and scrutiny committees/commissions who can already require members and officers to attend a meeting of the committee and give evidence.

It is based on the principle that local government should be as transparent as possible and that officers are accountable to elected members. It allows members of the local community to make use of petitions to influence the way that this scrutiny takes place.

An appeal provision is given under Section 17 of the 2009 Act. If a petition organiser is not satisfied with the way an authority has dealt with a petition, this section gives the organiser the power to ask an overview and scrutiny committee to review that authority's response to the petition. The overview and scrutiny committee will decide whether the steps taken by the executive in response to the petition were adequate.

## Improving business efficiency

The Council is inspected and audited by a number of external bodies who report on the Council's performance. These assessments are a key tool for Scrutiny to use in assisting improvement. In addition Scrutiny is centrally positioned to monitor the Council's own assessment of its performance.

Scrutiny can monitor:-

- the Council's performance, and may identify and investigate significant variances from targets
- the findings of internal audit reports into Council operations and systems
- Expenditure of departmental budgets.

### Key Issues

- ✓ Ask yourself whether we did what they said we should do and did it make a difference to the people of Leicester.
- ✓ Familiarise yourself with the budget making process and priorities and



consider alternatives.

- ✓ Make comparisons over time and identify emerging themes.
- ✓ Read reports in advance and prepare questions.

## Health Scrutiny

- Scrutiny contributes to the improvement of health in Leicester through a full health scrutiny work programme making recommendations for improvement in health services.
- keeping an eye on proposals for substantial changes to health services

### Key Questions

- ✓ Familiarise yourself with the way in which health services are provided.

## Reaching the public: Methods for involvement and consultation

An important role of Councillors is to encourage community participation and public involvement in decision making.

Scrutiny members help champion the interests of the community. Individuals and organisations from the community are involved in the activities of Scrutiny. Individuals can be invited to give evidence or, where felt necessary by the Committee / Commission, invited to attend meetings where a particular issue is considered, or on an on-going basis as a standing invitee. There are specific legislative requirements that Committees considering educational matters contain voting co-optees representing parents and certain religious groups. The process to identify these co-optees and their role is specified in law. It is envisaged that these co-optees will sit on the Children, Young People and Schools Commission.

The Scrutiny team will seek to notify community organisations / representatives who may have an interest in matters to be considered in advance of meetings to ensure public awareness / involvement.

Scrutiny meetings should be welcoming to members of the public and seek to receive relevant information from all. However it is acknowledged that meetings need to be managed by the Chair to ensure the business is efficiently conducted. The Chair of Scrutiny meetings will therefore be responsible for managing the involvement of the public in the meetings and may invite members of the public, other councillors, or interested groups to speak or give evidence at any meeting of scrutiny.

If there are a large number of people wanting to address the scrutiny committee the Chair may decide to hold a meeting just to hear representations and evidence. This can be done at a time and place that best suits the nature of the business.

## How public priorities contribute to scrutiny topics

To select scrutiny projects Councillors consider information from a wide range of sources, including published performance data, budget information and the Forward Plan. A menu of proposed scrutiny topics are considered by Members early in the Municipal Year for selection. In selecting topics for scrutiny account is taken of public views expressed through sources such as:-

- Ward Community meetings
- Public feedback via Customer Services
- Committees
- Members postbags
- direct requests

### Key Issues

- ✓ What is your knowledge of concerns in the area or City wide?
- ✓ Do you have specialised knowledge of, or are a user of, particular services, both directly and indirectly provided or supported by the City Council?

## Participation in scrutiny reviews

There are various methods that can be used to consult and involve stakeholders in scrutiny. To support Members' consultation work the Scrutiny team seek to identify:-

- the best way to involve stakeholders
- stakeholders support needs
- improvements to services that will facilitate stakeholder involvement.

This means that the methods used by Members vary according to the kind of Council activity Members are looking at.

Options can include:-

- surveys, questionnaires (postal, face-to face, or 'e-voting') and public meetings
- focus groups
- road-shows
- conferences and seminars
- workshops.
- listening days

The formal committee process can be off putting to the public, The Scrutiny team can help public involvement through :-

- identifying opportunities for taking evidence outside the Town Hall, e.g. at schools and community centres around the borough
- holding daytime and/or evening events as appropriate.

### Key issues

- ✓ What is the best way to involve the public in a particular scrutiny activity? Speak to stakeholders, visit sites, identify hard to reach groups.
- ✓ What are the needs of local people?
- ✓ Do you have specialised knowledge of, or are a user of, particular services, both directly and indirectly provided or supported by the City Council?

To engage a wide range of communities the Scrutiny team will consider:-

- visiting community forums
- advertising at libraries and local service centres
- leafleting
- placing publicity in the local and ethnic press and community centres
- communicating with faith groups and the voluntary sector
- making some scrutiny materials available in the various community languages
- ensuring meeting places are accessible and welcoming
- going to meet people informally in their own neighbourhoods or establishments
- using plain language.
- publicising scrutiny events on local community radio
- going to Community Forums
- advertising in libraries and local service centres

A key component is to make scrutiny information as accessible as possible. The Scrutiny team will do this by:-

- publishing a website
- keeping the scrutiny handbook and other guidance up to date
- building a stakeholder database
- publishing a stakeholder newsletter giving updates on scrutiny reviews
- publishing high profile scrutiny reports.

## Scrutiny Committees / Commissions

Formal meetings of Scrutiny Committees / Commissions will be held in accordance with the Terms of Reference and Scrutiny Procedure Rules agreed by Council (see appendices to this handbook or the Council's Constitution). The Chair will be assisted in the organisation and operation of formal meetings by officers of the Democratic Support Team who will publish meeting agendas and prepare action notes of meetings in accordance with Council procedures

The membership of Overview Select Committee includes the six Scrutiny Commission Chairs. Where a Scrutiny Commission Chair is unable to attend a meeting of the Overview Select Committee it is anticipated that their place on the Overview Select Committee will normally be filled by the Vice Chair of the relevant Scrutiny Commission.

Informal meetings to discuss progress between formal meetings will be facilitated by the Scrutiny team.

## How is Scrutiny supported?

A separate scrutiny team made up of Members Support Officers exists to directly support Councillors in their scrutiny work. The team's key objectives are to give Members the support they need to:-

- improve the quality of life of the people who live and work in Leicester by contributing to the improvement of both Council and other public services
- respond to the executive arrangements put in place by the elected City Mayor
- improve the overall management of the overview and scrutiny function
- develop the capacity to carry out robust scrutiny
- maintain a high profile for the overview and scrutiny function and better communicate its activities to other councillors, officers, stakeholders, and the people of Leicester and at the regional and national level
- support and facilitate any informal meetings of Scrutiny Committees / Commissions including advice on protocols and procedures for scrutiny
- Keep notes of meetings, and prepare briefings and draft reports
- Research issues acting in a rapporteur capacity including review and analysis of performance information and assisting Members in making full use of internal and external data for improving the Council and local services
- Monitor the work of scrutiny and progress chase

The Members Support Unit consists of:

John Thorpe – Interim Members Support Manager – 229 8810

Gordon Armstrong – 229 8822

Jerry Connolly – 229 8823

Anita Patel – 229 8825

Nichola Pell – 229 8824

Julia Hamer – 229 8896

Each Scrutiny Chair and his or her Scrutiny Committee / Commission will receive support and advice from an identified Member Support Officer (s).

Formal meetings of Scrutiny Committees / Commissions will receive support from Democratic Support Officers to assist in the arrangement, set up, agenda management, distribution and publication of papers, procedural support and minuting of the meeting.

## Appendix 1

### How to find out more

Go to the scrutiny website on line at [www.Leicester.gov.uk/scrutiny](http://www.Leicester.gov.uk/scrutiny)

The website contains information on scrutiny and the reviews being carried out. It includes electronic versions of the scrutiny work plan, this Overview and Scrutiny Handbook and details of the membership of the Overview Select Committee and the Scrutiny Commissions. The Website includes all scrutiny reports and links to papers for formal meetings.

### Useful Websites

Below is a brief list of websites which often provide useful information. The list is not intended to be comprehensive, but highlights some key sites from which further information can be accessed. All links were correct at the time this document was produced.

Local Government Group

<http://www.local.gov.uk/>

The LGG represents the interests of local authorities across the Country.

Local Government Improvement and Development

<http://www.idea.gov.uk/>

LG Improvement and Development (formerly the IDeA) is an organisation dedicated to seeking improvement and sharing best practice in local government.

Centre for Public Scrutiny (CfPS)

<http://www.cfps.org.uk/>

The Centre for Public Scrutiny is a charity whose principal focus is on scrutiny, accountability and good governance, both in the public sector and amongst those people and organisations who deliver publicly-funded services.

The Audit Commission

[www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

The Audit Commission acts as a watchdog for central and local government.

UK online

[www.ukonline.gov.uk](http://www.ukonline.gov.uk)

UK online acts as a portal to hundreds of central and local government Website.

Department of Health (DoH)

[www.dh.gov.uk](http://www.dh.gov.uk)

The DoH is the government department responsible for the National Health Service.

Department for Education

[www.education.gov.uk](http://www.education.gov.uk)

The DfE is the government department responsible for schools.

Department of Environment, Food and Rural Affairs

[www.defra.gov.uk](http://www.defra.gov.uk)

DEFRA is the government department responsible for the environment.

Home Office

[www.homeoffice.gov.uk](http://www.homeoffice.gov.uk)

The Home Office is the government department responsible for law and order.

Parliament UK

[www.parliament.uk](http://www.parliament.uk)

Parliament UK links to the House of Commons and House of Lords sites. From here it is possible to obtain acts of parliament, statutory orders, and parliamentary information.

Centre for Public Scrutiny

<http://www.cfps.org.uk>

Promotes the value of scrutiny in modern and effective government

Cabinet Office

[www.cabinet-office.gov.uk](http://www.cabinet-office.gov.uk)

The Cabinet Office is the government department responsible for the civil service.

Leicester City Primary Care Trust

[www.leicestercity.nhs.uk](http://www.leicestercity.nhs.uk)

Responsible for buying and overseeing many of the health services for the City of Leicester

Leicestershire Police

[www.leics.police.uk](http://www.leics.police.uk)

Responsible for policing in the County.

Leicestershire County Council

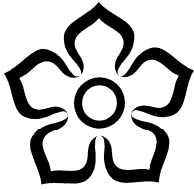
[www.leics.gov.uk](http://www.leics.gov.uk)

## Appendix 2

### Scrutiny structure and function

The Scrutiny system in Leicester was established at the meeting of the City Council on 29 June 2011. The Council report and minute is attached.

Terms of Reference, Procedure Rules and the Overview Select Committee and Scrutiny Commission Chairs job description are attached.



Leicester  
City Council

**WARDS AFFECTED**  
**All Wards**

**Council**

**29 June 2011**

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**SCRUTINY**

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**REPORT OF THE DIRECTOR OF CORPORATE GOVERNANCE**

**1. PURPOSE OF REPORT**

To enable Council to consider and approve changes to the operation of scrutiny.

**2. RECOMMENDATIONS (OR OPTIONS)**

Council is recommended to:

1. Adopt the new scrutiny system (of Overview Select Committee and Scrutiny Commissions relating to each Assistant City Mayor portfolio) with the size as identified in the report in place of the current scrutiny arrangements. If agreed:
2. Appoint Chairs and Vice Chairs of the Overview Select Committee and Scrutiny Commissions (to be identified at the meeting).
3. Authorise the Director of Corporate Governance in consultation with the Chair of Overview Select Committee / Group Whip as appropriate to agree the terms of reference and full memberships (in accordance with political balance regulations) for the meetings.
4. Agree that the supporting activity as indicated in the report be undertaken.
5. Delete the current Scrutiny Chair, Vice Chair, Task Group Leader and Deputy Task Group Leader positions and replace with positions detailed in this report. For the purposes of Members Allowances whilst the current scheme is reviewed positions to be paid at the rate formerly made to Scrutiny Chairs and Vice Chairs.
6. Agree delegated authority to the Director of Corporate Governance, in consultation with the City Mayor and Chair of Overview Select Committee to make all necessary technical changes to the constitution to reflect the new arrangements.



### **3. REPORT**

#### **3.1 Overview**

Following the recent election of the City Mayor a detailed review of the scrutiny function as it operates in Leicester City Council has taken place. Twenty nine members took part in the review.

The drivers for this work have been:

- The desire of the City Mayor to enhance accountability and ensure clear inclusive decision making;
- Changes in the operation of executive decision making following the move to the mayoral model and subsequent changes to processes;
- The Audit Commission report into scrutiny which identified the need to improve the relationship between scrutiny and the executive, align the work of scrutiny more closely to strategic priorities, improve the management of scrutiny meetings, develop Member skills and broaden engagement.

The review of scrutiny consisted of desk research and a series of sessions organised and facilitated by elected Members which sought to identify key aspects of a successful scrutiny system. Key points identified included:

- Clear roles for Chairs and Vice Chairs.
- Alignment of scrutiny with Cabinet roles.
- Detailed work programmes for each aspect.
- Standing membership of groups.
- Whilst aspects of scrutiny would be dealt with by different bodies all would have the ability to link directly with the Executive.
- Call in maybe should be to Cabinet and not Council.
- Most meetings should meet no more than on a monthly basis.
- Reviews should be time limited to avoid delays.

As an initial step to improve the operation of the scrutiny process the revised system of meetings proposed consists of:

- Overview Select Committee (OSC)
- 6 Scrutiny Commissions

#### **3.2 Overview Select Committee**

It is suggested that the OSC would

- Specifically scrutinise the work of the City Mayor and Deputy City Mayor and areas of the Council's work overseen by them.
- Consider cross-cutting issues which impact on more than one Assistant City Mayor portfolio.
- Pull in work from Scrutiny Commissions which is considered to have potential impacts on other portfolios.
- Report on their work to Council on a regular basis.
- Consider work which would normally be considered by a Scrutiny Commission but cannot be considered in time due to scheduling issues.
- Cross cutting issues such as monitoring of petitions.

It is envisaged that the OSC will meet fortnightly in order to link into Cabinet and consist of 12 Members, on the basis of political balance regulations, to include each Scrutiny Commission Chair.

### **3.3 Scrutiny Commissions**

It is suggested that:

- There would be a Scrutiny Commission for each Assistant City Mayor portfolio and the area of responsibility would align with that portfolio.
- Commissions would normally undertake overview of Executive work reviewing items for Executive decision where it chose.
- Commissions would act as a 'critical friend' to the portfolio area.
- Commissions will engage in policy development within the portfolio area.
- Each meeting would be attended by the relevant Assistant City Mayor and policy would be developed in conjunction with the relevant Assistant City Mayor.
- Each Commission would have their own work programme and would respond directly to Cabinet where required.
- Commissions would report on their work to Council on a regular basis.
- Commissions would be classed as specific Scrutiny Committees in terms of legislation but would refer cross cutting work to the OSC.

It is envisaged that Commissions will meet monthly and consist of 9 Members on the basis of political balance regulations.

### **3.4 Supporting Activity**

It is felt that to continue the process to strengthen and embed the work of scrutiny the following work is required:

- Member support / training to facilitate the undertaking of scrutiny roles.
- The development of job descriptions for Chair and Vice Chair roles together with the definition of key aspects of the role such as acting as a champion for groups who find it difficult to access scrutiny, work planning and production of an annual report.
- Work to ensure the development of ways of increasing public involvement in Scrutiny. It is suggested that this work be further considered by the OSC.

## **4. FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

### **4.1 Financial Implications**

The arrangements proposed in this report would produce a saving in the order of £7,700 p.a. compared to the previous Scrutiny arrangements and based on current Members' allowances. However it is noted that all the allowances will be considered by the Independent Remuneration Panel, which is due to deliver its recommendations in the Autumn.

Colin Sharpe, Acting Director of Finance, ext. 7401

## 4.2 Legal Implications

- 4.2.1 Under the Local Government 2000 Act executive arrangements must include provision for the appointment by the authority of one or more overview and scrutiny committees (Section 21).
- 4.2.2 Scrutiny Committees must comply with statutory obligations to give notice of meetings, to provide public access and be politically balanced. Scrutiny Committees and Committee members also have statutory rights of access to information.
- 4.2.3 Further changes to the Scrutiny process applicable to Local Government may arise as a result of the Localism Bill. As necessary a further report will be prepared.

Anthony Cross, Head of Litigation, Legal Services, ext. 6362

## 4.3. Climate Change

This report does not contain any significant climate change implications and therefore should not have a detrimental effect on the Council's climate change targets.

Helen Lansdown, Senior Environmental Consultant - Sustainable Procurement , ext. 6770

## 5. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph References Within the Report
Equal Opportunities	<b>Y</b>	New process designed to be accessible to all
Policy	<b>Y</b>	New process designed to help develop new policy along with the Executive
Sustainable and Environmental	<b>Y</b>	Will take into consideration in operation and work programmes
Crime and Disorder	<b>Y</b>	Will take into consideration in operation and work programmes
Human Rights Act	<b>Y</b>	Will take into consideration in operation and work programmes
Elderly/People on Low Income	<b>Y</b>	Will take into consideration in operation and work programmes
Corporate Parenting	<b>Y</b>	Will take into consideration in operation and work programmes

Health Inequalities Impact	<b>Y</b>	Will take into consideration in operation and work programmes
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## 6. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

None

## 7. CONSULTATIONS

## 8. REPORT AUTHOR

John Thorpe  
Democratic & Civic Support Manager  
39 8810

<b>Key Decision</b>	No
<b>Reason</b>	N/A
<b>Appeared in Forward Plan</b>	N/A
<b>Executive or Council Decision</b>	Council (Reserved to Council)

## **Extract from minutes of meeting of Leicester City Council – 29 June 2011**

### **6.2 SCRUTINY**

The Director of Corporate Governance submitted a report to enable the Council to consider changes to the operation of scrutiny.

Moved by Councillor Kitterick, seconded by Councillor Potter and carried:

11. That Council:

- 1) Adopt the new scrutiny system (of Overview Select Committee and Scrutiny Commissions relating to each Assistant City Mayor portfolio) with the size as identified in the report in place of the current scrutiny arrangements.
- 2) Appoint Chairs and Vice Chairs of the Overview Select Committee and Scrutiny Commissions (identified at the meeting and attached to these minutes).
- 3) Authorise the Director of Corporate Governance in consultation with the Chair of Overview Select Committee / Group Whip as appropriate to agree the terms of reference and full memberships (in accordance with political balance regulations) for the meetings.
- 4) Agree that the supporting activity as indicated in the report be undertaken.
- 5) Delete the current Scrutiny Chair, Vice Chair, Task Group Leader and Deputy Task Group Leader positions and replace with positions detailed in the report. For the purposes of Members Allowances whilst the current scheme is reviewed positions to be paid at the rate formerly paid to Scrutiny Chairs and Vice Chairs.
- 6) Agree delegated authority to the Director of Corporate Governance, in consultation with the City Mayor and Chair of Overview Select Committee to make all necessary technical changes to the constitution to reflect the new arrangements.

## TERMS OF REFERENCE

### SCRUTINY COMMITTEES - INTRODUCTION

Scrutiny Committees hold the executive and partners to account by reviewing and scrutinising policy and practices.

The Overview and Select Committee and each Scrutiny Commission will perform the role as set out in Article 6 of the Constitution in relation to the functions set out in its terms of reference.

Scrutiny Committees may:-

- i. review and scrutinise the decisions made by and performance of the City Mayor, Cabinet , Committees and Council officers both in relation to individual decisions and over time.
- ii. develop policy, generate ideas, review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
- iii. question the City Mayor, members of the Cabinet, committees and Directors about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects.
- iv. make recommendations to the City Mayor, Cabinet, committees and the Council arising from the outcome of the scrutiny process.
- v. review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Committee and local people about their activities and performance; and
- vi. question and gather evidence from any person (with their consent).

**Finance:** Scrutiny Committees may exercise overall responsibility for the finances made available to them.

- **Annual report:** The Overview Select Committee will report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate. Scrutiny Commissions / committees will report from time to time as appropriate to Council.

**Work programme:** Scrutiny Committees may determine and exercise responsibility for their work programme.

The Scrutiny Committees which have currently been established by the Council in accordance with Article 6 of the Constitution are:

- Overview Select Committee
- Adult Social Care and Housing Commission
- Children, Young People and Schools Commission
- Economic Development Culture and Tourism Commission
- Health and Community Involvement Commission
- Heritage, Leisure and Sport Commission
- Neighbourhood Services Commission

## **SCRUTINY COMMITTEE: OVERVIEW SELECT COMMITTEE**

The Overview Select Committee **will**:

- Specifically scrutinise the work of the City Mayor and Deputy City Mayor and areas of the Council's work overseen by them.
- Consider cross-cutting issues which impact on more than one Assistant City Mayor portfolio.
- Consider issues relating to Scrutiny Commissions which is considered to have potential impacts on other portfolios.
- Consider work which would normally be considered by a Scrutiny Commission but cannot be considered in time due to scheduling issues.
- Consider cross cutting issues such as monitoring of petitions.
- Report annually to Council.
- Be responsible for organising and overseeing the work of scrutiny and the commissions including agreeing annual work programmes and approving reports.

## **SCRUTINY COMMISSIONS**

Scrutiny Commissions will:

- Be aligned with each Assistant City Mayor portfolio and the area of responsibility will align with that portfolio.
- Commissions will normally undertake overview of Executive work reviewing items for Executive decision where it chose.
- Commissions will act as a 'critical friend' to the portfolio area.
- Commissions will engage in policy development within the portfolio area.
- Each meeting will normally be attended by the relevant Assistant City Mayor and policy will be developed in conjunction with the relevant Assistant City Mayor.
- Each Commission will have their own work programme and will respond directly to Cabinet where required.
- Commissions will report on their work to Council from time to time as required.
- Commissions will be classed as specific Scrutiny Committees in terms of legislation but will refer cross cutting work to the OSC.

## ***SCRUTINY PROCEDURE RULES***

### **RULE 1 – The number and arrangements for Scrutiny Committees**

The Council will have Scrutiny Committees as set out in Article 6 appointed in accordance with this Constitution.

### **RULE 2 – Quorum**

The quorum of every Scrutiny Committee shall be three.

### **RULE 3 – Dates of meetings**

#### **a. Scrutiny Committees**

The dates of Committees and Sub-Committees shall be set by the Monitoring Officer in consultation with Group Leaders and the Chief Executive and Chairs and Vice Chairs and an agreed programme of dates shall be presented to Annual Council for confirmation.

#### **c. Variation of dates**

The date and/or time of any ordinary meeting of a Scrutiny Committee may be varied or cancelled by the Monitoring Officer in consultation with the Chair and Vice-Chair of the Committee, provided that any variation shall be reasonable and compatible, so far as is practicable, with the cycle of meetings as agreed by the Council.

### **RULE 4 – Special meetings**

In addition to the dates of meetings agreed by a Committee at its first ordinary meeting in the municipal year, any Scrutiny Committee / Commssion may be summoned specially if so required by either:-

- (i) The Chair after consultation with the Vice-Chair; or
- (ii) A written request to the Monitoring Officer signed by three members of the Committee.

The agenda of a special meeting shall include declaration of interests, plus the item(s) for which the special meeting has been called. Matters of other urgent business may be transacted at the discretion of the Chair and Vice-Chair.

### **RULE 5 – Notice of meetings**

Notice of the time and place of a Scrutiny Committee meeting shall be published by the Monitoring Officer at the Council's offices at least *five* clear days before the meeting unless a special meeting is called within *five* days in which case the required notice must be given as



soon as the special meeting is called. (*Five clear days excludes the day of notice, the day of the meeting, Bank Holidays, Saturdays and Sundays.*)

#### **RULE 6 – Absence of Chair from a meeting**

- a. Where the Chair is absent from a meeting the Vice-Chair shall take the Chair's place.
- b. Should the Chair arrive at a meeting which is in progress with the Vice-Chair presiding over the meeting, the Chair shall, from a convenient point, preside over the meeting.
- c. Where there is no Chair or Vice-Chair present, the Committee shall elect one of their number to preside over the meeting. If at such a meeting, the Chair or Vice-Chair arrives after the meeting has started s/he shall, from a convenient point, preside over the meeting.

#### **RULE 7 – Attendance at meetings by Councillors and others who are not members of that Committee**

- a. A Councillor may attend a meeting of a Scrutiny Committee of which s/he is not a Member, and s/he may be invited to speak by the Committee but not vote on any item on the agenda, subject to the following:-
  - (i) Where a Councillor has an interest in any item of business, s/he shall declare the interest and will be bound by the same rules of procedure as if a member of the Committee.
  - (ii) The right to attend shall not apply to any part of a meeting during which a report is considered which contains exempt or confidential information of a description which does not require the report to be open to inspection, in accordance with the Access to Information Procedure Rules unless the Councillor requires access to the meeting during consideration of such an item in order to properly carry out his/her duties as a Councillor, in accordance with this Constitution.

#### **RULE 8 – Attendance at meetings by members of the public**

Members of the public are welcome to attend Scrutiny meetings and meetings will be conducted in an open manner.

The Committee Chair may invite members of the public or interested parties to attend or speak at a Scrutiny meeting to provide information, opinion or expert advice where the Committee considers that to do so will assist in performance of the Committee's functions.

A member of the public may make a request to be allowed to speak by the Chair in advance of the meeting.

The Chair shall at all times make clear to the member of the public and the meeting the extent to which they may participate in the meeting.

**If a formal officer response is requested at the meeting the question / representation / statement of case should be submitted in advance of the meeting under the process**

**identified in Rule 10. Otherwise a formal officer response will only be prepared where this is resolved by the meeting.**

No topic raised by a member of the public shall be accepted:-

- (a) from or on behalf of a political party or organisation or in connection with the activities and aims of such a party or organisation, or from a staff group, which instead should use the proper procedures, such as through management and trades union representatives;
- (b) in relation to an individual's particular circumstances;
- (c) about any matter where there is a right of appeal to the courts, a tribunal or to a government minister or on any matter which, in the opinion of the Monitoring Officer, is of a quasi-judicial nature;
- (d) which contains abusive, defamatory or offensive language or relates to a specific and identifiable person.

## **RULE 9 – Petitions and questions at Scrutiny Committee Meetings**

### **(a) PETITIONS**

#### **(i) Referred from Council**

Where a petition has been referred to a Scrutiny Committee by the Council that Committee shall consider a report on the action taken as soon as practicable and in any case not later than at the second ordinary meeting after the Council meeting at which the petition was presented.

#### **(ii) Petitions Presented to Committee**

- (a) The Committee shall only receive petitions which comply with the Council's Scheme for Petitions,
- (b) Petitions shall be presented to the Committee in the order in which they have been received with petitions presented by members of the public taking precedence.
- (c) The reading of the subject matter shall not be of excessive length.
- (d) If, subsequent to the meeting, it becomes apparent that the petition is more relevant to some other Committee, it may instead or also be submitted by the Monitoring Officer to that Committee.
- (e) If the petition is presented at the same Committee meeting at which there is a report on the agenda on the same subject, a Councillor may propose that the petition be considered with the report.
- (f) Further to the presentation of a petition, a report shall be submitted to the Committee on the action taken as soon as practicable.

#### **(iii) Petitions Presented to a Director**

A petition received by a Director shall be referred to the appropriate Committee.

## **RULE 10 – Questions, representations and statements of case**

**This rule shall apply where a detailed response is required at the meeting.**

Questions, representations and statements of case:

- Should be received by the Monitoring Officer not later than five clear days before the meeting. (Five clear days excludes the day of receipt, the day of the meeting, Bank Holidays, Saturdays and Sundays). The notice shall be signed and shall include the questioner's address. The Monitoring Officer shall decide at which Committee an issue shall be addressed.
- At the meeting, matters will normally be discussed in the order in which they have been received
- Where the person who gave notice of the topic does not wish personally to address the Committee s/he may have a friend do so on his/her behalf, provided that the Monitoring Officer is notified prior to the meeting.
- Where the person presenting is not present at the meeting when the appropriate point is reached on the agenda a written response will be sent to the person who submitted the request.
- At the meeting, the Chair shall notify the member of the public the extent to which they may participate in the meeting
- The name of the person who gave notice of the topic, the text of the question and a summary of the representation, statement of case or response shall be recorded in the Minutes.
- The Chair of the meeting will manage the process in order to balance the principles of openness with the need to ensure the efficient operation of the meeting.

No topic raised by a member of the public shall be accepted:-

- (a) from or on behalf of a political party or organisation or in connection with the activities and aims of such a party or organisation, or from a staff group, which instead should use the proper procedures, such as through management and trades union representatives;
- (b) in relation to an individual's particular circumstances;
- (c) about any matter where there is a right of appeal to the courts, a tribunal or to a government minister or on any matter which, in the opinion of the Monitoring Officer, is of a quasi-judicial nature;
- (d) which contains abusive, defamatory or offensive language or relates to a specific and identifiable person.

Rules 9 & 10 applies to Councillors who are not members of the relevant Scrutiny Committee.

### **RULE 11 – Procedure at meetings**

- a. The procedure to be followed at a Scrutiny Committee meeting shall be in accordance with these Rules, but where a point of procedure arises which is not covered, the matter shall be determined by the person presiding at the meeting. Such rulings shall not be challenged at any meeting.
- b. In determining procedure, the person presiding shall have regard to the Council Procedure Rules for the conduct of meetings and debate.

### **RULE 12 – Education representatives**

The Children, Young People and Schools Commission (or relevant Scrutiny Committee dealing with education matters) shall include in its membership such co-opted voting members as are required by statute. The Council shall determine such membership from time to time and review this at its annual meeting.

A relevant Scrutiny Committee in this paragraph is a Scrutiny Committee of the Council where the Committee's functions relate wholly or in part to any education functions which are the responsibility of the Council's executive. If the Scrutiny Committee deals with other matters, these representatives shall not vote on those other matters, although they may stay in a meeting and speak.

### **RULE 13 – Agenda items**

- a. Any member of a Scrutiny Committee / Commission may place an item within its terms of reference on its next agenda by giving at least three weeks notice to the Monitoring Officer of the item and why the Committee is being asked to consider it.
- b. This right does not apply when the matter has been considered and determined by the Council or a Scrutiny Committee / Commission has decided not to further pursue the matter, within the preceding six months.
- c. The item shall be considered in accordance with the Political Conventions in Part 5 of the Constitution.

### **RULE 14 – Urgent business**

The Chair of a meeting can decide to accept an urgent item on to the agenda where, in their opinion, the item should be considered as a matter of urgency because of special circumstances which shall be specified in the minutes.

### **RULE 15**

No video, film, sound recording, photographic or like equipment shall be used during any Scrutiny Committee / Commission without the consent of the Chair of the meeting.



# Jobs and Careers

## Job Description

**Post Title:** Chair of the Overview Select Committee and Scrutiny Commission/s

**Date:** 16<sup>th</sup> August 2011

### Responsibilities

1. To provide strong and fair leadership and clear political guidance to Members and Officers.
2. To review, challenge and question the implementation of agreed policy and service delivery, and make recommendations to the City Mayor, Cabinet and Council to improve policy, performance and service delivery.
3. To develop a clear understanding of the terms of reference of their committee, the scope and range of the services for which it is responsible, and Council policies in respect of those services.
4. To ensure the work of their committee contributes to the delivery of best value and continuous improvement in services and implementation of best practice.
5. To agree all agendas for Overview Select Committee or Scrutiny Commission meetings as appropriate, and take a lead in developing a forward agenda and ensuring it is adhered to.
6. To meet on a regular basis and consult with relevant Cabinet Member(s) to advise them of progress in the work of the Overview Select Committee or Scrutiny Commission as appropriate, discuss issues arising from the scrutiny reviews, and note action being taken by the relevant Cabinet Member(s) to address the concerns raised.
7. To ensure the City Mayor and Cabinet are briefed at the appropriate time on significant issues, i.e. those that may:
  - Propose a change to established policy;
  - Have major resource implications;
  - Be contentious; and/or
  - Have implications for other areas of scrutiny or areas of Council responsibility.
8. Seek to involve all scrutiny Members in the work of the Overview Select Committee or Scrutiny Commissions as appropriate.
9. Seek to attend all scrutiny meetings, informing Members in advance if they are unable to attend.

10. Seek to address issues with Group Whips if problems arise, e.g. non-attendance by Members.
11. Have responsibility for liaison with appropriate Officers responsible for services that fall under the Overview Select Committee / Scrutiny Commissions terms of reference.

### **Skills and Knowledge**

#### **Leadership**

- ***For Chair of the Overview Select Committee***, leadership of the scrutiny function and leadership of the Overview Select Committee as a team.
- Setting and progressing objectives on behalf of the scrutiny function
- Ambassadorial skills through the representation and championing of the scrutiny function inside and outside the authority

#### **Chairing**

- Advanced chairing skills

#### **Organisational Skills**

- ***For Chair of the Overview Select Committee***, planning and co-ordinating the work of the Committee and other Scrutiny Commissions.
- Assisting in the co-ordination of the work of the Overview Select Committee and other Scrutiny Commissions.
- Assimilating and analysing complex information.
- Overseeing and prioritising scrutiny work within available resources.

#### **Team Working & Relationship Building**

- Relationship building– with the City Mayor, the Deputy City Mayor, the Assistant City Mayors, scrutiny colleagues, senior Officers, and partners etc.
- Ensuring effective contributions from all Councillors involved in scrutiny.

#### **Communication**

- Advanced listening skills and questioning skills.
- High standard of communication with officers, Members, partners, external bodies and members of the public.
- Advanced presentation skills.
- Advanced public speaking skills.

#### **Other Skills**

- Dealing with complex strategic issues and problems.
- Obtaining and weighing up evidence and making decisions and recommendations based on that evidence.

#### **Knowledge**

- A detailed awareness of the strategic importance of the scrutiny function within the Council.
- A detailed awareness of the constitutional arrangements relating to the scrutiny function and particularly those of the Chair.
- A detailed awareness of the Leicester approach to scrutiny and its relationship with the other parts of the Council's decision making structures
- Detailed knowledge of the challenges facing the scrutiny function and the role of the Chair in addressing them.

- An awareness of changes facing local government and an understanding of how these might impact on the Council's scrutiny function.
- An awareness of basic project management principles.



## **Letters Issued by the City Mayor to Cabinet Portfolio Holders**

- **Deputy City Mayor - with additional responsibility for Transport and Climate Change**
- **Cabinet portfolio for Health and Community Involvement**
- **Cabinet portfolio for Adult Social Care and Housing**
- **Cabinet portfolio for Heritage, Leisure and Sport**
- **Cabinet portfolio for Neighbourhood Services**
- **Cabinet portfolio for Economic Development, Culture and Tourism**
- **Cabinet portfolio for Children, Young People and Schools**

**Councillor Rory Palmer**  
**Deputy City Mayor**

July 2011

Dear Rory

**Deputy City Mayor**  
**with additional responsibility for Transport and Climate Change**

Thank you again for agreeing to be a part of my team as we work to establish this new system of governance; to deliver our manifesto commitments and to serve the people of Leicester.

Since the election we have worked well together as we have scoped the issues that face us and established our priorities for 'The First Hundred Days'. I am particularly grateful to you for the role that you have played in leading the development and delivery of these priorities.

Looking to the future, I have decided that I now need to establish portfolios of responsibility and I am writing to ask you, in addition to your wide ranging responsibilities as my Deputy, to take specific responsibility on my behalf for the work of the City Council with regard to Transport and Climate Change.

The Council's functions do not always lend themselves to neat divisions and a number of your responsibilities will, inevitably, overlap with colleagues. On some matters you will have shared responsibilities and will need to work collaboratively. I do intend to look again at any such overlaps – and indeed possible omission – in a few months time and, if necessary, discuss with you some 'tidying up'.

As well as your responsibilities of your portfolio, we will continue to work together as a team on all matters that have significant financial or public implications, including the use of the Council's resources, its assets and employees; equalities and on promoting community cohesion. We will also work closely together in promoting engagement, consultation and on listening to the public in general and young people in particular.

I personally will be taking lead responsibility for matters of equalities; constitution and governance; emergency planning and resilience and in the corporate transition needed to respond to our new responsibilities for Health and Wellbeing.

This letter sets out your responsibilities as Deputy City Mayor and the additional responsibilities for Transport and Climate Change which you will undertake alongside your work as Deputy City Mayor.

As Deputy City Mayor you will deputise for me on all areas of policy, responsibilities and all other matters as is required.

You will have specific responsibilities for:

- Policy development, strategy and delivery – including full oversight of the delivery of the policy programme and priorities.
- Communications.
- Partnerships.
- Emergency planning and resilience - alongside of my responsibilities

You will lead on the development of our fairness and social inclusion agenda including taking forward our work towards a Living Wage for Leicester and setting up a Commission on Child Poverty.

You will lead our work in preparing for the 2012 London Olympics working closely with your colleague with responsibility for Heritage, Leisure and Sport.

From our 100 Days Programme you will lead on the delivery of a number of the pledges:

- Publish clear job descriptions for the City Mayor, Deputy City Mayor Assistant Mayors and councillors so that the public know what to expect of their elected politicians and the standards on which they should be held to account and judged (6)
- Launch a Commission for Fairness to begin our work towards a Living Wage for Leicester and to drive forward a local fairness at work agenda to include new efforts to enforce payment of the national minimum wage and to tackle exploitative employment (10).
- Introduce as part of our Budget Review a new Staff Innovation Fund to support the development and implementation of ideas generated by Council staff which improve service delivery, save money and improve how the Council works (21)
- Set up a Commission on Child Poverty to tackle the deep rooted and underlying reasons leading to the city's alarming child poverty rates – this Commission will seek input from national experts and will draw on experience from other cities (53).

- Review our current internal and external partnership arrangements across the Council and wider public sector to ensure structures are relevant for the challenges we now face, the new governance arrangements and are not creating duplication or waste (75)
- Select two areas of the city to undertake a mini Total Place type assessment of all public budgets and interventions to consider effectiveness, efficiency and impact. (83)

In addition you will hold the Climate Change and Transport portfolio and will lead on:

- the delivery of our sustainable transport policy,
- improving the city's transport network and connectivity
- traffic management
- our work to tackle climate change and reduce harmful emissions.

From our 100 Days Programme you will lead on the delivery of a number of the pledges:

- Establish a new Bus Users Panel to include people from across the city representing young people, older people, people with disabilities, families, small businesses, large employers and the public sector (2).
- Create additional evening on-street car parking beginning with new spaces for 100 cars to support the night time economy in the city centre (5).
- Jointly launch a new Biodiversity Action Plan setting out how we will manage, promote and extend the city's natural habitats (16), with the portfolio holder for Heritage, Leisure and Sport
- Set out our full support for SkyRide and announce full plans for Leicester's third SkyRide event on 28 August (17).
- Host the Cycling Futures Conference as part of our commitment to cycling and sustainable transport, and alongside the Conference announce a new stream of public engagement work on improving existing and developing new cycle routeways across the city (19)
- Have entered into discussions with the Government about the need to have stronger powers similar to those held by the Mayor of London to regulate local bus services and public transport (26).
- Hold at least one community bikeability event (28).
- Begin consultative work with councillors and residents on the introduction of 20mph zones near schools, community facilities and in residential areas (30).

- Launch a campaign to attract private sector support for a Leicester Cycle Hire Scheme as part of our sustainable transport agenda (31).
- With the portfolio holder for Heritage Leisure and Sport - set out our commitment to local Bioblitz events with the aim of involving local residents and voluntary groups in improving understanding of the biodiversity in Leicester's city parks and green spaces (61).
- Launch a new project in partnership with Groundwork Leicestershire and local colleges to train solar panel installation engineers and provide affordable solar panel installations to local communities (62).
- Start work on the new District Heating Scheme and alongside the District Energy Company actively encourage large public and private sector organisations to consider joining the scheme to help us achieve energy price stability and carbon emission reductions (63).
- Publish a rolling programme of community carbon reduction events as part of our efforts to tackle climate change and make Leicester a Low Carbon City (68).
- Continue to make the case for the full electrification of the Midland Mainline (72).
- Complete work at the first house in a programme of solid wall insulation as part of our efforts to improve energy efficiency across homes in the city and our vision for low carbon living to become a reality (73).
- Launch Leicester's public transport smartcard scheme (74).
- Complete a carbon footprint analysis of the Council's procurement activity to support work and decisions on making our procurement and supply chains greener and more sustainable (86).
- Complete and publish a citywide Co2 reduction road-map (89).
- Hold high level discussions with the bus companies and start work to ensure the city has at the very least a basic evening and Sunday bus service to stop communities becoming totally isolated (99).

You will also be responsible for ensuring that:

- in the delivery of the services in your portfolio, the Council consults and works effectively and appropriately with our partners and those who use our services

- our agreed budgets are monitored effectively and adhered to

I will, of course, be expecting all of the team to respond fully and appropriately to the need for us to be held accountable:

- to the people of Leicester through the media; public meetings and correspondence
- to the Council through proper engagement and co-operation with the scrutiny and Council processes
- to our political party through its processes and meetings

I am looking forward to working together with you in delivering our shared vision of Leicester as a proud and self confident City – served by a proud and self confident Council.

Yours sincerely,

Peter Soulsby  
City Mayor

**Councillor Mrs Manjula Sood MBE**  
**Assistant Mayor**

July 2011

Dear Manjula

**Cabinet portfolio for Health and Community Involvement**

Thank you again for agreeing to be a part of my team as we work to establish this new system of governance; to deliver our manifesto commitments and to serve the people of Leicester.

Since the election we have worked well together as we have scoped the issues that face us and established our priorities for 'The First Hundred Days'.

Looking to the future, I have decided that I now need to establish portfolios of responsibility and I am writing to ask you to take responsibility on my behalf for the work of the City Council with regard to Health and Community Involvement.

The Council's functions do not always lend themselves to neat divisions and a number of your responsibilities will, inevitably, overlap with colleagues. On some matters you will have shared responsibilities and will need to work collaboratively. I do intend to look again at any such overlaps – and indeed possible omission – in a few months time and, if necessary, discuss with you some 'tidying up'.

As well as your responsibilities of your portfolio, we will continue to work together as a team on all matters that have significant financial or public implications, including the use of the Council's resources, its assets and employees; equalities and on promoting community cohesion. We will also work closely together in promoting engagement, consultation and on listening to the public in general and young people in particular.

I personally will be taking lead responsibility for matters of equalities; constitution and governance; emergency planning and resilience.

This letter sets out the responsibilities and areas of work for the Health and Community Involvement portfolio.

Leicester's population has a high level of health needs and the people of Leicester experience relatively poor health, particularly among more disadvantaged

communities. In order to address this, the Council needs to maintain and strengthen partnership relationships with other organisations and with the communities of Leicester, mobilising people to take action themselves. In this context, you will have a key role as a champion and advocate for all work relating to improving health and reducing health inequalities.

Although I personally will be taking an active role in the corporate transition needed to respond to our new responsibilities for Health and Wellbeing you will assist and advise in this vital process. You will work with the Deputy City Mayor and me as part of the Health and Wellbeing Board to set out our expectations of the performance of key NHS care services and to ensure service providers are held to account for their performance.

You will maintain an overview of the council's policy on health and wellbeing and set new policy where appropriate. This includes working with the holders of all other cabinet portfolios to ensure an integrated approach to policy development that has a significant impact on health (e.g. housing, older people's services, sport, children's services, active transport, business regulation, domestic violence and adult skills).

You will work to ensure that the health impacts of key decisions are assessed so that positive impacts on health can be maximised and negative impacts mitigated. From our manifesto you will lead on our work to promote the public health agenda, including promoting large scale public health campaigns.

You will oversee the delivery of our priorities for improving the mental and physical wellbeing of the people of Leicester and reducing health inequalities. This includes overseeing the implementation of Leicester's Health Inequalities Improvement plan ensuring that activities and services are targeted towards the communities and places where the needs and benefits are greatest. You will oversee the delivery of Council performance based on indicators relating to health improvement and to intensify efforts to improve health related lifestyles, particularly to:

- reduce smoking prevalence
- increase exercise (including the promotion of active transport),
- improve diet
- reduce misuse of drugs and alcohol

Working very closely with other portfolio holders you will champion:

- the promotion and protection of good mental health
- further developing prevention activities relating to older and vulnerable people, including people with learning disabilities and people with dementia.
- addressing issues in relation to housing and homelessness that impact significantly on health
- increasing provision of warm decent affordable homes
- reducing overcrowding
- supporting homeless people and the prevention of homelessness



You will promote the community leadership role of elected members and others with regard to health improvement (e.g. take up of smoking cessation or physical activity) and with regard to health protection (e.g. encouraging the up-take of screening and immunisations)

You will promote closer partnership working between related NHS and Council services, both in relation to commissioning of services and delivery of services.

You will work with NHS partners to support the effectiveness and take up of preventative health services, particularly in relation to reducing circulatory diseases, cancers and respiratory diseases.

Based on advice from the Director of Public Health and the Health Protection Agency, you will exercise the Council's functions and powers as necessary to take legal proceedings in the public interest on to matters within your portfolio, including;

- Public Health (Control of Disease) Act 1984
- Modifiable and other infectious diseases

You will maintain an overview of the implications of the establishment of Public Health England and the disestablishment of the Health Protection Agency, particularly in relation to the health protection responsibilities of the Council.

You will have responsibility for community involvement and community consultation. Ensuring that the Council has good mechanisms to consult local communities and involve people in the design and delivery of local services. With the portfolio holder for Neighbourhoods you will ensure that the work of ward councillors in general and at ward community meetings in particular is properly supported and facilitated.

Along with the Assistant Mayor for Neighbourhood Services and me you will be jointly responsible for community cohesion and the 'Prevent' agenda.

From our 100 Days Programme you will lead on the delivery of a number of the pledges:

- Take forward the programme of Meet the Mayor events across Leicester's neighbourhoods, including the city centre. These will be held regularly across the city. (9)
- Promote the recently launched Leicester's Healthy Heart campaign in every community as part of our plans to tackle health inequalities and improve public health in the city (32)
- With the portfolio holder for Children Young People and Schools - make Youth Participation a formal responsibility of the Council's Democratic Support Team with new ways of working in place to encourage the active involvement of young people in council decision-making at all levels (36).

- With me – set out our public health priorities and expectations of local health providers through the new Health and Wellbeing Board and ensure Leicester's transition arrangements are on track with clear public accountability arrangements in place for the NHS (40)
- Set out our vision for the city's voluntary sector including how the City Mayor and Council will support the voluntary sector across the city and our plans for reform in the way council funding supports voluntary organisations (56) – working closely with the portfolio holders for Adult Services and Housing and for Children, Young People and Schools.
- Publish a calendar of Ward Community Meetings for every neighbourhood across the city and review the areas Ward Community Meetings cover where councillors or residents request this (59)
- Develop an online questions system where citizens can submit questions to the City Mayor and his team and where responses are published (60)
- Publish our initial project brief for the Survey of Leicester to ensure the Council and other service providers have access to the most up to date and detailed information about our population and living in Leicester (81)

You will also be responsible for ensuring that:

- in the delivery of the services in your portfolio, the Council consults and works effectively and appropriately with our partners and those who use our services
- our agreed budgets are monitored effectively and adhered to

I will, of course, be expecting all of the team to respond fully and appropriately to the need for us to be held accountable:

- to the people of Leicester through the media; public meetings and correspondence
- to the Council through proper engagement and co-operation with the scrutiny and Council processes
- to our political party through its processes and meetings

I am looking forward to working together with you in delivering our shared vision of Leicester as a proud and self confident City – served by a proud and self confident Council.

Yours sincerely,

Peter Soulsby  
City Mayor

**Councillor Mohammed Dawood**  
**Assistant Mayor**

July 2011

Dear Mohammed

**Cabinet portfolio for Adult Social Care and Housing**

Thank you again for agreeing to be a part of my team as we work to establish this new system of governance; to deliver our manifesto commitments and to serve the people of Leicester.

Since the election we have worked well together as we have scoped the issues that face us and established our priorities for 'The First Hundred Days'.

Looking to the future, I have decided that I now need to establish portfolios of responsibility and I am writing to ask you to take responsibility on my behalf for the work of the City Council with regard to Adult Social Care and Housing.

The Council's functions do not always lend themselves to neat divisions and a number of your responsibilities will, inevitably, overlap with colleagues. On some matters you will have shared responsibilities and will need to work collaboratively. I do intend to look again at any such overlaps – and indeed possible omission – in a few months time and, if necessary, discuss with you some 'tidying up'.

As well as your responsibilities of your portfolio, we will continue to work together as a team on all matters that have significant financial or public implications, including the use of the Council's resources, its assets and employees; equalities and on promoting community cohesion. We will also work closely together in promoting engagement, consultation and on listening to the public in general and young people in particular.

I personally will be taking lead responsibility for matters of equalities; constitution and governance; emergency planning and resilience and in the corporate transition needed to respond to our new responsibilities for Health and Wellbeing.

This letter sets out the responsibilities and areas of work for the Adult Social Care and Housing portfolio.

You will carry out the responsibilities as set out in the current description of the Adults portfolio as detailed in the Council's Constitution

You will lead on work to advance the adult social care transformation programme and to continue to improve our housing services.

As you know the Council is committed to the Putting People First settlement in adult social care which aims to give people full control of the care and support they receive. Our Manifesto made clear our commitment to this agenda.

You will take forward our work to ensure adult social care in Leicester promotes choice, dignity and respect and that people can live independently and play an active and full part in society.

You will ensure that all options are considered fully in relation to the future of traditional services and in-house provision, specifically Elderly Persons Homes and day services. You will oversee the second phase of the consultation on Elderly Persons Homes to ensure it is carried out appropriately and that those who wish to contribute can do so and are properly supported to do so.

You will lead on work to engage service users in the future development of services and changes in adult social care through existing forums including the Learning Disability Partnership Board, the Carers Action Group and other stakeholder forums.

Protecting vulnerable adults is a top priority and you will ensure our safeguarding adults arrangements remain effective and robust. You will chair the Safeguarding Adults Member Panel and will sit on the Leicester Safeguarding Adults Board.

Housing is a key determinant of people's quality of life and a significant contributor to the strength of our communities. You will be responsible for maintaining the high quality of performance across our housing services bringing creativity and innovation to improve that performance and finding solutions to the problems people face in meeting their housing needs.

You will need to meet the housing needs of gypsies and travellers in a long term and sustainable way.

You will work with the Assistant Mayor for Neighbourhoods ensuring integrated services at a local level and with the Deputy Mayor on ensuring housing plays its full part in the climate change agenda.

From our Manifesto you will lead on our work to:

- Seek authorisation and all possible funding from Government to build new council homes.
- Use every opportunity to continue and to restart programmes of private housing renewal.
- Promote private landlord and housing association responsibility.
- Build on progress getting empty homes back into use.

- With Council tenants, set new high service standards for maintenance and repairs.
- Continue to simplify and extend the Leicester Home Choice system and the Council's housing allocation policies.
- Protect the most vulnerable homeless people by continuing to provide high quality advice, appropriate hostels and the necessary support.

From our 100 Days Programme you will lead on the delivery of a number of the pledges:

- Set out our vision for Extra Care Accommodation in the city to help meet the housing needs and aspirations of older people and vulnerable adults. This plan will include possible sites for Extra Care developments, an exploration of funding opportunities and a plan for engaging older people in decisions regarding future accommodation (8).
- Publish a revised Charter for Older People setting out how older people can expect to be treated by the Council and other public services in Leicester. The Charter will include an unequivocal commitment to dignity and respect in old age and the importance of taking into account the needs, views and aspirations of older people in decision-making. We will seek the input the endorsement of the Forum for Older People for this new Charter (11).
- Work closely with the portfolio holder for Neighbourhoods as she considers the findings of the Welfare Advice Services review and publishes our initial plans and vision for the future provision of welfare advice services in communities (46)
- Ask the Forum for Older People and councillors to undertake work exploring how best older people should be engaged in council decision-making (48).
- Launch a Task Force to take forward work developing a voluntary code of practice around dignity, respect and residents participation for sheltered housing providers in Leicester (67).
- Commission a customer-led review of the Home Choice system and consider further changes and improvements to the Council's housing allocation policy and systems (76).
- Look into new ways of working with council tenants and giving tenants a stronger voice and opportunities to take part in scrutinising the housing service (78).
- Develop plans for private landlord and Housing Association responsibility including a new campaign of enforcement against unlicensed Houses of

Multiple Occupation (92); you will work jointly with the Cabinet member for Neighbourhood Services on this pledge.

- Explore in full all possible opportunities and options to progress and restart programmes for private housing renewal and to build new social housing across the city (94).

You will sit on relevant committees and outside bodies as is appropriate including the Learning Disability Partnership Board, the Safeguarding Adults Board and Member Panels and the Forum for Older People.

You will also be responsible for ensuring that:

- in the delivery of the services in your portfolio, the Council consults and works effectively and appropriately with our partners and those who use our services
- our agreed budgets are monitored effectively and adhered to

I will, of course, be expecting all of the team to respond fully and appropriately to the need for us to be held accountable:

- to the people of Leicester through the media; public meetings and correspondence
- to the Council through proper engagement and co-operation with the scrutiny and Council processes
- to our political party through its processes and meetings

I am looking forward to working together with you in delivering our shared vision of Leicester as a proud and self confident City – served by a proud and self confident Council.

Yours sincerely,

Peter Soulsby  
City Mayor

**Councillor Piara Singh Clair MBE**  
**Assistant Mayor**

July 2011

Dear Piara

**Cabinet portfolio for Heritage, Leisure and Sport**

Thank you again for agreeing to be a part of my team as we work to establish this new system of governance; to deliver our manifesto commitments and to serve the people of Leicester.

Since the election we have worked well together as we have scoped the issues that face us and established our priorities for 'The First Hundred Days'.

Looking to the future, I have decided that I now need to establish portfolios of responsibility and I am writing to ask you to take responsibility on my behalf for the work of the City Council with regard to Heritage, Leisure and Sport.

The Council's functions do not always lend themselves to neat divisions and a number of your responsibilities will, inevitably, overlap with colleagues. On some matters you will have shared responsibilities and will need to work collaboratively. I do intend to look again at any such overlaps – and indeed possible omission – in a few months time and, if necessary, discuss with you some 'tidying up'.

As well as your responsibilities of your portfolio, we will continue to work together as a team on all matters that have significant financial or public implications, including the use of the Council's resources, its assets and employees; equalities and on promoting community cohesion. We will also work closely together in promoting engagement, consultation and on listening to the public in general and young people in particular.

I personally will be taking lead responsibility for matters of equalities; constitution and governance; emergency planning and resilience and in the corporate transition needed to respond to our new responsibilities for Health and Wellbeing.

This letter sets out the responsibilities and areas of work for the Heritage, Leisure and Sport portfolio.

You will lead on work overseeing the delivery of provision of quality leisure services, facilities and opportunities across the city and to promote wider participation in sport and physical activity.



Doing more to protect, enhance and value the city's heritage and built environment is a priority for this administration and you will ensure work is taken forward to do this.

Our parks play a vital role in providing green spaces in communities and opportunities for organised sport, informal leisure and recreation. You will lead on work to protect and develop our parks and to promote their wider use and, with the Deputy Mayor, focus on protecting and enhancing the biodiversity of the city.

You will have specific responsibility for:

- Conservation and protection of the built environment
- Planning development control; building control and enforcement,
- The City's Museums
- Festivals and events
- Parks and play areas and, (with the portfolio holder for Children and Young People) adventure playgrounds
- Trees, Woodlands, and Allotments
- Sports Services and Centres
- Bereavement Services – continuing to work to improve facilities and to ensure that these reflect the needs and culture of all Leicester communities

From our 100 Days Programme you will lead on the delivery of a number of the pledges:

- Bring back free swimming for young people resident in the city and aged 16 and under at Council Leisure Centres for this year's school summer holidays and October half-term (3).
- Set up a Leicester Heritage Partnership engaging organisations and individuals from across the City and working with the Council to promote the preservation, use and interpretation of Leicester's historic built environment (7). As City Mayor it will be my intention to chair this new Heritage Partnership which we will convene jointly.
- Jointly launch a new Biodiversity Action Plan setting out how we will manage, promote and extend the city's natural habitats (16) with the Deputy Mayor
- Begin the development of a new Leicester Heritage and History Walk smart phone app to encourage residents and visitors to explore and enjoy our city's unique heritage and history (27)

- Set out a programme of capital investment to support and improve Leicester's Adventure Playgrounds (33). - working closely with the portfolio holder for Children, Young Persons and Schools
- Progress plans for the Football Foundation project, working with G.N.G and Leicester City Women's football clubs, to ensure the provision of excellent facilities on an appropriate site (47).
- With the Deputy Mayor - set out our commitment to local Bioblitz with the aim of involving local residents and voluntary groups in improving understanding of the biodiversity in Leicester's city parks and green spaces (61)
- Audit all Section 106 funding and explore new ways for giving local communities a greater say in how 106 monies are spent in their areas (64).
- Take lead responsibility for announcing proposals for the City Mayor's Festival Programme including how the City Mayor and Council will support festivals, events and our creative sector to make sure Leicester is recognised as one of the best cities for festivals and events in the country (66) – working closely with the portfolio holders for Economic Development, Culture and Tourism and for Health and Community Involvement.
- Begin work to ensure new and more secure protections for the city's green spaces including the riverside and green wedges (71).
- Launch plans to plant more trees across the city, building on the success of the 10,000 trees initiative, including plans for a least three new community orchards (82).

From our Manifesto you will lead on work to support grassroots sports in communities and particularly for young people and children in schools. Following the success of the 2009 Special Olympics you will work to ensure the provision of good quality sporting opportunities for people with learning disabilities. You will also work to maintain and develop strong partnerships with the city's professional sports clubs.

You will work closely with the Deputy City Mayor on our plans to celebrate and benefit from the 2012 London Olympics and, as you develop our festivals programme, with the portfolio holder for Economic Development, Culture and Tourism, to ensure its culture and tourism significance.

Working with the Licencing Committee, you will have specific responsibility for the cross-cutting issues and oversight of the economically important taxi and private hire trade in the City including the provision of adequate ranks; the age and condition of vehicles and robust but fair inspection - improving our relations with operators while ensuring we safeguard the public.

You will sit on relevant committees and outside bodies as is appropriate.

You will also be responsible for ensuring that:

- in the delivery of the services in your portfolio, the Council consults and works effectively and appropriately with our partners and those who use our services
- our agreed budgets are monitored effectively and adhered to

I will, of course, be expecting all of the team to respond fully and appropriately to the need for us to be held accountable;

- to the people of Leicester through the media; public meetings and correspondence
- to the Council through proper engagement and co-operation with the scrutiny and Council processes
- to our political party through its processes and meetings

I am looking forward to working together with you in delivering our shared vision of Leicester as a proud and self confident City – served by a proud and self confident Council.

Yours sincerely,

Peter Soulsby  
City Mayor

**Councillor Sarah Russell**  
**Assistant Mayor**

July 2011

Dear Sarah

### **Cabinet portfolio for Neighbourhood Services**

Thank you again for agreeing to be a part of my team as we work to establish this new system of governance; to deliver our manifesto commitments and to serve the people of Leicester.

Since the election we have worked well together as we have scoped the issues that face us and established our priorities for 'The First Hundred Days'.

Looking to the future, I have decided that I now need to establish portfolios of responsibility and I am writing to ask you to take responsibility on my behalf for the work of the City Council with regard to Neighbourhood Services.

The Council's functions do not always lend themselves to neat divisions and a number of your responsibilities will, inevitably, overlap with colleagues. On some matters you will have shared responsibilities and will need to work collaboratively. I do intend to look again at any such overlaps – and indeed possible omission – in a few months time and, if necessary, discuss with you some 'tidying up'.

As well as your responsibilities of your portfolio, we will continue to work together as a team on all matters that have significant financial or public implications, including the use of the Council's resources, its assets and employees; equalities and on promoting community cohesion. We will also work closely together in promoting engagement, consultation and on listening to the public in general and young people in particular.

I personally will be taking lead responsibility for matters of equalities; constitution and governance; emergency planning and resilience and in the corporate transition needed to respond to our new responsibilities for Health and Wellbeing.

This letter sets out the responsibilities and areas of work for the Neighbourhood Services portfolio.

You will oversee the delivery of our priorities around frontline services which contribute to safe and clean communities. You will work on shaping a core offer of neighbourhood services available and accessible across the city.

Included in this core offer of neighbourhood services will be:

- Community Centres and Neighbourhood Centres
- Libraries
- Customer Service Centres
- Regulatory services (environmental health, trading standards, and licensing)
- Refuse collection and recycling
- Street cleansing, litter and vandalism
- Enforcement services and activity including pollution control, noise control and City Wardens
- Street lighting
- Public conveniences
- Highways surfaces, pavements, bridges and watercourses
- Residents' Parking Schemes with the Deputy Mayor
- The Council's customer services function including online services
- Advice services
- Community Safety including neighbourhood working with the police and the City's Community Safety Partnership

As part of shaping our neighbourhoods offer you will explore opportunities to co-locate services in ways which promote and improve access to services and the customer experience when using council services.

Along with the Assistant Mayor for Health and Community Involvement and me you will be jointly responsible for community cohesion and the 'Prevent' agenda. With that portfolio holder you will also ensure that the work of ward councillors in general and at ward community meetings in particular is properly supported and facilitated.

From our 100 Days Programme you will lead on the delivery of a number of the pledges:

- Repair 1000 potholes across the city as part of our continual programme of repairs and road maintenance (1).
- Explore how we can improve street washing in the city centre and in neighbourhood shopping areas as part of our continued work to ensure cleaner streets (12).

- Bring in additional end of term refuse and waste collections in areas with large numbers of student houses (20).
- Announce a rolling calendar of Community Clean-up Days across the city to tackle grotspots and improve neighbourhoods (22).
- Set out our plans for kerbside recycling as we aim to increase recycling rates across the city (23).
- Extend the One Clean Leicester smartphone apps allowing people to report highways problems such as potholes and broken slabs, as well as vandalism and grot spots (24).
- Launch a new Grot Spot Rapid Response Team to bolster our efforts to clean-up fly tipping, graffiti and other vandalism as quickly as possible (25).
- Launch a new public policy partnership with De Montfort University as part of our drive to involve and engage the city's expertise in policy-making and practice on the ground. (34)
- Begin work to explore the delivery of free Wifi in public spaces and community facilities across the city (37) - working closely with the portfolio holder for Economic Development Culture and Tourism
- Agree continued funding for the De Montfort Street area community safety scheme to tackle kerb crawling and anti-social behaviour (39).
- Consider the findings of the Welfare Advice Services review and publish our initial plans and vision for the future provision of welfare advice services in communities (46) – working closely with the portfolio holder for Adult Services and Housing.
- Explore how a student accommodation strategy can be developed for the city within existing planning laws and responding to community views (50)
- Launch a new campaign to tackle street drinking in the city centre and neighbourhoods with tougher enforcement of existing alcohol free zones and action against premises who sell to persistent offenders (57).
- Set out our vision for strong and vibrant communities, where people have good access to public services and community facilities and where local people are encouraged and empowered to take part in shaping local services, running local facilities and influencing local decisions. (58)
- Develop an action plan to tackle parking problems, including parking in grassed verges, on the outer estates (84).

- Support the Royal Horticultural Society's It's Your Neighbourhood programme to encourage local community projects in cleaning-up or greening their local environment (87) – working closely with the portfolio holder for Heritage, Leisure and Sport
- Launch an initiative to deal with business-related litter across the city with enforcement against offending businesses (88).
- Work with the Police and ward councillors to assess the effectiveness of joint working at the community level including how well Joint Action Groups and Community Safety Partnerships are working across the city, (97)

You will also be responsible for ensuring that:

- in the delivery of the services in your portfolio, the Council consults and works effectively and appropriately with our partners and those who use our services
- our agreed budgets are monitored effectively and adhered to

I will, of course, be expecting all of the team to respond fully and appropriately to the need for us to be held accountable:

- to the people of Leicester through the media; public meetings and correspondence
- to the Council through proper engagement and co-operation with the scrutiny and Council processes
- to our political party through its processes and meetings

I am looking forward to working together with you in delivering our shared vision of Leicester as a proud and self confident City – served by a proud and self confident Council.

Yours sincerely,

Peter Soulsby  
City Mayor

**Councillor Ted Cassidy MBE**  
**Assistant Mayor**

July 2011

Dear Ted

**Cabinet portfolio for Economic Development, Culture and Tourism**

Thank you again for agreeing to be a part of my team as we work to establish this new system of governance; to deliver our manifesto commitments and to serve the people of Leicester.

Since the election we have worked well together as we have scoped the issues that face us and established our priorities for 'The First Hundred Days'.

Looking to the future, I have decided that I now need to establish portfolios of responsibility and I am writing to ask you to take responsibility on my behalf for the work of the City Council with regard to Economic Development, Culture and Tourism.

The Council's functions do not always lend themselves to neat divisions and a number of your responsibilities will, inevitably, overlap with colleagues. On some matters you will have shared responsibilities and will need to work collaboratively. I do intend to look again at any such overlaps – and indeed possible omission – in a few months time and, if necessary, discuss with you some 'tidying up'.

As well as your responsibilities of your portfolio, we will continue to work together as a team on all matters that have significant financial or public implications, including the use of the Council's resources, its assets and employees; equalities and on promoting community cohesion. We will also work closely together in promoting engagement, consultation and on listening to the public in general and young people in particular.

I personally will be taking lead responsibility for matters of equalities; constitution and governance; emergency planning and resilience and in the corporate transition needed to respond to our new responsibilities for Health and Wellbeing.

This letter sets out the responsibilities and areas of work for the Economic Development, Culture and Tourism portfolio.



You will oversee the delivery of our economic development priorities as we work to ensure Leicester's economy grows and creates the jobs of the future – helping the Deputy Mayor respond to Climate Change locally and creating the economic environment for green technological industries.

Leicester is recognised for its cultural events and offer, but we can do more to ensure this is better co-ordinated and that we support the development of a diverse and exciting cultural offer in the city. Linked to this will be our drive to support the tourist and visitor economy in the city and how we promote and market the city.

You will work particularly closely with me on the management and future vitality of the City Centre and with the portfolio holder for Heritage, Leisure and Sport to ensure that our festivals programme continues to develop its culture and tourism significance.

You will have specific responsibility for:

- Employment and Skills – including Adult Skills and Learning
- Business support and promoting enterprise and entrepreneurship.
- The Council's procurement strategy
- Graduate retention
- Strategic spatial and development planning and infrastructure
- The Market Service and improvement
- Culture and arts
- Tourism

From our 100 Days Programme you will lead on the delivery of a number of the pledges:

- Make clear our immediate priorities for local economic growth through setting out our vision for Leicester to be a working city with plans for job creation and enterprise development – we will be playing a leading role in all the partnerships and networks with an interest in driving forward the city's and sub-regional economies (4).
- Hold a summit meeting with businesses, Job Centre, trade unions and other public agencies to develop proposals for our Leicester to Work initiative aimed at tackling youth unemployment and providing work and training opportunities for young people. The Leicester to Work initiative will also consider how best to continue the work of our Multi Access Centres (14).

- Launch a new Task Force to explore how the Council can support local businesses more through its procurement activity – supporting and encouraging ethical and fair trade procurement (18).
- Begin work to explore the delivery of free Wifi in public spaces and community facilities across the city (37) working closely with the portfolio holder for Neighbourhood Services
- With me, agree and sign a joint programme of priorities with the City Centre Management Board (49).
- Launch a new programme of work to support social enterprises and co-operatives in Leicester (52)
- Begin detailed discussions with councillors, market traders and other partners to develop plans for the refurbishment of Leicester Market, specifically addressing the indoor meat and fish market halls (54).
- Start work to develop new creative workspaces at the Rutland Street site as part of our plans for the Cultural Quarter (77).
- Begin work to give new impetus to the Leicester Promotions Partnership focussing on marketing the city for inward investment, tourism and visitors to include a new agenda for promoting civic pride in the City (79).
- Set out plans to bring Curve, De Montfort Hall and Phoenix Square into a more integrated partnership to include programming and marketing arrangements (80).
- Hold a summit meeting of knowledge economy stakeholders to shape immediate plans to support the sector as a key driver of the city's future prosperity, including discussion with potential investors in the Innovation & Technology Park and the Cultural Quarter (85).
- Announce the first wave of a £600,000 programme to improve city neighbourhood shopping areas and gateways (90).
- Submit a bid to acquire land currently owned by the East Midlands Development Agency for the development of new innovation workspace next to the National Space Centre (93).
- Begin work on a new skills vision for Leicester to make sure we are providing the right skills development opportunities for people looking for work in the local economy; this will include a new skills partnership with the business community, trade unions and training providers. As part of this work we will look more broadly at the provision by the Council and other providers of adult learning (95).

- Agree an improvement scheme for Humberstone Gate East and public transport improvements in this area (96), working closely with the portfolio holder for Climate Change and Transport and with me.
- Reach a decision through discussions with the Culture Partnership Board and other stakeholders on whether full exploratory work should proceed on a Leicester bid for City of Culture 2017 (98).

You will sit on relevant committees and outside bodies as is appropriate including the Culture Partnership Board.

You will also be responsible for ensuring that:

- in the delivery of the services in your portfolio, the Council consults and works effectively and appropriately with our partners and those who use our services
- our agreed budgets are monitored effectively and adhered to

I will, of course, be expecting all of the team to respond fully and appropriately to the need for us to be held accountable:

- to the people of Leicester through the media; public meetings and correspondence
- to the Council through proper engagement and co-operation with the scrutiny and Council processes
- to our political party through its processes and meetings

I am looking forward to working together with you in delivering our shared vision of Leicester as a proud and self confident City – served by a proud and self confident Council.

Yours sincerely,

Peter Soulsby  
City Mayor

**Councillor Vi Dempster**  
**Assistant Mayor**

July 2011

Dear Vi

**Cabinet portfolio for Children, Young People and Schools**

Thank you again for agreeing to be a part of my team as we work to establish this new system of governance; to deliver our manifesto commitments and to serve the people of Leicester.

Since the election we have worked well together as we have scoped the issues that face us and established our priorities for 'The First Hundred Days'.

Looking to the future, I have decided that I now need to establish portfolios of responsibility and I am writing to ask you to take responsibility on my behalf for the work of the City Council with regard to Children, Young People and Schools.

The Council's functions do not always lend themselves to neat divisions and a number of your responsibilities will, inevitably, overlap with colleagues. On some matters you will have shared responsibilities and will need to work collaboratively. I do intend to look again at any such overlaps – and indeed possible omission – in a few months time and, if necessary, discuss with you some 'tidying up'.

As well as your responsibilities of your portfolio, we will continue to work together as a team on all matters that have significant financial or public implications, including the use of the Council's resources, its assets and employees; equalities and on promoting community cohesion. We will also work closely together in promoting engagement, consultation and on listening to the public in general and young people in particular.

I personally will be taking lead responsibility for matters of equalities; constitution and governance; emergency planning and resilience and in the corporate transition needed to respond to our new responsibilities for Health and Wellbeing.

This letter sets out the responsibilities and areas of work for the Children's and Schools portfolio.

You will carry out the responsibilities as set out in the current description of the Children's and Schools portfolio as detailed in the Council's Constitution.

You will lead on work to continue improvements in school standards and attainment – delivering our vision to see the best educational outcomes and attainment for all our young people.

You will lead on the progression of Building Schools for the Future and any further capital projects for schools and colleges.

Striving to achieve excellence in the Council's children's safeguarding work will obviously remain as a top priority and you will oversee this work. Our work in relation to looked after children has seen some excellent outcomes and you will be responsible for building on this and driving this vital work forward.

As you know, our Manifesto made a number of specific commitments in the area of children and young people. Of particular significance is our commitment to protect Children's Centres. We have seen the extraordinary impact of Sure Start and Children's Centres on young people and communities across the city and we will continue to see the benefits as young people who have experienced Sure Start now progress through the schools system.

We also made a commitment to provide support and development for child minders, recognising the importance of good quality child care in local communities to parents seeking employment or training. I would like you to develop a plan to deliver on this pledge.

From our 100 Days Programme you will lead on the delivery of a number of the pledges:

- Reaffirm our commitment to the Every Disabled Child Matters charter alongside the NHS and other partners (15).
- With the portfolio holder for Health and Community Involvement - make Youth Participation a formal responsibility of the Council's Democratic Support Team with new ways of working in place to encourage the active involvement of young people in council decision-making at all levels (36).
- Commission an independent School Choice Advisor to provide advice and advocacy to parents and families (38).
- Begin a review involving parents, community groups, the Admissions Forum and councillors of school admissions materials and the admissions process to bring forward recommendations on how this process can be improved and made more citizen-friendly (41).

- Sign up to the National Autistic Society's 'You Need to Know' pledge in support of the campaign for better mental health services for children with autism and in recognition of the Council's vision that every young person deserves the chance to realise their full potential (42).
- Hold a family event in Town Hall Square as part of our support for National Play Day (43).
- In consultation with young people and councillors set out new requirements for Ward Community Meetings to involve young people and to elect a new Youth Champion in each community (44). On this pledge you will work with the portfolio holder for Health and Community Involvement
- Publish our plans for how we will continue to support and develop the Whatever It Takes initiative to promote reading and literacy, including the development of new Knowledge Centres to promote excellent teaching of reading (45).
- Respond to the recent scrutiny review of school meals in Leicester with our plans to make sure school meals remain affordable and nutritional (55).
- Begin discussions with stakeholders on developing new plans to improve Leicester's Youth service into a gold standard provision responding to the needs of our communities. (65)
- Launch the summer holiday play schemes programme (91).

Our Manifesto and the 100 Days Programme sets out our clear intention to work towards a Youth Service that is gold standard and which responds to the needs and aspirations of young people and our communities.

As City Mayor, I will be leading a series of discussions which will set out our programme of work to deliver these improvements to our Youth Service – we will convene these discussions jointly.

With the portfolio holder for Leisure Heritage and Sport you will lead work to secure the future and further improvement of adventure playgrounds.

You will ensure the Council responds to its new incoming responsibilities for the post-16 sector and will also provide appropriate response to any further legislative changes.

Our Manifesto also makes reference to free schools. We will work to do everything we can to ensure that free schools take account of the impact on existing schools – seeking to avoid fragmentation; preserve a wide curriculum; having genuinely open admission policies and that segregation is not encouraged and that appropriate conditions of employment for teaching staff are maintained.

You will sit on relevant committees and outside bodies as is appropriate including the Children's Safeguarding Board, you will also attend the Children's Safeguarding Panel and the Admissions Forum as requested.

You will also be responsible for ensuring that:

- in the delivery of the services in your portfolio, the Council consults and works effectively and appropriately with our partners and those who use our services
- our agreed budgets are monitored effectively and adhered to

I will, of course, be expecting all of the team to respond fully and appropriately to the need for us to be held accountable:

- to the people of Leicester through the media; public meetings and correspondence
- to the Council through proper engagement and co-operation with the scrutiny and Council processes
- to our political party through its processes and meetings

I am looking forward to working together with you in delivering our shared vision of Leicester as a proud and self confident City – served by a proud and self confident Council.

Yours sincerely,

Peter Soulsby  
City Mayor