



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

<b>Title of Report:</b>	Fit For Purpose Scrutiny Arrangements
<b>Meeting of:</b>	Council
<b>Date:</b>	19 <sup>th</sup> June 2017
<b>Is this an Executive Decision:</b>	NO
<b>Is this a Key Decision:</b>	NO
<b>Is the Report Confidential:</b>	NO
<b>If so, please state relevant paragraph from Schedule 12A LGA 1972:</b>	N/A

**Essential Signatories:**

**ALL REPORTS MUST BE IN THE NAME OF A HEAD OF SERVICE**

Monitoring Officer: **Angela Wakefield**

Date ..... Signature .....

Chief Finance Officer: **Sal Khan**

Date ..... Signature .....

**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**Report to Council**

**Date: 19<sup>th</sup> June 2017**

**REPORT TITLE: Fit For Purpose Scrutiny Arrangements**

**PORTFOLIO: Leader**

**HEAD OF SERVICE: Sal Khan**

**CONTACT OFFICER: Chris Ebberley Ext. No. x1772**

**WARD(S) AFFECTED: Non Specific**

**1. Purpose of the Report**

1.1. To present Elected Members with the findings of the review of our scrutiny committees.

**2. Executive Summary**

2.1. Four options for the future functioning of Overview and Scrutiny arrangements are provided within this report. They are:

- Option 1 – Merge Audit and VFM
- Option 2 – Merge Audit with VFM and Promoting Local Economic Growth with Protecting and Strengthening Communities
- Option 3 – Merge Audit with VFM and Promoting Local Economic Growth with Protecting and Strengthening Communities and Health Scrutiny
- Option 4 – No change to the current arrangements

2.2. Our Audit Committee is an Overview and Scrutiny committee as defined in the Local Government Act 2000. Under that Act we only have to have one O & S committee (although we can choose to have more or to constitute sub-

committees).

- 2.3. We have also consulted with our External Auditor, Mark Stocks, to find out if he had any reservations with the potential of our Audit Committee being merged with Value for Money Scrutiny Committee. His response was that he had no issues as long as the audit functions were not diluted.
- 2.4. A weighted evaluation approach was employed in this review to identify the most fit for purpose overview and scrutiny arrangements.
- 2.5. It is the recommendation of this report that Option 3 is adopted as the new approach for Overview and Scrutiny.
- 2.6. It is also the recommendation of this review to increase the total number of meetings to 6 per year per Committee (to bring in line with the benchmarking results).

### **3. Background**

- 3.1. On four occasions during the last three Council administrations (2007, 2008, 2009 and 2012), East Staffordshire Borough Council has reviewed its Overview and Scrutiny arrangements.
- 3.2. The Corporate Plan 2017/18 contains an objective (VFM46) to carry out a review of our scrutiny committees and our approach to identify potential opportunities for improvement.

### **4. Contribution to Corporate Priorities**

- 4.1. All three corporate priorities of the council are affected by this report.

### **5. Report**

- 5.1. Overview and Scrutiny has a vital role to play. In brief, it ensures that the Executive is publicly held to account for their actions and seeks to promote open and transparent decision making and democratic accountability. Overview and Scrutiny also has a role in researching and providing innovative thinking on particular issues.
- 5.2. Whilst the primary role of Overview and Scrutiny is to scrutinise and oversee the work of the Cabinet and Council policies and services as a whole, they also have a role – albeit limited – in scrutinising other public bodies e.g. hospitals.
- 5.3. It is important to note that whilst Overview and Scrutiny has a role in holding the Executive to account, it is the Deputy Leaders who are responsible for making the day-to-day decisions concerning the running of the Council (within the overall policy and budgetary framework agreed by Council).

- 5.4. The Council has appointed the following Scrutiny Committees to discharge the overview and scrutiny function under Section 21 of the Local Government Act 2000:
- An Audit Committee;
  - The Scrutiny (Promoting Local Economic Growth) Committee;
  - The Scrutiny (Protecting and Strengthening Communities) Committee;
  - The Scrutiny (Value for Money Council Services) Committee; and
  - The Scrutiny (East Staffordshire Health) Committee.
- 5.5. The Functions and Procedures of these Scrutiny Committees are set out in Part 3 of the Constitution. Each Committee has the opportunity to both scrutinise that area of the Council's performance and also organise their own work (scrutiny reviews etc.).
- 5.6. The Scrutiny (East Staffordshire Health) Committee discharges the delegated duty from Staffordshire County Council to carry out the role of Health Scrutiny. This Group includes in its membership the County Council Elected Member Representative.
- 5.7. Each Committee meets between four and six times a year and administrative support to the scrutiny committees is provided by the Programmes and Transformation Team / Democratic Services. The Scrutiny (East Staffordshire Health) Committee is supported by the Partnerships Team.

## **6. Methodological Structure of Review**

- 6.1. A weighted evaluation approach was employed in this review to identify the most fit for purpose overview and scrutiny arrangements. The following factors are considered:
- **Value for Money Gains** i.e. the savings garnered from a proposed option. In the case of this review this is the saving as a result of the reduced number of Committee Chairperson(s).
  - **External Benchmarking** i.e. the similarity to the average number of Overview and Scrutiny Committees as identified from a benchmarking exercise of nearest neighbours.
  - **Internal Consultation** i.e. the percentage of respondents' satisfaction with current arrangements.
- 6.2. The evaluation weighting is demonstrated at Table 1. VFM Gains was given a higher percentage weighting as the review falls within the scope of the Value for Money Council Services priority.

6.3. The maximum score of 4 points per criteria were awarded to the best scoring option with the remaining 3, 2 and 1 points awarded accordingly to the remaining options. The evaluation results are presented later in this report.

*Table 1 – Evaluation Criteria*

Criteria	Weighting	Pts
VFM Gains "Savings identified from proposed option"	50%	4
External Benchmarking "Similarity to number of Committees as identified from nearest neighbours"	25%	4
Internal Consultation "% of respondents' satisfaction with current arrangements"	25%	4
	100%	12

## **7. External Benchmarking Exercise With Other Local Authorities**

7.1. As part of this review a desktop benchmarking exercise was undertaken. This looked at Overview and Scrutiny arrangements with neighbouring local authorities and also those from the CIPFA 'nearest neighbours' group. The full list includes:

- Lichfield
- Tamworth
- South Staffs
- Newcastle under Lyme
- Stafford
- Cannock Chase
- Staffs Moorlands
- High Peak
- Erewash
- East Northamptonshire
- Chorley
- North Warwickshire

- Gedling
- Kettering
- Broxtowe
- Bassetlaw
- South Kesteven

7.2. Table 2 provides the results of the benchmarking exercise. It can be seen from the benchmarking results that with 5 Overview and Scrutiny Committees, ESBC are higher than the average of the other local authorities (4). The average number of Members allocated to each Overview and Scrutiny Committee is 14 whereas at ESBC the membership of the Committees is 8.

7.3. As far as frequency of meetings is concerned other local authorities tend, on average, to meet more often than is the case at ESBC.

## **8. Review of Overview & Scrutiny – Consultation with Members and Officers**

8.1. As a part of this review of Overview and Scrutiny a survey was sent to all Members and relevant officers within the council (Heads of Service, Scrutiny Support Officers and Programmes and Transformation Staff).

8.2. The survey was sent out on Thursday 16<sup>th</sup> March 2017 with a deadline of Friday 31<sup>st</sup> March. A reminder was sent on Tuesday 28<sup>th</sup> March.

8.3. Overall the feeling of participants towards Overview and Scrutiny in the Council is positive. What follows in this section of the report is a summary of the survey results.

Table 2 – Results from Benchmarking Exercise

	LA Type	Population Mid Year Est. 2015	Cabinet / Committee	No. of Members on Cabinet	Elected Members	No. Scrutiny /Audit Committees	Membership SC	Frequency of Meetings (No. p.a.)	Membership AC	Frequency of Meetings (No. p.a.)
<b>East Staffs</b>	<b>BC</b>	<b>116,040</b>	<b>Cabinet</b>	<b>6</b>	<b>39</b>	<b>5</b>	<b>8</b>	<b>4</b>	<b>8</b>	<b>4</b>
Lichfield	DC	102,706	Cabinet	8	47	5	13	4	5	4
Tamworth	BC	77,141	Cabinet	6	30	4	9	10	7	6
South Staffs	DC	110,726	Cabinet	6	49	4	43	8	8	5
Newcastle under Lyme	BC	127,045	Cabinet	7	60	4	11	5	7	5
Stafford	BC	132,488	Cabinet	6	40	4	10	6	6	4
Cannock Chase	DC	98,535	Cabinet	9	41	7	13	4	7	4
Staffs Moorlands	BC		Cabinet	6	58	5	19	10	7	9
High Peak	BC	91,496	Cabinet	5	43	4	12	7	12	4
Erewash	BC	114,510	Cabinet	6	43	2	17	7	9	5
East Northamptonshire	DC		Committee	N/A	40	N/A				
Chorley	BC	112,969	Cabinet	9	43	3	14	4	8	4
North Warwickshire	BC	62,787	Cabinet	9	35	2	9	4	11	6
Gedling	BC	115,889	Cabinet	8	41	2	13	6	9	4
Kettering	BC	97,650	Cabinet	9	36	2	7	5	7	5
Broxtowe	BC		Committee	N/A	44	N/A				
Bassetlaw	DC	114,533	Cabinet	13	48	2	12	10	9	5
South Kesteven	DC	111,876	Cabinet	6	56	2	11	5	7	5
Average	-	105,759	-	7	44	4	14	6	8	5

Notes:

Local Authorities with a Committee type decision making system have not been included within the analysis

- 8.4. There were a total of 41 responses to the survey. Question 1 asked respondents to identify their current role within Scrutiny. As can be seen, 24 Elected Members took part in the survey. This equates to a 64% response rate. Of the 24 Elected Members, 19 were non Executive Members.

	Count of What is your current role within Overview and Scrutiny?
Cabinet Member	5
Chairperson	5
Council Officer	13
DNA	4
Overview and Scrutiny Committee Member	12
Vice Chairperson	2
<b>Grand Total</b>	<b>41</b>

- 8.5. For the remainder of this report, each of the questions from the survey have been cross tabulated against the dependent variable of 'type of respondent'.
- 8.6. Question 2 asked participants to state which of the Council's Overview and Scrutiny Committees they sat on.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	19	5 26.3%	2 10.5%	12 63.2%	-	-
Which Overview and Scrutiny Committee do you sit on? (ple...						
Value for Money Council Services	7 36.8%	2 10.5%	1 5.3%	4 21.1%	-	-
Protecting and Strengthening Communities	6 31.6%	1 5.3%	1 5.3%	4 21.1%	-	-
Promoting Local Economic Growth	7 36.8%	2 10.5%	1 5.3%	4 21.1%	-	-
East Staffordshire Health Scrutiny Committee	7 36.8%	1 5.3%	1 5.3%	5 26.3%	-	-
Audit Committee	6 31.6%	2 10.5%	1 5.3%	3 15.8%	-	-

- 8.7. Question 3 asked respondents whether overview and scrutiny had made their role more or less appealing.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	18	5 27.8%	2 11.1%	11 61.1%	-	-
Do you think that Overview and Scrutiny has made your rol...						
Much more appealing	4 22.2%	1 5.6%	1 5.6%	2 11.1%	-	-
More appealing	8 44.4%	4 22.2%	-	4 22.2%	-	-
Neither more or less appealing	6 33.3%	-	1 5.6%	5 27.8%	-	-
Less appealing	-	-	-	-	-	-
A lot less appealing	-	-	-	-	-	-



8.8. Question 4a asked participants to rate how well they felt their Committee worked together.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	19	5 26.3%	2 10.5%	12 63.2%	-	-
How well do you feel your Overview and Scrutiny Committee works together?						
Excellent	3 15.8%	2 10.5%	-	1 5.3%	-	-
Good	10 52.6%	2 10.5%	2 10.5%	6 31.6%	-	-
Fair	6 31.6%	1 5.3%	-	5 26.3%	-	-
Poor	-	-	-	-	-	-

8.9. Question 4b asked respondents to rate the effectiveness of Overview and Scrutiny Committee meetings.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	19	5 26.3%	2 10.5%	12 63.2%	-	-
Effectiveness of Overview and Scrutiny Committee meetings						
Excellent	1 5.3%	1 5.3%	-	-	-	-
Good	10 52.6%	4 21.1%	1 5.3%	5 26.3%	-	-
Fair	8 42.1%	-	1 5.3%	7 36.8%	-	-
Poor	-	-	-	-	-	-

8.10. Question 4c asked participants to rate the appropriateness of agenda items.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	19	5 26.3%	2 10.5%	12 63.2%	-	-
Appropriateness of agenda items						
Excellent	2 10.5%	2 10.5%	-	-	-	-
Good	15 78.9%	3 15.8%	2 10.5%	10 52.8%	-	-
Fair	2 10.5%	-	-	2 10.5%	-	-
Poor	-	-	-	-	-	-

8.11. Question 4d asked respondents to rate their level of understanding of performance reports.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	19	5 26.3%	2 10.5%	12 63.2%	-	-
Your level of understanding of performance reports						
Excellent	1 5.3%	1 5.3%	-	-	-	-
Good	14 73.7%	3 15.8%	2 10.5%	9 47.4%	-	-
Fair	4 21.1%	1 5.3%	-	3 15.8%	-	-
Poor	-	-	-	-	-	-

8.12. Question 4e asked participants to rate their level of interest in review topics.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	19	5 26.3%	2 10.5%	12 63.2%	-	-
Level of interest in review topics						
Excellent	2 10.5%	2 10.5%	-	-	-	-
Good	15 78.9%	3 15.8%	2 10.5%	10 52.6%	-	-
Fair	2 10.5%	-	-	2 10.5%	-	-
Poor	-	-	-	-	-	-

8.13. Question 4f asked respondents to rate the quality of officer support in providing help with reviews.

Reassuringly, none of the participants felt that the quality of officer support with reviews was anything less than fair.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	19	5 26.3%	2 10.5%	12 63.2%	-	-
Quality of officer support in providing help with reviews						
Excellent	7 36.8%	2 10.5%	1 5.3%	4 21.1%	-	-
Good	10 52.6%	3 15.8%	1 5.3%	6 31.6%	-	-
Fair	2 10.5%	-	-	2 10.5%	-	-
Poor	-	-	-	-	-	-

8.14. Question 4g asked respondents to rate the quality of officer support to Overview and Scrutiny Committee meetings.

Again, it is good to report that all respondents, with the exception of one, felt that officer support at meetings is either excellent or good.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	18	5 27.8%	2 11.1%	11 61.1%	-	-
Quality of officer support to Overview and Scrutiny Committee meetings						
Excellent	6 33.3%	1 5.6%	1 5.6%	4 22.2%	-	-
Good	11 61.1%	4 22.2%	1 5.6%	6 33.3%	-	-
Fair	1 5.6%	-	-	1 5.6%	-	-
Poor	-	-	-	-	-	-

8.15. Question 5 asked participants to describe their attendance levels at their own Scrutiny Committee(s).

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	19	5 26.3%	2 10.5%	12 63.2%	-	-
How would you describe your attendance levels at your own...						
0-20%	-	-	-	-	-	-
21-40%	1 5.3%	-	-	1 5.3%	-	-
41-60%	1 5.3%	-	-	1 5.3%	-	-
61-80%	2 10.5%	1 5.3%	-	1 5.3%	-	-
81-100%	15 78.9%	4 21.1%	2 10.5%	9 47.4%	-	-

Over 78% of Elected Members felt that that their attendance was between 81 and 100 per cent. A more detailed analysis of Elected Member attendance at Overview and Scrutiny Committees is provided later in the report.

8.16. Question 6a asked respondents to rate their own level of understanding of their role within Overview and Scrutiny.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
Your role within Overview and Scrutiny						
Excellent	12 32.4%	1 2.7%	-	3 8.1%	1 2.7%	7 18.9%
Good	24 64.9%	4 10.8%	2 5.4%	8 21.6%	4 10.8%	6 16.2%
Fair	1 2.7%	-	-	1 2.7%	-	-
Poor	-	-	-	-	-	-

8.17. Question 6b asked participants to rate their own level of understanding of the role of Overview and Scrutiny Committees.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
The Role of Overview and Scrutiny Committees						
Excellent	12 32.4%	2 5.4%	-	2 5.4%	1 2.7%	7 18.9%
Good	23 62.2%	3 8.1%	2 5.4%	8 21.6%	4 10.8%	6 16.2%
Fair	1 2.7%	-	-	1 2.7%	-	-
Poor	1 2.7%	-	-	1 2.7%	-	-

8.18. Question 6c asked respondents to rate their own level of understanding of the relationship between Overview and Scrutiny Committees and the Executive.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
The Relationship between Overview and Scrutiny Committees and the Executive						
Excellent	7 18.9%	1 2.7%	-	1 2.7%	1 2.7%	4 10.8%
Good	25 67.6%	4 10.8%	2 5.4%	8 21.6%	4 10.8%	7 18.9%
Fair	4 10.8%	-	-	2 5.4%	-	2 5.4%
Poor	1 2.7%	-	-	1 2.7%	-	-

8.19. Question 6d asked respondents to rate their own level of understanding of the current model of scrutiny.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
The current model of Overview and Scrutiny						
Excellent	5 13.5%	1 2.7%	-	1 2.7%	-	3 8.1%
Good	23 62.2%	4 10.8%	2 5.4%	5 13.5%	4 10.8%	8 21.6%
Fair	7 18.9%	-	-	5 13.5%	1 2.7%	1 2.7%
Poor	2 5.4%	-	-	1 2.7%	-	1 2.7%

8.20. Question 7 asked participants how well informed they felt about dates of relevant Overview and Scrutiny Committees.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
How well informed do you feel about dates of relevant Ove...						
Very well informed	22 59.5%	2 5.4%	1 2.7%	8 21.6%	3 8.1%	8 21.6%
Well informed	15 40.5%	3 8.1%	1 2.7%	4 10.8%	2 5.4%	5 13.5%
Not informed	-	-	-	-	-	-
Not very well informed	-	-	-	-	-	-

8.21. Question 8 asked respondents how enthusiastic they felt about their role in Overview and Scrutiny.

It is encouraging to see that the majority of survey respondents are enthusiastic about Overview and Scrutiny.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	36	5 13.9%	2 5.6%	12 33.3%	4 11.1%	13 36.1%
How enthusiastic do you feel about your role in Overview ...						
Very enthusiastic	6 16.7%	1 2.8%	1 2.8%	4 11.1%	-	-
Enthusiastic	21 58.3%	4 11.1%	1 2.8%	6 16.7%	1 2.8%	9 25.0%
Not enthusiastic	9 25.0%	-	-	2 5.6%	3 8.3%	4 11.1%
Not at all enthusiastic	-	-	-	-	-	-

8.22. Question 9 asked participants whether their involvement in Overview and Scrutiny so far had increased their knowledge and understanding of council services.

It is again encouraging to see that the majority of respondents answered positively in this regard.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
Has your involvement in Overview and Scrutiny so far incr...						
Yes	32 86.5%	5 13.5%	2 5.4%	10 27.0%	4 10.8%	11 29.7%
No	5 13.5%	-	-	2 5.4%	1 2.7%	2 5.4%

8.23. Question 10 asked respondents if there was a significant issue that they thought should be reviewed.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
Is there a significant issue that you think should be rev...						
Yes	18 48.6%	2 5.4%	2 5.4%	9 24.3%	2 5.4%	3 8.1%
No	19 51.4%	3 8.1%	-	3 8.1%	3 8.1%	10 27.0%

8.24. Question 11 asked those participants who answered yes to Q10 to state the issue. The responses are provided below.

- Adult social care for adults with LD and Disabilities and Anti Social Behaviour
- Care for the young and the old
- Collaboration of Burton and Derby Hospitals
- Complete, forensic investigation into Dove Way/Pennycroft overspend
- Dove Way & Pennycroft Developments & Procurement of Contracts
- Monitor and review the effects of Burton Hospital collaborative working with Derby and the Staffs STP
- A review of all outside bodies requirements as some have no meetings at all
- Public consultation and speaking at planning committee.
- Scrutiny councillors should be exploring their role with the executive management system
- Selection of Scrutiny topics
- The current provision of PCSOs within the borough and their future roles
- The STP and Hospital mergers

8.25. Question 12 asked participants approximately how many issues they thought should be investigated each year per Overview and Scrutiny Committee.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
Approximately how many issues do you think should be inve...						
1-2	8 21.6%	2 5.4%	1 2.7%	1 2.7%	2 5.4%	2 5.4%
2-3	18 48.6%	3 8.1%	-	6 16.2%	3 8.1%	6 16.2%
3-4	5 13.5%	-	-	2 5.4%	-	3 8.1%
4-5	3 8.1%	-	1 2.7%	-	-	2 5.4%
5-6	-	-	-	-	-	-
6+	3 8.1%	-	-	3 8.1%	-	-

8.26. Question 13a asked respondents to rate the frequency of Overview and Scrutiny Committee Meetings

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	36	5 13.9%	2 5.6%	11 30.6%	5 13.9%	13 36.1%
Frequency of Overview and Scrutiny Committee Meetings						
Too many	2 5.6%	-	-	-	-	2 5.6%
About right	23 63.9%	3 8.3%	-	7 19.4%	5 13.9%	8 22.2%
Too few	11 30.6%	2 5.6%	2 5.6%	4 11.1%	-	3 8.3%

8.27. Question 13b asked participants to rate the number of Overview and Scrutiny Committees.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	36	5 13.9%	2 5.6%	11 30.6%	5 13.9%	13 36.1%
Number of Overview and Scrutiny Committees						
Too many	7 19.4%	-	1 2.8%	1 2.8%	1 2.8%	4 11.1%
About right	23 63.9%	4 11.1%	-	7 19.4%	4 11.1%	8 22.2%
Too few	6 16.7%	1 2.8%	1 2.8%	3 8.3%	-	1 2.8%

8.28. Question 13c asked respondents to rate the number of Members on each Overview and Scrutiny Committee.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	35	5 14.3%	2 5.7%	11 31.4%	5 14.3%	12 34.3%
Number of Members on each Overview and Scrutiny Committee						
Too many	1 2.9%	-	-	-	-	1 2.9%
About right	30 85.7%	5 14.3%	2 5.7%	11 31.4%	4 11.4%	8 22.9%
Too few	4 11.4%	-	-	-	1 2.9%	3 8.6%

The vast majority of respondents considered that the frequency of meetings, and membership size were about right. A little fewer than 20% of participants felt that there are currently too many Committees.

8.29. Question 14a asked participants whether Overview and Scrutiny is able to influence Executive Decisions.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
Overview and Scrutiny is able to influence Executive Decisions						
Yes	22 59.5%	4 10.8%	1 2.7%	4 10.8%	5 13.5%	8 21.6%
No	12 32.4%	1 2.7%	1 2.7%	8 18.2%	-	4 10.8%
Don't know	3 8.1%	-	-	2 5.4%	-	1 2.7%

8.30. Question 14b asked respondents whether Overview and Scrutiny acts independently of the Executive.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
Overview and Scrutiny acts independently of the Executive						
Yes	30 81.1%	4 10.8%	1 2.7%	8 21.6%	5 13.5%	12 32.4%
No	5 13.5%	1 2.7%	1 2.7%	2 5.4%	-	1 2.7%
Don't know	2 5.4%	-	-	2 5.4%	-	-

8.31. Question 14c asked participants whether Overview and Scrutiny provides opportunities to question Executive Members.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
Overview and Scrutiny provides opportunities to question Executive Members						
Yes	30 81.1%	5 13.5%	1 2.7%	10 27.0%	4 10.8%	10 27.0%
No	6 16.2%	-	1 2.7%	1 2.7%	1 2.7%	3 8.1%
Don't know	1 2.7%	-	-	1 2.7%	-	-

The responses to questions 14a, 14b and 14c all seem to indicate that the majority of respondents are satisfied with the interaction between the Executive and Overview and Scrutiny.

8.32. Question 14d asked respondents if the Overview and Scrutiny committee devises appropriate work programmes.



8.33. The results are more or less evenly divided between Yes and No across all types of respondent.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
The Overview and Scrutiny committee devises appropriate work programmes						
Yes	14 37.8%	3 8.1%	1 2.7%	5 13.5%	1 2.7%	4 10.8%
No	14 37.8%	1 2.7%	1 2.7%	3 8.1%	4 10.8%	5 13.5%
Don't know	9 24.3%	1 2.7%	-	4 10.8%	-	4 10.8%

8.34. Question 14e asked participants if arrangements are in place to support and encourage external Overview and Scrutiny.

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	36	5 13.9%	2 5.6%	12 33.3%	4 11.1%	13 36.1%
Arrangements are in place to support and encourage external Overview and Scrutiny						
Yes	21 58.3%	3 8.3%	1 2.8%	5 13.9%	2 5.6%	10 27.8%
No	7 19.4%	1 2.8%	1 2.8%	3 8.3%	1 2.8%	1 2.8%
Don't know	8 22.2%	1 2.8%	-	4 11.1%	1 2.8%	2 5.6%

8.35. Question 14f asked respondents if there is duplication across the Council's Overview and Scrutiny Committees

Counts Base % Respondents	Total	What is your current role within Overview and Scrutiny?				
		Chairperson	Vice Chairperson	Overview and Scrutiny Committee Member	Cabinet Member	Council Officer
Base	37	5 13.5%	2 5.4%	12 32.4%	5 13.5%	13 35.1%
There is duplication across the Council's Overview and Scrutiny Committees						
Yes	11 29.7%	-	1 2.7%	-	1 2.7%	9 24.3%
No	19 51.4%	5 13.5%	1 2.7%	8 21.6%	3 8.1%	2 5.4%
Don't know	7 18.9%	-	-	4 10.8%	1 2.7%	2 5.4%

8.36. Question 15 asked if respondents had any other comments about current Overview and Scrutiny arrangements. The comments are provided at Appendix 1.

## 9. Elected Member Attendance at Overview and Scrutiny Meetings

9.1. As part of this review, analysis has also been carried out into the attendance at all Overview and Scrutiny Meetings over the past two financial years. The results are shown in Table 3.

Table 3 – Member Attendance 2015/15 and 2016/17

	No. Members on Committee		2016/17		2015/16		
			No.	%	No.	%	
<b>Value for Money Council Services</b>							
	8	15/06/2016	7	87.5%	17/06/2015	7	87.50%
	8	13/09/2016	5	62.5%	16/09/2015	6	75.00%
	8	14/12/2016	6	75.0%	16/12/2015	6	75.00%
	8	15/03/2017	7	87.5%	01/02/2016	6	75.00%
	8				16/03/2016	6	75.00%
<b>Protecting and Strengthening Communities</b>							
	8	28/06/2016	8	100.0%	23/09/2015	6	75.00%
	8	12/10/2016	7	87.5%	21/12/2015	8	100.00%
	8	19/12/2016	7	87.5%	22/03/2016	5	62.50%
	8	14/03/2017	7	87.5%			
<b>Promoting Local Economic Growth</b>							
	8	16/06/2016	7	87.5%	18/06/2015	7	87.50%
	8	15/09/2016	7	87.5%	17/09/2015	6	75.00%
	8	20/12/2016	6	75.0%	22/12/2015	6	75.00%
	8	16/03/2017	7	87.5%	17/03/2016	7	87.50%
<b>East Staffordshire Health Scrutiny Committee</b>							
	8	22/06/2016	6	75.0%	09/09/2015	7	87.50%
	8	14/09/2016	8	100.0%	10/12/2015	5	62.50%
	8	06/12/2016	0	0.0%	23/03/2016	6	75.00%
	8	25/01/2017	0	0.0%			
<b>Audit Committee</b>							
	8	14/06/2016	6	75.0%	16/06/2015	8	100.00%
	8	26/07/2016	7	87.5%	28/07/2015	6	75.00%
	8	29/11/2016	7	87.5%	24/11/2015	6	75.00%
	8	24/01/2017	6	75.0%	26/01/2016	5	62.50%
	8				08/03/2016	5	62.50%
Average			6	75.6%		6	77.50%

- 9.2. Attendance in the main has generally been good across all of the Committees, averaging at over 75% for the last two years.
- 9.3. However, there has been an issue with the East Staffordshire Health Committee not being quorate on two concurrent occasions leading to them being cancelled.

## 10. Options for Overview and Scrutiny

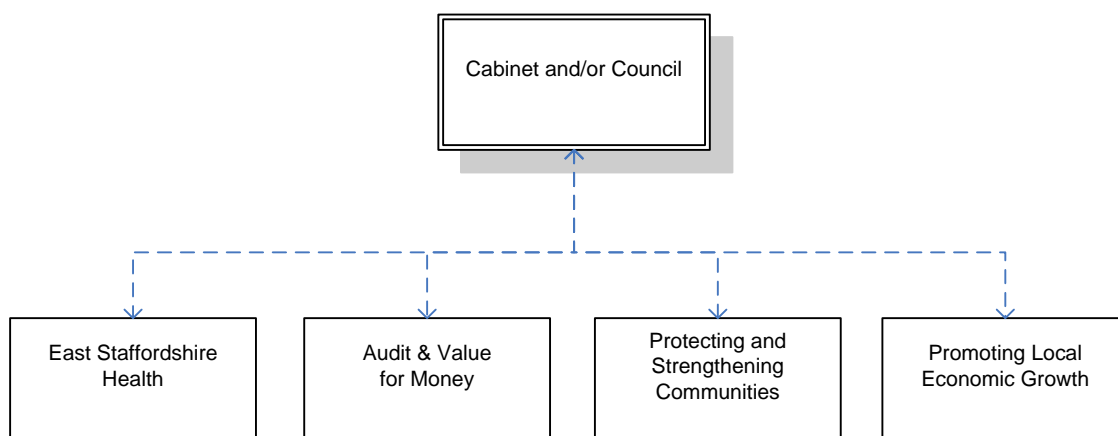
- 10.1. From analysis of the results it is clear that there is a general level of satisfaction with the current Overview and Scrutiny arrangements at ESBC. However, the results from the benchmarking exercise indicate a disparity between the number of Committees, frequency of meetings and membership numbers at ESBC and elsewhere.
- 10.2. The following options would serve to improve the current arrangements. Reducing the number of Committees would have the advantage of creating several benefits.
- 10.3. Firstly, it would make sense from an organisational point of view whilst, secondly, giving each Committee a wider Member base to deliver a piece of scrutiny, which should bring more ideas to the surface.

- 10.4. Thirdly, from an anecdotal perspective, the Overview and Scrutiny committees sometimes have difficulty in nominating topics. With wider terms of reference and more Members this difficulty may be overcome.
- 10.5. Finally, there is also the possibility that if Members are on fewer committees than attendance may increase as well.

**Option 1 – Merge Audit and VFM**

- 10.6. With this option, it is proposed that the Value for Money Committee would be merged with Audit Committee and be renamed Audit and Value for Money Committee. This Committee would still carry out the functions of the Audit Committee but also scrutinise the corresponding indicators from the Value for Money priority within the Corporate Plan.
- 10.7. Our Audit Committee is an Overview and Scrutiny committee as defined in the Local Government Act 2000. Under that Act we only have to have one O & S committee (although we can choose to have more or to constitute sub-committees).
- 10.8. We have also consulted with our External Auditor, Mark Stocks, to find out if he had any reservations with the potential of our Audit Committee being merged with Value for Money Scrutiny Committee. His response was that he had no issues as long as the audit functions were not diluted.
- 10.9. This option would see a reduction of 1 committee from the current Overview and Scrutiny arrangements.
- 10.10. The dotted lines in Figure 1 serve to illustrate the lines of communication between the Cabinet and/or Council and the Overview and Scrutiny Committees. The Committees would not report to Cabinet/Council in a hierarchical sense.

*Figure 1 – Option 1*



10.11. The links between the corporate priorities and scrutiny committees would be as follows:

Corporate Performance Priority	New Overview and Scrutiny Committee
Promoting Local Economic Growth	Promoting Local Economic Growth
Protecting and Strengthening Communities	Protecting and Strengthening Communities
Value for Money Council Services	Audit & Value for Money
Discharged SCC function Queen's Hospital PCT	East Staffordshire Health

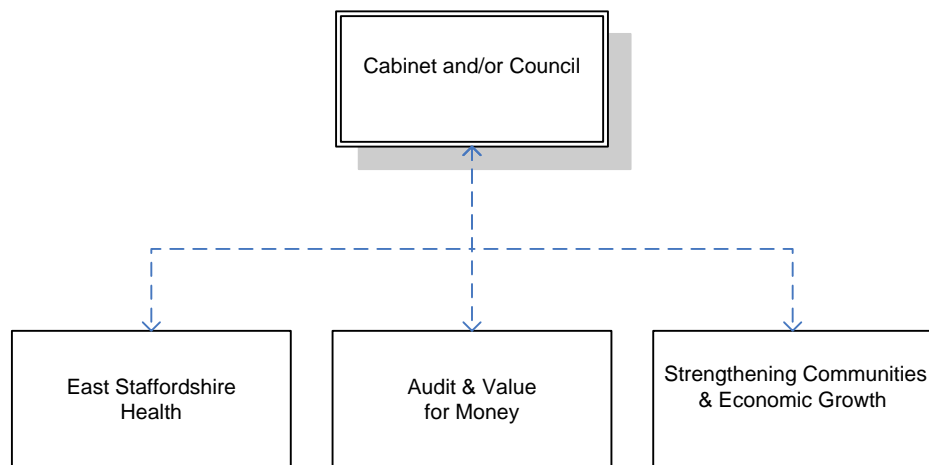
**Option 2 – Merge Audit with VFM and Promoting Local Economic Growth with Protecting and Strengthening Communities**

10.12. This option builds on Option 1 by merging the other remaining scrutiny committees i.e. Promoting Local Economic Growth and Protecting Strengthening Communities. East Staffordshire Health would retain its individual status.

10.13. This option would see a reduction of 2 committees from the current Overview and Scrutiny arrangements.

10.14. As with 10.10, the dotted lines in Figure 2 serve to illustrate the lines of communication between the Cabinet and/or Council and the Overview and Scrutiny Committees. The Committees would not report to Cabinet/Council in a hierarchical sense.

Figure 2 – Option 2



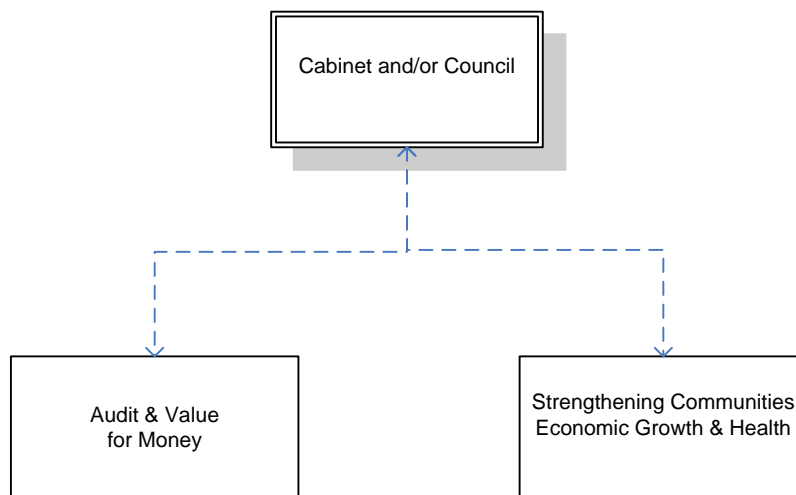
10.15. The links between the corporate priorities and scrutiny committees would be as follows:

Corporate Performance Priority	New Overview and Scrutiny Committee
Promoting Local Economic Growth	Strengthening Communities and Economic Growth
Protecting and Strengthening Communities	Strengthening Communities and Economic Growth
Value for Money Council Services	Audit & Value for Money
Discharged SCC function Queen's Hospital PCT	East Staffordshire Health

**Option 3 - Merge Audit with VFM and Promoting Local Economic Growth with Protecting and Strengthening Communities and Health Scrutiny**

10.16. Option 3 further builds on Option 2 by merging East Staffordshire Health with the Promoting Local Economic Growth with Protecting and Strengthening Communities Scrutiny Committees.

Figure 3 – Option 3



10.17. This option would see a reduction of 3 committees from the current Overview and Scrutiny arrangements. It is worth noting that 6 of the authorities in the benchmarking exercise have two Overview and Scrutiny Committees (Erewash; North Warwickshire; Gedling; Kettering; Bassetlaw; and South Kesteven).

10.18. Again, the dotted lines in Figure 3 serve to illustrate the lines of communication between the Cabinet and/or Council and the Overview and

Scrutiny Committees. The Committees would not report to Cabinet/Council in a hierarchical sense.

10.19. The links between the corporate priorities and scrutiny committees would be as follows:

Corporate Performance Priority	New Overview and Scrutiny Committee
Promoting Local Economic Growth	Strengthening Communities and Economic Growth
Protecting and Strengthening Communities	Strengthening Communities and Economic Growth
Value for Money Council Services	Audit & Value for Money
Discharged SCC function Queen's Hospital PCT	Strengthening Communities and Economic Growth

10.20. **Option 4 – No change to the current arrangements**

10.21. Effectively an 'as is' option, this would leave the current arrangements as they are currently.

**11. Summary of Options**

11.1. Table 4 provides a summary of each of the three options and includes details of the change in committee number, the financial saving based on any reduction on Chairpersons. It also gives an indication on the total number of Committee meetings across the year based on the existing frequency of meetings (4 per committee<sup>1</sup>) and if the frequency was increased to 6 meetings per committee.

*Table 4 – Summary of Options*

	Number of Committees	Change +/- Committees	Saving (based on reduction of Committee Chairperson(s))	Total number of meetings p.a. (based on 4 meetings p.a. / per committee)	Total number of meetings p.a. (if each committee met 6 times p.a.)
As is	5	-	-	20	30
Option 1	4	-1	£ 1,842.00	16	24
Option 2	3	-2	£ 3,684.00	12	18
Option 3	2	-3	£ 5,526.00	8	12

<sup>1</sup> Audit Committee meets 5 times per year

- 11.2. As can be seen, with all options, reducing the number of Overview and Scrutiny Committees has the effect of a financial saving by reducing the number of Chairpersons.
- 11.3. If the total number of committee meetings remained at 4 per year (5 for AC) all three options would offer an administrative saving as there would be less officer support required.
- 11.4. Increasing the total number of committee meetings to 6 per year (to bring in line with the benchmarking results) would present an administrative saving for options 2 and 3.

## 12. Weighted Evaluation

- 12.1. Table 5 shows the how the points were awarded for each option using the three criteria employed in this review i.e.
- **Value for Money Gains** i.e. the savings garnered from a proposed option. In the case of this review this is the saving as a result of the reduced number of Committee Chairperson(s).
  - **External Benchmarking** i.e. the similarity to the average number of Overview and Scrutiny Committees as identified from a benchmarking exercise of nearest neighbours.
  - **Internal Consultation** i.e. the percentage of respondents' satisfaction with current arrangements.

Table 5 – Evaluation of Options

	Criteria		
	VFM Gains	External Benchmarking	Internal Consultation
Option 1 (4 Committees)	2 pts awarded	4 points awarded as it is most similar the average number of Committees identified in the benchmarking exercise	3 pts awarded
Option 2 (3 Committees)	3 pts awarded	3 pts awarded	2 pts awarded
Option 3 (2 Committees)	4 points awarded as it has the highest saving of £5526	2 pts awarded	1 pt awarded
As is (No reduction in Committees)	1 pt awarded	3 pts awarded	4 points awarded as highest proportion of survey respondents were happy with current arrangements

- 12.2. Table 6 identifies the weighted score for each option. As can be seen, options 1, 2 and 3 score the highest weighted score overall.
- 12.3. Given that Option 3 generates the highest saving (and has the highest weighting of the three criteria) it is the recommendation of this report that

Option 3 is adopted as the new approach for Overview and Scrutiny.

- 12.4. It is also the recommendation of this review to increase the total number of meetings to 6 per year per Committee (to bring in line with the benchmarking results).

### 13. **Financial Considerations**

*This section has been approved by the following member of the Financial Management Unit: [ ]*

- 13.1. The main financial issues arising from this Report are as follows:

<b>Revenue</b>	<b>2017/18*</b>	<b>2018/19</b>	<b>2019/20</b>
Option 1	£1,842	£1,842	£1,842
Option 2	£3,684	£3,684	£3,684
Option 3	£5,526	£5,526	£5,526
Option 4	£0	£0	£0

*\* Would only be part year saving*

### 14. **Risk Assessment and Management**

- 14.1. The main risks to this Report and the Council achieving its objectives are as follows:

- 14.2. **Positive** (Opportunities/Benefits):

- A more effective scrutiny function leading to improved efficiency of the council with improved services.
- Better member and officer engagement in scrutiny and improved member satisfaction (this links in with the original corporate plan objective).

- 14.3. **Negative** (Threats):

- Lack of member engagement

- 14.4. The risks do not need to be entered in the Risk Register. Any financial implications to mitigate against these risks are considered above.



Table 6 – Weighted Evaluation of Options

Ref.		Weighting	Option 1 4 Committees		Option 2 3 Committees		Option 3 2 Committees		Option 4 5 Committees "As is"	
			Pts	Weighted Score	Pts	Weighted Score	Pts	Weighted Score	Pts	Weighted Score
1	VFM Gains "Savings identified from proposed option"	50%	2	1.00	3	1.50	4	2.00	1	0.50
2	External Benchmarking "Similiarity to number of Committees as identified from nearest neighbours"	25%	4	1.00	3	0.75	2	0.50	3	0.75
3	Internal Consultation "% of respondents' satisfaction with current arrangements"	25%	3	0.75	2	0.50	1	0.25	4	1.00
Total				<b>2.75</b>		<b>2.75</b>		<b>2.75</b>		<b>2.25</b>

15. **Legal Considerations**

*This section has been approved by the following member of the Legal Team:  
Angela Wakefield*

15.1. There are no significant legal issues arising from this Report.

16. **Equalities and Health**

16.1. **Equality impacts:** The subject of this Report is not a policy, strategy, function or service that is new or being revised. An equality and health impact assessment is not required.

16.2. **Health impacts:** The outcome of the health screening question does not require a full Health Impact Assessment to be completed. An equality and health impact assessment is not required.

17. **Human Rights**

17.1. There are no Human Rights issues arising from this Report.

18. **Sustainability** (including climate change and change adaptation measures)

18.1. Does the proposal result in an overall positive effect in terms of sustainability (including climate change and change adaptation measures) No

19. **Recommendation(s)**

19.1. To adopt option 3 (Reduce number of Committees to 2) as the new approach for Overview and Scrutiny.

19.2. To increase the total number of meetings to 6 per year per Committee.

20. **Background Papers**

20.1. None

21. **Appendices**

21.1. Appendix 1: Responses to Question 15