



# Review of Overview and Scrutiny

## Member Workshop

17 July 2019



# Workshop Agenda

## Introduction

- Overview and Scrutiny in Wirral
- Council resolution
- Scrutiny and Governance Reviews
- Workshop purpose and required outcomes

## Workshop Activity

Part 1 – Which elements of O&S should be included in new Wirral governance arrangements

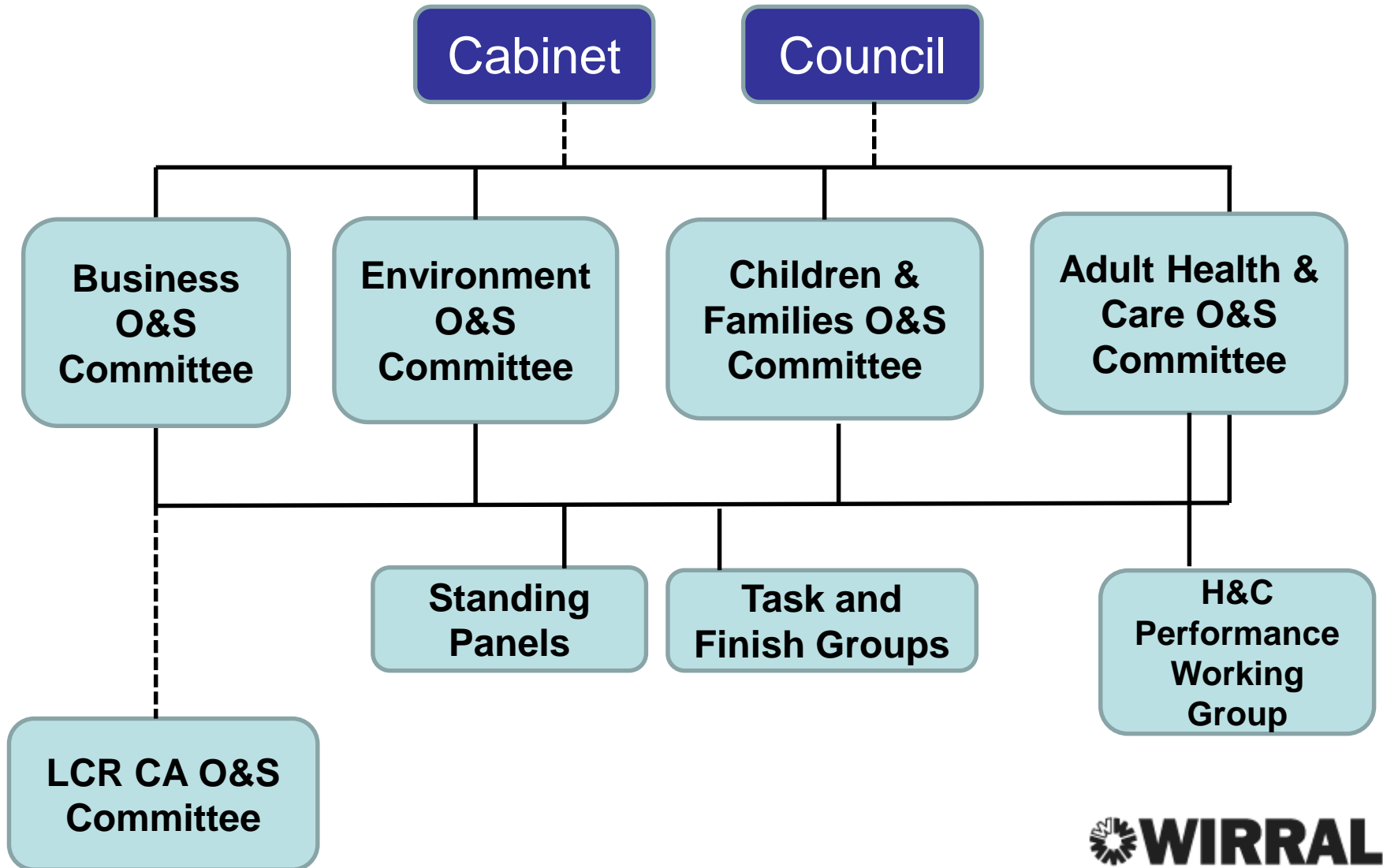
Part 2 – Develop preferred O&S Model for Wirral

## Next steps

# Purpose of Overview and Scrutiny

- A mechanism of regulation that supports good governance
- Principal power - influence the policies and decisions made by the council and other organisations delivering public services
- Scrutinise the operation of the Council and partners including NHS bodies, community safety and those related to flooding and coastal erosion
- No formal power to compel anyone to make changes
- Legal power to require that information is provided to it and that recommendations are responded to within a set time frame

# Overview and Scrutiny in Wirral



# O&S Oversight in Wirral

- Council services
- Key Partners:
  - NHS Health Partners
    - Adult Health and Care and Children & Families
    - Adult Health and Care Performance Panel
  - Flood Risk
    - Flood Risk Panel – reports to Environment
  - Community Safety
    - Community Safety Partnership – reports to Environment
- LCR Overview and Scrutiny

# What are the issues with the Current System?

O&S doesn't look at the right things?

**Committee Members shape O&S work programmes!**

# What are the issues with the Current System?

## Is Scrutiny having an impact?

Recommendations made to cabinet - all accepted:

- Dogs PSPO (1) (not implemented)
- Commercial Strategy (4)
- Celtic Manor (1)
- Continuing Health Care Review (7)
- Modern Slavery (5)
- Health and Care Pooled Fund Workshop (6)

# Culture and Scrutiny

## **Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities 2019**

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

### **Establishing a member led strong organisational culture:**

- Recognising scrutiny’s legal and democratic legitimacy
- Identifying a clear role and focus
- Ensuring early and regular engagement between the executive and scrutiny
- Managing disagreement
- Maintaining the interest of full Council in the work of the scrutiny committee
- Ensuring scrutiny members are supported in having an independent mindset



# Council Resolution

At the Council meeting on 14th May, 2019, the following resolution was agreed:

“That this is subject to the Council charging the:

- (a) Standards and Constitutional Oversight Committee to conduct a review of the governance arrangements of the Council, with the objective to produce, in September 2019, an interim report on options and preferred outline for further consideration; and
- (b) Business Overview & Scrutiny Committee conducting a review of the Council’s overview and scrutiny committee arrangements, in consultation with the Committee Chairs and group representatives, to consider the number of committees and their respective terms of reference to report back on suggested steps to improve the arrangement in sufficient time for them to be received and considered by the Standards and Constitutional Oversight Committee at its meeting in September.”**

# The Reviews Underway

**Scrutiny  
Review**



**Governance  
Review**

**Business O&S Committee  
Chair and Spokes – 4 Cllrs  
Reference Group - All Chairs  
and Spokespersons from 4  
Committees – 16 Cllrs**

**All Member Workshop**

**Standards and  
Constitutional  
Oversight Committee  
Cross Party Working  
Group – 5 Cllrs**

**Report to Standards and Constitutional Oversight – Sept 2019**

# Executive Model of Governance

- The Leader says WHO can make an executive decision
  - Leader or other individual cabinet member
  - Cabinet or committee of cabinet
  - Area committee
  - An officer
- Council can say HOW that decision is to be made
  - The Executive arrangements (Leader & Cabinet); and
- Council can form **overview and scrutiny** arrangements in a way that best suits it

There is a wide range of arrangements within the executive form

# Committee Model of Governance

- The Council and committees says who and how it can make a decision through standing orders
  - Council
  - Committee or sub-committee
  - Area committee
  - An officer
- Council can adopt an **overview and scrutiny** function or not

There is a wide range of governance arrangements within the committee form

# Hybrid Model of Governance - Kent

## Executive

The Leader with the Cabinet Members comprises the Executive.

## Cabinet Committees

Cabinet Committees are advisory committees of the Cabinet. Each Cabinet Committee is able to consider and make recommendations on the functions of the Council that are the responsibility of the Cabinet Member(s) for matters within the Committees remit. They also consider and either endorse or make recommendations on statutory Key and significant decisions to be taken by the Cabinet Members either collectively or individually.

*[Membership approx.: 15-19]*

## Scrutiny

The Scrutiny Committee investigates issues affecting Kent County Council and Kent residents and makes recommendations to support the improvement of council services.

*[Membership approx.: 10-16]*

## Select Committees

The Select Committee work programme is set by the Scrutiny Committee and endorsed by the Cabinet. *[Membership approx.: 4-9]*

# Scrutiny Review - Progress To Date

- Commence with initial meeting with Business O&S Chair
- Business committee scoping meeting (Chair and spokes)
- Review Scope document produced (pack)
- Supporting information produced (pack)
- Meeting with all committee Chairs and Spokespersons invited
- Workshop approach planned by Chairs and Spokespersons

# Workshop Purpose

## Scrutiny Review Outcome:

To make recommendations to the Council's Standards and Constitutional Oversight Committee on the Council's scrutiny arrangements to consider the **number of committees** and their respective terms of reference to report back on suggested steps to **improve the arrangement**.

**Report submission deadline: 22<sup>nd</sup> August**

**Standards Committee meeting date: 19<sup>th</sup> September**

# Discussion 1

**Which elements of O&S do you want to be taken forward in the new model of Corporate Governance?**

For example:

- What works well?
- What key principles of O&S are important?
- Organisational culture
- Pre-decision scrutiny
- Budget scrutiny
- Performance monitoring
- Should O&S be included if a committee/ hybrid model is developed?

**20 minute discussion**



# Discussion 2

**What is your preferred approach to develop a fit for purpose O&S model for Wirral?**

For example:

- What would your ideal model of O&S be for Wirral?
- Should the O&S structure be based on existing Directorates, functional areas or strategic priorities?
- What about scrutiny of partners?
- How can it best provide pre-decision scrutiny?
- What about Call-In?

**Packs to assist development of your optimum O&S model**

**40 minute activity**

# Next Steps



- Workshop findings collated



- Scrutiny Review report drafted



- Scrutiny Review Working Group discussion



- Findings shared with the Governance Review



- Working group finalise report



- Report to Standards Committee 19 Sept 2019