

FULL COUNCIL REPORT

Date Written	June 2015
Report Author	Mair Morgan
Service Area	Corporate Services
Exempt/Non Exempt	Non Exempt
Committee Date	17 June 2015

To: Mayor, Ladies and Gentlemen

Amendments – Appointment to Committees and Committee Structure 2015 / 2016

PURPOSE OF THE REPORT:

To consider appointments to Committees for the Municipal Year 2015 / 2016

1.0 INTRODUCTION AND BACKGROUND

- 1.1 At the Annual Meeting held 20 May 2015 it was agreed that the Appointment to Committee Report be accepted subject to any minor amendment. The following amendments have now been proposed.
- 1.2 The format of the proposed Scrutiny Committee and the nature of the work programmes have been influenced by the report attached at **Appendix 1**.

2.0 TITLES OF SCRUTINY COMMITTEES

- 2.1 Chief Executive's Scrutiny Committee to be known as:
Governance, Performance, Business Change and Corporate Services Scrutiny Committee
- 2.2 Schools Scrutiny Committee to be known as:
Learning and LAESCYP Scrutiny Committee
- 2.3 Social Services and Social Regeneration Scrutiny Committee to be known as:
Social Services Scrutiny Committee

- 2.4 Customer Services Scrutiny Committee to be known as:
Neighbourhood Services and Public Protection (Incorporating Crime and Disorder) Scrutiny Committee
- 2.5 A new Scrutiny Committee to be established to be known as:
Regeneration, Planning and Countryside Scrutiny Committee
- 2.6 The new Scrutiny Committee mentioned in 2.5 above will be chaired by a member of the Independent Group in accordance with the political balance provisions.

3.0 COMMITTEE COMPOSITION

- 3.1 Amendments have been proposed to the following committee composition:

3.1.1 **Governance, Performance, Business Change and Corporate Services Scrutiny Committee:**

First meeting moved from 23rd June to **Tuesday 29th June 2015 at 2.30pm.**

Chair

Councillor Tom Lewis

Vice Chair

Councillor David Isaac

Elected Members (x8)

Councillor Darren Roberts

Councillor Leighton Smart

Councillor Bill Smith

Councillor David Davies

Councillor Lisa Mytton

Councillor Simon Williams

Councillor Gareth Jones

Councillor Brent Carter

3.1.2 **Neighbourhood Services and Public Protection (Incorporating Crime and Disorder) Scrutiny Committee**

Chair

Councillor Darren Roberts

Vice Chair

Councillor Leighton Smart

Elected Members (x5)

Councillor Howard Barrett

Councillor Sian Slater

Councillor John McCarthy

Councillor Bill Smith

Councillor Ray Thomas MBE

3.1.3 **Regeneration, Planning and Countryside Scrutiny Committee**

Tuesday every six weeks commencing at 2.30pm

- 30 June 2015
- 22 September 2015
- 10 November 2015
- 15 December 2015
- 26 January 2016
- 8 March 2016
- 19 April 2016
- 31 May 2016

Chair

Councillor Gareth Jones

Vice Chair

Councillor Brent Carter

Elected Members (x5)

Councillor Mike O'Neill

Councillor Ernie Galsworthy

Councillor Kate Moran

Councillor Paul Brown

Councillor Vacancy - to be determined

3.1.4. **Social Services Scrutiny Committee**

Councillor Vacancy – to be determined

3.1.5. **Audit / Democratic Services Committee**

The Councillor Vacancy to be filled by Councillor Margaret Davies.

A Special Audit Committee will also be held on **Monday 18 January 2016** commencing at 1.00 pm.

3.1.6. **Joint Scrutiny Committee**

This Committee will be chaired by the Chair of the Governance, Performance, Business Change and Corporate Services Scrutiny Committee and will comprise all Members of the:

- Governance, Performance, Business Change and Corporate Services Scrutiny Committee;
- Learning and LAESCYP Scrutiny Committee;
- Social Services Scrutiny Committee;
- Neighbourhood Services and Public Protection (Incorporating Crime and Disorder) Scrutiny Committee;
- Regeneration, Planning and Countryside Scrutiny Committee.

Special Meetings of this Committee will be held on **Wednesday 8 July 2015** and **Thursday 14 January 2016** commencing at 2.30pm.

3.1.7. **Planning, Regulatory and Licensing Committee**

Following receipt of the statutory training, Councillor Sian Slater will replace Councillor Linda Matthews on this committee.

3.1.8. **Standards Committee**

The following Independent Members have been appointed:

Mr Ian P Cathrew
Mr Nathan E Fear
Mr David M McCarthy
Mr Jeffrey D Morgan

3.1.9. **Appeals Committee**

Chair

Councillor Ernie Galsworthy

Vice Chair

Councillor Howard Barrett

Elected Members

Councillor Rhonda Braithwaite
Councillor Mike O'Neill
Councillor David Davies
Councillor Clive Jones
Councillor Gareth Lewis
Councillor Tom Lewis
Councillor Lisa Mytton
Councillor Vacancy – to be determined

4.0 CABINET PORTFOLIOS

4.1 The position of Cabinet Member with Transformational Change Portfolio will be withdrawn.

4.2 The position of Cabinet Member with Social Services Portfolio will be filled by Councillor Linda Matthews.

5.0 FINANCIAL IMPLICATION(S)

5.1 The introduction of an additional Scrutiny Committee will mean the appointment of an additional Chair, on a senior salary of £22,000.

5.2 The withdrawal of a Cabinet Member Portfolio will mean the removal of an executive salary of £26,000.

5.3 These changes will result in an overall decrease in member salary payments of £4,000.

6.0 SINGLE INTEGRATED PLAN AND SUSTAINABILITY IMPACT SUMMARY

6.1 The Single Integrated Plan and Sustainability Impact Assessment has been completed and there will be no impact on the Corporate Plan and Single Integrated Plan.

7.0 EQUALITY IMPACT ASSESSMENT

7.1 An Equality Impact Assessment (EqIA) form has been prepared for the purpose of this report. It has been found that a full assessment is not required at this time. The form can be accessed on the Council's website/intranet via the 'Equality Impact Assessment' link.

8.0 RECOMMENDATION(S) that

8.1 Council's instructions are requested.

GARETH CHAPMAN
CHIEF EXECUTIVE

BACKGROUND PAPERS		
Title of Document(s)	Document(s) Date	Document Location
Council Report – Appointment to Committees 2015/2016	20 May 2015	Council Website
IRPW Annual Report 2015/2016	February 2015	Council Website

Consultation has been undertaken with the Corporate Management Team in respect of each proposal(s) and recommendation(s) set out in this report.

MERTHYR TYDFIL COUNTY BOROUGH COUNCIL
Civic Centre, Castle Street, Merthyr Tydfil, CF47 8AN

Main Tel: 01685 725000

www.merthyr.gov.uk

SCRUTINY AND AUDIT CHAIRS LIAISON COMMITTEE REPORT



Date Written	23 rd April 2014
Report Author	Richard Parry
Service Area	Chief Executive's
Exempt/Non Exempt	Non exempt
Committee Date	5 th May 2015

To: Chair, Ladies and Gentlemen

A Review and Evaluation of Member Scrutiny 2014-15 And Recommendations For 2015/16

PURPOSE OF THE REPORT:

This report provides

- (i) A review and evaluation of the progress made in addressing the recommendations from the 'Review and Evaluation of Member Scrutiny 2013-14'
- (ii) Recommendations made by the Scrutiny & Audit Chairs Liaison Group for the Council Year 2015/16

1.0 MEMBER SCRUTINY ANNUAL REPORT 2014/15

1.1 The eight recommendations made in march 2013 agreed for the work programme development and scrutiny and audit processes for 2014/15 were

1. Scrutiny Committees need to require the attendance of the relevant Cabinet Member at appropriate meetings so that decisions taken by the Executive (the Cabinet) can be scrutinised and questions answered by the Cabinet Member rather than just officers as is mainly the situation currently
2. The early work of the combined Schools and Social Services & Social Regeneration Scrutiny Committees needs to be developed and refined so there is a more coherent and joined-up approach to addressing LAESCYP aspects
3. The work of the Chief Executive's Scrutiny Committee needs to be further enhanced monitoring the corporate developments being led by the Chief Executive and in particular in relation to self-evaluation and value for money

4. There needs to be a mechanism to better reflect the quality of the interaction in the meetings, the nature of questions and the nature of responses.
5. The work programmes for 2014/15 need to be carefully designed to reflect the key issues to be scrutinised and lessons learnt from the 2013/14 programme
6. All the committees need to develop pre- and post-meeting sessions to help plan meetings and to reflect on the quality of the scrutiny process
7. Further training is needed for Scrutiny Members on a range of issues but in particular, questioning techniques
8. The Scrutiny chairs group needs to work with the Chief Executive and other senior officers to determine the nature and organisation of the Scrutiny function for 2015/16

The annual review showing progress and evaluation of these recommendations is attached in Appendix 1 (columns 2 and 3). Following consideration in the four scrutiny committees, the Scrutiny & Audit Chairs Liaison Committee accept these comments as a good reflection of progress during 2014/15.

2.0 MEMBER SCRUTINY AND AUDIT PROCESS 2015/16

- 2.1 Recommendations have been made in the annual review and evaluation document - Appendix 1 (Column 4) and following consideration in the four scrutiny committees are broadly accepted by the Scrutiny & Audit Chairs Liaison Committee as the basis for 2015/16.
- 2.2 Following a meeting of the Chairs Group, the recommendations listed in Appendix 2 are to be recommended to Cabinet and to the Chief Executive.

3.0 SINGLE INTEGRATED PLAN AND SUSTAINABILITY IMPACT SUMMARY

- 3.1 A Single Integrated Plan and Sustainability Impact Assessment (SIPSIA) screening form has been completed and the recommendations positively support many of the outcomes and principles.

4.0 EQUALITY IMPACT ASSESSMENT

- 4.1 An Equality Impact Assessment (EqIA) screening form has been prepared for the purpose of this report. It has been found that a full report is not required at this time. The screening form can be accessed on the Council's website/intranet via the 'Equality Impact Assessment' link.

5.0 RECOMMENDATION(S) THAT:-

- 5.1 Progress during 2014/15 in terms of the quality and effectiveness of the Scrutiny & Audit processes and the recommendations are noted as outlined in Appendix 1;

5.2.1 The recommendations identified in Appendix 2 are considered by the Cabinet and Chief Executive in determining the nature and organisation of Member Scrutiny and Audit for 2015/16

Scrutiny & Audit Chairs Liaison Group

BACKGROUND PAPERS		
<i>Title of Document(s)</i>	<i>Document(s) Date</i>	<i>Document Location</i>
'Review and Evaluation of Member Scrutiny 2013-14'	10 th April 2014	

Appendix 1 : Scrutiny And Audit Committees 2014/15 – Review & Evaluation (March 2015)

The recommendations outlined below in the first column were accepted by all four Scrutiny Committees and the Audit & Scrutiny Chairs Group in April 2014 as helping to underpin behaviours and activities during 2014/15. Progress in addressing the recommendations is identified in column 2 followed by an evaluation in column 3 and further recommendations, where appropriate, in column 4.

Recommendation	Progress	Evaluation	Further Recommendations
<p>1. Scrutiny Committees need to require the attendance of the relevant Cabinet Member at appropriate meetings so that decisions taken by the Executive (the Cabinet) can be scrutinised and questions answered by the Cabinet Member rather than just officers as is mainly the situation currently</p>	<p>All the work programmes were defined to require the attendance of appropriate Cabinet Members for specific meetings/items and Cabinet Members were notified and are reminded in advance.</p> <p>Cabinet Members have attended appropriate meetings during 2014/15. Two different types of approach have been used which could be described on a spectrum from 'proactive' to 'reactive'. Proactive entailed the Cabinet Member briefly delivering a report and then responding to specific questions as well as making comments at appropriate stages alongside officer responses. Reactive entailed officer delivery of the report followed by responding to questions when specifically asked.</p>	<p>Cabinet Members attend when requested.</p> <p>The role of the chair was critical in ensuring effective the interaction between committee members, the Cabinet Member(s) and the officers.</p> <p>The key features of the most successful meetings were :</p> <ul style="list-style-type: none"> (a) Brief presentation of the report by the Cabinet Member lasting no more than 15 minutes (b) Appropriately robust questions prepared in advance by scrutiny and audit members (c) Follow-up questions to initial responses (d) A balance between Cabinet Member and officer responses to questions (e) Targeting of specific questions by the chair to either officers or to the Cabinet Member or both 	<p>1.1 Attendance at scrutiny meetings mainly occurs by request of the scrutiny committee. Cabinet Members should consider attendance at some meetings as observers.</p> <p>1.2 The Scrutiny and Audit Committees need to build upon this good start and use the 'key features' as a basis for items involving Cabinet Members and officers during 2015/16.</p>

Recommendation	Progress	Evaluation	Further Recommendations
		(f) The Cabinet Member volunteering appropriate information and responses whether or not the question was initially directed towards them.	
2. The early work of the combined Schools and Social Services & Social Regeneration Scrutiny Committees needs to be developed and refined so there is a more coherent and joined-up approach to addressing LAESCYP aspects	<p>There are two key aspects which were relevant for the two committees during 2014/15 were :</p> <p>(a) common agenda items (eg NEETS, Early Years, LAESCYP self evaluation) are now planned so that both committees consider the items and comments are pooled</p> <p>(b) the Learning for Life cross-committee Task and Finish Group met during 2014 to focus on evidence gathering and the development of a report.</p> <p>Consideration was given to joint meetings but it was not possible to organise this without disrupting the programme agreed through Council in the annual meeting in May 2014.</p>	<p>Whilst there is some evidence of joint reports and the sharing of questions between the committees, and also with Chief Executive's Scrutiny Committee, there is scope for further development of this recommendation.</p> <p>A report was produced from the joint meetings. This started its way through the process of sign off but final sign off has still not occurred. Whilst there is a question about the quality of the report, appropriately following the sign off process would have allowed this to be addressed.</p>	<p>2.1 Consideration should be given to making some meetings joint so that common LAESCYP issues can be addressed or having all LAESCYP aspects dealt with by one committee</p> <p>2.2 It was appropriate that a joint task and finish group was established to focus on an aspect that the committees felt needed to be addressed. Discussion about the nature of future joint working needs to occur between the chairs, the Cabinet Member(s) and key officers</p>

Recommendation	Progress	Evaluation	Further Recommendations
<p>3. The work of the Chief Executive's Scrutiny Committee needs to be further enhanced monitoring the corporate developments being led by the Chief Executive and in particular in relation to self-evaluation and value for money</p>	<p>There have been reports to the Chief Executive's Scrutiny to reflect corporate developments such as self evaluation and Defining Success for 2017 and also LAESCYP updates some of which have been common to other committees. Nothing has come to the Board on value for money, progress on the organisational and culture change programme on for instance performance appraisal, values and behaviours or corporate planning.</p>	<p>This recommendation has been partially addressed but there is scope for further development. For instance the Chief Executive's Scrutiny Committee members have raised questions about why have they no visibility around service self evaluations and 6 monthly reviews as these occur ?</p>	<p>3.1 The work programme for 2015/16 for the Chief Executive's Scrutiny Committee needs to be carefully crafted to ensure it appropriately reflects the key corporate challenges facing the organisation to include</p> <ul style="list-style-type: none"> √ Defining Success for 2017; √ The Transformation Strategy; √ The Organisational and Cultural Change Programme
<p>4. There needs to be a mechanism to better reflect the quality of the interaction in the meetings, the nature of questions and the nature of responses.</p>	<p>The use of the webcasting on a trial basis with the committees has occurred during February and March 2015 and has provided a very useful evidence base for the nature and quality of meetings.</p>	<p>The quality and appropriateness of questions has improved in all of the committees and there have been some very good examples of challenge during the year. Follow up questions are now often asked after initial responses.</p>	<p>4.1 The very good progress in improving the quality of questioning needs to be further built upon. The Chair's Group is urged to consider the development of a training pack which uses some of the webcast recorded practice. The recordings can also provide an evidence base for external regulators such as Estyn and Wales Audit Office.</p>

Recommendation	Progress	Evaluation Comments	Further Recommendations
<p>5. The work programmes for 2014/15 need to be carefully designed to reflect the key issues to be scrutinised and lessons learnt from the 2013/14 programme</p>	<p>All the work programmes for 2014/15 were designed to ensure (i) key issues are addressed (ii) relevant LAESCYP items are shared across committees (iii) Cabinet Members attend specific meetings (iv) key corporate issues (ie budget, performance, transformation programme) are common to all committees.</p> <p>As well as the standard template showing items for each meeting by date, there is a second template completed which records each item description and defines what is expected, who should attend and whether it is a scrutiny or overview item.</p> <p>The work programmes were developed mainly by scrutiny committees with some officer input.</p>	<p>The work programmes for 2014/15 were sound and addressed the necessary issues in a timely way. A degree of flexibility was applied during the year as new issues emerged and this has helped ensure the programme was focusing on immediate key issues. Sometimes meetings had too many items and/or Officers/Member presentations were too long and as a result some items got rushed.</p> <p>The chairs group found the descriptive template useful during 2014/15 and wish it to continue for 2015/16.</p>	<p>5.1 The good progress made on developing the work programme for 2014/15 should be built upon ensuring that :</p> <ul style="list-style-type: none"> (a) the descriptive template is continued (b) both scrutiny members and officers influence the agendas but there may need to be a more formal process to enable this to happen during the period March to May (c) the recommendation in point 4 concerning the Chief Executive's Scrutiny programme is acted upon (d) consideration is given to a small number of meetings being joint to address common LAESCYP or other issues

Recommendation	Progress	Evaluation Comments	Further Recommendations
6. All the committees need to develop pre- and post-meeting sessions to help plan meetings and to reflect on the quality of the scrutiny process	These exist as part of the Scrutiny Committee meetings and are used to tease out questions and lines of enquiry and then to review and evaluate the effectiveness of the meeting.	The Schools Scrutiny Committee approach is the most effective in identifying sufficient time to sharply focus questions in advance of the formal meeting as well discussing the impact of the scrutiny at the end. As a result there is little if any deviation into anecdotal information, other non-relevant areas or attempts by scrutiny members to justify actions of the Executive or officers.	6.1 The chairs group needs to build upon the good practice of the Schools Committee and for the 2015/16 programme develop a 'key features' document building on the proposal for recommendation 1.
7. Further training is needed for Scrutiny Members on a range of issues but in particular, questioning techniques	Training and Member forums has been provided on (i) questioning (ii) risk assessment (ii) interpreting data and information at a general level. The Centre for Public Scrutiny in Wales (CfPS) had been commissioned to help develop a programme for 2014/15 working with the Scrutiny Officer but due to its financial constraints this has not materialised.	The quality of questioning and interpretation of data and information has improved during 2014/15 leading to more effective scrutiny by members of the committees.	7.1 There is still a need for training for 2015/16 to help scrutinise : (a) local and national data and information (b) service self evaluations (c) LAESCYP related activities

Recommendation	Progress	Evaluation	Further Recommendations
<p>8. The Scrutiny chairs group needs to work with the Chief Executive and other senior officers to determine the nature and organisation of the Scrutiny function for 2015/16</p>	<p>The Scrutiny Chairs group meets every 6 to 8 weeks and is addressing key issues, providing a forum for discussing progress and planning ahead.</p> <p>Other than consideration of joint meetings, no further consideration has been given during 2014/15 to the nature and organisation of scrutiny functions.</p>	<p>The work of the chairs group has helped consolidate the effectiveness of the existing scrutiny and audit committees, to identify effective practice and to begin to share this.</p> <p>There is better cross-fertilisation of ideas, questions and agenda items and this needs to be built upon in 2015/16.</p>	<p>8.1 The existing committee and audit structure is becoming more effective. The Chief Executive's new organisational structure with specific responsibilities for each of the Corporate Directors, may influence the nature of future scrutiny committees. At this stage it is probably best to consolidate the work of the existing structure for 2015/16 but to consider the following :</p> <ul style="list-style-type: none"> (a) requiring all LAESCYP related issues to be the responsibility of one committee; (b) potentially programming some joint meetings for common items; (c) securing a better framework for reporting on performance management and performance appraisal related items.

Recommendation	Monitoring Comments
9. Other Issues	<ul style="list-style-type: none"> <li data-bbox="689 312 2063 475">(i) For many committee meetings (but not all), officers are present throughout a lot of the meeting until their item is dealt with. This can entail some very senior officers sitting for over an hour or having one of the items not addressed or rushed. This is not an effective use of officer time although it has been argued by some that it is a good way for other officers to find out what is going on in the organisation. <li data-bbox="689 480 2063 576">(ii) Some reports are still far too long and the tendency by a small number of officers to include everything that seems relevant is counter-productive. Committee members end up being unsure about what is relevant and the key messages will often be lost <li data-bbox="689 580 2063 743">(iii) The most effective way to engage with the committee members and to enable time for questioning is to assume that each has read the report and so to make a brief presentation verbally of the key points limiting the presentation to 15 to 20 minutes at the most. Too many initial presentations are too long and subsequently this squeezes later agenda items. The 'key features' identified in recommendation provide a good framework for further development. <li data-bbox="689 748 2063 815">(iv) Until recently attendance in committees had dropped off but this has recently picked up following a letter from the chairs group.

APPENDIX 2 :

Scrutiny And Audit Chairs Liaison Group Recommendations Following The Member Scrutiny & Audit Annual Report

Performance And Outcome Focus

1. There is a need for a more sharply focused performance and outcome approach to be adopted by scrutiny and audit. This will help define key issues for committee members and increase the likelihood of effective meetings and impact of scrutiny and audit..

Scrutiny Of Cabinet Members And Officers

2. Scrutiny Committees should continue to require attendance by Cabinet Members at specific scrutiny meetings as defined through the work programmes.
3. Cabinet members should attend some meetings as observers.
4. The Scrutiny and Audit Committees need to build upon the progress made during 2014/15 and use the 'key features of most successful meetings' as a basis for meetings involving Cabinet Members and/or officers during 2015/16 as defined below :
 - (a) Brief presentation of the report by the Cabinet Member (or officer when no cabinet member) lasting no more than 15 minutes and identifying the key issues, progress on performance, impact on outcomes and future challenges to be addressed.
 - (b) Appropriately robust questions prepared in advance by scrutiny and audit members and appropriate follow-up questions to initial responses within the meetings
 - (c) A balance between Cabinet Member and officer responses to questions and targeting of specific questions by the chair to either officers and/or to the Cabinet Member or both

Work Programmes

5. The good progress made on developing the work programme for 2014/15 should be built upon for 2015/16 ensuring that :
 - (a) the descriptive template is continued so that there is clarity about the purpose of the item and the expected outcomes
 - (b) both scrutiny members and officers influence the agendas through a formal process to enable this to happen during the period March to May in each year

Specific Issues

6. In terms of the current Chief Executive's Scrutiny Committee, the following should be considered :
 - (a) renaming the Committee as the Corporate, Performance & Business Change Committee (or something similar that defines the nature of the key corporate dimensions)

- (b) carefully crafting the workplan to ensure it appropriately reflects the key corporate challenges facing the organisation to include the following :
- (i) Defining Success for 2017;
 - (ii) Performance management and monitoring : Corporate, service and staff
 - (iii) Change to include :
 - Organisational
 - Transformational
 - Business
 - Cultural
 - (iv) Corporate planning including self-evaluation
 - (v) Budget management and monitoring
- (c) To avoid duplication of effort and time across committees by Members and officers, use this committee to initially deal with corporate issues and then refer specific issues to individual committees as required
- (d) Common LAESCYP issues should be addressed by one committee
- (e) Where joint task and finish groups are established, as with Learning for Life in 2014/15, this needs to be well defined in advance, require the involvement of key officers, Cabinet Members and other agencies and follow a process which should be better defined and understood as this is currently unclear.

Training

7. The good progress in improving the quality of questioning across the scrutiny committees needs to be further built upon. The Chair's Group and Scrutiny Support will consider the development of a training pack which uses some of the webcast recorded practice.
8. There is a need for all committee members to have generic training for at least :
- (d) performance and outcome focused scrutiny
 - (e) analysing local and national data and information
 - (f) effective self-evaluation
 - (g) effective questioning
9. To assist in the delivery of effective scrutiny in individual committees focused on specific aspects (ie Waste, LAESCYP, Social Care, Highways etc) there is a need for training in the areas in relation to knowledge of performance and key specific service issues

Evidence

10. The webcast recordings should be used to provide an evidence base of practice for the local authority in terms of Member Scrutiny and this should be more formally used for external regulators such as Estyn and Wales Audit Office.
11. The Schools Scrutiny Committee is seen as a good example by external regulators and so the practice should be shared with other committees.

Structure

12. The existing committee and audit structure is becoming more effective but needs review before Annual Council in May 2015. The following issues need to be addressed
- (a) The Chief Executive's new organisational structure with specific responsibilities for each of the Corporate Directors, should influence the nature of future scrutiny committees, the Cabinet Member accountabilities and accountable officers.
 - (b) At this stage it is probably best to consolidate the work of the existing structure and build upon the strengths from the last 2 years but for 2015/16, to consider the following :
 - (i) requiring corporate issues to be more explicitly addressed in the Chief Executive's Committee and consider renaming this as Corporate, Performance & Business Change Scrutiny Committee (or something similar)
 - (ii) requiring all LAESCYP related issues to be the responsibility of one committee;
 - (iii) programming some joint meetings for common items where required;
 - (iv) securing a better framework for reporting on self-evaluation, performance management and performance appraisal related items as this is currently very weak.

Other Issues To Address

- 13 For many committee meetings (but not all), officers are present throughout a lot of the meeting until their item is dealt with. This can entail some very senior officers sitting for over an hour and sometimes having one of the items not addressed or rushed. This is not an effective use of officer time although it has been argued by a few officers that it is a good way to find out what is going on in the organisation. This issue needs to be addressed as a matter of urgency.
- 14 Some reports are still far too long and the tendency by a small number of officers to include everything that seems relevant is counter-productive. Committee members end up being unsure about what is relevant and the key messages will often be lost. This needs to be reinforced by the chairs group.
- 15 The most effective way to engage with the committee members and to enable time for questioning is to assume that each has read the report and so to make a brief presentation verbally of the key points limiting the presentation to 15 to 20 minutes at the most. Too many initial presentations are too long and subsequently this squeezes later agenda items. The 'key features' identified in recommendation 4 provide a good framework for further development. The chairs group should reinforce and apply this message