

## Corporate Overview and Scrutiny Committee

Tuesday 13 September 2022

**10:00**

Oak Room, County Buildings, Stafford

**NB.** The meeting will be webcast live which can be viewed here -  
<https://staffordshire.public-i.tv/core/portal/home>

John Tradewell  
Director of Corporate Services  
5 September 2022

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## A G E N D A

### PART ONE

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the meeting held on 2 August 2022** (Pages 1 - 4)
4. **Governance of outside bodies/partnerships review – update** (Pages 5 - 20)  
Report of the Director of Corporate Services.
5. **Boundary Commission Review – update** (Pages 21 - 54)  
Report of the Director of Corporate Services.
6. **Overview and Scrutiny Work Programmes - 2022-23 Update** (Pages 55 - 64)
7. **Work Programme** (Pages 65 - 74)
8. **Exclusion of the Public**

The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below”.

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### PART TWO

(All reports in this section are exempt)

## Membership

Charlotte Atkins	Kath Perry, MBE
Tina Clements	Jeremy Pert
Mike Davies	Bernard Peters
John Francis	Bob Spencer
Colin Greateorex (Chairman)	Samantha Thompson (Vice-Chair (Overview))
Gill Heath (Vice-Chair (Scrutiny))	Mike Worthington
Jeremy Oates	

### **Note for Members of the Press and Public**

#### **Filming of Meetings**

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#### **Recording by Press and Public**

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.

**Scrutiny and Support Officer: Mandy Pattinson**

**Minutes of the Corporate Overview and Scrutiny Committee Meeting held on 2 August 2022**

Present: In the Chair, Gill Heath (Vice-Chairman (Scrutiny))

<b>Attendance</b>	
Tina Clements	Jeremy Pert
Mike Davies	Bernard Peters
Kath Perry, MBE	Samantha Thompson (Vice-Chairman (Overview))
	Mike Worthington

**Also in attendance:** Councillors Alan White, and Ian Parry

**Officers:** Kerry Dove, Chris Ebberley, Katie Marshall and John Tradewell.

**Apologies:** Charlotte Atkins, John Francis, Colin Greatorex, Jeremy Oates and Bob Spencer

**PART ONE**

**22. Declarations of Interest**

There were no declarations of interest on this occasion.

**23. Minutes of the meeting held on 21 June 2022**

**Resolved:** – That the minutes of the meeting held on 21 June 2022 be confirmed as a correct record and signed by the Chairman.

**24. Quarter 1 Integrated Performance Report**

The Leader of the Council introduced the Integrated Performance Report for Quarter 1 2022/23 which summarised the Councils performance and financial position against the Strategic and Delivery Plans.

The Cabinet Member for Finance detailed the main challenges facing each of the four service areas, notably the situation with the global economy and the impact this had had on Council Budgets; the transformation of Children’s services which had failed to achieve expected savings during the first quarter; the Social Care White Paper; and Inflation and the effect this was having on reserves. It was also reported that there was a forecast overspend of £14.693m (2.76%).

The main issues discussed by members were:

1. *Adult Social Care White Paper* – In its present form, it was felt that the proposals would be very challenging for the Authority with a projected pressure of between £70 and £100 m per annum. It was reported that there were five ‘trail blazers’ in England looking at new working methods. These were due to conclude at the end of the year and their findings would be available to all councils for consideration. Members were reminded that providing certain types and levels of care was a statutory duty which had to be provided regardless of funding. Non statutory care may need to be reviewed in the future dependent on financial pressures/guidance.
2. *Outstanding debt* – The Levels of outstanding debt of more than 6 months old currently stood at £18.5m, against a target of £14.7.
3. *Skill levels 5 and 6* – it was noted that there had been an improvement in attainment in these levels and it was confirmed that effort was being made to provide an environment where businesses could develop and expand so that there was opportunity to take advantage of the additional skills which would subsequently lead to demand for higher level skills.
4. *Children’s services* - Transformation continued but work still needed to be done to embed some of the changes. Numbers of Children in Care had stabilised but were not decreasing at the expected rate.
5. *SEND Transport* – A rise in inflation had led to increase in prices in excess of 50%. It was reported that the Portfolio holder was looking at in more depth.
6. *Growth hubs* – There was some uncertainty around the funding of the hub’s activity going forward. More information would be reported when known.
7. *Highways* - A question was asked on the anticipated impact of the £3.046m reduction in Carriageway/other maintenance and if this was a short-term saving which would lead to a longer-term cost? It was agreed that information on this reduction and any risks involved would be included in the next performance report.
8. It was requested that the Cabinet member for Health and Care look at the ‘Workforce Strategy’ and ensure that it included Health partners as it was felt that services were integrated, and training issues were the same for employees of all partnering services. In response, it was explained that Health and Care staff were employed by different organisations with very different terms and conditions.
9. *Maintained schools forecast spend* - the new developer contributions of £2.094m remained unallocated and members asked why this was? It was agreed that information on the underspend would be included in the next performance report.

**Resolved:** That the Quarter 1 2022/23 Integrated Performance Report be noted subject to the following:

1. Information on the anticipated impact of the £3.046m reduction in Carriageway/other maintenance, be included in the next performance report.
2. It was requested that the Cabinet member for Health and Care look at the ‘Workforce Strategy’ and ensure that, where possible, it included Health Partners.
3. Information on the ‘Maintained schools forecast spend’ and the new developer contributions of £2.094m which remained unallocated, be included in the next performance report.

## **25. Boundary Commission Review - update**

Katie Marshall, the new Project Lead for the review was introduced.

The Committee was reminded of the stages of the review. Stage one was now nearing completion. A submission document was currently being compiled which would be considered by Council in October, prior to submission to the Boundary Commission by the 11 November 2022.

Members were informed that all the evidence collated so far, supported the retention of 62 members, this would be the basis of the Councils 'Size Submission' Document. There would also be a request for 'single member' wards as part of the Submission. It was reported that there was no guarantee that single member divisions would be achievable and this that had been requested as part of the last review in 2010, however two double divisions remained.

The draft submission would be considered at the next meeting of this Committee in September.

Stage two of the project would commence with the Boundary Commission publishing their in-principle view on Councillor numbers, by 10<sup>th</sup> January 2023. Consultation on future division arrangements would then run for 12 weeks until 20<sup>th</sup> March 2023. Briefing meetings would be offered to Parish and Town Councils, stakeholders and interested community groups in early January.

During the discussion, members were provided with the following information:

- All District and Borough Councils had now submitted the information requested and require to support the Councils proposals.
- The information was based on the Full electoral register not just the Postal Vote register.
- Proposed housing development figures were taken into account.
- More detail would be available at the next meeting.

**Resolved:** That the update be noted.

## **26. Work Programme**

It was reported that the results of the Climate Change Working Group would be considered at the October meeting of this Committee and not the September meeting as originally planned. This was due to an issue with arranging dates for the next meeting which all contributors could attend.

**Resolved:** That the Work Programme for 2022/23 be noted.

**Chairman**



<b>Local Members Interest</b>
N/A

## **Name Corporate Overview and Scrutiny Committee - Tuesday 13 September 2022**

### **Governance of outside bodies/partnerships review - update**

#### **Recommendation(s)**

I recommend that the Committee:

- a. Note the update provided.
- b. Schedule this item for the Overview and Scrutiny Committee on 12 December 2022.

### **Report of John Tradewell, Director for Corporate Services**

#### **Summary**

#### **What is the Overview and Scrutiny Committee being asked to do and why?**

The Committee is being asked to note the progression of this matter and list this matter on the 12<sup>th</sup> December 2022.

#### **Report**

##### **Background**

1. In November 2021, the BDO published the report 'Governance and Control Areas for Consideration when Establishing Local Authority Companies'. (BDO Report) (See Appendix 1). This was circulated to members of the Corporate Governance Working Group (CGWG) by the Head of Audit and Financial Services. At the CGWG meeting on the 25<sup>th</sup> January 2022 an action point was set for there to be a separate discussion to be held "on remit for research into SCC current position/knowledge".
2. It was acknowledged at the CGWG meeting on the 25<sup>th</sup> January 2022 that
  - a. any information on governance of companies linked to SCC is held by a few specific individuals only.
  - b. there is a need to give detailed consideration to the potential role for the Audit and Standards Committee monitoring company governance.

3. Following on from that meeting various lists have been collated and research has been undertaken to try to establish the scope and breadth of the interests/obligations/responsibilities in relation to Local Authority companies.
4. The subgroup from CGWG met on the 16<sup>th</sup> February 2022. The subgroup acknowledged that there was a need, when considering potential additional scrutiny of companies, to start with Local Authority Trading Companies (LATCOs) which were the main area of concern referenced in the BDO report.
5. Since the meeting on the 16<sup>th</sup> February 2022 there has been delay in finalising the collation of final reports.
6. The work of the CGWG in relation to a review of companies has been noted by Members and a request has been made to extend the scope of the review of companies to include consideration of the need for closure of any listed companies, and/or a review of Member or Officer involvement in companies.
7. The following actions are required:
  - a. A review of LATCOs will be prioritised in response to the guidance issued that prompted this review, namely the 'Governance and Control Areas for Consideration when Establishing Local Authority Companies' set out Appendix 1.
  - b. Contact needs to be made with each LATCO to request their Articles of Association, Terms of Reference, and recent minutes to assist and support a review of governance and scrutiny arrangements within the LATCOs.
  - c. An analysis of the returns needs to be undertaken, with reference to the BDO reports. This analysis then needs to be brought back to CGWG for review.
  - d. Appropriate contact needs to be made with each (non LATCO) company and Board listed to establish the role and involvement of SCC Members or Officers and their terms of reference and decision-making powers. However, in the first instance and before obtaining paperwork, enquiry should be made with the participating SCC Members and Officers to ensure that their involvement with the companies is still required and that the Company is still active.
  - e. Two separate risk registers should be completed. One for LATCOs and another for companies/boards. The purpose of the risk registers would be to highlight risks as cited within the BDO report and with reference to the spotting of any governance issues.
  - f. Upon finalisation of this work a report should be returned to CGWG for discussion about the role of Audits and Standards Committee and the matter returned to Corporate Overview and Scrutiny Committee. A

discussion should be scheduled to take place at a triangulation meeting with the Chairs of those Committees.

### **Link to Strategic Plan**

8. By ensuring good governance within LATCOs this work will support LATCOs and companies to deliver on the key priorities set out within the strategic plan, which will depend on the nature of the work being undertaken by the particular LATCO or Company, namely to
- a. Support Staffordshire's economy to grow, generating more and better-paid jobs.
  - b. Tackle climate change, enhance our environment, and make Staffordshire more sustainable.
  - c. Encourage good health and wellbeing, resilience, and independence.
  - d. Fix more roads and improve transport and digital connections.
  - e. Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential.

### **Link to Other Overview and Scrutiny Activity**

Audit and Standards Committee

### **Community Impact**

### **List of Background Documents/Appendices:**

Appendix 1 – Governance and Control Areas for Consideration when Establishing Local Authority Companies

### **Contact Details**

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GOVERNANCE AND CONTROL AREAS FOR  
CONSIDERATION WHEN ESTABLISHING  
LOCAL AUTHORITY COMPANIES

## LOCAL GOVERNMENT COMPANIES

TOPIC	DETAILS	PAGE
Landscape of Local Government Companies	Brief introduction on the environment that LATCOs are operating in and developments within the area	4
Governance Structures: Council to Company	Key oversight arrangements for the local authority to implement to ensure effective monitoring of its companies	5
Governance Structures: Internal Governance Within Companies	Options and considerations for effective governance structures within the LATCO to support the delivery of its objectives	6
Key Documents Between the Local Authority and the Company	Guidance on critical documentation which will outline the governance arrangements and services delivered between the local authority and the LATCO	7
Areas for Audit Committees to Consider	Key areas that Audit Committees may wish to consider based on general roles of an Audit Committee and our experience of LATCOs	8
Our Lessons Learnt from Company Reviews	Recurring themes and risks identified from our experience of undertaking reviews of local authorities' management of LATCOs	9
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Who to Contact for Support	Further details of how BDO can provide support to local authorities in having an effective framework for managing LATCOs	11



# LANDSCAPE OF LOCAL GOVERNMENT COMPANIES

The incorporation of local authorities trading companies (LATCOs) to deliver direct services to their communities has increased over the past ten years in an environment of reduced funding from Central Government. Companies have been set up to deliver waste services, energy supply, support services, social care services, housing development, as well as other key services. If properly constituted and effectively governed and managed, the benefits of companies can include:

- ▶ Generation of revenue through delivery of services to commercial businesses, other public sector bodies and local residents
- ▶ Improvement in the quality of direct services delivered to residents by developing a dedicated company managed by specialists in the industry
- ▶ Increased-competition to the private sector to reduce prices of staple utilities to residents
- ▶ An increase in the supply of affordable housing in local areas
- ▶ Greater innovation and speed of response.

This short guide provides some governance and control areas for consideration when establishing and monitoring LATCOs. It is not a comprehensive list of all areas to be considered and professional advice should be taken when making decisions on these areas. An options appraisal prior to entering into such arrangements should be undertaken.

## BACKGROUND TO THE LANDSCAPE OF LATCOs

There has been growth in LATCOs over the past decade as a means of generating extra income for local authorities to off-set reduced funding from Central Government.

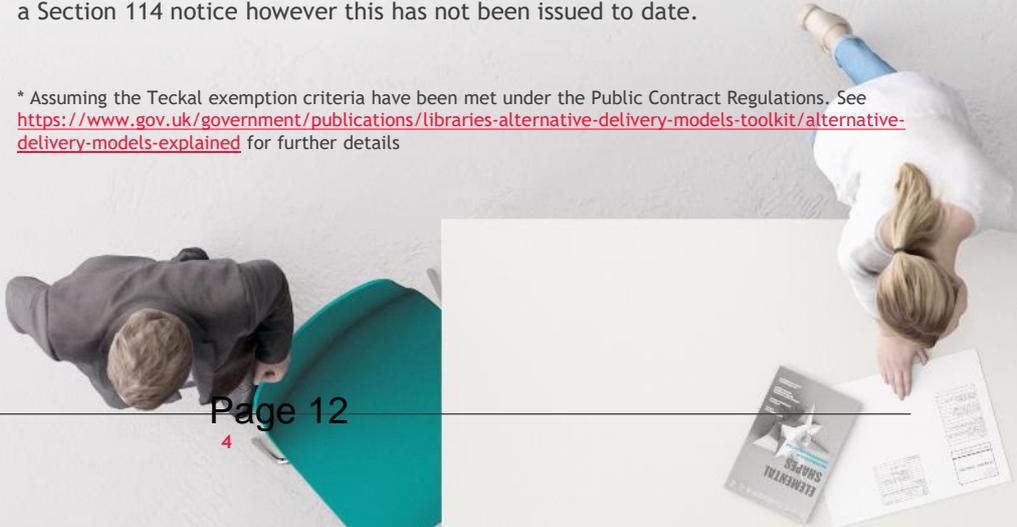
LATCOs have been established in a variety of sectors to deliver services to local authorities using the Teckal exemption\*. In many instances the quality of the service has improved for residents and commercial businesses through close cooperation between LATCOs and council management. However, whilst this option is being increasingly explored by local authorities, issues concerning governance and oversight of LATCOs has resulted in high-profile failures in the past year, notably Robin Hood Energy Ltd, Brick-by-Brick and Bristol Energy Ltd.

Through our delivery of local authority audit and advisory services we have seen these challenges in managing fully-owned companies first hand.

ROBIN HOOD ENERGY	BRICK-BY-BRICK LTD	BRISTOL ENERGY LTD
<p>Robin Hood Energy Ltd (RHE) suffered losses in excess of £20m leading to further injections of cash by the Council to prevent failure of the company. Insufficient industry expertise on the RHE Board and inadequate oversight of financial performance caused a lack of accountability of RHE. RHE's customer base was purchased by Centrica in September 2020.</p>	<p>The London Borough of Croydon Council lent over £200m to Brick-by-Brick Ltd. Despite extensive investment the Council had inadequate monitoring of the loan covenants and performance of Brick-by-Brick who suffered losses each year. This was exacerbated by inadequate check and challenge at Cabinet level, including of the financial position.</p>	<p>Bristol Energy Ltd has cost tax payers an estimated £43m and is being wound up through a voluntary liquidation. Inadequate governance structures caused issues not to be reported to the Cabinet and the business plan was overly ambitious and unrealistic. Bristol Energy made consecutive losses between 2016 and 2020.</p>

In 2020, the London Borough of Croydon Council issued a Section 114 notice, identifying that it would not be able to balance its budget. It was reported in December 2020 that Nottingham City Council were on the verge of issuing a Section 114 notice however this has not been issued to date.

\* Assuming the Teckal exemption criteria have been met under the Public Contract Regulations. See <https://www.gov.uk/government/publications/libraries-alternative-delivery-models-toolkit/alternative-delivery-models-explained> for further details



# GOVERNANCE STRUCTURES

## COUNCIL TO COMPANY

Governance and oversight by the Shareholder of the Company, and internally within the Company is essential for delivering success.

### CASE STUDY

A local authority client has set up a LATCO with the intention of generating income growth through dividend payments paid to the Council by the Company.

The Council has a Shareholder Group and a Scrutiny Panel. The Shareholder Agreement sets out clear decisions that are reserved for the Shareholder to maintain a sufficient level of control. The Scrutiny Panel monitor performance and business plans on a more granular level and make recommendations to the Shareholder. The Scrutiny Panel Chair attends Shareholder meetings.

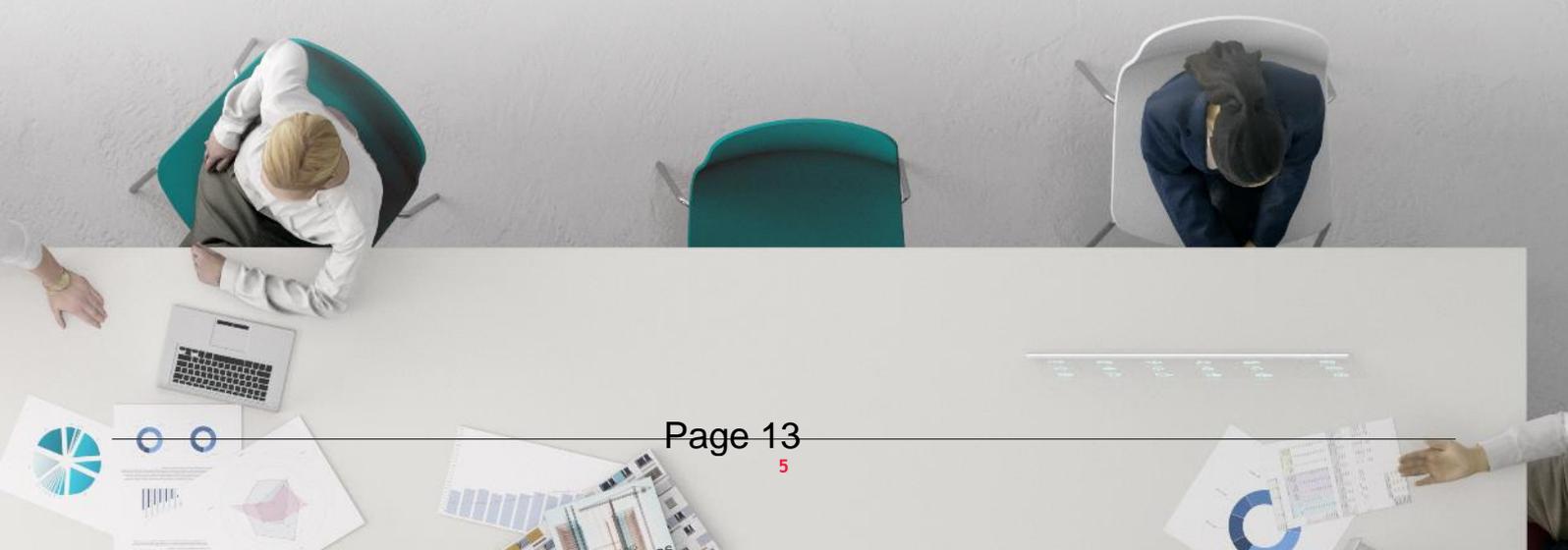
This has worked as an effective governance structure which has ensured effective oversight and scrutiny by Members. The Council have also mapped weaknesses identified in the public interest reports for the London Borough of Croydon and Robin Hood Energy and have ensured that their arrangements mitigate against the risks identified in these cases.

### SHAREHOLDER GOVERNANCE/OVERSIGHT

- ▶ **Monitoring and Oversight:** A Shareholder Group, or similarly structured group of senior Council members, may be established to monitor LATCO performance and make strategic decisions. The Group's remit could include approval of the LATCO's business plan and reporting against key performance indicators
- ▶ **Decision Making:** A Shareholder Agreement will usually be signed off between the Council and the company from incorporation to clarify decisions reserved for the Shareholder Group
- ▶ **Council Oversight:** Membership of the Shareholder Group should be an area of focus issue to ensure that there are adequate skill sets. Issues to consider when deciding the composition of the Shareholder Group include:
  - **Political Make-Up** - the political balance of the Shareholder and whether this is predominantly from the Cabinet. Local authorities have taken different approaches, with some opting for the Shareholder Group to be composed of Cabinet members and others opting for cross-party representation
  - **Sub/Advisory Committees** - advisory groups to the Shareholder may be set up to scrutinise the actions of the Shareholder. We have noted this to be a particularly effective approach where there is single-party representation in the Shareholder.

### OFFICER MONITORING/GOVERNANCE OF COMPANIES

- ▶ **Performance Monitoring:** Operational performance monitoring meetings allow the Council's senior leadership team to monitor the services provided by the company
- ▶ **Financial Oversight:** The Section 151 Officer may be provided with the management accounts within a week of the month-end and meet with the Finance Director of the company monthly to discuss the financial position. The level of financial autonomy for the company is often an area of focus:
  - It may be agreed from incorporation of the company whether the Council will have direct access to the company ledger and finance system
  - Company budgets may be reviewed annually by the Section 151 Officer and approved by the Shareholder.



# GOVERNANCE STRUCTURES

## INTERNAL GOVERNANCE WITHIN COMPANIES

Internal governance structures are key to the success of the company and the delivery of the business plan. Achieving the correct balance of influence from the Council and ensuring there are adequate skills in the company are essential.

### OPTIONS FOR BOARD GOVERNANCE

Composition of the Board of the company is often a contentious issue, however it is critical for the success of the company and delivery of the Council's objectives.

- ▶ **Member-Led Board:** This can lead to a lack of expertise on the Board which can have a negative impact on the company. Robin Hood Energy adopted this approach and it was identified as a factor in the oversight of performance
- ▶ **Fully Independent Board:** a Board consisting of entirely independent members, usually with expertise in the industry, to run the organisation as a commercial entity. This is less commonly used in LATCOs and taking this step would require careful consideration as to whether a Board can be fully independent given it is part of a group structure with Council oversight
- ▶ **Hybrid Model (Directors):** Officers from the local authority will be part of the Board as a director with fiduciary responsibilities to the company. These officers will tend to be senior officers in the Council. This can present challenges in managing conflicts between Council or Company interests
- ▶ **Hybrid Model (Non-Directors):** Senior officers from the local authority attend the organisation's Board meetings as an observer and an advisor. This model is effective in ensuring that the company are able to manage the business whilst having awareness of the Council's position on issues. Difficulties can occur here as any individual attending the Board as an observer may be seen as indistinguishable from the Board and therefore becomes a de facto Board member.

### CONSIDERATIONS

- ▶ **New Companies:** New companies can benefit from the Hybrid Model (Directors) as there is a good balance between the autonomy of the company to develop business whilst the local authority can maintain a level of influence on the Board. This ensures that as the company is developing, the Council are able to shape it in accordance with its intended purpose. From a finance perspective, we have found LATCO's governance to be more effective where the Council's Section 151 Officer attends the Board meetings as an observer/adviser whilst managing the risks around conflicts
- ▶ **Mature Companies:** Governance structures for mature companies depends on the strategy. If the company is commercialising activities then the Fully-Independent Board model can be the most effective. However, we often see that the Hybrid Model (Directors) is adopted for mature companies.

# KEY GOVERNANCE DOCUMENTS BETWEEN THE LOCAL AUTHORITY AND THE COMPANY

A robust suite of documents to outline the responsibilities of the company and of the Council supports effective governance.



## SHAREHOLDER AGREEMENT

A Shareholder Agreement will usually be in place and signed by the local authority and the company. It may contain the following details:

- ▶ Matters reserved for approval of the Shareholder. We would expect this to include: taking out loans, amalgamation/mergers with other companies, issuing capital and adopt/amend the Business Plan
- ▶ Reporting frameworks between the company and the Shareholder, including key performance indicators and frequency
- ▶ Establish dividend policy or profit-sharing agreement.

## SERVICE LEVEL AGREEMENTS (SLAs)

Where the local authority is continuing to provide specific services to the company (finance, legal, HR, ICT, etc.) Service Level Agreements will specify:

- ▶ Value and frequency of payments from the company to the local authority for the services
- ▶ Performance obligations for the services
- ▶ Dispute resolution arrangements/methods.

## TERMS OF REFERENCE

Each group may have a terms of reference outlining its purpose, responsibilities and the objectives. This will typically be reviewed annually to ensure it remains relevant and appropriate.

## BUSINESS PLANS

Business plans of the companies over an agreed period, eg five years, will often be scrutinised by and approved by the Shareholder to ensure that the company remains strategically and operationally aligned with the local authority.



When developing governance documentation the local authority should consider the following matters:

- ▶ The level of control or autonomy that the local authority would want the LACTCO to have. This depends on the strategy and purpose for incorporating the LATCO, eg whether it is designed to provide services to the local authority or grow a commercial customer base to increase revenues
- ▶ Whether support services from the local authority provide value for money
- ▶ Key decisions to be reserved for the Shareholder, or whether these can be delegated at an officer level.

# AREAS FOR AUDIT COMMITTEES TO CONSIDER

## ROLE OF THE AUDIT COMMITTEE

The role of Council Audit Committees in this context is to actively monitor risks, financial reporting and internal controls of the local authority in relation to its management of its companies. We have seen a trend recently in Audit Committees providing greater oversight of LATCOs, partly due to recent failures of Robin Hood Energy Ltd and the London Borough of Croydon Council.

## EXPECTATIONS OF AN AUDIT COMMITTEE

Effective monitoring from a local authority Audit Committee of its LATCOs includes:

- ▶ Obtain assurance about the quality of the financial reporting from the LATCO
- ▶ Maintain an oversight of the local authority’s risk management in respect of ownership of a trading company
- ▶ Communicate with the LATCO’s Audit Committee to identify and address key risks which could impact the local authority.

## KEY ACTIONS THAT AUDIT COMMITTEES CAN TAKE

### INTERNAL AUDIT

An Audit Committee can use internal audit to assess the robustness of governance structures, communication mechanisms and performance reporting frameworks between the Council and its companies.

In addition to this, a company may procure its own internal auditors or utilise the service provided to the Council. Where this arrangement is in place, it should be clear how any assessments of the governance, risk and control environment of the company are reported to the Council Audit Committee and Shareholder Group.

### FINANCIAL OVERSIGHT

Audit Committees should monitor the financial reporting controls of the Council and the companies part of its group.

The Audit Committee can monitor the financial performance, quality of financial reporting and the timeliness of the annual accounts to obtain assurance over the effectiveness of the financial controls in place.

Any concerns around the financial reporting and/or financial management of LATCOs can be investigated by the Audit Committee.

### RISK MANAGEMENT

The Audit Committee of the Council can play an active role in risk management of its LATCOs, in terms of financial, strategic and operational risks of having a fully or partly owned trading company.

This could include the following:

- ▶ Reviewing the local authority’s strategic risk registers relating to the LATCO
- ▶ Scrutinise local authority senior officers about financial, strategic and operational issues
- ▶ Engage with the LATCOs Audit Committee to identify key risks.

## SOME KEY QUESTIONS THAT AN AUDIT COMMITTEE SHOULD ASK:

- ▶ Does the Audit Committee receive sufficient levels of financial information about its LATCOs to provide adequate oversight of financial reporting of the ‘Group’?
- ▶ Is there consistency of risk management frameworks/reporting mechanisms between the local authority and its LATCO? Are there resources that can be provided to the LATCO to support mature risk management processes?
- ▶ Is the local authority able to utilise its internal audit function to support its LATCOs which will provide greater inter-connection and value for money for both parties?
- ▶ What are the arrangements in the LATCO around whistleblowing and complaints and are these arrangements fit-for-purpose and would be escalated to the Shareholder Group and Council where appropriate?



# LESSONS LEARNED FROM BDO LATCO REVIEWS

## KEY CONSIDERATIONS



### STRATEGY FOR THE COMPANY

Before setting up a LATCO it is beneficial if the local authority is clear about what its ambitions for the company are, ie whether the company is to deliver direct services to the Council under the Teckal arrangements or whether it will expand as a commercial entity to grow profits, and dividends to the local authority.



### RISK APPETITE/FINANCIAL MODEL

The local authority should have clarity over its risk appetite in relation to the LATCO's operations and the financial investment it is willing to make in the LATCO. Local authorities often provide loans to LATCOs to generate interest income but they should set limits on the levels they will lend to its LATCO.

## GOVERNANCE DOCUMENTATION

- ▶ Inadequate clarity in the Shareholder Agreement to prevent the LATCO appointing its own Chair of the Board, rather than a representative from the local authority
- ▶ Lack of reference to the Director's requirement to comply with the Nolan Principles in Shareholder Agreements and Director Codes of Conduct
- ▶ Business plans were not in place or were out-dated providing the local authority with a lack of oversight into the LATCO's delivery against strategy
- ▶ Service Level Agreements between the local authority and its LATCO were not in place or were not signed leading to strained relationships arising where services are not provided adequately or payment is not received from the LATCO.

## SCRUTINY / MONITORING

- ▶ A Scrutiny Panel, separate to the Shareholder, was not in place to monitor decisions relating to the companies. We have seen examples in the sector where the Chair of the Scrutiny Panel will be independent from the local authority, ie. not a Member, which has created difficulties for the Chair accessing internal information within the authority to apply effective scrutiny
- ▶ Inconsistent and irregular monitoring of the performance of LATCOs
- ▶ Local authorities not setting out clear and measurable performance targets from which to monitor its LATCOs
- ▶ The task of providing oversight was given to one senior officer in the local authority leading to issues around succession planning and knowledge across the senior management team
- ▶ In addition to risks that are presented, often an opportunity not maximised is around tax. This can include not effectively assessing how to maximise arrangements to manage tax affairs appropriately from how LATCOs are set up to one-off larger transactions around acquisitions.

## RELATIONSHIP MANAGEMENT

- ▶ As the LATCO grows and obtains more commercial customers to increase revenue growth there can often be conflicts between the local authority's management and the LATCO management around the level of autonomy and independence of the LATCO
- ▶ Loan agreements between the local authority and the LATCO not being documented and signed
- ▶ Having unclear accounting and reporting frameworks. There can be delays from within the group structure which may involve different statutory external auditors causing a delay in the local authority accounts sign off process.

## CONFLICTS OF INTEREST

- ▶ Conflicts of interest are not always recorded and policies to mitigate conflicts not in place. These may be undertaken as a one-off however, not maintained. This also applies to the conflict of local authority staff involvement with LATCO Boards which could present a conflict depending on the nature of the involvement.



# OUR SERVICES AND EXPERIENCE

## HOW BDO CAN SUPPORT LOCAL AUTHORITIES



### GOVERNANCE AND FINANCIAL ARRANGEMENT AUDITS

We have significant experience of undertaking specialist audits into local authorities' governance and oversight of fully-owned LATCOs which has included assessing governance structures, performance monitoring and evaluating the risks that emerged in LATCO public interest reports. This mapped every lesson learned to the Council's arrangements and provided an action plan based on the gap analysis.



### OPTIONS APPRAISAL AND WORKSHOPS

Our experience has led us to hold workshops for local authorities in the process of setting up a LATCO, through the phases of devising the governance documents to preparation for the vesting day. This included setting out possible scenarios a company could face and providing approaches for how these scenarios could be handled. Through our experience we can also support the review of options appraisal by being an appointed strategic partner or assessing the options appraisal during its development against HM Treasury Green Book Guidance.



### TAX MANAGEMENT AND ADVICE

Our tax professionals draw on deep experience and industry-specific knowledge to deliver clients the insights and innovation they need to maintain compliance and drive value. Our strategic tax planning expertise includes corporate tax, structuring of acquisitions and disposals, stamp taxes, VAT and capital gains tax to name but a few. We can deliver the right level of tax support that you need to achieve your goals - from tax consulting to help you document your corporate tax strategy to fully outsourced tax compliance services, our expert tax advisers can help grow and protect your business.



### OUTSOURCED INTERNAL AUDIT SERVICES AND TRAINING

We currently provide internal audit services to LATCO's, delivering their full internal audit plans covering areas such as procurement, data protection and staff management. As part of this we have set up protocol arrangements across the group to ensure there is clarity on how reporting ensures all stakeholders are informed on all matters regarding governance, risk and control.

Our support has also extended to training to management and Board Members on risk management, good governance and the latest risks facing the sector they are in.



### REVIEWS OF HIGH PROFILE COMPANY CLOSURES

Our specialist team have conducted significant reviews post company failure to assess the root causes and outline findings to support the Council to take necessary action. This has involved going beyond a governance assessment and reviewing the culture (invisible control environment) of the Council and company and identifying how behaviours and style contributed to negative outcomes.



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<b>Local Members Interest</b>
N/A

## **Corporate Overview and Scrutiny Committee - Tuesday 13 September 2022**

### **Electoral Review - Stage 1 Draft Council Size Submission**

#### **Recommendation(s)**

I recommend that the Committee:

- a. Consider the progress on the County's Electoral Review
- b. Provide comments and feedback on the draft Council Size Submission, including the proposals to:
  - i. Retain the current council size of 62 Elected Members
  - ii. Request a single member per division review

#### **Report of Cllr Alan White, Leader of the Council**

### **Summary**

#### **What is the Overview and Scrutiny Committee being asked to do and why?**

1. The Committee is being asked to review the attached draft Council Size Submission which is due to be considered by Cabinet on 21<sup>st</sup> September. The Committee's comments will be reported to Cabinet at this meeting. The Submission is due to be considered by Full Council on 13<sup>th</sup> October. The Committee are asked to consider the progress on the County's Electoral review and provide comments and feedback on the draft Council Size Submission.

### **Report**

#### **Background**

2. In March 2022, the Local Government Boundary Commission initiated an Electoral Review of Staffordshire. The rationale for undertaking an Electoral Review is both due to our changing population which has led to electoral inequality, and the length of time since our last review.
3. The last Electoral Review was undertaken between 2010-12 and resulted in Staffordshire maintaining the existing council size of 62 Members,

with division boundaries being altered to address voter inequality and reflecting the identities and interests of local communities.

4. There are two key stages to an Electoral Review:

Stage 1 – which considers the Council Size

Stage 2 – which considers division arrangements

5. Stage 1 commenced in June 2022. The County Council is required to submit its Council Size submission to the Boundary Commission by 11<sup>th</sup> November 2022. As well as developing our Council Size Submission, the Boundary Commission ask for a range of supporting information to be submitted during Stage 1. This includes electoral registers, map files of various geographies, copies of every local order concerning divisions and parishes, and various governance documentation.
6. Stage 2 will commence in January 2023, when the Boundary Commission publishes its in-principle decision on council size. There will then be a 12-week consultation period for any interested organisation or individual to submit their proposals for division arrangements.
7. It is expected that the Commission will publish its final division arrangements recommendations in November 2023. The new division arrangements will be elected to in 2025.

### **Developing our Council Size Submission**

8. Even though this is a County Council Electoral Review, we are dependent on a significant amount of information from Staffordshire Districts and Boroughs to inform both our Council Size Submission and the Review in general, for example electoral registers. We have been working closely with our District and Borough colleagues since June 2022 to gain access to the required data and information, and to work with them to review and quality assure the information.
9. A cross-organisation Project Team has been established to oversee the County Council's input into the Electoral Review, with the Deputy Chief Executive and Director for Corporate Services as the SLT lead. Corporate Overview and Scrutiny Committee are providing scrutiny and oversight to the Electoral Review process.
10. The Boundary Commission consider three key aspects when considering Council Size:
- a. Strategic Leadership – how many Elected Members are required to give strategic leadership and direction to the authority?

- b. Accountability – how many Elected Members are required to provide scrutiny to the authority? How many Elected Members are required to meet the regulatory requirements of the authority?
- c. Community Leadership – how the representation role of Elected members in the local community is discharged and how they engage with people and conduct casework.

11. The Boundary Commission recognise that there is considerable variation in council size across England, not only between different types of authority, but also between authorities of the same type. As such they aim to recommend a council size which is appropriate for the individual local authority.

### Electoral Forecasts

12. A key element of the Review is considering how the electorate is likely to change over the coming years. As such electoral forecasts up to 2028 have been produced for all polling districts, existing divisions and District and Boroughs.

13. The recommended Boundary Commission methodology has been used to calculate the electoral forecasts. This methodology reviews electorate figures for the past 3 years and then uses Office for National Statistics population data and forecasts to project forward electorate numbers. This produces a standard forecast; an adjustment is then made to reflect confirmed housing developments that will impact the electorate in particular areas between 2022 and 2028. This then produces a final electorate forecast for 2028.

14. The table below summaries the current 2022 electorate by District/Borough and how the electorate is projected to change by 2028. Appendix 2 presents summarised data for all existing divisions.

District	2022 Electorate	Electorate per Member	Variance from Staffs Average	Projected 2028 Electorate	Electorate per Member	Variance from Staffs Average	Electorate Increase
Cannock Chase	76,335	10,905	1.5%	82,339	11,763	0.9%	6,004
East Staffordshire	89,636	11,205	4.3%	102,913	12,864	10.4%	13,277
Lichfield	83,085	10,386	-3.3%	88,310	11,039	-5.3%	5,225
Newcastle	91,985	10,221	-4.9%	99,288	11,032	-5.3%	7,303
South Staffordshire	85,060	10,633	-1.0%	89,601	11,200	-3.9%	4,541
Stafford	103,538	11,504	7.1%	113,659	12,629	8.4%	10,121
Staffordshire Moorlands	77,104	11,015	2.5%	82,950	11,850	1.7%	5,846
Tamworth	59,280	9,880	-8.0%	63,583	10,597	-9.1%	4,303
<b>Staffordshire</b>	<b>666,023</b>	<b>10,742</b>	<b>0.0%</b>	<b>722,643</b>	<b>11,656</b>	<b>0.0%</b>	<b>56,620</b>

We are still working with Lichfield District Council on housing development data, to confirm the likely status of several potentially major developments by 2028.

The forecast electorate in this district may therefore be subject to a further increase prior to final submission.

### **Council Size Submission - Summary**

15. The draft Council Size Submission is attached in Appendix 1. This uses the Boundary Commission's preferred template and pulls together key evidence to support the proposed council size.
16. The Submission proposes that the County Council:
  - d. Retains the current council size of 62 Elected Members
  - e. Requests a single Member per division review
17. The evidence outlined in the Submission demonstrates that the current council size of 62 Elected Members supports the Council to efficiently and effectively undertake the three key aspects outlined in paragraph 16.
18. In developing the Council Size Submission, consideration has been given to an increase in Council Size to support improved community representation. However, to have a meaningful impact on reducing the elector to member ratio, a council size of between 70-80 Elected Members would be required. This would result in a significant increase in the cost of democracy and would also lead to significant challenges in developing division arrangements that effectively represented community identities.
19. The County Council's current electoral arrangements include two Divisions with two Elected Members. The Submission outlines that these arrangements do not provide the most efficient conditions for community representation. Representing a larger electorate presents difficulties, and it is acknowledged that it can be difficult to split casework, and for electors to easily identify who 'their Councillor' is.
20. As such, it is proposed that that County Council requests a single member per division review. However, it should be noted that single member divisions may not be achievable. The same request was made in 2010, however two dual divisions remained.

### **Stage 2 - Division Arrangements**

21. Once the County Council has submitted its Council Size Submission on 11<sup>th</sup> November, the Boundary Commission will then have five weeks to review the submission and decide on an in-principle council size. We

expect the Boundary Commission to announce this on 10<sup>th</sup> January 2023.

22. The County Council, and other interested parties including members of the public, have 12 weeks to submit their initial proposals for new division arrangements. These proposals will need to include where the boundaries lie between divisions, the number of Members for each division, and the names of divisions.
23. In formulating our division proposals, we will need to consider the Boundary Commission's three main criteria for considering new patterns of electoral divisions:
  - a. Electoral equality
  - b. Community interests and identities
  - c. Promotion of effective and convenient local government
24. During the preparation of our division proposals there will be a range of opportunities for Elected Members to input and shape the formulation of the proposals. We will ensure regular Member Briefing Sessions are arranged, alongside individual meetings to discuss specific division proposals. Corporate Overview and Scrutiny Committee will continue to provide scrutiny and oversight to the process.
25. Our division proposals need to be submitted to the Boundary Commission by 20<sup>th</sup> March 2023. The Commission will then have a further 12 weeks to analyse all the representations made and produce their draft recommendations. We expect their draft recommendations to be published on 27<sup>th</sup> June 2023. The Council will then have eight weeks to respond to the draft recommendations, prior to final recommendations being produced in November 2023.

### **Next Steps**

26. The draft Council Size Submission is due to be considered by Cabinet on 21<sup>st</sup> September and Full Council on 13<sup>th</sup> October.
27. The above timescales will ensure that that the Submission is approved and submitted in time for the Boundary Commission deadline of 11<sup>th</sup> November.

### **Link to Other Overview and Scrutiny Activity**

28. Updates on progress with the Electoral Review have been provided to Corporate Overview and Scrutiny Committee on 21<sup>st</sup> June and 2<sup>nd</sup> August 2022.

## **List of Background Documents/Appendices:**

Appendix 1 – Council Size Submission Draft  
Appendix 2 – Electoral Forecast Division Summary

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Staffordshire County Council

# Council Size Submission: Template

[Staffordshire County Council

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## How to Make a Submission

It is recommended that submissions on future governance arrangements and council size follow the guidance provided and use the format below as a template. Submissions should be treated as an opportunity to focus on the future needs of the council and not simply describe the current arrangements. **Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal and why you have discounted them.**

The template allows respondents to enter comments directly under each heading. It is not recommended that responses be unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

'Good' submissions, i.e., those that are most robust and persuasive, combine the following *key success components* (as set out in the guidance that accompanies this template):

- Clarity on objectives
- A straightforward and evidence-led style
- An understanding of local place and communities
- An understanding of councillors' roles and responsibilities

## About You

The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, a resident group, or an individual.

This submission is made by Staffordshire County Council and is due to be approved and signed off by Full Council on 13<sup>th</sup> October 2022

## Reason for Review (Request Reviews Only)

Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. *NB/ If the Commission has identified the authority for review under one of its published criteria, then you are not required to answer this question.*

N/A

## The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 15 - 20 years. **The consideration of future governance arrangements and council size should be set in the wider local and national policy context.** The Commission expects you to challenge your current arrangements and determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

- When did your Council last change/reorganise its internal governance arrangements and what impact on effectiveness did that activity have?
- To what extent has transference of strategic and/or service functions impacted on the effectiveness of service delivery and the ability of the Council to focus on its remaining functions?
- Have any governance or capacity issues been raised by any Inspectorate or similar?
- What influence will local and national policy trends likely have on the Council as an institution?
- What impact on the Council's effectiveness will your council size proposal have?

In 2002 Staffordshire County Council adopted a Strong Leader Cabinet Model, the Council's "Executive" for the purpose of the Local Government Act 2000. These arrangements are reflected in the Constitution. Since that time, we have continued to refine our governance arrangements to ensure that our arrangements are effective. Over the past 22 years we have regularly reviewed that structure: the Cabinet Portfolios and the remits of the Overview and Scrutiny Committees, to best reflect our vision and strategy. We demonstrate the commitment to Overview and Scrutiny by having a dedicated support to help non-executive members develop expertise in policy making and service provision.

Due to the nature and success of our governance and decision making, no petition for change has ever been proposed, demonstrating the confidence in which the community, businesses and public sector partners have in us.

Staffordshire recently had an Internal Audit Report on Delivering Good Governance - Corporate Decision-Making Arrangements. The purpose of the audit was to review compliance with the Council's corporate decision-making arrangements. The audit reviewed both Key Decisions taken by Cabinet and Delegated Decisions taken by Cabinet Members and Executive Officers. In addition, the audit reviewed processes in place for the appropriate completion of Community Impact Assessments (CIAs). Internal Audit were able to offer substantial assurance as the areas reviewed were found to be adequately controlled. Internal controls were in place and operating effectively and risks against the achievement of objectives were well managed.

Given the impact that our strong and consistent decision making has on our effectiveness, our proposal is that we retain 62 Elected Members, we believe that this will allow the Council to remain effective, and for Councillors to be able to deliver the three aspects to their role – strategic leadership, accountability, and community leadership.

If we were to reduce our council size, there would be a significant negative impact on our decision-making process and Members would not be able to effectively represent their communities due to having to attend more meetings and prepare for them. Our current size of 62 allows for an even distribution of meeting attendance, and good community representation. If we were to increase our council size, there are risks that this could cause additional challenges to our decision-making processes and greater inefficiencies.

The Council elects a Leader for a four-year term who then appoints Members to form a Cabinet. Under the Constitution the Cabinet may consist of up to 10 members, including a Leader and Deputy Leader. The Constitution allows for four Overview and Scrutiny Committees. The Overview and Scrutiny Committees investigate issues affecting the communities of Staffordshire. Each Overview and Scrutiny Committee has its own area of responsibility which is themed around the County Council's Directorates and reflect the priorities in the Strategic Plan.

### Local Authority Profile

**Please provide a short description of the authority and its setting, in particular the local geography, demographics, and community characteristics.** This should set the scene for the Commission and give it a greater understanding of any current issues. The description should cover all the following:

- Brief outline of area - are there any notable geographic constraints for example that may affect the review?
- Rural or urban - what are the characteristics of the authority?
- Demographic pressures - such as distinctive age profiles, migrant, or transient populations, is there any large growth anticipated?
- Community characteristics – is there presence of “hidden” or otherwise complex deprivation?
- Are there any other constraints, challenges, issues, or changes ahead?

Further to providing a description, the Commission will be looking for a submission that demonstrates an understanding of place and communities by putting forth arguments on council size based upon local evidence and insight. For example, how does local geography, demographics and community characteristics impact on councillor casework, workload, and community engagement?

Staffordshire is large, predominately rural county, with several urban centres, located in the centre of the UK. Whilst 80% of the County is classified as rural, 75% of our population live in towns and large villages. The County covers an area of 1,012sqm (2,623KM<sup>2</sup>) and has

an estimated population of 876,100 people and it is estimated that the population will rise to approximately 912,500 people by 2028. Overall, the County is relatively affluent, however there are pockets of multiple deprivation, particularly in some of our towns, including Tamworth, Burton-on-Trent (East Staffordshire), Newcastle-under-Lyme and Cannock.

Recent data from the 2021 Census shows that the trend of population ageing continues across the county, with the highest population growth among older adults. Those aged 65+ increased by 24% from 2011 to 2021, from just under 157,000 to just over 194,000 respectively, whilst the ratio of working age adults to pension age adults has declined considerably between 2011 and 2021; from 3.2 to 1 in 2011 to 2.6 to 1 in 2021. Additionally, the number of children and young people (0-19) decreased by 4%, with a particular decline of 14% in those aged 15-19. However, the population growth and age profile does vary across our districts and boroughs, with a higher proportion of older people (65+) in Staffordshire Moorlands and South Staffordshire, a higher proportion of children and young people (aged 0-19) in East Staffordshire and Tamworth, and faster population growth across East Staffordshire, Lichfield, and Stafford.

Our central location is one of our many economic strengths. The county boasts a diverse economy with significant strengths in automotive, aerospace, energy, medical technologies, construction, logistics, digital and Agri-tech to name a few. While the county is home to many world-renowned businesses, most of our businesses are small and medium enterprises. Supporting growth of our existing businesses and enabling people to start and grow their own businesses in the county is key to ensuring our economy remains vibrant and dynamic. In recent years, we have seen an increase in the percentage of our working age population with higher levels of skills, however challenges remain. Some areas of the county lag in terms of skills level, particularly within Cannock Chase, Tamworth, and parts of Newcastle-under-Lyme.

Patterns of representation in a large, rural county area, with the above characteristics presents challenges and differences between Divisions. This directly impacts on how our Elected Members engage with their residents, and on the types of casework that they encounter. We cover this issue in more detail later in the submission.

## Council Size

The Commission believes that councillors have three broad aspects to their role.

These are categorised as: **Strategic Leadership, Accountability (Scrutiny, Regulatory and Partnerships), and Community Leadership.**

Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

## Strategic Leadership

Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority.

Responses should also indicate how many members will be required for this role and why this is justified. **Responses should demonstrate that alternative council sizes have been explored.**

Topic		
<p>Page 33</p> <p><b>Governance Model</b></p>	<p>Key lines of explanation</p>	<ul style="list-style-type: none"> <li>➤ <i>What governance model will your authority operate? e.g., Committee System, Executive or other?</i></li> <li>➤ <i>The Cabinet model, for example, usually requires 6 to 10 members. How many members will you require?</i></li> <li>➤ <i>If the authority runs a committee system, we want to understand why the number and size of the committees you propose represents the most appropriate for the authority.</i></li> <li>➤ <i>By what process does the council aim to formulate strategic and operational policies? How will members in executive, executive support and/or scrutiny positions be involved? What demands will this make of them?</i></li> <li>➤ <i>Whichever governance model you currently operate, a simple assertion that you want to keep the current structure does not in itself, provide an explanation of why that structure best meets the needs of the council and your communities.</i></li> </ul>
	<p>Analysis</p>	<p>Staffordshire County Council operates a Strong Leader Cabinet model; the Council's "Executive" for the purpose of the Local Government Act 2000. These arrangements are reflected in the Constitution. Section 6 details the Cabinet. The Council elects a Leader for a four-year term who then appoints Members to form a Cabinet. The Cabinet is responsible in setting the strategic direction of the Council, leading the preparation of the Council's policies and budget, it leads the community planning process, and attainment of best value. This model is expected to continue.</p>

Under the Constitution the Cabinet may consist of up to 10 members, including a Leader and Deputy Leader. The Leader of the Council allocates each Cabinet Member responsibilities relating to the executive functions of the Council. The current Leader has appointed 9 Members to serve on the Cabinet, each with a portfolio. There is also one Cabinet Support Member with the portfolio of Public Health and Integrated Care. There are no plans to amend the number of members who sit on the Cabinet.

The table below identifies the number of members who are in receipt of a Special Responsibility Allowance (SRA). This is further detailed in Section 3 of the Constitution. The most recent Independent Remuneration Panel Report was presented to Council in March 2022 and can be viewed here.

Special Responsibility Allowances (SRAs)	No. of elected members
Leader	1
Deputy Leader	1
Cabinet Member	9
Cabinet Support Member	1
Chairman of Council	1
Vice-Chairman of Council	1
Leader of the Principal Opposition	1
Deputy Leader of the Principal Opposition	1
Chair of Overview and Scrutiny Committee	4
Vice-Chair of Overview and Scrutiny Committee	8
Chairs and Vice-Chairs of:	8
Planning Committee	
Audit & Standards Committee	
Pensions Committee	

		<table border="1"> <tr> <td>Charities &amp; Trusts Committee</td> <td></td> </tr> <tr> <td>Vice-Chair of Corporate Parenting Panel</td> <td>1</td> </tr> <tr> <td>Chair of the Police, Fire and Crime Panel</td> <td>1</td> </tr> <tr> <td>Total number of SRAs</td> <td>38</td> </tr> </table>	Charities & Trusts Committee		Vice-Chair of Corporate Parenting Panel	1	Chair of the Police, Fire and Crime Panel	1	Total number of SRAs	38
Charities & Trusts Committee										
Vice-Chair of Corporate Parenting Panel	1									
Chair of the Police, Fire and Crime Panel	1									
Total number of SRAs	38									
Page 35  <b>Portfolios</b>	Key lines of explanation	<ul style="list-style-type: none"> <li>➤ How many portfolios will there be?</li> <li>➤ What will the role of a portfolio holder be?</li> <li>➤ Will this be a full-time position?</li> <li>➤ Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions?</li> </ul>								
	Analysis	<p>Portfolios</p> <p>The portfolios of the current Cabinet are as follows:</p> <ol style="list-style-type: none"> <li>1. Leader</li> <li>2. Deputy Leader and Economy &amp; Skills</li> <li>3. Health &amp; Care</li> <li>4. Infrastructure &amp; Climate Change</li> <li>5. Commercial Matters</li> <li>6. Highways &amp; Transport</li> <li>7. Finance &amp; Resources</li> <li>8. Communities &amp; Culture</li> <li>9. Children &amp; Young People</li> <li>10. Education (&amp; SEND)</li> </ol> <p>There is currently one Cabinet Support Member with the portfolio of Public Health and Integrated Care.</p>								

		<p>Descriptions of Cabinet Member Portfolios are provided at Appendix 1 of Section 6 of the Constitution. Cabinet portfolio holders are responsible for making the day-to-day executive decisions concerning the strategy of the Council as set out in Part 6 of the Constitution. The Constitution does allow for delegated decision by individual portfolio holders.</p> <p>Cabinet portfolio holders are not full-time positions. Many of the current Cabinet have external employment and 8 of them are also District/Borough Councillors.</p> <p>Considering the above evidence any reduction in Council size would pose a significant risk in being able to maintain the current Governance arrangements that work well for Staffordshire. Whilst an increase could potentially provide greater resilience in being able to fill positions in our governance arrangements, it would also lead to inefficiency in our operation.</p>
<p>Page 36</p> <p><b>Delegated Responsibilities</b></p>	<p><i>Key lines of explanation</i></p>	<ul style="list-style-type: none"> <li>➤ <i>What responsibilities will be delegated to officers or committees?</i></li> <li>➤ <i>How many councillors will be involved in taking major decisions?</i></li> </ul>
	<p>Analysis</p>	<p>The power for Senior Leadership Team Members to take decisions on the day-to-day provision/administration of the Council's services are set in the Council's Scheme of Delegation to Officers.</p> <p>Each Directorate has its own sub-delegation scheme in which the relevant Senior Leadership Team member delegates authority to other officers within their directorate to take decisions on day-to-day operational issues. Where officer decision making is concerned, only individuals can make decisions. There is no officer group, panel or board that collectively makes decisions – this includes SLT.</p> <p>Cabinet Members have individual executive decision-making powers within their portfolios and act as the Council's main representative and spokesperson for their nominated areas of responsibility. The Cabinet carries out all the local authority's functions which are not the responsibility of any other part of the authority.</p>

		<p>Some of these decisions / plans / policies / strategies require the approval of Full Council e.g., Strategic Plan, Medium Term Financial Strategy, Council Tax setting. There are approximately 12 formal meetings of the Cabinet per year and monthly informal briefings.</p> <p>The Cabinet may collectively take any decision on any matter delegated to the Cabinet by the Leader or has been referred to the Cabinet by a Cabinet Member, the Chief Executive or any Chief Officer or is one which the Cabinet have specifically reserved for decision to them. Key Decisions can only be taken by the Cabinet.</p> <p>The Cabinet have no power to take decisions on matters reserved to the full Council or matters which may not, by law, be determined by the Cabinet or change the delegation of any Local Choice Function.</p>
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### Accountability

Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role. **Responses should demonstrate that alternative council sizes have been explored.**

Topic	
Internal Scrutiny	The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.

<p>Key lines of explanation</p>	<ul style="list-style-type: none"> <li>➤ <i>How will decision makers be held to account?</i></li> <li>➤ <i>How many committees will be required? And what will their functions be?</i></li> <li>➤ <i>How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place?</i></li> <li>➤ <i>How many members will be required to fulfil these positions?</i></li> <li>➤ <i>Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority.</i></li> <li>➤ <i>Explain the reasoning behind the number of members per committee in terms of adding value.</i></li> </ul>
<p>Page 38 Analysis</p>	<p>Good scrutiny is an essential part of the Council’s governance framework and is integral to decision making. Overview and Scrutiny Committees in Staffordshire fulfil the statutory responsibility placed on local authorities to review and scrutinise decisions and actions taken, and they play a vital role in influencing services and shaping policies and plans which affect our business and our citizens.</p> <p>The Constitution allows for four Overview and Scrutiny Committees. The Overview and Scrutiny Committees investigate issues affecting the communities of Staffordshire. Each Overview and Scrutiny Committee has its own area of responsibility which is themed around SCC directorates and reflect the priorities in the Strategic Plan.</p> <p>The terms of reference are approved by Council and are set out in Section 7 of the Constitution.</p> <p>The County Council members of the Overview and Scrutiny Committees will be appointed, in accordance with the relevant political balance provisions, at the Annual meeting of the County Council as follows:</p> <ul style="list-style-type: none"> <li>• Corporate Overview and Scrutiny Committee (13 members)</li> <li>• Health and Care Overview and Scrutiny Committee (13 members + 8 District and Borough Members)</li> </ul>

- Prosperous Overview and Scrutiny Committee (10 members)
- Safeguarding Overview and Scrutiny Committee (10 members)

They consist of a chairman, two Vice Chairman and members. Some committees also have co-opted members who are District or Borough Councillors or who are co-opted for their expertise.

Each Overview and Scrutiny Committee meets is scheduled to meet 7 times per year and at other times as may be appropriate.

The Annual Overview & Scrutiny Report 2021/22 was presented to Council in July 2022. The webcast for the agenda item can be viewed here: [The Annual Overview & Scrutiny Report 2021/22](#)

As evidenced above, each committee is well represented and provides room for challenge. A reduction in Council Size would have a significant detrimental impact on the effectiveness of Overview and Scrutiny and being able to fill all the positions.

### Statutory Function

This includes planning, licencing, and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?

### Planning

Key lines of explanation

- *What proportion of planning applications will be determined by members?*
- *Has this changed in the last few years? And are further changes anticipated?*
- *Will there be area planning committees? Or a single council-wide committee?*
- *Will executive members serve on the planning committees?*
- *What will be the time commitment to the planning committee for members?*

Analysis

The Terms of Reference for Planning Committee can be found at Section 8 of the Constitution.

		<p>The Planning Committee currently has 15 members and operates as a single council-wide committee.</p> <p>The Committee is scheduled to meet once a month – dependent on business need.</p> <p>In addition, the Planning Committee has established a Countryside and Rights of Way (CROW) Panel of seven members of the Planning Committee with full delegated powers to deal with matters detailed in Section 8 of the Constitution. The membership of the CROW panel was increased from 5 to 7 in March 2022.</p> <p>In addition, the Planning Committee has an established Licensing Panel (convened when required) of five members of the Planning Committee with full delegated powers to deal with the matters detailed Section 8 of the Constitution.</p>
<b>Licensing</b>	<i>Key lines of explanation</i>	<p>How many licencing panels will the council have in the average year?          And what will be the time commitment for members?          Will there be standing licencing panels, or will they be ad-hoc?          Will there be core members and regular attendees, or will different members serve on them?</p>
	Analysis	<p>A Licensing Panel will be appointed by Planning Committee when necessary to deal with matters. The last licencing panel was over 5 years ago. Should a Licencing Panel be required the preparation for it would be done at the Planning Committee who would select members to serve on the Panel.</p>
<b>Other Regulatory Bodies</b>	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> <li>➤ <i>What will they be, and how many members will they require?</i></li> <li>➤ <i>Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.</i></li> </ul>

	Analysis	<p>The Council has several other Committees. These are listed below and detailed in Section 8 of the Constitution.</p> <ul style="list-style-type: none"> <li>• Audit &amp; Standards Committee (15 members)</li> <li>• Charities &amp; Trusts Committee (5 members)</li> <li>• Pensions Committee (10 members plus 4 co-opted)</li> </ul> <p>In terms of committee mapping analysis, each member serves on average, approximately 2.4 committees. An average of 4-5 hours of time is needed per meeting attendance, this includes any time to prepare and read papers. In addition, there are also working groups which take a lot of time commitment from Members, more so than the Committees themselves at times. Chairs of each Committee will have an additional amount of time spent preparing for each meeting also.</p> <p>The evidence above further supports earlier analysis that any reduction in Council Size would have a detrimental impact on being able to fill committee positions. Members would be required to sit on more committees, increasing their workloads. Members would have to distribute their time across more committees. An increase in Council Size could potentially provide greater resilience in being able to fill committee positions, it would also lead to inefficiency in our operation.</p>
<b>External Partnerships</b>		<p>Service delivery has changed for councils over time, and many authorities now have a range of delivery partners to work with and hold to account.</p>
<i>Key lines of explanation</i>		<ul style="list-style-type: none"> <li>➤ <i>Will council members serve on decision-making partnerships, sub-regional, regional, or national bodies? In doing so, are they able to take decisions/make commitments on behalf of the council?</i></li> <li>➤ <i>How many councillors will be involved in this activity? And what is their expected workload? What proportion of this work is undertaken by portfolio holders?</i></li> <li>➤ <i>What other external bodies will members be involved in? And what is the anticipated workload?</i></li> </ul>

Analysis	The County Council currently has 42 out of the 62 members appointed to outside bodies, equating to over two thirds of all members. The total of the workload and responsibility varies from appointment to appointment dependent on the remit of the Outside Body and its contribution towards the Council's strategic priorities. Some bodies are small and locally based, which value from having input from local Elected Members, others are highly significant locally, regionally, or nationally. We also know that many of our Elected Members also serve on various organisations that support their local communities as part of their community leadership role, e.g., school governors and local community groups.
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### Community Leadership

The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in diverse ways. The Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties? The Commission also wants to see a consideration of **how the use of technology and social media by the council as a whole, and by councillors individually, will affect casework, community engagement and local democratic representation. Responses should demonstrate that alternative council sizes have been explored.**

Topic		Description
Community Leadership	Key lines of explanation	<ul style="list-style-type: none"> <li>➤ <i>In general terms how do councillors carry out their representational role with electors?</i></li> <li>➤ <i>Does the council have area committees and what are their powers?</i></li> <li>➤ <i>How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings, or maintain blogs?</i></li> <li>➤ <i>Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies?</i></li> </ul>

		<ul style="list-style-type: none"> <li>➤ <i>Are councillors expected to attend community meetings, such as parish or resident's association meetings? If so, what is their level of involvement and what roles do they play?</i></li> <li>➤ <i>Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?</i></li> </ul>
	Analysis	<p>The responsibilities of Elected Members are set out clearly in <a href="#">Section 3</a> of the constitution. Practice will vary between Elected Members, Members are expected to actively and positively engage with their communities and act as a community leader for their areas.</p> <p>Elected Members use a range of different methods to engage with electors including face-to-face meetings, phone, email, social media, and newsletters. In a recent survey, 57% of Elected Members who responded stated that they held resident surgeries, and 70% stated they had a social media presence.</p> <p>Elected Members also have strong links with the District, Boroughs, Parish, and Town Councils in their areas, however not all parts of the county have Parish and Town Councils. As of August 2022, 47 of our Elected Members are also District/Borough Councillors, which brings additional value and insight into their role at the County Council. They also have strong links with a range of different local community groups.</p> <p>The COVID 19 pandemic brought to the fore the benefits and advantages of all tiers of local government in Staffordshire working together. We are building on those solid foundations to further our two-tier working. Staffordshire needs stability and consistency in its governance arrangements to be able to realise the full benefits of the collaboration taking place.</p> <p>Staffordshire's geography, population, and context, all have a significant impact on how our Elected Members carry out their representational role with electors, and the casework issues they are responding to. As an example, one of our more rural divisions, Leek Rural (Staffordshire Moorlands), has a current electorate of 11,480 spread over an area of 328 km<sup>2</sup>. The division primarily consists of a number of small villages.</p>

		<p>Representing and engaging electors in this Division, and the types of casework that Elected Members receive, presents different challenges to some of our more urban divisions such as May Bank and Cross Heath (Newcastle-under-Lyme). This has a similar size electorate of 10,904 but in a much smaller geography of just 4 km<sup>2</sup>. There are also some divisions which have both urban and rural elements within them, which also presents different challenges for Elected Members to deal with the distinct challenges of the differing places within their Division.</p> <p>Whilst we note that the Commission recommends that responses focus on the structure of the Council when considering council size, and not on comparisons with other local authorities, it is evidence that we have considered in formulating our proposal. The table below demonstrates the CIPFA stats neighbours:</p>
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<b>Local Authority</b>	<b>Electorate for Financial Year ending in 2023</b>	<b>Total Councillors</b>	<b>Electorate per Councillor</b>
Cumbria	387,489	84	4,613
Suffolk*	569,261	75	7,590
Warwickshire	443,920	57	7,788
Somerset	434,384	55	7,898
Worcestershire	455,560	57	7,992
Lincolnshire	566,353	70	8,091
Norfolk	693,144	84	8,252
Gloucestershire**	396,825	43	9,228
Nottinghamshire	617,973	66	9,363
West Sussex	659,680	70	9,424
Derbyshire	618,815	64	9,669
Leicestershire	539,750	55	9,814
Staffordshire	663,673	62	10,704
Lancashire	911,852	84	10,855
Essex	1,117,011	75	14,893

This table demonstrates our number of electors per Member is higher than the median, therefore there is no evidence to suggest a reduction in the number of elected members.

Upper Quintile	9,992
Lower Quintile	7,876
Median	9,228

The Council's current electoral arrangements include two divisions with two Elected Members. The Council's view, based on feedback from the relevant Elected Members, is these arrangements do not provide the most efficient conditions for community representation. Representing a larger electorate presents difficulties, and although the Elected Members representing these Divisions have been able to establish effective working arrangements between themselves, it is acknowledged that it can be difficult to equitably divide casework. Having two Elected Members can also make it difficult for electors to easily identify who 'their Councillor' is. As such, the County Council is formally requesting a single-member division review.

Our Elected Members have funding available to support a vast range of community activities via our Members Fund. Each county councillor has up to £2,500 to allocate for supporting projects which help our communities to look after their own health and wellbeing, support vulnerable people within their own communities, and help groups to look after the neighbourhood spaces where they live.

This funding has a huge impact across Staffordshire. Because our communities are so varied, having flexible funding for councillors to use however it's needed locally makes a huge difference. The funding is vital for helping new community provision to get off the ground, and for helping existing projects to expand what they do or get back on a sustainable footing after Covid-19. It helps to energise and inspire more activity locally, and already this year we are seeing £3 raised by the community to match every £1 the fund has spent.

The Climate Action Fund is open for the third time after supporting 217 projects to combat climate change so far. Every county councillor has £1,500 to award to projects in their area. Councillors must give £500 minimum per project, but organisations can approach more than one councillor to receive up to £3,000. The grant can be used to fund new projects that can:

- Reduce carbon impact

		<ul style="list-style-type: none"> <li>• Improve air quality</li> <li>• Reduce waste</li> <li>• Improve natural environment</li> <li>• The fund is open to non-for-profit groups such as community groups, charities, parish councils and schools.</li> </ul>
Page 47	Key lines of explanation	<ul style="list-style-type: none"> <li>➤ How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues?</li> <li>➤ What support do members receive?</li> <li>➤ How has technology influenced the way in which councillors work? And interact with their electorate?</li> <li>➤ In what ways does the council promote service users' engagement/dispute resolution with service providers and managers rather than through councillors?</li> </ul>
	Casework	<p>Elected Members are required to undertake their own casework. Where there is a difficult or complex issue an Elected Member may request support or guidance from an officer. Member and Democratic Services provide support to Members when needed. Members also have contact with the relevant officers in each department to ensure members can remain as efficient as possible.</p> <p>The County Council is a 'Digital First' local authority, due to our commitment to digital ways of working, we were able to swiftly respond when the Covid-19 pandemic hit. Elected Members are supported to make the most of the benefits that digital technology offers to both engage with the electorate and respond to casework. This is key to ensuring that casework is manageable for the size of electorate in Staffordshire.</p> <p>Earlier in 2022, the Local Government Association (LGA) carried out the ninth Census of Local Authority Councillors in England. Staffordshire Members were encouraged to take part, with 15 completing the survey. Of those who took part, 5 were Cabinet Members.</p>

One of the questions asked Members about the time they spent on Council business. The results for Staffordshire are provided below. As can be seen, the average total number of hours is 34.1 – slightly under what would be considered a full-time working week. Of the 34.1 hours, a little under a third of that time (10.7) is spent attending meetings. The largest amount of time spent by councillors is engaging with constituents (12.1).

<b>Time spent on council business</b>	
Total (average weekly hours)	34.1
Attendance at council meetings	10.7
Engaging with constituents	12.1
Working with community groups	5.9
Other	5.5

Any reduction in Council Size would lead to Members having to spend more time on Council business, and potentially more time in council meetings, due to there being less Members to fill committee positions. Any increase in Council Size could cause a reduction in the number of hours that Members spend on Council business.

Elected Members receive a comprehensive induction programme. After the last elections in 2021, a programme of induction was developed to give members everything they needed to know in the first few weeks and months of the political term. A range of different topics were covered, including Member Code of Conduct, social media training and equality, diversity, and inclusion. Towards the end of 2021, the Member Development Forum was established. This is a cross party group of members who come together to:

- |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>• Review and consider the support and facilities required by elected members to enhance their ability to perform their role effectively.</li> <li>• Underpin Staffordshire County Council's continuing commitment to developing its elected members and encourage individual members' commitment to learning and development.</li> <li>• Oversee and evaluate Member Development activity.</li> <li>• Act as Member Development Champions within political groups and introduce accountability in relation to Member Development Activity.</li> <li>• Explore ways to encourage, engage and involve all members in matters relating to the County Council and their wider representative role.</li> </ul> |
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### Other Issues

Respondent may use this space to bring any other issues of relevance to the attention of the Commission.

N/A

### Summary

In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the governance arrangements and number of councillors required to represent the authority in the future.

Use this space to summarise the proposals and indicate other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

It is the Council's view that the evidence set out demonstrates that the current size of 62 Elected Members supports efficient and effective governance arrangements and supports Elected Members to effectively deliver Strategic Leadership, Accountability and Community Leadership.

The Council also requests that a single-member division review is undertaken, to address the difficulties of dual-member division as outlined in this submission.

We recognise that the size of the Council needs to be appropriate not just for now, but for the future. In formulating our proposal, we have carefully considered three options – reducing the council size, retaining the current council size, and increasing the current council size. A summary of each option is provided below:

#### Reducing

Page 59  
Any reduction in the number of Elected Members would lead to Members representing an electorate more than the current average of 10,704.4 which is already well above the average for other similar local authorities. A reduction would have significant increase the workload of Elected Members across all three aspects of their role – Strategic Leadership, Accountability and Community Leadership – and potentially reduce the effectiveness of the Council.

#### Retaining

The evidence outlined in this submission shows that the Council is operating effectively with the current council size of 62 Elected Members. We feel that the council size will support the forecasted growth in electorate, with the support provided to Elected Members and the further adoption of digital technology. Our current council size fits the governance model we have, with sufficient representation of committees to ensure that debate is informed by a wide range of opinions. Our governance model is not subject to significant change. Staffordshire continues to develop and find new ways of working, to ensure that we continue to represent our communities, whilst reducing bureaucracy.

#### Increase

There is some evidence to suggest that an increase in Council Size could lead to improved community representation, due to our higher-than-average electors per Elected Member. However, to have a meaningful impact on how Staffordshire's communities were represented, and therefore the casework that Elected Members are required to manage, a significant reduction in the elector to Member ratio could only be achieved by increasing the council size to between 70-80 Elected Members. This would result in a significant increase in the 'cost of democracy' There would also be significant challenges in developing division arrangements that effectively represented community identifies for such a significant increase in divisions.

The proposal to retain our 62 councillors provides the best fit for how Staffordshire operates now and for the future, taking a balanced approach across the three key areas of strategic leadership, accountability, and community leadership.



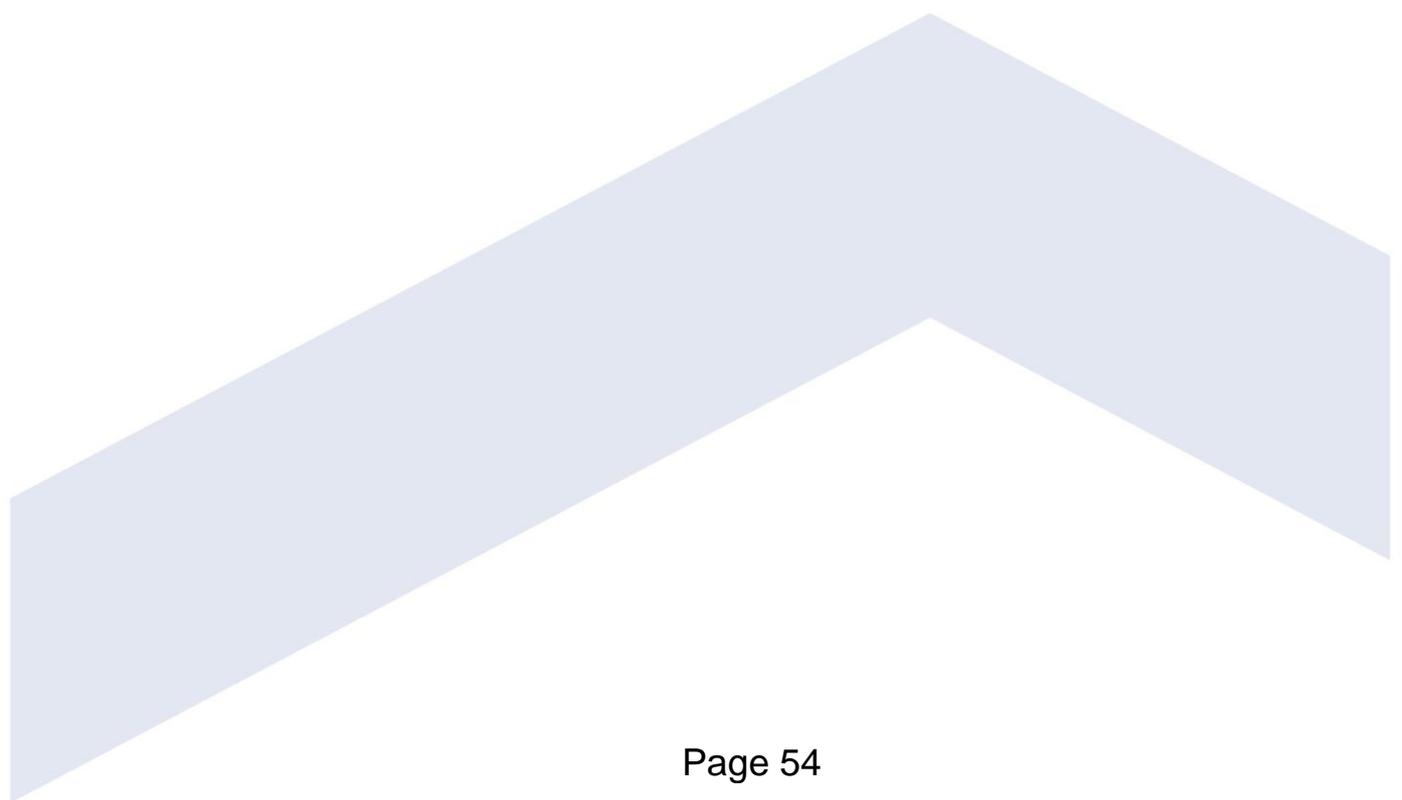
## Appendix 2 – Electoral Forecast – Division Summary

Division	District	2022 Electorate	Standard 2028 Projection	Housing Adjust- ments	Projected 2028 Electorate	Variance from Staffs Average	Electorate Increase
Brereton and Ravenhill	Cannock Chase	9605	9,928	2,095	12,024	3.2%	2,419
Cannock Town Centre	Cannock Chase	11725	12,093	259	12,352	6.0%	627
Cannock Villages	Cannock Chase	11225	11,295	473	11,768	1.0%	543
Chadsmoor	Cannock Chase	10613	10,991	61	11,052	-5.2%	439
Etchinghill and Heath	Cannock Chase	9248	9,542	0	9,542	-18.1%	294
Hednesford and Rawnsley*	Cannock Chase	23919	24,447	1,154	25,601	9.8%	1,682
Burton Tower	East Staffordshire	10,382	10,765	0	10,765	-7.6%	383
Burton Town	East Staffordshire	13,055	13,444	2,132	15,576	33.6%	2,521
Burton Trent	East Staffordshire	10,261	10,652	115	10,766	-7.6%	505
Dove	East Staffordshire	11,754	12,009	2,779	14,787	26.9%	3,033
Horninglow & Stretton	East Staffordshire	11,260	11,676	342	12,018	3.1%	758
Needwood Forest	East Staffordshire	12,208	12,584	1,590	14,174	21.6%	1,966
Uttoxeter Rural	East Staffordshire	10,148	10,486	1,081	11,568	-0.8%	1,420
Uttoxeter Town	East Staffordshire	10,568	10,916	2,342	13,258	13.7%	2,690
Burntwood North	Lichfield	9,753	10,161	0	10,161	-12.8%	408
Burntwood South	Lichfield	10,295	10,523	95	10,618	-8.9%	323
Lichfield City North	Lichfield	10,405	10,880	290	11,170	-4.2%	765
Lichfield City South	Lichfield	11,137	11,346	694	12,040	3.3%	903
Lichfield Rural East	Lichfield	10,060	10,438	677	11,115	-4.6%	1,055
Lichfield Rural North	Lichfield	10,850	10,807	761	11,568	-0.8%	718
Lichfield Rural South	Lichfield	9,698	10,062	0	10,062	-13.7%	364
Lichfield Rural West	Lichfield	10,887	11,345	232	11,577	-0.7%	690
Audley and Chesterton	Newcastle	11,103	11,641	162	11,803	1.3%	700
Bradwell, Porthill and Wolstanton	Newcastle	10,793	11,379	306	11,685	0.3%	892
Keele, Knutton and Silverdale	Newcastle	7,384	8,022	260	8,282	-28.9%	898
Kidsgrove	Newcastle	10,601	11,164	0	11,164	-4.2%	563
May Bank and Cross Heath	Newcastle	10,904	11,475	192	11,667	0.1%	763
Newcastle Rural	Newcastle	10,082	10,446	608	11,054	-5.2%	972
Newcastle South	Newcastle	10,468	11,028	401	11,429	-1.9%	961
Talke and Red Street	Newcastle	11,076	11,581	162	11,743	0.8%	667
Westlands and Thistleberry	Newcastle	9,574	10,089	372	10,461	-10.2%	887
Brewwood	South Staffordshire	10,141	10,564	0	10,564	-9.4%	423
Cheslyn Hay, Essington & Great Wyrley*	South Staffordshire	22,301	23,251	327	23,578	1.1%	1,277
Codsall	South Staffordshire	9,951	10,268	217	10,485	-10.0%	534
Kinver	South Staffordshire	10,615	11,034	72	11,106	-4.7%	491
Penkridge	South Staffordshire	11,163	11,499	135	11,634	-0.2%	471
Perton	South Staffordshire	9,691	10,117	479	10,596	-9.1%	905
Wombourne	South Staffordshire	11,198	11,573	66	11,639	-0.1%	441
Eccleshall	Stafford	11,627	11,935	1,178	13,113	12.5%	1,486
Gnosall and Doxey	Stafford	12,980	13,401	1,909	15,310	31.4%	2,330
Stafford Central	Stafford	11,396	11,938	1,339	13,277	13.9%	1,881
Stafford North	Stafford	10,311	10,770	71	10,841	-7.0%	530
Stafford South East	Stafford	11,155	11,652	0	11,652	0.0%	497
Stafford Trent Valley	Stafford	11,610	12,073	805	12,878	10.5%	1,268
Stafford West	Stafford	11,507	12,107	92	12,199	4.7%	692
Stone Rural	Stafford	11,675	12,033	472	12,505	7.3%	830
Stone Urban	Stafford	11,277	11,797	87	11,884	2.0%	607
Biddulph North	Staffordshire Moorlands	9,851	10,281	0	10,281	-11.8%	430
Biddulph South & Endon	Staffordshire Moorlands	11,019	11,526	38	11,564	-0.8%	545
Caverswall	Staffordshire Moorlands	10,792	11,133	544	11,677	0.2%	885
Cheadle & Checkley	Staffordshire Moorlands	11,311	11,743	967	12,710	9.0%	1,399
Churnet Valley	Staffordshire Moorlands	11,677	12,127	750	12,877	10.5%	1,200
Leek Rural	Staffordshire Moorlands	11,385	11,859	0	11,859	1.7%	474
Leek South	Staffordshire Moorlands	11,069	11,531	451	11,982	2.8%	913
Amington	Tamworth	9,968	10,228	1,029	11,257	-3.4%	1,289
Bolebridge	Tamworth	9,966	10,077	1,065	11,142	-4.4%	1,176
Perrycrofts	Tamworth	10,312	10,506	487	10,993	-5.7%	681
Stonydelph	Tamworth	9,565	9,958	0	9,958	-14.6%	393
Watling North	Tamworth	9,757	10,184	1	10,185	-12.6%	428
Watling South	Tamworth	9,712	10,048	0	10,048	-13.8%	336
<b>Staffordshire</b>		<b>666,023</b>	<b>690,427</b>	<b>32,216</b>	<b>722,643</b>	<b>0</b>	<b>56,620</b>

\*Two Member Division - variance from Staffs Average is therefore shown per Member.

We are still working with Lichfield District Council on housing development data, to confirm the likely status of several potentially major developments by 2028.

The forecast electorate in this district may therefore be subject to a further increase prior to final submission.



## **Corporate Overview and Scrutiny Committee Tuesday 13 September 2022**

### **Overview and Scrutiny Work Programme 2022-23 Update**

#### **Recommendation(s)**

I recommend that:

- a. Corporate Overview and Scrutiny Committee receive the Overview and Scrutiny Work Programme update report.
- b. Corporate Overview and Scrutiny Committee consider and comment on the planned Work Programme 2022-23.

#### **Report of Deputy Chief Executive & Director for Corporate Services John Tradewell**

#### **Summary**

1. The Corporate Overview and Scrutiny Committee is the overarching scrutiny body with responsibility for developing and agreeing the combined work programme for the Council's overview and scrutiny function. The work programme co-ordinates items scheduled at each of the Councils four overview and scrutiny committees.
2. Members are asked to consider the update on programme delivery and work planned by the Overview and Scrutiny Committees in 2022-23.

#### **Background**

3. The Local Government Act 2000 states that Councils operating executive arrangements must also make provision for the appointment of one or more overview and scrutiny committees. At their Annual meeting on 19 May 2022, the County Council appointed the following committees:

- Corporate Overview and Scrutiny
- Health and Care Overview and Scrutiny
- Prosperous Overview and Scrutiny
- Safeguarding Overview and Scrutiny

4. The Terms of Reference for each Overview and Scrutiny Committee can be viewed in [Section 7 of the County Councils Constitution](#).
5. In May 2022, each committee developed a draft work programme of matters that fall within their Terms of Reference taking into account any outstanding items from previous years' work programmes, as necessary.
6. Work programmes are reviewed at each committee meeting to take account of new information which becomes available and emerging priorities etc to ensure they remain relevant and timely.
7. Scrutiny Chairmen and Vice-Chairmen hold regular Triangulation meetings with Executive Members and Directors and where applicable with senior officers from partner organisations, to discuss emerging matters, priorities and circumstances that might change decision making and scrutiny timelines.
8. The Corporate Overview and Scrutiny Committee membership includes all Chairman of Overview and Scrutiny Committees in order to maintain oversight of the combined work programme (appendix 1).
9. Members are requested to review the contents and timelines in the work programmes to:-
  - a) ensure they remain appropriate having regard to any cross-cutting matters (i.e. those which might fall under the Terms of Reference of more than one Committee)
  - b) provide a wider view of the issue(s) involved before Committees focus on their key lines of enquiry.

### **Current position**

10. Overview and Scrutiny Committees are progressing the current work programme (Appendix 1) and have completed the first quarter meetings from May – July 2022.
11. The report provides a summary of activity from quarter 1 and focus for committees, work groups and other scrutiny activity quarter 2, August – October 2022.
12. Work Programme progress:
  - a) Eleven Overview and Scrutiny Committee meetings were held between 30 May 2022 and 2 August 2022. Twenty two topics have been considered.

- b) Member briefings and pre-meetings were arranged online, briefing papers circulated, and links to further information to develop knowledge and awareness of specific issues have been circulated where appropriate.
- c) A 'Developing Healthier Communities' workshop was held on 21 June for Health and Care O&S Members, District and Borough Members and Partners. There will be a follow up report to Committee in October.
- d) Scrutiny working groups have been established or re-convened in 2022-23 to look in depth at specific issues:
  - Climate Change
  - Women's Health
  - Medium Term Financial Strategy (MTFS)
  - Integrated Care Hubs – County, District and Borough Members Working Groups will report back to relevant O&S Committees.
- e) An informal workshop with Young Carers is scheduled at the end of September with Members from Safeguarding O&S to consider the services they receive.
- f) To ensure the continuous development of the scrutiny function all Chairmen and Vice-Chairmen of Overview and Scrutiny Committees meet quarterly with the Scrutiny and Support Team to reflect on scrutiny process, develop working mechanisms and share good practice. The Overview and Scrutiny Chairs Forum met on 6 June 2022 and will meet again on 22 September 2022.

## **Work Programme Focus for Quarter 2**

### **13. Corporate Overview and Scrutiny Committee:**

- a. 13 September meeting will consider the O&S work programmes; The Councils draft submission to the Boundary Commission; An update on the Governance review;
- b. 25 October is due to look at the corporate Complaints Annual Report 2021/22; LGSCO Annual report; Integrated Performance report quarter 2; Review of the Entrust changes; and the Climate Change working Group final report.
- c. Informal meeting has been arranged to look at Data sharing with partners. This item has recently been considered at Audit and Standards Committee so is for information.
- d. 7 October and 7 November, have been reserved for any called in decisions.

14. Health and Care Overview and Scrutiny Committee:

- a. 19 September focus is on the health and care system pressures and performance.
- b. 22 September Joint Scrutiny with City of Wolverhampton Council of the Quality Account for Royal Wolverhampton NHS Trust.
- c. Additional meeting 3 October 2022 to focus on Adult Social Care reform, the future of supported living services, developing healthier communities workshop findings and Public Health performance dashboard.
- d. 17 October meeting focus will be focus on workforce issues across health and care in Staffordshire and the impact of the findings and recommendations from the Ockenden Report, the independent review of Maternity Services at The Shrewsbury and Telford Hospital NHS Trust.

15. Prosperous Overview and Scrutiny Committee:

- a. 29 September: – (i) Schools White Paper; (ii) Highways Transformation Progress and Performance and; (iii) SEND and Special Education Provision Capital Spend 2022-2024.
- b. 19 October 2022: – (i) Countryside Review – Update; (ii) Staffordshire History Centre - Update; (iii) Libraries Arts – Update; (iii) Chasewater Vision; (iv) Economic Recovery Renewal and Transformation/Economic and Rural Strategies Sixth monthly Progress Update

16. Safeguarding Overview and Scrutiny Committee:

- a. The 1 September meeting largely focuses on developments within Children’s Services, scrutinising: (i) the MacAlister Report, looking at the potential impact for Staffordshire’s children’s services from the report’s proposals; (ii) delivery of the changes introduced as part of the Children’s Services Transformation, including meeting the expected timescales; (iii) pre-decision scrutiny on the Family Hub initiative; and (iv) the Ofsted focused visit – improvement action plan.  
This meeting will also consider a pre-decision scrutiny item on the Domestic Abuse recommissioning arrangements.
- b. An additional meeting on 24 October has been added to focus on community safety, looking at the outcome of the Fishmonger Hall Investigation as well as the LA’s role in the Prevent Partnership.
- c. 24 November is currently scrutinising the Staffordshire Safeguarding Children’s Board Annual report.

17. Potential topics with cross remits:

- a. North Staffordshire Air Quality Plan (Prosperous), Health implications have been indicated as a potential Health and Care issue.
- b. Highways transformation plan (Prosperous) and monitoring Amey contract (Corporate)

### **Link to Strategic Plan**

18. The Overview and Scrutiny Committee remits and work programmes are developed to ensure that scrutiny reinforces the value and importance of challenge and they are aligned to the ambitions and delivery of the principles, priorities and outcomes of the Strategic Plan 2022-2026.

### **Link to Other Overview and Scrutiny Activity**

19. The work programme will co-ordinate scrutiny activity between the four Overview and Scrutiny Committees, identify matters for joint scrutiny or determine the lead committee for an issue, and take into account where and when scrutiny can add value and influence decision making.

### **List of Appendices:**

Appendix 1: Overview and Scrutiny Work Programme 2022-23

Background Documents

Link 1 - Corporate O&S Committee Work Programme: [2 August 2022](#)

Link 2: Health and Care O&S Committee Work Programme: [11 July 2022](#)

Link 3: Prosperous O&S Committee Work Programme: [7 July 2022](#)

Link 4: Safeguarding O&S Committee Work Programme: [1 August 2022](#)

### **Contact Details**

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## Overview and Scrutiny Work Programme 2022/23

Scrutiny Committee	Date of Meeting	Topic	Details / Background	Cabinet Member	Responsible Officer / Health Representative
Safeguarding Overview	01/09/22	Children's Services Transformation	the new Children's Transformation went live on 1 October 2021. Six months on this is an opportunity for Members to seek reassurance that it is delivering as intended, including on SEND.	Mark Sutton, Cabinet Member for Children & Young People	Helen Riley
Corporate Overview	13/09/22	Overview and Scrutiny Work Programmes	To ensure communication between the committees and no duplication	O&S committee chairman	
Corporate Overview	13/09/22	Boundary Commission update	Update	Alan White	Chris, Kerry Dove
Corporate Overview	13/09/22	Governance of outside partnerships	Arms length companies- governance working group to look at outside bodies and report to COSC - agreed with KL 050822	Alan White	Kate Loader
Health and Care	19/09/22	ICB System Pressures	Risk and performance scrutiny		
Health and Care	19/09/22	Social Care Performance	Performance scrutiny	Julia Jessel	
Health and Care	19/09/22	ICB Performance Update	Risk and performance scrutiny	Julia Jessel	
Health and Care	22/09/22	Joint meeting with Wolverhampton RWT Acute Hospital QA Performance	Risk and performance scrutiny	Julia Jessel	
Prosperous Overview	29/09/22	North Staffordshire Local Air Quality Plan		Simon Tagg	
Prosperous Overview	29/09/22	Highways Transformation Progress and Performance Quarterly Update	Scheduled update in Programme progress with performance monitoring of existing arrangements	David Williams	
Prosperous Overview	29/09/22	Schools White Paper	Pre-decision scrutiny of the County Council's formal response	Jonathan Price	
Health and Care	03/10/22	The Future Supported Living Services in Staffordshire	Social Care pre-decision		
Health and Care	03/10/22	Developing Healthier Communities	Wider determinants / Public Health		
Health and Care	03/10/22	Public Health Dashboard	Performance scrutiny		
Health and Care	17/10/22	Workforce Planning - Health and Care	Risk and performance scrutiny	Julia Jessel	
Health and Care	17/10/22	Ockenden Report Implications	Risk and performance scrutiny	Julia Jessel	

Scrutiny Committee	Date of Meeting	Topic	Details / Background	Cabinet Member	Responsible Officer / Health Representative
Health and Care	17/10/22	UHDB QA Performance			
Health and Care	17/10/22	Workforce Planning - ICB Acute Trusts	Risk and performance scrutiny	Julia Jessel	
Health and Care	17/10/22	Winter Planning	Risk and Performance		
Prosperous Overview	19/10/22	Countryside Review - Update		Victoria Wilson	
Prosperous Overview	19/10/22	Staffordshire history Centre-Update		Victoria Wilson	
Prosperous Overview	19/10/22	Libraries and Arts - Update		Victoria Wilson	
Prosperous Overview	19/10/22	Chasewater Vision	Scrutiny of the County Council's proposed new Chasewater offer	Victoria Wilson	
Prosperous Overview	19/10/22	Economic Recovery Renewal and Transformation (Economic and Rural Strategies) - Six monthly update	Scheduled update in Plan progress and delivery	Philip White	
Safeguarding Overview	24/10/22	Community safety and the outcome of the Fishmonger's Hall investigation	Findings from the Fishmonger Hall incident showed there had been inadequate management of Usman Khan. Members want to satisfy themselves that changes have been made to prevent further such incidents. This also impacts on the Committee's role as the designated crime and disorder panel.	Victoria Wilson, Cabinet Member for Communities & Culture	Trish Caldwell
Corporate Overview	25/10/22	Corporate Complaints Annual Report 2021/22	Annual report - to enable members to identify areas which need more scrutiny	Alan White	John Tradewell/Kate Bullivant
Corporate Overview	25/10/22	LGSCO Annual Report	Annual report - to enable members to identify areas which need more scrutiny	Alan White	John Tradewell/Kate Bullivant
Corporate Overview	25/10/22	Integrated Performance Report - Quarter 2	Quarterly report.	Ian Parry	Kerry Dove/ John Tradewell
Corporate Overview	25/10/22	Entrust - review of changes	scrutiny of changes to contract	Mark Deaville	Ian Turner
Corporate Overview	25/10/22	Climate Change Working Group - Final report	Final report		Deb Breedon
Prosperous Overview	10/11/22	Household Waste Recycling Centres - New service performance against key performance indicators		Simon Tagg and David Williams	

Scrutiny Committee	Date of Meeting	Topic	Details / Background	Cabinet Member	Responsible Officer / Health Representative
Prosperous Overview	10/11/22	Digital Infrastructure - Update	Monitoring performance against the Update Plan considered by the Committee in April 2022	Simon Tagg and David Williams	
Safeguarding Overview	24/11/22	Staffordshire safeguarding Children's Board Annual report	report brought annually	Sue Barnsely - Independent Chair of SSCB	Lynn Milligan
Health and Care	28/11/22	NSCHT QA Performance	Risk and performance scrutiny	Julia Jessel	



# WORK PROGRAMME

## Corporate Overview and Scrutiny Committee – 2022/2023

The Corporate Overview and Scrutiny Committee is the Council's principal overview and scrutiny committee. It is responsible for co-ordinating and approving the scrutiny work programmes, overseeing the work of the Overview and Scrutiny Committees and ensuring coherence of approach to cross cutting policy themes. The committee also has a key role in challenging progress around the Council's ambitions of running the business well.

The Committee also scrutinises those areas of the County Council's activity focused on corporate improvement. Its remit covers:

- Holding the Leader and Cabinet Member for Finance and Resources of the Council to account for achievement of the overall vision of a connected Staffordshire.
- The Council's overall performance and approach to managing performance and Strategic Corporate Planning
- The Council's Medium-Term Financial Strategy
- The Council's on-going programme of improvement and transformation.
- The Committee is responsible for scrutiny of achievement against the Council's strategic priorities.
- The Council as a commissioning organisation including how it uses customer insight to drive improvements in services.

We review our work programme regularly to ensure it remains relevant to the challenges facing local communities, the Council and its partners.

### **Councillor Colin Greatorex**

Chairman of the Corporate Overview and Scrutiny Committee

If you would like to know more about our Work Programme or how to raise issues for potential inclusion on a Work Programme, then please contact Mandy Pattinson, Scrutiny and Support Officer ([mandy.pattinson@staffordshire.gov.uk](mailto:mandy.pattinson@staffordshire.gov.uk))

**Work Programme 2022/2023**

<b>Date of Meeting</b>	<b>Item</b>	<b>Details (Background)</b>	<b>Action / Outcome</b>
<del>6 June 2022</del>	Reserved for Call In - cancelled		
21 June 2022	<b>Work Programme -</b> Members: Alan White/Ian Parry Officers: John Tradewell/Rob Salmon	Development of the work programme for 2022/23	That the draft Work Programme for 2022/23 be agreed.
	<b>Appointment of the Medium-Term Financial Strategy Working Group</b> Officers: Mandy Pattinson		Councillors C Greatorex (Chairman), B Peters, C Atkins, J Pert, G Heath, S Thompson and J Oates.
Page 66	<b>Climate Change Working Group Update</b> Officer: Deb Breedon	To receive an update report	<ul style="list-style-type: none"> <li>a) That the membership comprise: Councillors C Atkins, T Clements, J Pert, B Peters, D Smith and S Thompson. C Wileman to be invited to remain as a member.</li> <li>b) Chairman - Councillor S Thompson.</li> </ul>
	<b>Boundary Commission Review – update</b> Chairman verbal report		<ul style="list-style-type: none"> <li>a) That the Committee continue to receive updates at its future meetings.</li> <li>b) That the Committee view the Consultation plan at the earliest opportunity, specifically the ways of engaging with older people; those not happy with completing forms on line; BME communities; the rural communities; and how Parish councils could help to publicise the consultation.</li> </ul>

**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
<del>4 July 2022</del>	Reserved for Call In	Cancelled.	
2 August 2022	<b>Integrated Performance Report – Quarter 1</b> Members: Alan White/Ian Parry Officers: John Tradewell/Rob Salmon	Quarterly report. To include information on the Household support fund.	1. Information on the anticipated impact of the £3.046m reduction in Carriageway/other maintenance, be included in the next performance report. 2. It was requested that the Cabinet member for Health and Care look at the 'Workforce Strategy' and ensure that, where possible, it included Health Partners. 3. Information on the 'Maintained schools forecast spend' and the new developer contributions of £2.094m which remained unallocated, be included in the next performance report.
	<b>Boundary Commission Review – update</b> Officers: Chris Ebberley/Kerry Dove/Katie Marshall	Update	Noted the report.
<del>8 August 2022</del>	Reserved for Call In	Cancelled	
<del>2 September 2022</del>	Reserved for Call In	Cancelled	
13 September 2022	<b>Overview and Scrutiny Work Programmes</b> Overview and Scrutiny Chairman	To ensure communication between the committees and no duplication	
	<b>Boundary Commission Review – update</b>		

### Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Officers: Chris Ebberley/Kerry Dove/Katie Marshall		
	<b>Governance review – update</b> Cabinet Member: Alan White Officers: Kate Loader		
7 October 2022	Reserved for Call In		
25 October 2022	<b>Corporate Complaints Annual Report 2021/22</b> Member: Alan White Officers: John Tradewell/Kate Bullivant	Annual report	
Page 68	<b>LGSCO Annual Report</b> Member: Alan White Officers: John Tradewell/Kate Bullivant	Annual report	
	<b>Climate Change Working Group Update</b> Chairman: S Thompson Officer: Deb Breedon		
	<b>Integrated Performance Report – Quarter 2</b> Members: Alan White/Ian Parry Officers: John Tradewell/Rob Salmon/Kerry Dove	Regular quarterly report	
	<b>Entrust – Review of changes</b> Member: Mark Deaville Officers: Ian Turner	Decision taken to change contract at June Cabinet – O&S to scrutinise changes and implications.	
7 November 2022	Reserved for Call In		

### Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
12 December 2022	<b>Equality, Diversity and Inclusion - Principles, Objectives and Action Plan update (to include gender pay gap update)</b> Member: Alan White Officers: Sarah Getley/Kerry Dove	Requested by members	
10 January 2023	Reserved for Call In		
27 January 2023	<b>Overview and Scrutiny Work Programmes</b> Overview and Scrutiny Chairman	To ensure communication between the committees and no duplication	
	TBC- Scrutiny of the <b>Local Enterprise Partnership</b> (including governance arrangements). Officer - Lucy Sefton	Annual scrutiny. Date to be agreed with LEP.	
	<b>MFTS 2022-2027 Working Group Report</b> Chair of COSC - Cllr Greatorex Rob Salmon/Rachel Spain		
10 February 2023	Reserved for Call In		
27 February 2023	<b>Quarterly Integrated Performance report (Quarter 3)</b> Members: Alan White Officers: John Tradewell/Rob Salmon/Kerry Dove	Regular quarterly report	
	<b>Peoples strategy – update</b>	Pre decision scrutiny – Cabinet in March	

### Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Members: Alan White/Ian Parry Officers: John Tradewell/Sarah Getley		
6 March 2023	Reserved for Call In		
3 April 2023	Reserved for Call In		
11 April 2023			
8 May 2023	Reserved for Call In		

### Items for Consideration or needing more detail- Work Programme 2022/2023

Suggested Item	Details (Background)	Proposed Date of Meeting
Digital – in 2021/22 work programme	Audit committee considering audit review recommendations. In prosperous work programme. Social Care aspect of digital in Health O&S work programme	
Civil Contingency's	Raised by the Leader at triangulation – Officer Tracey Thorley. More information needed	
Leaders Board for Staffordshire	Raised by the Leader at triangulation – Officer Keith Luscombe. More information needed	
Governance - review of partnerships	<ul style="list-style-type: none"> <li>• AMEY – Prosperous committee looking at performance and contract - April 2022.</li> <li>• Nexxus – no changes proposed</li> <li>• Entrust – part of Gov review</li> </ul> Currently a governance review working group (officers-lead by internal audit).	Entrust (October 2022) Arms length companies – 13 September. Outside bodies to be reviewed by Governance working group – report to this committee TBC.

<b>Items for Consideration or needing more detail– Work Programme 2022/2023</b>		
<b>Suggested Item</b>	<b>Details (Background)</b>	<b>Proposed Date of Meeting</b>
	Possible – briefing paper with update on current position September. Date to be confirmed	
Governance of ICU and Strategic partnerships	Chair to discuss with Cllr Pert – currently in Health WP	

<b>Standing Items 2022/2023</b>		
<b>Item</b>	<b>Details (Background)</b>	<b>Action / Outcome</b>

<b>Briefing Notes / Updates / Visits 2022/2023</b>			
<b>Date</b>	<b>Item</b>	<b>Details (Background)</b>	<b>Action / Outcome</b>
9 September - informal teams meeting	Data sharing	Members requested information on the way we share data with partners / good working practices etc.  Officers: Natalie Morrisey/Kerry Dove	Work shop- teams. Presentation: <ul style="list-style-type: none"> <li>• process</li> <li>• examples</li> <li>• improvements</li> </ul>

<b>Working Groups / Inquiry Days 2022/2023</b>		
MTFS Working Group 2022/23	<ul style="list-style-type: none"> <li>• Cllr C Greatorex (Chair)</li> <li>• Cllr B Peters</li> <li>• Cllr C Atkins</li> <li>• Cllr J Pert</li> <li>• Cllr G Heath</li> <li>• Cllr S Thompson</li> <li>• Cllr J Oates</li> </ul>	<ul style="list-style-type: none"> <li>• Information – Training 1 August 2022</li> <li>• 6 September 2022</li> </ul>
Climate Change Working Group	Membership (confirmed June 2022) <ul style="list-style-type: none"> <li>• Cllr S Thompson</li> <li>• Cllr C Wileman</li> <li>• Cllr C Atkins</li> </ul>	17 November 7 January – scoping meeting Information gathering – Jan- March (dates tbc) Update to COSC June Information gathering – 28 September

**Briefing Notes / Updates / Visits 2022/2023**

<b>Date</b>	<b>Item</b>	<b>Details (Background)</b>	<b>Action / Outcome</b>
	<ul style="list-style-type: none"><li>• Cllr T Clements</li><li>• Cllr J Pert</li><li>• Cllr B Peters</li><li>• D Smith</li></ul>	Final report – expected October 2022	

Membership – County Councillors 2022-23	Calendar of Committee Meetings - 2022-2023
Colin Greatorex (Chairman) Samantha Thompson (Vice Chairman - Overview) Gill Heath (Vice Chairman - Scrutiny) Charlotte Atkins Tina Clements Mike Davies John Francis Jeremy Oates Jeremy Pert Bernard Peters Kath Perry Bob Spencer Mike Worthington	<del>6 June 2022 Reserved for Call In</del>
	21 June 2022
	<del>4 July 2022 Reserved for Call In</del>
	2 August 2022
	<del>8 August 2022 Reserved for Call In</del>
	<del>2 September 2022 Reserved for Call In</del>
	13 September 2022
	7 October 2022 Reserved for Call In
	25 October 2022
	7 November 2022 Reserved for Call In
	12 December 2022
	10 January 2023 Reserved for Call In
	17 January 2023
	10 February 2023 Reserved for Call In
	27 February 2023
	6 March 2023 Reserved for Call In
3 April 2023 Reserved for Call In	
11 April 2023	
8 May 2023 Reserved for Call In	

