



Report to: Scrutiny Committee, 4th January 2017
Report of: Corporate Governance Scrutiny Review Group

Final Report

Corporate Governance Scrutiny Review

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1 Introduction

- 1.1 The Council's constitution provides that the Scrutiny Committee can agree a programme of not more than three scrutiny reviews a year, such reviews are to be a time limited, in-depth investigation into specific service areas or policy. The review panels report back to the Scrutiny Committee with their findings.
- 1.2 Scrutiny has highlighted several areas of work they wish to explore; one of these is the Council's corporate governance arrangement (political governance and decision-making arrangements). The Scrutiny Committee agreed the scope of a review of Corporate Governance arrangements on the 31st August 2016 in order to assist the Council.
- 1.3 The purpose of the review is to provide a better understanding of the effectiveness of the current corporate governance arrangements at Worcester City Council and alternative options available.
- 1.4 The panel membership includes:
 - Cllr Marc Bayliss (Chair of the panel)
 - Cllr Christine Cawthorne
 - Cllr Louis Stephen
 - Cllr Lucy Hodgson
- 1.5 The Corporate Governance Review Group would like to thank all the Members and officers from Malvern Hills District Council, Stroud District Council and Guildford Borough Council who took the time to meet or talk with us to help inform this review.

2 Scope of the Review

- 2.1 The review group set out to review Worcester City Council's current governance arrangements and alternative models available to include, but not limited to Leader and Cabinet, Committee and hybrid systems to:
 - Consider the effectiveness of the current governance arrangements at Worcester City Council.
 - Identify other corporate governance models.
 - Assess the strengths and weaknesses of each system taking account of structural, legal, resource and cultural implications.
- 2.2 Consider if a change in governance arrangements would improve the quality of decision making as well as how it would change member involvement and engagement.
- 2.3 Alternative options for governance arrangements should be considered with regards to the relative merits and shortcomings, including structural, legal, resource and cultural implications.

3 Background

- 3.1 Worcester City Council currently operates under a Leader and Cabinet governance arrangement. The City Council moved from committee governance arrangements to a Leader and Cabinet system in 2002 following the introduction of the Local Government Act 2000.
- 3.2 The Local Government Act 2000 introduced a separation of powers into local government. The Act required most local authorities to change governance arrangements from the committee system to an executive model.
- 3.3 The Localism Act 2011 further increased the governance options for local authorities.
- 3.4 The three main models of governance are outlined below:
- Leader and cabinet. This is the governance system that most councils operate. In some councils, individual members of the cabinet have decision-making powers; in others, decisions have to be made by the whole cabinet. Cabinet is led by a leader, who is elected by full council for a term determined by the council itself or on a four yearly basis (and will usually be the leader of the largest party on the council). These councils must have at least one overview and scrutiny committee.
 - Mayoral system. These councils have a directly-elected executive mayor with wide decision-making powers. The mayor appoints a cabinet made up of other councillors, who may also have decision making powers. These councils must also have at least one overview and scrutiny committee.
 - Committee system. Committee system councils make most decisions in committees, which are made up of a mix of councillors from all political parties. These councils may have one or more overview and scrutiny committees but are not required to.
 - There are variations for each of these models that can lead councils to adopt hybrid approaches; most commonly this is a hybrid between leader/cabinet and the committee system (with such an approach usually seen legally as being a modified version of the leader/cabinet system, and therefore not requiring a formal change under the Act). Councils also have the option of suggesting an approach of their own to the Secretary of State.¹
- 3.5 Worcester City Council has experienced frequent changes in administration and political balance in recent years.

¹ LGA Rethinking governance – practical steps for councils considering changes to their governance arrangements

Year	Political Group	Number of seats	Administration
2016/17	Conservative	17	Minority Labour administration with Green support.
	Labour	16	
	Green	2	
2015/16	Conservative	19	Conservative administration
	Labour	15	
	Green	1	
2014/15	Conservative Party	17	Conservative administration with independent support
	Labour Party	15	
	Liberal Democrats	1	
	Green Party	1	
	Independent	1	
2013/14	Conservative Party	17	Minority Labour administration with Green & Liberal Democrats support
	Labour Party	15	
	Liberal Democrats	2	
	Green Party	1	
2012/13	Conservative Party	17	Conservative minority administration with Liberal Democrats support
	Labour Party	15	
	Liberal Democrats	2	
	Green Party	1	

- 3.6 Worcester City Council's current committee structure and committee functions are provided in **Appendix 1** and **Appendix 2**. A summary is provided below.

Decision Making Committees

The Cabinet is the decision making body, and with the exception of decisions made by the Regulatory Committees and those reserved for decision by full Council, decides on the issues involved in the running of the Council business.

- Annual Council (1 meeting)
- Appeals (as required)
- Audit and Governance Committee (4 meetings)
- Cabinet (8 meetings)
- Council (5 meetings)
- Licensing Sub Committees (12 meetings)
- Personnel and General Purposes Committee (4 meetings)
- Joint Consultative and Safety (4 meetings)
- Worcestershire Regulatory Services Board (3 meetings)

Regulatory Committees

These Committees are set up to consider and determine all matters covered by a particular Regulatory system. The Planning Committee has the authority to determine all applications under the development control system, and the Licensing Committee and its related Sub-Committees deal with issues such as street collections, taxi licensing and matters under the Licensing Act 2003.

The Standards Committee comes into this category, its purpose to monitor the workings of the Council.

- Licensing and Environmental Health Committee (4 meetings)
- Planning Committee (12 meetings)
- Standards Committee (3 meetings)

Overview and Scrutiny Committee

These Committees and the panels and working parties set up to consider specific issues, are the way in which the council has organised the scrutiny function for Councillors not Members of the Cabinet.

- Scrutiny Committee (8 meetings)
- Performance Management and Budget Scrutiny Committee (6 meetings)

- 3.7 It must be noted that during the course of the Corporate Governance Scrutiny Review, the below motion was put to Council and agreed on the 22nd November 2016:

Given the fact that there have been four political administrations in five years and that there is a very real prospect of a situation of no overall control continuing for the foreseeable future, it is Council's belief that governance arrangements that enable all political parties to share in shaping and directing the future direction of the Council should be developed.

Therefore, Council resolves under the provisions of the Localism Act 2011:

- *To change its governance arrangements and start to operate a Committee system form of governance from the annual meeting in May 2017.*
- *To request the Monitoring Officer/Deputy Director Governance to work with the three group leaders to draw up by February Council detailed proposals for the operation of the Committee system, including, but not limited to, a review of the Constitution, developing a Committee structure, the distribution of seats on those Committees in accordance with political balance rules and a review of Members allowances.*
- *To take note of any pertinent results emanating from the cross party scrutiny review of governance arrangements as it concludes.*
- *To begin planning public consultation arrangements for implementation following February Council's adoption of an agreed Committee system.*

- 3.8 It is recognised that the Council decision has influenced the report of the Corporate Governance Scrutiny Review. However, the review remains primarily engaged in understanding the different approaches to governance and ways of working around decision making rather than the process of transition to a Committee Model. The principles and findings of the review are therefore valuable in supporting and informing the development of a new committee model.

4 National Context

- 4.1 The Local Government Act 2000 introduced a separation of powers into local government with the aim of making council decision-making more efficient, transparent, and accountable. The Act required most local authorities to change governance arrangements from the committee system to an executive model.
- 4.2 The Local Government and Public Involvement in Health Act 2007 restricted the governance options available to local authorities requiring Council's to introduce a choice of two models: a directly elected mayor or a new style "strong" council leader.
- 4.3 The Localism Act 2011 further increased the governance options for local authorities to include executive arrangement (Leader and Cabinet or Mayor and Cabinet), committee system or a prescribed (hybrid) arrangement. The committee system had previously been limited to districts with populations of less than 85,000.
- 4.4 Councils wishing to move from one governance system to another must make a formal decision to do so by resolution to Full Council. A change in formal governance arrangements must occur at a specified "change time", which is at the council's Annual General Meeting (AGM). Prior to the change time, the council needs to have resolved formally to make a governance change. There is no minimum period of time between the resolution and the change time, but there does need to have been enough time for the council to formally publish the proposal and consult on it.²
- 4.5 A formal change in governance arrangements prompted by a petition and referendum cannot be changed for 10 years and would require another referendum. A Council instigated change in governance arrangements must be retained for 5 years.
- 4.6 There are some functions which must be delivered by the Full Council including:
 - approval or adoption of key strategies, including development plans,
 - sustainable community strategy, and youth
 - approval or adoption of council budgets
 - approval of a scheme of allowances for elected councillors
 - applications for changes in arrangements for elections, such as smaller numbers of councillors or a move from multi-member to single-member wards.
- 4.7 There is a statutory duty for local authorities to scrutinise health, community safety, and flood prevention under S244 of the National Health Service Act 2006; under S19 of the Police & Justice Act 2006; and under Section 9FH of the Local Government Act 2000 (as amended by Schedule 2 of the Localism Act 2011). Councils who choose not to have scrutiny committees must specify how these will be scrutinized, either by the full council or by one of its committees.³
- 4.8 The Local Government Association 'Rethinking Governance' guidance document states that most Councils operate a Leader and Cabinet governance system.

² LGA Rethinking governance – practical steps for councils considering changes to their governance arrangements

³ LGIU Policy Briefing - Changing to a committee system in a new era, 16 December 2014, Janet Sillett

5 Methodology and Research

- 5.1 Desktop research of previous research, reports and examples of good practice used in other areas.
- 5.2 Gathering the views of relevant groups and individuals to include:
 - Centre of Public Scrutiny
 - Worcester City Council Councillors
 - Worcester City Council officers
 - Monitoring Officer
 - Managing Director
- 5.3 Visits to other authorities who use different systems of corporate governance or who have recently changes or considered alternative models.
- 5.4 A list of all the evidence and research that has been used to inform this report is included as **Appendix 3**.
- 5.5 The information gathered from the research, visits and engagement has been used to inform the content of this report. A summary is provided below in **Section 7**.

6 Design Principles

During the early stages of the scrutiny review, the Group agreed The below Design Principles were agreed by the Review Group as tangible aims to inform judgements about whether a governance system meets the requirements for the Council.

- 6.1 Member/Officer involvement and relationship –
 - Members from all political groups are informed about and actively involved in the development of key policies and making of key decisions.
 - Fit for purpose scheme of delegation in place to ensure timely and efficient decision making - clarity and transparency over the use of officer delegation for decisions regarding operational policies and issues.
 - Officers provide appropriate and proportionate support and timely information about policy development and decision making to all members.
- 6.2 Forward planning / work planning –
 - Clear understanding of 'Key Decisions' and timely publication, including key evidence sources and rationale for proposals, to enable challenge/scrutiny at an earlier stage.
 - Clear, comprehensive and timely consultation process incorporated into decision making cycle to involve all members (not just cabinet members or committee chairs).
- 6.3 The way information about decision making is published and used –
 - Timely publication of reports and background papers with clarity regarding consideration and evaluation of alternative options.

- Scrutiny activities are well informed, focussed and timely to provide robust and effective challenge.

6.4 Involvement of the public in major decisions –

- Enhanced digital inclusion around policy development and key decisions.
- The public and the Council's key partners are informed about and have the opportunity to be involved in decision making processes.

6.5 Stability –

- Ideally, agreement of principles and 'common ground' regarding policy development and decision making processes from all political groups.
- Minimised effect of political change on good governance and robust decision making processes.

7 Gathering the Views of Relevant Groups and Individuals

External Advice from Centre for Public Scrutiny

- 7.1 The Corporate Governance Review Group sought the advice of Ed Hammond, Director for Local Accountability for the Centre for Public Scrutiny who leads CfPS' programmes, projects and policy developments relating to promoting and improving scrutiny and governance in local government.
- 7.2 Mr Hammond met with the Review Group on the 14th September 2016 and provided an overview of the process and broad principles of reviewing and changing governance arrangements, the different kinds of governance models including relative merits and issues, overview and scrutiny roles and cost/resource implications
- 7.3 Mr Hammond referred to the 'LGA 'Rethinking Governance' guidance documents as a useful toolkit for Council's reviewing governance arrangements.
- 7.4 A summary of discussions with Mr Hammond is provided as **Appendix 4**.

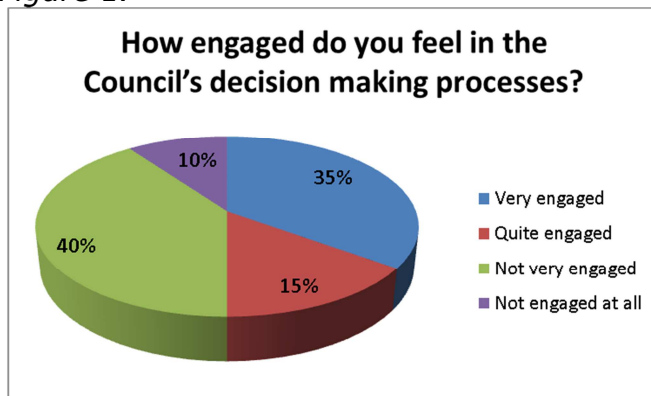
Member Survey

- 7.5 An online survey of Worcester City Council members was undertaken between 16th November and 7th December 2016.
- 7.6 20 responses were received and these had representation from members of all political groups (10 from the group in administration and 10 from opposition groups). Key results and commentary are shown below with further details, including responses to open text questions, provided in **Appendix 5**.

Question – percentage of respondents who	Response	Adminis- tration	Oppos- ition
Feel very engaged or quite engaged feel in the Council's decision making processes - see Figure 1 below .	50%	100%	0%
Would like to be more engaged in the	60%	20%	100%

Question – percentage of respondents who ...	Response	Administration	Opposition
Council's decision making processes			
Think that the current governance system enables all Councillors to be fully engaged in decision making processes	45%	90%	0%
Think that members from the controlling political group(s) are more engaged in decision making processes than members from other political groups under the current governance system	65%	40%	90%
Think all Councillors understand how our current governance system works and how they can influence decision making - see Figure 2 below.	65%	80%	50%
Think the public understand how our current governance system works and how they can influence decision making - see Figure 3 below.	15%	30%	0%
Think our partners understand how our current governance system works and how they can influence decision making	40%	80%	0%
Think that the current governance system results in decisions that reflect the needs and views of the residents of Worcester City	50%	100%	0%
Think that senior officer support for Councillors around decision making is effective - see Figure 4 below.	65%	90%	40%
Feel properly informed about forward planning arrangements for committees	65%	90%	40%
Think that the current governance system facilitates well informed decision making	50%	100%	0%
Think that the current Scrutiny Committees are operating effectively	40%	50%	30%
Think the remit of Cabinet is appropriate and clear	55%	90%	20%
Think that Cabinet is operating effectively	50%	100%	0%
Think the remit of the current Scrutiny Committees are appropriate and clear	45%	60%	30%
Think pre-decision scrutiny would be useful to facilitate more effective decision making - see Figure 5 below.	70%	40%	100%
Think the current 'Leader and Cabinet' system works well - see Figure 6 below.	50%	100%	0%
Think the current governance arrangement at Worcester City Council could be improved - see Figure 7 below.	75%	50%	100%

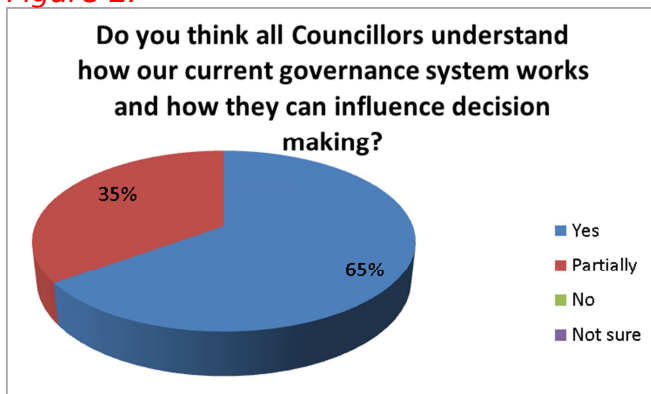
Figure 1.



The 10 responses stating that the respondents felt engaged or very engaged were made by Members from the administration.

Members from opposition groups all stated that they either did not feel very engaged or did not feel engaged at all.

Figure 2.

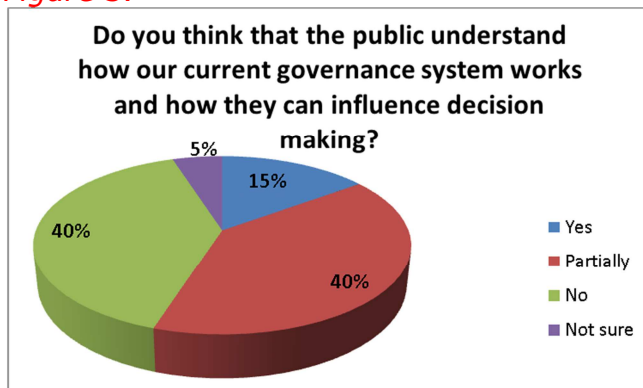


The majority of respondents (65% -13 respondents) considered that all Councillors understand the current governance arrangements and how to influence decision making.

Eight of these Members were from the administration and 5 were from opposition groups.

None of the respondents thought Members had no understanding of the system.

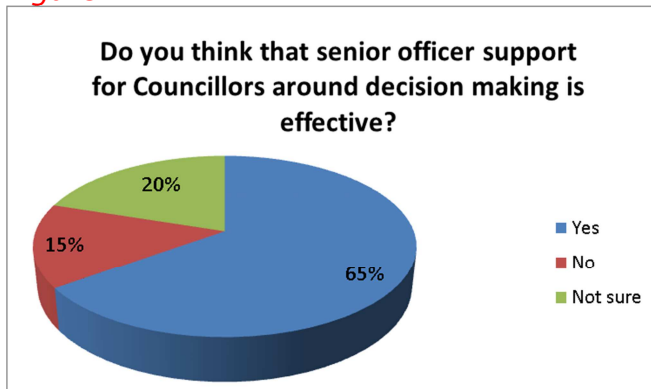
Figure 3.



Whilst only 15% (3) of respondents considered that the public understand the Council's governance arrangements, 40% (6) thought that there was partial understanding.

The majority of respondents from opposition groups answered 'no' to this question (7).

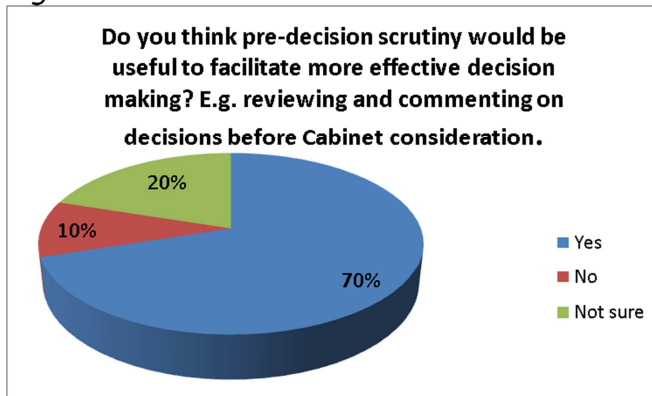
Figure 4.



Nearly two thirds of respondents considered senior officer support for Councillors to be effective.

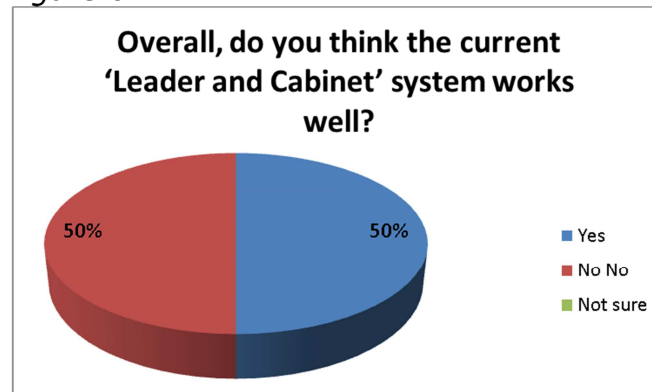
The majority of these respondents were from the administration (45% -9 respondents) with 20% (4 respondents) from opposition groups.

Figure 5.



Of the 14 respondents who thought pre-decision scrutiny would be useful, 10 were from opposition groups and 4 from the administration.

Figure 6.

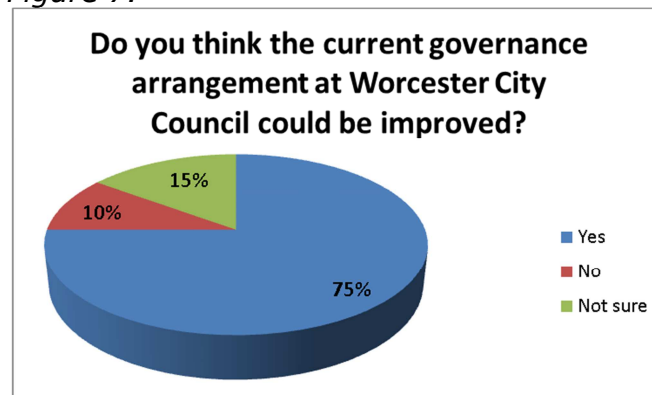


There was a clear split over responses regarding how well the current governance system works.

All respondents who considered that the current 'Leader and Cabinet' system works well were from the administration group.

All those answering 'No' were from opposition groups.

Figure 7.



The majority of respondents from all political groups stated that they thought current governance arrangements could be improved.

All respondents from opposition groups answered 'Yes'.

Two respondents from the administration answered 'No' with two 'Not sure'.

- 7.7 The survey results indicate that there are some clear splits between political groups for some questions including levels of Member engagement and views about the current governance arrangements. However there are also some areas with greater consensus such as scrutiny/pre-scrutiny and potential improvements to the current governance arrangements.

It is noted that whilst the majority of respondents thought that all members understood the current governance arrangements and how they could influence decision making (65%), only 5% considered that the public had this understanding.

Engagement with other Councils:

- 7.8 Following guidance from the Centre for Public Scrutiny, the Review Group undertook visits or telephone conferences to other local authorities who had reviewed or changes their governance arrangements or operated a model different to that used by Worcester City Council. A summary of discussions is provided as **Appendix 6**.

Malvern Hills District Councils

- 7.9 The Review Group visited Malvern Hills District Council (MHDC) on Friday 14th October 2016 and met with the Deputy Leader, Chief Executive and senior officers.
- 7.10 MHDC is a '4th Option' Council (population of below 85,000) and opted to retain the hybrid committee system following the Local Government Act 2000. The Council has an Executive Committee with 10 members including Leader. The political balance of the Executive Committee Conservative – 6, Democratic Group - 2, Liberal Democrat – 1 and Independent - 1. The four members from opposition group have voting rights.
- 7.11 Neither the Leader nor any of the Committee Members have individual delegated powers, 6 Executive Committee Members have been allocated a portfolio relevant to a service area or function of the Council. The Leader could choose opposition members for portfolio roles.
- 7.12 The rest of the governance system works like a Committee System with Overview and Scrutiny committees etc.
- 7.13 Committees peculiar to MHDC are the 2 Area Development Management Committees, one for the North of the District and one for the South with decision making process the same and portfolio holders sitting on both.
- 7.14 Although there have been no recent structural governance changes, there have been changes in working practices at MHDC. It was felt that previously, the Executive Committee functions duplicated Council and that that does not happen now.

Stroud District Council

- 7.15 A visit was made to Stroud District Council on Monday 17th October 2016. This included three sessions attended by Councillors from all political groups and a range of officers.
- 7.16 Stroud DC moved to a committee model in 2013. The new committee system is not going back to the old style committee model – things have changed and moved on. There is an alliance of Labour, Liberal Democrats and Green Groups.
- 7.17 There are a relatively small number of committees: Audit & Standards, Community Services and Licensing, Council, Development Control Committee, Environment Committee, Housing Committee and Licensing Committee. Reports to committees are for decisions – no information only items.

- 7.18 There are also a number of review panels and task and finish groups so there are opportunities for members to be more involved in and influence decision making. There are also other working groups undertaking bespoke work which feed into committees.
- 7.19 Overall feeling that committee system is working but there could be improvements.

Guildford Borough Council

- 7.20 The Review Group held a telephone Conference with Guildhall Borough Council on Tuesday 22nd November 2016 with member involved in the Council own review of corporate governance arrangements in 2014 and a senior officer who supported the review.
- 7.21 Review of governance arrangements was driven by back benchers not feeling involved in decision making. Following the review, a decision was made not to move to the committee system as it was felt that a hybrid system could enable change without being tied to them for five years.
- 7.22 Guildford councillors wanted to ensure that the Council made the best decision for Guildford whilst giving everyone the best opportunities to be involved – based on process and practices, not personalities.
- 7.23 One of the key changes made was the introduction of two all-party Executive Advisory Boards (Borough, Economy and Infrastructure and Society, Environment, and Council Development) which look at, debate and comment on decisions before they go to the Executive.

8 Examples of other Councils' Governance Arrangements:

- 8.1 Following the agreement by Council on the 22nd November 2016 to change its governance arrangements and start to operate a committee system form of governance from the annual meeting in May 2017, the Review Group agreed to focus their research on other examples of local authorities operating under a committee system. A summary is provided below with further details in **Appendix 7.**

- 8.2 Stroud District Council

Committee	Number of meetings
Council	6
Community Services & Licensing	5
Environment	5
Housing	5
Strategy & Resources	5
Annual Council	1
Audit & Standards	5
Development Control	10
Total	42

8.3 Cambridgeshire County Council

Committee		No. of meetings
Council		7
Service Committees	Adults Committee	8
	Children and Young People Committee	8
	Economy and Environment Committee	10
	Health Committee	8
	Highways and Community Infrastructure Committee.	7
Regulatory Committees	Planning Committee	11
Joint Committees	Area Joint Committees (where the Council sees fit)	
	Cambridge City Joint Area Committee	5
	Cambridgeshire Police and Crime Panel	External
	Joint Development Control Committee – Cambridge Fringes	External
	Local Government Shared Services Joint Committee	4
	Northstowe Joint Development Control Committee.	External
Other Committees	General Purposes Committee	10
	Assets and Investments Committee	11
	Audit and Accounts Committee	7
	Cambridgeshire Health and Wellbeing Board	6
	Constitution and Ethics Committee	4
	Hearings Sub-Committee	As required
	Pension Fund Board	6
	Pension Fund Board Investment Sub-Committee	4
	Staffing and Appeals Committee	3
	Service Appeals Sub-Committee	7
Total		126

8.4 Fylde Borough Council

Committee	Number of meetings
Council	7
Audit and Standards Committee	7
Chief Officers Employment Committee	As required
Development Management Committee	16
Environment, Health and Housing	5
Finance and Democracy Committee	8
Licensing Committee	1
Licensing Panel Hearings	5
Operational Management	5
Public Protection Committee	3
Tourism and Leisure Committee	5
Total	62

8.5 Newark and Sherwood District Council

Committee	Number of meetings
Council	5
Policy & Finance Committee	6
Economic Development Committee	5
Leisure & Environment Committee	5
Homes & Communities Committee	5
Regulatory Committees	
Planning	14
General Purposes & Licensing	4
Audit and Accounts	5
Mansfield and District Joint Crematorium Committee	3
Total	52

- 8.6 The total number of meetings held, particularly of Full Council, by other local authorities operating committee systems may provide useful insight into the numbers required for the new committee model for consideration during the design stages.

9 Key Findings and Conclusions

- 9.1 There are a number of governance options available to local authorities including leader and cabinet, Mayoral system, committee system and numerous variations and 'hybrid' models. It is the view of the LGA that:

'No one governance system is intrinsically better than another and no system is more or less expensive to operate; however some systems allow more members to be directly involved in voting on decisions. It is important to note that activity at committee level is not the same as member involvement in policymaking. Member involvement in policymaking is a longer-term, more involved process and can happen under any governance option'⁴

- 9.2 Changing governance system requires a formal decision to do so by resolution to Full Council. A change in formal governance arrangements must occur at a specified "change time", which is at the council's Annual General Meeting (AGM). There needs to be enough time for the council to formally publish the proposal and consult on it
- 9.3 A formal change in governance arrangements prompted by a petition and referendum cannot be changed for 10 years and would require another referendum. A Council instigated change in governance arrangements must be retained for 5 years.
- 9.4 Whilst there are some functions which must be delivered by Full Council and local authorities have to fulfil certain statutory duties to scrutinise health, community safety, flood prevention; there is flexibility in how these functions and duties can be achieved.
- 9.5 The feedback received through the Worcester City Council Member Survey was mixed. However, the greatest consensus of views was regarding pre-decision scrutiny and the potential for improvement in governance arrangements. 70% of respondents thought that pre-decision scrutiny would be useful to facilitate more effective decision making and 75% thought that the current governance arrangement at Worcester City Council could be improved.
- 9.6 The information provided by visits and conversations with and information gathered from other local authorities was valuable in giving 'on the ground' examples of alternative approaches to governance and ways of working.
- 9.7 Whilst the approach taken by Councils differed depending on their local context, a number of common themes emerged:
- i. The culture within an organisation is an important factor in the success of any corporate governance arrangements.
'People in the system rather than the system'
 - ii. It was indicated that changes in governance arrangements or ways of working are more effective when all parties worked together in a more

⁴ LGA Rethinking governance – practical steps for councils considering changes to their governance arrangements

collegiate way for a commonly shared purpose and are supportive of the involvement and input of all Members.

- iii. The allocation of roles and membership was deemed important by other authorities in terms of the distribution of responsibility and involvement of all groups in decision making. Although differing approaches were taken; chairs, vice chairs and membership of committees, task and finish or advisory groups tended to be allocated in a proportionate way to enable greater involvements of all members and encourage more cross-party working.
- iv. Training and promotion amongst both employees and Members was considered important in making any governance model work effectively, especially following change and new ways of working which may take time to embed.
- v. The timeliness, quality and equity of provision of information to all members was considered important both in terms of all-member engagement and involvement, and the quality of scrutiny and decision making. This included the provision of information in the Forward Plan, details of alternative options and reasons for decisions.
- vi. It was felt that the levels of both information and officer support could be variable for members beyond those in Cabinet or Chairmanship positions and that this affected the ability of other members to be as well informed or involved in decision-making. This was particularly relevant for committee with more technical or complex work programmes.
- vii. The role of scrutiny function was raised with all Councils engaged in the review. Although the approaches taken to manage this function varied, most felt that there was or had been a need to improve. It was commented that scrutiny activity, pre and post decision was important to enable all members to engage and challenge decision making. There were proposals to broaden scrutiny to be more externally focussed also to engage the public more in proposing items for scrutiny.
- viii. There were cases where it was felt that was or had been a lack of clarity over functions, delegation and remits of Council and different committees which could lead to duplication of activities or a feeling that decisions were being made at the wrong level. This also resulted in work loads of certain committee being considered too great or too small which could affect the engagement levels of members.
- ix. It was recognised that whilst improved member access to information and officers, cross-party co-operation and working groups have resulted in more unanimous decisions and collegiate working, this may result in less debate in public meetings and involvement from the public.
- x. For those authorities who had changed either their governance arrangements or working practices around decision making, there was a level of resource required. This resulted in either a shift or increase in resources which then needed to be fully considered and factored into the planning and implementation of any change. The responsibility for allocation

and agreement of budgets for committees has also required consideration following changes in some authorities.

- xi. Authorities making changes to governance arrangements have generally undertaken additional review activities to either help inform the planning and to understand the practicalities of change and also to review the effectiveness of changes made and to make adjustments if required.
- xii. Other authority's approaches to operating a committee system with regards to the number of meetings held could be a useful guide to help inform the design stages of the development of a new committee model.

9.8 In summary, The Review Group has identified a number of key themes emerging from their investigations which support the Design Principles identified at the beginning of the review (Section 2.5) which could be used to inform the development of improved governance arrangements and decision making.

10 Recommendations

10.1 In light of Full Council's decision on the 22nd November 2016 to change its governance arrangements to operate a Committee system, the recommendations in this report make no comment regarding specific governance models.

10.2 The Chair of the Scrutiny review group recommends that Scrutiny Committee:
Consider and approve the following recommendations:

- i. **Council take note of any pertinent results emanating from this review as part of their planning and proposals for new governance arrangements.**
- ii. **Active steps are identified and taken to facilitate a cultural change which encourages greater cross-party working and member engagement.**
- iii. **The provision of information regarding key decision and policy developments is reviewed with the view to ensuring that it is timely, consistent and can support robust scrutiny and decision making. This would include consideration of the use of digital applications for communications to both Members and the public.**
- iv. **Allocation of roles, including Chairs and Vice-Chairs and the membership of committees and working/review groups is considered with a view to making these proportionate to the political make-up of the Council.**
- v. **That the development of the new governance arrangements ensures that Members have opportunities to undertake scrutiny activities.**

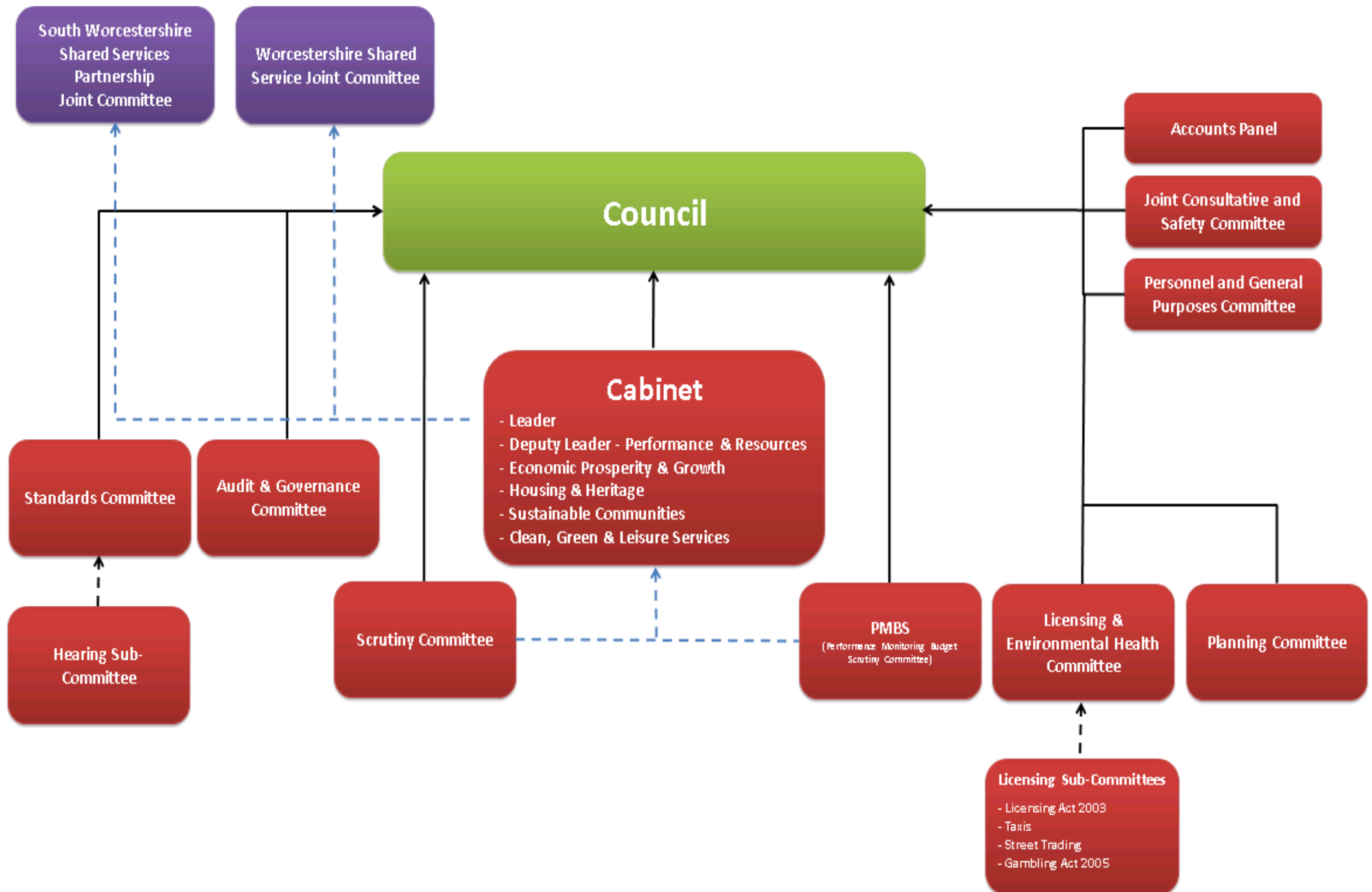
- vi. **Both Members and officers receive briefings and full training regarding the changes to governance arrangements and ways of working to ensure a smooth transition.**
- vii. **That the Council seeks to appoint external assistance to provide advice and support regarding the transition to new governance arrangement and that appropriate resource is made available for this.**
- viii. **That any changes made to governance arrangements or ways of working around key policy and decision making is reviewed on a regular basis to ensure they implemented and working effectively.**

Wards: All

Contact Officer: Jo Payne, Transformation and Performance Officer,
01905 722470
Joanna.payne@worcester.gov.uk

Background Papers: Scoping Report - Scrutiny Committee, 31st August 2016

Worcester City Council Current Governance Arrangements - Appendix 1



PART 3

RESPONSIBILITY FOR FUNCTIONS

1. Responsibility for Local Choice Functions

Function	Decision Making Body	Delegation of Functions
Discharge of any function under the Worcester City Council Act 1985 other than matters delegated to the Licensing Committee (see later in Part 3 of this Constitution)	Cabinet	None
Appeals against disciplinary action against Corporate Directors and Service Managers and appeals in respect of grievances of Corporate Directors and Service Managers	Appeals Committee	None
Functions relating to contaminated land.	Cabinet	Development Services Manager as set out in Part 8
Functions relating to the control of pollution or the management of air quality	Licensing and Environmental Health Committee	Cleaner and Greener City Service Manager as set out in Part 8
Service of an abatement notice in respect of a statutory nuisance	Licensing and Environmental Health Committee	Cleaner and Greener City Service Manager as set out in Part 8
Passing of a resolution that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in the Authority's area	Licensing and Environmental Health Committee	None
Inspection of the Authority's area to detect statutory nuisances	Licensing and Environmental Health Committee	Cleaner and Greener City Service Manager as set out in Part 8
Investigation of complaints as to the existence of statutory nuisances	Licensing and Environmental Health Committee	Cleaner and Greener City Service Manager as set out in Part 8
Obtaining of information under Section 330 of the Town and Country Planning Act 1990 as to interests in land	Cabinet	Development Services Manager as set out in Part 8
Obtaining of information under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976 as to interests in land	Cabinet	All Service Managers as set out in Part 8
Authorising agreements for the execution of highway works	Cabinet	Corporate Director Service

PART 3

		Delivery
Appointments to Outside Bodies and revocation of such appointments (other than to the Hopmarket Charity and non-voting co-optees to the Conservation Areas Advisory Committee)	Cabinet	Leader of the Council
Appointments to the Hopmarket Charity and non-voting co-optees to the Conservation Areas Advisory Committee	Council	None
The making of agreements with other local authorities for the placing of staff at the disposal of those authorities.	Cabinet	Managing Director and Service Managers as set out in Part 8

2. Responsibility for Council Functions

Committee	Functions	Delegation of Functions
Council	<p>In addition to the functions set out elsewhere in the Constitution</p> <ul style="list-style-type: none"> Exercise of the Council's functions in relating to parishes and parish councils under Part II of the Local Government & Rating Act 1997 Exercise of powers on the following electoral matters:- <ul style="list-style-type: none"> Division of parliamentary constituencies and local government wards or electoral divisions into polling districts Approval of pilot schemes for local elections Making recommendations to the Electoral Commission in ward boundary reviews, electoral division reviews and parliamentary constituency reviews 	<p>None</p> <p>None</p>
	<ul style="list-style-type: none"> Any other matters relating to elections set out in Part D of Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) (Regulations) 2000 	Returning Officer
	<ul style="list-style-type: none"> Making and amending Standing Orders, Standing Orders Relating to Contracts and Financial Regulations. 	None
	<ul style="list-style-type: none"> Appointment of Staff 	<p>Appointment of Head of Paid Service, the Monitoring Officer and the Section 151 Officer are reserved to full Council on the recommendation of the Personnel and General Purposes Committee.</p> <p>Appointment of Corporate Directors and Service Managers is delegated to the Personnel and General Purposes Committee unless the post includes the duties of either the Monitoring Officer or the Section 151 Officer in which case it is reserved to Council.</p> <p>Appointment of other staff delegated to Head of Paid Service as set out in Part 8 and the Employment Procedures Rules in Part 4.</p>

PART 3

	<ul style="list-style-type: none"> • Designation of officers as the Monitoring Officer and Section 151 Officer 	None
	<ul style="list-style-type: none"> • Appointment of officers for particular purposes("proper officers") • Appointment of Electoral Registration Officer and Returning Officer for Local Government Elections • Determining the scheme for the Mayor's and Deputy Mayor's Allowance • Determining the scheme for travelling and subsistence allowances, conference attendance allowances and members scheme of expenses • Receiving and considering the recommendations of the Cabinet and the Scrutiny Committee 	<p>Managing Director</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>
	<ul style="list-style-type: none"> • Considering and approving or amending proposals from the Overview and Scrutiny Committees for an annual programme of reviews of policy, service provision and new policies which they wish to undertake. • Considering any proposals from the Scrutiny Committee on called-in matters and recommending the Cabinet accordingly. 	<p>None</p> <p>None</p>

Planning Committee	Functions relating to town and country planning and development control as specified in Schedule 1 Part A to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 as amended (the Functions Regulations).	Delegations to officers set out in Part 8
	Imposing such conditions, limitations, restrictions or other terms as it considers appropriate on any approval, consent, licence, permission or registration granted in the exercise of the functions set out above.	Delegations to officers set out in Part 8
	In respect of the functions set out above, determining whether and in what manner to enforce any failure to comply with any approval, consent, licence, permission or registration granted by the Committee (or by an officer acting under delegated powers) or any failure to comply with a condition, limitation or terms to which any such approval, consent, licence, permission or registration is subject	Delegations to officers set out in Part 8
	Powers relating to the protection of important hedgerows and the preservation of trees	Delegations to officers set out in Part 8
	Functions relating to high hedges under the Anti-social Behaviour Act 2003.	Delegations to officers out in Part 8

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	The creation, stopping up or diversion of footpaths and bridleways	Delegations to officers set out in Part 8
	Preparation of Planning Briefs	None

	<p>To be consulted by and advise the Cabinet on:-</p> <ul style="list-style-type: none"> • The emerging Local Plan • Response to neighbouring and other districts on their emerging Local Plans • Preparation of Supplementary Planning Documents and Planning Briefs • Designation of Conservation Areas, areas of archaeological interest and nature reserves • Removal of permitted development rights through Article 4 Directions • Compulsory Purchase Orders • Response to the DCLG on proposed changes to planning legislation and guidance • Response to consultation from neighbouring districts on planning applications in their area 	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>Delegation to Officers in accordance with delegations set out in Part 8.</p>
Personnel and General Purposes Committee	Responsible for all matters relating to the appointment of a Managing Director including making recommendations to the Council on the person to be appointed and salary and terms and conditions of employment.	None
	Responsible to Council for making any recommendations regarding the termination of employment of the Managing Director or in relation to disciplinary action in respect of the Managing Director.	None
	Responsible for making appointments to all Corporate Director and Service Manager posts, including deciding the salary and the terms and conditions of employment of such posts and in relation to disciplinary action in respect of such posts in accordance with the Employment Procedure Rules.	None
	Determining the terms and conditions of employment of employees including procedures for dismissal and approving revised structures within a department for which budget provision has been made but which fall outside officer delegations, provided that any restructuring across departments shall be referred to Council for	Delegations to officers in accordance with the delegations set out in Part 8.

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	approval.	
	Functions relating to Local Government Pensions etc., for all employees under Regulations made under Sections 7, 12 or 24 of the Superannuation Act 1972.	None
	Making recommendations to Council on the various electoral matters reserved to full Council.	None
	Designating polling places (including changing the description of polling places) for the polling districts approved by the Council.	None
	Exercising the Council's powers relating to Parish Council elections.	None

Licensing Committee	Functions relating to the licensing and registration of taxis, gaming, entertainment, food, licensing activities under the Licensing Act 2003, and miscellaneous matters as set out in Part B of the Functions Regulations	Delegations to officers set out in Part 8
Licensing Sub-Committee (Taxis)	Functions relating to health and safety under any "relevant statutory provisions" within the meaning of Part I of the Health and Safety at Work etc., Act 1974, to the extent that these functions are discharged otherwise than in the Council's capacity as employer.	Delegations to officers set out in Part 8.
Licensing Sub-Committee (Licensing Act 2003)	Functions relating to the licensing of various activities under the Worcester City Council Act 1985 – Moorings (Section 15), Dealers in Second-hand Goods (Section 20), Hairdressers and Barbers (Section 33), eating houses (Section 35), establishments for massage, chiropody etc., (Section 37)	Delegations to officers set out in Part 8.
Licensing Sub-Committee (Sexual Entertainment Venues)	Determining the amount of any charge to be made for any approval, consent, licence, permit or registration within the terms of reference of the Committee.	None
Licensing Sub-Committee (Street Trading)	In relation to the functions set out above, determining whether and in what manner to enforce any failure to comply with any approval, licence, permission or registration granted by the Committee (or an officer acting under delegated powers) or any failure to comply with a condition, limitation or term to which any such approval, consent, licence, permission or registration is subject.	Delegations to officers set out in Part 8.

Standards Committee	As set out in Article 9 of the Constitution.	None
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Accounts Panel	Sampling a proportion of all invoices paid in the previous quarter.	None
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	Seeking an explanation from the relevant Head of Service of expenditure incurred and where appropriate referring the matter to the Audit Committee for further investigation.	None
Joint Consultative and Safety Committee	See Appendix A attached	None

3. **RESPONSIBILITY FOR CABINET FUNCTIONS**

Who is responsible	Functions	Delegation of Functions
Cabinet	Subject to the operation of the call-in mechanism, to determine all matters which are within the Council's Policy Framework and Budget other than those reserved by this Constitution to the Council or various committees of the Council.	Delegation to officers set out at Part 8. Delegation to individual Members of the Cabinet as set out below.
Leader of the Council	Authorising attendance by Councillors at conferences and seminars.	None permitted.
	Authorised to incur expenditure up to £500 on any matter within the terms of reference of the Cabinet which they or consider to be in the Council's interest.	None permitted
	Making appointments to outside bodies (other than those reserved to Council)	None permitted
Relevant Cabinet Member or Leader of the Council	Receive and accept tenders above a contract value stated in the Procurement Code and to approve exemption from the Procurement Code above a contract value of the EU Procurement Threshold	Council officers have delegated power under Financial Regulations to accept best value tenders or quotations up to a contract value of the EU Procurement Threshold
	After consultation with the appropriate officers to make any decisions within their areas of service responsibilities listed below which are not already delegated to an officer or a key decision.	All decisions must be in accordance with the Cabinet Procedure Rules, Financial Regulations and the Procurement Code

CABINET RESPONSIBILITIES

Councillor	Role	Key Corporate Priority responsibility	Service Responsibilities
Adrian Gregson	Leader	Overall strategic direction of the Council	Communications, the Guildhall
Joy Squires	Deputy Leader	Performance and Resources	Oversees the work of Finance, Income Generation, People Services and Workforce Improvement, Performance and Transformation, Legal, Democratic and Electoral Services, Civic Services, Internal Audit, Worcestershire Hub, Revenues and Benefits, ICT and Digital Transformation, Property and Asset Management. Deputise for Leader, Safeguarding
Roger Berry	Cabinet Member	Housing and Heritage	Oversees the work of Strategic Housing Services - Private Sector Housing, Homelessness Prevention, Housing Strategy, Welfare Support, Affordable Housing, Living Over The Shop, Neighbourhood Centres, Heritage and Conservation, Joint Museums Service
Lynn Denham	Cabinet Member	Sustainable Communities	Oversees the work of Community Safety, ICM, CCTV, Community Engagement, Our Happy Place, Community Services and Partnerships, Community Grants, Equalities, Social Inclusion, Volunteering, Sustainability and "Green" Initiatives, Energy Initiatives, Worcestershire Regulatory Services (including Air Quality, Licensing, EH), Health and Wellbeing
Jabba Riaz	Cabinet Member	Clean, Green and Leisure Services	Oversees the work of Delivery of Waste Collection, Street Cleansing, Grounds and Parks Maintenance, Play Areas, Green Spaces, Sport & Leisure Services, Bereavement Services, Car Park Management, Parking and Environmental Enforcement, Flooding and Emergency Response
Geoff Williams	Cabinet Member	Economic Prosperity and Growth	Oversees the work of Development Management, Planning Policy, Transport Planning, Building Control,

PART 3

			Place Shaping, Economic Development (including City Centre/Riverside/Public Realm Master-planning, Skills, Tourism, Public Art, Retail, BID, Events)
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JOINT CONSULTATIVE AND SAFETY COMMITTEE**1.1 Representation**

The Committee shall consist of five members of the Council at least two of whom shall be Members of the Cabinet, the Managing Director, the Directors and the Service Manager with responsibility for human resources and 3 employees of the Council to be appointed by trade unions as follows:-

UNISON - 2 Members

GMB - 1 Members

1.2 Chair

The meeting will be chaired by the Managing Director. A vice-chair shall be appointed from among the Councillors who are not members of the Cabinet.

1.3 Officers

Full time Trade Union Officials may attend meetings in an advisory capacity. Other persons may attend meetings of the Committee by invitation of the Committee.

2. Functions

The functions of the Committee shall be:-

- 2.1 to establish regular methods of negotiation and consultation between the Council and its employees;
 - 2.2 to consider any relevant matter referred to it by the Council, or by any of the employee organisations;
 - 2.3 to make recommendations to the Council on the terms and conditions of service and the education and training of employees;
 - 2.4 to consider problems and developments of mutual concern to the Council and its employees;
 - 2.5 to act as the Council's Safety Committee as required by the Health and Safety at Work Etc. Act 1974 and in particular:-
 - (i) to keep under review the measures taken to ensure the health, safety and welfare at work of employees;
 - (ii) the study of accidents and notifiable diseases, statistics and trends to identify unsafe and unhealthy conditions and practices and recommend corrective action;
 - (iii) to consider any matters referred to the Committee by Departmental Safety Representatives.
3. The Committee shall meet four times per year but the Chair may call further meetings as required. A meeting shall be called within seven days of the receipt of a

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requisition signed by not less than any two members of either side. The matters to be discussed at any meeting of the Committee shall be stated in the notice summoning the meeting, provided that any other business may be considered if agreed by a majority vote of those present and voting at such meeting. The notice summoning the meeting shall identify a part of the meeting as specifically reserved for the discussion of health and safety matters.

4. The quorum of the Committee shall be three Council representatives and two union representatives.
5. No resolution shall be regarded as carried unless it has been approved by a majority of the members present and voting on each side of the Committee.
6. Any recommendations shall be reported to the Cabinet
7. The employee organisations may appoint substitute members to attend any meeting in place of members who find that they will be unable for any reason to attend any particular meeting of the Committee.

Evidence and Research

- LGA Rethinking Governance
- LGiU Policy Briefing - Changing to a committee system in a new era
- Slides from Legal Service regarding legal position
- Briefing note from Legal Services regarding functions of Full Council
- Centre for Public Scrutiny advice regarding other authorities changing governance from arrangements and cost estimates
- Background information notes for visit to Malvern District Council
- Additional information provided by Malvern Hills District Council regarding:
 - Extracts from Constitution showing the responsibilities for functions and the Terms of Reference for Council Policy Groups.
 - Split of appointments to Committees
 - Link to Overview & Scrutiny meetings regarding Forward Plan standing item
 - Example Forward Plan
 - Extract from The Fourth Option: Traditional Values in a modern setting?
- Background information notes for visit to Stroud District Council
- Documentation regarding Guildford Borough Council Governance Review:
 - Details of committee structure
 - Report to Council: April 2015 (Item 10 refers)
 - Report to Council: July 2015 (Item 7 refers)
 - Report to Council: October 2015 (Item 11 refers)
 - Report to Council: December 2015 (Item 15 refers)
- Info/review reports from Guildford and Cambridgeshire
 - Cambridge County Council decision making process
 - Report to Council regarding decision to move to committee model: December 2013

**Scrutiny Review of Corporate Governance
14th September 2016**

Centre for Public Scrutiny (CfPS)

Ed Hammond (EH) - Director for Local Accountability, Centre for Public

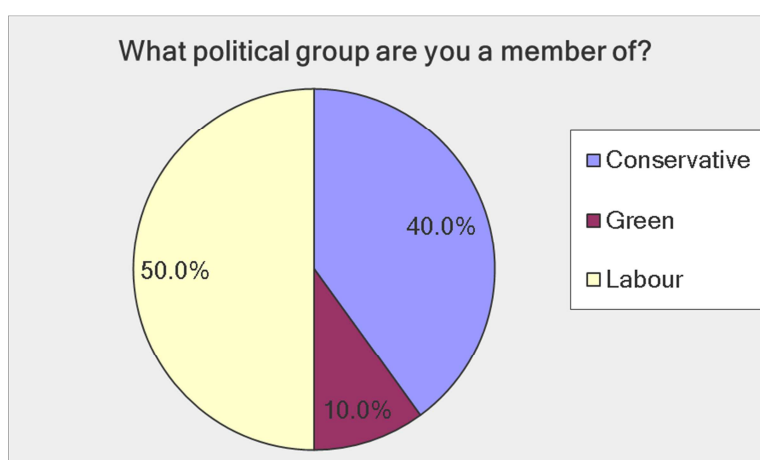
- Councillor Bayliss welcomed Ed Hammond and gave an overview of Council's political position and background to the Scrutiny Review of Corporate Governance.
- EH provided an overview of the process and broad principles of reviewing and changing governance arrangements, the different kinds of governance models including relative merits and issues, overview and scrutiny roles and cost/resource implications.
- It was stated that the CfPS does not consider that one governance model is better or worse than another and that it depend on each Council's local context.
- Formal mechanism for changing system – resolution for change required, ideally with 6 months lead in time (although some Councils had done it in a shorter time frame) to take effect from AGM in May.
- If a change in governance arrangements is prompted by a petition and referendum, it can't be changed for 10 years and would require another referendum.
- If the Council instigates a change in governance arrangements themselves, they are tied in for 5 years.
- Any change in arrangements needs to be subject to public consultation.
- It was stressed that changing governance arrangements would not improve cultural behaviours and attitudes and that these would need to be addressed for any model to work effectively.
- All members need to be fully involved in driving a review or change of governance arrangements. This may be achieved by giving member more voice – opening up votes or meeting to talk about common purposes.
- Suggested that some changes to governance can be made informally and trialled before any formal changes are made which could help build trust.
- Review of governance can help tidy up processes and provide an opportunity to rethink how the Council involves stakeholders and operates with partners and the public. Also raises issues around delegation, forward planning and decision making.
- In terms of resources required to change systems, CfPS said that Councils should make sure that the process is cost neutral. However there are some one-off costs and shift in resource around facilitating reviews and amending processes depending on the level of change.
- Even if a decision was made to change to committee arrangements, it should be recognised that things have changed since the old system was in place so it would be a different model.
- Although there are fundamentally four governance models (committee system, leader and executive, major and executive and hybrid), there are a variety of different forms and options of these along a spectrum of collaborative to individual decision making.
- Noted that the role of Full Council could be reviewed and that the remit of Full Council could be expanded as part of any governance change.

- Noted that regulatory committees (i.e. planning, licensing, standards, audit) will always be required and are largely unaffected by the governance model used.
- EH referred to the 'LGA 'Rethinking Governance' documents which encourages assessment of the current arrangements and consideration of design principles – what do we want to achieve?
- Identification of the strengths and weaknesses of the current governance arrangements in line with the design principles will identify gaps and areas for improvement. The group can then consider how different governance arrangements might increase these strengths and minimise weaknesses.
- Acknowledged that perception of strengths and weaknesses will be influenced by whether a group/individual is in power. This may be addressed by including political stability in the design principles and developing common understanding amongst members. If political balance keeps shifting, this will continue to be an issue for all members.
- Discussion around possible formal advisory committee or pre-decision scrutiny which may allow more information about and deliberation of informative decisions.
- Technicality regarding scrutiny under committee arrangements – district scrutiny role for health and Community Safety even though County lead. If district want to take more active scrutiny role in these areas, this might be more difficult under a committee system.
- Although South Gloucestershire changed their governance arrangements in 4 ½ weeks, 6-9 months is a more common timescale.
- Ed will consider other authorities who have reviewed their governance system more recently and may be useful to speak to regarding the decision making behind it, transition processes and financial implications. He will also find out if there are any examples with Councils with no overall control.
- Ed confirmed that he would be happy to offer further advice and assistance to the group going forward.

Corporate Governance Scrutiny Review Member Survey results

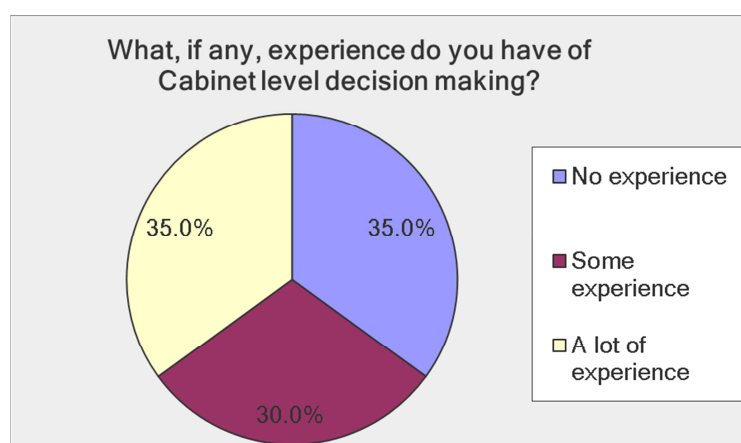
Question 1

What political group are you a member of?		
Answer Options	Response Percent	Response Count
Conservative	40.0%	8
Green	10.0%	2
Labour	50.0%	10
answered question		20
skipped question		0



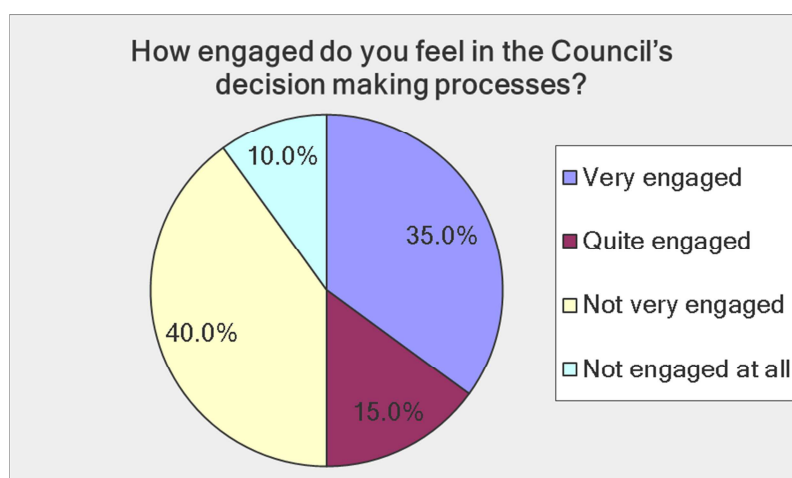
Question 2

What, if any, experience do you have of Cabinet level decision making?				
Answer Options	Response Percent	Response Count	Administration	Opposition
No experience	35.0%	7	4	3
Some experience	30.0%	6	2	4
A lot of experience	35.0%	7	4	3
answered question			20	
skipped question			0	



Question 3

How engaged do you feel in the Council's decision making processes?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Very engaged	35.0%	7	7	0
Quite engaged	15.0%	3	3	0
Not very engaged	40.0%	8	0	8
Not engaged at all	10.0%	2	0	2
answered question			20	
skipped question			0	



Question 4

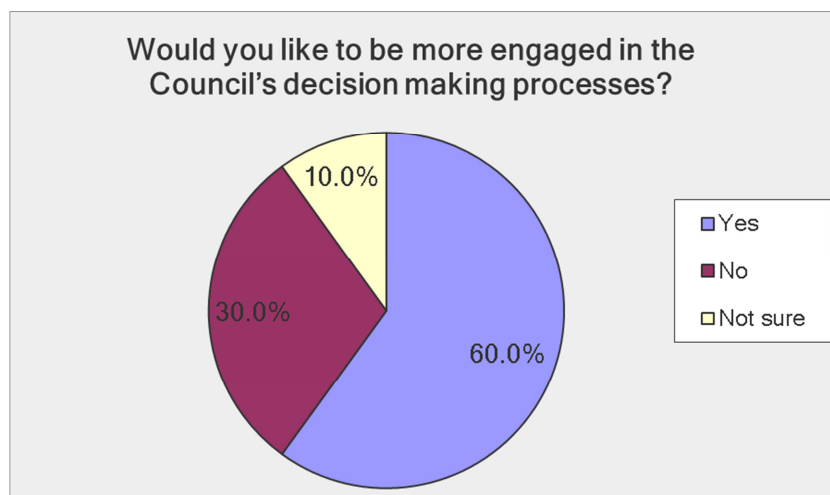
If you do not feel engaged in the Council's decision making processes – why is this?

Responses:

- Not aware of decisions until they are made. No knowledge of future issues
- I don't feel that my ideas will necessarily get a fair hearing in cabinet
- Not a member of policy making groups.
- Lack of information or engagement before cabinet decisions
- In opposition you are in effect neutered!
- Because virtually all power resides with the leader/cabinet, with all others excluded, especially when in opposition. Also do not feel members are consulted or included in discussions or issues that affect their ward.
- Most decisions are made by a small group of councillors.
- In opposition and disregarded!

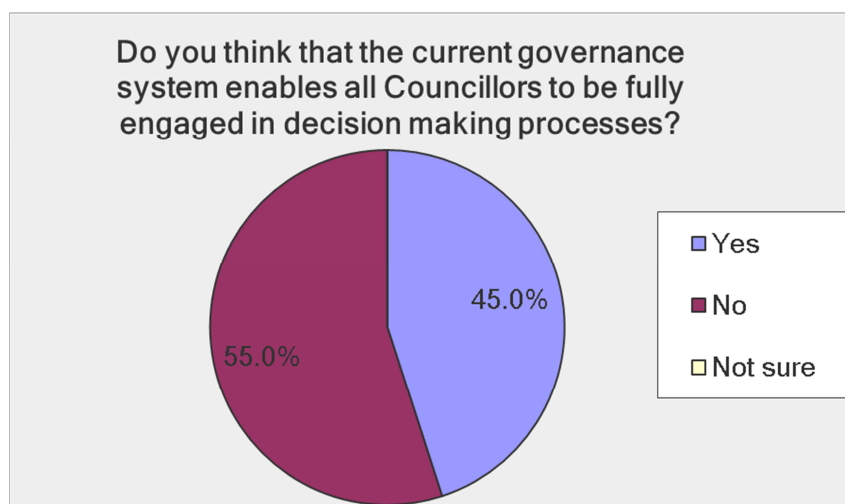
Question 5

Would you like to be more engaged in the Council's decision making processes?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	60.0%	12	2	10
No	30.0%	6	6	0
Not sure	10.0%	2	2	0
answered question			20	
skipped question			0	



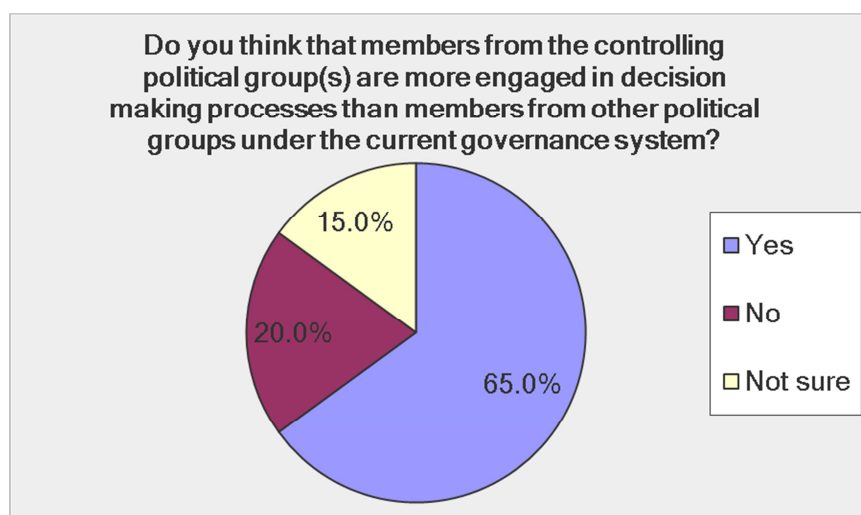
Question 6

Do you think that the current governance system enables all Councillors to be fully engaged in decision making processes?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	45.0%	9	9	0
No	55.0%	11	1	10
Not sure	0.0%	0	0	0
answered question			20	
skipped question			0	



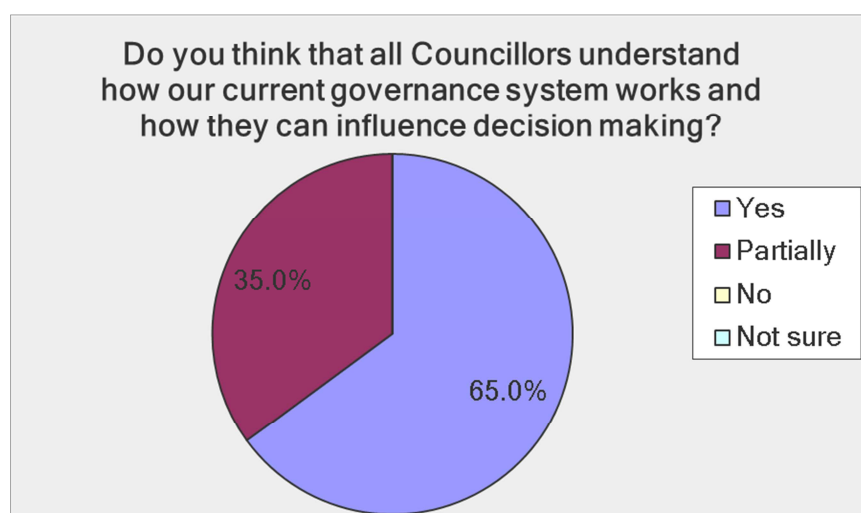
Question 7

Do you think that members from the controlling political group(s) are more engaged in decision making processes than members from other political groups under the current governance system?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	65.0%	13	4	9
No	20.0%	4	4	0
Not sure	15.0%	3	2	1
answered question			20	
skipped question		0		



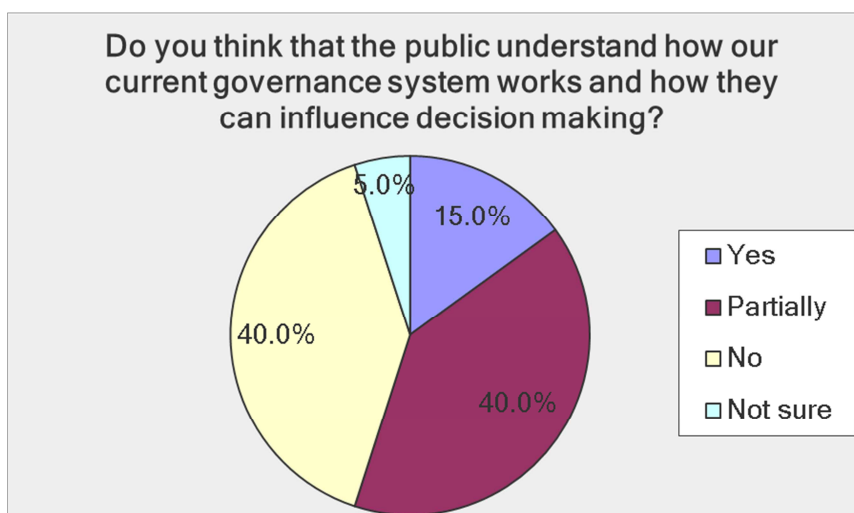
Question 8

Do you think all Councillors understand how our current governance system works and how they can influence decision making?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	65.0%	13	8	5
Partially	35.0%	7	2	5
No	0.0%	0	0	0
Not sure	0.0%	0	0	0
answered question			20	
skipped question		0		



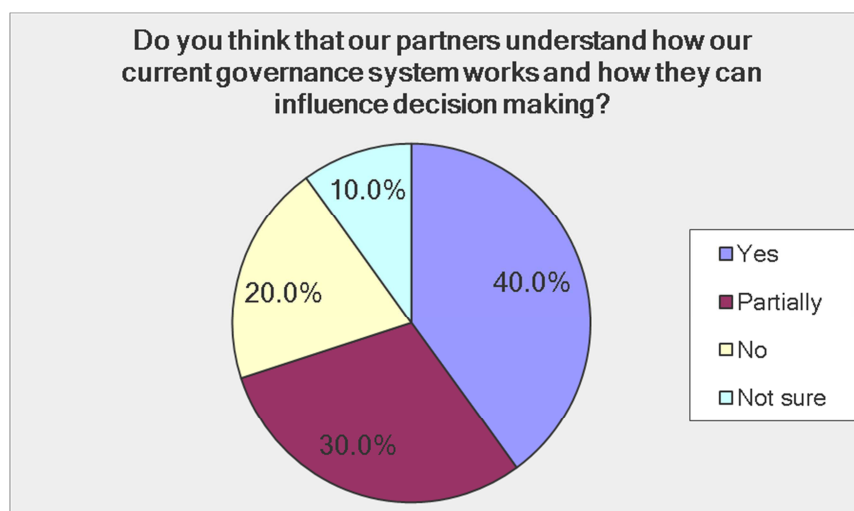
Question 9

Do you think the public understand how our current governance system works and how they can influence decision making?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	15.0%	3	3	0
Partially	40.0%	8	5	3
No	40.0%	8	1	7
Not sure	5.0%	1	1	0
answered question			20	
skipped question			0	



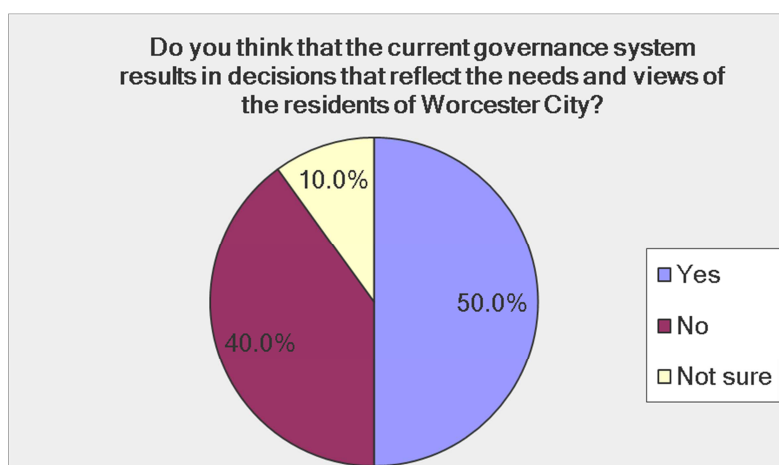
Question 10

Do you think our partners understand how our current governance system works and how they can influence decision making?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	40.0%	8	8	0
Partially	30.0%	6	2	4
No	20.0%	4	0	4
Not sure	10.0%	2	0	2
answered question			20	
skipped question			0	



Question 11

Do you think that the current governance system results in decisions that reflect the needs and views of the residents of Worcester City?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	50.0%	10	10	0
No	40.0%	8	0	8
Not sure	10.0%	2	0	2
answered question			20	
skipped question			0	



Question 12

Do you think there are any barriers to Councillor's involvement in decision making? If so, please state what these are.

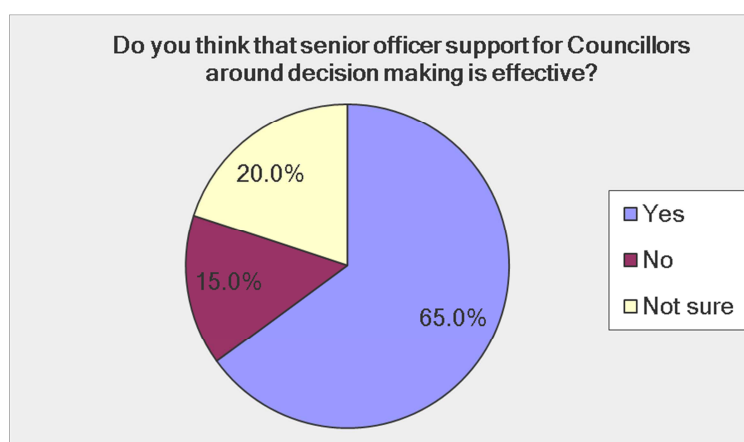
Responses:

- Access to information
- Information is needed. Early involvement in decisions will increase sense of ownership.
- If you are not in the cabinet, then you get no effective say in policy direction or decision making.
- The cabinet system that splits executive and non exec functions creating a two tier system
- Ideology
- Lack of information provision to those outside of cabinet
- The cabinet system.
- There are opportunities, but not all are accessed by Members e.g. seminars, T&F groups, attendance at cabinet, contact with Chairs/Cabinet Members
- Confidentiality
- Current system depends on the ability of Cabinet to take account of all views and for scrutiny working parties to undertake useful, evidenced reviews.
- No there are no barriers if a councillor is sufficiently determined to find out providing the decision making body i.e. Cabinet is willing to share information.
- Councillors can engage with the system we have at the moment. I see no benefit to change for changes sake.
- Only the councillor's individual commitment

- The main barrier is the level of interest an individual councillor has. There are many ways of being involved in the city council's governance - it is not just about Cabinet decisions
- No
- Cabinet system

Question 13

Do you think that senior officer support for Councillors around decision making is effective?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	65.0%	13	9	4
No	15.0%	3	0	3
Not sure	20.0%	4	1	3
answered question			20	
skipped question			0	



Please provide the reasons for your answer.

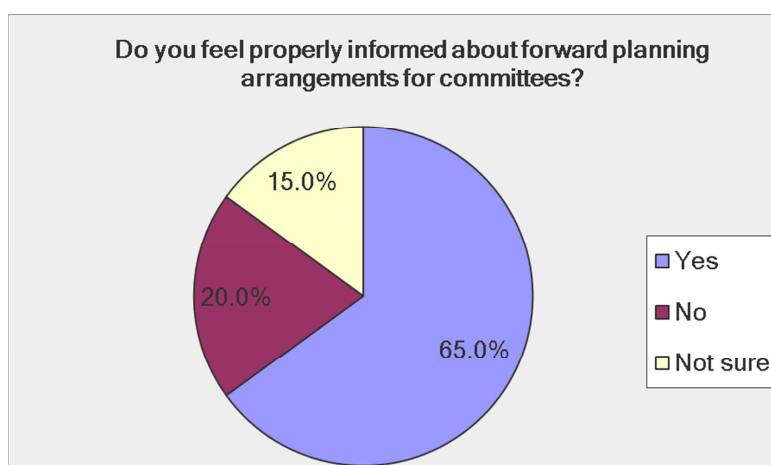
Responses:

- Officers support the administration but not opposition."
- Information is normally given when requested but the problem is knowing what to ask.
- Briefings are generally of high quality and readily available.
- Officers are less able to help opposition members
- Only when it suits (some) officers does the support come forward, the level of delegation to officers may need to be reviewed.
- Not been involved enough to be sure
- Maybe more emphasis on corporate /strategic issues and external agencies [their plans etc.]- this is an area for improvement
- Cabinet members have a great deal of engagement with Senior Officers; those outside the loop will always have problems
- Knowledgeable and aware of local & national context. Concerned about capacity to implement decisions due to reduced budgets & austerity
- I have always found senior officers very helpful and willing to share information when I have asked. Obviously some things are confidential and not open to all councillor access.
- Senior officers meet with and brief Councillors on a regular basis and prior to meetings there is opportunity to question Officers on matters as required.
- No experience

- Senior management has been hollowed out in recent years which does make me concerned about capacity for dealing with everything councillors might want to do. That said, councillors could take more responsibility themselves for some issues

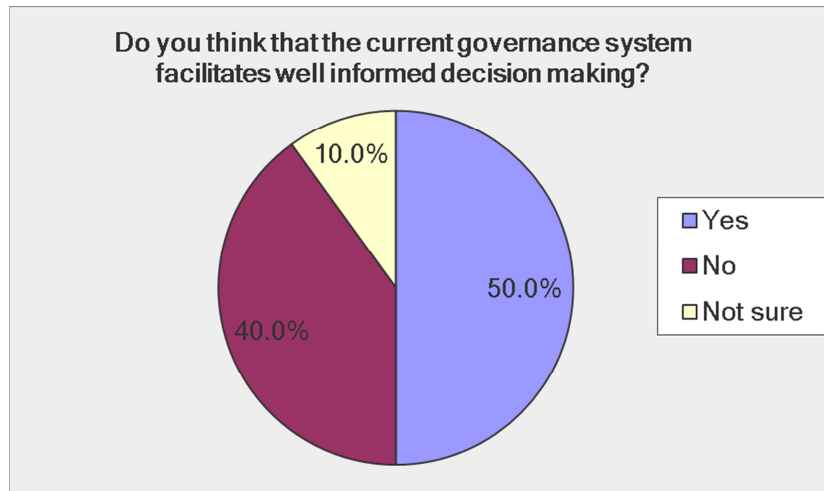
Question 14

Do you feel properly informed about forward planning arrangements for committees?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	65.0%	13	9	4
No	20.0%	4	0	4
Not sure	15.0%	3	1	2
<i>answered question</i>			20	
<i>skipped question</i>			0	



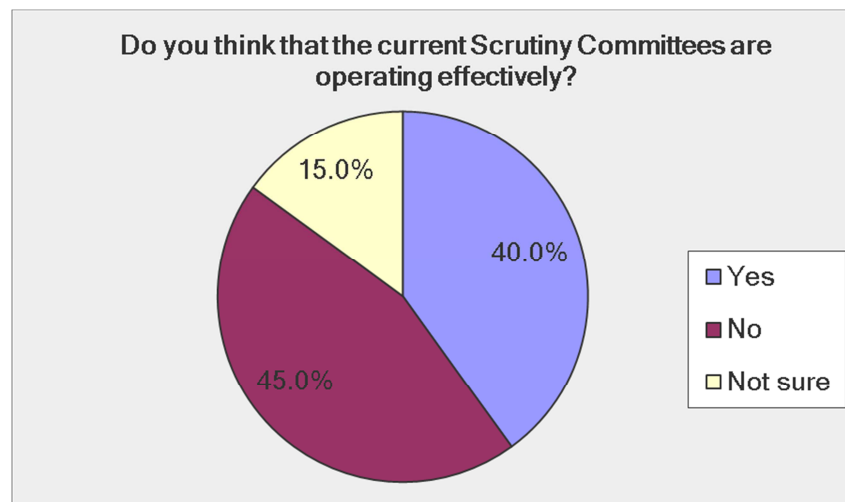
Question 15

Do you think that the current governance system facilitates well informed decision making?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	50.0%	10	10	0
No	40.0%	8	0	8
Not sure	10.0%	2	0	2
<i>answered question</i>			20	
<i>skipped question</i>			0	



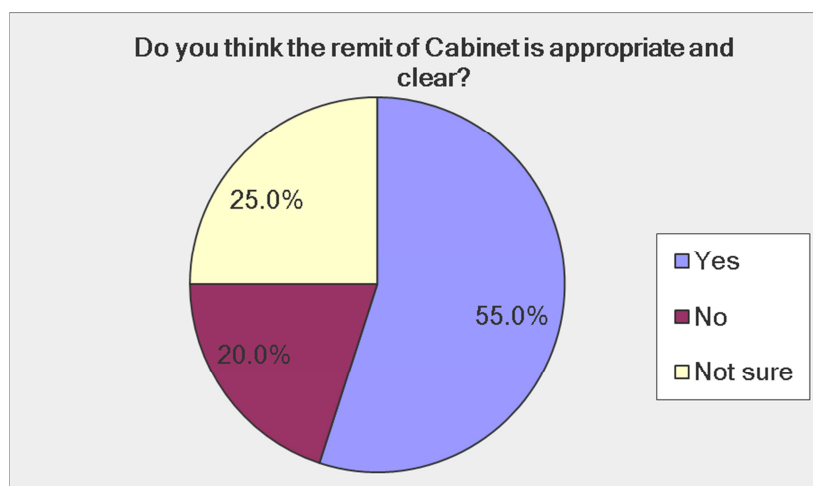
Question 16

Do you think that the current Scrutiny Committees are operating effectively?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	40.0%	8	5	3
No	45.0%	9	5	4
Not sure	15.0%	3	0	3
answered question			20	
skipped question			0	



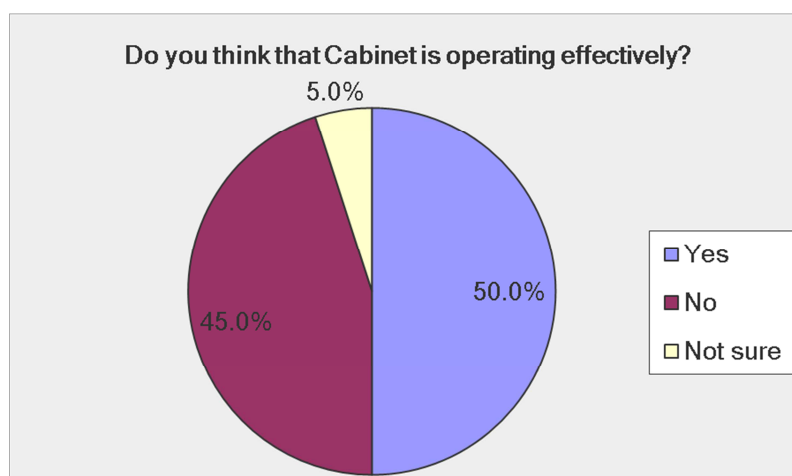
Question 17

Do you think the remit of Cabinet is appropriate and clear?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	55.0%	11	9	2
No	20.0%	4	0	4
Not sure	25.0%	5	1	4
answered question			20	
skipped question			0	



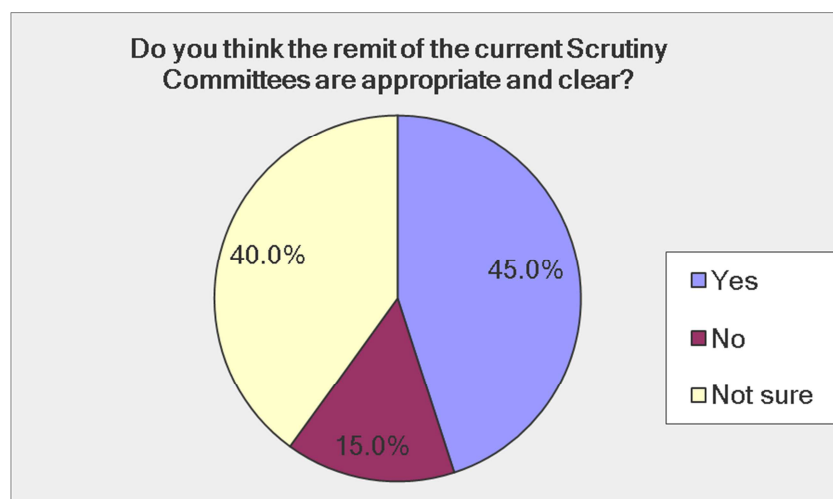
Question 18

Do you think that Cabinet is operating effectively?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	50.0%	10	10	0
No	45.0%	9	0	9
Not sure	5.0%	1	0	1
answered question				20
skipped question				0



Question 19

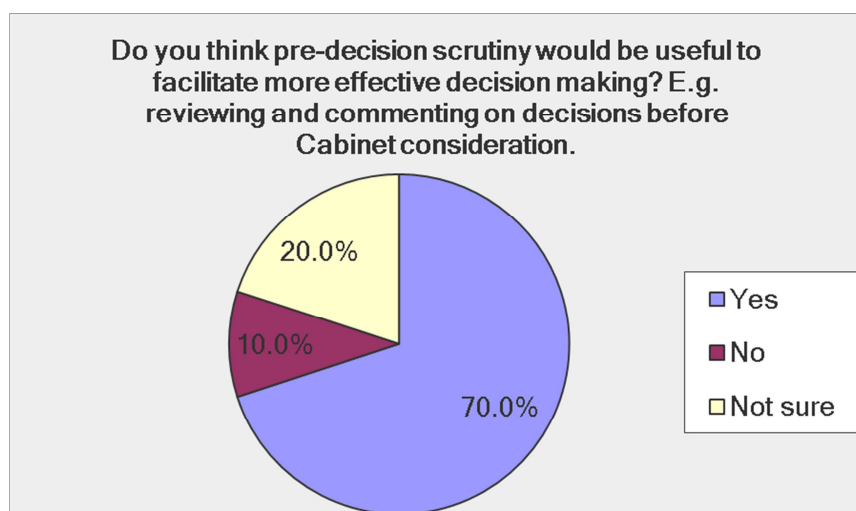
Do you think the remit of the current Scrutiny Committees are appropriate and clear?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	45.0%	9	6	3
No	15.0%	3	2	1
Not sure	40.0%	8	2	6
answered question				20
skipped question				0



Question 20

Do you think pre-decision scrutiny would be useful to facilitate more effective decision making? E.g. reviewing and commenting on decisions before Cabinet consideration.

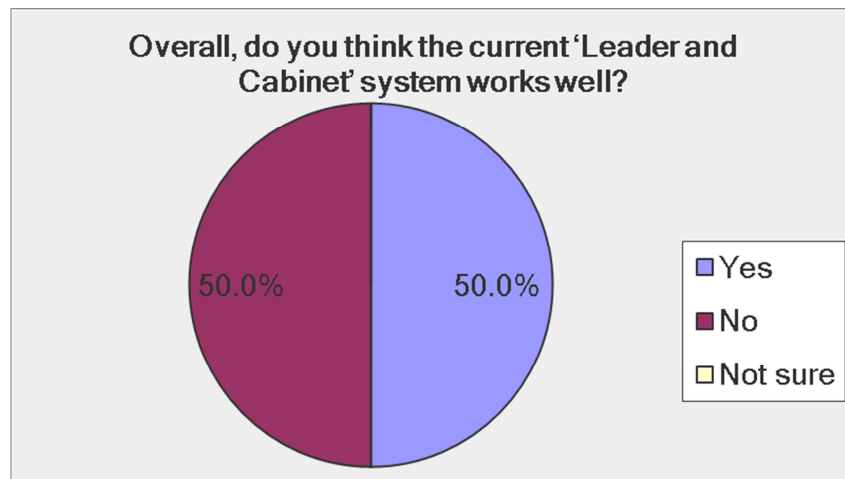
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	70.0%	14	4	10
No	10.0%	2	2	0
Not sure	20.0%	4	4	0
answered question			20	
skipped question			0	



Question 21

Overall, do you think the current 'Leader and Cabinet' system works well?

Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	50.0%	10	10	0
No	50.0%	10	0	10
Not sure	0.0%	0	0	0
answered question			20	
skipped question			0	



Please give the reasons for your answer.

Responses:

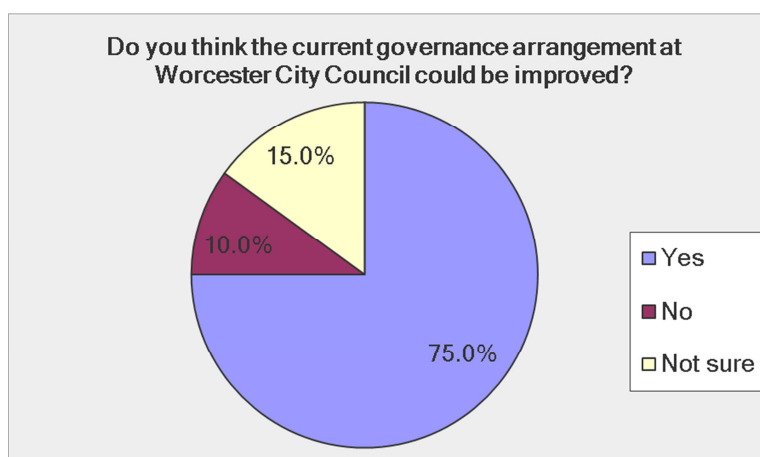
- It concentrates too much power in the hands of too few people who cannot even command majority support at council
- Binary system of power combined with annual elections means that tough decisions are not taken.
- In a council where there is no overall control and no prospect of change, the Leader & Cabinet system is not the best system of governance.
- Concentrated power in too few hands
- It over plays the Cabinet role to the extent that even other members of the "ruling" group may be sidelined
- Not for the current circumstances of Worcester where there is no one party with a clear majority. Cabinet also appears to make many decisions in private, on pink paper, that are hard to justify and difficult to challenge why they are on pink.
- It concentrates power in the hands of only a few councillors, therefore the majority of councillors feel excluded from important decision-making most of the time (the exception being full council).
- Timely, clear decisions for partners/business/other agencies in particular. Now good link between City Plan and Cabinet work programme
- The committee system has it's weaknesses as only those in the controlling group get to make the decision.
- The present system has similar weaknesses because of the political nature of life.
- Clear vision and leadership. Cabinet members are authorised & informed to represent the City Council with partners, stakeholders and public etc. Makes most efficient use of officer time.
- I think the current system strikes the correct balance between democratic accountability and effective decision making. A return to the committee system would give the illusion of greater input but would not actually deliver it and would slow down decision making.
- I was a Councillor under the old Committee system and it did not give backbench Councillors anymore influence in decision making than they do have now, only the appearance of influence. It is still and always will be down to numbers and majorities. Why do we keep trying to pretend it is otherwise. There is always the opportunity to go along to Cabinet meetings if any Councillor wishes to make a contribution to an item which is down for discussion or to approach a Cabinet member directly to make an input. Decisions are made in

the main along party lines in Committee or in Cabinet systems and no amount of jiggling about with systems will change that. It's called politics. The Cabinet system gives a clear responsibility to a group of people who can then be identified as the ones making the decisions and as a result blamed or praised for those decisions.

- The system works well and there is always the option of Call in if Councillors have concerns about any Cabinet decisions.
- The current system enables clear, accountable and relatively swift decision making with a clear focus on strategic priorities. This is important with the increasingly complex set of relationships the city council is engaged in. Our partners, who are crucial to the delivery and the City Plan and through this the future of the city, need to have clarity about how decisions are made and the Leader and Cabinet system offers this. Officers also need to work within clear decision making structures. The Leader and Cabinet model, with clear strategic direction, offers the clearest framework.
- It allows for timely and effective decision making on key issues facing the city council and Worcester as a whole. It offers partners and the public a clear focus of accountability.

Question 22

Do you think the current governance arrangement at Worcester City Council could be improved?				
Answer Options	Response Percent	Response Count	Administration	Opposition
Yes	75.0%	15	5	10
No	10.0%	2	2	0
Not sure	15.0%	3	3	0
answered question			20	
skipped question			0	



Question 23

If you think governance arrangements could be improved, how?

Responses:

- Introduce a committee system
- Adoption of the committee system.
- A system that engages more members

- Diminish or abolish the extent of the Cabinet role
- A change in the culture which assumes that anything coming from the opposition group is not worthy of consideration.
- The Committee system would better reflect the political balance of the council, and improve Councillor participation.
- Re-introduce a committee system.
- More engagement from Scrutiny on Policy development and external issues/agencies and seeking out issues from residents
- Better briefing of all members who should be bound by rules of confidentiality.
- No system is perfect! Resources for more meaningful direct engagement with the public might be useful. The difficulties are less to do with the system than to do with behaviours. Respect for difference of view & priority is essential under any arrangements.
- It is too soon to say, we await the Scrutiny review on this at this time.
- Omitting questions at the start of council meetings, pointless as they are just used for political point scoring
- greater scrutiny
- There is room for Cabinet and Scrutiny to work better together for the good of the council and the city. Scrutiny is sometimes used to 'catch out' Cabinet or to derail decision making.
- Committee system maybe

Question 23

Do you have any other general comments about corporate governance arrangements?

Responses:

- Thank you to our officers, especially Legal & Democratic Services, who have been so helpful to me over the past four and a half years.
- No system is perfect; we do need to find better ways of engaging with back bench members.
- This is not the most important challenge for the Council or for local people. Precious officer time would be better spent in furthering the agreed City Plan
- I think these are fine as they are.
- The system has now worked for 14 years and we have not seen any need to review it until now. I wonder why it is suddenly needed now????
- We need much shorter agendas. More business to be delegated
- works well
- There are many ways in which councillors can be involved in decision making in the council and making a difference for the people of Worcester. There are a range of committees, working parties, and opportunities to get involved.
- I am fully engaged in decision making in the council through group meetings. I play a part in council committees, working groups and activities related to the city council to the extent that I want and am able. I fear that any change to the present system will result in a more bureaucratic decision making process that loses sight of the big picture and the big challenges the city faces.

Visit to Malvern Hills District Council (MHDC)**Friday 14th October 2016**

- MHDC is a '4th Option' Council (population of below 85,000) and opted to retain the hybrid committee system following the Local Government Act 2000.
- Executive Committee has 10 members including Leader.
- The political balance of the Executive Committee is 6:3:1 (Conservative: Democratic: Liberal Democrat). The four members from opposition group have voting rights.
- Opposition parties are and have right to be involved in decision making.
- Although neither the Leader nor any of the Committee Members have individual delegated powers, 6 Executive Committee Members have been allocated a portfolio relevant to a service area or function of the Council.
- The Leader could choose opposition members for portfolio roles, if he wished.
- The rest of the governance system is like Committee System with an Overview and Scrutiny committee, Task and Finish Groups etc.
- Committees peculiar to MHDC are the 2 Area Development Management Committees, one for the North of the District and one for the South. A recent peer review, amongst other things, recommended the two area Committees be replaced by a single a Committee covering the whole district but this, together with the other recommendations are still being considered.
- Although there have been no recent structural governance changes, there have been changes in working practices at MHDC.
- It is felt that previously, the Executive Committee functions duplicated Council and that that does not happen now.
- Also previously considered to be more of a 'them and us' feeling. Now portfolio holders meet formally with opposition leaders. Considered that all members now feel more involved in the Council's work and that their views are being taken into account. Example – opposition members were involved in drawing up the Council's "Our 5 year plan" . All parties involved and informed and this resulted in a unanimous decision in support of the "Plan" at Full Council.
- The Chief Executive meets with opposition members as well as the administration.
- Culture of the organisation considered important – '*people in the system*' rather than the system'.
- Trigger for change in approach to governance is thought to be new members wanting to get better outcomes from decision making. Debate is now about the subject matter and member oppositions contributions are considered invaluable. Debate is not considered to be obstructive.

- The Constitution to be provided after the meeting and this outlines the Councils decision making structure. Noted that portfolio holders do not make delegated decisions.
- The Leader has less power under 4th option than in other models – appointment of portfolio holder, chairs of committees and has casting vote.
- The Leader holds this position for a 1 year term. There was an opinion (from the Deputy Leader) that it would be better to have a longer period of administration to enable longer term planning.
- Overview & Scrutiny Committee role is to champion the interest of the District and hold the Executive and Planning Policy Committee to account. Effective scrutiny is dependent upon the relationship between the administration and opposition groups. Scrutiny is working well, reflecting the positive political relationship, which has not always been the case.
- The Forward Plan is a standing item for Overview & Scrutiny Committee (and Full Council) – copy to be sent following the meeting. Includes the purpose, officer and portfolio holder for each item. The intention is to provide O&S Members the opportunity to consider whether pre-decision is recommended, and if so, is programmed into the Committee's work programme, and with Full Council, to keep all Members apprised of forthcoming business.
- With regards to pre-decision scrutiny (as above) all Committee members have the opportunity to request an item is subject to pre-decision scrutiny to submit comments for the Executive/Full Council to consider as part of the decision making process. Also call-in of decision provide opportunities for review, 'checks and balances'.
- Group leaders nominate appointments to committees and these are agreed by Council.
- A portfolio holder chairs the planning committee (detailed in the terms of reference) – this is a local arrangement not legislative.
- There is a Member Liaison Group which meets every four months and Council Policy Groups (CPGs) which can be set up by portfolio holders for a specific purpose.
- With regards to member engagement, it was noted that some members do not wish to be further involved.

Visit to Stroud District Council

Monday 17th October 2016

Session 1

- Driver for change – Stroud DC was under Conservative administration in 2013, then no overall control and the committee system was considered. Now there is an alliance of the Labour, Liberal Democrats and Green Groups. Leader wanted to engage members more.
- Stroud work closely with and have learnt a lot from South Gloucestershire.

- Change in governance required training for officers in terms of new ways of working, especially with members. There were also a series of meetings regarding changes to the constitution.
- There are a number of task and finish groups so members are involved and have opportunities to influence decisions. There are also other working groups doing bespoke work which feed into committees.
- Felt that there was now less individual responsibility for committees. Acknowledged that the Chair is in a difficult position as they can't make decisions, but are a spokesperson for the committee.
- Engagement around the committees is through pre-meetings and some are by e-mail only.
- Strategy and Resources Group is made up of the Chairs of all committees.
- Committees are politically balanced but the Chairs are not (voted in).
- There are a relatively small number of committees: Audit & Standards; Strategy & Resources; Community Services and Licensing; Environment; Housing; Development Control Committee and Full Council.
- There are also a number of review panels. There had been a move to combine / reduce these but this was decided against to ensure more opportunities for members to be engaged.
- Reports to committees are for decisions – try to avoid information only items.
- There may be a review of overview and scrutiny activities so that opposition members can have more opportunity to challenge.
- Although the PCC and Director for Public Health do provide annual reports, it was acknowledged that there was not as much scrutiny of outside bodies/partners.
- No committee for HR items – these go to the Chief Executive. There are no member appointments.
- Each committee has a budget but need oversight from Council to make sure this is prioritised effectively.
- Some decisions are 'doubled-up' but most are delegated to officers. Only strategic decisions are taken to committees to avoid overloading. There are opportunities for members to request delegated decisions to committees if significant.
- There has been member criticism that there are not enough decisions going to council.
- Meeting times have reduced – Council usually 45 minutes, 1 ½ hours at most.
- Although there are occasional tensions between groups, it is felt that they are largely on the same side – more challenging to officers than other members. Work outside committees helps - try to ensure consistency of principles and reach a consensus.
- Overall it was felt like the committee system required a greater resource from officers and can slow decisions.

Session 2

- Previously Full Council involved more conflict - following the move to committee system things are considered less adversarial.
- Scrutiny function not considered to have worked as well as it should have. Although it was more formalised under the Cabinet system, it was not considered more effective. Scrutiny Committees never got the same attention or status – committees now have this responsibility.
- There is now less incentive for scrutiny as there are cross party groups talking honestly and making the tough calls. Differences often more on geographical splits than political.
- Scrutiny takes place in review groups etc. although this is quite defuse.
- Committee meetings are available online but working groups and review groups are held in private so there are more honest discussions.
- Feeling that performance management needed to be reviewed as more challenge may be needed.
- Under previous system, it was recognised that members not in the administration felt uninformed.
- During the transition from Cabinet to Committee system, there was a year where Cabinet Members and Committee members made up a cross party group and decision making was a balance of collective agreement and cabinet agreement – many felt that they quite liked this arrangement.
- Advantages of the committee system considered to be the shared responsibility. Reading all the papers and having sufficient thinking time was considered to be a challenge. Need to balance what is strategic and what is operational.
- Scrutiny of external partners – members appointed to county wide forums and report back. Partners can be invited to committees.
- Each committee has a budget and this is delegated down, but then gets reported back to Strategy and Resource for overview. Recognised that this process isn't quite right yet as it sometimes strays too much into the detail.
- Some discussion about whether the change to the committee system has improved the culture regarding all members' views being taken into account. Although there is political balance in the committee, the chairs are not balanced. Commented that Audit Committee should be chaired by an opposition member (currently chaired by an Independent).
- Recognised that committee chairs need to have a good grip on the service area and responsibilities and that some chairs may not have expertise in the field leading to more officer lead.
- Chairs are expected to lead committee and present recommendations.
- Noted that decisions tend to be unanimous.
- Initiation point for reports is a mix of officer and member initiated. Commented that reports from officers tend to be 'yes/no' options. Suggested

that more options, input from members and discussion would be preferred. Also recognised that some of this was due to time/effort put in by members – should be more member driven.

- Recognised that committee system requires a different kind of officer support and there had been a shift in resource.
- Some feeling that Chairs of committees still feel like they have Executive member functions in terms of roles and officer interactions. Noted that officers tried not to brief Chairs like Executive Members but accepted there maybe some drift – no desire to go back to Chief Officer / Executive Member silo mentality.
- Role of planning Chair considered narrow. It is a clear cut committee making real decisions.
- Strategy and Resource Committee considered a 'collective' - holding the organisation together. Includes all four leaders as stated in the Constitution – acknowledged that this isn't always an exact/proportionate balance.
- The new committee system is not going back to the old style committee model – things have changed and moved on.
- Elections for the whole Council held every four years – this changes the planning perspective and improves forward planning. Feels more secure for members in administration. Considered to provide more stability and result in some savings.
- Some feeling that the system is running half as committee and half as cabinet.
- Overall feeling that they should stick with committee system but there need to be some improvements including better political balance and more options for committee to properly discuss matters. Also a feeling that training and resource requirement and balance of strategic and operation work/decisions not fully grasped.

Session 3

- Development Control not impacted by change to committee system – it is a popular committee so good to involve members.
- Move to committee system has increased in service requirement to support committees. Route of reports sometimes hard to track through the various committees and timescales can result in a lag which can be an issue.
- Some decision are taken directly to Council and do not go through committees – sometimes with special Council meetings to speed up decision. These are usually taken to group leaders for discussion. There can be informal delegation by exception.
- Recognised that budget setting for all committees can be difficult in terms of overall responsibility and some pressures if committees don't have same view as Council. Recognised that members haven't always been

engaged or have the same understanding as they didn't need to – but this needed to change.

- Suggested that Strategy & Resource Committee could set budgets based on corporate priorities.
- Budget setting is earlier – June/July through to September.
- Noted that more resource required for committee system in terms of reports and the level of information to support each committee/forum.
- Agreed that some members are not as engaged as others and sometimes engagement and attendance can be low but accept that the issues can be complex and difficult to understand. Felt that officers do too much of the talking at committees. It is hoped that working Groups will improve member understanding and engagement.
- Recognised that a lot of debate is 'taken off-line' which impacts discussion in the chamber. Any issues or questions from members have generally already been dealt with. Recognised that this means that this information/explanation is not put in the public domain.
- As reports may go to multiple committees, there may be different views or challenges at each forum depending on the type of decision each meeting is being asked to make, e.g. comment on performance or process?

Telephone Conference with Guildford Borough Council

Tuesday 22nd November 2016

- Confirmation provided of political make-up of Guildford Council: 48 councillors - 34 Conservative, 9 Liberal Democrats, 3 Guildford Greenbelt Group and 2 Labour. They are elected every four years.
- Review of governance arrangements driven by back benchers not feeling involved in decision making. Liberal Democrat members had a strong view to go back to a committee system.
- The review involved engagement sessions with a number of groups including parishes, corporate management team and senior officers, an online questionnaire, sessions with the Centre for Public Scrutiny, and paper based evidence gathering, and visits to other authorities which were considered very worthwhile.
- The process was started in November/December 2014 and finished in March 2015. The task and finish group met weekly.
- Following the review, a decision was made to move to a hybrid leader and cabinet system as this would provide flexibility without being tied to any new system (either the directly elected mayor and cabinet model or the committee system) for five years.
- It was also felt that the committee system could result in complicated decision making and micro-management.

- In essence, the Guildford councillors wanted to ensure that the Council made the best decision for Guildford whilst giving everyone the best opportunities to be involved – based on process and practices, not personalities.
- The new governance arrangements will be reviewed again after 12 months' operation.
- Noted that Guildford have clearer political control than Worcester.
- Key changes have been:
 - Introduction of Executive Advisory Boards (EABs) - Borough, Economy and Infrastructure Executive Advisory Board and Society, Environment, and Council Development Executive Advisory Board.
 The EABs have been set up to look at, debate and comment on major policy decisions (i.e. those related to corporate plan priorities) before they go to the Executive. These are all-party with one chaired by a minority group and the other by the majority group. Lead councillors are required to attend for topics within their portfolio.
 Topics divided between EABs based on Corporate Plan themes but noted that there are some overlaps.
 The EABs are thought to be working well but will be reviewed shortly. It is felt that members are involved in debate more readily and they do not slow decisions.
 Noted that the Executive does not always agree with the EAB's recommendations.
 - In terms of the cost of implementing the new system the task and finish group identified at an early stage that additional support would be required for the EABs. The group also felt that scrutiny was lacking resources and so recommended the appointment of a Scrutiny Officer. This was accepted by the Council and a scrutiny officer was recruited in April 2016.
 - Overview and Scrutiny has reduced from two to one committee with more outside involvement and outward facing – looking at a wider range of topic areas. Scrutiny hadn't been considered effective before but is being taken more seriously now.
 There have been occasions where the Committee considered matters that were not on the work programme. These were to debate County-wide infrastructure and implications.
 There are plans to ask residents about items to put forward for scrutiny.
 - Major key decisions on the executive work programme. Chairs and Vice Chairs meet monthly to look at Key Decisions – key projects and activities linked to the Corporate Plan.
- Bi-monthly meetings with EAB and O&S Chairs/Vice Chairs to review the respective work programmes.

- In response to question regarding impact of governance changes to 'conflict in the chamber', it was stated that full Council meetings can be political but the EABs are not.
- Noted that changes to Guildford's governance arrangements and new ways of working were taking time to filter down to managers and it has been a culture change in terms of moving away from the traditional committee report to alternative, more participative methods such as briefings and presentations, Q & As with lead councillors, etc.

Stroud District Council

Stroud - Constitution -Version: May 2016 Section 2 Meetings of the Council 2.1

MEETINGS OF THE COUNCIL

This section of the Constitution provides a summary of the Council bodies and the detailed terms of reference for each of those bodies. The terms of reference explain the areas of work that will be considered by each body.

Updated June 2015

Summary of Council Bodies Meeting	Number of Councillors	Notes
Council	All 51 members	
Strategy and Resources	13	The chairman of this committee is the Leader of Council. The Chair of the Community Services, Environment and Housing committees will each have seats on the Committee as will the leaders of each political group. A member of the Committee will be appointed to chair the Council's District Planning Review Body which shall consider issues affecting the delivery of the Council's strategic planning policies; review planning appeal decisions which have key implications for the Council's strategic planning policy or planning performance; and where appropriate make recommendations on the above matters to the Strategy & Resources Committee to promote the continuous improvement in planning performance and planning policy strategy.
Community Services and Licensing	12	This committee has a sub-committee known as the Licensing Panel which determines relevant licensing applications. The Panel comprises 3 councillors who are trained on licensing matters and who are members of the committee. No Councillor whose employment or business involves dealing with licensing matters within the district should be a member of the Licensing Panel. All Councillors and their appropriate Group Leaders must consider the appropriateness of their involvement in the Panel. They are required to make a reasonable assessment of whether their professional interests would preclude them from sitting on the Panel and / or committee. Advice should be sought from the Monitoring Officer in advance of any appointments. It is anticipated that a cautious (whilst practical) approach in the interests of the Council should generally be taken.
Environment	12	

Summary of Council Bodies Meeting	Number of Councillors	Notes
Housing	12	<p>This committee works with and consults tenants via the Council's Stroud Council Housing Tenants Forum which exists to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Provide views on reports which feed into the Housing Committee and act as a critical friend; <input type="checkbox"/> Provide views on the development of strategy and policy; <input type="checkbox"/> Provide views on and review progress against delivery of strategic aims and key projects; <input type="checkbox"/> Review the performance of the housing service and flags any concerns to the Housing Committee; <input type="checkbox"/> Overview of the budget status and feed into financial planning; <input type="checkbox"/> Overview of risk and risk management arrangements; <input type="checkbox"/> Improve and promote tenant involvement; and <input type="checkbox"/> Identify areas for scrutiny and review reports made by the Tenant Scrutiny Panel. <p>The Forum comprises up to 5 councillors and 10 council housing tenants. The councillor appointments are made up of the Chair and Vice-Chair of the Housing Committee and members from the Council's other political groups not represented therein. The council tenant representatives comprise 2 tenants and Residents' Forum members, 2 sheltered housing tenants, 2 Rural Tenants Forum members and 1 representative from each Service Development Group.</p> <p>The Council also has a Tenants Scrutiny Panel which reports to the Stroud Council Housing Forum. Its role is to provide robust tenant scrutiny of housing services within Stroud District Council including triggering policy and service reviews where evidence suggests an improvement is required; to check compliance against standards published by the Homes and Communities Agency (and other regulatory requirements); to keep a watching brief on the delivery and development of local offers; and to scrutinise the effectiveness of strategies, policies and procedures.</p>
Audit and Standards	9	<p>In addition to this committee, the Council has a Standards Panel which is comprised of the Chair of Council (or in his absence the Vice-Chair), two parish / town councilors and independent members who are co-opted to the Council to determine reports that district or parish / town councilors have breached their Members' Codes of Conduct in accordance with the procedures set out in this constitution.</p>
Development Control	12	<p>No councillor whose employment or business involves dealing with planning matters within the district should be a member of the Development Control Committee.</p>

Cambridgeshire County Council – extract from [Constitution](#)

The Constitution

Part 2 – Articles

Article 8 – Committees

Part 2, Article 8, Committees [effective from 10th May 2016]

ARTICLE 8 – COMMITTEES

8.01 Introduction

The Council shall establish a number of committees in order to undertake its functions in a more efficient way. These are divided into four categories, Service Committees; Regulatory Committees; Joint Committees and Other Committees. In some cases the law requires the Council to establish a committee and stipulates the way it shall operate. However, in most cases Full Council may decide on the size, terms of reference and membership of its committees. In the absence of the relevant committee chairman/woman, the vice-chairman/woman will take the chair.

All Councillors are encouraged to undertake regular training and for the regulatory and appeals committees there are specific training requirements. Statutory scrutiny functions will be incorporated and carried out by the relevant Service Committee as set out in their respective terms of reference.

8.02 Service Committees

The Council shall establish the following service committees:

- Adults Committee
- Children and Young People Committee
- Economy and Environment Committee
- Health Committee
- Highways and Community Infrastructure Committee.

These are known as service committees because their business concerns the Council's delivery of services to the people of Cambridgeshire.

The composition and function of each of these committees are set out in Part 3B – Responsibility for Functions: Committees of Council.

8.03 Regulatory Committees

The Council shall establish the following regulatory committees:

- Planning Committee

These committees regulate the conduct of the Council's business and make decisions in relation to regulatory matters.

The composition and function of each of these committees are set out in Part 3B

– Responsibility for Functions: Committees of Council.

8.04 Joint Committees

In conjunction with other authorities, the Council shall establish and participate in the following joint committees:

- Area Joint Committees (where the Council sees fit)
- Cambridgeshire Police and Crime Panel
- Joint Development Control Committee – Cambridge Fringes
- Local Government Shared Services Joint Committee
- Northstowe Joint Development Control Committee.

The composition and function of each of these committees are set out in Part 3C – Responsibility for Functions: Joint Committees.

8.05 Other Committees

The Council shall establish the following other committees:

- General Purposes Committee
- Assets and Investments Committee
- Audit and Accounts Committee
- Cambridgeshire Health and Wellbeing Board
- Constitution and Ethics Committee
- Hearings Sub-Committee
- Pension Fund Board
- Pension Fund Board Investment Sub-Committee
- Staffing and Appeals Committee
- Service Appeals Sub-Committee.

Fylde Borough Council

<https://fylde.cmis.uk.com/fylde/Committees.aspx>

Council and Committees

[Audit and Standards Committee](#)

This committee has responsibility for oversight of the council's risk management, corporate governance and internal audit functions. It also receives reports for the council's external auditors and has responsibility for the council's code of conduct for members. It will determine the outcome of standards investigations and hear reports from the monitoring officer.

[Chief Officers Employment Committee](#)

This committee has responsibility for the appointment of the head of paid service, the statutory chief officers and non-statutory chief officers. It also has responsibility for disciplinary action against and dismissal of those officers.

[Council](#)

Council is the ultimate policy making body for Fylde Borough Council.

[Development Management Committee](#)

This committee is responsible for the determining of planning applications and planning enforcement action. It is also responsible for planning policy matters such as the local plan.

Environment, Health and Housing

This committee is the designated crime and disorder committee for the purposes of the Police and Justice Act 2006. It is also responsible for housing, health, bathing water quality and community safety. For information on speaking at this committee see "Public Speaking at Council Meetings" in the Documents and Information section.

Finance and Democracy Committee

The committee is responsible for the development and oversight of matters relating to finance, corporate planning, performance management, procurement, community projects, strategic partnerships, policy development and mayoral arrangements.

Licensing Committee

This committee has responsibility for all licensing functions under the Licensing Act 2003 and all functions under part 8 of the Gambling Act 2005 except those that by virtue of section 154 cannot be delegated.

Licensing Panel Hearings

Membership of the Licensing Panels is drawn from members of the Licensing Committee. Panels consist of three members. The Panels, like the Licensing Committee, do not need to be politically balanced.

Operational Management

This committee is responsible for street cleansing, refuse collections, public amenities, car parking and coastal defences.

Public Protection Committee

This committee has responsibility for the hearing of staff appeals, the issuing of taxi licenses and caravan site licenses, powers in regards to noise, food production, food storage, pet shops, fireworks and storage of other dangerous substances.

Tourism and Leisure Committee

This committee is responsible for sports, arts, leisure and cultural provisions, parks and open spaces, sand dune and beach management, and tourism and events promotion policies.

Newark & Sherwood District Council

<http://www.newark-sherwooddc.gov.uk/meetingdates/>

Committees

Policy & Finance Committee – will make key strategic decisions (other than those which must be determined by Council) including all decisions which have a major impact on a number of Council services or on the Council as a whole.

Economic Development Committee – will assist with policy development, implementation and review in respect of all areas falling within its remit including: Economic Regeneration and Transport; Fuel Poverty Strategy; Home Energy Conservation and Energy Conservation Plan; Energy management; Climate change including Mitigation (CO2 reduction); and Land Use Planning.

Leisure & Environment Committee – will assist with policy development, implementation and review in respect of all areas falling within its remit including developing and adopting policies and procedures in accordance with the Council's: Cleaner, Safer, Greener Strategy; and the Council's Leisure and Culture Strategy.

Homes & Communities Committee – will assist with policy development, implementation and review in respect of all areas falling within its remit including developing and adopting policies and procedures in accordance with the Council's: Community Safety Strategy; the Council's Emergency Plan and Responses to Flooding; and in relation to Housing.

Part 2 of the Council's Constitution (Responsibility for Functions) gives a detailed explanation of each of the Committees remits, and responsibilities.

The Council also has five regulatory committees:

Planning – considers all planning applications, appeals and planning contraventions. It also discharges all other functions relating to town and country planning and development control.

General Purposes – considers applications for hackney carriage and private hire licences. It also deals with licensing functions other than those falling within the remit of the Licensing Committee and functions relating to parishes, elections and electoral registration.

Licensing - is required under the Licensing Act 2003 to discharge licensing functions such as issuing licences for the sale of alcohol and late night refreshments.

Audit and Accounts - oversees the council's internal control framework and approve the council's published accounts.

Joint Economic Prosperity Committee - for all authorities covering the City of Nottingham and County of Nottinghamshire. The purpose of the Committee is to drive future investment in jobs and growth within the area.