

[Insert name of submission organisation/group/individual here]

Council Size Submission: Template

[Insert Local Authority Name Here]

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How to Make a Submission

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

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

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

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

About You

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

This submission is made on behalf of the Liberal Democrat Group of Councillors in Kirklees. The Group currently has 8 members (over 10% of Council) with representation in Almondbury, Lindley, Golcar and Cleckheaton wards.

Reason for Review (Request Reviews Only)

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

The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 15 - 20 years. **The consideration of future governance arrangements and council size should be set in the wider local and national policy context.** The Commission expects you to challenge your current arrangements and

determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

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

The last governance changes took place nearly two decades ago. Aside from some Scrutiny enhancements and the removal of the seven Area Committees not much else has changed. We feel strongly that local democracy and engagement was impacted adversely by the removal of the area committees. Much has been lost in terms of accountability and public participation in Council's decision making. We intend that our suggested changes restore that openness and capacity to make robust decisions through resident participation.

Some of our wards now have quite large populations so we would support the move to smaller wards as long as it was delivered in the same current financial package. This would aid in Councillor case work volumes and the residents' outcomes.

Local Authority Profile

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

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

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

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Council Size

The Commission believes that councillors have three broad aspects to their role. These are categorised as: **Strategic Leadership, Accountability (Scrutiny, Regulatory and Partnerships), and Community Leadership.** Submissions should address each of

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

Strategic Leadership

Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority. Responses should also indicate how many members will be required for this role and why this is justified. **Responses should demonstrate that alternative council sizes have been explored.**

Topic		
<p>Governance Model</p>	<p><i>Key lines of explanation</i></p>	<ul style="list-style-type: none"> ➤ <i>What governance model will your authority operate? e.g. Committee System, Executive or other?</i> ➤ <i>The Cabinet model, for example, usually requires 6 to 10 members. How many members will you require?</i> ➤ <i>If the authority runs a Committee system, we want to understand why the number and size of the committees you propose represents the most appropriate for the authority.</i> ➤ <i>By what process does the council aim to formulate strategic and operational policies? How will members in executive, executive support and/or scrutiny positions be involved? What particular demands will this make of them?</i> ➤ <i>Whichever governance model you currently operate, a simple assertion that you want to keep the current structure does not in itself, provide an explanation of why that structure best meets the needs of the council and your communities.</i>
	<p>Analysis</p>	<p>We believe a committee system as opposed to the current Leader and Cabinet system would best serve the communities in our authority given the complex geographical, economic and cultural make up of the borough. Strategic overview would be provided by a Policy Resources Committee drawn from Councillors with relevant skills and knowledge. Committees would create and monitor policy along with Scrutiny with results being ratified by Council.</p>
<p>Portfolios</p>	<p><i>Key lines of explanation</i></p>	<ul style="list-style-type: none"> ➤ <i>How many portfolios will there be?</i> ➤ <i>What will the role of a portfolio holder be?</i> ➤ <i>Will this be a full-time position?</i> ➤ <i>Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions?</i>
	<p>Analysis</p>	<p>Portfolio Holders/Cabinet members/Chair of Committee would share a collective responsibility for decisions of Committees. Committees would mirror current directories with one or two portfolio holders. We would envisage that additional responsibilities along with regular Councillor duties would make this effectively a full time role.</p>

Delegated Responsibilities	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>What responsibilities will be delegated to officers or committees?</i> ➤ <i>How many councillors will be involved in taking major decisions?</i>
	Analysis	

Accountability

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

Topic		
Internal Scrutiny		The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.
<i>Key lines of explanation</i>		<ul style="list-style-type: none"> ➤ <i>How will decision makers be held to account?</i> ➤ <i>How many committees will be required? And what will their functions be?</i> ➤ <i>How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place?</i> ➤ <i>How many members will be required to fulfil these positions?</i> ➤ <i>Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority.</i> ➤ <i>Explain the reasoning behind the number of members per committee in terms of adding value.</i>
Analysis		Accountability will be ensured through working in committees that full access to the information required to make decisions. Council will ratify key decisions and policies. There will be opportunity for examination by an Audit Committee.
Statutory Function		This includes planning, licencing and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?
Planning	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>What proportion of planning applications will be determined by members?</i> ➤ <i>Has this changed in the last few years? And are further changes anticipated?</i> ➤ <i>Will there be area planning committees? Or a single council-wide committee?</i> ➤ <i>Will executive members serve on the planning committees?</i> ➤ <i>What will be the time commitment to the planning committee for members?</i>

	Analysis	<p>It is anticipated that around 5% of planning applications will be decided by councillors. These applications should be limited to applications by virtue of their size have a major impact on neighbourhoods and all smaller applications which deviate from policy in small way but would have significant personal benefits for the individuals and neighbourhoods.</p> <p>Given the diverse geographical nature of Kirklees and its relatively large population we feel that continuing with area planning committees is important. That should be at least two committees possibly three. We see benefits in having an overarching strategic planning committee for applications that have a significant impact on the whole borough.</p> <p>We believe that committees with 13 to 15 members help with consistency of decision making and provide the relevant depth of experience. Members of planning committees should be spending the equivalent of 1 day per month on that work.</p>
Licensing	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>How many licencing panels will the council have in the average year?</i> ➤ <i>And what will be the time commitment for members?</i> ➤ <i>Will there be standing licencing panels, or will they be ad-hoc?</i> ➤ <i>Will there be core members and regular attendees, or will different members serve on them?</i>
	Analysis	Click or tap here to enter text.
Other Regulatory Bodies	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>What will they be, and how many members will they require?</i> ➤ <i>Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.</i>
	Analysis	Click or tap here to enter text.
External Partnerships		Service delivery has changed for councils over time, and many authorities now have a range of delivery partners to work with and hold to account.
	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>Will council members serve on decision-making partnerships, sub-regional, regional or national bodies? In doing so, are they able to take decisions/make commitments on behalf of the council?</i> ➤ <i>How many councillors will be involved in this activity? And what is their expected workload? What proportion of this work is undertaken by portfolio holders?</i> ➤ <i>What other external bodies will members be involved in? And what is the anticipated workload?</i>
	Analysis	<p>We support a Kirklees Partnership Model, with Local Public Service Boards for key areas of strategic working, such as Health and Social Care; Children and Young Peoples' Work; Community Safety; Employment and Economy; and Environment and Climate Change.</p> <p>We would want to have more involvement with West Yorkshire Mayoral Combined Authority.</p>

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

Topic		Description
Community Leadership	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>In general terms how do councillors carry out their representational role with electors?</i> ➤ <i>Does the council have area committees and what are their powers?</i> ➤ <i>How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings or maintain blogs?</i> ➤ <i>Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies?</i> ➤ <i>Are councillors expected to attend community meetings, such as parish or resident's association meetings? If so, what is their level of involvement and what roles do they play?</i> ➤ <i>Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?</i>
	Analysis	<p>The council has no Area Committees and councillors are left to engage with residents on an ad hoc basis via email and telephone. Some councillors have a significant social media presence which they use to engage with residents to good effect whilst others contact residents by holding regular surgeries.</p> <p>We would favour a return to an area committee system that the council had in the 2000s. At a minimum that would cover the Spen Valley, Batley, Dewsbury, the Home and Colne Valleys. Given the size of the Derne Valley and Huddersfield it would be sensible to have ward forums or in the cases of Kirkburton and Denby Dale Area forums (all though we might note that those wards are covered by Parish Councils. Area committees would engage with residents and councillors on key strategic issues, health, education, environment, the local economy, and community safety. That engagement would feed into key strategic decision making by the council. It is envisaged that the communities would be advisory rather than decision making though in the</p>

		<p>past Area Committees have been successful in support key local priorities with small amounts of seed funding eg Walkers are Welcome in the Colne Valley, West Yorkshire Police Operation Torrbank in conjunction with Kirklees Community Safety in the Spen Valley.</p>
Casework	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues?</i> ➤ <i>What support do members receive?</i> ➤ <i>How has technology influenced the way in which councillors work? And interact with their electorate?</i> ➤ <i>In what ways does the council promote service users' engagement/dispute resolution with service providers and managers rather than through councillors?</i>
	Analysis	<p>The way that councillors deal with casework varies. Some pass it straight onto officers through council support, others use the contacts they have built up to contact officers directly.</p> <p>There is a variety in how support is provided. Community safety and highways offer regular briefings and send out emails for road closures and significant community safety issues. Adult social care and children's services feedback to councillors through scrutiny panels.</p> <p>There is a complaints procedure which residents can use some issues can be reported online or by telephone through Kirklees direct but there is often a feeling that the information doesn't always get through. For example, a resident might report a missed bin collection online or by telephone. Procedure should be that the bin is left out and it can be collected later in the week by a catch-up collection. But that does not always happen, and information is not always fed back to the residents those situations a resident might contact a councillor.</p>

Other Issues

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

We would not support any changes to the current 'In Thirds' electoral arrangements.

Summary

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

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

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