

ExampleA

Key Authority Comparable Stats

Approx. Population	92,000																										
Type of authority	Unitary																										
Number of Wards	11																										
Number of Members	33																										
Political Proportionality	Coalition																										
	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 60%;">Political Party</th> <th style="width: 20%;">Members</th> <th style="width: 20%;">Proportionality</th> </tr> </thead> <tbody> <tr> <td>Conservative</td> <td>13</td> <td>65%</td> </tr> <tr> <td>Independent</td> <td>4</td> <td>20%</td> </tr> <tr> <td>ExampleA Independent Union</td> <td>2</td> <td>10%</td> </tr> <tr> <td>ExampleA People/Group 2</td> <td>1</td> <td>5%</td> </tr> <tr> <td>Grand Total</td> <td>20</td> <td>100%</td> </tr> </tbody> </table>			Political Party	Members	Proportionality	Conservative	13	65%	Independent	4	20%	ExampleA Independent Union	2	10%	ExampleA People/Group 2	1	5%	Grand Total	20	100%						
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Current Council Structure	<div style="text-align: center;"> <pre> graph TD MD[Managing Director] --> CS[Chief Solicitor] MD --> DPH[Director of Public Health] MD --> DRD[Director of Resources and Development] MD --> DNRS[Director of Neighbourhoods and Regulatory Services] MD --> DCCS[Director of Children's & Joint Commissioning Services] MD --> DACBS[Director of Adult & Community Based Services] </pre> </div>																										
Committee Model since	May 2013																										

Observations made in moving to Committee Model

- Kept it simple for first iteration with the aim to review and build if needed
- Needed 18-24 months to embed for review
- All members signed up to what the constituents said they wanted
- Difficulty in setting up remote participation/access
- Digital training requirements high- ongoing support needed
- Holds regular seminars to support Members with update, information, horizon scanning etc.
- Will need to provide clear steer on new model, what this means for members, what powers the committees hold, what you can and can't do, who the key contacts are for Members re Officers, how best to approach and remit.
- Meetings start off more frequent and longer in time within the first 3 years and start to reduce in frequency and running time once embedded

Key Committee Comparable Stats

Is there a LAC Model also in place?	No
Statutory Scrutiny Only?	Yes
Separate Scrutiny or Embedded?	Embedded within Audit & Governance Committee
Scrutiny Decision Making	A Committee undertaking statutory scrutiny functions will follow the Scrutiny Procedure Rules set out in Part 4 of this Constitution when considering any matter.
Do the Committees all work in the same way?	Yes, with exception of Children's Services Committee, is held later in the day to support professional SME attendance
Front Doors into Committees	<ol style="list-style-type: none"> 1. Service (as an access point or via complaint) 2. Raise a council complaint, diverted internally 3. Attend a committee 4. Via Cllr 5. Petition for a change, deliver to a Director of relevant service for advice on course of action
Cross Cutting Issue Process	<p>4 routes:</p> <ol style="list-style-type: none"> 1. Report/issue in question would go to both/all committees relevant to appraise which committee they believe it falls within. This might involve both Committees doing some work; or 2. The same route but the committees do a joint piece of work; or 3. Might go to Audit and Governance to liaise and make recommendations about where it sits; or 4. As an escalation point, it might go to a solicitor/director to determine which Committee will lead
Decisions taken by Committee Process	Committee/Sub-Committee Decisions – Committees and Subcommittees will follow those parts of Council Procedure Rules as set out in Part 4 of this Constitution as apply to them when making decisions

	<p>Some decisions are referred to as ‘Key Decisions’ and can be made by Full Council, a Committee or an Officer acting under delegated authority.</p> <p>A key decision is a decision which falls within one or more of the following categories:</p> <p>(a) any decision which is financially significant because it will result in income, expenditure or savings with a gross full year effect of £100,000¹ or greater; or</p> <p>(b) any decision which may have a significant impact on communities living or working in an area comprising two or more wards.</p> <p>All decisions will be made in accordance with the following principles:</p> <p>(a) Proportionality (i.e. the action must be proportionate to the desired outcome);</p> <p>(b) In accordance with the purposes of the Constitution;</p> <p>(c) Having due consultation and the taking of professional advice from Officers;</p> <p>(d) Respect for Human Rights and Equality and Diversity;</p> <p>(e) Best Value;</p> <p>(f) A presumption in favour of openness;</p> <p>(g) Clarity of aims and desired outcomes;</p> <p>(h) Due consideration of options available to the decision taker and outlining reasons for recommendations;</p> <p>(i) Consideration of relevant matters only including any risks;</p> <p>(j) Subsidiarity (i.e. delegation of decisions to the most appropriate level);</p> <p>(k) Efficiency (i.e. decisions must not be unnecessarily delayed); and</p> <p>(l) Reasonableness</p> <p>(m) Consideration of the Legal and Financial Implications</p> <p>(n) Consideration of any impact on Crime and Disorder</p> <p>(o) Consideration of any impact on the Environment and Sustainability</p>
Urgent Decision Making	<p>Delegated powers set out in Constitution, may seek advice from Lead of Council and policy chairs</p> <p>Anything committees don't do or urgent between committee dates, Officers can review in consultation with Committee chair, review only with Officers or review only at Committee.</p> <p>The Managing Director (or in his/her absence the Director of Resources and Development), in consultation with the Leader (or in his absence the Deputy Leader), Chair of the relevant Committee (or in his absence Vice Chair), the</p>

¹ This is £500k for Sheffield

	<p>Section 151 Officer and Monitoring Officer, may take a decision normally reserved to Full Council or a Committee where:</p> <p>a) Failure to take the decision promptly would, or would be likely to, harm the interests of the Authority and/or the public.</p> <p>b) The decision is of such urgency that it cannot be delayed to be considered at a meeting of Full Council or the relevant Committee with delegated authority.</p> <p>Such decision must be taken in accordance with the urgent decision procedure set out at Part 3 (CE15 and CE16)</p>
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Roles

<p>Role of Lord Mayor</p>	<p>‘Ceremonial Mayor’</p> <p>(a) be first citizen of the Borough;</p> <p>(b) uphold and promote the purposes of the Constitution;</p> <p>(c) preside over meetings of the Full Council so that its business can be carried out efficiently and with regard to the rights of Elected Members and the interests of the community;</p> <p>(d) ensure that the meetings of Full Council provide a forum for the debate of matters of concern to the local community and a place at which Elected Members can ask questions of the Chairs of Committees and Sub-Committees;</p> <p>(e) promote public involvement in the Authority’s activities;</p> <p>(f) be the conscience of the Authority; and</p> <p>(g) attend, with the Ceremonial Mayor’s consort, the following civic and ceremonial functions (at which both the Ceremonial Mayor and the Ceremonial Mayor’s consort will be entitled to wear the appropriate chains (or the Deputy Ceremonial Mayor and consort if substituting for the Ceremonial Mayor and consort):</p> <ul style="list-style-type: none"> - Annual Civic Service - Annual Memorial Service - Bombardment - Annual Remembrance Day Service and Associated Events - Armed Forces Day - Charity Event(s) to be held at the discretion of the Ceremonial Mayor - Workers’ Memorial Day <p>(h) Attend as a representative of the Authority at:</p> <ul style="list-style-type: none"> - Royal visits - Official openings - Other Councils’ civic events - Presentation of community awards - School, church and other official visits - Greeting civic and other dignitaries - Any other events, as determined by Full Council
<p>Role of Leader of the Council</p>	<p>The Leader will carry out the following roles:</p>

- (a) be the political Leader of the Authority and act as the Authority's principal public spokesperson;
- (b) act for the benefit of all the Borough's citizens and other interested persons and stakeholders;
- (c) give the overall policy direction to the Authority and lead with the Chairs of the Authority's Committees and Sub-Committees, the implementation of policies, budgets and strategies approved by Full Council;
- (d) represent the interests of the Authority and its community (residents and other stakeholders) at regional, national and international levels;
- (e) be the Chair of the Authority's Finance and Policy Committee
- (f) provide policy direction and progress the Full Council's corporate objectives with Committee Chairs, the Managing Director and Chief Officers, the Leaders of other political groups within the Authority, partners and other stakeholders;
- (g) maintain professional working relationships and mutual respect with Elected Members and Officers;
- (h) attend and participate in such civic and ceremonial functions and duties as determined by Full Council.

The Leader as an Elected Member of the Authority:

- (a) subject to the same rules about qualification and disqualification as any other Elected Member. As the Authority operates a Committee system under the Local Government Act 1972, the Localism Act 2011 and regulations made thereunder, the Leader has no formal legal powers and duties vested in him or her under the Local Government Act 1972 or the Local Government Act 2000.
- (b) Holds a significant role within the Authority as the main political spokesperson and the focus of policy direction. Hence, the Leader is the Chair of the Finance and Policy Committee, which has responsibility for the development and interpretation of the Authority's broad policies and its finances.
- (c) Must together with all Elected (and Co-opted) Members adhere to the rules about disclosure of registerable and non-registerable personal interests to comply with the Council's Code of Conduct as set out within Part 5 of this Constitution.

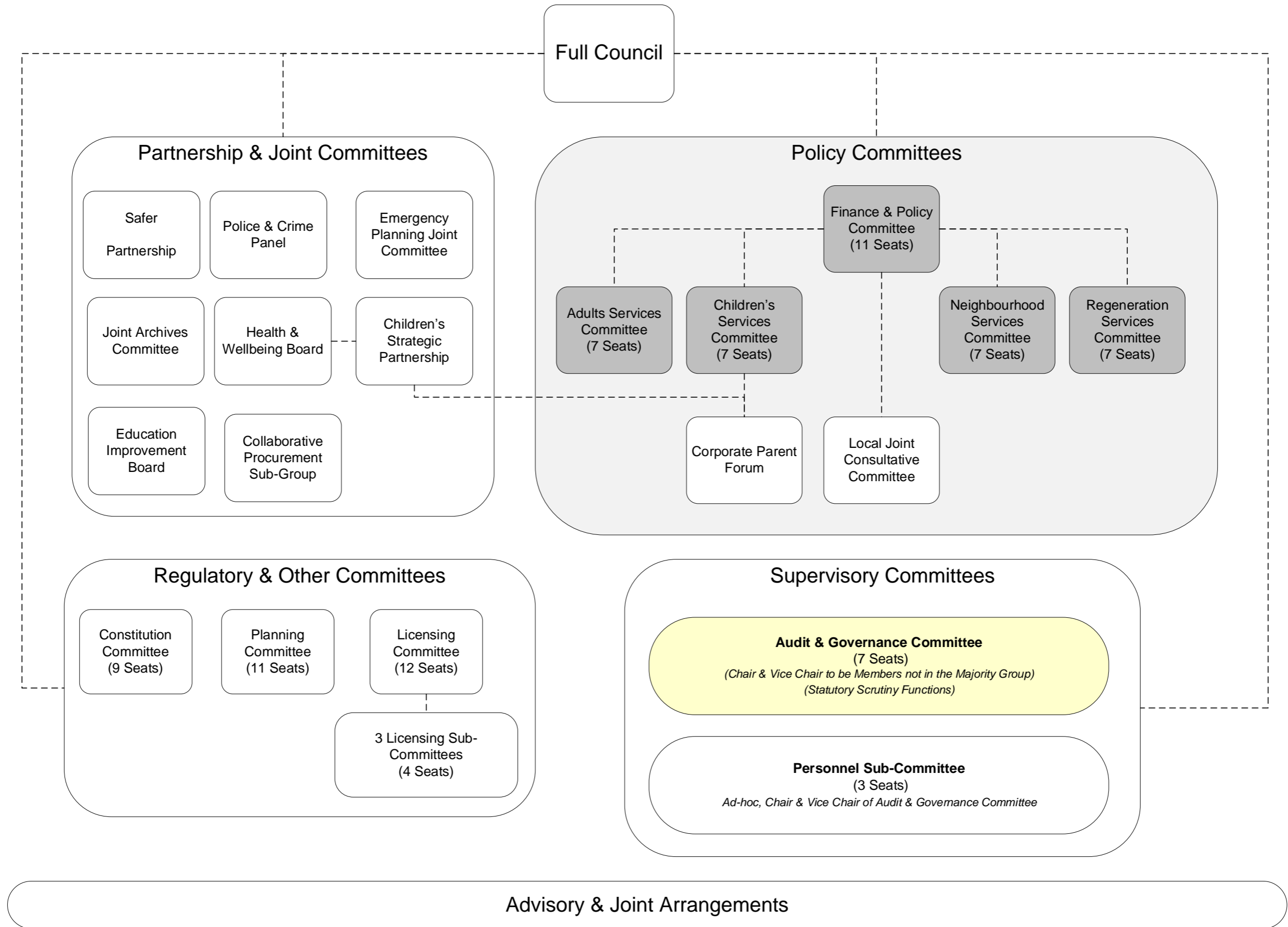
	<p>(d) Where the Leader is a member of a political group, will be taken into account when calculating seat allocations on Committees and Subcommittees of which he/she is a Member. This ensures Committees and Sub-Committees reflect the political composition of Full Council as a whole in accordance with the Local Government and Housing Act 1989.</p> <p>(e) Will receive a Special Responsibility Allowance in recognition of the role of Leader and associated role as Chair of the Finance and Policy Committee as set out in the Elected Members' Allowances Scheme as set out within Part 6 of the Constitution.</p>
Role of Deputy Leader of the Council	Full Council will appoint a Deputy Leader who will exercise the powers vested in the Leader if he or she is unavailable or otherwise unable to act.
Role of Committee Chairs	Not specified
Role of Deputy Chairs	Not specified

Time Demand of Model

Number of Bodies in Model	18
Total seats available	91
Politically proportionate seats available	84
Amount of Cllr time taken for the whole model annually	1941 hours 259 days 288 weeks
Number meetings annually	128 over the year 11 per month
Average per 1 Committee from this Model	108 hours annually 14 working days 3 weeks 7 meetings per year 1 (rounded up) per month
Average attendance for Cllrs	5 seats to fill 503 hours per annum 67 days per annum 13 weeks per annum 33 Committee meetings to attend 3 meetings per month

SRAs Paid

Allowances	££8,330 per annum
Leader of Council/Chair of Overarching Committee	£24,990
Chair of Committees	£8,330
Chair of Licensing	£4,998



Themed Committees

Example A Authority chose to call these Committees 'Policy Committees' and they align to the old portfolio structure of the Council.

Finance & Policy (11 seats, Quorum 3)

Acts as an Overarching Committee

Days & times of operation	Weekdays 10am			
Frequency & Timing	Intention for monthly			
	Finance and Policy			
	Year	# of Mtgs	Total Hours	Av Hours
	Y1	13	26h 54m	2h 4m
	Y2	14	18h 57m	1h 21m
	Y3	12	18h 32m	1h 32m
	Y4	10	9h 32m	57m
	Y5	11	16h 45m	1h 31m
	Y6	12	10h 35m	52m
	Y7	12	11h 32m	57m
	Y8	9	16h 02m	1h 46m
Location of operation	Single central building			
Core functions	<p>The Finance and Policy Committee is chaired by the Leader of the Council and consists of 11 Elected Members. The Committee is responsible for financial and other resources of the Authority, for formulating, developing and implementing the Authority's plans and strategies under the budget and policy framework. Additional service area responsibility including asset management, strategic procurement, electoral services, revenues and benefits, social welfare and public health, under the Health and Social Care Act 2012, including the development of partnership working.</p> <ol style="list-style-type: none"> 1. Responsibility for the financial and other resources of the Authority, for formulating, developing and implementing the Authority's plans and strategies under the budget and policy framework (additional service area responsibility includes: Asset Management, Strategic Procurement, Electoral Services, Revs and Bens, Social Welfare & Public Health under the H&SC Act 2012, inc the development of partnership working) 2. The formulation, development and implementation of the policy framework (as detailed below) and budget and the implementation of these in respect of Council functions and services not otherwise the responsibility of Council or any other Committee, in particular finance and support services 3. The exercise of public health functions of the Authority under Part 5 of the Health and Social Care Act 2012² including 			

² Legislative inaccuracy

	<p>partnership arrangements made under Section 75 of the National Health Service Act 2006 and the overall development of partnership working</p> <ol style="list-style-type: none"> 4. Responsibility for the functional areas, other Plans and Strategies and service areas as detailed in function 15. 5. The determination of Departmental staffing proposals where service areas are being amalgamated or disaggregated and/or service area is created, modified or deleted due to changes in grant/external funding (delegation to Managing Director, in consultation with the Chair of Finance and Policy Committee and the Chair of the committee responsible for the relevant service area along with that Director) 6. Functions relating to elections with the exceptions of the Statutory Powers reserved for Full Council: <ol style="list-style-type: none"> (a) Power to assign Officers in relation to requisitions of the Electoral Registration Officer (b) Duty to provide assistance at European Parliamentary Elections³ (c) Power to divide electoral divisions into polling districts at Local Government elections (d) Powers in respect of holding elections (e) Power to pay expenses properly incurred by Electoral Registration Officers (f) Duty to declare vacancy in office in certain cases (g) Duty to give public notice of a casual vacancy (h) Power to make temporary appointments to Parish Councils (i) Power to determine fees and conditions for supply of copies of, or extracts from, election documents. (j) Power to submit proposals to the Secretary of State for an order under section 10 (pilot schemes for local elections in England and Wales) of the Representation of the People Act 2000. 7. Functions relating to Local Government pensions, etc, except those reserved to the Audit and Governance Committee 8. The final decision, post consultation, on any staffing proposals requiring compulsory redundancy of one or more staff 9. Power to make agreements with other Local Authorities for the placing of staff at the disposal of those other Authorities. 10. Functions relating to Health and Safety at work 11. Writing-off of debts above the limits allocated to Officers. (Delegated to Director of Resources and Development power to write off debts within the approved limit of £1000) 12. The sponsorship of new grant-aided schemes subject to specific funding being available 13. To receive and examine quarterly reports on the monitoring and outcome of contract letting procedures including outputs, values, value for money considerations and performance
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³ No longer relevant due to Brexit

	<p>(incorporating if necessary provider comparative analysis) where lowest/highest price is not payable/receivable.</p> <p>14. To receive and examine reports on any exemptions granted to the Contract Procedure Rules.</p> <p>15. Policy Frameworks</p> <ul style="list-style-type: none"> • Community Safety Plan (DNRS) • Council Plan (MD) • Health and Wellbeing Strategy (DCJCS) • Localised Council Tax Support Scheme (DRD) • Medium Term Financial Strategy (DRD) • Housing Strategy (DNRS) <p>& associated service areas</p>
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Adult Services (7 seats, Quorum 3)

Days & times of operation	Weekdays 10am																																				
Frequency & Timing	<p>Intention for monthly</p> <p style="text-align: center;">Adults</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>8</td> <td>10h 25m</td> <td>1h 18m</td> </tr> <tr> <td>Y2</td> <td>11</td> <td>15h 30m</td> <td>1h 24m</td> </tr> <tr> <td>Y3</td> <td>9</td> <td>13h 4m</td> <td>1h 27m</td> </tr> <tr> <td>Y4</td> <td>10</td> <td>16h 40m</td> <td>1h 40m</td> </tr> <tr> <td>Y5</td> <td>9</td> <td>15h 40m</td> <td>1h 44m</td> </tr> <tr> <td>Y6</td> <td>9</td> <td>13h 40m</td> <td>1h 31m</td> </tr> <tr> <td>Y7</td> <td>9</td> <td>11h 15m</td> <td>1h 15m</td> </tr> <tr> <td>Y8</td> <td>4</td> <td>6h 35m</td> <td>1h 38m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	8	10h 25m	1h 18m	Y2	11	15h 30m	1h 24m	Y3	9	13h 4m	1h 27m	Y4	10	16h 40m	1h 40m	Y5	9	15h 40m	1h 44m	Y6	9	13h 40m	1h 31m	Y7	9	11h 15m	1h 15m	Y8	4	6h 35m	1h 38m
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Location of operation	Single central building																																				
Core functions	<p>The Adult and Community Based Services Committee consists of 7 Elected Members. The Committee is responsible for services provided to adults with eligible social care needs and their carers, including adult safeguarding, social work and occupational therapy and care packages that support people in the community. Delivery of preventative and community based services for all ExampleA residents that support people to live active healthy lives and to participate in their local communities. The Committee is also responsible for Culture and Events, Learning and Skills Conservation, Parks and Countryside functions (including allotments)</p> <p>1. Responsible for Adult Social Care and Preventative and Community Based Services.</p>																																				

	<ol style="list-style-type: none"> 2. Responsibility for the formulation, development and implementation of the Policy Framework, other Strategies and Plans and service areas as detailed in function 3. 3. Policy Frameworks • Annual Library Plan (if required) (DACBS) & associated services 4. Accepting, disposing or loaning out objects into the Museum Collection where the value exceeds £100,000. 5. Accepting, disposing or loaning out objects where the value is less than £100,000. 6. To approve Conservation Grants
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Children's Services (7 seats, Quorum 3)

Days & times of operation	Weekdays 6pm																																				
Frequency & Timing	<p>Intention for monthly</p> <p style="text-align: center;">Childrens</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>6</td> <td>10h 13m</td> <td>1h 42m</td> </tr> <tr> <td>Y2</td> <td>11</td> <td>14h 15m</td> <td>1h 17m</td> </tr> <tr> <td>Y3</td> <td>7</td> <td>8h 38m</td> <td>1h 14m</td> </tr> <tr> <td>Y4</td> <td>8</td> <td>10h 55m</td> <td>1h 21m</td> </tr> <tr> <td>Y5</td> <td>10</td> <td>13h 10m</td> <td>1h 19m</td> </tr> <tr> <td>Y6</td> <td>10</td> <td>11h 30m</td> <td>1h 09m</td> </tr> <tr> <td>Y7</td> <td>9</td> <td>11h 25m</td> <td>1h 16m</td> </tr> <tr> <td>Y8</td> <td>5</td> <td>5h 05m</td> <td>1h 01m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	6	10h 13m	1h 42m	Y2	11	14h 15m	1h 17m	Y3	7	8h 38m	1h 14m	Y4	8	10h 55m	1h 21m	Y5	10	13h 10m	1h 19m	Y6	10	11h 30m	1h 09m	Y7	9	11h 25m	1h 16m	Y8	5	5h 05m	1h 01m
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Location of operation	Single central building																																				
Core functions	<p>The Children's Services Committee is made up of 7 Elected Members as well as a number of other Members including school heads, school parent governors and young people. The young people provide the Committee with a fresh perspective on children's services. The Committee is responsible for children's services including child protection of children and young people and exercising the Authority's functions as Local Education Authority⁴.</p> <p>Children's Services Committee also has a Sub-Committee 'Corporate Parent Forum' which is made up of the members of Children's Services Committee and other non-voting members. The Corporate Parent Forum is responsible for the development, implementation and review of the Council's Corporate Parent Strategies and policies in order to ensure that the Council's duty</p>																																				

⁴ No such thing anymore due to repeal of EA 1996 s12 in 2010 Authorities still have education functions, but they are no longer LEAs

	<p>as a 'Corporate Parent' is discharged properly, effectively and consistently.</p> <ol style="list-style-type: none"> 1. Children's Services including the care and protection of children and young people. - Exercising the Council's functions as Local Education Authority. - Oversight of the Children's Strategic Partnership 2. Responsibility for the formulation, development and implementation of the Policy Framework, other Strategies and Plans and service areas as detailed in function 4. 3. Power to nominate persons for appointment as Local Authority school governors 4. Policy Framework • Child and Family Poverty Strategy (DCJCS) • Youth Justice Plan & associated service areas
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Neighbourhood Services (7 seats, Quorum 3)

Days & times of operation	Weekdays 10am																																				
Frequency of operation	<p>Intention for monthly</p> <p style="text-align: center;">Neighbourhoods</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>7</td> <td>8h 19m</td> <td>1h 11m</td> </tr> <tr> <td>Y2</td> <td>10</td> <td>8h 55m</td> <td>53m</td> </tr> <tr> <td>Y3</td> <td>11</td> <td>9h 18m</td> <td>50m</td> </tr> <tr> <td>Y4</td> <td>9</td> <td>10h 35m</td> <td>1h 10m</td> </tr> <tr> <td>Y5</td> <td>10</td> <td>6h 55m</td> <td>41m</td> </tr> <tr> <td>Y6</td> <td>7</td> <td>4h 35m</td> <td>39m</td> </tr> <tr> <td>Y7</td> <td>7</td> <td>5h 15m</td> <td>45m</td> </tr> <tr> <td>Y8</td> <td>6</td> <td>7h 10m</td> <td>1h 11m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	7	8h 19m	1h 11m	Y2	10	8h 55m	53m	Y3	11	9h 18m	50m	Y4	9	10h 35m	1h 10m	Y5	10	6h 55m	41m	Y6	7	4h 35m	39m	Y7	7	5h 15m	45m	Y8	6	7h 10m	1h 11m
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Y8	6	7h 10m	1h 11m																																		
Location of operation	Single central building																																				

Core functions	<p>The Neighbourhood Services Committee is responsible for a number of service areas including Building Design and Construction, Transport and Highways and Engineering and Environmental Services, Planning and Development Control, Community Safety and Public. The Committee is made up of 7 Elected Members</p> <p>Responsible for the service areas set out in function 7 (except for the Development Control element of Planning and Development functions delegated to the Planning Committee). To recommend schemes for the general improvement of the area from a Ward Member budget specifically allocated for this purpose. Responsibility for the formulation, development and implementation of the Policy Framework, other Strategies and Plans and service areas as detailed in function 7. To undertake enforcement action in accordance with Statutory Legislation To introduce Traffic Regulation Orders and Highway Infrastructure improvements Policy Framework • Local Transport Plan • The plans and strategies which together comprise the Local Plan (DNRS). And associated services</p>
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Regeneration Services (7 seats, Quorum 3)

Days & times of operation	Weekdays 10am
Frequency of operation	Intention for monthly, but in practice approx. quarterly
Average length of meeting time	3 hours max *Data unavailable online
Core functions	<p>The Economic Growth and Regeneration Committee consists of 7 Elected Members and is responsible for Inward Investment and Economic Growth.</p> <ol style="list-style-type: none"> 1. Responsible for the service areas set out in function 3. 2. Responsibility for the formulation, development and implementation of the Policy Framework, other Strategies and Plans and service areas as detailed in function 3 3. Policy Framework & associated service areas <p>Please note- this committee is new, and as a result, there isn't a lot of information available about this committee yet</p>

Statutory Scrutiny- Audit & Governance Committee (7 seats, Quorum 3)

Days & times of operation	Weekdays 10am																																				
Frequency & Timings	<p style="text-align: center;">Audit & Gov</p> <table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>6</td> <td>8h 11m</td> <td>1h 21m</td> </tr> <tr> <td>Y2</td> <td>11</td> <td>21h 23m</td> <td>1h 56m</td> </tr> <tr> <td>Y3</td> <td>10</td> <td>12h 16m</td> <td>1h 13m</td> </tr> <tr> <td>Y4</td> <td>13</td> <td>19h 43m</td> <td>1h 31m</td> </tr> <tr> <td>Y5</td> <td>12</td> <td>18h 35m</td> <td>1h 32m</td> </tr> <tr> <td>Y6</td> <td>10</td> <td>17h 15m</td> <td>1h 43m</td> </tr> <tr> <td>Y7</td> <td>14</td> <td>26h 45m</td> <td>1h 54m</td> </tr> <tr> <td>Y8</td> <td>6</td> <td>13h 05m</td> <td>2h 10m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	6	8h 11m	1h 21m	Y2	11	21h 23m	1h 56m	Y3	10	12h 16m	1h 13m	Y4	13	19h 43m	1h 31m	Y5	12	18h 35m	1h 32m	Y6	10	17h 15m	1h 43m	Y7	14	26h 45m	1h 54m	Y8	6	13h 05m	2h 10m
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Location of operation	Single central building																																				
Core functions	<p>The Authority has a number of statutory scrutiny responsibilities in relation to health and crime and disorder, as defined within the Health and Social Care Act 2012 and Police and Crime Act 2006. In fulfilling these roles, the Audit and Governance Committee is responsible for the review and scrutiny of matters relating to the planning, provision and operation of health services. It is also designated as the Authority's 'Crime and Disorder Committee' with responsibility for the review and scrutiny of crime and disorder matters. These roles and responsibilities are more fully set out within Part 3 – Responsibility for Functions.</p> <p>The Audit and Governance Committee promotes the Authority's internal governance and financial control and approves the Council's annual Statement of Accounts and Treasury Management Strategy. The Committee is made up of 7 Elected Members and is chaired by an Elected Member who is not from the majority political group (if any). The Audit and Governance Committee is there to make sure that the Authority manages its budget and finances in a proper and prudent way. It looks at the work of the Authority's internal auditors and reviews the plans of the external auditor and the internal audit team to ensure that audit work is co-ordinated. The Committee promotes the maintenance of high standards of conduct by Elected Members and additional independent members are included when standards issues are considered. The Audit and Governance Committee also acts as the statutory scrutiny committee of the Council in relation to the provision and operation of health services and is also designated as the Authority's 'Crime and Disorder Committee'.</p> <ol style="list-style-type: none"> Promote the independent internal audit function and raise awareness of internal control, reviewing controls and financial operations and developing an anti-fraud culture. 																																				

	<ol style="list-style-type: none"> 2. Focussing and monitoring the Authority's audit resources by reviewing the plans and reports of the external auditor and the internal audit team to ensure that audit work is coordinated. Determining the arrangements for appointment of the External Auditor. 3. Monitoring audit performance by including reporting schedules and action on recommendations 4. Power to approve Authority's statement of accounts and Annual Governance Statement. 5. To scrutinise the Treasury Management Strategy and resulting Treasury Management solutions thereon and to make such recommendations to Full Council as the Committee shall deem appropriate. 6. Consider the overall effectiveness of the Authority's corporate governance arrangements, risk management and antifraud and anti-corruption arrangements and to seek assurance that action is taken on risk related issues identified by internal and external audit. 7. Functions relating to the scrutiny of contracts and the monitoring of contracts (at the discretion of the Committee) subject to the formal quotation and tendering procedures under the Authority's Contract Procedure Rules. 8. Making appointments to the Independent Remuneration Panel as established under the provisions of the Local Government Act 2000⁵. 9. Promoting and maintaining high standards of conduct by Elected Members and Co-opted members of the Authority 10. Assisting Elected Members and Co-opted members to observe the requirements of the Council's Code of Conduct 11. To advise and offer guidance to Elected Members and Co-opted members on the adoption or revision of the Code of Conduct. 12. To delegate to a Hearing Sub-Committee, the conduct of a hearing upon a complaint and to make recommendations and report findings, as appropriate. 13. To grant dispensations to Elected Members and Co-opted members (including Parish Council representatives) from requirements relating to interests as set out within the relevant Code of Conduct 14. Powers to make payments or provide other benefits in cases of maladministration as determined by the Local Government Ombudsman 15. To assist in making recommendations through the better governance of the Council insofar as it relates to the maintenance and promotion of high ethical standards 16. To exercise and undertake the statutory health scrutiny functions of the Authority under Part 5 of Chapter 2 of the
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⁵ Local Authorities (Members Allowances) (England) Regs 2003/1021

	<p>Health and Social Care Act 2012 and regulations made there under and associated guidance.</p> <p>17. To undertake the functions of the Authority's Crime and Disorder Committee for the purposes of the Police and Justice Act 2006</p> <p>18. Power to determine complaints regarding Elected Members in accordance with the Council's agreed corporate complaints procedures.</p> <p>19. Power to consider and determine: • Appeals against dismissal • Disputes or appeals arising out of Departmental staffing reviews and/or restructures • Grievances at the final internal stage</p> <p>20. Functions relating to local government pensions, etc. relating to the determination of individual cases.</p> <p>21. Monitoring the use of Covert Surveillance (Regulation of Investigatory Powers Act 2000) (RIPA) • To receive reports upon the Authority's use of surveillance powers under the Regulation of Investigatory Powers Act 2000 (RIPA) • To examine compliance with the legislation, the Code of Practice and Authority policy in connection to RIPA • To consider whether the Authority policy on RIPA remains fit for purpose and recommend changes where appropriate for the consideration of Finance and Policy Committee.</p>
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Option B

Key Authority Comparable Stats

Approx. Population	323,266																										
Type of authority	Metropolitan District Council																										
Number of Wards	22																										
Number of Members	66																										
Political Proportionality	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Party</th> <th>Members</th> <th>Proportionality</th> </tr> </thead> <tbody> <tr> <td>Labour</td> <td>29</td> <td>44%</td> </tr> <tr> <td>Conservative</td> <td>23</td> <td>35%</td> </tr> <tr> <td>Lib-Dem</td> <td>6</td> <td>9%</td> </tr> <tr> <td>Green</td> <td>5</td> <td>8%</td> </tr> <tr> <td>Independent</td> <td>2</td> <td>3%</td> </tr> <tr> <td>Labour & Co-Operative</td> <td>1</td> <td>2%</td> </tr> <tr> <td>Grand Total</td> <td>66</td> <td>100%</td> </tr> </tbody> </table>			Party	Members	Proportionality	Labour	29	44%	Conservative	23	35%	Lib-Dem	6	9%	Green	5	8%	Independent	2	3%	Labour & Co-Operative	1	2%	Grand Total	66	100%
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Grand Total	66	100%																									
Current Council Structure	<pre> graph TD CE[Chief Executive] --- CFE[Children, Families & Education] CE --- NS[Neighbourhood Services] CE --- ACHSC[Adults' Care & Health & Strategic Commissioning] CE --- RP[Regeneration & Place] CE --- RES[Resources] CE --- LG[Law & Governance] </pre>																										
Committee Model since	Decision Oct 2019, Implemented Sept 2020																										

Observations made in moving to Committee Model

- Starting service redesign exercise 1 year post-implementation to identify opportunities to improve current model for efficiencies
- ExampleB adopted the use of a number of working groups (Constitution and Standards, Governance) to help support the delivery of the Committee System.
- The amount of training delivery required a significant amount of time and effort to deliver to Stakeholder Groups, especially Members. Ensure delivery is robust with plenty of time.
- Took 6 months to implement- underestimated time and budget

- Needed a really clear decision making timeline process and sign off process
- Have a clear comms plan, detailing what information you will publish/ not publish under the Committee System.
- When consulting with members of the public, be clear and understand what SCC's response to the questions which the public raise, will be.
- To support an efficient delivery process, "large chunks" of current constitution was lifted and shifted
- Ensure you have provision for member support and welfare. The members at ExampleB have experienced a significant amount of pressure as a result of the Cttee System being implemented, so provision to provide adequate support for them should be considered.
- Ensure you spend enough time on Member Briefings
- Look to implement fewer committees where possible and attempt to align the committees to the Directorate.
- from a culture perspective, the Project Team should emphasise that the new Cttee System is not a return to old ways of working but is about embracing a modern cttee system. Its about hearts and minds in this instance
- Ensure you have a clear and agreed Terms of Reference for each Cttee System.
- The feeling is that ExampleB has too many Cttees, the current system is unwieldly, making decision making slower. The ambition of an efficient decision-making process is not currently a reality.
- There is a time commitment and "communication burden" with the current Committee Structure. Currently there is 14 Committees, as a result we may have to do 14 briefings and then 14 sub briefings to individuals and groups on the same topic. This is something which ExampleB are looking to standardise as part of the Service Redesign exercise.
- For each Committee, we have a Lead Officer, a Democratic Services Officer, Legal Officer (Lawyer), dedicated named Comms Officer.

Key Committee Comparable Stats

Is there a LAC Model also in place?	No
Statutory Scrutiny Only?	No The Council has determined that these overview and scrutiny functions are to be carried out by the Partnerships Committee, which will also scrutinise the functions and responsibilities undertaken by other bodies within the Borough, in addition to the joint committees for specific purposes with neighbouring authorities. The process for this is set out in Part 4(3) of this Constitution
Separate Scrutiny or Embedded?	Statutory Scrutiny built into Partnerships Committee Other Policy & Services Committees fulfil scrutiny roles

Scrutiny Decision Making	<p>The Partnerships Committee, together with the Decision Review Committee, are those committees established for the implementation of the authority's overview and scrutiny functions as set out in Part 3 of the Local Authority (Committee System) (England) Regulations 2012</p> <p>Neither the Decision Review Committee nor the Partnerships Committee are a decision making committee but may make recommendations to Committees, Full Council or any other relevant authority</p>
Do the Committees all work in the same way?	<p>Yes with the exception of Urgency Committee which is only called upon Ad-hoc</p> <p>The Overarching Committee meeting the most frequently at monthly, the rest are every other month-quarterly</p> <p>Partnership Committee is the longest running length committee</p>
Front Doors into Committees	<p>Public Questions & Statements Notice for public questions must be put in writing to the Monitoring Officer no later than midday three working days before the meeting and should be sent to generic inbox</p> <p>Unknown</p>
Cross Cutting Issue Process	<p>Unknown</p>
Decisions taken by Committee Process	<p>)Other Council Committees - The Policy and Services Committees, Statutory Committees and the Regulatory and Other Committees will follow those parts of the Council Standing Orders and rules of procedure that apply to them set out at Part 4 of this Constitution</p> <p>VOTING 17.1 Majority Unless this Constitution provides otherwise, any matter will be decided by a simple majority of those Members voting and present in the room and seated in their places at the time the question is put. 17.2 Casting Vote If there are equal numbers of votes for and against, the Mayor will have the right to exercise a second or casting vote. There will be no restriction on how the Mayor chooses to exercise a casting vote, including the choice not to use such vote.</p>
Urgent Decision Making	<p>Limited information available, Urgency Committee has only met twice, both times in 2004</p> <p>If a decision on an issue is required as a matter of urgency, and if time allows under the provisions of the Access to Information Rules as set out at Part 4(2) of this Constitution, then a Committee will be called comprising of the Leader and/or the Deputy Leader together with the Group Leaders or other members of Opposition Groups such as are required to meet political balance rules. The decision may be within the terms of reference of another committee, but this</p>

	<p>will not invalidate the decision as the arrangements to discharge the function in cases of urgency. A matter of urgency sufficient to call this committee will be as determined by the Leader or, in the absence of the Leader, two of the Group Leaders (or Deputy Leader) with advice from one or more statutory chief officers. The Committee must consult with the Chair of the relevant Committee wherever it is reasonable and practicable to do so. In all cases the reason for the urgency shall be clearly stated and recorded in the minutes of the meeting and reported to the next meeting of Full Council</p>
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Roles

<p>Role of Lord Mayor</p>	<p>The Mayor and Deputy Mayor will be elected by the Council annually. The Mayor and, in his/her absence, the Deputy Mayor will have the following responsibilities:</p> <ul style="list-style-type: none"> (i) to uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary; (ii) to preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community; (iii) to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and a place at which Members are able to ask questions of the Leader and the Chairs of Committees and are able to hold each other to account; (iv) to promote public involvement in the Council's activities; and (v) to act as the Borough's first citizen and to attend such civic and ceremonial functions as the Council and or he/she determines appropriate.
<p>Role of Leader of the Council</p>	<p>(a) The Leader shall be:</p> <ul style="list-style-type: none"> (i) the Chair of the Policy and Resources Committee; (ii) the Council's representative Member to the Liverpool City Region Combined Authority; and (iii) entitled to attend all meetings of the Council's functional committees in an ex officio capacity. <p>(b) The Leader will:</p> <ul style="list-style-type: none"> (i) provide a focal point for political leadership and strategic direction for the Council; (ii) represent the interests of the Council in circumstances where that is necessary; and (iii) ensure effective Corporate Governance and ethical conduct throughout the Council. <p>Key Responsibilities of the Leader</p> <p>The Leader will:</p> <ul style="list-style-type: none"> (a) Be the political (rather than ceremonial) leader of the Council, for the benefit of all the Borough's communities - its citizens, taxpayers, businesses, public bodies and other public authorities.

	<p>(b) Represent and pursue the interests of the Council in the community and at international, national and regional levels.</p> <p>(c) Be the key contact for outside organisations (including Central Government, Local Authority Associations and Council partners), and internally for the Council's Chief Officers.</p> <p>(d) Be the representative voice of the Council, for example, in its dealings with Central Government, other Local Authorities and their Associations, and positively promote the Council as a whole to the media.</p> <p>(e) Promote the long-term financial, business and economic stability of the Council and the Borough.</p> <p>(f) Meet regularly to progress the Council's objectives with Committee Chairs, the Chief Officers, Group Leaders, partner organisations, stakeholders, community representatives, government representatives, local Members of Parliament, etc.</p> <p>(g) Promote high standards of corporate governance and ethical conduct throughout the Council including working with all political groups to seek to achieve, where possible, cross party co-operation.</p> <p>(h) Promote and maintain professional working relationships and mutual respect between all Members and officers.</p> <p>(i) Work across the Council, particularly with the Chairs and Vice-Chairs of its Committees and Sub-Committees, and to be responsible for the development and implementation of the Council's strategic vision for the future, policy framework, budgets and other strategies</p>
<p>Role of Deputy Leader of the Council</p>	<p>The Deputy Leader shall be:</p> <p>(i) the Vice-Chair of the Policy and Resources Committee</p> <p>(ii) the substitute ExampleB Borough Council's Constituent Council Member of the Liverpool City Region Combined Authority (unless another Member of the Council is so appointed)</p> <p>(b) The Deputy Leader will:</p> <p>(i) assist the Leader of the Council in representing the Council to its citizens, stakeholders and partners and in providing political leadership for the Council and the Borough;</p> <p>(ii) assist the Leader in carrying out the key responsibilities associated with the role of Leader (as set out at 10.4 above);</p> <p>(iv) work with the Leader on budget and policy development; and</p> <p>(v) undertake the powers, functions and responsibilities of the Leader in their absence.</p>
<p>Role of Committee Chairs</p>	<p>(a) The Chair of a Committee shall:</p> <p>(i) lead the work of the committee and make sure it carries out its business effectively and efficiently, lawfully and within its terms of reference;</p> <p>(ii) chair meetings of the committee impartially and in such a way as to facilitate open discussion, obtain valid contributions from members and produce sound decisions;</p>

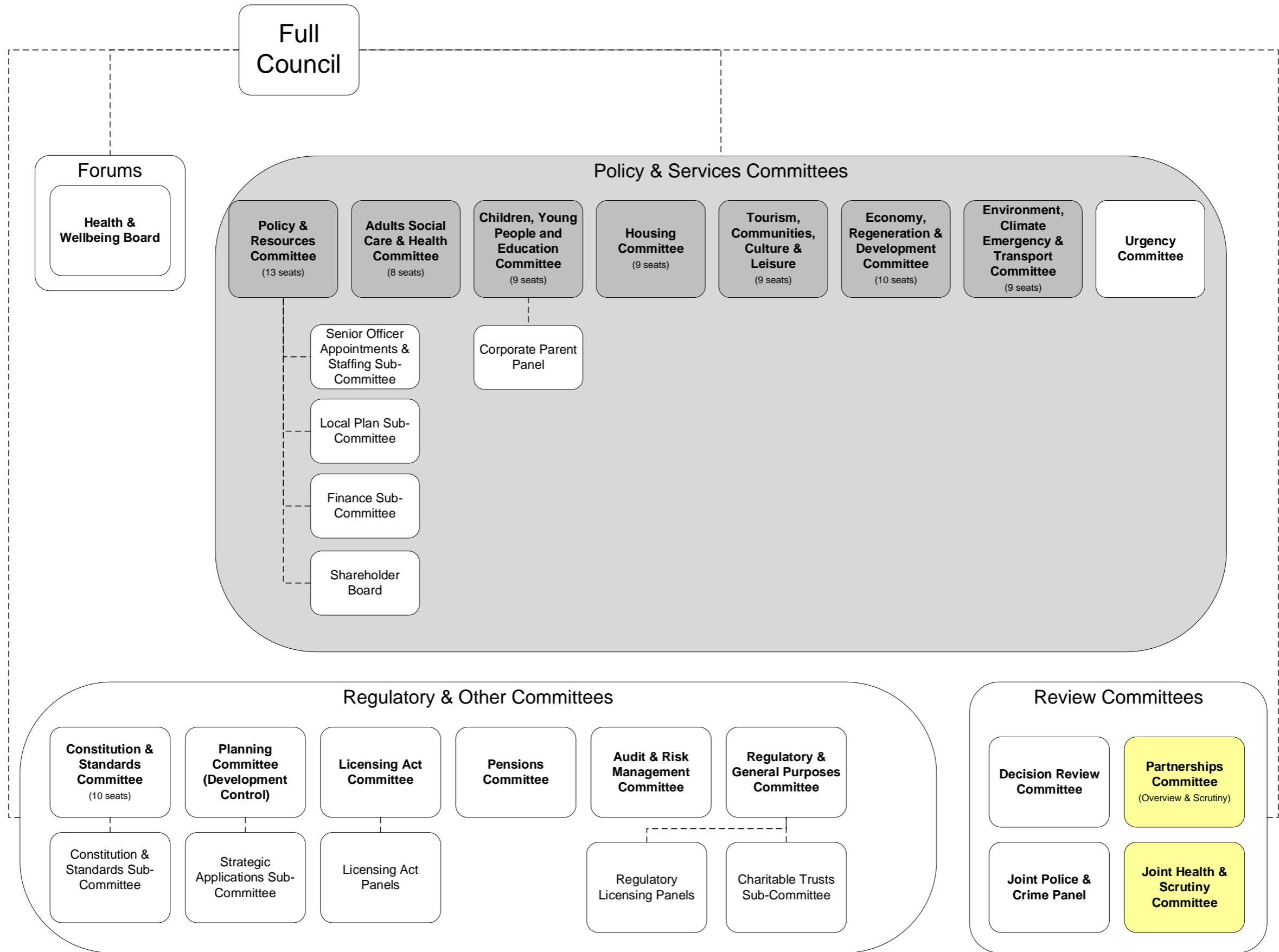
	<p>(iii) assist the public and press in terms of their rights of access; and</p> <p>(iv) ensure respectful engagement between the committee, its officers, guests and the public and maintain ethical conduct throughout the meeting.</p> <p>(b) The Chair of a Committee will:</p> <p>(i) lead an agenda management process for the Committee in association with the Vice-Chair and Group Spokespersons; and</p> <p>(ii) act as consultee and spokesperson for their Committee in instances of exercise of delegated authority by an officer, where that delegation is subject to being in consultation with the Chair of the Committee or where otherwise requested by a Chief Officer</p> <p>The Chair of a Committee will undertake:</p> <p>(i) To have a working knowledge of the functions, policies, practices, procedures, services and budgets of the Committee which they chair.</p> <p>(ii) To lead in the development of the work of the Committee which they chair in association with the Vice-Chair and Group Spokespersons, including the agenda management process, also taking into account the wider vision, such as corporate, cross-service and partnership issues.</p> <p>(iii) To lead in consideration and review of service delivery, policy development and in the implementation of policies approved by the Council where these relate to the Committee which they chair.</p> <p>(iv) To be the Council's lead spokesperson in respect of the Committee's activities and act in liaison with the Leader and Deputy Leader in matters of Council policy.</p> <p>(v) To establish effective working relationships with the Group Spokespersons on the Committee and with other Committee Chairs and the Leader and Deputy Leader of the Council</p> <p>(vi) To establish effective working relationships with the Chief Officers, and other key officers.</p> <p>(vii) To represent and pursue the interests of the Committee which they chair in the community and at regional and national levels</p> <p>(viii) To ensure that meetings of the Committee which they chair are properly conducted and reports of proceedings are forwarded on as necessary, for example to full Council</p> <p>(ix) To promote and uphold high standards of ethical conduct by the Council's Members and officers</p>
Role of Deputy Chairs	<p>The Vice Chair will:</p> <p>(a) assist the Chair in carrying out their role and responsibilities as set out at 11.3 and 11.4 above; and</p> <p>(b) undertake the responsibilities of the Chair in their absence</p>

Time Demand of Model

Number of Bodies in Model	23
Total seats available	184
Politically proportionate seats available	178
Amount of Cllr time taken for the whole model annually	2242 hours 299 days 60 weeks
Number meetings annually	128 over the year 11 per month
Average per 1 Committee from this Model	97 hours annually 13 working days 3 weeks 6 meetings per year 1 (rounded up) per month
Average attendance for Cllrs	4 seats to fill 356 hours per annum 47 days per annum 9 weeks per annum 23 Committee meetings to attend 2 meetings per month

SRAs Paid

Allowances	unknown
Leader of Council/Chair of Overarching Committee	unknown
Chair of Committees	unknown
Chair of Licensing	unknown



Themed Committees

Option B Authority chose to call these Committees 'Policy & Services Committees'.

All the Committee had to be launched at the same time, the cttee identified were aligned to the Directorates.

Currently the Committees are not aligned to the Directorates fully, this is something which will be addressed as part of the Service Redesign work.

Policy & Resources (13 seats, Quorum $\frac{1}{4}$ of Membership)

Acts as an Overarching Committee. The membership shall include: (a) the Leader of the Council, who shall be the Chair; (b) the Deputy Leader of the Council, who shall be Vice-Chair; and (c) the chairs of each of the other Policy and Service Committees.

Days & times of operation	Wednesdays, 6pm (sometimes 4pm)																																				
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Location of operation	Single Central Building																																				
Core functions	<p>The Policy and Resources Committee has two main areas of responsibility, which is to provide strategic direction to the operation of the Council, including making decisions on policies and co-ordinating spend not reserved to full Council, and to maintain a strategic overview of outcomes, performance, risk management and budgets.</p> <p>The Committee is charged by full Council to:-</p> <p>(a) formulate, co-ordinate and implement corporate policies and strategies and the medium term financial plan (budget), which includes responsibility for any decision:</p> <p>(i) that relates to such matters to the extent that they are not reserved to full Council;</p> <p>(ii) on any cross-cutting policies that impact on other committee areas;</p>																																				

	<p>(iii) on policy matters not otherwise allocated to any other committee; and (iv) to determine any dispute or difference between committees;</p> <p>(b) provide a co-ordinating role across all other service committees and retain a ‘whole-council’ view of performance, budget monitoring and risk management, which includes responsibility for a decision:</p> <p>(i) that has a major impact on a number of Council services or on the Council as a whole;</p> <p>(ii) on any virement between Budget funds (revenue) requested by a Committee or officer in excess of £100,000;</p> <p>(iii) on any virement between Budget funds (capital) or any amendment to the Capital Programme requested by a Committee or officer in excess of £100,000;</p> <p>(iv) regarding land and property including major acquisition and disposals, which includes reserved decision making concerning any purchase, sale or transfer of a value in excess of, or likely to exceed, £100,000;</p> <p>(v) regarding companies or limited liability partnerships including acquisition and disposals; and</p> <p>(vi) which is deemed significant in terms of impact on the Council’s revenue or capital (to be determined by the Head of Paid Service and/or Section 151 Officer in consultation with the Leader);</p> <p>(c) without limiting the generality of responsibility for cross-cutting policies (at (a) above), lead on behalf of the Council:</p> <p>(i) in matters concerning relationships with HM Government, the Liverpool City Region Combined Authority and other major public and non-public bodies;</p> <p>(d) appoint Council representatives as required;</p> <p>(e) nominate councillors and other persons to outside bodies; and</p> <p>(f) undertake responsibility for developing and monitoring the enabling corporate services, including, finance and investment, project support and risk management, strategic procurement and commercial strategies, ICT, property and asset management, human resources and organisational development, law and governance, communications and public affairs, emergency planning and business continuity.</p>
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Adult Social Care and Public Health Services (8 seats, Quorum ¼ of Membership)

Days & times of operation	Weekdays 6pm
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Location of operation	Single central building																																				
Core functions	<p>The Adult Social Care and Public Health Committee is responsible for the Council's adult social care and preventative and community based services. This includes the commissioning and quality standards of adult social care services, incorporating responsibility for all of the services, from protection to residential care, that help people live fulfilling lives and stay as independent as possible as well as overseeing the protection of vulnerable adults. The Adult Social Care and Public Health Committee is also responsible for the promotion of the health and wellbeing of the people in the Borough.</p> <p>The Committee is charged by full Council to undertake responsibility for:-</p> <p>a) adult social care matters (e.g., people aged 18 or over with eligible social care needs and their carers);</p> <p>b) promoting choice and independence in the provision of all adult social care</p> <p>c) all Public Health functions (in co-ordination with those functions reserved to the Health and Wellbeing Board and the Overview and Scrutiny Committee's statutory health functions);</p> <p>d) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and</p> <p>e) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to:</p> <p>(i) furthering public health objectives through the development of partnerships with other public bodies, community, voluntary and charitable groups and through the improvement and integration of health and social care services;</p>																																				

	<p>(ii) functions under or in connection with partnership arrangements made between the Council and health bodies pursuant to Section 75 of the National Health Service Act 2006 (“the section 75 Agreements”)</p> <p>(iii) adult social care support for carers;</p> <p>(iv) protection for vulnerable adults;</p> <p>(v) supporting people;</p> <p>(vi) drug and alcohol commissioning;</p> <p>(vii) mental health services; and Part 3 – Responsibility for Functions (B) - Committee Terms of Reference Pg 11 (28th September 2020)</p> <p>(viii) preventative and response services, including those concerning domestic violence.</p> <p>f) a shared responsibility with the Children, Young People and Education Committee for ensuring the well-being and support of vulnerable young people and those at risk of harm as they make the transition into adulthood</p> <p>Statutory Functions:</p> <p>Enquiries and Policy Development -The Committee may undertake enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.</p> <p>Overview and Scrutiny - The Committee may scrutinise and review decisions made or actions taken by the Authority in so far as they have a direct impact on the role or functions of the committee and the Committee can make recommendations to the relevant Committee on policies, budget and service delivery. Overview and scrutiny of the Council is an important part of the Committee’s remit as part of a ‘doing and reviewing’ approach. Upon conclusion of a scrutiny exercise the Committee will produce a report containing recommendations for decision by the Policy and Resources Committee or other Committee as may be relevant. In doing so, the Committee shall have regard to the overview and scrutiny means of working set out at Part 4(4) of this Constitution.</p> <p>Stakeholders - The Committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in so far as it impacts directly or indirectly on the role of functions of the committee.</p>
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Children, Young People & Education Committee (9 seats, Quorum ¼ of Membership)

Days & times of operation	Weekdays 6pm
Frequency & Timing	

	Year	# of Mtgs	Total Hours	Av Hours
	Y1	6	11h 18m	1h 53m
	Y2			
	Y3			
	Y4			
	Y5			
	Y6			
	Y7			
	Y8			
Location of operation	Single central building			
Core functions	<p>The Children, Young People and Education Committee is responsible for services which help keep children and young people safe and fulfil their potential. It incorporates schools and attainment, and social care for children and families. It has a particular focus on those children who are in care, and for whom the Council has corporate parenting responsibility.</p> <p>The Committee is charged by full Council to undertake responsibility for:-</p> <p>(a) exercising management, oversight and delivery of services to children and young people in relation to their care, wellbeing, education or health, with the exception of any powers reserved to full Council;</p> <p>(b) the functions and powers conferred on or exercisable by the Council as Local Authority in relation to the provision of education;</p> <p>(c) working with all schools (including academies) in relation to raising standards of attainment and developing opportunities;</p> <p>(d) leading for the Council and its partners in the discharge the Council's functions as Corporate Parent for its children in care and care leavers;</p> <p>(e) any other functions comprised in partnership arrangements with other bodies connected with the delivery of services for children, young people and families;</p> <p>(f) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions;</p>			

	<p>(g) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to:</p> <p>child protection;</p> <p>children's centres;</p> <p>education, schools and settings;</p> <p>looked after children;</p> <p>mental health services;</p> <p>safeguarding;</p> <p>special educational needs and disability (SEND);</p> <p>youth offending services;</p> <p>youth services; and</p> <p>social and education transport</p> <p>Statutory Functions:</p> <p>Enquiries and Policy Development -The Committee may undertake enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.</p> <p>Overview and Scrutiny - The Committee may scrutinise and review decisions made or actions taken by the Authority in so far as they have a direct impact on the role or functions of the committee and the Committee can make recommendations to the relevant Committee on policies, budget and service delivery. Overview and scrutiny of the Council is an important part of the Committee's remit as part of a 'doing and reviewing' approach. Upon conclusion of a scrutiny exercise the Committee will produce a report containing recommendations for decision by the Policy and Resources Committee or other Committee as may be relevant. In doing so, the Committee shall have regard</p>
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	<p>to the overview and scrutiny means of working set out at Part 4(4) of this Constitution.</p> <p>Stakeholders - The Committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in so far as it impacts directly or indirectly on the role of functions of the committee</p>
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Housing Committee (9 Seats, Quorum ¼ of Membership)

Days & times of operation	Wednesdays, 6pm																																				
Frequency & Timing	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>4</td> <td>4h 11m*</td> <td>1h 2m</td> </tr> <tr> <td>Y2</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y6</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y7</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y8</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p style="text-align: center;"><i>* Details of 1 meeting kept private, unable to ascertain information from desktop exercise</i></p>	Year	# of Mtgs	Total Hours	Av Hours	Y1	4	4h 11m*	1h 2m	Y2				Y3				Y4				Y5				Y6				Y7				Y8			
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Y3																																					
Y4																																					
Y5																																					
Y6																																					
Y7																																					
Y8																																					
Location of operation	Single Central Building																																				
Core functions	<p>The Housing Committee has responsibility for taking a strategic approach to the Council’s various housing functions, including issues concerning social rented and affordable housing, homelessness, allocations and standards of housing.</p> <p>The Committee is charged by full Council to undertake responsibility for:-</p> <p>(a) the Authority’s role and functions in relation to strategic and private sector housing policies and as the housing authority, including but not limited to</p> <p>(i) the Council’s Housing Strategy;</p> <p>(ii) homelessness and the allocation of housing;</p> <p>(iii) private sector housing, including taking action to remedy overcrowding, disrepair, unfitness and statutory nuisances; to promote fire safety in private sector housing and the Council’s functions in relation to houses in multiple occupation;</p> <p>(iv) licensing schemes;</p> <p>(v) tenancy relations and the provision of housing advice;</p> <p>(vi) relationship with Registered Providers of housing;</p>																																				

	<p>(vii) housing loans and grants;</p> <p>(viii) housing related support services; and</p> <p>(ix) policies and actions with a view to reducing and eliminating street homelessness to ensure that appropriate action is taken;</p> <p>(b) analysis, development and overview of housing policies in terms of spatial planning to submit to the Economy, Regeneration and Development Committee to inform the Local Plan and planning policies;</p> <p>(c) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and</p> <p>(d) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to the above functions.</p> <p>Statutory Functions</p> <p>Enquiries and Policy Development - The Committee may undertake enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.</p> <p>Overview and Scrutiny - The Committee may scrutinise and review decisions made or actions taken by the Authority in so far as they have a direct impact on the role or functions of the committee and the Committee can make recommendations to the relevant Committee on policies, budget and service delivery. Overview and scrutiny of the Council is an important part of the Committee's remit as part of a 'doing and reviewing' approach. Upon conclusion of a scrutiny exercise the Committee will produce a report containing recommendations for decision by the Policy and Resources Committee or other Committee as may be relevant. In doing so, the Committee shall have regard to the overview and scrutiny means of working set out at Part 4(4) of this Constitution.</p> <p>Stakeholders - The Committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in so far as it impacts directly or indirectly on the role of functions of the committee</p>
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Tourism, Communities & Culture Committee (9 Seats, Quorum ¼ of Membership)

Days & times of operation	Wednesdays, 6pm			
Frequency & Timing				
	Year	# of Mtgs	Total Hours	Av Hours
	Y1	7	13h 30m	1h 55m

		Y2			
		Y3			
		Y4			
		Y5			
		Y6			
		Y7			
		Y8			
Location of operation	Single Central Building				
Core functions	<p>The Tourism, Communities, Culture and Leisure Committee has responsibility for customer contact, community development and community services. including all of those functions related to community safety and also those regarding the promotion of community engagement.</p> <p>The Committee is charged by full Council to undertake responsibility for the Council's role and functions:-</p> <p>(a) for customer and community contact services, including various offices and meeting points, customer contact centres and advice and transaction services</p> <p>(b) community engagement, incorporating the Council's approach to equalities, inclusion communities, neighbourhoods and the voluntary and charitable sector, community wealth building and social value;</p> <p>(c) in considering options and develop proposals for neighbourhood arrangements, including capacity building, use of assets and devolving powers and services to neighbourhoods;</p> <p>(d) for the provision and management of leisure, sports and recreation facilities;</p> <p>(e) for delivery of the authority's library and museums services, including but not limited to art galleries, historic buildings and their gardens and the functions of the Council regarding public records, and the Council's</p> <p>(f) concerning tourism, the arts, culture and heritage, including provision of theatre, entertainments, conferences and events;</p> <p>(g) in relation to bereavement services and support to the Coroner's service;</p> <p>(h) regarding community safety, crime and disorder and all associated matters;</p>				

(i) for trading standards and environmental health, including but not limited to:

- (i) consumer protection;
- (ii) product safety;
- (iii) fair trading;
- (iv) metrology;
- (v) food standards and animal health;
- (vi) air pollution control;
- (vii) health and safety at work (except in so far as it relates to the Council as an employer);
- (viii) public conveniences;
- (ix) food safety; and
- (x) control of nuisances;

(j) in respect of emergency planning and community resilience (community, regulatory and asset services);

(k) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and

(l) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to the above functions.

Statutory Functions

Enquiries and Policy Development -The Committee may undertake enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.

Overview and Scrutiny - The Committee may scrutinise and review decisions made or actions taken by the Authority in so far as they have a direct impact on the role or functions of the committee and the Committee can make recommendations to the relevant Committee on policies, budget and service delivery. Overview and scrutiny of the Council is an important part of the Committee's remit as part of a 'doing and reviewing' approach. Upon conclusion of a scrutiny exercise the Committee will produce a report containing recommendations for decision by the Policy and Resources Committee or other Committee as may be relevant. In doing so, the Committee shall have regard to the overview and scrutiny means of working set out at Part 4(4) of this Constitution.

Stakeholders - The Committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in

so far as it impacts directly or indirectly on the role of functions of the committee.

Economy, Regeneration & Development Committee (10 seats, Quorum ¼ of Membership)

Days & times of operation	Weekdays, 6pm																																				
Frequency of operation	<table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>5</td> <td>Min 4h 37m*</td> <td>55m</td> </tr> <tr> <td>Y2</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y6</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y7</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y8</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><i>* Details of 2/5 meetings kept private, unable to ascertain information from desktop exercise</i></p>	Year	# of Mtgs	Total Hours	Av Hours	Y1	5	Min 4h 37m*	55m	Y2				Y3				Y4				Y5				Y6				Y7				Y8			
Year	# of Mtgs	Total Hours	Av Hours																																		
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Y6																																					
Y7																																					
Y8																																					
Location of operation	Single central building																																				
Core functions	<p>The Economy, Regeneration and Development Committee has responsibility for developing and delivering a vision for ExampleB as a place. It is responsible for developing and determining or recommending all planning and transport policies, including the Local Plan, and infrastructure planning. It is also responsible for promoting regeneration, economic development and associated activities, including the tourism, culture and visitor economy, and for removing barriers to growth.</p> <p>The Committee is charged by full Council to undertake responsibility for:</p> <p>(a) development and delivery of the Council’s strategic objectives for planning, sustainability and transportation;</p> <p>(b) developing and recommending those plans and strategies which together comprise the Local Plan, subject to the time limited transfer of these functions to the Local Plan Steering Sub-Committee (set out at paragraph 1.7 above) until such time as the Local Plan in development 2020/21 is adopted;</p>																																				

	<p>(c) developing and adopting or recommending (if reserved to Council) other spatial planning documents, including but not limited to:</p> <ul style="list-style-type: none"> (i) supplementary planning documents (SPD) and planning policy advice notes; (ii) Master Plans and development briefs; (iii) The Infrastructure Delivery Plan; and (iv) [The Community Infrastructure Levy (CIL) when applicable]; <p>(d) economic development, including but not limited to infrastructure, enterprise, skills and seeking, securing and managing external funds to achieve that, directly or in partnership with joint ventures and external companies or bodies as well as with the Combined Authority and government bodies;</p> <p>(e) the Council’s functions and partnerships regarding the promotion of economic growth and the establishment and development of business;</p> <p>(f) the promotion and development of the economic factors in the area, such as seeking to ensure sufficient and appropriate employment sites, investment, adult skills, apprenticeship schemes, productivity, development sites and so forth;</p> <p>(g) overseeing the progress of major projects (including major building, infrastructure or other projects involving the erection or significant alteration of major permanent structures or landmarks) undertaken by the Council directly or as enabler, funder or joint enterprise partner, including but not limited to the ExampleB Growth Company LLP;</p> <p>(h) reviewing major projects and any project boards having regard to capacity to deliver, corporate priorities and resources, and advise the Policy and Resources Committee as appropriate;</p> <p>(i) providing a view of performance, budget monitoring and risk management in relation to the Committee’s functions; and</p> <p>(j) undertaking the development and implementation of policy in relation to the Committee’s functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to the above functions.</p>
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	<p>Statutory Functions: Enquiries and Policy Development -The Committee may undertake enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.</p> <p>Overview and Scrutiny - The Committee may scrutinise and review decisions made or actions taken by the Authority in so far as they have a direct impact on the role or functions of the committee and the Committee can make recommendations to the relevant Committee on policies, budget and service delivery. Overview and scrutiny of the Council is an important part of the Committee’s remit as part of a ‘doing and reviewing’ approach. Upon conclusion of a scrutiny exercise the Committee will produce a report containing recommendations for decision by the Policy and Resources Committee or other Committee as may be relevant. In doing so, the Committee shall have regard to the overview and scrutiny means of working set out at Part 4(4) of this Constitution.</p> <p>Stakeholders - The Committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in so far as it impacts directly or indirectly on the role of functions of the committee</p>
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Environment, Climate Emergency and Transport Committee (9 seats, Quorum ¼ of membership)

Days & times of operation	Weekdays, 6pm																																				
Frequency & Timings	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>6</td> <td>18h 17m</td> <td>3h 2m</td> </tr> <tr> <td>Y2</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y6</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y7</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y8</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	6	18h 17m	3h 2m	Y2				Y3				Y4				Y5				Y6				Y7				Y8			
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	Y8																																				
Location of operation	Single central building																																				

Core functions	<p>The Environment, Climate Emergency and Transport Committee has responsibility for parks and open spaces, highways management and infrastructure, coastal protection and flood defence and environment and waste matters. It is the Committee that leads on behalf of the Council in responding to and matters concerning the Climate Emergency.</p> <p>The Committee is charged by full Council to undertake responsibility for the Council's role and functions:-</p> <p>(a) in co-ordinating the response to cross-cutting sustainability issues such as reducing carbon emissions, air quality issues, climate change response, improving resource efficiency and developing sustainable energy;</p> <p>(b) in relation to all highways matters and as highway authority, street authority, bridge authority, including but not limited to public open spaces, street furniture on the highway and open spaces or parts of open spaces immediately adjacent to the highway;</p> <p>(c) in relation to traffic management and transport and as traffic authority, including but not limited to public passenger transport and the co-ordination of transport for service users, traffic orders and rights of way issues;</p> <p>(d) in relation to parking, including on and off-street parking and civil parking enforcement;</p> <p>(e) in respect of parks, open spaces, countryside management, allotments, playgrounds and cemeteries, including arboriculture, gardening and warden services;</p> <p>(f) in relation to the management of authorised and unauthorised sites and encampments, this to include all activities necessary or incidental to the Council's performance of its responsibilities in relation to Gypsies, Roma and Travellers;</p> <p>(g) in relation to waste and as waste collection authority, litter authority, including but not limited to dealing with litter, street cleansing, abandoned vehicles and dog fouling, and the Council's relationship with Merseyside Recycling & Waste</p>
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	<p>Authority (MRWA) as the joint waste disposal authority;</p> <p>(h) as coast protection authority and lead local flood authority;</p> <p>(i) in respect of emergency planning and community resilience (infrastructure and contract services);</p> <p>(j) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and</p> <p>(k) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to the above functions.</p> <p>Statutory Functions:</p> <p>Enquiries and Policy Development -The Committee may undertake enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.</p> <p>Overview and Scrutiny - The Committee may scrutinise and review decisions made or actions taken by the Authority in so far as they have a direct impact on the role or functions of the committee and the Committee can make recommendations to the relevant Committee on policies, budget and service delivery. Overview and scrutiny of the Council is an important part of the Committee's remit as part of a 'doing and reviewing' approach. Upon conclusion of a scrutiny exercise the Committee will produce a report containing recommendations for decision by the Policy and Resources Committee or other Committee as may be relevant. In doing so, the Committee shall have regard to the overview and scrutiny means of working set out at Part 4(4) of this Constitution.</p>
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	Stakeholders - The Committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in so far as it impacts directly or indirectly on the role of functions of the committee
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Urgency Committee (1 Seat, Quorum ¼ of membership)

Days & times of operation	Weekdays, 6pm																																				
Frequency & Timings	<p>Has never been called</p> <table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr><td>Y1</td><td></td><td></td><td></td></tr> <tr><td>Y2</td><td></td><td></td><td></td></tr> <tr><td>Y3</td><td></td><td></td><td></td></tr> <tr><td>Y4</td><td></td><td></td><td></td></tr> <tr><td>Y5</td><td></td><td></td><td></td></tr> <tr><td>Y6</td><td></td><td></td><td></td></tr> <tr><td>Y7</td><td></td><td></td><td></td></tr> <tr><td>Y8</td><td></td><td></td><td></td></tr> </tbody> </table> <p><i>No information available via desktop exercise</i></p>	Year	# of Mtgs	Total Hours	Av Hours	Y1				Y2				Y3				Y4				Y5				Y6				Y7				Y8			
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Y5																																					
Y6																																					
Y7																																					
Y8																																					
Location of operation	Single central building																																				
Core functions	<p>If a decision on an issue is required as a matter of urgency, and if time allows under the provisions of the Access to Information Rules as set out at Part 4(2) of this Constitution, then a Committee will be called comprising of the Leader and/or the Deputy Leader together with the Group Leaders or other members of Opposition Groups such as are required to meet political balance rules. The decision may be within the terms of reference of another committee, but this will not invalidate the decision as the arrangements to discharge the function in cases of urgency.</p> <p>A matter of urgency sufficient to call this committee will be as determined by the Leader or, in the absence of the Leader, two of the Group Leaders (or Deputy Leader) with advice from one or more statutory chief officers. The Committee must consult with the Chair of the relevant Committee wherever it is reasonable and practicable to do so.</p> <p>In all cases the reason for the urgency shall be clearly stated and recorded in the minutes of the</p>																																				

	meeting and reported to the next meeting of Full Council.
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Statutory Scrutiny- Partnerships Committee (Seats TBC, Quorum a quarter of membership, no less than 4)

Days & times of operation	Weekdays 6pm																																				
Frequency & Timings	<table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>4</td> <td>10h 07m</td> <td>2h 31m</td> </tr> <tr> <td>Y2</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y6</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y7</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Y8</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	4	10h 07m	2h 31m	Y2				Y3				Y4				Y5				Y6				Y7				Y8			
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Y3																																					
Y4																																					
Y5																																					
Y6																																					
Y7																																					
Y8																																					
Location of operation	Remotely via Teams and Single Central Building																																				
Core functions	<p>The Council has a number of additional statutory scrutiny functions as part of its Overview and Scrutiny Arrangements, which include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> matters relating to the health of the authority's population and can make recommendations to health bodies or other relevant authorities (and on a shared basis where matters also concern neighbouring Cheshire West and Chester Council area); and <input type="checkbox"/> the power to scrutinise the activities of those responsible for crime and disorder strategies, which is the Council and the police, as embodied by the Safer ExampleB Partnership <p>The Council has determined that these overview and scrutiny functions are to be carried out by the Partnerships Committee, which will also scrutinise the functions and responsibilities undertaken by other bodies within the Borough, in addition to the joint committees for specific purposes with neighbouring authorities. The process for this is set out in Part 4(3) of this Constitution</p>																																				

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Option C

Key Authority Comparable Stats

Approx. Population	380,694																													
Type of authority	Unitary																													
Number of Wards	52																													
Number of Members	82																													
Political Proportionality	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Party</th> <th style="text-align: center;">Members</th> <th style="text-align: center;">Proportionality</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Conservative</td> <td style="text-align: center;">32</td> <td style="text-align: center;">39%</td> </tr> <tr> <td style="text-align: center;">Labour</td> <td style="text-align: center;">25</td> <td style="text-align: center;">30%</td> </tr> <tr> <td style="text-align: center;">Independent</td> <td style="text-align: center;">17</td> <td style="text-align: center;">21%</td> </tr> <tr> <td style="text-align: center;">Lib-Dem</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5%</td> </tr> <tr> <td style="text-align: center;">Non-Grouped</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1%</td> </tr> <tr> <td style="text-align: center;">Real Independent Group</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2%</td> </tr> <tr> <td style="text-align: center;">Residents of ExampleC</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1%</td> </tr> <tr> <td style="text-align: center;">Grand Total</td> <td style="text-align: center;">82</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>			Party	Members	Proportionality	Conservative	32	39%	Labour	25	30%	Independent	17	21%	Lib-Dem	4	5%	Non-Grouped	1	1%	Real Independent Group	2	2%	Residents of ExampleC	1	1%	Grand Total	82	100%
Party	Members	Proportionality																												
Conservative	32	39%																												
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Grand Total	82	100%																												
Current Council Structure	<pre> graph TD CE[Chief Executive] --> EDCS[Executive Director of Corporate Services] CE --> EDOP[Executive Director of Place] CE --> EDHAI[Executive Director of Adults, Health & Integration] CE --> DCS[Director of Children's Services] CE --> DFC[Director of Finance and Customer Service] CE --> DGC[Director of Governance & Compliance] </pre>																													
Committee Model since	May 2021																													

Observations made in moving to Committee Model

- **Need to contact ExampleC**

Key Committee Comparable Stats

Is there a LAC Model also in	No
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place?	
Statutory Scrutiny Only?	Yes
Separate Scrutiny or Embedded?	Separate
Scrutiny Decision Making	Scrutiny is external focussed on partners for statutory functions in relation to health, crime and disorder and flood risk management. 13 proportionate members. Each Committee is designed to be self scrutinising. There is also an Audit and Governance Committee that sits underneath the Full Council.
Do the Committees all work in the same way?	All operate between 9:30-3pm weekdays with the bulk starting at either 10am or 2pm
Front Doors into Committees	Discuss with Authority
Cross Cutting Issue Process	The Corporate Policy Committee deals with cross cutting issues, all corporate service functions, overall responsibility for Council budget and resources. Chaired by the Leader of the Council and Deputy Leader as Vice Chair. Has 13 members who are proportionately representative.
Decisions taken by Committee Process	<p>Part 2 of the Council's Constitution sets out how decisions are made so that members of the public are clear about which part of the Council or which individual has responsibility for particular types of decisions.</p> <p>The Council and any Committee or Sub-Committee of the Council may delegate a function or decision to an officer in accordance with this Constitution. This can be on a permanent or one-off basis.</p> <p>Where a matter covers numerous Committee Terms of Reference or there is any dispute or disagreement between Committees on:</p> <ol style="list-style-type: none"> a) Whether something falls within a Committee's Terms of Reference – or - b) A proposed course of action; the matter shall be referred to the Corporate Policy Committee (or Council if more convenient) to resolve and decide upon a way forward. <ul style="list-style-type: none"> - When the Full Council makes decisions, it will comply with the Council Procedure Rules. -When Committees and Sub-Committees make decisions, they will comply with the Committee Procedure Rules. - When the Scrutiny Committee makes decisions, it will comply with the Scrutiny Procedure Rules (Agenda for Scrutiny Committee). - On occasions, the Council, a Committee, Sub-Committee or an officer will act as a tribunal or in a quasi-judicial manner when they determine the civil rights, obligations or criminal responsibility of an individual. When this happens, they will follow a proper procedure which accords with the requirements of natural justice and the right to a fair trial contained in Article 6 of the European Convention on Human Rights. - Significant decisions are likely to be taken by Committees and may therefore appear on the Council's Forward Plan. <p>The following principles apply to all decision making. Decision makers will:</p> <ol style="list-style-type: none"> a) Take into account all relevant considerations and ignore those

	<p>which are irrelevant</p> <p>b) Undertake a realistic evaluation of alternatives and options</p> <p>c) Carry out appropriate consultation</p> <p>d) Take decisions which are proportionate to the desired outcome</p> <p>e) Take into account statutory duties such as best value and fiduciary duties</p> <p>f) Consider relevant professional advice</p> <p>g) Respect equalities and human rights</p> <p>h) Approach decision making on a transparent and open basis</p>
Urgent Decision Making	<p>A decision will be urgent in the case of: civil emergency; natural or man-made disaster; matter of serious public health; matters regarding safeguarding of people; or where the Council is at risk of serious reputational damage; loss or claims; or any other matters where the Chief Executive or in his/her absence the Deputy Chief Executive has declared that an urgent decision is required</p> <p>If a decision is deemed an urgent decision caused by a failure to plan appropriately or work without due regard to timeliness, the circumstances giving rise to the need for the decision should be subject to a formal report to the Audit and Governance Committee.</p> <p>The Chief Executive or in his/her absence the Deputy Chief Executive (or in their absence their nominee) in consultation with the Chairman and/or Vice-Chairman of the relevant committee or sub-committee has delegated authority to take decision subject to the following requirements being met: The decision-maker is satisfied that the matter is urgent and cannot await the next meeting of the decision-making body, or an urgently convened meeting. The decision is reported for information to the next available meeting of the decision-making body. The Leaders of all Opposition Groups have been notified of the matter and have been invited to make representations. The provisions of legislation are complied with. Advice has been taken from the Council's Monitoring Officer and Section 151 Officer. All Members of the Council are notified of the decision taken by electronic means.</p>

Roles

Role of Lord Mayor	<p>Civic Role: The Council's Mayor, supported by the Deputy Mayor will perform the Council's civic role. This entails raising and maintaining the profile of the Council's area and its residents. The aims and values of the Council will be promoted in an apolitical manner. The Mayor will decide which civic and ceremonial functions to promote following consultation with officers. These functions may include representing the Council at events organised by other local authorities or organisations.</p> <p>Council Role: The Mayor is responsible for:</p> <ul style="list-style-type: none"> - upholding and promoting democracy and this Constitution and interpreting it, where necessary, with advice - Presiding over meetings of the full Council to ensure that
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	<p>business is carried out efficiently and effectively</p> <ul style="list-style-type: none"> - Ensuring the rights of Councillors and local people are protected in the running of Council meetings (Guidance on the Role of a Chair which is relevant for all Chairs of Council meetings) - Ensuring that matters of concern to local people and Councillors can be debated at full Council or the relevant Committee. - Promoting public involvement in the Council's activities and acting as a link between members of the public, organisations and the Council - Carrying out other roles on behalf of the Council
<p>Role of Leader of the Council</p>	<p>The Council expects that the Leader will:</p> <ol style="list-style-type: none"> 1. be the political (rather than ceremonial) leader of the Council, for the benefit of all the Borough's communities - its citizens, taxpayers, businesses, public bodies and other public authorities; 2. lead and work with the Council, particularly the Chairs of its Committees and Sub Committees, in the development of the Council's vision for the future, policy framework, budgets and strategies; 3. lead and work with the Council, particularly the Chairs of its Committees and Sub Committees, in overseeing service delivery and the implementation of policies approved by the Council. 4. represent and pursue the interests of the Council in the community and at international, national and regional levels; 5. act as Chair of the Corporate Committee, fulfil the role of Leader at full Council meetings and carry out as necessary the other functions mentioned at paragraph xx below; 6. lead in providing policy direction and guidance to the Chief Executive and Chief Officers; 7. meet regularly to progress the Council's objectives with Committee Chairs, the Chief Executive and Chief Officers, Leaders of other political groups on the Council, partner organisations, stakeholders, community representatives, government representatives, local Members of Parliament etc. <p>The Leader shall be recognised in the following ways:</p> <ol style="list-style-type: none"> 1. Chairing Corporate Policy Committee: the Leader shall be appointed at the Council's Annual Meeting as Chair of the Council's Corporate Committee. 2. Right to attend and speak at any meeting of a Committee or Sub-Committee of the Council, provided that he or she will only be entitled to vote if appointed as a voting member of that Committee or Sub-Committee. 3. Duty to be available for Questions: permit any Member of the Council to ask questions of the Leader and Deputy Leader at full Council meetings. 4. The establishment of policy direction and the Council's priorities and the facilitation of discussion thereon. 5. To be principal ambassador for the Borough and the Council (recognising the role of the Mayor).

	<ol style="list-style-type: none"> 6. To represent the Council on any external body, as considered appropriate, and to make decisions and vote on behalf of the Council at meetings of such bodies. 7. Involvement in Major Emergencies: the Leader and Deputy Leader must be informed if an emergency is likely or has been declared under the Council's emergency planning or business continuity procedures. 8. To promote and uphold high standards of ethical conduct by Members and the Council's equalities policies.
Role of Deputy Leader of the Council	The role of the Leader/Deputy is not a formal legal role, but he or she is in practice the political head of the Council, and the Member with greatest responsibility for driving forward the broad policies of the Council. In the case of a joint administration, the Council will expect the Leader and Deputy Leader to share responsibilities between them and determine how the matters listed in paragraph XX are divided between them
Role of Committee Chairs	<p>The Council that its Chairs will:</p> <ol style="list-style-type: none"> 1. have a working knowledge of the functions, policies, practices, procedures, services and budgets of the Committee or Sub-Committee which they chair; 2. attend all mandatory training sessions as required; 3. lead in the development of the work of the Committee or Sub-Committee which they chair. This should take into account the wider vision, such as corporate, cross-service and partnership issues; lead in service delivery and the implementation of policies approved by the Council where these relate to the Committee or Sub-Committee which they chair; 4. be the spokesperson for the Committee or Sub-Committee in relation to external affairs and communications; 5. Progress the Committee's or Sub-Committee's objectives with officers and Members, and as appropriate other people, groups and organisations; 6. represent and pursue the interests of the Committee or Sub-Committee which they chair in the community and if appropriate at regional and wider levels; 7. To promote and uphold high standards of ethical conduct by Members and the Council's equalities policies; 8. in accordance with the Council's Constitution and the provisions summarised at paragraphs xx and xx below, ensure that: (1) the meetings of the Committee or Sub-Committee which they chair are properly conducted, and (2) reports of proceedings are forwarded on as necessary, for example to full Council; 9. support the performance of the Council's overview and scrutiny functions and participate in overview and scrutiny reviews as appropriate; 10. maintain professional working relationships and establish mutual respect with all members and officers.
Role of Deputy Chairs	Not explicitly stated

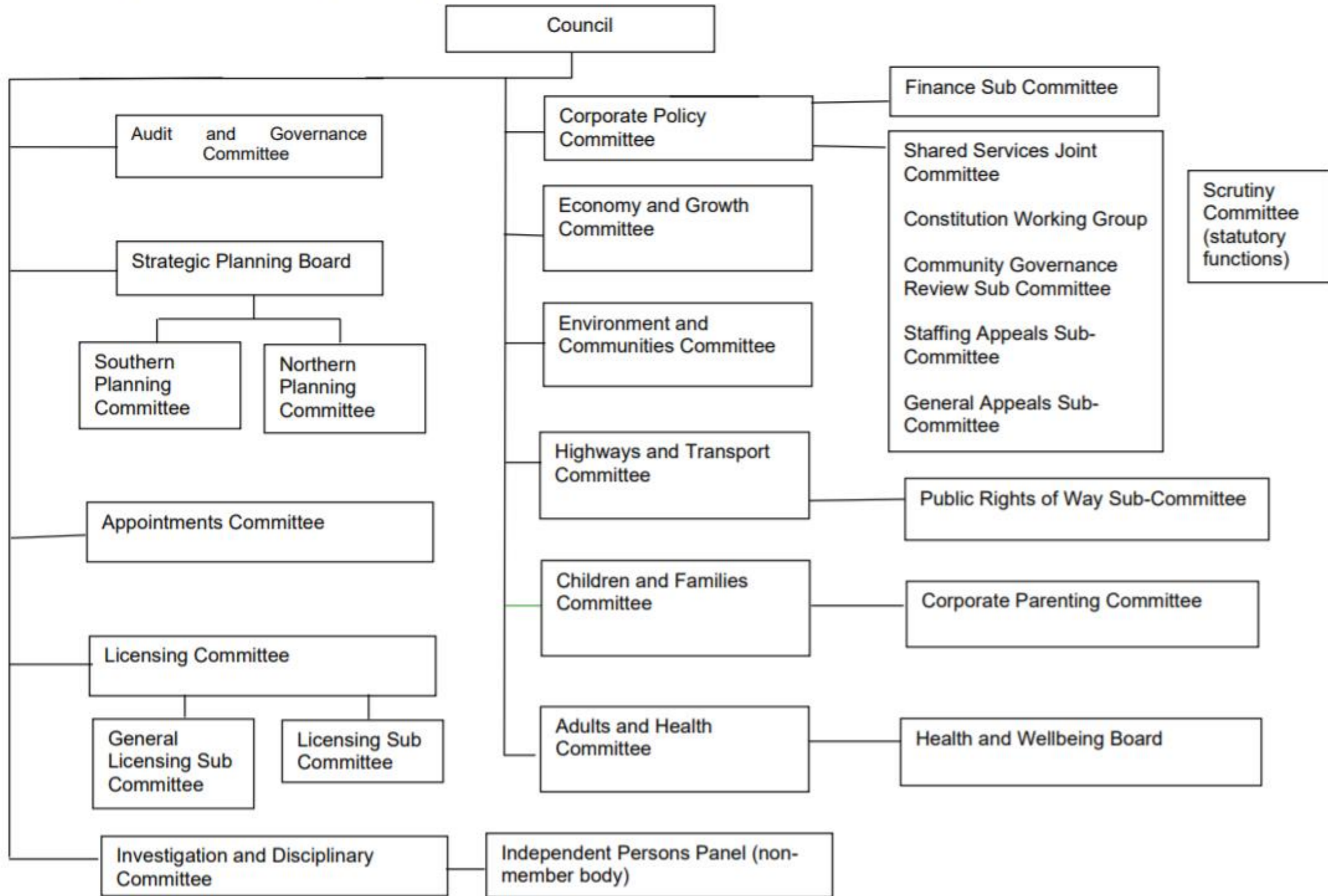
Time Demand of Model

Number of Bodies in Model	26
Total seats available	193
Politically proportionate seats available	188
Amount of Cllr time taken for the whole model annually	1805 hours 241 days 48 weeks
Number meetings annually	94 over the year 8 per month
Average per 1 Committee from this Model	69 hours annually 9 working days 2 weeks 4 meetings per year 1 (rounded up) per month
Average attendance for Cllrs	3 seats to fill 224 hours per annum 30 days per annum 6 weeks per annum 12 Committee meetings to attend 1 meetings per month

SRAs Paid

Allowances	££8,330 per annum
Leader of Council/Chair of Overarching Committee	£28,371
Chair of Themed Committees	£12,000
Vice Chairs of Themed Committees	£6,000
Chair of Scrutiny Committee	£7,500

Chapter 2 – Part 1: Committee Structure



Themed Committees

Option C Authority has 5 themed Committees as well as an overarching Corporate Policy Committee and a Finance Sub Committee. The quorum for all Committees and Sub-Committees is one third unless otherwise stated.

Corporate Policy Committee (13 seats, with the Leader of the Council as Chair)
Acts as an Overarching Committee

Days & times of operation	Weekdays 10.30am			
Frequency & Timing				
	Year	# of Mtgs	Total Hours	Av Hours
	Y1	3	5h 55m	1h 58m
Location of operation	Single central building (Town Hall)			
Core functions	<p>The Corporate Policy Committee will provide strategic direction to the operation of the Council by developing and recommending the Corporate Plan to full Council and making decisions on policies and practice where such decisions are not reserved to full Council.</p> <p>The Committee's responsibilities include:</p> <ul style="list-style-type: none"> - Formulation, co-ordination and implementation of the Corporate Plan - Corporate policies and strategies, alongside the medium term financial plan (budget) which is the responsibility of the Finance. Sub-Committee. In the discharge of those responsibilities the Committee shall determine such matters to the extent that they are not reserved to full Council. - Human Resources, Organisational Development and Health and Safety matters affecting the Council; including adopting HR policies and practices and assurance in relation to staffing related matters - Making recommendations to Council in relation to the annual Pay Policy Statement and any amendments to such statement. - Making recommendations to Council in relation to decisions affecting the remuneration of any new post where the remuneration is or is proposed to be or would become £100,000 p.a. or more. - Making decisions in relation to proposed severance packages with a value of £95,000 or more as appropriate (excluding contractual and holiday pay), subject to the need to obtain a approval from Council and central Government if required. - Exercising the functions relating to local government pensions, so far as they relate to Regulations made under sections 7, 12, or 24 of the Superannuation Act 1972 or subsequent equivalent legal provisions. - Determining key cross-cutting policies and key plans that impact on more than one service committee. - Determining policy matters not otherwise allocated to 			

	<p>any other committee.</p> <ul style="list-style-type: none"> - Determining any matter of dispute or difference between any committees. - A co-ordinating role across all other committees and exercising a corporate view of outcomes, performance, budget monitoring and risk management. - Determining any matter that has a major impact on a number of Council services or the Council as a whole. - Oversight and monitoring of the Councillors' Allowances budget and keeping under review the scheme for the payment of allowances to Councillors through the appointment of an Independent Remuneration Panel (IRP) to advise full Council on the adoption and any proposed amendments to such scheme. - Reviewing the Council's Constitution and the recommendation of any changes to the Council; - Considering recommendations and an Annual Report of the Council's involvement in ASDVs; - Appointing representatives to serve on outside bodies and organisations (including education bodies and establishments) and reviewing the process for considering appointments to outside organisations; - Appointing Lay Members (who shall not be Councillors) to serve on the Independent Admissions and Exclusion Appeals Panel as required under the relevant legislation; - Approving the payment of a reasonable and proper allowances and expenses for the work undertaken by the Council's Independent Persons - Oversight, scrutiny, reviewing outcomes, performance, budget monitoring and risk management of the Directorates of Finance & Customer Services; Governance & Compliance Services and Transformation including the following functions: Legal, Governance and Compliance; Audit and Risk; Transactional Services; Transformation; Business Change; B4B/ERP; Human Resources, ICT; together with Strategic Partnerships and shared services. - The Corporate Policy Committee shall be entitled to exercise: any function of the Council not otherwise allocated; as well as the functions of all other Committees and Sub-Committees, particularly where plans, strategies or activities straddle a number of Committees
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Finance Sub Committee Services (8 seats)

Days & times of operation	Weekdays 2pm								
Frequency & Timing	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Year</th> <th style="width: 25%;"># of Mtgs</th> <th style="width: 25%;">Total Hours</th> <th style="width: 25%;">Av Hours</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Y1</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5h 18m</td> <td style="text-align: center;">1h 20m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	4	5h 18m	1h 20m
Year	# of Mtgs	Total Hours	Av Hours						
Y1	4	5h 18m	1h 20m						

Location of operation	Single central building
Core functions	<p>The Finance Sub-Committee will co-ordinate the management and oversight of the Council's finances, performance and corporate risk management arrangements. The Sub-Committee will make recommendations to the Corporate Policy Committee regarding the development of the Medium Term Financial Strategy and the setting and monitoring of the Capital and Revenue Budgets in accordance with the Corporate Plan and the Policy Framework.</p> <p>The Sub-Committee's responsibilities include:</p> <ul style="list-style-type: none"> - Determination of finance issues, including but not limited to Treasury Management, Insurance, Procurement, debt write off, settlement payments and virements in line with the constitution - Establishment of a Procurement Forward Plan; - Oversight of the Investment Strategy; - Grant awards for sums in excess of £50,000; - Property transactions including buying selling and appropriation of land and property (including compulsory purchase where required); - Management of the Council's involvement in ASDVs and overseeing the production of an Annual Report on performance; - Making decisions as Shareholder or owner, reviewing and approving Business plans, including risk registers and commissioning services. - Oversight, scrutiny and budgetary review of the following functions: Land and Property; Central Budgets; Pensions; Grants; Council Tax; Business Rates; Reserves; and Other Funding.

Environment and Communities Committee (13 seats)

Days & times of operation	Weekdays 10.30am								
Frequency & Timing	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>2</td> <td>3h 19m</td> <td>1hr 40m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	2	3h 19m	1hr 40m
Year	# of Mtgs	Total Hours	Av Hours						
Y1	2	3h 19m	1hr 40m						
Location of operation	Single central building								
Core functions	<p>The Environment and Communities Committee is responsible for developing policies and making decisions on matters relating to the delivery of inclusive and sustainable growth, improving the quality of the environment and delivering improvement in key front line services.</p> <p>The Committee's responsibilities include:</p> <ul style="list-style-type: none"> - Development and delivery of the Council's strategic objectives for Environmental 								

	<p>Management, sustainability, renewables and climate change;</p> <ul style="list-style-type: none"> - The development and delivery of the Council's Environment Strategy and Carbon Neutral Action Plan; - Development and delivery of the Local Development Framework including the Local Plan, Supplementary Planning Documents, Neighbourhood Plans, the Brownfield Land Register, Conservation Areas, Locally Listed Buildings, the Community Infrastructure Levy, and Statement of Community Involvement; - Regulatory functions including external health and safety good practice and enforcement including instituting proceedings and prosecutions; - Determination of policies and making decisions, in relation to waste collection and disposal, recycling, fly tipping, parks and green spaces, community strategy and community hub, leisure, libraries and sports development, bereavement services, trading standards, environmental health, emergency planning, CCTV, nuisance and anti-social behaviour, public space protection orders, community enforcement, animal health and welfare, food safety, licensing, pest control, contaminated land and air quality; - Compulsory purchase of land to support the delivery of schemes and projects promoted by the Committee. - Oversight, scrutiny, reviewing outcomes, performance, budget monitoring and risk management of the Directorate of Environment and Neighbourhood, including: the Planning Service; Environmental Services; Regulatory Services; Neighbourhood Services and Emergency Planning.
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Economy & Growth Committee (13 seats)

Days & times of operation	Weekdays 2pm												
Frequency of operation	<table border="1" style="width: 100%; text-align: center;"> <tr> <th colspan="4">Neighbourhoods</th> </tr> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> <tr> <td>Y1</td> <td>2</td> <td>4h 6m</td> <td>2h 3m</td> </tr> </table>	Neighbourhoods				Year	# of Mtgs	Total Hours	Av Hours	Y1	2	4h 6m	2h 3m
Neighbourhoods													
Year	# of Mtgs	Total Hours	Av Hours										
Y1	2	4h 6m	2h 3m										
Location of operation	Single central building												

Core functions	<p>The Economy and Growth Committee will be responsible for developing policies and making decisions on matters relating to delivering inclusive and sustainable economic growth.</p> <p>The Committee's responsibilities include:</p> <ul style="list-style-type: none"> - Determination of policies and making of decisions in relation to housing management and delivery; - Determination of policies and making of decisions in relation to economic development, regeneration, skills and growth; - Development and delivery of the Council's estates, land and physical assets policies; - Determination of policies and making decisions in relation to the rural and cultural economy; - Compulsory purchase of land to support the delivery of schemes and projects promoted by the Committee. - Oversight, scrutiny, reviewing outcomes, performance, budget monitoring and risk management of the Directorate of Growth and Enterprise including: Facilities Management; Assets; Farms; Economic Development; Housing; Rural and Cultural Management; Tatton Park; Public Rights of Way; Cultural Economy; Countryside; and the Visitor Economy.
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Highways & Transport Committee (13 seats)

Days & times of operation	Weekdays 10.30am											
Frequency & Timings	<table border="1" data-bbox="643 1272 1369 1350"> <thead> <tr> <th data-bbox="643 1272 778 1308">Year</th> <th data-bbox="778 1272 991 1308"># of Mtgs</th> <th data-bbox="991 1272 1198 1308">Total Hours</th> <th data-bbox="1198 1272 1369 1308">Av Hours</th> </tr> </thead> <tbody> <tr> <td data-bbox="643 1308 778 1350">Y1</td> <td data-bbox="778 1308 991 1350">2</td> <td data-bbox="991 1308 1198 1350">6h 33m</td> <td data-bbox="1198 1308 1369 1350">3h 17m</td> </tr> </tbody> </table>				Year	# of Mtgs	Total Hours	Av Hours	Y1	2	6h 33m	3h 17m
Year	# of Mtgs	Total Hours	Av Hours									
Y1	2	6h 33m	3h 17m									
Location of operation	Single central building											
Core functions	<p>The Highways and Transport Committee shall be responsible for developing policies and making decisions on matters relating to highways and transport as they affect the area of the Council taking into account regional and national influences.</p> <p>The Committee's responsibilities include:</p> <ul style="list-style-type: none"> - Formulation, co-ordination and implementation of corporate policies and strategies in connection with all car parking, transport and accessibility matters; - Determination of any matter affecting the Council's interests in relation to national infrastructure matters, for example HS2, Northern Powerhouse Rail and the National Road Network; - Discharge of the Council's responsibilities as Highway Authority; local transport authority; parking authority; and lead local flood authority 											

	<ul style="list-style-type: none"> - Determination of policies and making decisions in relation to flooding and accessibility, in co-ordination with the Scrutiny Committee; - Compulsory purchase of land to support the delivery of schemes and projects promoted by the Committee; - Oversight, scrutiny, reviewing outcomes, performance, budget monitoring and risk management of the Directorate of Highways and Infrastructure including: Transport Policy; Transport Commissioning; Carparking; Highways; Infrastructure and HS2.
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Children & Families Committee (13 seats - The Chair of the Committee shall be the statutory Lead Member for Children’s Services)

Days & times of operation	Weekdays 10.30am or 2pm								
Frequency & Timing	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>2</td> <td>6h 35m</td> <td>3h 18m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	2	6h 35m	3h 18m
Year	# of Mtgs	Total Hours	Av Hours						
Y1	2	6h 35m	3h 18m						
Location of operation	Single central building								
Core functions	<p>The Children and Families Committee will be responsible for those services which help keep children and young people safe and enable them to achieve their full potential. The responsibility incorporates matters in relation to schools and attainment, early help and family support and social care for children and families. The Committee will oversee the work of the Corporate Parenting Committee, which focuses on those children who are cared for by the local authority and for whom the Council has corporate parenting responsibility.</p> <p>The Committee’s responsibilities include:</p> <ul style="list-style-type: none"> - Determining policies and making decisions in relation to the delivery of services to children and young people in relation to their care, well-being, education and health. - Discharging the Council’s functions in relation to children in need and child protection including safeguarding and youth justice. - Discharging the Council’s functions and powers in relation to the provision of education and Schools Forum. - Support to and maintenance of relationships with schools in relation to raising standards of attainment. - The Council’s role as Corporate Parent. - Discharging the Council’s functions in relation to Special Educational Needs and/or Disability (SEND). 								

	<ul style="list-style-type: none"> - Discharging the Council's functions in relation to early help and family support; - Making arrangements for the nomination of school governors; - Provision and commissioning of domestic violence support services and quality assurance. - Oversight, scrutiny, reviewing outcomes, performance, budget monitoring and risk management of the Directorates of Prevention and Support, Education and 14-19 Skills and Children's Social Care including: Children's mental health, Prevention and early help, Children's transport, , Children Service Development and Children's Partnerships, Commissioning of support for children, Cared for Children and Care Leavers, Child in Need and Child Protection, Children with Disabilities and Fostering, Children's Safeguarding, Education Infrastructure and Outcomes, Education Participation and Pupil Support, Inclusion and SEND
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Corporate Parenting Committee (12 seats - Additionally the Committee is informed by representative young people from My Voice (ExampleC Children in Care Council) to advise the Committee. The Chair is the Lead Member for Children and Families.)

Days & times of operation	Weekdays 4pm																
Frequency & Timing	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>3</td> <td>4h 50m</td> <td>1h 36m</td> </tr> <tr> <td>Y2</td> <td>4</td> <td>5h 49m</td> <td>1h 27m</td> </tr> <tr> <td>Y3</td> <td>3</td> <td>5h 19m</td> <td>1h 46m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	3	4h 50m	1h 36m	Y2	4	5h 49m	1h 27m	Y3	3	5h 19m	1h 46m
Year	# of Mtgs	Total Hours	Av Hours														
Y1	3	4h 50m	1h 36m														
Y2	4	5h 49m	1h 27m														
Y3	3	5h 19m	1h 46m														
Location of operation	Single central building																
Core functions	<p>The purpose of the Corporate Parenting Committee in its role as an advisory committee to the Children and Families Committee is to ensure that the Council effectively discharges its role as Corporate Parent for all children and young people in care and care leavers from 0- 25 years of age and holds partners to account for the discharge of their responsibilities.</p> <p>The Committee's responsibilities include:</p> <ul style="list-style-type: none"> - Acting as advocate for cared for children and care leavers, ensuring that their needs are addressed through key plans, policies and strategies throughout the Council and its commissioned services; - Ensuring key strategic plans relating to children in care and care leavers are in place and are 																

	<p>delivered including the Corporate Parenting Strategy, Sufficiency Statement and Children and Young People’s Plan;</p> <ul style="list-style-type: none"> - Overseeing the implementation ExampleC Corporate Parenting Strategy and action plan and monitoring the quality and effectiveness of services to ensure that they fulfil the Council’s responsibilities; - Monitoring the quality of care delivered by ExampleC’s residential children’s homes through visits and reports, including summary reports of Ofsted inspections; - Reviewing the performance of the Council in relation to outcomes for children and young people in care via the scrutiny of both quarterly performance reports and annual reports including the Health of Cared for Children and Care Leavers, the Virtual School, Fostering and the Independent Reviewing Service; - Establishing an environment whereby Councillors and young people work together to address the needs and aspirations of ExampleC’s children and young people in care and empower children and young people to participate in decision making with adults; - Overseeing with the Children and Families Committee the implementation of best practice principles in all aspects of service delivery, with the aim of producing positive outcomes for children and young people in care; - Supporting the work of foster carers and adopters in making a difference to the care and support they provide; - Making sure that staff and partners commit to follow the pledges to cared for children and young people and care leavers set out in the Corporate Parenting Strategy.
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Health & Adults Committee (13 seats)

Days & times of operation	Weekdays 10.30am			
Frequency & Timing				
	Year	# of Mtgs	Total Hours	Av Hours
	Y1	2	4h 8m	2h 4m
Location of operation	Single central building			
Core functions	The Health and Adults Committee will be responsible for community welfare, public health and adult social care services with a view to enabling all people to live fulfilling lives and to retain their independence. When discharging its functions the Committee shall recognise the necessity			

	<p>of promoting choice and independence.</p> <p>The Committee's responsibilities include:</p> <ul style="list-style-type: none"> - Promotion of the health and well-being of residents and others; - Determination of policies and making decisions in relation to people aged 18 and over (some young people up to the age of 25 may still be within Children's services as care leavers or with a Special Educational Needs and Disability) with eligible social care needs and their carers including; - Adult safeguarding, adult mental health, physical health, older people and learning disabilities and lifelong learning; - Determination of policies and making decisions in relation to Public Health in coordination with the Health and Wellbeing Board and the Scrutiny Committee; - Oversight of the Communities Strategy; - Provision and commissioning of domestic violence support services and quality assurance; - Prevent reporting and Channel Panel counter terrorism oversight. - Oversight, scrutiny, reviewing outcomes, performance, budget monitoring and risk management of the Directorates of Adult Social Care Operations; Commissioning and Public Health including: Public Health, lifelong learning, health improvement and intelligence, Adult social care and safeguarding, Adult Mental Health and Learning Disability, Adult social care operations, Care4CE and commissioning of support for adults.
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Scrutiny Committee (13 seats)

Days & times of operation	Weekdays 10.30am			
Frequency & Timing				
	Year	# of Mtgs	Total Hours	Av Hours
	Y1	1	2h 38m	2h 38m
Location of operation	Single central building			
Core functions	The purpose of the Scrutiny Committee is to undertake reviews and make recommendations on services or activities carried out by other organisations and which affect residents, businesses as well as the Council and its Committees. 1 The Committee's responsibilities include: The discharge of the Council's responsibilities set out in section 19 of the Police and Justice Act 2006, section 244 of the Health and Social Care Act 2006, and section 9JA and 9JB of the Local Government Act 2000 in relation to flood risk management.			

Example D

Key Authority Comparable Stats

Approx. Population	179,142																				
Type of authority	London Borough																				
Number of Wards	16																				
Number of Members	48																				
Political Proportionality	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 30%;">Party</th> <th style="width: 20%;">Members</th> <th style="width: 50%;">Proportionality</th> </tr> </thead> <tbody> <tr> <td>Lib-Dem</td> <td>37</td> <td>77%</td> </tr> <tr> <td>Conservative</td> <td>9</td> <td>19%</td> </tr> <tr> <td>Independent</td> <td>1</td> <td>2%</td> </tr> <tr> <td>Green</td> <td>1</td> <td>2%</td> </tr> <tr> <td>Grand Total</td> <td>48</td> <td>100%</td> </tr> </tbody> </table>			Party	Members	Proportionality	Lib-Dem	37	77%	Conservative	9	19%	Independent	1	2%	Green	1	2%	Grand Total	48	100%
Party	Members	Proportionality																			
Lib-Dem	37	77%																			
Conservative	9	19%																			
Independent	1	2%																			
Green	1	2%																			
Grand Total	48	100%																			
Current Council Structure	<pre> graph TD CE[Chief Executive] --> DCS[Director Children's Services] CE --> EDPlace[Executive Director Place] CE --> EDC[Executive Director of Corporate & Communities] CE --> GC[General Counsel] CE --> EDASCH[Executive Director Adult Social Care & Health] CE --> DPH[Director or Public Health & Assistant Director of Healthy & Safe Communities] </pre>																				
Committee Model since	May 2013																				

Observations made in moving to Committee Model

Discuss with Authority

Key Committee Comparable Stats

Is there a LAC Model also in place?	Yes (Neighbourhood Committees)
Statutory Scrutiny Only?	Yes
Separate Scrutiny or	Separate

Embedded?	
Scrutiny Decision Making	<p>Health Overview and Scrutiny Panel to oversee statutory health requirements.</p> <p>A Scrutiny Panel whose purpose is to deal with Call-Ins. Call-Ins can also apply to decisions made by Neighbourhood Committees. Membership is made up of Members of the Council including three representatives of Opposition Groups.</p> <p>In addition there is also the Audit & Governance & Standards Committee whose role is to provide an independent and high level focus on audit, assurance and reporting arrangements that underpin good governance and financial standards. Its purpose is to provide independent assurance to members and those charged with governance, on the adequacy of the risk management framework and internal control environment. It provides an independent review of the Council's governance, risk management and control frameworks and oversees financial reporting, annual governance processes and internal audit and external audit.</p>
	There are 3 Strategic Committees aligned to Portfolios and the chairs of each Committees are the Portfolio Holders. There are then a number of other regulatory, advisory, statutory and Governance Committees and Panels.
Do the Committees all work in the same way?	Strategic Committees take place at 7:30pm on weekdays
Front Doors into Committees	Discuss with Authority
Cross Cutting Issue Process	While not stated as an overarching Committee, Corporate & Resources Committee is the principal means by which advice on strategic policy and plan is given and advises the Council, as necessary, on strategic issues. This Committee can exercise the powers of any of the other Strategic Committees in cases where determination of a matter is urgent, subject to the approval of the Chair of the relevant Committee and the Leader of the Council. There is also a temporary Response & Recovery Committee in operation following the pandemic.
Decisions taken by Committee Process	<ul style="list-style-type: none"> - The Council operates the "committee" form of governance. This means that the Full Council appoints 3 Strategic Committees . The Strategic Committees are responsible for most of the significant policy and related decisions of the Council. Day to day decisions are the responsibility of council officers as set out in Part 3 of the constitution. - Committees are appointed by the Council and their membership reflects the political proportionality of the council. Councillors are appointed to chair each Committee and are responsible for a particular area of the Council's activities ("portfolios"). Committee Chairs are also called Portfolio Holders. - The Council also appoints a number of Committees to deal with regulatory aspects of the Council's functions, for example, audit ,

	planning and licensing.
Urgent Decision Making	<p>To be taken by the Chief Executive or in his/her absence the Deputy Chief Executive (or in their absence their nominee) in consultation with the Chairman and/or Vice-Chairman of the relevant committee or sub-committee has delegated authority to take decision subject to the following requirements being met:</p> <ul style="list-style-type: none"> - The decision-maker is satisfied that the matter is urgent and cannot await the next meeting of the decision-making body, or an urgently convened meeting. - The decision is reported for information to the next available meeting of the decision-making body. The Leaders of all Opposition Groups have been notified of the matter and have been invited to make representations. - The provisions of legislation are complied with. - Advice has been taken from the Council's Monitoring Officer and Section 151 Officer. - All Members of the Council are notified of the decision taken by electronic means. If a decision is deemed an urgent decision caused by a failure to plan appropriately or work without due regard to timeliness, the circumstances giving rise to the need for the decision should be subject to a formal report to the Audit and Governance Committee.

Roles

Role of Lord Mayor	<p>The Mayor will be elected by the Council annually. The Mayor will have the following responsibilities:</p> <ul style="list-style-type: none"> - To appoint a Deputy Mayor; - To uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary; - To preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community; - To ensure that the Council meeting is a forum for the debate of matters of concern to the local community; - At the Mayor's discretion to exercise a second or casting vote where there is an equality of votes on any matter under consideration by the Council; - To promote public involvement in the Council's activities; - To be the conscience of the Council; - To attend such civic and ceremonial functions as the Council and they determines appropriate. <p>In the year in which the Council elections are held the Mayor shall remain in office until a successor is appointed, whether or not they have been re-elected as a Councillor (Local Government Act 1972, Schedule 2). In the event of there being an equality of votes on the election of a successor, the retiring Mayor may use a casting vote to break the deadlock,</p>
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	even if no longer a Councillor.
Role of Leader of the Council	The Leader of the Council is selected by the political group that has a majority of seats on the Council and is appointed on a year by year basis. The Leader of the Council is responsible for the overall political leadership and strategic direction of the Council. The Leader of the Council may appoint up to 10 Portfolio Holders, each of whom will have oversight of a portfolio of service areas / activities. Subject to the formal decision of the Council, Portfolio Holders shall be appointed Chairs of the relevant Strategic Committees,. The Chief Executive, as principal policy adviser, will ensure that the Leader and Portfolio Holders are provided with the appropriate advice and information to enable them to take informed decisions and they will have regard to such advice in reaching their decisions. As leader of a party political group, the Leader will not seek advice from the Chief Executive in relation to party political business. Attendance by the Chief Executive, or other officers of the Council, at political group meetings is, however, permissible in the circumstances set out in the Member/Officer Relationships Protocol. The Leader has no line management responsibilities for Council employees who are responsible to the Council as a whole. Any concerns over the performance of employees either individually or collectively will be referred by the Leader to the Chief Executive to address. Matters relating to the appointment, dismissal and disciplinary action in respect of employees are contained in the Procedural Standing Orders set out in the Council's Constitution.
Role of Deputy Leader of the Council	The role of the Leader/Deputy is not a formal legal role, but he or she is in practice the political head of the Council, and the Member with greatest responsibility for driving forward the broad policies of the Council. In the case of a joint administration, the Council will expect the Leader and Deputy Leader to share responsibilities between them and determine how the matters listed in paragraph XX are divided between them
Role of Committee Chairs	Committee chairs are also portfolio holders
Role of Deputy Chairs	Discuss with Authority

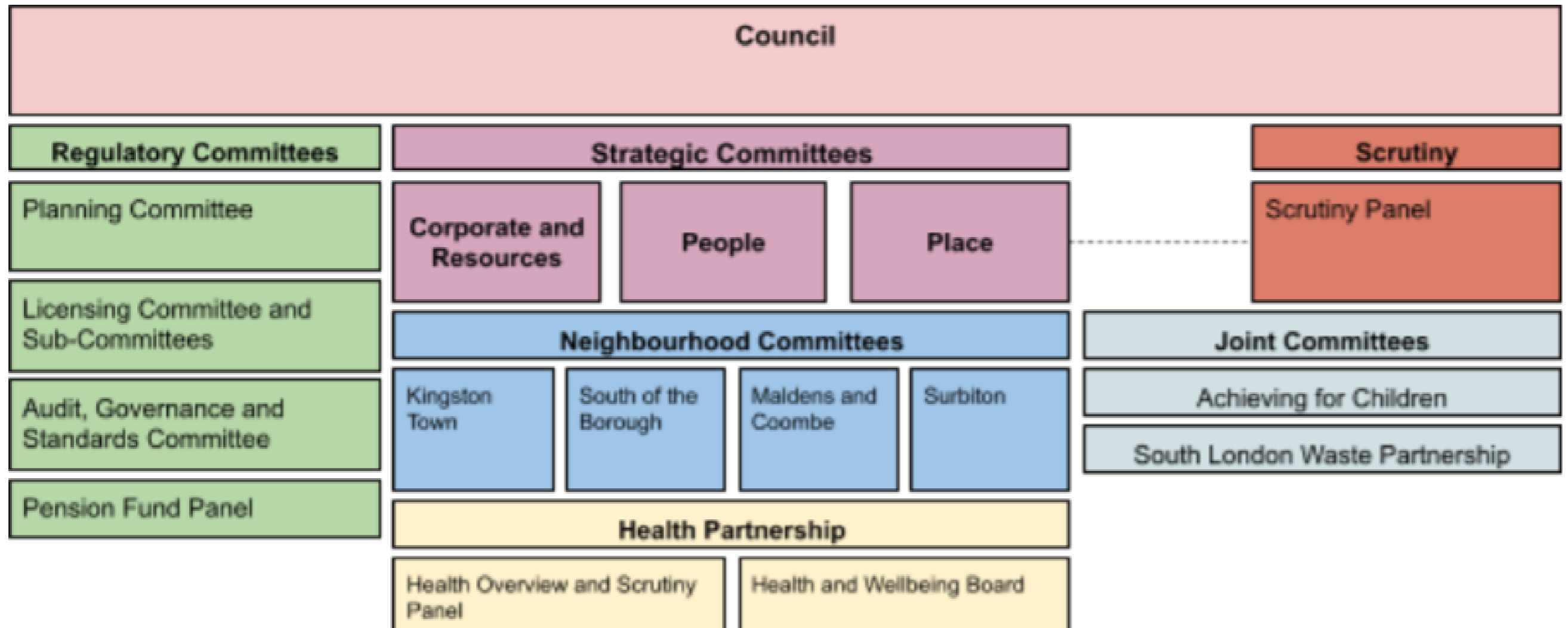
Time Demand of Model

Number of Bodies in Model	18
Total seats available	143
Politically proportionate seats available	115
Amount of Cllr time taken for the whole model annually	2202 hours 294 days 59 weeks
Number meetings annually	116 over the year 9 per month
Average per 1 Committee from this Model	122 hours annually 16 working days 3 weeks 6 meetings per year 1 (rounded up) per month

Average attendance for Cllrs	5 seats to fill 571 hours per annum 76 days per annum 15 weeks per annum 30 Committee meetings to attend 2 meetings per month
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SRAs Paid

Allowances	per annum
Leader of Council	£26,491.03
Deputy Leader	£19,560.34
Chair of Committees	£13,037.68
Chair of Health Overview / Audit, Governance & Standards Committees	£6,518.83



Themed Committees

Option D Authority has 3 Strategic Committees aligned to portfolio.

Corporate and Resources Committee (13 seats)

Days & times of operation	Weekdays 7.30pm								
Frequency & Timing	<p style="text-align: center;">Finance and Policy</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>3</td> <td>5h 3m</td> <td>1hr 43m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	3	5h 3m	1hr 43m
Year	# of Mtgs	Total Hours	Av Hours						
Y1	3	5h 3m	1hr 43m						
Location of operation	Single Central Building								
Core functions	<p>To be the principal means by which advice on strategic policy and plan is given and co-ordinated and to advise the Council, as necessary, on strategic issues. This to include: (a) allocating resources to spending committees and taking such action as necessary to effect the maintenance, extension or contraction of services; (b) preparing and keeping under review the Council's Medium Term Service and Financial Plan and Budget and recommending to the Council the levying of a Council Tax in respect of each financial year;</p> <p>To exercise the powers of any of the other Strategic Committees in cases where determination of a matter is urgent, subject to the approval of the Chair of the relevant Committee and the Leader of the Council. To consider and take any necessary action upon proposals for new legislation, Bills before Parliament, Acts of Parliament and other proceedings before Parliament affecting or likely to affect the interests of the Borough or its inhabitants generally where not the specific concern of any other committee(s). The promotion of Bills and Provisional and Statutory Orders in Parliament shall be dealt with by the Council.</p> <p>To maintain general oversight of the organisation, performance and operational working of the Council and to be responsible for the overall strategic direction of the Council including the following specific functions/activities:</p> <ul style="list-style-type: none"> - Revenue and Capital Monitoring and Expenditure - Recommendations to Council on the levying of Council Tax - Revenues and Benefits - Strategic Partnerships - Human Resources and Pensions - Investment Company - Assets, including the disposal or acquisition of land or property - Contracts and Commissioning 								

	<ul style="list-style-type: none"> - Equalities - Communications - Consultation & Engagement - Customer Contact - ICT & Digital - International Partnerships - Constitutional issues - Members Services - Electoral Services - Legal Affairs - Covid Recovery (incl related Task Forces)
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Place Committee 13 Members of the Council and five non voting co-opted Members representing; Sheltered Housing Panel (one from a pool of four representatives), Leaseholders Forum (must be a resident leaseholder living in the property as their only or principal home, Private Sector Landlords Forum, residents associations (must be a tenant) and the Registered Providers Forum seats)

Days & times of operation	Weekdays 7.30pm												
Frequency & Timing	<p>Intention for monthly</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="4" style="text-align: center;">Adults</th> </tr> <tr> <th style="text-align: center;">Year</th> <th style="text-align: center;"># of Mtgs</th> <th style="text-align: center;">Total Hours</th> <th style="text-align: center;">Av Hours</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Y1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2hr 22m + 1 untimed</td> <td style="text-align: center;">2hr 22m</td> </tr> </tbody> </table>	Adults				Year	# of Mtgs	Total Hours	Av Hours	Y1	2	2hr 22m + 1 untimed	2hr 22m
Adults													
Year	# of Mtgs	Total Hours	Av Hours										
Y1	2	2hr 22m + 1 untimed	2hr 22m										
Location of operation	Single central building												
Core functions	<p>The Committee is responsible for the following functions and activities:</p> <ul style="list-style-type: none"> - Housing functions (incl. homelessness, Community housing, allocations, landlord functions in relation to Council owned housing, housing standards, housing strategy, housing licensing and enforcement) - HRA Revenue Account and capital programme - Estate Regeneration, including Cambridge Road - Private sector housing and leasing - Planning Policy - Building Control - Economic Development - Business & Skills - Cycling, Walking & Healthy Streets - Environment - Air Quality - Waste & Recycling - Biodiversity - Parks & Open Spaces - Street Scene - Transport & Public Transport 												

	<ul style="list-style-type: none"> - Highways Parking - HMO Licensing - Heritage, Culture and Arts - Museum Service - Libraries - Leisure Services - Adult Education - Tourism - Regulatory Services
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People Committee (13 Members of the Council, two General Practitioner Advisory Members advise on children’s and adults public health and two Church Members co-opted with voting rights in respect of matters relating to education.)

Days & times of operation	Weekdays 7.30 pm								
Frequency of operation	<p style="text-align: center;">Neighbourhoods</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>Y1</td> <td>3</td> <td>6h + 1 untimed</td> <td>3h</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	Y1	3	6h + 1 untimed	3h
Year	# of Mtgs	Total Hours	Av Hours						
Y1	3	6h + 1 untimed	3h						
Location of operation	Single central building								
Core functions	<p>The Committee is responsible for the following functions and activities</p> <ul style="list-style-type: none"> - AFC Commissioning - 0-19 Education including Schools and School Place Planning - Special Educational Needs & Disabilities incl the SEND Transformation Plan - Children's Centre - Alternative Education Provision - Youth Service - Adults & Childrens Safeguarding - Looked After Children & Unaccompanied Asylum Seeking Children - Adult Social Care - Public Health - Mental Health - Dementia Nursing Home - Recommendations to Council on Schools Budget Estimates & schools Funding Formula - Early Years & Prevention - Childrens & Adults Health - Bereavement Services incl cemeteries & crematoria - Registration Services - Community Safety <p>The Committee also has responsibility, in collaboration with other boroughs, to discharge the functions listed below insofar as they relate to the ownership of the local authority company “Achieving for Children”</p> <ul style="list-style-type: none"> - Enter into any arrangement, contract or transaction 								

	<p>resulting in expenditure either with a capital value greater than £10,000 or revenue value greater than £10 million. Any expenditure of such revenue by the Company being less than £10 million shall be subject to the Company's own financial regulations and shall be subject to prior approval within the Business Plan and operating revenue budget, which shall be approved by each Council's relevant committee/executive in accordance with the Reserved Matters.</p> <ul style="list-style-type: none"> - Enter into any arrangement, contract or transaction where the Company is providing services to third parties without following the Trading Opportunity Evaluation Process as agreed by each Council. Such arrangements, contracts or transactions shall also be subject to prior approval within the Business Plan, which shall be approved by each Council in accordance with the Reserved Matters. - Enter into any borrowing, credit facility or investment arrangement (other than trade credit in the ordinary course of business) that has not been approved by each Council under the Financial Plan. - Appoint or remove any auditor of the Company. - Adopt or amend the Business Plan in respect of each financial year, which for the avoidance of doubt shall include the adoption and amendment of an operating revenue budget for the financial year to which it relates. - Adopt or amend the Financial Plan. - Enter into any arrangement, contract or transaction within, ancillary or incidental to the ordinary course of the Company's business or is otherwise than on arm's length terms. - Deal with any surpluses of the Company. - Appoint or remove any Company Directors (from the Achieving for Children Board). - Agree any terms for any Directors (but for the avoidance of doubt this does not include the terms and conditions of employment of Executive Directors as defined in the Articles of Association of the Company). - Agreeing changes in employment terms and conditions which would be inconsistent with the National Joint Council National Agreement on Pay and Conditions of Service and any changes to the pay and grading structure of the chief executive post of the Company.
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Audit, Standards & Governance Committee (Five Members of the Council, who should not be Portfolio Holders; 1 Independent member seats)

Days & times of operation	Weekdays 7.30pm
Frequency & Timings	

	Audit & Gov			
	Year	# of Mtgs	Total Hours	Av Hours
	Y1	1	58m	58m
	Y2	3	1 hr 30 m + 2 untimed	1hr 30m
Y3	3	2 h 18m + 1 untimed	1hr 9m	
Location of operation	Single central building			
Core functions	<p>The Audit, Governance and Standards Committee provides an independent and high level focus on audit, assurance and reporting arrangements that underpin good governance and financial standards. Its purpose is to provide independent assurance to members and those charged with governance, on the adequacy of the risk management framework and internal control environment. It provides an independent review of the Council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.</p> <p>The Committee is also responsible for the promotion and maintenance of high standards of conduct amongst elected, co-opted and advisory members and employees of the Authority.</p> <p>Core Functions</p> <ul style="list-style-type: none"> - Approve internal audit's Charter, risk based plan and any significant changes to the plan. - To monitor delivery of the audit plan. - Review Internal Audit's work and performance to include consideration of the most significant issues arising from internal audit work; obtaining assurance that appropriate action is being taken on those issues, conformance with the Public Sector Internal Audit Standards and monitoring results of the Quality Assurance and Improvement Programme; - Consideration of the external auditor's opinions of financial statements and other reports addressed to those charged with governance in accordance with International Standards on Auditing; deciding any required initial response; obtaining assurance that appropriate action is being taken on any issues raised; initiating any appropriate recommendations to the Finance and Partnerships Committee formatters within their remit; and otherwise initiating any action or matter that the Committee considers appropriate in relation to these opinions and reports; - Review of the effectiveness of relationships between internal and external audit and inspection agencies and between those and the subjects and addressees of their reports; - Undertake a self assessment of the effectiveness of 			

	<p>the Audit, Governance and Standards Committee against the agreed terms of reference.</p> <ul style="list-style-type: none"> - Maintain an overview of the effectiveness of the Council's arrangements for corporate governance, particularly those concerned with risk management, internal control, financial governance, treasury management, value for money and counter fraud and corruption; obtaining assurance that appropriate action is being taken on any issues or risks raised; initiating any appropriate recommendations to the Finance and Partnerships Committee for matters within their remit; and otherwise initiating any action or matter that the Committee considers appropriate in relation to these issues; <p>On the Annual Statement of Accounts, the Annual Governance Statement and the Pension Fund accounts:</p> <ul style="list-style-type: none"> - Receive the accounts themselves and, following initial review of the appropriateness of accounting policies and questioning of the basis of the responsible financial officer's signature thereon, approve them for publication, subject to audit; - Receive and approve the Annual Governance Statement and ensure from its work and enquiries that it addresses the key governance weaknesses and areas for improvement. - Receive the external auditor's Annual Governance Report following audit of the accounts and, after reviewing and considering the matters raised therein and officers' responses thereto, submit it to the Finance and Partnerships Committee for their consideration and action as appropriate; - Monitor management action in response to issues raised in the action plan arising from the Annual Governance Statement and the external auditors' Annual Governance Report; - Initiate any appropriate recommendations to the Finance and Partnerships Committee or other action that the Committee considers appropriate in relation to these matters. - Approve the Anti Fraud framework, endorsing those elements of it which are within the Constitution and recommending these to Council for approval. <p>Standards Functions</p> <p>Also</p> <ul style="list-style-type: none"> - To promote and maintain high standards of conduct amongst elected, co-opted, and advisory members of the Authority. - Generally, to be responsible for matters relating to the declaration and registration of interests. - To advise the Council on the adoption or revision of a Code of Conduct for members, this is to include the monitoring of the operation and effectiveness and any
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	<p>updating of the Code as appropriate.</p> <ul style="list-style-type: none"> - To advise and assist in observing the Code, including arranging for the training of members in matters of conduct, and advice to individual members on such issues as the treatment of interests and, generally, on matters of conduct. - To hear and determine any appeals by Members against the Monitoring Officer's decisions on the grant of a dispensation. - To set up arrangements, including the establishment of a Sub –Committee, for the formal hearing of any complaints referred by the Monitoring Officer and to determine the procedure to be followed for any hearing. <p>Where, following a hearing, by the Committee or Sub Committee, a failure to comply with the Code of Conduct is found, the Committee may: a) impose one or more of the sanctions:</p> <ul style="list-style-type: none"> - Censuring or reprimanding the member; - Reporting the Committee's findings to Council for information; - Recommending to the member's Group Leader that they be removed from any or all Committees or Sub Committees of the Council. - In the case of ungrouped members or in respect of Committees to which the political balance requirements do not apply, recommend to Council that they be removed from any or all Committees or Sub-Committees of the Council; - Recommending to the Leader of the Council or Group Leader that the member be removed from particular Portfolio responsibilities; - Request that the member undertakes such training as may be specified (to be arranged by the MO); <p>OR b) refer the proposed imposition of one or more of the following sanctions for decision by Council:</p> <ul style="list-style-type: none"> - Removing from all outside appointments to which they have been appointed or nominated by the Council; - Withdrawing facilities provided to the member by the Council, such as a computer, website and/or email and Internet access; or - Excluding the member from the Council's offices or other premises, with the exception of meeting rooms as necessary for attending Council, Committee and Subcommittee meetings. - To maintain oversight of the operation of the Councillor Recall Scheme, receive and consider an annual report on its operation and recommend modifications to Council, and to determine whether any further action should be pursued in the event of a Councillor failing to abide by the requirements of the Scheme;
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	<ul style="list-style-type: none">- To advise on good practice generally through training and the adoption, where necessary of protocols- To adjudicate on any dispute as to entitlement to payments under the Dependent's Allowance Scheme, and any allegations of abuse of the Scheme. <p>Also</p> <ul style="list-style-type: none">- Approve internal audit's Charter, risk based plan and any significant changes to the plan.
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Example E

Key Authority Comparable Stats

Approx. Population	162,000																					
Type of authority	Unitary																					
Number of Wards	16																					
Number of Members	46																					
Political Proportionality	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Political Party</th> <th>Members</th> <th>Proportionality</th> </tr> </thead> <tbody> <tr> <td>Conservative</td> <td>10</td> <td>22%</td> </tr> <tr> <td>Labour</td> <td>25</td> <td>54%</td> </tr> <tr> <td>Green</td> <td>5</td> <td>11%</td> </tr> <tr> <td>LibDem</td> <td>2</td> <td>4%</td> </tr> <tr> <td>Labour & Coop</td> <td>4</td> <td>9%</td> </tr> <tr> <td>Grand Total</td> <td>46</td> <td>100%</td> </tr> </tbody> </table>	Political Party	Members	Proportionality	Conservative	10	22%	Labour	25	54%	Green	5	11%	LibDem	2	4%	Labour & Coop	4	9%	Grand Total	46	100%
Political Party	Members	Proportionality																				
Conservative	10	22%																				
Labour	25	54%																				
Green	5	11%																				
LibDem	2	4%																				
Labour & Coop	4	9%																				
Grand Total	46	100%																				
Current Council Structure	<pre> graph TD CE[Chief Executive] --> ENS[Environment & Neighbourhood Services] CE --> ACHS[Adult Care & Health Services] CE --> CEHS[Children, Education & Early Help Services] CE --> RES[Resources] </pre>																					
Committee Model since	May 2013																					
Purpose of Policy Committees	<p>The committee system is composed of four standing committees (and two sub-committees) and six regulatory or other committees, as described in Articles 7 and 8. Each of the Committees (except the Health & Wellbeing Board) has a membership from all political groups on the Council, in proportion to their representation on the Council. Between them, the Committees have been delegated powers by the full Council which cover all of the authority's functions. The Committees are responsible both for taking day-to-day decisions in relation to the functions delegated to them, and also for setting and reviewing the policy framework relevant to those functions.</p>																					

	<p>The Policy Committee is the principal committee. It is comparable to Cabinet in some ways, but different in three important respects. Firstly, it is composed of Councillors from all political groups on the Council, and includes the Leaders of all of the political groups, and the Lead Councillors from the controlling group, all of whom are involved in its decision-making. Secondly, it will not normally take operational decisions on functions which have been delegated to other Committees, but it may do between planned meetings of those committees, and/or on grounds of urgency. Thirdly, it has a general oversight of strategy, policy and budget matters across the Council, including setting the policy framework for functions that cut across committees.</p> <p>Each Lead Councillor has a portfolio area, for which s/he is responsible and answerable to the Committee(s) responsible for the functions in the portfolio. All services of the Council fall within the portfolios of one or more of the Lead Councillors.</p> <p>The Council has retained a local definition of a “key decision”, which is a modification of that used previously when the authority was operating the Leader and Cabinet form of executive arrangement. This is set out in Article 13. Key decisions must be taken by a Committee or full Council. All Committee meetings will be open for the public to attend except where personal or confidential matters are being discussed. Committees will take decisions in line with the Council’s overall policies and budget. If a Committee wishes to make a decision which is outside the budget, or a policy which has to be adopted by full Council, then the Committee will recommend the decision to the Council as a whole to decide.</p>
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Quorum (1) The quorum for a meeting is the number of people required to be present before the meeting can take place or continue. The quorum for bodies set up by the Council shall be three unless specified otherwise and for the following meetings is as follows: Standing Committees (including Policy Committee) five Planning Applications Committee five Licensing Applications Committee four Licensing Applications Sub-Committees 1 and 2 two

Observations made in moving to Committee Model

- To check with Authority

Key Committee Comparable Stats

Is there a LAC Model also in place?	No
Statutory Scrutiny Only?	Yes
Separate Scrutiny or Embedded?	The Council has resolved not to appoint any separate overview and scrutiny committees.

	<p>The statutory overview and scrutiny functions of the authority will be exercised by each Committee with regard to the services, functions and partnerships covered by the Committee; and by the Policy Committee in respect of overview or scrutiny across Council services covered by more than one Committee.</p> <p>The statutory external scrutiny functions of the authority to be exercised by the relevant service committees, are as follows: a) Health: Adult Social Care, Children's Services & Education b) Crime and Disorder: Housing, Neighbourhoods and Leisure c) Flood risk management : Strategic Environment, Planning and Transport</p>
Scrutiny Decision Making	<p>Procedure Rules and Standing Orders relating to the exercise of the overview and scrutiny functions have been retained, and are set out in Part 4. Committees must resolve when they are undertaking an overview or scrutiny exercise; alternatively they may be requested to do so by full Council. Committees undertaking overview or scrutiny reviews can be involved in policy review and formulation, monitor performance, scrutinise the performance of other public bodies which are providing local services, and hold Lead Councillors and officers to account for the discharge of services. As a result, they may change their own policies and service delivery arrangements, or where appropriate make recommendations to full Council.</p>
Do the Committees all work in the same way?	To check with authority
Front Doors into Committees	To check with authority
Cross Cutting Issue Process	Decisions made by Policy Committee
Decisions taken by Committee Process	The Committees are responsible both for taking day-to-day decisions in relation to the functions delegated to them, and also for setting and reviewing the policy framework relevant to those functions.
Urgent Decision Making	<p>The Policy Committee may take urgent decisions on all functions of the authority, including on behalf of other Committees, and full Council, subject to the function not being reserved by statute to full Council or another Committee.</p> <p>An item of business will be urgent if the need for the decision could not have been foreseen at the preceding scheduled meeting of the relevant Committee, Policy Committee or full Council, and to delay taking the decision to the next scheduled meeting of either the relevant Committee or full Council would seriously prejudice either the Council's or the public's interests.</p>

Roles

Role of Lord Mayor	Ceremonial role to act as the first citizen of the Borough and to represent the Council at Civic and other functions where the Council is invited to be
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	<p>represented To promote the image of the Council in all functions involving the Council or the Mayoralty To attend such civic and ceremonial functions as the Council and he/she determines appropriate.</p> <p>b) Chairing the Council meeting The Mayor will be elected by the Council annually and will have the responsibility to preside over meetings of full Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.</p>
Role of Leader of the Council	The Leader is the leader of the controlling Group on the Council (Administration), and is also the Chair of the Policy Committee Under the Local Government Act 1972, there is no statutory power to delegate the exercise of any function of the authority to an individual Councillor. Therefore the Leader, Deputy Leader and Lead Councillors will have no statutory authority as individuals to exercise functions on behalf of the authority.
Role of Lead Councillor	<p>Political oversight and leadership of their portfolio area</p> <p>Collective oversight and leadership of the authority (together with the Leader and other Lead Councillors, as members of the Policy Committee)</p> <p>Public spokesperson for their portfolio area</p> <p>Presenting reports from portfolio services to their Committee(s), the Policy Committee and Council</p> <p>Answerable for service performance in their portfolio areas to Committee and Council</p>
Role of Deputy Leader of the Council	Deputy Leader, who is the Vice-Chair of the Policy Committee, the Deputy Leader will also be a Lead Councillor.
Role of Committee Chairs	Not available online
Role of Deputy Chairs	Not available online

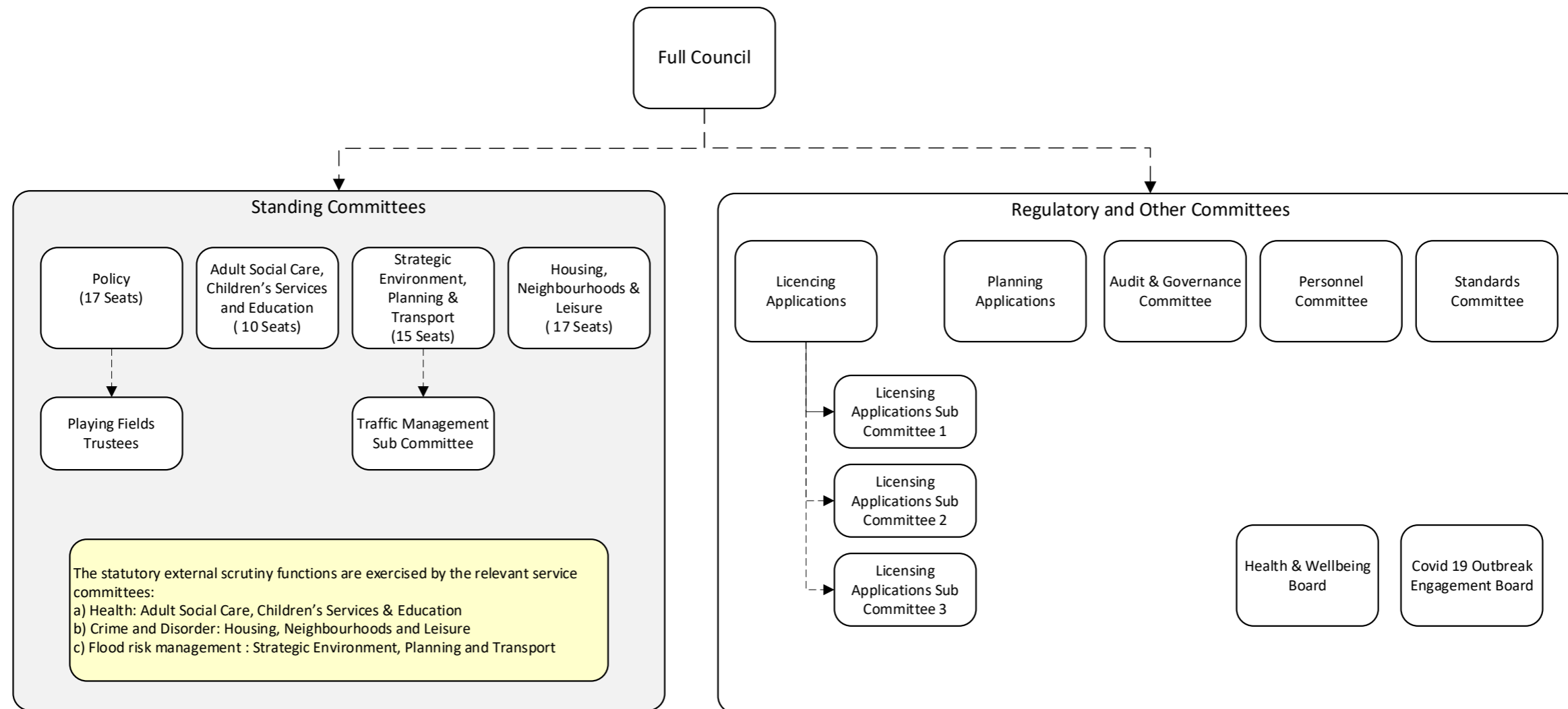
Time Demand of Model

Number of Bodies in Model	16
Total seats available	146
Politically proportionate seats available	135
Amount of Cllr time taken for the whole model annually	<p>1892 hours</p> <p>252 days</p> <p>50 weeks</p>
Number meetings annually	<p>78 over the year</p> <p>6 per month</p>
Average per 1 Committee from this Model	<p>118 hours annually</p> <p>16 working days</p> <p>3 weeks</p> <p>5 meetings per year</p> <p>1 (rounded up) per month</p>
Average attendance for Cllrs	<p>5 seats to fill</p> <p>621 hours per annum</p> <p>83 days per annum</p>

	17 weeks per annum 26 Committee meetings to attend 2 meetings per month
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SRAs Paid

Allowances to 2019 – (can't see latest on website)	£8,220 per annum
Leader of Council/Chair of Overarching Committee	£7,004
Lead Councillors	£3,816
Chair of Committees	£2,147



Themed Committees

Adult Social Care, Children's Services and Education Committee (10 members, Quorum 5)

Days & times of operation	Weekdays 6.30pm																								
Frequency & Timing	<table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>5</td> <td>9h 08m</td> <td>1h 49m</td> </tr> <tr> <td>2018</td> <td>5</td> <td>6h 24m</td> <td>1h 16m</td> </tr> <tr> <td>2019</td> <td>4</td> <td>8h 23m</td> <td>2h 05m</td> </tr> <tr> <td>2020</td> <td>2</td> <td>3h 32m</td> <td>1h 46m</td> </tr> <tr> <td>2021</td> <td>3</td> <td>6h 36m</td> <td>2h 12m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017	5	9h 08m	1h 49m	2018	5	6h 24m	1h 16m	2019	4	8h 23m	2h 05m	2020	2	3h 32m	1h 46m	2021	3	6h 36m	2h 12m
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2021	3	6h 36m	2h 12m																						
Location of operation	Single central building																								
Core functions	<p>(1) To be the authority's Education and Social Services Committee.</p> <p>(2) To be responsible for the statutory and non-statutory functions relating to the services and areas of responsibility listed below, and to set the policy framework for those functions for which the Committee is responsible:</p> <p>a) Adult Social Care</p> <ul style="list-style-type: none"> <input type="checkbox"/> Support or health services to vulnerable adults provided by the local authority <input type="checkbox"/> Assessment of need, and commissioning services (including joint commissioning) for: <ul style="list-style-type: none"> • vulnerable adults • older people • People with mental health problems • People with learning disabilities • People with physical disabilities <input type="checkbox"/> Carers' support <input type="checkbox"/> Charging for social care and support services <input type="checkbox"/> Safeguarding adults <p>b) Children's Services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Adoption <input type="checkbox"/> Children's public health – health visiting and school nursing <input type="checkbox"/> Corporate Parenting <p>c) Education</p> <ul style="list-style-type: none"> <input type="checkbox"/> Maintenance and development of maintained school buildings, and new school building <input type="checkbox"/> School Finance, including Dedicated Schools Grant <input type="checkbox"/> Adult education and lifelong learning – New Directions <input type="checkbox"/> Home-to-school transport <p>d) Health</p>																								

	<p><input type="checkbox"/> The Health Scrutiny function (see below), except scrutiny of “Quality Accounts” from Acute sector which is delegated to the Health and Wellbeing Board</p> <p>(3) To be responsible for oversight of the Borough Council client function of the service delivery contract for the delivery of the Council’s children’s social care, early years and education services covered by the contract, and the governance of the children’s company:</p> <p>a) Children’s Services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Support services to children provided by the local authority <input type="checkbox"/> Fostering <input type="checkbox"/> Behavioural support <input type="checkbox"/> Child protection <input type="checkbox"/> Children missing education <input type="checkbox"/> Day nurseries and nursery education <input type="checkbox"/> Early Years services – including Children’s Centres <input type="checkbox"/> Educational psychology <input type="checkbox"/> Family support services <input type="checkbox"/> Learning disabilities and mental health services for children <input type="checkbox"/> Looked-after children and care leavers <input type="checkbox"/> Play service <input type="checkbox"/> Safeguarding children <input type="checkbox"/> Special Educational Needs (SEN services) <input type="checkbox"/> Teenage pregnancy and support <input type="checkbox"/> Young carers <input type="checkbox"/> Young people not in education, employment or training (NEETs) <input type="checkbox"/> Youth offending <input type="checkbox"/> Youth services <p>b) Education</p> <ul style="list-style-type: none"> <input type="checkbox"/> Primary and secondary education <input type="checkbox"/> Careers development – and post-16 planning <input type="checkbox"/> Commissioning education services <input type="checkbox"/> Governor support <input type="checkbox"/> School admissions and planning for places <input type="checkbox"/> School attendance <input type="checkbox"/> School improvement <input type="checkbox"/> School services – including catering <p>(4) To be responsible for the following joint arrangements and partnerships in which the authority is involved:</p> <ul style="list-style-type: none"> o Academies, free schools and other educational providers o Children’s Trust o Post-16 Partnership <p>(5) To be responsible for the overview, service performance and improvement and scrutiny of all functions for which the Committee is responsible.</p> <p>(6) To undertake the health scrutiny functions of the local authority</p>
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	(7) To provide a corporate framework for the scrutiny of Children's Services as set out in the Children Act 2004 and to ensure effective accountability for providing a focus on the needs of children across all services of the Council, and the integration of all public services provided to children by the Council, health and other partners.
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Strategic Environment, Planning & Transport Committee (15 members, Quorum 5)

Days & times of operation	Weekdays 6.30 pm																								
Frequency & Timing	<table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3</td> <td>4h 15m</td> <td>1h 25m</td> </tr> <tr> <td>2018</td> <td>4</td> <td>7h 05m</td> <td>1hr 46m</td> </tr> <tr> <td>2019</td> <td>3</td> <td>5h 12m</td> <td>1hr 44m</td> </tr> <tr> <td>2020</td> <td>1</td> <td>1hr 55m</td> <td>1hr 55m</td> </tr> <tr> <td>2021</td> <td>1</td> <td>1hr 41m</td> <td>1hr 41m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017	3	4h 15m	1h 25m	2018	4	7h 05m	1hr 46m	2019	3	5h 12m	1hr 44m	2020	1	1hr 55m	1hr 55m	2021	1	1hr 41m	1hr 41m
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2020	1	1hr 55m	1hr 55m																						
2021	1	1hr 41m	1hr 41m																						
Location of operation	Single central building																								
Core functions	<p>To be responsible for the statutory and non-statutory functions relating to the services and areas of responsibility listed below, and to set the policy framework for those functions for which the Committee is responsible:</p> <p>a) Strategic Environment matters, including:</p> <ul style="list-style-type: none"> o Agenda 21 and biodiversity o Air quality, noise and radiation o Contaminated land o Flood prevention o Recycling and waste disposal (not operational matters) o Woodlands Plan <p>b) Planning</p> <ul style="list-style-type: none"> o Building Control o Planning Policy o Planning Enforcement <p>c) Highways & Transport</p> <ul style="list-style-type: none"> <input type="checkbox"/> Car Parking (including disabled parking) <input type="checkbox"/> Cycling <input type="checkbox"/> Concessionary Fares <input type="checkbox"/> Disabled transport <input type="checkbox"/> Flood prevention <input type="checkbox"/> Footpaths, bridleways and public rights of way <input type="checkbox"/> Hackney Carriage ranks <input type="checkbox"/> Highways and bridges <input type="checkbox"/> Private street works <input type="checkbox"/> Public transport 																								

	<ul style="list-style-type: none"> <input type="checkbox"/> Reservoirs <input type="checkbox"/> Street lighting, street furniture, and bus shelters <input type="checkbox"/> Taxi ranks <input type="checkbox"/> Traffic management and road safety <input type="checkbox"/> Transport planning <p>(2) To be responsible for the following joint arrangements and partnerships in which the authority is involved:</p> <ul style="list-style-type: none"> o Climate Change Partnership o Local Sustainable Transport Fund Cross-Boundary Councillor Steering Group o Local Transport Body o Waste Disposal <p>(3) To act as shareholder in x Transport Limited</p> <p>(4) To be responsible for the overview, service performance and improvement and scrutiny of all functions for which the Committee is responsible</p> <p>(5) To review and scrutinise the exercise of flood risk management functions by the lead local authority</p> <p>4.1 Planning Applications Committee</p> <p>A separate Planning Applications Committee has been set up, to be responsible for all functions relating to town and country planning and development control specified in the Local Authorities (Functions and Responsibilities) Regulations, 2000, and other functions indicated in the Constitution.</p> <p>Traffic Management Sub-Committee</p> <p>(1) To act as a consultative body to promote public transport, cycling and walking;</p> <p>(2) To consult with operators of public transport services, cyclists, pedestrians, and users of public transport, on matters affecting transportation;</p> <p>(3) To receive and hear petitions about, and to determine, transport and traffic management schemes which affect the public highway and may require a regulatory process for which the Council as Transport Authority for the area is responsible, in the following areas:</p> <ul style="list-style-type: none"> • Traffic and Transport Schemes such as Local Area Enhancements; • Road Safety Schemes; • Traffic Management Schemes such as signalised junctions; • Safer Routes to School Schemes; • Traffic Management elements of Section 106 Agreements; • Traffic Regulation Orders; • Residents' Parking Schemes; • Enforcement of Traffic Regulation Orders • On-street and off-street Car Parking.
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	<p>(4) To consider and make representations to Committee on transport schemes requiring changes to the public highway resulting from the development of the Transport Strategy, emerging either through the Local Transport Plan process, Local Sustainable Transport Fund Cross-Boundary Councillor Steering Group, or from area or specific consultation exercises;</p> <p>(5) To review proposals referred by the Planning Applications Committee to resolve a transport impact generated by a proposed development and, where appropriate, to make recommendations for actions affecting the public highway to be included in such development to either the Planning Applications Committee or another Committee, as appropriate;</p> <p>(6) To receive the Minutes of the Cycle Forum.</p> <p>(7) To act as the Discretionary Highway Permits Panel, in respect of appeals concerning discretionary parking permits, and the use of the highway under Section 115E of the Highways Act 1980.</p>
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Housing, Neighbourhoods & Leisure Committee (17 members, Quorum 5)

Days & times of operation	Weekdays 6.30																								
Frequency & Timing	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>3</td> <td>5h 16m</td> <td>1h 45m</td> </tr> <tr> <td>2018</td> <td>3</td> <td>4h 28m</td> <td>1h 29m</td> </tr> <tr> <td>2019</td> <td>3</td> <td>6h 23m</td> <td>2h 07m</td> </tr> <tr> <td>2020</td> <td>2</td> <td>4h 55m</td> <td>2h 27m</td> </tr> <tr> <td>2021</td> <td>2</td> <td>3h 37m</td> <td>1h 48m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017	3	5h 16m	1h 45m	2018	3	4h 28m	1h 29m	2019	3	6h 23m	2h 07m	2020	2	4h 55m	2h 27m	2021	2	3h 37m	1h 48m
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2021	2	3h 37m	1h 48m																						
Location of operation	Single central building																								
Core functions	<p>To be responsible for the statutory and non-statutory functions relating to the services and areas of responsibility listed below, and to set the policy framework for those functions for which the Committee is responsible:</p> <p>a) Housing</p> <ul style="list-style-type: none"> <input type="checkbox"/> Empty Homes <input type="checkbox"/> Environmental health - domiciliary <input type="checkbox"/> Housing advice <input type="checkbox"/> Housing and estate management <input type="checkbox"/> Housing provision and allocation – directly or with Housing Associations <input type="checkbox"/> Housing Revenue Account - and rents assessment, income and recovery <input type="checkbox"/> Homelessness 																								

	<ul style="list-style-type: none"> <input type="checkbox"/> Licensing and regulation of private sector housing <input type="checkbox"/> Private sector services, standards and improvement <input type="checkbox"/> Rent Officer <input type="checkbox"/> Tenant services – including Right to Buy and sale of Council dwellings b) Neighbourhoods <ul style="list-style-type: none"> <input type="checkbox"/> Environmental and public protection o Animal health and welfare o Cemeteries and crematorium o Consumer Advice o Dog warden service o Environmental education and health promotion o Environmental Health – commercial o Food health and hygiene o Health & safety at work o Noise regulation o Registration (births, marriages, deaths) o Smoke-free premises and smoking cessation o Street trading o Trading Standards o Environmental maintenance and cleansing o Grounds maintenance of all Council land – including housing and parks o Public conveniences o Recycling and refuse collection (operational matters) o Street sweeping and cleansing o Woodlands o Community Safety <ul style="list-style-type: none"> o Anti-social behaviour and crime & disorder reduction o Drugs and Alcohol Action Team (DAAT) o Domestic violence and abuse o Traveller Services o Youth justice o Community Capacity Development o Community development o Community halls and facilities o Community relations o Social inclusion o Thriving Neighbourhoods c) Recreation <ul style="list-style-type: none"> o Allotments o Common land and woodland o Parks and children’s play areas o Promotion, events, festivals and tourism o Sports development d) Arts and Cultural Services, including: <ul style="list-style-type: none"> o Archive and Modern Records o Historic buildings and monuments o Libraries o Museum and Art Gallery
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	<ul style="list-style-type: none"> o Promotion, events, festivals and tourism o Theatres o Cultural Strategy <p>(2) To be responsible for the following joint arrangements and partnerships in which the authority is involved:</p> <ul style="list-style-type: none"> o xx Police Authority and Police & Crime Panel o x Fire & Rescue o Community Safety Partnership and Neighbourhood Forums <p>(3) To be responsible for the overview, service performance and improvement and scrutiny of all functions for which the Committee is responsible</p> <p>(4) To undertake the crime and disorder scrutiny functions of the local authority under Section 19 of the Police & Justice Act 2006; and in accordance with the Crime and Disorder (Overview and Scrutiny) Regulations 2009, to act as the crime and disorder committee of the Council, and to exercise the following functions:</p> <ul style="list-style-type: none"> (i) to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions; (ii) to make reports or recommendations to the local authority with respect to the discharge of those functions. (iii) to make reports or recommendations to a responsible authority or to a co-operating person or body on a crime and disorder matter and consider responses to its reports and recommendations within 1 month of receipt or as soon as possible thereafter; (iv) to meet at least twice in each Municipal Year; (v) the Crime and Disorder Committee may also require any officer of a responsible authority or of a co-operating person or body to attend to answer questions. <p>3.1 Licensing Applications Committee A separate Licensing Applications Committee has been set up under Section 6 of the Licensing Act 2003.</p>
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Policy Committee (17 members, Quorum 5)

Days & times of operation	Monday 6.30pm																								
Frequency of operation	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>10</td> <td>14h 49m</td> <td>1h 29m</td> </tr> <tr> <td>2018</td> <td>10</td> <td>13h 33</td> <td>1h 21m</td> </tr> <tr> <td>2019</td> <td>10</td> <td>16h 06m</td> <td>1h 36m</td> </tr> <tr> <td>2020</td> <td>13</td> <td>18h 55m</td> <td>1h 27m</td> </tr> <tr> <td>2021</td> <td>7</td> <td>12h 18m</td> <td>1h 45m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017	10	14h 49m	1h 29m	2018	10	13h 33	1h 21m	2019	10	16h 06m	1h 36m	2020	13	18h 55m	1h 27m	2021	7	12h 18m	1h 45m
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Location of operation	Single central building
Core functions	<p>(1) To make recommendations as appropriate on matters reserved to full Council for decision, including constitutional matters and the authority's budget and overall strategic direction;</p> <p>(2) To set the policy framework for those functions for which the Committee is responsible, and for functions which cut across more than one committee area;</p> <p>(3) To be responsible for the authority's corporate assets and resources, in particular the financial, human, land and property, and information assets and resources</p> <p>(4) To ensure the corporate management of the Council, and the efficient and cost-effective delivery of its services to the public</p> <p>(5) To be responsible for decision-making for the following functions and services:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Appointments to outside bodies <input type="checkbox"/> Business and financial planning <input type="checkbox"/> Civic Buildings <input type="checkbox"/> Compulsory Purchase Orders <input type="checkbox"/> Communication <input type="checkbox"/> Council Tax, NNDR, Revenues and Benefits – assessment, entitlement, income and recovery <input type="checkbox"/> Councillor Services <input type="checkbox"/> Customer Services <input type="checkbox"/> Economic Development and Regeneration – including town centre management <input type="checkbox"/> Electoral Services <input type="checkbox"/> Emergency Planning and Business Continuity <input type="checkbox"/> Equalities <input type="checkbox"/> Finance <input type="checkbox"/> Grants to Voluntary Bodies <input type="checkbox"/> Health and Safety (internal) <input type="checkbox"/> Information and Communication Technology (ICT) <input type="checkbox"/> Land, Property and Asset Management – acquisition, utilisation, facility management and disposal <input type="checkbox"/> Legal and Democratic Services <input type="checkbox"/> Local Ombudsman Investigations <input type="checkbox"/> Markets <input type="checkbox"/> Open Services and Procurement <input type="checkbox"/> Performance Management and Service Improvement <input type="checkbox"/> Public Health <input type="checkbox"/> Voluntary sector – support and promotion <p>(6) To act as Trustee for the Council in respect of the charities:</p> <p>(7) To promote health care, health improvement, and the reduction of health inequalities for local people</p> <p>(8) To be responsible for the joint arrangements and partnership areas</p>

	<p>(9) To be responsible for the overview, service performance and improvement and scrutiny of all functions for which the Committee is responsible, and for functions which cut across more than one committee area;</p> <p>(10) To exercise Powers for Community Call for Action, Petitions, and scrutiny of other Public Service Providers</p> <p>(11) To be responsible for decision-making on matters which cut across the delegation of functions to Committees;</p> <p>(12) To take decisions about any ongoing projects associated with the rationalisation of the Council's office and depot accommodation, the provision of improved office space and accommodation at Council buildings, the demolition of the former Civic Offices and the Masterplan for developing the former Civic Centre site area.</p> <p>(13) To act as the shareholder to the Council's wholly-owned Housing Company:</p> <p>(14) To act as the sole member/owner for the Council's wholly-owned Children's Company</p> <p>(15) To take decisions on operational matters in functions which have been delegated to another Committee but where a decision is required out of that Committee's normal cycle of meetings; or where a decision is required as a matter of urgency</p>
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Example F

Key Authority Comparable Stats

Approx. Population	290,000 (2017)																				
Type of authority	Unitary																				
Number of Wards	21																				
Number of Members	54																				
Political Proportionality	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Political Party</th> <th style="text-align: center;">Members</th> <th style="text-align: center;">Proportionality</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Conservative</td> <td style="text-align: center;">13</td> <td style="text-align: center;">24%</td> </tr> <tr> <td style="text-align: center;">Labour</td> <td style="text-align: center;">15</td> <td style="text-align: center;">28%</td> </tr> <tr> <td style="text-align: center;">Green</td> <td style="text-align: center;">20</td> <td style="text-align: center;">37%</td> </tr> <tr> <td style="text-align: center;">Independent</td> <td style="text-align: center;">6</td> <td style="text-align: center;">11%</td> </tr> <tr> <td style="text-align: center;">Grand Total</td> <td style="text-align: center;">54</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>			Political Party	Members	Proportionality	Conservative	13	24%	Labour	15	28%	Green	20	37%	Independent	6	11%	Grand Total	54	100%
Political Party	Members	Proportionality																			
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Independent	6	11%																			
Grand Total	54	100%																			
Current Council Structure	<pre> graph TD CE[Chief Executive] --> EEC[Economy, Environment & Culture] CE --> FCL[Families, Children & Learning] CE --> FR[Finance & Resources] CE --> HASC[Health & Adult Social Care] CE --> HNC[Housing, Neighbourhoods & Communities] CE --> SGL[Strategy, Governance & Law] </pre>																				
Committee Model since	May 2013 – key changes made to Committee structure especially during 2017 & 2019																				
Purpose of Policy Committees	<p>The Council has nine policy committees (Policy and Resources; Health and Wellbeing Board; Children, Young People and Skills; Tourism, Equalities, Communities and Culture; Housing; Environment, Transport and Sustainability; Planning; Licensing; Audit and Standards) and 3 Sub-Committees (Licensing Panel - which deals with licensing, registration and other appeals; Standards Panel and the Personnel Appeals Panel).</p> <p>Quorum is one quarter of the whole number of voting members</p> <p>Key decisions can be made at the Policy & Resources Committee, by other Committees and Sub-Committees in accordance with the Scheme of Delegation to Committees and Sub-Committees or by Officers in accordance with the Scheme of Delegations to Officers. Note: Any proposal made to a Committee which has significant corporate or budgetary implications (whether or not it constitutes a key decision) must be referred to the Council’s Policy & Resources Committee.</p>																				

Observations made in moving to Committee Model

- To check with Authority

Key Committee Comparable Stats

Is there a LAC Model also in place?	No
Statutory Scrutiny Only?	<p>Yes – Police & Crime Panel will seek to avoid duplication of the work of Crime and Disorder Scrutiny Committees in its constituent authorities.</p> <p>The Health Overview and Scrutiny Committee exists to meet the statutory requirements imposed on the Council in respect of health scrutiny. It scrutinises the planning, provision and operation of the health service and social care in the Authority's area as well as those functions exercised by the authority as a health service provider. Overview & Scrutiny Committee last met in 2016</p>
Separate Scrutiny or Embedded?	<p>The council's decisions are discussed and scrutinised by Councillors from all parties before they are made at committee meetings. In the past scrutiny panels have also examined specific topics or services but these panels are no longer run.</p> <p>Full council meets 7 times per year, other 5 full council meetings review decisions made by committees</p>
Scrutiny Decision Making	To check with Authority
Do the Committees all work in the same way?	To check with Authority
Front Doors into Committees	<p>Citizens have the right to:</p> <p>(i) attend meetings of the Council, its Committees and Subcommittees except where confidential or exempt information is likely to be disclosed, and the meeting is therefore held in private;</p> <p>(ii) find out from the Committee Work Programme what key decisions will be taken by Members or Officers and when;</p> <p>(iii) see non-confidential reports and background papers, and a record of decisions made by the Council, its Committees and Sub-Committees</p> <p>Citizens have the right to participate in the Council's question time and contribute to investigations by Policy Panels subject to compliance with the relevant procedures.</p>
Cross Cutting Issue Process	To check with Authority

<p>Decisions taken by Committee Process</p>	<p>General Delegated Powers Each Committee or Sub-Committee shall have the following powers and duties in relation to its functions in addition to those set out under each Committee and Sub-Committee’s terms of reference:</p> <ol style="list-style-type: none"> 1. To implement best value in relation to its functions; 2. To approve bids for European and national funding for schemes in relation its functions; 3. To control and manage such resources (finance, IT, property etc.) as may from time to time be assigned to it and to authorise the acquisition or disposal of property (other than land) for the purposes of its functions; 4. To declare land surplus to the requirements of the Committee’s area of service. Management and future use of the land will be transferred to the Policy & Resources Committee. Any proposed acquisition or disposal of land not covered by the Scheme of Delegation to Officers shall be referred to the Policy & Resources Committee; 5. Subject to the Council’s employment policies and procedures, to determine all employment matters within its service area; 6. To be responsible for quality and equalities matters in relation to its functions 7. To have due regard in the exercise of its functions to the need to prevent people from being drawn into terrorism. 8. To appoint task and finish member Working Groups which are time-limited (six months, with the option to extend for a further six months), in order to carry out focused pieces of work, reporting back regularly to their parent body. <p>General Advisory Powers Each Committee and Sub-Committee shall have the following advisory functions:</p> <ol style="list-style-type: none"> 1. To consider and make recommendations to Full Council on matters relating to or affecting the Committee or Sub-Committee’s functions, including developing plans and strategies forming part of the policy framework for adoption by Full Council, where the power to make decisions is reserved to Full Council by law, Standing Orders or this Scheme of Delegations to Committees and SubCommittees; 2. To consider and make recommendations to another Committee or SubCommittee on matters related to or affecting its functions; 3. To consider and make recommendations to any body of the Council where it is considered desirable to do so. <p>Where a matter has corporate policy or corporate budgetary implications (e.g. committing the Council to expenditure that has serious impact on the overall finances of the Authority), then it will normally be considered first by the Committee with responsibility for the relevant functions or service area before being referred with recommendations to the Policy & Resources Committee for a decision. Where this approach is considered to be impractical for timing or for other reasons, and/or the matter has previously been considered by the service Committee at an earlier stage and referred to Policy & Resources Committee at that point, then the matter may instead be referred directly to Policy & Resources Committee following consultation with the service Committee Chair</p>
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	<p>Member Working Groups – ad hoc and permanent</p> <p>Member Working Groups may be set up to support the Council’s decision-making in a particular area. They may be tasked with making recommendations and/ or comments to their parent Committee as a way of reducing Committee workloads. Member Working Groups do not have decision-making powers. They are established on a cross party basis and substitutions are permitted. The Chair of each permanent Member Working group will be appointed from the council’s largest political group unless Policy & Resources Committee has made alternative express provision. While all Member Working Groups are expected to achieve consensus where possible, the Chair shall have the right to exercise a casting vote.</p>
Urgent Decision Making	<p>Urgency Committee/Sub-Committees</p> <p>(a) The Council shall establish an Urgency Committee consisting of 7 Members to exercise its powers. The Urgency Committee may exercise its powers in relation to matters of urgency on which it is necessary to make a decision before the next ordinary meeting of the Council. Every decision of the Urgency Committee shall be reported for information to the next ordinary meeting of Full Council.</p> <p>(b) Each Committee of the Council may appoint an Urgency Sub Committee to exercise its powers. The Membership of such Urgency Sub-Committee shall consist of the Chair of the relevant Committee, and two other Members nominated by the Group Leader or Leaders as appropriate to meet the requirements for the allocation of seats between political groups. Such Urgency Sub-Committees may exercise their powers in relation to matters of urgency on which it is necessary to make a decision before the next ordinary meeting of the Committee. Every decision of each Urgency Sub-Committee shall be reported for information to the next ordinary meeting of the relevant Committee.</p>

Roles

Role of Lord Mayor	<p>(a) Chairing the Council Meeting</p> <p>(i) to uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary;</p> <p>(ii) to preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Members and the interests of the community;</p> <p>(iii) to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and (subject to the arrangements for scrutiny discussed in Article 7) a place at which Members are able to ask questions of the Leader of the Council and the Chairs of Committees and Sub-Committees;</p> <p>(iv) to promote public involvement in the Council’s activities.</p> <p>(b) Civic and Ceremonial Role</p> <p>The Mayor shall be the first citizen of the city and shall have the following civic responsibilities:</p>
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	<p>(i) to attend such civic and ceremonial functions as the Council and the Mayor may determine.</p> <p>(ii) to promote the Council as a whole and act as a focal point for the community.</p>
<p>Role of Leader of the Council</p>	<p>Fulfilling the Role of Leader of the Council</p> <p>The Council expects that the Leader of the Council will:-</p> <ul style="list-style-type: none"> • be the political (rather than ceremonial) leader of the Council, for the benefit of all the city’s communities - its citizens, taxpayers, businesses, public bodies and other public authorities; • lead and work with the Council, particularly the Chairs of its Committees and Sub-Committees, in the development of the Council’s vision for the future, policy framework, budgets and strategies; • lead and work with the Council, particularly the Chairs of its Committees and Sub-Committees, in service delivery and the implementation of policies approved by the Council; • represent and pursue the interests of the Council in the community and at international, national and regional levels; • act as Chair of the Policy & Resources Committee, fulfil the role of Leader of the Council at full Council meetings and carry out as necessary the other functions mentioned at paragraph 15.04 below; • lead in providing policy direction and guidance to the Chief Executive and Chief Officers; • meet regularly to progress the Council’s objectives with Committee Chairs, the Chief Executive and Chief Officers, Leaders of other political groups at the Council, partner organisations, stakeholders, community representatives, government representatives, local Members of Parliament etc.; • support the performance of the Council’s overview and scrutiny functions and participate in overview and scrutiny reviews as appropriate; • maintain professional working relationships and establish mutual respect with all Members and Officers; • be a promoter and upholder of: <ul style="list-style-type: none"> (1) equalities throughout the city – particularly the Council’s equalities policies; (2) high standards of ethical conduct by the Council’s Members’ and officers – particularly the Council’s Code of Conduct for Members. <p>Legal Powers and Duties</p> <p>As the Council operates a Committee System, the Leader has no formal legal powers and duties vested in them under the Local Government Act 1972 or the Local Government Act 2000. However, in practice, all Local Authorities need to appoint Leaders and each Leader of the Council will hold the most significant elected Member role within their authority. The Council’s Leader will be the Council’s political/elected head, the focus for policy direction and community development, and also the chief advocate and ambassador for the whole of the city.</p>

	<p>Powers and Duties under the Council's Constitution</p> <p>Under the Council's Constitution, the Leader of the Council is recognised in the following ways:-</p> <ul style="list-style-type: none"> • Chairing Policy & Resources Committee: - The Leader of the Council will normally be appointed at the Council's annual general meeting as Chair of the Council's most senior Committee, the Policy & Resources Committee (if the Council does not appoint the Chair, it would fall to the Committee to make an appointment and it would be expected that the Leader would be appointed.) This Committee is responsible for the Council's broad policies and its finances. • Power to attend and speak:- Council's Procedure Rule 18.11 permits the Leader of Council to attend and speak at any meeting of a Committee or Sub-Committee of the Council but they can only vote if appointed as a voting member of the Committee or Sub-Committee. • Reserve Power to call extraordinary Council Meetings:- Council Procedure Rule 4.3 permits the Leader of the Council, if neither the Mayor nor the Deputy Mayor is available, to call extraordinary meetings of Full Council. • Duty to be available for Questions:- Council's Procedure Rule 9.1 permits any Member to give written notice and ask questions of the Leader of the Council at Full Council meetings. • Involvement in Major Emergencies:- The Leader of the Council must be informed if an emergency is likely to be or has been declared under the Council's emergency planning or business continuity procedures. Officers also must consult the Leader of the Council before they take any emergency action which would otherwise need Committee authority. • Special Responsibility Allowance: - In recognition of the role played by the Leader, Schedule 1 of the Council's Members' Allowances Scheme allocates the highest special responsibility allowance payment to the joint role of Leader and Chair of Policy & Resources Committee. • Power to designate individual Members as Lead Members:- Where the Leader of the Council considers it would be beneficial for a particular area or function to have a dedicated Lead Member, the Leader of the Council may appoint a Lead Member to that area or function. Such appointments would normally be a member of the party with the largest number of seats in order to ensure maximum co-ordination with the work of the Chairs of policy Committees. The Council has an aspiration of ensuring that at least 50% of its designated Lead Members are women.
<p>Role of Deputy Leader of the Council</p>	
<p>Role of Committee Chairs</p>	<p>Fulfilling the Role of Chair</p> <p>The Council expects that its Chairs will:-</p> <ul style="list-style-type: none"> • have a working knowledge of the functions, policies, practices, procedures, services and budgets of the Committee or Sub-Committee which they chair; • lead in the development of the work of the Committee or SubCommittee which they chair, also taking into account the wider vision, such as corporate, cross-service and partnership issues;

- lead in service delivery and the implementation of policies approved by the Council where these relate to the Committee or Sub-Committee which they chair;
- be the spokesperson for the Committee or Sub-Committee which they chair;
- meet regularly to progress the Committee's or Sub-Committee's objectives with Deputy Chairs, Opposition Spokespersons, Officers, and as appropriate other people, groups and organisations;
- represent and pursue the interests of the Committee or Sub-Committee which they chair in the community and if appropriate at regional and wider levels;
- in accordance with Council's Constitution and the provisions summarised at paragraphs 14.03 and 14.04 below, ensure that:
 - (1) the meetings of the Committee or Sub-Committee which they chair are properly conducted and
 - (2) reports of proceedings are forwarded on as necessary, for example to Full Council.
- support the performance of the Council's overview and scrutiny functions and participate in overview and scrutiny reviews as appropriate;
- maintain professional working relationships and establish mutual respect with all Members and officers;
- be a promoter and upholder of:
 - (1) equalities throughout x - particularly the Council's equalities policies;
 - (2) high standards of ethical conduct by the Council's Members and Officers – particularly the Council's Code of Conduct for Members.

Legal powers and Duties

(a) The responsibility of a Chair for the proper conduct of meetings is formally recognised in law. There are provisions in the Local Government Act 1972 which apply to the holding and chairing of meetings, but much of the detail is supplied in the Council's Procedure Rules, which are standing orders made under powers in the 1972 Act.

For any eventuality not covered in the legislation or the Council Procedure Rules, it may be possible to turn to the body of common law which the Courts have developed in relation to meetings.

(b) The following are specific functions which a Chair has under the Local Government Act 1972:-

- a power to exercise a second (casting) vote in the event of an equality of votes on any matter;
- a duty to sign the minutes of the previous meeting;
- a power to agree the addition of a late item of business to the agenda, if the Chair is of the opinion that it should be considered at the meeting as a matter of urgency.

(c) To help the Committee or Sub-Committee which they chair make effective decisions, Chairs will not only ensure that the procedural rules applying to their Committee or Sub-Committee are observed, but also that any decisions made are sound at law. With assistance from Officers as

necessary, Chairs will ensure that the Committee or SubCommittee (1) observes any particular legal duties relevant to a proposed decision and (2) has regard as necessary to any general duties such as:-

- best value;
- compliance with the Human Rights Act 1998;
- equalities;
- the general fiduciary duties to its Council Taxpayers to act with financial prudence.

(d) Finally, the Chair will ensure that the Committee or Sub-Committee reaches its decisions rationally, taking into account relevant factors and disregarding those which are irrelevant.

Powers and Duties under the Council's Constitution

Under the Council's Constitution, the role and powers of Chairs are recognised in a number of ways, including the following:-

- (a) Appointment as Chair: - Under Council Procedure Rule 20.1 Chairs may be appointed at the Council's annual general meeting.
- (b) Settling the Agenda: - Under the Council Procedure Rules 23.2 and Council Procedure Rule 23.6, Chairs have power to direct that items of business be placed on the agenda of their Committee or SubCommittee and the order in which business is arranged on the agenda.
- (c) Conducting the meeting: - Under the Council Procedure Rules (and in particular Council Procedure Rule 27) the Chair controls the proper conduct of meetings of their Committee or Sub-Committee. The Chair has discretion to depart from the formality of the Council Procedure Rule 16 and such discretion is regularly exercised.
- (d) Involvement at Urgency and other Sub-Committees:- Council Procedure Rule 22 makes Chairs ex-officio members of any Urgency Sub-Committee of the Committee they chair and permit them to attend and speak at any meeting of a Sub-Committee appointed by their Committee.
- (e) Reserve Power to call special Meetings: - Council Procedure Rule 19.2 permits a Chair to call a special meeting of their Committee or SubCommittee at any time.
- (f) Reporting to Full Council: - It usually falls to Chairs to present any reports which need approval of Full Council under Council Procedure Rule 24.2.
- (g) Duty to be available for Questions: - Council Procedure Rule 9.2 permits any Member of the Council to give written notice and ask questions of any Chair at Full Council meetings. Council Procedure Rule 9.17 permits a Chair to be questioned about any report which they are putting before the Council.
- (h) Right to be consulted: - Under the Council's Scheme of Delegations to Officers, a number of delegated powers can only be exercised by officers after consultation with the relevant Chair. (i) Special Responsibility Allowance: - In recognition of the role played by Chairs (which role may be carried out on a jobshare basis if two individuals rather than one are appointed to it), Schedule 1 of the Council's Members' Allowances Scheme allocates differing levels of special responsibility allowance payment to Chairs, the levels of payment being based on the levels of responsibility.

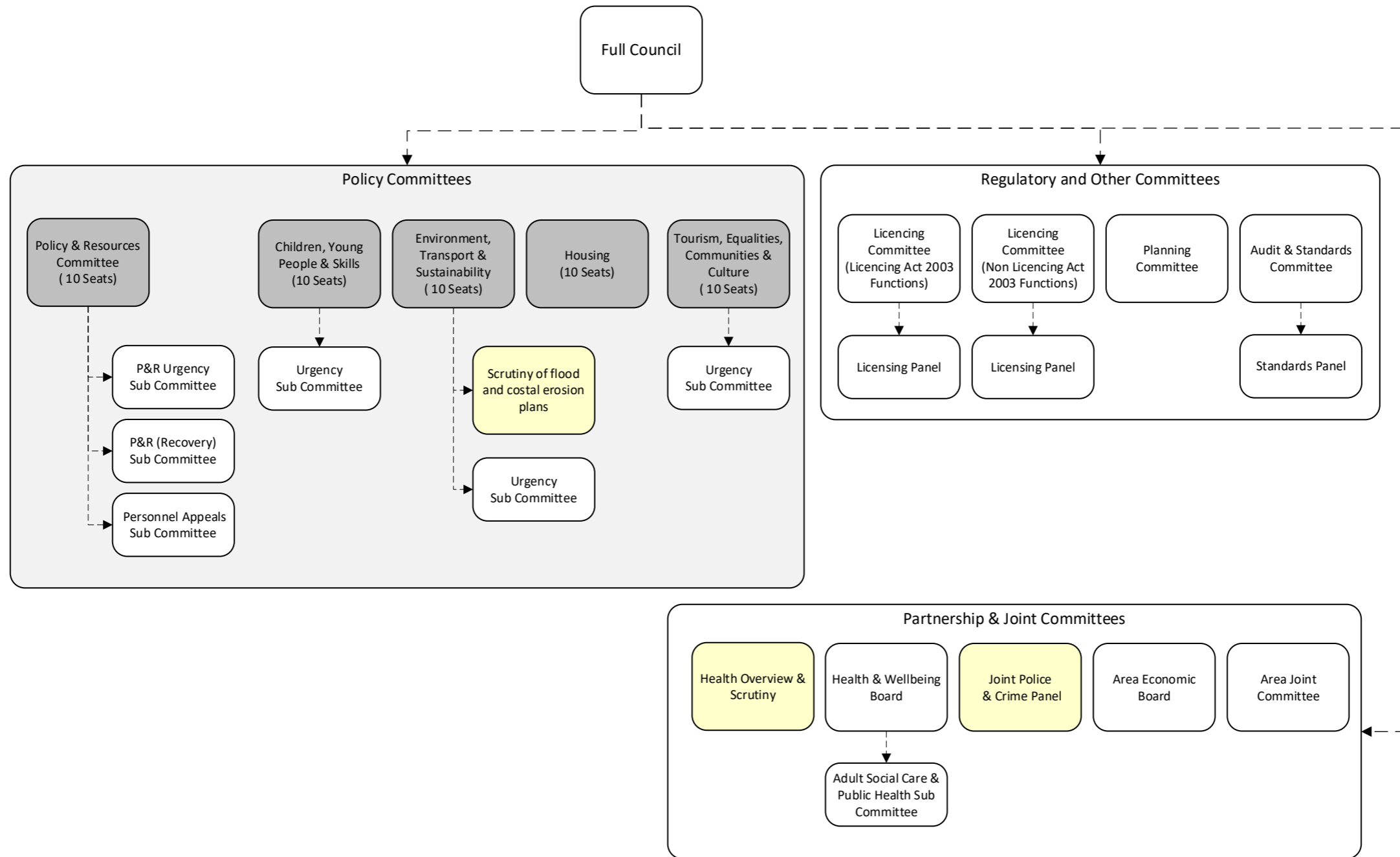
Role of Deputy Chairs	To check with Authority
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Time Demand of Model

Number of Bodies in Model	18 with evidence of meetings
Total seats available	143
Politically proportionate seats available	137
Amount of Cllr time taken for the whole model annually	1980 hours 264 days 53 weeks
Number meetings annually	108 over the year 9 per month
Average per 1 Committee from this Model	110 hours annually 15 working days 3 weeks 5 meetings per year 1 (rounded up) per month
Average attendance for Cllrs	5 seats to fill 513 hours per annum 68 days per annum 14 weeks per annum 28 Committee meetings to attend 2 meetings per month

SRAs Paid

Allowances	£13,360 per annum
Leader of Council/Chair of Overarching Committee	£32,505
Chair of Committees	£9,752
Chair of Licensing	£11,377



Themed Committees

This Authority refers to these as 'Policy Committees'

Children, Young People & Skills committee (10 members)

Days & times of operation	Mondays 4pm																								
Frequency & Timing	5 per year (Jan, Mar, Jun, Sept, Nov) <table border="1" data-bbox="454 499 1074 784"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>5</td> <td>14h 50m</td> <td>2h 58m</td> </tr> <tr> <td>2018</td> <td>5</td> <td>12h 13m</td> <td>2h 26m</td> </tr> <tr> <td>2019</td> <td>5</td> <td>10h 08m</td> <td>2h 01m</td> </tr> <tr> <td>2020</td> <td>6</td> <td>15h 51m</td> <td>2h 38m</td> </tr> <tr> <td>2021</td> <td>4</td> <td>11h 52m</td> <td>2h 58m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017	5	14h 50m	2h 58m	2018	5	12h 13m	2h 26m	2019	5	10h 08m	2h 01m	2020	6	15h 51m	2h 38m	2021	4	11h 52m	2h 58m
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Location of operation	Hybrid - Single central building & virtual																								
Core functions	<p>10 Members of the Council and up to 11 non voting co-optees</p> <p>To exercise the functions of the Council:</p> <ol style="list-style-type: none"> 1. as a Local Education Authority under any enactment relating to education, youth services and the employment of children; 2. in relation to educational charities; 3. in partnership arrangements with other bodies connected with the delivery of education; 4. in relation to social services for children and young people; 5. in partnership arrangements with other bodies connected with the delivery of services for children, young people and families; 6. regarding families in connection with the functions of the Committee set out above or where there are no other arrangements made under this Scheme of Delegation to Committees and Sub-Committees; 7. under or in connection with the children and young people's partnership arrangements made with health bodies pursuant to section 75 of the National Health Service Act 2006 and section 10 of the Children Act 2004 ("the section 75 Agreements"); 8. in relation to children's public health including but not limited to: <ul style="list-style-type: none"> - sexual health; - physical activity, obesity and tobacco control programmes; - prevention and early detection; - immunisation; - mental health; - NHS health checks and workplace health programmes; - dental health; - social exclusion; - seasonal mortality; 																								

	<p>9. in relation to those aspects of children’s public health which transfer to the Council under the Health and Social Care Act 2012.</p> <p>Corporate Parenting 10. To discharge the Council’s functions as Corporate Parent for its children in care and care leavers, in conjunction with relevant Council Committees, Partnership Boards and other agencies; and 11. To receive reports from the Corporate Parenting Board in relation to the Council’s looked after children.</p> <p>Learning Disabilities 12. To discharge the Council’s functions regarding children’s learning disabilities.</p> <p>Joint working with the Clinical Commissioning Group 13. The Committee may meet concurrently with the Clinical Commissioning Group as necessary in order to discuss and develop jointly commissioned services in relation to children and young people.</p>
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Environment, Transport & Sustainability committee (10 members)

Days & times of operation	Tuesday 4pm																								
Frequency & Timing	<p>5 per year</p> <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>5</td> <td>16h 00m</td> <td>3h 12m</td> </tr> <tr> <td>2018</td> <td>5</td> <td>17h 15m</td> <td>3h 27m</td> </tr> <tr> <td>2019</td> <td>6</td> <td>22h 05m</td> <td>3h 40m</td> </tr> <tr> <td>2020</td> <td>5</td> <td>23h 55m</td> <td>4h 47m</td> </tr> <tr> <td>2021</td> <td>4</td> <td>12h 05m</td> <td>3h 01m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017	5	16h 00m	3h 12m	2018	5	17h 15m	3h 27m	2019	6	22h 05m	3h 40m	2020	5	23h 55m	4h 47m	2021	4	12h 05m	3h 01m
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2021	4	12h 05m	3h 01m																						
Location of operation	Hybrid - single central building & virtual																								
Core functions	<p>10 Members of the Council and one non voting co-optee to represent the perspective of disabled people This Committee is responsible for sustainability, parks and open spaces, authorised and unauthorised sites and encampments, waste, coast protection and flood defence, the seafront, environmental health, trading standards, the bereavement and coroner’s services, highways management, traffic management and transport, parking and public spaces.</p>																								

	<p>1. Parks and Open Spaces To exercise the Council's functions in relation to parks and open spaces to the following extent:- (a) provision, management and control of parks and open spaces (except those held for housing purposes); (b) making countryside management arrangements in liaison with the South Downs National Park Authority and other environmental bodies; (c) provision, management and control of allotments and smallholdings; (d) as commons registration authority.</p> <p>2. Environmental Health To exercise the Council's functions in relation to environmental health, air pollution control, health and safety at work (except in so far as it relates to the Council as an employer), public conveniences, food safety, control of nuisances, including noise control and control of dogs.</p> <p>3. Trading Standards To exercise the Council's functions regarding trading standards, including but not limited to consumer protection, product safety, fair trading, metrology, food standards and animal health.</p> <p>4. Authorised and unauthorised sites and encampments To exercise the Council's functions in relation to the management of authorised and unauthorised sites and encampments, this to include all activities necessary or incidental to the Council's performance of its responsibilities in relation to the following: a) Gypsies, Roma and Travellers; b) Van dwellers.</p> <p>5. Waste 15.7.21 22 To exercise the Council's functions in relation to waste and as waste collection authority, waste disposal authority and litter authority, including dealing with litter, street cleansing, abandoned vehicles and dog fouling.</p> <p>6. Coast Protection and Flood Defence To exercise the Council's functions as a coast protection authority and a lead local flood authority.</p> <p>7. Scrutiny of Flood and Coastal Erosion Plans</p>
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	<p>To undertake the scrutiny of flood and coastal erosion plans as required by the Localism Act 2011.</p> <p>8. Seafront To exercise the Council's functions regarding the esplanade, beach and foreshore.</p> <p>9. Bereavement and Coroner's Services; To exercise the Council's functions in relation to bereavement services and the Coroner's service.</p> <p>10. Sustainability To co-ordinate the Council's role and response to cross-cutting sustainability issues such as reducing carbon emissions, projections of a changing climate locally, improving resource efficiency and developing sustainable energy.</p> <p>11. Highways Management To exercise the Council's functions in relation to all highways matters and as highway authority, street authority, bridge authority, including but not limited to highways, bridges, private streets and rights of way.</p> <p>12. Traffic Management and Transport (a) To manage the provision of transport services for service departments including home-school transport and transport for social services; (b) To exercise the Council's functions in relation to traffic management and transport and as traffic authority, including but not limited to public passenger transport and the co-ordination of transport for service users; (c) To consider and make decisions on rights of way issues where objections have been received and not withdrawn or otherwise resolved; (d) To consider and make decisions on proposed traffic regulation orders where either six or more objections have been received in and have not been resolved or one or more members have opted to 'call in' any proposal to make a traffic regulation order, whether or not any objection(s) have been received in. (e) To exercise the Council's powers regarding travel concessions.</p> <p>13. Parking To exercise the Council's functions in relation to parking, including on and off street parking and civil parking enforcement.</p> <p>14. Public Space</p>
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	To exercise the council's functions regarding spaces to which the public have rights of access and consisting of the highway, street furniture on the highway and open spaces or parts of open spaces immediately adjacent to the highway to which the public have access.
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Housing committee (10 members)

Days & times of operation	Wednesday 4pm																								
Frequency & Timing	5 per year (Jan, Mar, Jun, Sept, Nov) <table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>Not available</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>Not available</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>2</td> <td>5h 50m</td> <td>2h 55m</td> </tr> <tr> <td>2020</td> <td>7</td> <td>19h 27m</td> <td>2h 46m</td> </tr> <tr> <td>2021</td> <td>4</td> <td>11h 35m</td> <td>2h 53m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017	Not available			2018	Not available			2019	2	5h 50m	2h 55m	2020	7	19h 27m	2h 46m	2021	4	11h 35m	2h 53m
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2020	7	19h 27m	2h 46m																						
2021	4	11h 35m	2h 53m																						
Location of operation	Hybrid - Single central building & online																								
Core functions	<p>1. To discharge the Council's functions as a housing authority and, without prejudice to the generality of this paragraph, to discharge the specific functions set out in the following paragraphs.</p> <p>2. Strategic and Private Sector Housing To discharge the Council's functions in relation to: (a) The Council's housing strategy; (b) Homelessness and the allocation of housing; (c) Private sector housing, including taking action to remedy overcrowding, disrepair, unfitness and statutory nuisances; to promote fire safety in private sector housing and the Council's functions in relation to houses in multiple occupation; (d) Tenancy relations and the provision of housing advice; (e) Housing loans and grants.</p> <p>3. Housing Landlord Functions To discharge the Council's functions as a housing landlord including the management (including demolition) of property within the Housing Revenue Account and associated properties.</p> <p>4. Housing Related Support Services To exercise the Council's functions for the commissioning of housing related support services.</p> <p>5. Street homelessness To coordinate the Council's policies and actions with a view to reducing and eliminating street homelessness and, in conjunction</p>																								

	with the Policy & Resources Committee and the Health and Wellbeing Board, to ensure that appropriate action is taken.
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Policy & Resources committee (10 members)

Days & times of operation	Tuesday 4pm																								
Frequency of operation	<table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>Not available</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>Not available</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>2</td> <td>9h 10m</td> <td>4h 35m</td> </tr> <tr> <td>2020</td> <td>11</td> <td>12h 02m</td> <td>3h 16m</td> </tr> <tr> <td>2021</td> <td>8</td> <td>21h 47m</td> <td>2h 43m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017	Not available			2018	Not available			2019	2	9h 10m	4h 35m	2020	11	12h 02m	3h 16m	2021	8	21h 47m	2h 43m
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Location of operation	Hybrid - Single central building & online																								
Core functions	<p>10 Members of the Council and one non voting standing invitee to assist the committee in raising and addressing issues of interest and importance to people from a Black and Minority Ethnic background</p> <p>Delegated Functions To exercise the functions of the Council as follows:</p> <ol style="list-style-type: none"> 1. Policy and Strategy To formulate, co-ordinate and implement corporate policies and strategies and make decisions relating to such matters to the extent that they are not reserved to Full Council. 2. Finance and Other Resources <ol style="list-style-type: none"> (a) To establish the framework for the allocation, control and management of the Council's resources including finance, assets, IT, land and other property; (b) To formulate budget proposals for adoption by the Council; (c) To calculate of the Council Tax Base; (d) To make decisions or grant authorisations on expenditure in accordance with the requirements of financial standing orders; (e) To deal with all financial services, including risk management, insurance and external and internal audit arrangements; (f) To oversee the Council's information governance arrangements. (note: this power is given concurrently to the Audit and Standards Committee). 3. Economic Growth and Regeneration <ol style="list-style-type: none"> (a) To exercise the Council's functions and partnerships regarding the promotion of economic growth and the establishment and development of business. 																								

	<p>(b) To promote and develop the economic fundamentals in areas such as adult skills, productivity, development sites etc.</p> <p>4. Major Built Environment Projects</p> <p>(a) To oversee the progress of major projects (including major building, infrastructure or other projects involving the erection or significant alteration of major permanent structures or landmarks) undertaken by the Council and advise the Policy & Resources Committee as appropriate.</p> <p>(b) To review major projects and any project Boards having regard to capacity to deliver, corporate priorities and resources, and advise the Policy & Resources Committee as appropriate.</p> <p>5. Partnerships</p> <p>(a) To set up, develop and review partnerships, including, but not limited to, the Local Strategic Partnership;</p> <p>(b) To co-ordinate, develop, adopt and review the Sustainable Community Strategy and make recommendations to Full Council.</p> <p>6. Adult Learning and Employment</p> <p>(a) To discharge the Council's functions under the arrangements with the Education and Skills Funding Agency and Education Funding Agency for the provision of adult education; and</p> <p>(b) To discharge the Council's functions regarding the employment of physically disabled persons and youths, providing that the functions regarding youth employment shall be limited to the management of the existing establishment in x.</p> <p>7. Neighbourhood Renewal</p> <p>To discharge the Council's functions in respect of neighbourhood renewal, which include:</p> <p>(a) developing and implementing the neighbourhood renewal strategy in order to narrow the gap between the most deprived neighbourhoods and the rest of x, under the themes set by national Government of housing, health, liveability, crime, education and employment; and</p> <p>(b) acting as the accountable body for the Neighbourhood Renewal Fund on behalf of the Local Strategic Partnership.</p> <p>8. Grants</p> <p>To deal with grants to community organisations and non-profit making bodies in the area of the Council providing that this shall not include grants in respect of educational charities which are the responsibility of the Children, Young People & Skills Committee.</p> <p>9. Management of Establishments</p> <p>To deal with all matters concerning establishments as are more particularly set out under the Scheme of Delegation to Officers.</p> <p>10. Catering Services in Council Establishments</p> <p>To deal with all matters in connection with the provision of catering services in Council establishments used primarily by Council employees.</p> <p>11. Best Value</p>
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	<p>To establish the framework for the achievement of best value by the Council.</p> <p>12. Human Resources To establish the framework for Human Resources policies and procedures and discharge the Council's functions as an employer where this is exercisable by a Committee.</p> <p>13. Dismissal of certain statutory officers To discharge the function of a statutory panel in relation to the dismissal of the Chief Executive, the Monitoring Officer or the Chief Finance Officer and to make arrangements for this function to be discharged through the Personnel Appeals Panel.</p> <p>14. Property Management (a) To manage land held for the purposes of the functions of the Committee, corporately held property and land declared surplus to the requirements of a Committee or the service area of a Director by the relevant Committee or Director. (b) To authorise the acquisition or disposal of any land held by the Council providing that any proposal for the transfer of housing land which requires the consent of the Secretary of State shall be referred to Full Council with recommendations.</p> <p>15. Appointment to outside bodies To appoint representatives to outside bodies between Annual Council meetings where the timing is such that it will be more expedient for the appointment to be made by the Policy & Resources Committee rather than Full Council.</p> <p>16. Public Safety – Civil Contingencies To exercise the Council's functions in relation to emergency planning and business continuity, including the Council's functions under the Civil Contingencies Act 2004.</p> <p>17. Communities To co-ordinate and lead on the Council's functions in connection with community engagement and voluntary organisations.</p> <p>18. Equalities To co-ordinate and lead on the Council's functions in relation to Equalities and Inclusion. Note: the Tourism, Equalities, Communities & Culture Committee has concurrent delegated powers for Equalities and Inclusion.</p> <p>19. Constitution (a) To receive reports on and monitor the operation of the Constitution; (b) To make recommendations to the Council with a view to improving the effectiveness, accountability and transparency of the decision-making process.</p> <p>20. Members' Allowances To consider the recommendations of the Independent Remuneration Panel and advise the Council as appropriate.</p> <p>21. Member budgets a) To develop the Council's approach to Member budgets within the framework set by the Policy & Resources Committee.</p>
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	<p>b) To oversee all aspects of the delivery of the Member budget process.</p> <p>22 Customer Services, including Digital First To monitor and review the Council's delivery of its customer services across all areas including its Digital First transformation programme as well as digital inclusion.</p> <p>23. General Powers</p> <p>(a) To discharge all other functions of the Council not specifically delegated to another Committee or reserved to Full Council under the law, this Scheme of Delegation to Committees and Sub-Committees, Council Standing Orders or Council Procedure Rules;</p> <p>(b) To deal with matters referred to the Committee by other Committees or Sub-Committees as having corporate budgetary or policy implications.</p> <p>24. Sub-Committees, Task Groups, Member Panels and Consultation Forums To be responsible for the setting up, review and abolition of Joint Committees, Sub-Committees, permanent member Working Groups, permanent Member panels, consultation forums and commissions.</p> <p>25. Miscellaneous Service Functions To exercise the Council's functions in relation to the following services/functions:</p> <p>(a) Electoral and ceremonial matters relevant to the Council;</p> <p>(b) Matters concerning x Fire & Rescue Service;</p> <p>(c) Legal Services;</p> <p>(d) Complaints Services;</p> <p>(e) Performance management</p> <p>(f) Corporate Procurement;</p> <p>(g) Health and safety at work (in so far as it relates to the Council as an employer);</p> <p>(h) Revenues and Benefits, including Housing Benefit and Council Tax Reduction, the administration, collection and enforcement of Council Tax and Non-Domestic Rates;</p> <p>(i) Registration of births, deaths, marriages, partnerships and associated functions;</p> <p>(j) Local Land Charges;</p> <p>(k) Corporate Information and Communication Technology Services;</p> <p>(l) Corporate communications</p> <p>(m) Democratic Services.</p> <p>Sub-committees Personnel Appeals Panel Policy & Resources (Recovery) Sub-Committee</p>
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Tourism, Equalities, Communities & Culture committee (10 members)

Days & times of operation	Thursday 4pm																								
Frequency of operation	Plan for 5 per year Jan, Mar, Jun, Sept, Nov																								
Average length of meeting time	<table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>Not available</td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>Not available</td> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>2</td> <td>5h 32m</td> <td>2h 46m</td> </tr> <tr> <td>2020</td> <td>7</td> <td>19h 51m</td> <td>2h 50m</td> </tr> <tr> <td>2021</td> <td>4</td> <td>16h 04m</td> <td>4h 01m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017	Not available			2018	Not available			2019	2	5h 32m	2h 46m	2020	7	19h 51m	2h 50m	2021	4	16h 04m	4h 01m
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Location of operation	Single central building																								
Core functions	<p>10 Members of the Council and the following: one non voting standing invitee to assist the committee in raising and addressing issues of interest and importance to people from a Black and Minority Ethnic background; one non voting cooptee from each of the Community and Voluntary Sector; Police and the CCG.</p> <p>The Committee consists of 10 members but it may invite representatives from LATs, community groups and others to attend with speaking rights</p> <p>This Committee discharges the Council's functions in relation to communities, neighbourhoods and the third sector, including community safety and inclusion, and (concurrently with Policy & Resources Committee) for equalities. It is also responsible for culture, tourism and leisure, including libraries and museums, and for building control and planning policy and for exercising the council's functions as a local planning authority (other than the development control functions delegated to Planning Committee).</p>																								

Regulatory committees

Audit & Standards Committee – Policy Committee in constitution (8 members)

Days & times of operation	Weekday 4pm
Frequency of operation	4 per year & 1 special

Average length of meeting time	2hr 40
Location of operation	Single central building
Core functions	<p>The Audit functions of this Committee relate to the Council's arrangements for the discharge of its powers and duties in connection with financial governance and stewardship, risk management and audit. The Committee makes recommendations to the Council, Policy & Resources Committee, Officers or other relevant body within the Council.</p> <p>The Standards functions of this Committee seek to ensure that the Members, Co-opted Members and Officers of the Council observe high ethical standards in performing their duties. These functions include advising the Council on its Codes of Conduct and administering related complaints and dispensation procedures.</p> <p>In addition to the Councillors who serve on the Audit and Standards Committee, the Committee includes at least two independent persons who are not Councillors. They are appointed under Chapter 7 of the Localism Act, or otherwise co-opted, and act in an advisory capacity with no voting powers.</p>

Planning Committee – Policy Committee (10 members)

Days & times of operation	Weekday 2pm																								
Frequency of operation	Monthly																								
Average length of meeting time	<table border="1"> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>																								
Location of operation	Single central building																								
Core functions	This Committee deals with the following areas of work:																								

	<ul style="list-style-type: none"> • Determining (deciding) applications for planning permission, listed building consent and conservation area consent submitted under the Town and Country Planning Acts. • Determining applications for the display of advertisements submitted under the Town and Country Planning (Control of Advertisements) Regulations. • Exercising any other function of the Council under the Planning Acts whether as a local planning authority or otherwise which may be referred to it by the Strategic Director of Place. • Determining whether prior approval is required for applications for the construction, installation, alteration or replacement of telecommunications masts submitted under Part 24 Schedule 2 of the General Permitted Development Order 1995 and whether they should be granted or refused. <p>10 members plus 1 non-voting co optee (Conservation Advisory Group).</p>
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Licensing Committee (Licensing Act 2003 Functions) – Policy Committee

Licensing Committee (Non Licensing Act 2003 Functions)

Days & times of operation	Weekday 4pm																								
Frequency of operation	3 per year – joint session																								
Average length of meeting time	<p>Ave 1hr 40m</p> <table border="1" style="width: 100%; height: 100px;"> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </table>																								
Location of operation	Single central building																								
Core functions	<ul style="list-style-type: none"> • 15 Members of the Council This Committee, sitting as the Licensing Committee (Licensing Act 2003 functions), discharges the Council’s functions under the Licensing Act 2003. • The Licensing Committee sitting as the Licensing Committee (Non-Licensing Act 2003 Functions) also has responsibility for all licensing and registration functions not covered by the Licensing Act 2003. 																								

	<ul style="list-style-type: none"> • The day to day decisions on individual applications are dealt with by the Licensing Panel. The approval of the Statement of Licensing Policy is reserved to Full council. • N.B. The Licensing Committee operates as two separate Committees with identical membership. The functions of the two separate Committees relate to Licensing Act and non-Licensing Act functions respectively. <p>Licensing Panel (Licensing Act 2003 Functions) Licensing Panel (Non Licensing Act 2003 Functions) Licensing Urgency Sub-Committee</p>
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Sub-Committees

Adult Social Care & Public Health Sub-Committee
Children, Young People & Skills Urgency Sub-Committee
Environment, Transport & Sustainability Urgency Sub-Committee
Personnel Appeals Sub-Committee (sub of P&R)
Policy & Resources Urgency Sub-Committee
Policy & Resources (Recovery) Sub-Committee
Standards Panel
Tourism, Equalities, Communities & Culture Urgency Sub-Committee

Other Committees and Boards

Health Policy & Health Scrutiny
Health & Wellbeing Board
Greater xx Economic Board (Regional Body)
Orbis Joint Committee
Police and Crime Panel (Joint Committee)
Advisory Panels x 5

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Example G

Key Authority Comparable Stats

Approx. Population	122,000																		
Type of authority	District Council																		
Number of Wards	21																		
Number of Members	39																		
Political Proportionality	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Political Party</th> <th>Members</th> <th>Proportionality</th> </tr> </thead> <tbody> <tr> <td>Conservative</td> <td>29</td> <td>74.4%</td> </tr> <tr> <td>Labour</td> <td>7</td> <td>17.9%</td> </tr> <tr> <td>Liberal Democrat</td> <td>2</td> <td>5.1%</td> </tr> <tr> <td>Independent</td> <td>1</td> <td>2.6%</td> </tr> <tr> <td>Grand Total</td> <td>39</td> <td>100%</td> </tr> </tbody> </table>	Political Party	Members	Proportionality	Conservative	29	74.4%	Labour	7	17.9%	Liberal Democrat	2	5.1%	Independent	1	2.6%	Grand Total	39	100%
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Current Council Structure	<pre> graph TD CE[Chief Executive] --> H[Housing, Health & Wellbeing] CE --> C[Communities & Environment] CE --> CS[Customer Service & Organisational Development] CE --> R[Resources] CE --> P[Planning & Growth] CE --> LG[Law & Information Governance] </pre>																		
Committee Model since	May 2013 – (May 2022 when adopting Leader and Cabinet model) **																		
Purpose of Policy Committees	The Policy & Finance Committee makes 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.																		

Observations made in moving to Committee Model

- To check with Authority

Key Committee Comparable Stats

Is there a LAC Model also in place?	No
Statutory Scrutiny Only?	Yes
Separate Scrutiny or Embedded?	The Council does not have dedicated Overview and Scrutiny Committees but applies overview and scrutiny principles in the work of the Economic Development, Leisure & Environment and Homes & Communities Committees. The one exception is Community Safety where there are joint scrutiny arrangements with neighbouring District Council.
Scrutiny Decision Making	To check with Authority
Do the Committees all work in the same way?	To check with Authority
Front Doors into Committees	To check with Authority
Cross Cutting Issue Process	Referred to Policy & Finance Committee
Decisions taken by Committee Process	The Council has appointed Committees to discharge certain functions on behalf of the Council and has also agreed a scheme of officer delegation.
Urgent Decision Making	Chief Officers may take urgent decisions if they are of the opinion that circumstances exist which make it necessary for action to be taken by the Council prior to the time when such action could be approved through normal Council procedures. They shall, where practicable, first consult with the Leader and Chairman (or in their absence the Vice Chairman) and the Opposition Spokesperson of the appropriate committee.

Roles

Role of Lord Mayor	n/a The Chairman of the District Council represents the Council at civic events
Role of Leader of the Council	As the Council operates a committee style of governance the Leader has no formal powers or duties vested in him/her under the Local Government Act 1972 or the Local Government Act 2000. However, in practice all authorities need to appoint a Leader who will, as a consequence, hold the most significant member role within his/her authority. The Council's Leader will be the Council's political and elected head, the focus for political direction and the chief advocate and ambassador for the district (excluding civic and ceremonial duties).

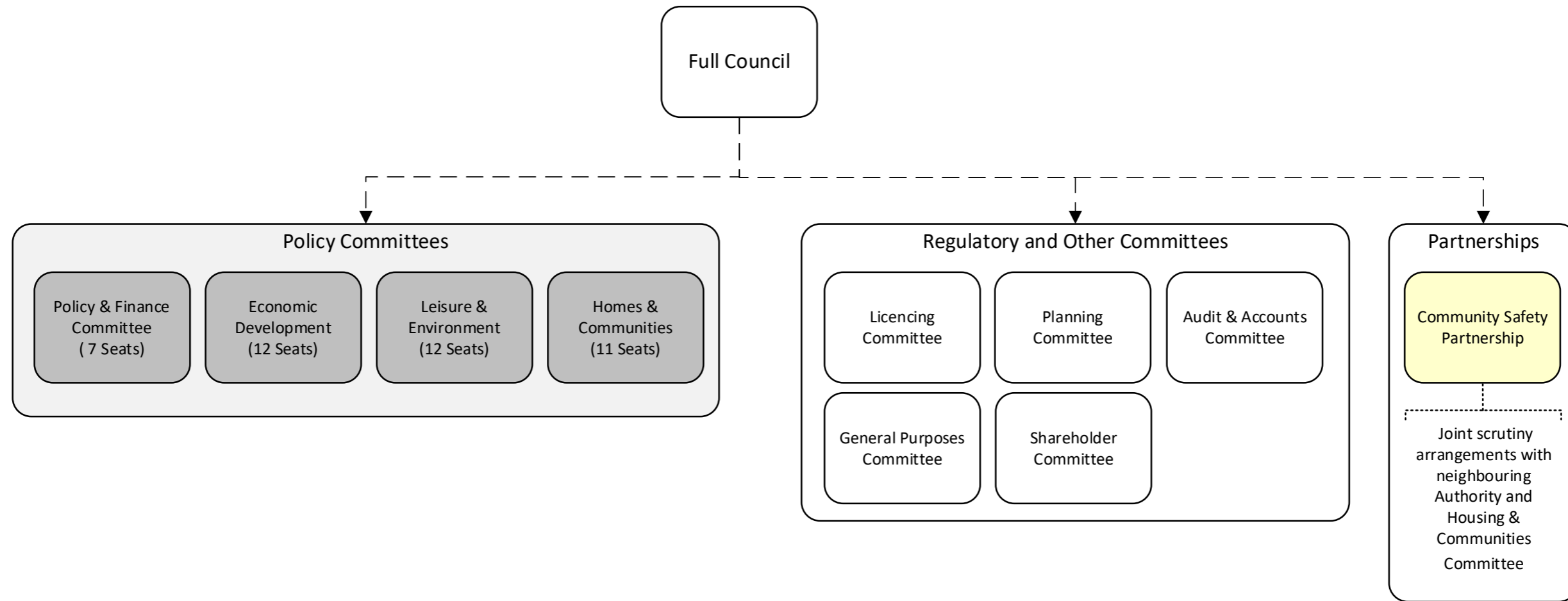
	The Leader will act as Chairman of the Policy & Finance Committee and is entitled to attend all meetings of the Council's functional committees in an ex officio capacity.
Role of Deputy Leader of the Council	The Deputy Leader will exercise the powers and functions of the Leader in his/her absence.
Role of Committee Chairs	<ul style="list-style-type: none"> • Responsibility for the proper conduct of meetings • A power to exercise a second (casting) vote in the event of an equality of votes on any matter • A duty to sign the minutes of the previous meeting • A power to agree to the addition of a late item of business to the agenda if he or she believes that it needs to be considered as a matter of urgency • To respond to questions or comments raised by members at the Council meeting relating to decisions of the committee
Role of Deputy Chairs	To check with Authority

Time Demand of Model

Number of Bodies in Model	9 with evidence of meetings
Total seats available	98
Politically proportionate seats available	98
Amount of Cllr time taken for the whole model annually	757 hours 101 days 20 weeks
Number meetings annually	52 over the year 4 per month
Average per 1 Committee from this Model	84 hours annually 11 working days 2 weeks 6 meetings per year 1 (rounded up) per month
Average attendance for Cllrs	9 seats to fill 785 hours per annum 105 days per annum 21 weeks per annum 54 Committee meetings to attend 4 meetings per month

SRAs Paid

Allowances	£5,124 per annum
Leader of the Council/Chairman of Policy & Finance Committee	£14,175
Chair of Committees	£5,777
Chair of Licensing	£3,411



Themed Committees - Operational

Policy & Finance committee (7 Members + 3)

Days & times of operation	Thursdays 6pm																								
Frequency & Timing	6 per year (J,F,A,Jun,S,N) <table border="1"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>6</td> <td>7h 23m</td> <td>1h 13m</td> </tr> <tr> <td>2019</td> <td>6</td> <td>9h 15m</td> <td>1h 32m</td> </tr> <tr> <td>2020</td> <td>6</td> <td>10h 24m</td> <td>1h 44m</td> </tr> <tr> <td>2021</td> <td>5</td> <td>7h 39m</td> <td>1h 31m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017				2018	6	7h 23m	1h 13m	2019	6	9h 15m	1h 32m	2020	6	10h 24m	1h 44m	2021	5	7h 39m	1h 31m
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Location of operation	Single central building																								
Core functions	<p>The Policy and Finance Committee is chaired by the Leader of the Council and consists of 10 Elected Members.</p> <p>Key strategic decisions (other than those which must be determined by the Council) including all decisions which have a major impact on a number of Council services or on the Council as a whole and decisions which are deemed significant in terms of impact on the Council's revenue or capital (to be determined by The Head of Paid Service and/or Section 151 Officer in consultation with the Leader).</p> <ul style="list-style-type: none"> • All key strategic policies to be adopted by the Council (except those which are reserved to Council for approval) including:- <ul style="list-style-type: none"> o Commissioning Framework o Annual Budget Strategy o Budget and Council Tax Policy o Staffing Budget o General Fund Balances and Reserves Policy o Corporate Capital Strategy and Asset Management Plan. o Risk Management Strategy, Policy and Guidance. o Corporate Asset Utilisation and Disposal Strategy. o Anti-Fraud Strategy. o Financial Strategy. o Consultation and Communication Strategy. o Leisure and Culture Strategy. o Emergency Plan. o Equalities and Diversity Policy. o Business Continuity Plan. o Health and Wellbeing Strategy. o Cleaner, Safer, Greener Strategy. o Strategy relating to HRA Business Plan. 																								

- Strategic Housing, including determining the future of and managing the Council's relationship with its Housing Management company
 - Formulating the Council's budget proposals and recommending the same to Council for approval (but excluding any matters relating to the Council's leisure company which shall be formulated by the Leisure & Environment Committee).
 - Formulating the Council's capital programme and recommending the same to Council for approval (but excluding any matters relating to the Council's leisure company which shall be formulated by the Leisure & Environment Committee).
 - Formulating the Council's housing capital programme and recommending the same to Council for approval.
 - Formulating, monitoring and reviewing the Council's Housing Revenue Account Business Plan and recommending the same to Council for approval.
 - Formulating the Council's borrowing and investment strategy and recommending the same to Council for approval.
 - Managing and monitoring the Council's Capital Programme.
 - To determine how S106 monies should be applied or obligation fulfilled where the relevant agreement allows scope for discretion. (NOTE: the Scheme of Delegation provides that this may be determined by Officers where the terms of the S106 Agreement are sufficiently precise or where the amount of the proposed expenditure does not exceed £50,000).
 - Appointment and dismissal of employees (subject to legislative requirements)
 - Terms and conditions of employment.
 - Procedures for dismissal of employees (subject to legislative requirements).
 - Agreeing secondments pursuant to Section 113 of the Local Government Act 1972.
 - Agreeing voluntary severance terms for the Chief Executive and Chief Officers
 - Hearing appeals relating to the discretionary elements of pension enhancements for the Chief Executive and Chief Officers where the scheme provides for such a right of appeal.
 - Approving resources for the appointment of a designated independent person.
 - Approving human resources procedures and policies
 - Pensions and superannuation
 - To receive and review reports from the Shareholder Committee.
 - To review the outcomes of the Council's Development Company in the context of the Council's Strategy and to consider and approve requests for funding within the approved budget.
- Determination of:
- HRA Business Plan (including the Asset Management Strategy)

	<p>Areas of maximisation of the HRA (ie areas where the HRA could legitimately fund services of benefit to tenants AND the wider community);</p> <ul style="list-style-type: none"> • The level and use of surpluses and reserves within the HRA – ie use to pay down debt or fund other initiatives/development; • ‘Health Check’ of NSH by the Council as the sole shareholder including decisions regarding its future – i.e. retention, dissolution etc. • operational decision making in respect of the following: - <ul style="list-style-type: none"> o Procurement. o Transformation Programmes. o Organisational Development. o Member Development. o Member Services and Civics. o Strategic Risk Management. o Audit Issues (other than matters falling within the remit of the Audit and Accounts Committee). o Major Projects. o Strategic Commissioning including Decommissioning. o Asset Management. o Staffing and resourcing issues for the following service areas: <ul style="list-style-type: none"> o Legal. o Policy and Commissioning. o Human Resources (staffing and resources). o Democratic Services. o Financial Services o Revenues and Benefits. o Performance Management. o Administrative Services o ICT including oversight of the direction towards becoming a Digital Council o Audit. o Acquisition and Disposal of Industrial Units. • Approval of payments or other benefits for maladministration under s92 of the Local Government Act 2000, except where it relates to a matter falling within the remit of the Planning Committee or is dealt with by Officers acting under delegated powers. • To approve the write-off of any outstanding debt owed to the Council or ... Homes, above the delegated limit of £10,000. • Making recommendations to the Council on standing orders relating to contracts and financial regulations. • All cross cutting matters across the Council and any matter/issue not expressly delegated to another Committee. • Receiving reports from the following outside bodies:- <ul style="list-style-type: none"> o Local Government XX o LGA o LGA – Rural Commission o LGA – Urban Commission
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	<ul style="list-style-type: none"> • Determining the Council's strategic approach to the Local Strategic Partnership • Performance management <ul style="list-style-type: none"> - Overall responsibility for managing and monitoring council performance against approved estimates of revenue expenditure and income - Overall responsibility for monitoring council performance against locally set performance indicators - To undertake annual monitoring of S106 expenditure. • Standards <p>Promote and maintain high standards of conduct by Members and co-opted Members of the authority.</p> <ul style="list-style-type: none"> • Assist Members and co-opted Members of the authority to observe the authority's code of conduct. • To make recommendations to the Council on the adoption or revision of the Members' Code of Conduct and on arrangements for dealing with standards complaints. • To monitor and review arrangements for dealing with standards complaints. • To establish an Assessment Sub-Committee to consider written allegations that an elected or co-opted Member of x District Council or of any Town or Parish Council within the District x has failed to comply with the relevant Code of Conduct, in the event of the Monitoring Officer referring the matter to an Assessment Sub Committee rather than dealing with the matter under delegated powers in consultation with the Independent Person and to determine what further action, if any, should be taken in respect of the complaint. • To consider dispensation requests from Members and co-opted Members of X District Council, unless determined by the Monitoring Officer acting under delegated powers to appoint a sub-committee to undertake this function on its behalf. • To consider appeals against the refusal of dispensation requests by the Monitoring Officer acting under delegated authority (and to appoint a sub-committee to undertake this function on its behalf). • To make recommendations to Council on the adoption of codes and protocols relating to ethical behaviours. • To adopt codes, protocols and guidance to underpin the arrangements for dealing with standards complaints and related issues. • To make recommendations to Policy & Finance Committee and Council on the budget so far as it impacts on the role and remit of the Committee. • To receive and consider Ombudsman reports relating to standards issues. • To agree local settlements following a complaint to the Ombudsman in relation to standards issues
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	<p>➤ Hearing Panel – 3 elected members</p> <p>To conduct a hearing following the completion of a formal investigation into a code of conduct complaint and to take such of the following actions as it considers appropriate. The Monitoring Officer has delegated authority to constitute the Hearing Panel. The Panel may be drawn from the whole of the membership of the Council but will normally comprise at least one Member of the Policy & Finance Committee. The Panel will reflect political balance so far as practicable and normally comprise Members drawn from at least 2 political groups.</p>
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Economic Development committee (12 seats + 4,)

Days & times of operation	Wednesday 6pm																								
Frequency & Timing	<p>5 per year (J, Mar, Jun, S, N)</p> <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>5</td> <td>8h 24m</td> <td>1h 40m</td> </tr> <tr> <td>2019</td> <td>5</td> <td>10h 11m</td> <td>2h 02m</td> </tr> <tr> <td>2020</td> <td>3</td> <td>5h 50m</td> <td>1h 56m</td> </tr> <tr> <td>2021</td> <td>3</td> <td>5h 25m</td> <td>1h 48m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017				2018	5	8h 24m	1h 40m	2019	5	10h 11m	2h 02m	2020	3	5h 50m	1h 56m	2021	3	5h 25m	1h 48m
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2021	3	5h 25m	1h 48m																						
Location of operation	Single central building																								
Core functions	<p>Chaired by Deputy Leader of the Council</p> <ul style="list-style-type: none"> • Developing and adopting policies and procedures in accordance with the Council's cleaner, safer, greener strategy including:- <ul style="list-style-type: none"> o Markets Strategy • Policy development, implementation and review in respect of all areas falling within the remit of the committee including:- <ul style="list-style-type: none"> o Economic Regeneration and Transport o Fuel Poverty Strategy o Home Energy Conservation and Energy Conservation Plan o Energy Management o Climate Change including Mitigation (CO2 reduction) o Land Use Planning <p>and including making recommendations to Policy & Finance Committee or Council as appropriate in respect of key strategic policies impacting on the role and function of the Committee.</p>																								

	<ul style="list-style-type: none"> • Developing and reviewing the Local Development Framework including Development Plan Documents and Supplementary Planning Documents. • Developing and adopting policies and procedures to underpin the Local Development Framework Core Strategy <ul style="list-style-type: none"> ➤ Developing and adopting policies and procedure in accordance with the Council’s Leisure & Cultural Strategy including: <ul style="list-style-type: none"> o Museums & Heritage Strategy • decision making in respect of the following: - <ul style="list-style-type: none"> o Economic Development o Inward Investment o Growth Point Issues o Land Charges o Building Control o Business Growth o Town Centre Regeneration o Planning (budget, staffing and administration) o Tourism o Transport o Markets and Street Trading o Car Parks o Operation and Management of Industrial Units o Civil Parking Enforcement o Cultural Services o Theatre o Museums & Collections o Parks & Open Spaces • Designation of conservation areas and areas of archaeological interest • Removal of permitted development rights through Article 4 Direction • Making compulsory purchase orders under planning grounds and/or recommending to Council the making of compulsory purchase orders • Appropriation of land for planning purposes • Receiving reports from the following outside bodies:- <ul style="list-style-type: none"> o Campaign to Protect Rural England o National Joint Committee (Traffic Penalty Tribunal) <p>Policy Review and Development</p> <ul style="list-style-type: none"> • The committee may hold enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.
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	<ul style="list-style-type: none"> • The committee may scrutinise and review decisions made or actions taken by the Policy & Finance Committee in so far as they have a direct impact on the role or functions of the committee. • To review and scrutinise the operation of the Joint Economic Prosperity Committee. <p>External Review</p> <ul style="list-style-type: none"> • The committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in so far as it impacts directly or indirectly on the role or functions of the committee and in particular the following:- <ul style="list-style-type: none"> o Business Sector o Regional and Sub Regional Bodies o Government and Government Agencies o Environment Agency (planning related issues) Performance Management • Monitoring performance against approved estimates of revenue expenditure and income for services falling within its remit. • Monitoring Service Performance against agreed targets
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Homes & Communities Committee (11 seats +5)

Days & times of operation	Monday 6pm																								
Frequency & Timing	5 per year (J, Mar, Jun, S, N) <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Year</th> <th># of Mtgs</th> <th>Total Hours</th> <th>Av Hours</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2018</td> <td>3</td> <td>4h 04m</td> <td>1h 21m</td> </tr> <tr> <td>2019</td> <td>5</td> <td>06h 56m</td> <td>1h 23m</td> </tr> <tr> <td>2020</td> <td>3</td> <td>6h 05m</td> <td>2h 01m</td> </tr> <tr> <td>2021</td> <td>3</td> <td>7h 38m</td> <td>2h 32m</td> </tr> </tbody> </table>	Year	# of Mtgs	Total Hours	Av Hours	2017				2018	3	4h 04m	1h 21m	2019	5	06h 56m	1h 23m	2020	3	6h 05m	2h 01m	2021	3	7h 38m	2h 32m
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Location of operation	Single central building																								
Core functions	<ul style="list-style-type: none"> • Policy development, implementation and review in respect of all areas falling within the remit of the committee including making recommendations to Policy & Finance Committee or Council as appropriate in respect of key strategic policies impacting on the role and function of the committee. • Developing and adopting policies and procedures in accordance with the council's community safety strategy including: - <ul style="list-style-type: none"> o Anti-Social Behaviour Strategy 																								

	<ul style="list-style-type: none"> o Domestic Violence Strategy o CCTV Strategy • Developing policies, procedures and protocols in relation to the Council's emergency plan and responses to flooding (other than planning issues). • Developing and adopting policies and procedures in relation to housing including: <ul style="list-style-type: none"> o Affordable Housing o Affordable Warmth Strategy o Allocation Scheme & Housing Register o Anti Social Behaviour Policy (housing) o Gypsy and Travellers o HECA Statement Strategy o Homelessness Strategy o Housing Needs Assessment o Housing Options and First Contact o Local Housing Strategies and Action Plans o Local Lettings Policies o Neighbourhood sustainability/environmental estate improvements o Regeneration and reconfiguration of the existing housing stock o Tenancy Agreement o Tenancy Strategies o Tenant Engagement and Involvement • decision making in respect of the following: - <ul style="list-style-type: none"> o CCTV o Citizens Advice o Communications including use of social media and relationships with the media o Community Cohesion o Community Resilience o Community Safety o Customer Services and ICT including developing new customer access channels o Data Protection o E-Government o Electronic Records Management o Emergency Planning o External Relationships o Freedom of Information o Health and Safety Scrutiny o Homeless accommodation o Licensing (administrative and staffing) o Management of all land, estates, property and assets held for housing purposes o Public Relations o Safeguarding Children and Young Persons o Social inclusion (young people, older people, debt and rural issues)
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	<ul style="list-style-type: none"> o Troubled Families o Voluntary Sector <ul style="list-style-type: none"> • Receiving reports from the following outside bodies:- <ul style="list-style-type: none"> o x Community Safety Partnership o x Citizens' Advice Bureau o x Police and Crime Panel o Municipal General Charity <p>Overview & Scrutiny</p> <ul style="list-style-type: none"> • To meet at least annually with the appropriate overview and scrutiny committee of x District Council to undertake joint scrutiny of the x Community Safety Partnership. For this purpose the membership of the Homes & Communities Committee will constitute the designated Crime and Disorder Committee for the purposes of the Police and Justice Act 2006. <p>Policy Review and Development</p> <ul style="list-style-type: none"> • The committee may hold enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that the reasonably consider necessary to inform their deliberations. • The committee may scrutinise and review decisions made or actions taken by the Policy & Finance Committee in so far as they have a direct impact on the role or functions of the Committee. <p>External Review</p> <ul style="list-style-type: none"> • The committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in so far as it impacts directly or indirectly on the role or functions of the committee:- <ul style="list-style-type: none"> o Police and Crime Commissioner o Police o Voluntary Sector o Other tiers of local government including county council and parish councils o Community Safety and Crime Reduction Partnership o Environment Agency and other statutory bodies (in relation to flooding and other emergencies) <p>Performance Management</p> <ul style="list-style-type: none"> • Monitoring performance against approved estimates of revenue expenditure and income for services falling with its remit. • Monitoring service performance against agreed targets
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Leisure & Environment committee (12 seats)

Days & times of operation	Tuesday 6pm																								
Frequency of operation	5 per year (J, Mar, Jun, S, N)																								
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Location of operation	Single central building																								
Core functions	<ul style="list-style-type: none"> • Developing and adopting policies and procedures in accordance with the Council's leisure and culture strategy including: - <ul style="list-style-type: none"> o Arts Strategy o Concessionary Pricing Strategy o Sports/Physical Activity Development Plans • decision making in respect of the following: - <ul style="list-style-type: none"> o Leisure Centres (including managing the Council's leisure company) o Depot and Vehicle Pool o Refuse Collection o Cleansing o Recycling o Litter Collection o Street Cleaning o Grounds Maintenance o Sports Development o Catering Services o Public Toilets and Amenities o Trade Waste o Health and Wellbeing • Environmental Health including:- <ul style="list-style-type: none"> o Food Hygiene o Environmental Protection and Improvement o Dog and Pest Control o Security and Caretaking o Cemeteries o Crematorium Joint Committee o Functions of the Council relating to complaints regarding high hedges contained in part 8 of the Anti-Social Behaviour Act 2003. • designation of nature reserves 																								

	<ul style="list-style-type: none"> • Developing and adopting policies and procedures in accordance with the Council's Health and Well Being strategies including: - <ul style="list-style-type: none"> o Obesity and Health Strategy o Older Peoples Strategy o Children and Young People's Strategy • Receiving reports from the following outside bodies:- <ul style="list-style-type: none"> o Drainage Board o Leisure Centre Trustees o Internal Drainage Board o Hospitals Foundation Trust o Community & Voluntary Service o Health & Wellbeing Board o Health Forum o CCG Stakeholder Reference Group Sub-Committee <p>Policy Review and Development</p> <ul style="list-style-type: none"> • The committee may hold enquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. • The committee may scrutinise and review decisions made or actions taken by the Policy & Finance Committee in so far as they have a direct impact on the role or functions of the committee. <p>External Review</p> <ul style="list-style-type: none"> • The committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in so far as it impacts directly or indirectly on the role of functions of the committee and in particular the following:- <ul style="list-style-type: none"> o Clinical Commissioning Groups o Hospital Services o Ambulance Services <p>Performance Management</p> <ul style="list-style-type: none"> • Monitoring performance against approved estimates of revenue expenditure and income for services falling within its remit. • Monitoring service performance against agreed targets. • Monitoring the overall management and performance of the Council's leisure company.
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Regulatory Committees

Audit and Accounts committee (6 seats)

Days & times of operation	Wednesday 10am – ave. 1hr
Frequency of operation	5 per year
Location of operation	Single central building
Core functions	<p>1. To approve the Authority's statement of accounts, income and expenditure and balance sheet or record of receipts and payments (as the case may be) – Accounts and Audit (England) Regulations 2011</p> <p>2. To review the Council's corporate governance arrangements to ensure that efficient and effective assurance arrangements are in place.</p> <p>3. To undertake the following functions and, where necessary, submit reports and/or make recommendations to the Policy & Finance Committee and/or to Council.</p> <p>(i) Receive reports/presentations from the Council's internal audit manager, consider the main issues identified and monitor management action in response to any recommendations arising therefrom.</p> <p>(ii) Receive and consider the external auditor's opinion and reports, and those of external inspection agencies, and monitor management action in response to the issues raised.</p> <p>(iii) Ensure that there are effective relationships between external and internal audit, inspection agencies and other relevant bodies, and that the value of the audit process is actively promoted.</p> <p>(iv) Consider the effectiveness and adequacy of the authority's risk management arrangements, the control environment and associated anti fraud and anti corruption arrangements. To consider the adequacy of the action being taken on risk related issues identified by auditors and inspectors.</p> <p>(v) Be satisfied that the authority's assurance statements properly reflect the risk environment and any controls in place to manage it.</p> <p>(vi) Ensure effective scrutiny of the Council's Treasury Management Strategy and Policies.</p> <p>(vii) To receive an annual report detailing the Council's current external partnership arrangements to give assurance that the partnerships are working effectively.</p> <p>4. To recommend to the Council's S151 Officer the approval of (but not the direction of) internal audit's strategy plan and performance.</p>

General Purposes committee (15 seats)

Days & times of operation	Thursday 6pm < 30 mins
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Frequency & Timings	4 per year - Mar, Jun, Sept, Nov
Location of operation	Single central building
Core functions	<p>➤ All local authority licensing functions and ancillary matters other than those falling within the remit of the Licensing Committee including caravan sites, hackney carriage and private hire vehicle licences, drivers and operators, entertainments, betting, gaming and lotteries, theatres and cinemas</p> <ul style="list-style-type: none"> • Commons regulation and town and village greens • Health and safety regulations (otherwise than as employer) • Contaminated land and statutory nuisances (excluding policy issues) • The passing of a resolution that schedule 2 to The Noise and Statutory Nuisance Act 1993 should apply in the authority's area • The power to apply for an enforcement order against unlawful works on registered common land under Section 41 of the Commons Act 2006. • The power to protect unclaimed registered common land and unclaimed town or village greens against unlawful interference under Section 45(2)(a) of the 2006 Act (Section 45 re-enacted, with amendments, the more familiar Section 9 of the Commons Registration Act 1965 with effect from 1st October 2006). • The power to institute proceedings for offences in respect of unclaimed land under Section 45(2)(b) of the 2006 Act. • All matters relating to the consideration and granting of Sexual Entertainment Venues licences. • The power to make a closing order on a takeaway food shop (this function is delegated to Officers). • Making recommendations to the Council on the adoption of bylaws • Functions relating to parishes, elections and electoral registration • Functions relating to Polling Station reviews • Functions relating to Community Governance Reviews • Making recommendations to Council relating to the name and status of areas and individuals • Making recommendations to Council on the promotion or approval of local bill. • Making recommendations to the Council as to recommendations to the Secretary of State on district boundaries, ward boundaries, electoral divisions, wards or polling districts • To make recommendations to Policy & Finance Committee and to Council on the budget insofar as it impacts on the role and remit of the Committee. <p>NOTES: Where an Officer has delegated authority to deal with any matter falling within the remit</p>

	<p>of this Committee, the matter will normally be dealt with by that Officer, exercising delegated powers, unless, in the opinion of that Officer, the matter is likely to give rise to significant controversy or the nature of the decision is such that, in his or her opinion, it should be referred to Committee for determination.</p> <p>HACKNEY CARRIAGE/PRIVATE HIRE VEHICLE SUB-COMMITTEE (5 members, quorum 3)</p> <p>To deal with all matters relating to Hackney Carriage/Private Hire Vehicle Licence applications and ancillary matters under the Local Government (Miscellaneous Provisions) Act 1976. The SubCommittee shall have full delegated authority to carry out the same functions and have the same powers as the full committee in respect of those matters.</p> <p>APPEAL PANEL (3 members from across the whole membership of the Council)</p> <p>To deal with all appeals relating to staffing matters to which there is a right of appeal to elected members (where there is no express right of appeal to members, there will be a presumption that any appeal will be to the appropriate officer).</p>
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Licencing committee (15 seats)

Days & times of operation	Thursday 6pm Duration 30 mins to 1 hour
Frequency & Timings	4 per year - Mar, Jun, Sept, Nov
Location of operation	Single central building
Core functions	<ul style="list-style-type: none"> • To discharge those functions set out in the Licensing Act 2003 • To make recommendations to the Policy & Finance Committee and Council insofar as it impacts on the role and remit of the Committee. <p>NOTE: There is no statutory requirement for the Licensing Committee to be politically balanced but the Council has resolved to apply political balance roles of the membership of the Committee. The Licensing Committee has approved a scheme of delegation</p>

Planning committee (15 seats)

Days & times of operation	Tuesday 4pm Approx 1 hour
Frequency & Timings	4 weekly
Location of operation	Single central building
Core functions	<p>1.0 To discharge functions relating to town and country planning and development management</p> <p>2.0 To consider and make recommendations to the Policy & Finance Committee and/or Council on the formulation of the Local Development Framework and other plans, policies, protocols or guidance impacting on functions within the remit of the committee.</p> <p>3.0 Power to make payments or provide other benefits in cases of maladministration and in respect of the local settlement of complaints pursuant to Section 92 of the Local Government Act 2000 in respect of matters falling within the remit of the planning function.</p> <p>4.0 To make recommendations to the Policy & Finance Committee and Council on the formulation of the budget insofar as it impacts on the remit of this Committee</p>

Shareholder committee (5 members)

Days & times of operation	Tuesday 5.30 (Ave 45 mins)
Frequency of operation	5 or 6 per year
Location of operation	Single central building
Core functions	<p>Strategic oversight of the Council's Development Company including: its performance; management of the relationship between the Council and its Company; compliance with the Governance Agreement; and "health check" of the Company by the Council as sole shareholder; and specifically to:-</p> <ol style="list-style-type: none"> 1. Recommend to Council the Company's Articles of Association for consideration and approval; 2. Recommend to Council the Governance Agreement between the Council and the Company for consideration and approval; 3. Agree the constitution of the Board of Directors and to approve the appointment of directors to the Board and to have the power to remove directors of the Board and approve best practice policies in relation to such appointments; 4. Receive, review and approve the Company's annual report and the annual business plan; 5. Review the performance of the Company;

	<p>6. Determine, on behalf of the Council, how it should exercise the functions flowing from its ownership of shares, including decisions on payment of dividends from the company's profit after taxation.</p> <p>7. To regularly receive and review the Company's Risk Management Strategy</p>
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**Reverting to Leader & Cabinet Model

Key issues taken from – Governance Review – Proposals for Change document
04.05.21

- The original 'hybrid' committee system separated strategic from operational decision making, with Policy and Finance Committee and three operational committees
- Over subsequent years, the remits of the committees have been amended and adapted to meet the changing circumstances and strategic objectives of the Council, to an extent that the original split between strategic and operational decision making has become blurred.
- Factors to be addressed by the new model:
 - Inefficient use of resources and duplication of effort - the same items are often being reported to more than one committee, sometimes to three committees in the same cycle;
 - Insufficient decision-making to occupy committee agendas, sometimes leading to an over-reliance on information items. This is compounded by committee decisions being regularly 'subject to' the approval of Policy and Finance Committee;
 - Lack of clarity and understanding, on the part of members and officers, about which committee is responsible for which function;
 - Limited forward planning of committee business creating an overall impression of officers setting the agenda for committees rather than the councillors for those committees;
 - Political and managerial oversight of performance and progress is made more complicated being spread over a number of different committees. As a result, the holding to account for performance and policy development is limited and opportunities for integration between functions and actions can be lost by the absence of a 'single conversation';
 - The current arrangements provide few opportunities for members to bring forward ideas and innovation and to feed in their local knowledge to inform policy development and performance review;
 - Despite the often cited advantage that the Committee system is more inclusive, regular concerns are expressed by members about a lack of awareness of what decisions are being taken and what is happening across

the whole Council and in their own patches. For some members, they feel a need to be present at all meetings in order to feel informed;

- The limited scrutiny that takes place of the Council's own activities also applies in respect of partners. As Community Leaders, elected members have much to offer by way of holding key partners to account, such as the police, NHS, County Council, Local Enterprise Partnership and Environment Agency.