

Overview and Scrutiny Management Committee (Special)

Tuesday 3 December 2019 at 1.00 pm

**To be held at the Town Hall, Pinstone
Street, Sheffield, S1 2HH**

The Press and Public are Welcome to Attend

Membership

Councillors Mick Rooney (Chair), Ian Auckland, Steve Ayris, Ben Curran, Denise Fox, Julie Grocutt, Tim Huggan, Douglas Johnson, Mike Levery, Cate McDonald, Sioned-Mair Richards and Jim Steinke

Substitute Members

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

PUBLIC ACCESS TO THE MEETING

The Overview and Scrutiny Management Committee comprises the Chairs and Deputy Chairs of the four Scrutiny Committees. Councillor Cate McDonald Chairs this Committee.

Remit of the Committee

- Effective use of internal and external resources
- Performance against Corporate Plan Priorities
- Risk management
- Budget monitoring
- Strategic management and development of the scrutiny programme and process
- Identifying and co-ordinating cross scrutiny issues

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Deborah Glen, Policy and Improvement Officer, on 0114 27 35065 or email deborah.glen@sheffield.gov.uk

FACILITIES

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA
3 DECEMBER 2019**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**
Members to declare any interests they have in the business to be considered at the meeting
- 5. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 6. Governance Review - Evidence Gathering Session 3**
Report of the Policy and Improvement Officer

1.00pm to 2.45pm – What Works Elsewhere – Feedback from Site Visits

1.00pm – Pre-Decision Scrutiny in Rotherham

Witness – Councillor Steele, Chair, Overview and Scrutiny Management Board, Rotherham MBC

2.00pm – Feedback from Conversations with Cheshire East and Melton Borough Council – Report of the Head of Policy and Partnerships attached

2.45pm to 3.15pm – Interim Feedback from the Big City Conversation

Laurie Brennan, Head of Policy and Partnerships, SCC

3.00pm – Meeting to adjourn to enable Members to take part in a conference call with Reading Borough Council

4.30pm – Meeting to reconvene – pulling together findings and conclusions
- 7. Date of Next Meeting**
The next meeting of the Committee will be held on Wednesday, 18th December, 2019, at 10.00 am, in the Town Hall

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
 - under which goods or services are to be provided or works are to be executed; and
 - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Audit and Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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Overview & Scrutiny Management Committee 3rd December 2019 1-5pm

Governance Review – Evidence Gathering Session 3

Officer Contact: Emily Standbrook-Shaw
Policy & Improvement Officer
Emily.Standbrook-Shaw@Sheffield.gov.uk
0114 27 35065

As part of the Committee's work looking at Governance, three evidence gathering sessions have been set up to enable the Committee to hear from a range of witnesses, in order to develop a set of principles that should underpin any future decision making system in Sheffield.

This is the third of those evidence gathering sessions and will run as follows:

1pm-2.45pm – What works elsewhere – feedback from site visits.

1pm - Pre-decision Scrutiny in Rotherham

Witness – Councillor Steele, Chair, Overview and Scrutiny Management Board, Rotherham MBC.

2pm – Feedback from conversations with Cheshire East Council and Melton Borough Council – Report attached

2.45-3.15pm – Interim Feedback from Big City Conversation

Laurie Brennan, Head of Policy and Partnerships

3.30pm – Meeting to adjourn to enable Members to take part in a conference call with Reading Borough Council.

4.30pm – Meeting to reconvene – Pulling together findings and conclusions.

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Report to Overview & Scrutiny Management Committee

3rd December 2019

Report of: Head of Policy and Partnerships

Subject: What works elsewhere? Feedback from conversations with Councils about how their governance structures work.

Author of Report: Emily Standbrook-Shaw, Policy & Improvement Officer
emily.standbrook-shaw@sheffield.gov.uk
0114 27 35065

Summary:

The Overview and Scrutiny Management Committee is in the process of considering the Council's governance arrangements and developing principles that should underpin any future decision making structure.

As part of this work, the Committee wanted to talk to Councils who have experience of operating different governance models, and changing their governance arrangements. We arranged visits and conversations for members of the Committee with Rotherham Metropolitan Borough Council, Melton Borough Council and Cheshire East Council. This report sets out the key feedback from these conversations.

As part of this meeting, members of the Committee will have an opportunity to talk to Councillor Steele, Chair of Rotherham MBC's Overview and Scrutiny Management Board about Rotherham's approach to pre-decision scrutiny. There will also be an opportunity for members of the Committee to take part in a conference call with Reading Borough Council about their experience of operating a Committee system

As further background information, attached at Appendix 1 is a paper outlining how a number of other authorities operate their governance arrangements.

The Scrutiny Committee is being asked to:

Consider feedback from the conversations with other councils and discuss how the Committee may wish to use this information to inform the development of the principles that should underpin any future decision making structure in Sheffield.

The Committee may wish to pay particular attention to the areas it has previously identified for consideration including: speed of decision making; cross party member involvement; delegations; openness, transparency, clarity, and visible accountability; scrutiny and evaluation of decisions; forward planning of decisions.

Category of Report: OPEN

1 Visit to Rotherham Metropolitan Borough Council – Wednesday 13th November 2019.

In attendance:

Sheffield City Council: Cllr Mick Rooney, Cllr Sioned-Mair Richards, Cllr Julie Grocutt, Cllr Jim Steinke, Emily Standbrook-Shaw, Policy & Improvement Officer, SCC

Rotherham MBC: Cllr Brian Steele, Chair, OSMB, Cllr Allen Cowles, Vice Chair, OSMB, James McClaughlin, Head of Democratic Services, RMBC, Janet Spurling, Governance Advisor, RMBC

1.2 Purpose of Visit – to explore Rotherham’s approach to pre-decision scrutiny.

Following the Government appointment of Commissioners at Rotherham, governance arrangements were reviewed, and changes were made to strengthen and enhance scrutiny’s role. The Overview and Scrutiny Management Board meets approximately 24 times a year, in advance of Cabinet. The OSMB considers the Cabinet Forward plan, and can scrutinise any item before a decision is made. Any recommendations the OSMB makes are then presented to Cabinet. The OSMB is chaired by a majority party Councillor, and the Vice Chair is an opposition Councillor. The OSMB co-ordinates the work of 3 Scrutiny Select Commissions (which are thematic) and the Chairs and Vice Chairs of the Select Commissions sit on OSMB.

1.3 Key issues

- Attitude and culture are key. All parties are clear that Scrutiny shouldn’t be used politically – focus is on doing the best for Rotherham residents. Party politics stays in the Council Chamber.
- Pre-decision scrutiny has been effective – resulted in changes to policy and process. Opposition Councillors feel that they have opportunity to influence at appropriate time. Considering decisions before they are made has reduced the number of call-ins.
- Recognition that building relationships is key – regular meetings between Scrutiny Chair, Vice Chair, Leader and Chief Executive. Cabinet Members attend all scrutiny meetings.
- Organisation recognises the importance and workload of OSMB Chair role – on a par with Cabinet Member.

2 Visit to Melton Borough Council - Wednesday 20th November 2019

In attendance:

Sheffield City Council – Cllrs Mick Rooney, Sioned-Mair Richards, Peter Garbutt. Emily Standbrook-Shaw, Policy and Improvement Officer.

Melton Borough Council – Cllrs Joe Orson, Alison Freer-Jones, Edd De Coverley, Chief Executive, Adele Wiley, Director of Law and Governance.

2.1 Purpose of Visit – to learn from Melton’s experience of reviewing governance and moving from a Committee System to a Strong Leader model.

In 2018, Melton underwent a governance review. They wanted to be able to

- Make quicker and more timely decisions
- Have the ability to review decisions and maintain checks and balances
- Increase public understanding of who is accountable for what
- Ensure decisions are taken in context and not in isolation – avoid silo working
- Ensure the Council is democratically Member led – reduce delegations to officers

They felt that moving from a committee system to a strong leader and Cabinet model would deliver these outcomes.

2.2 Key Issues

- They feel that the transition has been successful. There is stronger leadership, and clearer direction of the aims, objectives and direction of the Council. Clarity around who makes decisions, and stronger public accountability.
- Recognition that Strong Leader model is only as good as its scrutiny function. Strong focus on pre-decision scrutiny in Melton to avoid over centralisation of power. Role of Scrutiny Chair on a par with Cabinet Member.
- Mechanisms to involve all Councillors in policy development – 3 full council development days per year, cross party policy groups established, chaired by Portfolio holder, eg Climate Emergency. Monthly members bulletin to keep members up to date with developments. Forward Plan of Key Decisions circulated to all Councillors frequently.
- Reduction in number of committee and sub-committee meetings has freed up members for ward work and engaging with their communities.
- Positive response from members of the public to new system – especially around accountability – knowing who is responsible for what.
- Appropriate resourcing and support and training for Councillors in any new governance structure are essential.

3 Discussion with Cllr James Nicholas, Cheshire East Council – Friday 22nd November 2019

In attendance:

Sheffield City Council: Cllr Mick Rooney, Cllr Steve Ayris, Cllr Sioned-Mair Richards, Jason Dietsch, Head of Democratic Services, Catherine Pritchard, Policy & Improvement Officer, Alice Nicholson, Policy & Improvement Officer.

Cheshire East Council: Councillor James Nicholas

3.1 Purpose of Conversation – to learn from Cheshire East’s experience of moving to a Committee system.

Cheshire East Council is currently in the process of moving from the Leader and Cabinet model to a Committee System. Councillor James Nicholas is part of the Independent Group and Chair of the Constitution Committee at Cheshire East and is leading the work examining their future model. Cllr Nicholas came to Sheffield to talk to OSMC about his experience of the process of changing systems.

3.2 Key Issues

- The process in Cheshire East originated with the Independent Group circulating a petition which reached 9,000 signatories. All out elections in May changed the makeup of the Council from a Conservative-led Council to one with no overall control. The Independent Group has therefore joined with Labour and gave notice of the motion to Full Council as a cross-party motion, which was voted through almost unanimously. Due to the regulations the change to a committee system will have to occur at the Council’s AGM, this gives Cheshire until May 2020.
- From the Constitution Committee at Cheshire East a cross-party Governance working group is currently looking at how they would like their committee system to work. The working plan is currently looking at creating six committees related to the services which the Council provides, these would be: Finance; Corporate; Economy, Communities and Environment; Highways and Transport; Children and Families; Adults and Social Care.
- Full information is available from public papers here:
 - <https://moderngov.cheshireeast.gov.uk/ecminutes/documents/s73206/Constitution%20Committee%20Report%20Formal%20Resolution%20-%20report.pdf>
 - <https://moderngov.cheshireeast.gov.uk/ecminutes/documents/s73209/Constitution%20Committee%20Report%20Formal%20Resolution%20-%20app%20B2.pdf>
- The Corporate Committee at Cheshire East will be the parent committee but does not allow for the overriding of decisions, instead they can decide where

decisions will be taken in the first place. Instead of having a call-in system there would instead be the opportunity to 'refer up' back to the Corporate Committee and there will also be the opportunity to refer to Scrutiny. Public participation will be encouraged at committees with all meetings being open where possible, unless a report is private or confidential. There will be a mechanism for urgent decision making.

- The overall message which came across from the discussion was the importance of consultation no matter what system is put in place and that culture and transparency are essential for good governance. There is recognition that it won't be right first time, and monitoring and review will be essential.

4. Recommendations

The Scrutiny Committee is being asked to:

Consider feedback from the conversations with other councils and discuss how the Committee may wish to use this information to inform the development of the principles that should underpin any future decision making structure in Sheffield.

The Committee may wish to pay particular attention to the areas it has previously identified for consideration including: speed of decision making; cross party member involvement; delegations; openness, transparency, clarity, and visible accountability; scrutiny and evaluation of decisions; forward planning of decisions.

Governance Structures

The following information describes the some different models of governance that are in operation in a number of Councils across the UK. The models represented are a mixture of committee, leader-cabinet and mayoral.

Information on these Councils has been sourced from their websites.

Hybrid model - Kent County Council

Full Council - agrees the Budget, the Constitution and the Plans and Strategies that form the Policy Framework

Cabinet – responsible for decisions which are not being made elsewhere and hold places on: Corporate Parenting Panel, Kent and Medway Joint Health and Wellbeing Board, Kent Health and Wellbeing Board

Regulation Committees - Electoral and Boundary Review Committee, Governance and Audit Committee, Personnel Committee, Personnel Committee - Member Appointment Panel, Planning Applications Committee, Regulation Committee Appeal Panel (Transport), Regulation Committee Member Panel, Selection and Member Services Committee, Standards Committee, Superannuation Fund Committee

Cabinet Committees – each portfolio has an advisory committee, the committee considers and either endorses or makes recommendations on statutory Key and significant decisions to be taken by the Cabinet Members either collectively or individually. The Committees are (clickable links to relevant webpages):

- Adult Social Care Cabinet Committee
- Children's, Young People and Education Cabinet Committee
- Environment & Transport Cabinet Committee
- Growth, Economic Development and Communities Cabinet Committee
- Health Reform and Public Health Cabinet Committee
- Policy and Resources Cabinet Committee
- Property Sub-Committee

Scrutiny committees:

- Health Overview and Scrutiny Committee
- Kent and Medway NHS Joint Overview and Scrutiny Committee
- Kent and Medway Stroke Review Joint Health Overview and Scrutiny Committee

- Kent Flood Risk Management Committee
- Kent Utilities Engagement Sub-Committee
- Scrutiny Committee

The Select Committee work programme is set by the Scrutiny Committee and endorsed by the Cabinet:

- Select Committee - Bus Transport and Public Subsidy
- Select Committee - Grammar Schools and Social Mobility
- Select Committee - Knife Crime in Kent
- Select Committee - Loneliness and Social Isolation
- Select Committee - Pupil Premium

Committee System - Reading Borough Council

Full Council

The Council operates the following committees covering the authority's main functions as Standing Committees and Sub-Committees (clickable links to the relevant webpages):

- Adult Social Care, Children's Services and Education Committee
- Housing, Neighbourhoods and Leisure Committee
- Mapledurham Playing Fields Trustees Sub-Committee
- Policy Committee
- Strategic Environment, Planning and Transport Committee
- Traffic Management Sub-Committee

Regulatory Committees: Licensing Applications Committee, Licensing Applications Sub-Committee 2, Licensing Applications Sub-Committee 3, Planning Applications Committee

Other Committees:

- Audit and Governance Committee
- Health and Wellbeing Board
- Personnel Committee
- Standards Committee

Consultative Bodies

These are not formal committees but groups which can be brought in when discussing certain topic areas. They are: Access and Disabilities Working Group, Arts & Heritage Forum, Cleaner Air & Safer Transport Forum, Older People's Working Group, Safer Reading Neighbourhood Forum, Standing Advisory Council on Religious Education.

Committee System - Cambridgeshire County Council

Full Council

Cambridgeshire County Council operates under a Committee System with a General Purposes Committee of Chairs sitting as the parent committee.

General Purposes Committee

- Made up of 15 members overarching and coordinating role and has authority for oversight, operation and review of Corporate Services.
- Subject to proportionality, the Committee includes the Chairman/woman of the Adults Committee, the Children and Young People Committee, the Economy and Environment Committee, the Health Committee, the Highways and Community Infrastructure Committee, the Commercial and Investment Committee, and the Communities and Partnership Committee.
- The Chairman/woman and Vice-Chairman/woman of the General Purposes Committee is appointed by Full Council and shall be, ex officio, the Council Leader and Deputy Council Leader.

Seven Policy and Service Committees

- Adults Committee has delegated authority to exercise the Council's functions relating to the delivery, by or on behalf of the County Council, of social care services to eligible adults within Cambridgeshire.
- Children and Young People Committee has delegated authority to exercise all the Council's functions, save those reserved to Full Council, relating to the delivery, by or on behalf of, the County Council, of services relating to children and young people.
- Commercial and Investment Committee has delegated authority to exercise the County Council's functions in respect of creating a commercially focused

organisation through the development and implementation of innovative, growth focused, commercial strategy.

- Communities and Partnership Committee is authorised by Full Council to deliver the County Council's ambition to build stronger self-sustaining communities as expressed in its Community Resilience Strategy, and to work together with the Mayor, combined authority, district councils and other partners to design and deliver services which best meet the needs of those communities
- Economy and Environment Committee has delegated authority to exercise all the County Council's functions, not otherwise reserved to Full Council, relating to the Economy and Environment within Cambridgeshire.
- Health Committee has delegated authority to exercise the County Council's functions in respect of public health and the review and scrutiny of any matter relating to the planning, provision and operation of the health services in Cambridgeshire.
- Highways and Community Infrastructure Committee has delegated authority to exercise the County Council's functions, other than those reserved to Full Council, in relation to highways and community infrastructure within Cambridgeshire.

Other committees: Audit and Accounts Committee, Pension Fund Committee and Planning Committee, and several committees established jointly with other authorities.

Cambridge City Joint Area Committee is a joint committee of Cambridgeshire County Council and Cambridge City Council to consider and determine significant transport issues within Cambridge City.

Committee System - Royal London Borough of Kingston Council

Modern Committee System with strategic, neighbourhood and regulatory committees

Full Council sets the policy and budgetary framework and appoints the Mayor, the leader, lead members, licensing, development and overview and scrutiny members

5 strategic committees:

- Finance and Contracts
- Strategic Housing and Planning
- Community Engagement
- Environment and Sustainable Transport
- Children's and Adults Social Care and Education

4 neighbourhood committees

- each neighbourhood has its own budget and can make decisions on a range of services, including traffic management, planning applications, parks, libraries, housing management, youth service and licensing matters
- Neighbourhood meetings are held in public and usually take place every five/six weeks locally within the neighbourhood to make it easier for residents to attend.
- Each neighbourhood committee has its own procedures to allow residents to ask questions and to speak at meetings. This includes:
 - up to 30 minutes at the start of the meeting for residents to ask their councillors questions on local issues
 - the opportunity for residents to speak on items on the agenda

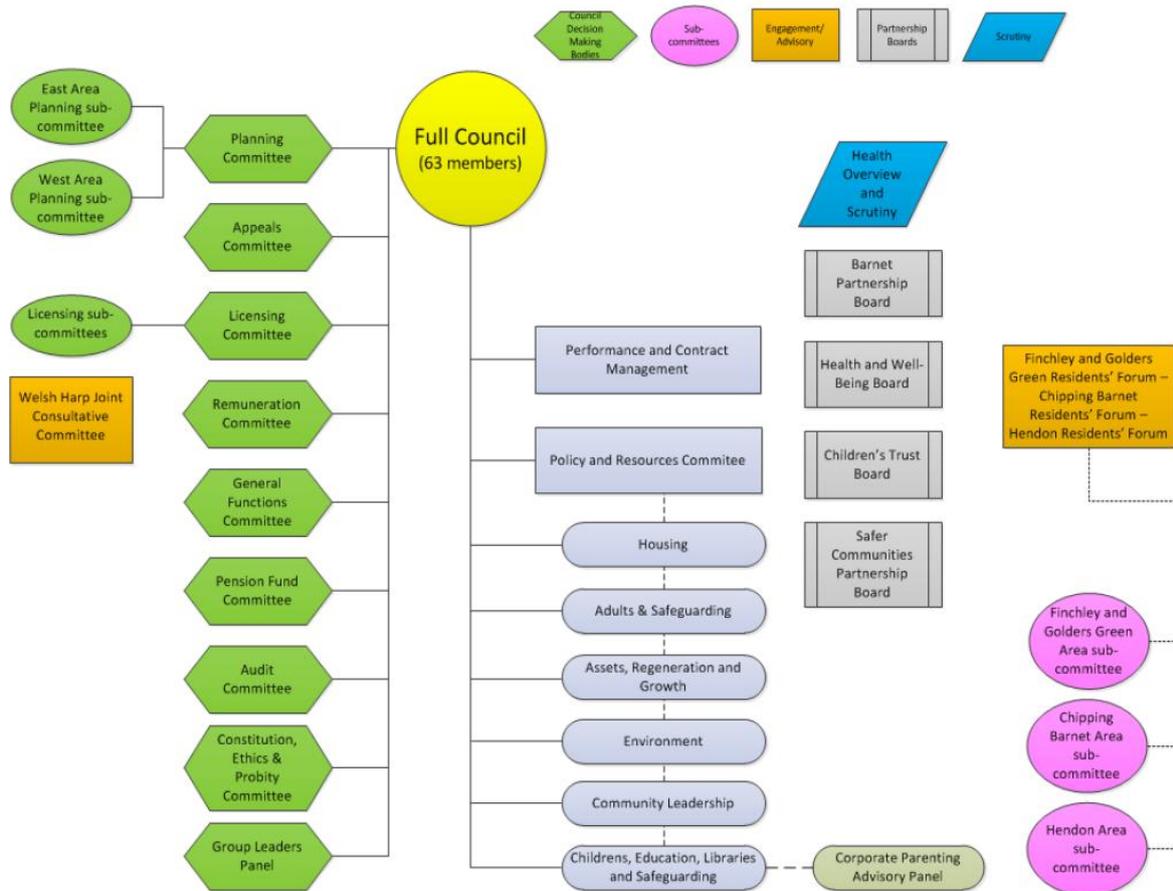
The Council's website also indicates that they intended to introduce new 'community forums' from June 2019 which enable residents to 'have their say on local issues that matter to them'. The first round of events focused on developing local Community Plans.

Committee System - London Borough of Barnet

Barnet Council operates under a Committee System, where decisions are taken by proportionally representative Committees. They also operate with their statutory and their strategic committees separated out.

Strategic committees include: Performance and Contract Management; Policy and Resources; Housing; Adults and Safeguarding; Assets, Regeneration and Growth; Environment; Community Leadership; Children, Education, Libraries and Safeguarding

The diagram below shows the structure of Barnet's Committee System:



Cabinet with advisory boards - Tunbridge Wells Borough Council

Tunbridge Wells operate under Leader/Cabinet model – they have a Cabinet but also have cabinet advisory boards which can question decisions. The system is designed to make decision making process easier for consensus and less adversarial.

Each Cabinet Advisory Board has the following general responsibilities:

1. Consider and where necessary make recommendations on all key and non-key decisions to be taken by Cabinet that fall within the remit of the Cabinet Advisory Board.
2. Assist and advise the Cabinet in the development of the Policy Framework issues that fall within the remit of the Cabinet Advisory Board.
3. Assist in the development of Cabinet decisions within the remit of the Cabinet Advisory Board that require wider member involvement.

Cabinet Advisory Boards have the power to:

1. Request members of the Cabinet and officers to attend before it to answer questions.
2. Question and gather evidence from any person (with their consent)
3. Co-opt expert individuals on a non-voting basis to assist their work.

Committees: Audit and Governance, General Purposes, Licensing, Licensing Sub-Committee, Overview and Scrutiny, Planning

They also have a number of non-decision making bodies who can be brought together to discuss key issues and inform matter for example Code of Conduct and Joint Transport.

Elected Mayor - Bristol City Council

Bristol is run by a directly elected Mayor who forms the Cabinet on an annual basis.

The Cabinet's role is to:

- provide leadership
- propose the budget and policy framework
- implement policy through strategic directors.

They also have regulatory committees, and then an Audit and an HR committee.

Cabinet with Committees – Newcastle City Council

Leader/Cabinet model – Leader, Deputy and eight Cabinet Members

[Non-executive committees](#) – make decisions or make recommendations to City Council, such as on planning, licensing, employment, elections and constitution. These Committees are: the Constitutional Committee, Planning, Regulatory and Appeals sub-committee, licensing sub-committee and standards

[Advisory committees](#) – audit, corporate parent advisory, Mansion House Trust Advisory

[Scrutiny](#) – Overview and Scrutiny, Health Scrutiny, Finance and Budget Monitoring Scrutiny Sub-Committee

[Ward Committees](#) - deal with service issues at a ward level and involve local people in decision making. Every year, each ward holds an Annual Ward Event to agree priorities for the year ahead.