

## 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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Labour	7	17.9%																			
Liberal Democrat	2	5.1%																			
Independent	1	2.6%																			
Grand Total	39	100%																			
Current Council Structure	<pre> graph TD     CE[Chief Executive] --&gt; H[Housing, Health &amp; Wellbeing]     CE --&gt; C[Communities &amp; Environment]     CE --&gt; CS[Customer Service &amp; Organisational Development]     CE --&gt; R[Resources]     CE --&gt; P[Planning &amp; Growth]     CE --&gt; LG[Law &amp; 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"> <li>• Responsibility for the proper conduct of meetings</li> <li>• A power to exercise a second (casting) vote in the event of an equality of votes on any matter</li> <li>• A duty to sign the minutes of the previous meeting</li> <li>• 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</li> <li>• To respond to questions or comments raised by members at the Council meeting relating to decisions of the committee</li> </ul>
Role of Deputy Chairs	To check with Authority

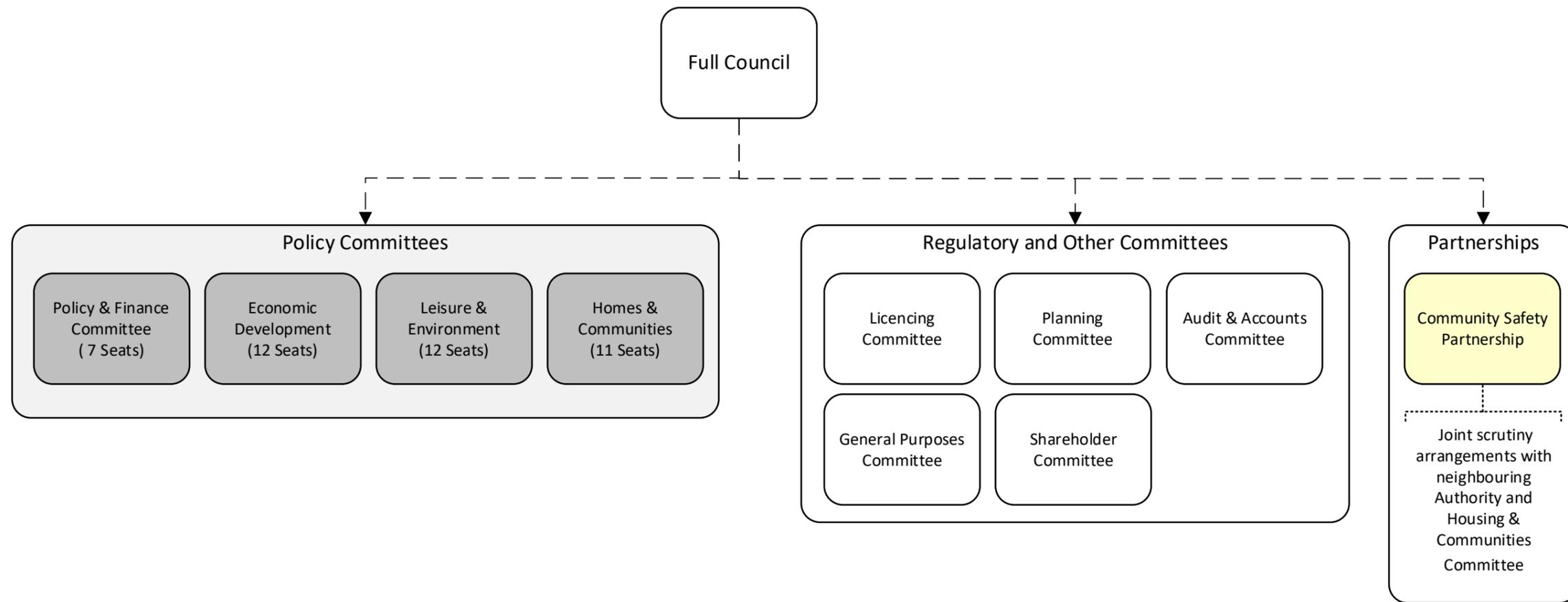
### Time Demand of Model

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" data-bbox="454 436 1077 728"> <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"> <li>• 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"> <li>o Commissioning Framework</li> <li>o Annual Budget Strategy</li> <li>o Budget and Council Tax Policy</li> <li>o Staffing Budget</li> <li>o General Fund Balances and Reserves Policy</li> <li>o Corporate Capital Strategy and Asset Management Plan.</li> <li>o Risk Management Strategy, Policy and Guidance.</li> <li>o Corporate Asset Utilisation and Disposal Strategy.</li> <li>o Anti-Fraud Strategy.</li> <li>o Financial Strategy.</li> <li>o Consultation and Communication Strategy.</li> <li>o Leisure and Culture Strategy.</li> <li>o Emergency Plan.</li> <li>o Equalities and Diversity Policy.</li> <li>o Business Continuity Plan.</li> <li>o Health and Wellbeing Strategy.</li> <li>o Cleaner, Safer, Greener Strategy.</li> <li>o Strategy relating to HRA Business Plan.</li> </ul> </li> </ul>																								

- 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"> <li>• The level and use of surpluses and reserves within the HRA – ie use to pay down debt or fund other initiatives/development;</li> <li>• ‘Health Check’ of NSH by the Council as the sole shareholder including decisions regarding its future – i.e. retention, dissolution etc.</li> <li>• operational decision making in respect of the following: - <ul style="list-style-type: none"> <li>o Procurement.</li> <li>o Transformation Programmes.</li> <li>o Organisational Development.</li> <li>o Member Development.</li> <li>o Member Services and Civics.</li> <li>o Strategic Risk Management.</li> <li>o Audit Issues (other than matters falling within the remit of the Audit and Accounts Committee).</li> <li>o Major Projects.</li> <li>o Strategic Commissioning including Decommissioning.</li> <li>o Asset Management.</li> <li>o Staffing and resourcing issues for the following service areas: <ul style="list-style-type: none"> <li>o Legal.</li> <li>o Policy and Commissioning.</li> <li>o Human Resources (staffing and resources).</li> <li>o Democratic Services.</li> <li>o Financial Services</li> <li>o Revenues and Benefits.</li> <li>o Performance Management.</li> <li>o Administrative Services</li> <li>o ICT including oversight of the direction towards becoming a Digital Council</li> <li>o Audit.</li> <li>o Acquisition and Disposal of Industrial Units.</li> </ul> </li> </ul> </li> <li>• 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.</li> <li>• To approve the write-off of any outstanding debt owed to the Council or ... Homes, above the delegated limit of £10,000.</li> <li>• Making recommendations to the Council on standing orders relating to contracts and financial regulations.</li> <li>• All cross cutting matters across the Council and any matter/issue not expressly delegated to another Committee.</li> <li>• Receiving reports from the following outside bodies:- <ul style="list-style-type: none"> <li>o Local Government XX</li> <li>o LGA</li> <li>o LGA – Rural Commission</li> <li>o LGA – Urban Commission</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>• Determining the Council's strategic approach to the Local Strategic Partnership</li> <li>• Performance management <ul style="list-style-type: none"> <li>- Overall responsibility for managing and monitoring council performance against approved estimates of revenue expenditure and income</li> <li>- Overall responsibility for monitoring council performance against locally set performance indicators</li> <li>- To undertake annual monitoring of S106 expenditure.</li> </ul> </li> <li>• 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"> <li>• Assist Members and co-opted Members of the authority to observe the authority's code of conduct.</li> <li>• 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.</li> <li>• To monitor and review arrangements for dealing with standards complaints.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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).</li> <li>• To make recommendations to Council on the adoption of codes and protocols relating to ethical behaviours.</li> <li>• To adopt codes, protocols and guidance to underpin the arrangements for dealing with standards complaints and related issues.</li> <li>• To make recommendations to Policy &amp; Finance Committee and Council on the budget so far as it impacts on the role and remit of the Committee.</li> <li>• To receive and consider Ombudsman reports relating to standards issues.</li> <li>• To agree local settlements following a complaint to the Ombudsman in relation to standards issues</li> </ul> </li> </ul>
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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 &amp; 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																								
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Location of operation	Single central building																								
Core functions	<p>Chaired by Deputy Leader of the Council</p> <ul style="list-style-type: none"> <li>• Developing and adopting policies and procedures in accordance with the Council's cleaner, safer, greener strategy including:- <ul style="list-style-type: none"> <li>o Markets Strategy</li> </ul> </li> <li>• Policy development, implementation and review in respect of all areas falling within the remit of the committee including:- <ul style="list-style-type: none"> <li>o Economic Regeneration and Transport</li> <li>o Fuel Poverty Strategy</li> <li>o Home Energy Conservation and Energy Conservation Plan</li> <li>o Energy Management</li> <li>o Climate Change including Mitigation (CO2 reduction)</li> <li>o Land Use Planning</li> </ul> </li> </ul> <p>and including making recommendations to Policy &amp; 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"> <li>• Developing and reviewing the Local Development Framework including Development Plan Documents and Supplementary Planning Documents.</li> <li>• Developing and adopting policies and procedures to underpin the Local Development Framework Core Strategy <ul style="list-style-type: none"> <li>➤ Developing and adopting policies and procedure in accordance with the Council’s Leisure &amp; Cultural Strategy including: <ul style="list-style-type: none"> <li>o Museums &amp; Heritage Strategy</li> </ul> </li> </ul> </li> <li>• decision making in respect of the following: - <ul style="list-style-type: none"> <li>o Economic Development</li> <li>o Inward Investment</li> <li>o Growth Point Issues</li> <li>o Land Charges</li> <li>o Building Control</li> <li>o Business Growth</li> <li>o Town Centre Regeneration</li> <li>o Planning (budget, staffing and administration)</li> <li>o Tourism</li> <li>o Transport</li> <li>o Markets and Street Trading</li> <li>o Car Parks</li> <li>o Operation and Management of Industrial Units</li> <li>o Civil Parking Enforcement</li> <li>o Cultural Services</li> <li>o Theatre</li> <li>o Museums &amp; Collections</li> <li>o Parks &amp; Open Spaces</li> </ul> </li> <li>• Designation of conservation areas and areas of archaeological interest</li> <li>• Removal of permitted development rights through Article 4 Direction</li> <li>• Making compulsory purchase orders under planning grounds and/or recommending to Council the making of compulsory purchase orders</li> <li>• Appropriation of land for planning purposes</li> <li>• Receiving reports from the following outside bodies:- <ul style="list-style-type: none"> <li>o Campaign to Protect Rural England</li> <li>o National Joint Committee (Traffic Penalty Tribunal)</li> </ul> </li> </ul> <p>Policy Review and Development</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
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	<ul style="list-style-type: none"> <li>• The committee may scrutinise and review decisions made or actions taken by the Policy &amp; Finance Committee in so far as they have a direct impact on the role or functions of the committee.</li> <li>• To review and scrutinise the operation of the Joint Economic Prosperity Committee.</li> </ul> <p>External Review</p> <ul style="list-style-type: none"> <li>• 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"> <li>o Business Sector</li> <li>o Regional and Sub Regional Bodies</li> <li>o Government and Government Agencies</li> <li>o Environment Agency (planning related issues) Performance Management</li> </ul> </li> <li>• Monitoring performance against approved estimates of revenue expenditure and income for services falling within its remit.</li> <li>• Monitoring Service Performance against agreed targets</li> </ul>
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#### Homes & Communities Committee (11 seats +5)

Days & times of operation	Monday 6pm																								
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Location of operation	Single central building																								
Core functions	<ul style="list-style-type: none"> <li>• Policy development, implementation and review in respect of all areas falling within the remit of the committee including making recommendations to Policy &amp; Finance Committee or Council as appropriate in respect of key strategic policies impacting on the role and function of the committee.</li> <li>• Developing and adopting policies and procedures in accordance with the council's community safety strategy including: - <ul style="list-style-type: none"> <li>o Anti-Social Behaviour Strategy</li> </ul> </li> </ul>																								

	<ul style="list-style-type: none"> <li>o Domestic Violence Strategy</li> <li>o CCTV Strategy</li> <li>• Developing policies, procedures and protocols in relation to the Council's emergency plan and responses to flooding (other than planning issues).</li> <li>• Developing and adopting policies and procedures in relation to housing including: <ul style="list-style-type: none"> <li>o Affordable Housing</li> <li>o Affordable Warmth Strategy</li> <li>o Allocation Scheme &amp; Housing Register</li> <li>o Anti Social Behaviour Policy (housing)</li> <li>o Gypsy and Travellers</li> <li>o HECA Statement Strategy</li> <li>o Homelessness Strategy</li> <li>o Housing Needs Assessment</li> <li>o Housing Options and First Contact</li> <li>o Local Housing Strategies and Action Plans</li> <li>o Local Lettings Policies</li> <li>o Neighbourhood sustainability/environmental estate improvements</li> <li>o Regeneration and reconfiguration of the existing housing stock</li> <li>o Tenancy Agreement</li> <li>o Tenancy Strategies</li> <li>o Tenant Engagement and Involvement</li> </ul> </li> <li>• decision making in respect of the following: - <ul style="list-style-type: none"> <li>o CCTV</li> <li>o Citizens Advice</li> <li>o Communications including use of social media and relationships with the media</li> <li>o Community Cohesion</li> <li>o Community Resilience</li> <li>o Community Safety</li> <li>o Customer Services and ICT including developing new customer access channels</li> <li>o Data Protection</li> <li>o E-Government</li> <li>o Electronic Records Management</li> <li>o Emergency Planning</li> <li>o External Relationships</li> <li>o Freedom of Information</li> <li>o Health and Safety Scrutiny</li> <li>o Homeless accommodation</li> <li>o Licensing (administrative and staffing)</li> <li>o Management of all land, estates, property and assets held for housing purposes</li> <li>o Public Relations</li> <li>o Safeguarding Children and Young Persons</li> <li>o Social inclusion (young people, older people, debt and rural issues)</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>o Troubled Families</li> <li>o Voluntary Sector</li> </ul> <ul style="list-style-type: none"> <li>• Receiving reports from the following outside bodies:- <ul style="list-style-type: none"> <li>o x Community Safety Partnership</li> <li>o x Citizens' Advice Bureau</li> <li>o x Police and Crime Panel</li> <li>o Municipal General Charity</li> </ul> </li> </ul> <p>Overview &amp; Scrutiny</p> <ul style="list-style-type: none"> <li>• 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 &amp; Communities Committee will constitute the designated Crime and Disorder Committee for the purposes of the Police and Justice Act 2006.</li> </ul> <p>Policy Review and Development</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The committee may scrutinise and review decisions made or actions taken by the Policy &amp; Finance Committee in so far as they have a direct impact on the role or functions of the Committee.</li> </ul> <p>External Review</p> <ul style="list-style-type: none"> <li>• 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"> <li>o Police and Crime Commissioner</li> <li>o Police</li> <li>o Voluntary Sector</li> <li>o Other tiers of local government including county council and parish councils</li> <li>o Community Safety and Crime Reduction Partnership</li> <li>o Environment Agency and other statutory bodies (in relation to flooding and other emergencies)</li> </ul> </li> </ul> <p>Performance Management</p> <ul style="list-style-type: none"> <li>• Monitoring performance against approved estimates of revenue expenditure and income for services falling with its remit.</li> <li>• Monitoring service performance against agreed targets</li> </ul>
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Leisure & Environment committee (12 seats)

Days & times of operation	Tuesday 6pm																								
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2021	4	6h 39m	1h 39m																						
Location of operation	Single central building																								
Core functions	<ul style="list-style-type: none"> <li>• Developing and adopting policies and procedures in accordance with the Council's leisure and culture strategy including: - <ul style="list-style-type: none"> <li>o Arts Strategy</li> <li>o Concessionary Pricing Strategy</li> <li>o Sports/Physical Activity Development Plans</li> </ul> </li> <li>• decision making in respect of the following: - <ul style="list-style-type: none"> <li>o Leisure Centres (including managing the Council's leisure company)</li> <li>o Depot and Vehicle Pool</li> <li>o Refuse Collection</li> <li>o Cleansing</li> <li>o Recycling</li> <li>o Litter Collection</li> <li>o Street Cleaning</li> <li>o Grounds Maintenance</li> <li>o Sports Development</li> <li>o Catering Services</li> <li>o Public Toilets and Amenities</li> <li>o Trade Waste</li> <li>o Health and Wellbeing</li> </ul> </li> <li>• Environmental Health including:- <ul style="list-style-type: none"> <li>o Food Hygiene</li> <li>o Environmental Protection and Improvement</li> <li>o Dog and Pest Control</li> <li>o Security and Caretaking</li> <li>o Cemeteries</li> <li>o Crematorium Joint Committee</li> <li>o Functions of the Council relating to complaints regarding high hedges contained in part 8 of the Anti-Social Behaviour Act 2003.</li> </ul> </li> <li>• designation of nature reserves</li> </ul>																								

	<ul style="list-style-type: none"> <li>• Developing and adopting policies and procedures in accordance with the Council's Health and Well Being strategies including: - <ul style="list-style-type: none"> <li>o Obesity and Health Strategy</li> <li>o Older Peoples Strategy</li> <li>o Children and Young People's Strategy</li> </ul> </li>   <li>• Receiving reports from the following outside bodies:- <ul style="list-style-type: none"> <li>o Drainage Board</li> <li>o Leisure Centre Trustees</li> <li>o Internal Drainage Board</li> <li>o Hospitals Foundation Trust</li> <li>o Community &amp; Voluntary Service</li> <li>o Health &amp; Wellbeing Board</li> <li>o Health Forum</li> <li>o CCG Stakeholder Reference Group Sub-Committee</li> </ul> </li>   <p>Policy Review and Development</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The committee may scrutinise and review decisions made or actions taken by the Policy &amp; Finance Committee in so far as they have a direct impact on the role or functions of the committee.</li> </ul>   <p>External Review</p> <ul style="list-style-type: none"> <li>• 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"> <li>o Clinical Commissioning Groups</li> <li>o Hospital Services</li> <li>o Ambulance Services</li> </ul> </li> </ul>   <p>Performance Management</p> <ul style="list-style-type: none"> <li>• Monitoring performance against approved estimates of revenue expenditure and income for services falling within its remit.</li> <li>• Monitoring service performance against agreed targets.</li> <li>• Monitoring the overall management and performance of the Council's leisure company.</li> </ul> </ul>
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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 &amp; 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"> <li>• Commons regulation and town and village greens</li> <li>• Health and safety regulations (otherwise than as employer)</li> <li>• Contaminated land and statutory nuisances (excluding policy issues)</li> <li>• The passing of a resolution that schedule 2 to The Noise and Statutory Nuisance Act 1993 should apply in the authority's area</li> <li>• The power to apply for an enforcement order against unlawful works on registered common land under Section 41 of the Commons Act 2006.</li> <li>• 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).</li> <li>• The power to institute proceedings for offences in respect of unclaimed land under Section 45(2)(b) of the 2006 Act.</li> <li>• All matters relating to the consideration and granting of Sexual Entertainment Venues licences.</li> <li>• The power to make a closing order on a takeaway food shop (this function is delegated to Officers).</li> <li>• Making recommendations to the Council on the adoption of bylaws</li> <li>• Functions relating to parishes, elections and electoral registration</li> <li>• Functions relating to Polling Station reviews</li> <li>• Functions relating to Community Governance Reviews</li> <li>• Making recommendations to Council relating to the name and status of areas and individuals</li> <li>• Making recommendations to Council on the promotion or approval of local bill.</li> <li>• Making recommendations to the Council as to recommendations to the Secretary of State on district boundaries, ward boundaries, electoral divisions, wards or polling districts</li> <li>• To make recommendations to Policy &amp; Finance Committee and to Council on the budget insofar as it impacts on the role and remit of the Committee.</li> </ul> <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"> <li>• To discharge those functions set out in the Licensing Act 2003</li> <li>• To make recommendations to the Policy &amp; Finance Committee and Council insofar as it impacts on the role and remit of the Committee.</li> </ul> <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 &amp; 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 &amp; 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"> <li>1. Recommend to Council the Company's Articles of Association for consideration and approval;</li> <li>2. Recommend to Council the Governance Agreement between the Council and the Company for consideration and approval;</li> <li>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;</li> <li>4. Receive, review and approve the Company's annual report and the annual business plan;</li> <li>5. Review the performance of the Company;</li> </ol>

	<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.