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**REVIEW OF THE COUNCIL'S COMMITTEE STRUCTURE**

Committee: Council

Date: 15 April 2014

Author: Chief Executive

[N265]

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1.0 **ISSUE**

- 1.1 To consider proposed changes to the Council's Committee structure for implementation from May 2014.

2.0 **RECOMMENDATIONS**

- 2.1 Members are requested, subject to any comments from the Member Seminar on 7 April 2014, to approve the implementation from Annual Council in May 2014:

- (i) the revised Committee structure and draft terms of reference as detailed in Appendices 1 and 2;
- (ii) authorise the Chief Executive to make any necessary amendments to the Committee terms of reference and any consequential amendments to the Constitution arising from these changes.

3.0 **BACKGROUND/OPTIONS**

- 3.1 The Council on 9 January 2014 (ref: Agenda Item No. 7(a)), instructed the Chief Executive to bring forward proposals for the restructuring of Committees in accordance with the agreed timetable. The timetable includes the following milestones, specifically:

7 April 2014	Special Members Seminar (Draft Proposals)
15 April 2014	Special Council (Agreement of final scheme)
15 May 2014	Council (Appointment of Members to new Committees).

- 3.2 The notes from the Special Members Seminar on 7 April 2014 will be circulated prior to this Council meeting to inform the outcome of the review.

- 3.3 In summary, the revised Committee arrangements detailed in Appendices 1 and 2 include a number of key changes, specifically:-

- the reduction in the number of policy Committees from five to three;
- retention of the statutory regulatory Committees (Planning and Licensing) including current terms of reference;
- proposal for one Sub-Committee – Asset Development;

- deletion of current Sub-Committees (with the exception of those required by statutes and Joint Consultative Committee) although policy committees retain the right to establish sub-committees at their discretion;
- all policy and regulatory Committees have 11 (eleven) members and sub-committees have 7 (seven) members;
- Increase in the frequency of full Council meetings (from four to minimum of six) to widen its policy role;
- all statutory and key corporate policies clarified by statute should be directly agreed by full Council (avoiding two stage process);
- appointment of 'Service Delivery Champions' (acting as non-executive directors) by policy Committees and formally recognised in the Constitution as consultees to delegated and urgency decisions.

3.4 The revised Committee arrangements are underpinned by a new approach to performance management through Service Delivery Plans. Service Delivery Plans will define the purpose and ambitions of the new Council and establish the accountability of elected members and officers to the local community. A briefing note on 'Service Delivery Plans' is included in Appendix 3. The project to establish Service Delivery Plans within the agreed timetable is being led by the Principal Housing Services Officer.

#### 4.0 ARGUMENTS/CONCLUSIONS

4.1 The revised Committee arrangements are intended to complement the strategic review of services and staffing and the restructuring of Council departments.

#### 5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 Based on the amended Members Allowance Scheme, the proposed Committee structure would result in £7,170 estimated savings for 2014/15 in relation to Special Responsibility Allowances.

5.2 Equality Impact Assessment is not required.

#### 6.0 APPENDICES

- 6.1 Appendix 1 - Revised Committee Structure  
 Appendix 2 - Draft terms of reference (revised)  
 Appendix 3 - Service Delivery Plans – Briefing Note

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#### **Background Documents**

Council – 9<sup>th</sup> January 2014  
 Agenda Item No: 7(a)

#### **Location**

Room 103  
 The Grange,  
 Ely

#### **Contact Officer**

John Hill  
 Chief Executive  
 (01353) 616271  
 E-mail: john.hill@eastcambs.gov.uk

**DRAFT**

**ASSET DEVELOPMENT SUB COMMITTEE**

**1.0 CONSTITUTION**

- 1.1 The Asset Development Sub Committee shall comprise of 7 members from the Commercial Services Committee (with allocation of seats based on proportionality).

**2.0 OBJECTIVES**

- 2.1 The oversight and maximisation of Council's assets:
- to achieve the Council's objectives and corporate priorities;
  - to deliver the Council's Medium Term Financial Strategy

**3.0 TERMS OF REFERENCE**

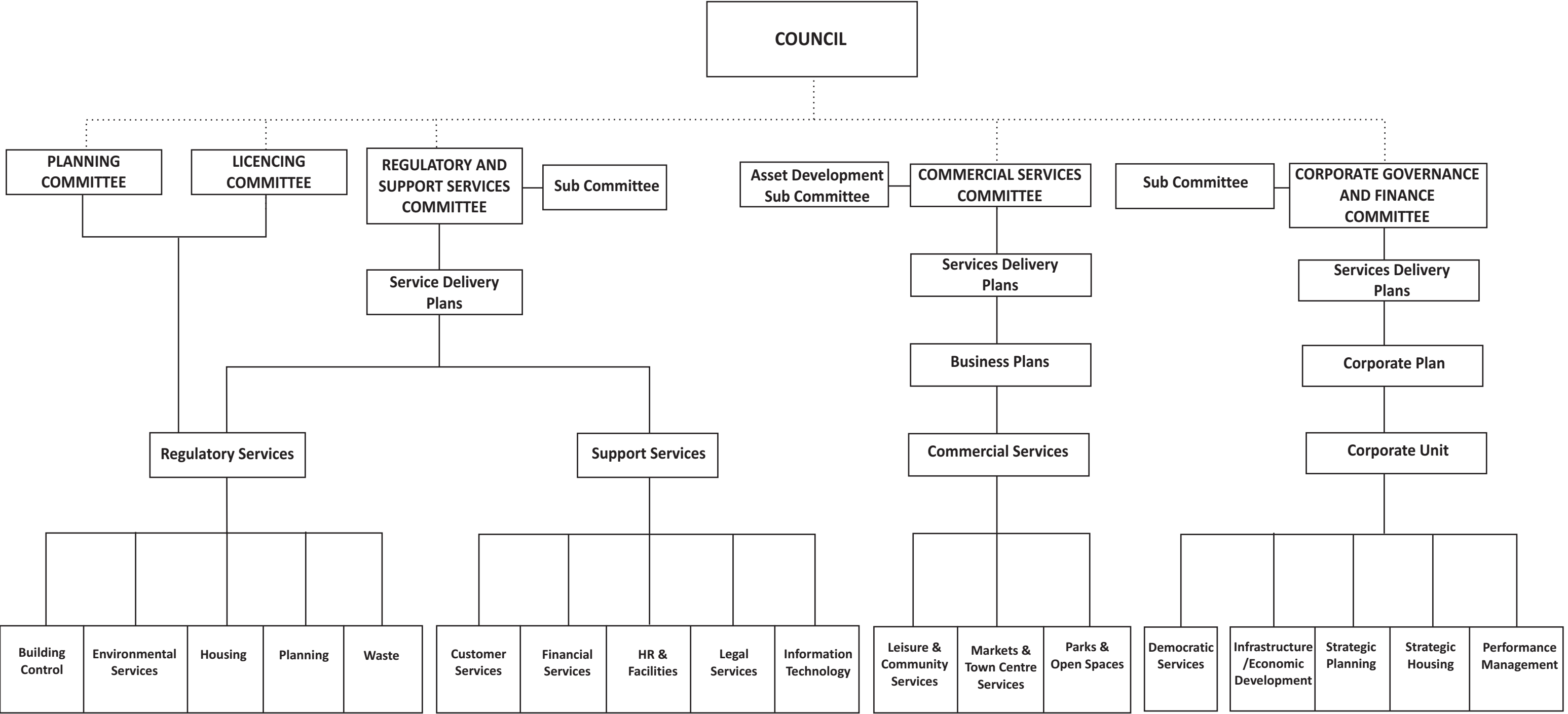
- 3.1 The terms of reference of the Asset Development Sub Committee shall be:
- 3.2 To recommend the purchase, disposal and development of the Council's assets, including land and buildings.
- 3.3 To monitor the Council's Asset Development Programme.
- 3.4 To approve and monitor the Council's asset maintenance programme.
- 3.5 To consider the asset development implications of contracts and agreements with third party service providers (prior to their adoption).
- 3.6 To identify opportunities for maximising asset development through effective partnerships.

**4.0 DELEGATION TO SUB-COMMITTEE**

- 4.1 Subject to the provision of the Council's Constitution and Financial Procedure Rules, the Sub-Committee has delegated authority to act on behalf of the Council in the matters outlined above (other than 3.2, which is a matter reserved for the Commercial Services Committee) unless budgetary issues are reserved for Corporate Governance and Finance Committee or full Council.

**Please Note:** delegation to the Committee/Officers to be completed (and amended post 1<sup>st</sup> September 2014).

# COMMITTEE STRUCTURE (Revised)



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**COMMERCIAL SERVICES COMMITTEE**

**1.0 CONSTITUTION**

- 1.1 The Committee shall comprise of 11 members of Council who shall be appointed by Full Council (from the full membership). Its quorum is 5.

**2.0 OBJECTIVES**

- 2.1 To formulate policy, monitor and oversee the Service Delivery Plans for the Council's commercial services to achieve the Council's corporate objectives and priorities.
- 2.2 To promote and oversee the Council's commitment to exploring the commercial opportunities in the delivery of its priority services.

**3.0 TERMS OF REFERENCE**

- 3.1 The Committee's terms of reference shall be:-
- 3.2 To approve and monitor performance against Service Delivery Plans and business plans for the following service areas:-
- Parks and Open Spaces
  - Markets and Town Centres Services
  - Leisure and Community Services
- 3.3 To approve key policies and procedures as defined within the specific Service Delivery Plans (as defined in paragraph 3.2) not reserved for full Council, including:
- Approval of final car parking orders;
  - Purchase, disposal and development of the Council's assets, including land and buildings;
  - Award grants for the following grant schemes ie Community Projects, Voluntary Organisations and Service Level Agreements in excess of £5000pa;
  - Responsibilities under the 2004 Children's Act;
  - Responsibilities under the Police and Justice Act 2006
- 3.4 To oversee the Council's asset development function through the appointment of an Asset Development Sub Committee.
- 3.5 To consider proposals for closer partnership working for services as defined in paragraph 3.2.

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- 3.6 To appoint 'Service Delivery Champions' (from within the membership of the Committee) as defined in the Constitution (ref: TBC) and referred to below:

Note for the Constitution: 'Service Delivery Champions' are appointed by the respective Committee and are formally recognised within the Constitution. The roles of 'Service Delivery Champions' are as follows:-

- to act as formal consultees within the Scheme of Delegation as defined in the Constitution;
- to offer strategic, specific and objective advice to Service Area Managers or the equivalent, particularly in the formulation of Service Delivery Plans and Business Plans and during Service Reviews;
- to act as a 'critical friend' to listen, challenge and debate with Service Area Management and staff.

('Service Delivery Champions' are not involved in the 'day to day' operation of the service). Please note that the appointment of 'Service Delivery Champions' implies no transfer of authority from either the Committee and/or Officers and is consistent with the current governance arrangements.

- 3.7 Approval of matters detailed above must be within the agreed budget and virement rules for the services defined in paragraph 3.2.
- 3.8 To make nominations to any relevant outside bodies for Commercial Services Committee from the wider membership of the Council for a period of up to 4 years.

**Please Note:** delegation to the Committee/Officers to be completed (and amended post 1<sup>st</sup> September 2014).

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**CORPORATE GOVERNANCE AND FINANCE COMMITTEE**

**1.0 CONSTITUTION**

- 1.1 This Committee shall comprise of 11 members of Council who shall be appointed by Full Council (from the full membership). Its quorum is 5.

**2.0 OBJECTIVES**

- 2.1 To act as the Council's budget and audit Committee to fully meet its governance and audit responsibilities and meet the Council's objectives and priorities through the Medium Term Financial Strategy.
- 2.2 To formulate policy, monitor and oversee the Service Delivery Plans for the Corporate Unit services to achieve the Council's corporate objectives and priorities.

**3.0 TERMS OF REFERENCE**

- 3.1 The Committee's terms of reference shall be:-
- 3.2 To approve and monitor performance against the Service Delivery Plans for the following service area:-
- Strategic Housing
  - Strategic Planning
  - Infrastructure
  - Economic Development
- 3.3 To act as the Council's Finance and Audit Committee and the discharge of these duties and responsibilities including:-
- consideration of Annual Audit to Members, Annual Audit and Inspection Fee Letter and the Audit Commission Annual Governance Report, Annual Audit Plan and Code of Audit Practice and Statement of Responsibilities;
  - approve the Annual Governance Statement;
  - approve the Medium Term Financial Strategy and Statement of Accounts;
  - monitoring and approval of virements above £10,000 for approved budgets;
  - Code of Corporate Governance;
  - Budget and setting of Council Tax, and Annual Management and Investment Strategy (recommendation to Council).

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- 3.4 To approve key policies and procedures as defined within the specific Service Delivery Plans (as defined in paragraph 3.2) and not reserved for full Council, including:
- Councillor conduct including Members Code of Conduct and the establishment of Hearings Sub Committee (if appropriate) to deal with complaints in accordance with procedures;
  - Housing Strategy including Supporting People;
  - Strategic policy related to Local Development Framework and CIL (not reserved for full Council);
  - Monitoring the Council's corporate objectives and priorities;
  - Monitoring the Council's corporate risk register.
- 3.5 To consider proposals for closer partnership working for services as defined in paragraph 3.2.
- 3.6 To appoint 'Service Delivery Champions' (from within the membership of the Committee) as defined in the Constitution (ref:TBC) and referred to below.

Note for the Constitution: 'Service Delivery Champions' are appointed by the respective Committee and are formally recognised within the Constitution. The roles of 'Service Delivery Champions' are as follows:-

- to act as formal consultees within the Scheme of Delegation as defined in the Constitution;
- to offer strategic, specific and objective advice to Service Area Managers or the equivalent, particularly in the formulation of Service Delivery Plans and Business Plans and during Service Reviews;
- to act as a 'critical friend' to listen, challenge and debate with Service Area Management and staff.

'Service Delivery Champions' are not involved in the 'day to day' operation of the service). Please note that the appointment of 'Service Delivery Champions' implies no transfer of authority from either the Committee and/or Officers and is consistent with the current governance arrangements.

- 3.7 Approval of matters detailed above must be within the agreed budget and virement rules for the services defined in paragraph 3.2.
- 3.8 To make nominations to any relevant outside bodies for Corporate Governance and Finance Committee from the wider membership of the Council for a period of up to 4 years.

**Please Note:** delegation to the Committee/Officers to be completed (and amended post 1<sup>st</sup> September 2014).



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**REGULATORY AND SUPPORT SERVICES COMMITTEE**

**1.0 CONSTITUTION**

- 1.1 The Committee shall comprise of 11 members of Council who shall be appointed by Full Council (from the full membership). Its quorum is 5.

**2.0 OBJECTIVES**

- 2.1 To formulate policy, monitor and oversee the Service Delivery Plans for the Council's regulatory and support services to achieve the Councils corporate objectives and priorities.

**3.0 TERMS OF REFERENCE**

- 3.1 The Committee's terms of reference shall be:-

- 3.2 To approve and monitor performance against the Service Delivery Plans for the following service areas:-

- Building Control
- Environmental Services
- Housing
- Planning
- Waste
- Customer Services
- Financial Services
- HR and Facilities
- Legal Services
- Information Technology

- 3.3 To approve key policies and procedures as defined within the specific Service Delivery Plans (as defined in paragraph 3.2) and not reserved for full Council, including:

- environmental and enforcement policies and procedures
- Housing Strategy including tenancy, homelessness and allocations matters
- criteria for housing grant schemes and conservation area/historic buildings grants
- Waste Strategy and policies/procedures related to procurement and variations to contract including monitoring the implementation of DCLG 'Supporting Weekly Collections' grant
- Councils IT/IS Strategy including e-government and customer access
- Freedom of Information Act/Environmental Information Regulation/Data Protection Act.

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- 3.4 To act as the Council's member body in relation to personnel matters including:
- representing the employers side of the Joint Consultative Committee (via two members) and if appropriate, determine any recommendations including local agreements;
  - determination of requests for early retirement other than for health reasons;
  - acting in accordance with the Council's Disciplinary and Grievance procedure including the establishment of a 3 member Appeals Sub Committee.
- 3.5 To consider proposals for closer partnership working for services as defined in paragraph 3.2.
- 3.6 To appoint 'Service Delivery Champions' (from within the membership of the Committee) as defined in the Constitution (ref: TBC) and referred to below.

Note for the Constitution: 'Service Delivery Champions' are appointed by the respective Committee and are formally recognised within the Constitution. The roles of 'Service Delivery Champions' are as follows:-

- to act as formal consultees within the Scheme of Delegation as defined in the Constitution;
- to offer strategic, specific and objective advice to Service Area Managers or the equivalent, particularly in the formulation of Service Delivery Plans and Business Plans and during Service Reviews;
- to act as a 'critical friend' to listen, challenge and debate with Service Area Management and staff.

('Service Delivery Champions' are not involved in the 'day to day' operation of the service). Please note that the appointment of 'Service Delivery Champions' implies no transfer of authority from either the Committee and/or Officers and is consistent with the current governance arrangements.

- 3.7 Approval of matters detailed above must be within the agreed budget and virement rules for the services defined in paragraph 3.2.
- 3.8 To make nominations to any relevant outside bodies for Regulatory & Support Services Committee from the wider membership of the Council for a period of up to 4 years.

**Please Note:** delegation to the Committee/Officers to be completed (and amended post 1<sup>st</sup> September 2014).

**DRAFT****COUNCIL****1.0 CONSTITUTION**

- 1.1 Full Council comprises the 39 members of Council. Its quorum is one quarter of the total members (10) – unless more than a 1/3 of the total membership is disqualified, in which case the quorum is ¼ of those remaining qualified.

**2.0 OBJECTIVES**

- 2.1 To run an efficient and effective Council to deliver best value for our residents.
- 2.2 To build the foundations for the growth of East Cambridgeshire's economy by supporting job and wealth creation whilst improving the quality of life and the environment.

**3.0 TERMS OF REFERENCE**

Only the Council will exercise the following functions:

**3.1 Governance**

- (i) Adopting and changing the Constitution, including the Committee structure;
- (ii) Making appointments to the Council's Committees;
- (iii) Adopting, amending or revoking a Members' Allowance Scheme and determining the schedule of allowances;
- (iv) Revise and approve any Petitions Scheme or policy;
- (v) Changing the name of the area or conferring the title of Honorary Alderman;
- (vi) Making requests to the Local Government Boundary Commission for England or functions relating to passing a resolution to change schemes of elections;
- (vii) Making an order following a Community Governance Review.

**3.2 Policy**

- To approve key policies and procedures as defined below:
- Council's Corporate Plan including corporate objectives and corporate priorities;
- Local Development Framework (those elements requiring Council approval);
- Approval of the Council's Corporate Risk Register on an annual basis;
- Annual programme of Service Reviews;
- Making, amending, revoking, retracting or adopting by-laws and promoting or opposing the making of local legislation or personal bills;

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- Other key policy documents as listed below (where relevant): Community Infrastructure Levy, Local Transport Plan, Environmental Enhancement Schemes, Supplementary Planning Guidance and statutory strategies related to Care and Disorder, Children and Young People and Health Improvement.

**3.3 Budget (Subject to recommendation from Corporate Governance and Finance Committee)**

- (i) Council Tax, Revenue and Capital Budgets;
- (ii) Statement of the robustness of the budget and the adequacy of reserves;
- (iii) Annual Treasury Management Strategy and Annual Investment Strategy;
- (iv) Plans or strategy for the control of the local authority's borrowing, investments or capital expenditure or for determining the authority's minimum revenue provisions (to the extent not covered by the Policy Framework).

**3.4 Other Matters**

- (i) Confirming the appointment of the Chief Executive/Head of Paid Services (Council may delegate the selection process for this matter to a panel reporting to it);
- (ii) Senior Officer Pay Policy;
- (iii) Appointing representatives to outside bodies unless the appointment has been deleted by the Council;
- (iv) Approving the Statement of Principles under the Licensing Act 2003 and Gambling Act 2005 and any revision, and considering a policy to not permit any further casinos in its area;
- (v) Approval of Compulsory Purchase action proposed by Committee.

Any other decisions that falls within the terms of reference of a Committee or Sub-Committee on the basis that:

- the Committee resolves to refer this decision to Full Council ("Referred-up");
- the decision has been referred by five Members of Council ("Council call-in").

**Please note:** delegations to Council/Officers to be completed (and amended post 1<sup>st</sup> September 2014)

## **BRIEFING NOTE - SERVICE DELIVERY PLANS**

**Service Delivery Plans will be the single most important documents to define the purpose and ambitions of the new Council and establish the accountability of elected members and officers to the local community.**

The scope of this brief is to set out the context and drivers for and the purpose of these delivery plans within the revised organisational and governance structures of the Council.

Service Delivery Plans are essential because:

- Ineffective existing service planning process as evidenced by Improvement East.
- Revised organisational arrangements to deliver a more flexible and flatter structure.
- Proposals to rationalise current Committee arrangements effective from May 2014; fewer and smaller Committees with closer alignment to the new organisation.
- Decision to reduce the size of Council in the medium term.
- Requirement to achieve radical and significant cultural change in the Council with greater emphasis on service delivery, commercial acumen, open for business and “how” we deliver services to the local community.
- Requirement to deliver ambitions and the critical corporate priorities.

Service Delivery Plans should be:

- Concise and understandable by the local community, elected members and all officers of the Council.
- Consistent across all service areas.
- Linked to the Council’s corporate objectives and priorities
- Able to define the following requirements, specifically:
  - Definition of service
  - Statutory framework of the service (if applicable)
  - The cost of the service (the level of public subsidy or net profit) utilising a “profit and loss” method
  - The contribution of the service to the achievement of the Council’s corporate priorities
  - Key performance indicators
  - How the service will be delivered? How the service will meet the requirement to be “open for business”
  - Establishes commercial opportunities for the service
  - Sets out the key decisions (if any) to be made by the specific Committee
  - Clear definition of delegation.
- Able to allow elected members to effectively monitor the performance of the service and the management in the widest sense.
- Apply to corporate priority projects as well as Council services

**Implementation**

- Within the following timetable:

By end March	Draft Service Delivery Plan format.
By end April	Worked up example and training for new service managers and members
Annual Council May	Council agreement of Service Delivery Plan methodology and framework.
May – Sept 2014	Adoption of Service Delivery Plans.

Service Delivery Plans will be adopted and monitored by one of the three proposed Policy Committees (dependent on the particular service).

The Council is utilising in-house resources to introduce Service Delivery Plans in accordance with the above timetable. Jo Brooks, Principal Housing Services Officer, will lead on this work including training for officers and members.

John Hill  
**Chief Executive**