

Public Document Pack



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To: Members of Governance, Ethics and Standards Committee

Wednesday, 26 June 2019

Dear Councillor,

Please attend a meeting of the **Governance, Ethics and Standards Committee** to be held at **2.00 pm** on **Thursday, 4 July 2019** in County Hall, Matlock, Derbyshire, DE4 3AG, the agenda for which is set out below.

Yours faithfully,

A handwritten signature in cursive script that reads 'Janie Berry'.

JANIE BERRY
Director of Legal Services

A G E N D A

PART I - NON-EXEMPT ITEMS

1. Apologies for absence
2. To receive declarations of interests (if any)
3. To confirm the non-exempt minutes of the meeting of the Standards Committee held on 12 April 2019. (Pages 1 - 4)
4. To consider the non-exempt reports of the Director of Legal & Democratic Services on:

- 4 (a) Complaints received pursuant to the Code of Conduct for Elected Members. (Pages 5 - 6)
- 4 (b) The Council's Constitution - Review Report. (Pages 7 - 46)
- 4 (c) Proposals for the Committee's Work Programme 2019/20. (Pages 47 - 56)

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MINUTES of a meeting of the **STANDARDS COMMITTEE** held on 12 April 2019 at County Hall, Matlock

PRESENT

Councillor C Short (in the Chair)

Councillors T Ainsworth (substitute Member), J Coyle, C Dale (substitute Member), A Fox, W Major, D Taylor (substitute Member) and M Wall (substitute Member)

Also in attendance – Messrs K Jackson-Horner and L Newby MBE (Independent Persons)

Apologies for absence were received on behalf of Councillors K Buttery, L Grooby, D McGregor and C R Moesby

07/19 **MINUTES RESOLVED** that the minutes of the meeting of the Standards Committee held on 25 February 2019 be confirmed as a correct record and signed by the Chairman.

08/19 **GOVERNANCE ARRANGEMENTS – FINAL DRAFT OF THE REVISED CONSTITUTION** The final draft of the proposed Constitution was attached for the Committee's consideration. It was proposed that this would come into effect following consideration of the Constitution and the recommendations from this Panel at the next meeting of the Council and the proposed implementation date was 27th May 2019.

This version of the Constitution reflected the final amendments discussed at the meeting of the Committee on 25th February and concluded the work programme. In particular, the Committee was asked to consider the following which were outstanding at the time of last meeting:

1. The amended terms of reference for the proposed new Governance, Ethics and Standards Committee
2. The proposed terms of reference for the Regulatory – Planning Committee. These were due to be considered at the next meeting of the Regulatory – Planning Committee on 9th April
3. A new Article 24 setting out the terms of reference for the proposed new Appointments and Conditions of Service Committee, together with a revised Appendix 9 – Officer Employment Procedure Rules
4. The role profile for the Chairman, Civic Chairman and Vice-Civic Chairman of the Council

5. A revised Appendix 6 – Access to Information Procedure rules which properly outlined the legislative requirements regarding access to information for meetings

The Committee was also asked to note that references to ‘Strategic Directors’ throughout the document had been amended to ‘Executive Directors’ to reflect the new role title which would be adopted from 15th May 2019. Consequently, references to ‘the Executive’ had been amended to become ‘the Cabinet’ for clarity.

Finally, the Committee was asked to consider the order of the Articles and whether the current listing reflected the preferred sequential order.

RESOLVED that following consideration of the final amendments to the Council’s Constitution, the adoption of the new Constitution be recommended to the meeting of Council on 15th May 2019 to be effective from 27th May 2019.

09/19 **TERMS OF REFERENCE FOR THE STANDARDS COMMITTEE**

At the last meeting of the Standards Committee, consideration was given to the proposed terms of reference for the Governance, Ethics and Standards Committee.

The amendments arising from that meeting had now been incorporated within the revised Terms of Reference which was appended to the report.

However the reference to performance monitoring process for the Strategic Directors had now been removed as this was now included as a responsibility for the newly created Appointments and Conditions of Service Committee.

RESOLVED to approve the terms of reference for the Governance, Ethics and Standards Committee for inclusion in the revised constitution.

10/19 **CORPORATE COMPLAINTS** The terms of reference of the Standards Committee included *“the overview of complaints handling.”* Accordingly, the Committee was invited to receive the report which was presented by the Strategic Director for Commissioning, Communities and Policy to CMT on 22 January 2019 entitled “Compliments and Complaints 2017/18”.

RESOLVED to note the report of the Strategic Director of Commissioning, Communities and Policy to CMT entitled “Compliments and Complaints 2017/18.”

11/19 **CODE OF CONDUCT COMPLAINTS** As part of the procedure for managing complaints received in relation to the Members Code of Conduct, the outcome of any complaint received should be reported to the Standards Committee.

During this municipal year to date four complaints had been received and three of these had been concluded.

The details of the concluded complaints were as follows:

	Complaint received from	Substance of the Complaint	outcome
Cllr 1	Member of the Public	Failure to respond to repeated requests for support and information relating to a local issue	Complaint not upheld as the investigation indicated that there had been a communication error between the complainant and a Council Department as opposed to the role of the Councillor in question.
Cllr 2	Member of the Public	Failure to treat with respect, allegations of defamation of character via use of social media	Complaint not upheld as the complaint fell outside of the remit of the Code of Conduct. Cllr 2 not acting in the capacity of a councillor when using social media and had already provided an apology in a private capacity
Cllr 3	Member of the Public	Allegation of failure to act with honesty when information was printed in a political newsletter. The allegation was that comments printed were inaccurate	Complaint not upheld as the complaint fell outside the remit of the Code of Conduct. The printed material in question was of a political nature and not related to the County Council

RESOLVED to note the contents of the report.

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DERBYSHIRE COUNTY COUNCIL4th July 2019**GOVERNANCE, ETHICS & STANDARDS COMMITTEE****Report of the Director of Legal and Democratic Services****Complaints received pursuant to the Code of Conduct for Elected Members****1. Purpose of the Report**

To provide a summary of the complaints received and their respective outcomes in relation to the Members Code of Conduct for the period 12th April 2019 to 21st June 2019.

2. Information and Analysis

As part of the procedure for managing complaints received in relation to the Members Code of Conduct, the outcome of any complaint received should be reported to the Standards Committee.

During the period 12th April 2019 to 21st June 2019, three complaints have been received and one of these has been concluded. At the time of the last update report, one complaint was outstanding and this has now been concluded and is reported below.

At the time of preparation of this report there are two complaints currently on-going.

The details of the concluded complaints are as follows:

	Complaint received from	Substance of the Complaint	Outcome
Cllr 1 (outstanding complaint from the last reporting period)	Member of the Public	Allegation that all aspects of the Code of Conduct had been breached due to disrespectful behaviour	Complaint not upheld
Cllr 2	Member of the Public	Failure to respond to repeated requests for information relating to a local issue	Complaint upheld in an informal manner as the Councillor in question offered an apology.

3. Legal Consideration

The Council is required to publish a Member Code of Conduct and a complaints procedure.

4. Considerations

In preparing this report the relevance of the following factors has been considered: financial, prevention of crime and disorder, equality and diversity, human resources, environmental, health, property and transport considerations.

5. Background Papers

Derbyshire County Council's Constitution.

6. Officer recommendation

The Standards Committee is invited to note the contents of this report.

Details relating to the outstanding current complaint will be reported to a future meeting of the Standards Committee once the matter has been concluded.

Janie Berry
Director of Legal and Democratic Services and Monitoring Officer

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DERBYSHIRE COUNTY COUNCIL

4th July 2019

GOVERNANCE, ETHICS & STANDARDS COMMITTEE

Report of the Director of Legal and Democratic Services

The Council's Constitution – Review Report

1. Purpose of the Report

To review the Council's Constitution following its implementation on 27th May 2019.

2. Information and Analysis

The Council's revised Constitution was implemented across the Council on 27th May 2019. In recommending the same to Full Council, the Governance, Ethics and Standards Committee (formerly known as the Standards Committee) gave a commitment to keep the Constitution under review with a formal review taking place every six months and on an annual basis.

Following implementation, the Monitoring Officer has been advised of some minor amendments which the Governance, Ethics and Standards Committee is now asked to consider, namely:

a) Article 20 – Officers

An amendment to the Table which appears at paragraph 20.1 (c) which should read:

Post	Designation
Executive Director <u>for Communities, Commissioning and Policy</u> <i>(note the underlined extract is the proposed additional wording)</i>	Head of Paid Service

b) Amendments to the Scheme of Delegation for the Director of Communities Services in relation to Trading Standards Activities: (Appendix 1 pages 104 – 107)

It is proposed that the following legislation is added to the current Scheme of Delegation:

- Animals Act 1971;
- Energy Act 2011;
- Environmental Protection Act 1990;
- Offensive Weapons Act 2019;
- European Union (Withdrawal) Act 2018; and
- Health and Safety at Work etc. 1974 ss19-26.

The following extract is amended to read:

- (a) any Orders or Regulations made thereunder or relating to any of the foregoing or having effect by virtue of the European Communities Act 1972 or the European Union (Withdrawal) Act 2018 ; *(note the underlined extract is the proposed additional wording)*

That the following legislation is removed from the Scheme of Delegation:

- Medicines Act 1968

c) Amendments to Article 8

The list at paragraph 8.1 be amended to reflect the correct composition of the Improvement and Scrutiny – People Committee and to read as follows:

People – comprising 9 Members, 2 Church representatives (1 from the Church of England diocese and 1 from the Roman Catholic diocese with voting rights in respect of education matters only and otherwise non-voting), 2 Parent Governor representatives (with voting rights in respect of education matters only and otherwise non-voting) and 2 trade union representatives (non-voting)

d) Public Questions at meetings of the Improvement and Scrutiny Committees

Over recent months there has been a growing interest by members of the public and interest groups and organisations to ask questions at the respective Improvement and Scrutiny Committee meetings.

The Health Scrutiny Committee developed a protocol to accommodate this and as good practice, this has now been extended to all of the Council's Improvement and Scrutiny Committee meetings.

At its most recent meeting the Resources Improvement and Scrutiny Committee suggested some helpful amendments and points of clarification and the Governance, Ethics and Standards Committee is now asked to consider these and to approve the inclusion within the Council's Constitution to aid transparency.

The Guidance on Public Questions is based very closely on the Council Procedure Rules for Public Question at Full Council Meetings.

A copy of the amended and now proposed Guidance appears at Appendix 1 to this Report.

e) Receipt of Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities issued by MHCLG

On 7th May 2019, MHCLG issued the long awaited Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities. A copy of this Guidance appears at Appendix 2 of this report.

During the course of the last municipal year, the Governance, Ethics and Standards Committee (formerly known as the Standards Committee) took a decision to delay the review of the Council's delivery of Improvement and Scrutiny in so far as the Council's Constitution is concerned until this current year following receipt of central government guidance.

As this Guidance has now been received, approval of the Governance, Ethics and Standards Committee is now sought in order for the formal review of the Council's arrangements to commence.

It should be noted that the Resources Improvement and Scrutiny Committee formally received the Guidance at their most recent meeting and it is understood that there is a strong desire by Elected Members

involved in the Council's Scrutiny function to actively undertake such a review.

It is proposed that this review is completed within this municipal year.

However, it has become apparent that the scrutiny arrangements as described in the current Constitution are particularly outdated. Therefore, in the interim, pending the review, it is proposed to replace the table in Article 8 with the table attached at Appendix 3 which better reflects the remit of each of the Improvement and Scrutiny Committees.

3. Considerations

In preparing this report the relevance of the following factors has been considered: financial, legal, prevention of crime and disorder, equality and diversity, human resources, environmental, health, property and transport considerations.

4. Background Papers

Derbyshire County Council's Constitution

5. Officer recommendation

To approve the proposed amendments to the Council's Constitution and note that these will be formally reported to Full Council at its next meeting on 17th July 2019;

To approve the commencement of a review of the Council's Improvement and Scrutiny arrangements in response to the Statutory Guidance now received and it is noted that this review is to be completed during this municipal year.

Janie Berry
Director of Legal and Democratic Services and Monitoring Officer

Procedure for Public Questions at Improvement and Scrutiny Committee meetings

Members of the public who are on the Derbyshire County Council register of electors, or are Derbyshire County Council tax payers or non-domestic tax payers, may ask questions of the Improvement and Scrutiny Committees, or witnesses who are attending the meeting of the Committee. The maximum period of time for questions by the public at a Committee meeting shall be 30 minutes in total.

Order of Questions

Questions will be asked in the order they were received in accordance with the Notice of Questions requirements, except that the Chairman may group together similar questions.

Notice of Questions

A question may only be asked if notice has been given by delivering it in writing or by email to the Director of Legal Services no later than 12noon three working days before the Committee meeting (i.e. 12 noon on a Wednesday when the Committee meets on the following Monday). The notice must give the name and address of the questioner and the name of the person to whom the question is to be put.

Questions may be emailed to democratic.services@derbyshire.gov.uk

Number of Questions

At any one meeting no person may submit more than one question, and no more than one such question may be asked on behalf of one organisation about a single topic.

Scope of Questions

The Director of Legal Services may reject a question if it:

- Exceeds 200 words in length;
- is not about a matter for which the Committee has a responsibility, or does not affect Derbyshire;
- is defamatory, frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Committee in the past six months; or
- requires the disclosure of confidential or exempt information.

Submitting Questions at the Meeting

Questions received by the deadline (see **Notice of Question** section above) will be shared with the respondent with the request for a written response to be provided by 5pm on the last working day before the meeting (i.e. 5pm on Friday before the meeting on Monday). A schedule of questions and responses will be produced and made available 30 minutes prior to the meeting (from Democratic Services Officers in the meeting room). It will not be necessary for the questions and responses to be read out at the meeting, however, the Chairman will refer to the questions and responses and invite each questioner to put forward a supplementary question.

Supplementary Question

Anyone who has put a question to the meeting may also put one supplementary question without notice to the person who has replied to his/her original question. A supplementary question must arise directly out of the original question or the reply. The Chairman may reject a supplementary question on any of the grounds detailed in the **Scope of Questions** section above.

Written Answers

The time allocated for questions by the public at each meeting will be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end of the time allocated for questions by the public will be answered in writing. Any question that cannot be dealt with during public question time because of the non-attendance of the person to whom it was to be put, will be dealt with by a written answer.



Ministry of Housing,
Communities &
Local Government

Appendix 2

Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities



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Ministerial Foreword

The role that overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership and service failure.

It is vital that councils and combined authorities know the purpose of scrutiny, what effective scrutiny looks like, how to conduct it and the benefits it can bring. This guidance aims to increase understanding in all four areas.

In writing this guidance, my department has taken close note of the House of Commons Select Committee report of December 2017, as well as the written and oral evidence supplied to that Committee. We have also consulted individuals and organisations with practical involvement in conducting, researching and supporting scrutiny.

It is clear from speaking to these practitioners that local and combined authorities with effective overview and scrutiny arrangements in place share certain key traits, the most important being a strong organisational culture. Authorities who welcome challenge and recognise the value scrutiny can bring reap the benefits. But this depends on strong commitment from the top - from senior members as well as senior officials.

Crucially, this guidance recognises that authorities have democratic mandates and are ultimately accountable to their electorates, and that authorities themselves are best-placed to know which scrutiny arrangements are most appropriate for their own individual circumstances.

I would, however, strongly urge all councils to cast a critical eye over their existing arrangements and, above all, ensure they embed a culture that allows overview and scrutiny to flourish.



A handwritten signature in blue ink, appearing to read 'Rishi Sunak'.

Rishi Sunak MP
Minister for Local Government

About this Guidance

Who the guidance is for

This document is aimed at local authorities and combined authorities in England to help them carry out their overview and scrutiny functions effectively. In particular, it provides advice for senior leaders, members of overview and scrutiny committees, and support officers.

Aim of the guidance

This guidance seeks to ensure local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring.

As such, it includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.

The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another.

The hypothetical scenarios contained in the annexes to this guidance have been included for illustrative purposes, and are intended to provoke thought and discussion rather than serve as a 'best' way to approach the relevant issues.

While the guidance sets out some of the key legal requirements, it does not seek to replicate legislation.

Status of the guidance

This is statutory guidance from the Ministry of Housing, Communities and Local Government. Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

Not every authority is required to appoint a scrutiny committee. This guidance applies to those authorities who have such a committee in place, whether they are required to or not.

This guidance has been issued under section 9Q of the Local Government Act 2000 and under paragraph 2(9) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009, which requires authorities to have regard to this guidance. In addition, authorities may have regard to other material they might choose to consider, including that issued by the Centre for Public Scrutiny, when exercising their overview and scrutiny functions.

Terminology

Unless 'overview' is specifically mentioned, the term 'scrutiny' refers to both overview and scrutiny.¹

Where the term 'authority' is used, it refers to both local authorities and combined authorities.

Where the term 'scrutiny committee' is used, it refers to an overview and scrutiny committee and any of its sub-committees. As the legislation refers throughout to powers conferred on scrutiny committees, that is the wording used in this guidance. However, the guidance should be seen as applying equally to work undertaken in informal task and finish groups, commissioned by formal committees.

Where the term 'executive' is used, it refers to executive members.

For combined authorities, references to the 'executive' or 'cabinet' should be interpreted as relating to the mayor (where applicable) and all the authority members.

For authorities operating committee rather than executive arrangements, references to the executive or Cabinet should be interpreted as relating to councillors in leadership positions.

Expiry or review date

This guidance will be kept under review and updated as necessary.

¹ A distinction is often drawn between 'overview' which focuses on the development of policy, and 'scrutiny' which looks at decisions that have been made or are about to be made to ensure they are fit for purpose.

1. Introduction and Context

1. Overview and scrutiny committees were introduced in 2000 as part of new executive governance arrangements to ensure that members of an authority who were not part of the executive could hold the executive to account for the decisions and actions that affect their communities.
2. Overview and scrutiny committees have statutory powers² to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are implemented. Overview and scrutiny committees can also play a valuable role in developing policy.

Effective overview and scrutiny should:

- Provide constructive 'critical friend' challenge;
- Amplify the voices and concerns of the public;
- Be led by independent people who take responsibility for their role; and
- Drive improvement in public services.

3. The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.
4. The Localism Act 2011 amended the Local Government Act 2000 to allow councils to revert to a non-executive form of governance - the 'committee system'. Councils who adopt the committee system are not required to have overview and scrutiny but may do so if they wish. The legislation has been strengthened and updated since 2000, most recently to reflect new governance arrangements with combined authorities. Requirements for combined authorities are set out in Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.
5. Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.
6. In producing this guidance, the Government fully recognises both authorities' democratic mandate and that the nature of local government has changed in recent years, with, for example, the creation of combined authorities, and councils increasingly delivering key services in partnership with other organisations or outsourcing them entirely.

² Section 9F of the Local Government Act 2000; paragraph 1 of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

2. Culture

7. The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.
8. While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.
9. Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.
10. Members and senior officers should note that the performance of the scrutiny function is not just of interest to the authority itself. Its effectiveness, or lack thereof, is often considered by external bodies such as regulators and inspectors, and highlighted in public reports, including best value inspection reports. Failures in scrutiny can therefore help to create a negative public image of the work of an authority as a whole.

How to establish a strong organisational culture

11. Authorities can establish a strong organisational culture by:

- a) **Recognising scrutiny's legal and democratic legitimacy** – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.

Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.

- b) **Identifying a clear role and focus** – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority (see chapter 6).

Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic.

While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter. Further guidance on whistleblowing can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf.

- c) **Ensuring early and regular engagement between the executive and scrutiny** – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles:

In particular:

- The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee (see chapter 4); and
- The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.

- d) **Managing disagreement** – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an 'executive-scrutiny protocol' (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often,

the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.

- e) **Providing the necessary support** – while the level of resource allocated to scrutiny is for each authority to decide for itself, when determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.

Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies (see chapter 5).

- f) **Ensuring impartial advice from officers** – authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.
- g) **Communicating scrutiny's role and purpose to the wider authority** – the scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.
- h) **Maintaining the interest of full Council in the work of the scrutiny committee** – part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such

reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

In order to maintain awareness of scrutiny at the Combined Authority and provoke dialogue and discussion of its impact, the business of scrutiny should be reported to the Combined Authority board or to the chairs of the relevant scrutiny committees of constituent and non-constituent authorities, or both. At those chairs' discretion, particular Combined Authority scrutiny outcomes, and what they might mean for each individual area, could be either discussed by scrutiny in committee or referred to full Council of the constituent authorities.

- i) **Communicating scrutiny's role to the public** – authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process (see chapter 6).
- j) **Ensuring scrutiny members are supported in having an independent mindset** – formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them (see paragraph 25).

Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

Directly-elected mayoral systems

12. A strong organisational culture that supports scrutiny work is particularly important in authorities with a directly-elected mayor to ensure there are the checks and balances to maintain a robust democratic system. Mayoral systems offer the opportunity for greater public accountability and stronger governance, but there have also been incidents that highlight the importance of creating and maintaining a culture that puts scrutiny at the heart of its operations.
13. Authorities with a directly-elected mayor should ensure that scrutiny committees are well-resourced, are able to recruit high-calibre members and that their scrutiny functions pay particular attention to issues surrounding:
 - rights of access to documents by the press, public and councillors;
 - transparent and fully recorded decision-making processes, especially avoiding decisions by 'unofficial' committees or working groups;
 - delegated decisions by the Mayor;
 - whistleblowing protections for both staff and councillors; and
 - powers of Full Council, where applicable, to question and review.

14. Authorities with a directly-elected mayor should note that mayors are required by law to attend overview and scrutiny committee sessions when asked to do so (see paragraph 44).

3. Resourcing

15. The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.
16. Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.
17. Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).

When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include:

- Scrutiny's legal powers and responsibilities;
- The particular role and remit scrutiny will play in the authority;
- The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of the executive and other key partners, and make effective recommendations;
- The need for ad hoc external support where expertise does not exist in the council;
- Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and
- Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions.

Statutory scrutiny officers

18. Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer,³ someone whose role is to:
 - promote the role of the authority's scrutiny committee;
 - provide support to the scrutiny committee and its members; and
 - provide support and guidance to members and officers relating to the functions of the scrutiny committee.

³ Section 9FB of the Local Government Act 2000; article 9 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017

19. Authorities not required by law to appoint such an officer should consider whether doing so would be appropriate for their specific local needs.

Officer resource models

20. Authorities are free to decide for themselves which wider officer support model best suits their individual circumstances, though generally they adopt one or a mix of the following:

- Committee – officers are drawn from specific policy or service areas;
- Integrated – officers are drawn from the corporate centre and also service the executive; and
- Specialist – officers are dedicated to scrutiny.

21. Each model has its merits – the committee model provides service-specific expertise; the integrated model facilitates closer and earlier scrutiny involvement in policy formation and alignment of corporate work programmes; and the specialist model is structurally independent from those areas it scrutinises.

22. Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.

4. Selecting Committee Members

23. Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.
24. While there are proportionality requirements that must be met,⁴ the selection of the chair and other committee members is for each authority to decide for itself. Guidance for combined authorities on this issue has been produced by the Centre for Public Scrutiny⁵.

Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.

25. Authorities are reminded that members of the executive cannot be members of a scrutiny committee.⁶ Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.
26. Members or substitute members of a combined authority must not be members of its overview and scrutiny committee.⁷ This includes the Mayor in Mayoral Combined Authorities. It is advised that Deputy Mayors for Policing and Crime are also not members of the combined authority's overview and scrutiny committee.

Selecting individual committee members

27. When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.

⁴ See, for example, regulation 11 of the Local Authorities (Committee System) (England) Regulations 2012 (S.I. 2012/1020) and article 4 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

⁵ See pages 15-18 of 'Overview and scrutiny in combined authorities: a plain English guide': <https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf>

⁶ Section 9FA(3) of the Local Government Act 2000.

⁷ 2(3) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009

28. Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality referred to in paragraph 24).

Selecting a chair

29. The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.

30. The attributes authorities should and should not take into account when selecting individual committee members (see paragraphs 27 and 28) also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.

Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.

31. Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives⁸. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person⁹.

32. The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot. Combined Authorities should be aware of the legal requirements regarding the party affiliation of their scrutiny committee Chair¹⁰.

Training for committee members

33. Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.

34. When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.

Co-option and technical advice

35. While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable.

⁸ A definition of 'relative' can be found at section 28(10) of the Localism Act 2011.

⁹ See article 5(2) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

¹⁰ Article 5(6) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

36. There are two principal ways to procure this:

- Co-option – formal co-option is provided for in legislation¹¹. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and
- Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence (see annex 2).

¹¹ Section 9FA(4) Local Government Act 2000

5. Power to Access Information

37. A scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively.
38. This need is recognised in law, with members of scrutiny committees enjoying powers to access information¹². In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for councillors to have access to information to perform their duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
39. When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.
40. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.
41. Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.

While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.

42. The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision¹³. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency.

¹² Regulation 17 - Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10 Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

¹³ Regulation 17(4) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(4) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session.

43. Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member¹⁴. When agreeing to such requests, authorities should:

- consider whether seeking clarification from the information requester could help better target the request; and
- Ensure the information is supplied in a format appropriate to the recipient's needs.

44. Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions¹⁵. It is the duty of members and officers to comply with such requests.¹⁶

Seeking information from external organisations

45. Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations.

46. When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either (see annex 3), scrutiny committees should consider the following:

- a) **The need to explain the purpose of scrutiny** – the organisation being approached might have little or no awareness of the committee's work, or of an authority's scrutiny function more generally, and so might be reluctant to comply with any request;
- b) **The benefits of an informal approach** – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;

¹⁴ Regulation 17(2) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(2) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

¹⁵ Section 9FA(8) of the Local Government Act 2000; paragraph 2(6) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

¹⁶ Section 9FA(9) of the Local Government Act 2000; paragraph 2(7) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

- c) **How to encourage compliance with the request** – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to ‘set the record straight’ in a public setting; and
- d) **Who to approach** – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority’s pre-existing relationship with it.

Following ‘the Council Pound’

Scrutiny committees will often have a keen interest in ‘following the council pound’, i.e. scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a *requirement* for them to supply information to or appear before scrutiny committees.

6. Planning Work

47. Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.
48. Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available.

Being clear about scrutiny's role

49. Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.
50. Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.
51. Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.
52. When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.

Who to speak to

53. Evidence will need to be gathered to inform the work programming process. This will ensure that it looks at the right topics, in the right way and at the right time. Gathering evidence requires conversations with:
 - *The public* – it is likely that formal 'consultation' with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny members to have conversations with individuals and groups in their own local areas can work better. Insights gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results.

Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.

- *The authority's partners* – relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:
 - Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);
 - Voluntary sector partners;
 - Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);
 - In parished areas, town, community and parish councils;
 - Neighbouring principal councils (both in two-tier and unitary areas);
 - Cross-authority bodies and organisations, such as Local Enterprise Partnerships¹⁷; and
 - Others with a stake and interest in the local area – large local employers, for example.
- *The executive* – a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work (see chapter 2), but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work.

Information sources

54. Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the specific role and function scrutiny plays within the authority, but might include:

- Performance information from across the authority and its partners;
- Finance and risk information from across the authority and its partners;
- Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;
- Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre-decision scrutiny; and
- Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.

¹⁷ Authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships' investment decisions.

As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information. Authorities should note, however, that the default for meetings should be that they are held in public (see 2014 guidance on '*Open and accountable local government*':

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf).

55. Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to provide an update, as a matter of course.

Shortlisting topics

Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

56. Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach. Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.

57. Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.

Carrying out work

58. Selected topics can be scrutinised in several ways, including:

- a) **As a single item on a committee agenda** – this often presents a limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain a formal watching brief over a given issue;
- b) **At a single meeting** – which could be a committee meeting or something less formal. This can provide an opportunity to have a single public meeting about a

given subject, or to have a meeting at which evidence is taken from a number of witnesses;

- c) **At a task and finish review of two or three meetings** – short, sharp scrutiny reviews are likely to be most effective even for complex topics. Properly focused, they ensure members can swiftly reach conclusions and make recommendations, perhaps over the course of a couple of months or less;
- d) **Via a longer-term task and finish review** – the ‘traditional’ task and finish model – with perhaps six or seven meetings spread over a number of months – is still appropriate when scrutiny needs to dig into a complex topic in significant detail. However, the resource implications of such work, and its length, can make it unattractive for all but the most complex matters; and
- e) **By establishing a ‘standing panel’** – this falls short of establishing a whole new committee but may reflect a necessity to keep a watching brief over a critical local issue, especially where members feel they need to convene regularly to carry out that oversight. Again, the resource implications of this approach means that it will be rarely used.

7. Evidence Sessions

59. Evidence sessions are a key way in which scrutiny committees inform their work. They might happen at formal committee, in less formal ‘task and finish’ groups or at standalone sessions.

Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.

How to plan

60. Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking. This applies as much to individual agenda items as it does for longer evidence sessions – there should always be consideration in advance of what scrutiny is trying to get out of a particular evidence session.

Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.

61. As far as possible there should be consensus among scrutiny members about the objective of an evidence session before it starts. It is important to recognise that members have different perspectives on certain issues, and so might not share the objectives for a session that are ultimately adopted. Where this happens, the Chair will need to be aware of this divergence of views and bear it in mind when planning the evidence session.
62. Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings. It is unlikely that the committee will be able to develop and agree recommendations immediately, but, unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.
63. After an evidence session, the committee might wish to hold a short ‘wash-up’ meeting to review whether their objectives were met and lessons could be learned for future sessions.

Developing recommendations

64. The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.

65. The drafting of reports is usually, but not always, carried out by officers, directed by members.

66. Authorities draft reports and recommendations in a number of ways, but there are normally three stages:

- i. the development of a 'heads of report' – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;
- ii. the development of those findings, which will set out some areas on which recommendations might be made; and
- iii. the drafting of the full report.

67. Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.

68. Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.

Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check.

Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol

An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.

Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.

The protocol, as agreed, may contain sections on:

- The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

Annex 2: Illustrative Scenario – Engaging Independent Technical Advisers

This example demonstrates how one Council's executive and scrutiny committee worked together to scope a role and then appoint an independent adviser on transforming social care commissioning. Their considerations and process may be helpful and applicable in other similar scenarios.

Major care contracts were coming to an end and the Council took the opportunity to review whether to continue with its existing strategic commissioning framework, or take a different approach – potentially insourcing certain elements.

The relevant Director was concerned about the Council's reliance on a very small number of large providers. The Director therefore approached the Scrutiny and Governance Manager to talk through the potential role scrutiny could play as the Council considered these changes.

The Scrutiny Chair wanted to look at this issue in some depth, but recognised its complexity could make it difficult for her committee to engage – she was concerned it would not be able to do the issue justice. The Director offered support from his own officer team, but the Chair considered this approach to be beset by risks around the independence of the process.

She talked to the Director about securing independent advice. He was worried that an independent adviser could come with preconceived ideas and would not understand the Council's context and objectives. The Scrutiny Chair was concerned that independent advice could end up leading to scrutiny members being passive, relying on an adviser to do their thinking for them. They agreed that some form of independent assistance would be valuable, but that how it was provided and managed should be carefully thought out.

With the assistance of the Governance and Scrutiny Manager, the Scrutiny Chair approached local universities and Further Education institutions to identify an appropriate individual. The approach was clear – it set out the precise role expected of the adviser, and explained the scrutiny process itself. Because members wanted to focus on the risks of market failure, and felt more confident on substantive social care matters, the approach was directed at those with a specialism in economics and business administration. The Council's search was proactive – the assistance of the service department was drawn on to make direct approaches to particular individuals who could carry out this role.

It was agreed to make a small budget available to act as a 'per diem' to support an adviser; academics were approached in the first instance as the Council felt able to make a case that an educational institution would provide this support for free as part of its commitment to Corporate Social Responsibility.

Three individuals were identified from the Council's proactive search. The Chair and Vice-Chair of the committee had an informal discussion with each – not so much to establish their skills and expertise (which had already been assessed) but to give a sense about

their 'fit' with scrutiny's objectives and their political nous in understanding the environment in which they would operate, and to satisfy themselves that they will apply themselves even-handedly to the task. The Director sat in on this process but played no part in who was ultimately selected.

The independent advice provided by the selected individual gave the Scrutiny Committee a more comprehensive understanding of the issue and meant it was able to offer informed advice on the merits of putting in place a new strategic commissioning framework.

Annex 3: Illustrative Scenario – Approaching an External Organisation to Appear before a Committee

This example shows how one council ensured a productive scrutiny meeting, involving a private company and the public. Lessons may be drawn and apply to other similar scenarios.

Concerns had been expressed by user groups, and the public at large, about the reliability of the local bus service. The Scrutiny Chair wanted to question the bus company in a public evidence session but knew that she had no power to compel it to attend. Previous attempts to engage it had been unsuccessful; the company was not hostile, but said it had its own ways of engaging the public.

The Monitoring Officer approached the company's regional PR manager, but he expressed concern that the session would end in a 'bunfight'. He also explained the company had put their improvement plan in the public domain, and felt a big council meeting would exacerbate tensions.

Other councillors had strong views about the company – one thought the committee should tell the company it would be empty-chaired if it refused to attend. The Scrutiny Chair was sympathetic to this, but thought such an approach would not lead to any improvements.

The Scrutiny Chair was keen to make progress, but it was difficult to find the right person to speak to at the company, so she asked council officers and local transport advocacy groups for advice. Speaking to those people also gave her a better sense of what scrutiny's role might be.

When she finally spoke to the company's network manager, she explained the situation and suggested they work together to consider how the meeting could be productive for the Council, the company and local people. In particular, this provided her with an opportunity to explain scrutiny and its role. The network manager remained sceptical but was reassured that they could work together to ensure that the meeting would not be an 'ambush'. He agreed in principle to attend and also provide information to support the Committee's work beforehand.

Discussions continued in the four weeks leading up to the Committee meeting. The Scrutiny Chair was conscious that while she had to work with the company to ensure that the meeting was constructive – and secure their attendance – it could not be a whitewash, and other members and the public would demand a hard edge to the discussions.

The scrutiny committee agreed that the meeting would provide a space for the company to provide context to the problems local people are experiencing, but that this would be preceded by a space on the agenda for the Chair, Vice-chair, and representatives from two local transport advocacy groups to set out their concerns. The company were sent in

advance a summary of the general areas on which members were likely to ask questions, to ensure that those questions could be addressed at the meeting.

Finally, provision was made for public questions and debate. Those attending the meeting were invited to discuss with each other the principal issues they wanted the meeting to cover. A short, facilitated discussion in the room led by the Chair highlighted the key issues, and the Chair then put those points to the company representatives.

At the end of the meeting, the public asked questions of the bus company representative in a 20-minute plenary item.

The meeting was fractious, but the planning carried out to prepare for this – by channelling issues through discussion and using the Chair to mediate the questioning – made things easier. Some attendees were initially frustrated by this structure, but the company representative was more open and less defensive than might otherwise have been the case.

The meeting also motivated the company to revise its communications plan to become more responsive to this kind of challenge, part of which involved a commitment to feed back to the scrutiny committee on the recommendations it made on the night.

Appendix 3

Committee	Scope
Resources	<p><u>Corporate Services:</u> Asset Management, Efficiency and Value for Money (Service re-design, property rationalization, County transport co-ordination), Finance and Budget Monitoring, Procurement, Human Resources, Legal Services, Property (Renovation and Energy Efficiency, Carbon Management, Climate Change), Transformation Services;</p> <p><u>Strategic Leadership, Culture & Tourism:</u> Council Strategic Policy, Council Plan, Budget, Strategic Budget Monitoring, Public Relations, Policy & Research, External Relations (East Midlands Councils, Local Government Association, Central government & MPs). Local Enterprise Partnership, DEP and LEP Liaison;</p> <p><u>Economic Development & Regeneration:</u> Local Enterprise Partnership, Neighbouring Local Enterprise Partnerships, External Funding, Economic Development, Local Economic Strategy and Assessment, Inward Investment and Indigenous Growth, Apprenticeships, Business Support and Skills, Markham Vale;</p> <p><u>Health and Communities:</u> Registration Service, Coroner's Service;</p>
Places	<p><u>Health and Communities:</u> Engagement with communities, Equalities, Community Cohesion, Community Consultation and Community Leadership, Voluntary Sector, Crime and Disorder Partnerships, Domestic Violence, Action on Drugs and Alcohol, Emergency Planning, Trading Standards, Sports Development, District and Parish Council Liaison;</p> <p><u>Highways, Transport & Infrastructure:</u> Local Planning Frameworks, Housing and Infrastructure, Land Reclamation, Strategic Planning, Minerals and Waste Planning, Waste Management, Digital Derbyshire, Highways and Bridges, Street Lighting, Footpaths, Road Safety, Public Transport, community Transport, The Countryside, Council Transport Co-Ordination;</p>

	<p><u>Strategic Leadership, Culture & Tourism:</u></p> <p>Twinning, Tourism, Libraries, Museums, Arts and Heritage, Archives and Modern Records;</p> <p><u>Scrutiny of Flood Risk Management:</u></p> <p>The Local Government Act 2000 (Section 21) requires that a local authority which is a lead local flood authority for an area in England must have arrangements to review and scrutinize flood risk management functions that may affect the local authority's area. A risk management authority must comply with a request made by a scrutiny committee for information or a response to a report;</p> <p><u>Crime and Disorder Committee:</u></p> <p>The Police and Justice Act 2006 (Section 19) requires every local authority to have a "crime and disorder committee" which must scrutinise the delivery of crime and disorder strategies. Authorities which are delivering these strategies and which are subject to a report from such a committee must respond to the report and have regard to it when exercising its functions. They are also subject to a requirement to provide information and attend meetings of the committee to answer questions. These committees are distinct from the 'Police and Crime Panels' that scrutinise directly-elected Police and Crime Commissioners.</p>
People	<p><u>Adult Care:</u></p> <p>Home Care, Residential Care, Day Care, Developing whole Person Care, Housing related support, Safeguarding, Adults with Learning Difficulties, Adults with Physical Disabilities, Adults with Mental Ill-Health, Multi-Agency Partnerships, personalization, Links with Health and Voluntary Sector;</p> <p><u>Young People:</u> Improving outcomes for young people, Children's Services Planning, Multi-Agency Partnerships, Safeguarding, children's Disabilities, Engagement with Young People, Engagement with Parents and Carers in Service Design, Youth Service, Early Years and Childcare, Children's Centres, Links to Voluntary Sector, School Capital Programme, Surplus Places, School Support - Personnel, Finance and IT, School Admissions, School Improvement, governor Support, Home to School Transport, Special Educational Needs, Adult Education, Careers Information, Advice and Guidance Service, FE Colleges, Links to Academies, Youth Offending, Corporate Parenting.</p>

Health	<p>To review and scrutinise any matter relating to the planning and provision of health services in the area, including:</p> <ul style="list-style-type: none">• Health and Wellbeing Board• Relationship with the NHS• Public Health• Health Improvement• Developing whole person care <p>The Committee is responsible for scrutinizing any major health service reconfigurations in accordance with the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.</p> <p>The Health Scrutiny Committee is required to participate in Joint Health Scrutiny Committee arrangements with other local authorities. On these occasions it is appropriate for the Chairman or Vice Chairman to represent the Committee.</p>
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PUBLIC

Agenda Item No.4 (c)

DERBYSHIRE COUNTY COUNCIL

4th July 2019

GOVERNANCE, ETHICS & STANDARDS COMMITTEE

Report of the Director of Legal and Democratic Services

Proposals for the Committee's Work programme – 2019/2020

1. Purpose of the Report

To consider the Committee's proposed work programme for the municipal year 2019/2020.

2. Information and Analysis

The Committee's revised terms of reference now offer much more scope for delivery of a work programme during the course of this year should Members wish to undertake one.

After consultation with the Chairman of the Governance, Ethics and Standards Committee, the following are proposed for consideration by way of initial suggestion however the Committee is encouraged to share any other areas of work which may be of interest:

a) Review of the Council's Outside Bodies appointments

Each year, the Council is asked to nominate Elected Members on a wide variety of outside bodies; these are wide ranging in their nature, scope and function.

The current list of outside body appointments appears at Appendix 1 to this report for the Committee's consideration.

b) Declarations of Interest for Elected Members and Officers (including gifts and hospitality) and Elected Member safety

Delivering a transparent ethical governance framework is a core element of the Committee's work. The Declaration of Interests (including gifts and

hospitality) by Elected Members and Officers is regularly reviewed by key stakeholders such as Internal Audit and External Audit as well as members of the Public.

In addition to this there has been growing national concern about the safety of Elected Members whilst acting in their official capacity on behalf of the Council. The Committee will note that Elected Member safety was an issue raised within the Committee for Standards in Public Life Annual Report and is something which has been considered by Internal Audit.

It may be of interest to the Committee to invite the Assistant Director of Finance (for Internal Audit) to attend a future meeting of the Committee to explore this area further.

c) Review of the Elected Member Code of Conduct and related Procedure for dealing with Complaints

The Code of Conduct for Elected Members and the associated Procedure for dealing with Complaints was implemented in July 2012, and has not been reviewed since that time. In line with the recommendations from the Committee for Standards in Public Life should consideration be given to reviewing our Code of Conduct?

3. Considerations

In preparing this report the relevance of the following factors has been considered: financial, legal, prevention of crime and disorder, equality and diversity, human resources, environmental, health, property and transport considerations.

4. Background Papers

Derbyshire County Council's Constitution

5. Officer recommendation

To consider and approve the Governance, Ethics and Standards Committee work programme for the municipal year 2019/2020.

Janie Berry
Director of Legal and Democratic Services and Monitoring Officer

APPOINTMENTS TO OUTSIDE BODIES 2019/2020

NAME OF OUTSIDE BODY	NO	NAME OF REPRESENTATIVE
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Acre Lane Shardlow, Sand & Gravel Site Liaison Committee	2	Cllrs L Chilton S Swann
Active Partners Trust	1	Cllrs Hart
Amber Valley Access Group	1	Cllr R Iliffe
Amber Valley Community Safety Partnership	1	Cllr C Short
Amber Valley L S Partnership	1	Cllr D Taylor
Arden Liaison Committee	1	Cllr B Atkins
Arkwright In Vessel Composting Facility Liaison	1	Cllr J Boulton
Arkwright Community Liaison Group	1	Cllr J Boulton
Ashbourne Community Transport Board of Trustees	1	Cllr S Bull
Association of Greater Manchester Councils – Joint Health Scrutiny Panel	1	Cllr L Grooby
Attenborough Sand & Gravel Pit, Long Eaton Local Liaison Committee	2	Cllrs A Griffiths G Hickton
Avenue Project Control Board	1	Cllr T King
Bakewell, Eyam & Glossop Community Transport Management Committee	1	Cllr J A Twigg (Local Member)
Barlborough Education Foundation	1	Cllr A Western (Local Member)
Barlborough Resource Centre	1	Cllr A Western (Local Member)
Belper Leisure Centre Limited	2	Cllrs P Makin (Director) D Taylor (Member)
Belper & Milford Partnership Schemes in Conservation Areas (PSiCAs) Grants Committee	2	Cllrs C Short P Makin
Belper North Mill Trust	1	
Birchvale Waste Site	1	Cllr E Atkins (Local Member)
Bolsover Community Safety Partnership	1	Cllr J Boulton
Bolsover Countryside Partnership	2	Cllrs A Dale A Foster
Bolsover Model Village Regeneration Scheme	2	Cllrs J Dixon D McGregor
Bolsover North East Derbyshire Leader Local Action Group	1	Cllr B Lewis
Bolsover Partnership Executive Board	1	Cllr A Dale

Bolsover Woodland Enterprise	1	Cllr A Western
Butterley Ironworks Trust	1	Cllr R Ashton
Buxton Crescent and Thermal Spa Heritage Trading Company Limited (Director)	1	Cllr T Kemp
Buxton Crescent and Thermal Spa Heritage Trust Limited (Director & Trustee)	1	Cllr T Kemp
Carsington Water Liaison Committee	1	Cllr I Ratcliffe
Caudwells Mill Trust Board	1	Cllr J A Twigg
Chesterfield and North Derbyshire Royal Hospital Trust	1	Cllr J Boulton
Chesterfield Canal Partnership	1	Cllr J Boulton
Chesterfield Community Safety Partnership	1	Cllr J Boulton
Chesterfield Muslim Association	1	Cllr J Boulton
Clay Cross Opencast Coal	1	Cllr B Wright (Local Member)
Community Transport for Town and County (CT4TC)	1	Cllr G Hickton
Corporate Parenting Board	6	Cllrs A Dale B Lewis J Patten R Flatley J Coyle B Atkins
County Council Network	4	Cllrs B Lewis S Spencer R Parkinson A Western
Creswell Heritage Trust – Council of Management (Director/Trustee and Member)	1	Cllr R Flatley
Cromford Canal Partnership	3	Cllrs B Lewis T Ainsworth G Hickton
Cromford Partnership Scheme in Conservation Areas (PsiCAs) Grants Committee	2	Cllrs T Ainsworth G Hickton
Cromford Quarry Liaison Committee	1	Cllr J Atkin
Derby & Derbyshire Local Access Forum	1	Cllr R Ashton
Derby & Derbyshire Waste Treatment Centre – Sinfyn Community Liaison Group (CLG)	1	Cllr T Ainsworth
Derby & Sandiacre Canal Trust Board	1	Cllr G Hickton
Derbyshire Archaeological Advisory Committee	1	Cllr B Lewis
Derby Hospitals NHS Foundation Trust – Council of Governors	1	Cllr L Chilton

Derby Housing Market Area Joint Advisory Board	1	Cllr T King
Derby University Court	1	Cllr A Dale
Derby & Derbyshire JAC Minerals and Waste	3	Cllrs S Spencer T Ainsworth G Hickton
Derbyshire and Derby Development Plans Joint Advisory Committee	6	Cllrs N Atkin M Ford T King W Major C Dale M Wall
Derbyshire Association of Local Councils	2	Cllrs C Hart P Murray
Derbyshire Children's Partnership	1	Cllr A Dale
Derbyshire Community Health Services Council of Governors	1	Cllr S Swann
Derbyshire Dales & High Peak Joint Community Safer Strategy Group	1	Cllr J Atkin
Derbyshire Economic Partnership	2	Cllrs B Lewis T King
Derbyshire Education Business Partnership	1	Cllr T King
Derbyshire Environmental Trust (Trustee and Director)	1	Cllr S Spencer
Derbyshire Gypsy Liaison Group	1	Cllr C Hart
Derbyshire Healthcare NHS Trust Foundation Trust Partner Governor	1	Cllr J Perkins
Derbyshire Information, Advice and Support Service	2	Cllrs L Chilton K Athwal
Derbyshire Law Centre	2	Cllrs J Boulton A Foster
Derbyshire Learning Disability Partnership Board	1	Cllr W Major
Derby and Derbyshire Music Partnership (3 reps from DCC and 2 from Derby CC)	3	Cllrs L Chilton R Iliffe S Bambrick
Derbyshire Safer Communities Board	1	Cllr C Hart
Derbyshire Schools Forum	4	Cllrs A Dale J Patten G Wharmby J Coyle

Derwent Valley Line Community Rail Partnership	2	Cllrs T Kemp T Ainsworth
Derwent Valley Mills World Heritage Partnership	1	Cllr B Lewis
Derwent Valley Mills Heritage Site Educational Trust (Trustee)	1	Cllr T Ainsworth
Derwentwise	1	Cllr B Lewis
Divisional Fostering Panel	2	Cllrs J Patten R Iliffe
Dronfield Henry Fanshawe School Foundation Trust	2	R Gilmore J Kenyon
East Midlands Councils	2	Cllrs B Lewis S Spencer
East Midlands Councils Executive	1	Cllr B Lewis
Elvaston Castle and Gardens Trust	1	Cllr T King
Elvaston Quarry Liaison Committee	4	Cllrs N Atkin K Athwal B Lewis R Flatley
Engine Reclamation Site Liaison Committee	2	Cllrs J A Coyle (Local Member) C R Moesby (Local Member)
Environment Agency – Yorkshire Regional Flood & Coastal Committee	1	Cllr G Hickton (substitute – Cllr T Ainsworth)
Environment Agency – Regional Flood & Coastal Committee for the Trent Catchment	1	Cllr G Hickton (substitute – Cllr T Ainsworth)
Erewash Community Safety Partnership	1	Cllr A Griffiths
Erewash Community Transport Management Committee	1	Cllr R Parkinson
Erewash Local Strategic Partnership	1	Cllr K Atwal
Erewash Partnership Ltd	1	Cllr T King
Erin Waste Disposal Committee	1	Cllr H Elliott (Local Member)
Etwall in Vessel Waste Composting Plant Site Liaison Committee	3	Cllrs J Patten M Ford S Bambrick

European Rural Development Programme – LEADER Strand – Bolsover & North East Derbyshire Local Action Group	1	Cllr A Foster
Foxlow Site	1	Cllr B Bingham (Local Member)
Glossopdale Furniture Project	1	Cllr J Wharmby
Goseley Community Centre Management Committee	1	Cllr L Chilton
Greater Nottingham Joint Planning Advisory Board	1	Cllr A Griffiths
Groundwork Creswell, Ashfield and Mansfield	1	Cllr A Dale
Hartington Reclamation Scheme Local Liaison Group	1	Cllr B Bingham (Local Member)
Hayfield Educational Trust	1	Cllr E Atkins (Local Member)
Heage Windmill Society	1	Cllr T Ainsworth
Heanor Regeneration Partnership	1	Cllr R Iliffe
Heritage Champion	1	Cllr B Lewis
High Peak and Hope Valley Community Rail Partnership	1	Cllr G Wharmby
High Peak Community Safety Partnership	1	Cllr G Wharmby
High Peak Renovate Community Interest Company (Renovate CIC)	1	Cllr T Kemp
HS2 Strategic Board	1	Cllr S A Spencer
HS2 Chesterfield and Staveley Delivery Board	1	Cllr T King
HS2 Mitigation Board	1	Cllr S A Spencer
Ilkeston Town Centre Forum	1	Cllr R Flatley (Local Member)
Industrial Communities Alliance	1	Cllr T King
Ironville & Codnor Park Community Association	1	Cllr P Smith (Local Member)
Ironville Community Centre Management Committee	1	Cllr S Marshall-Clarke (Local Member)
John Allsopp Educational Foundation	1	Cllr M Ford
Johnsons Incinerator Bottom Ash	1	Cllr J Frudd
Kilburn STW Liaison Committee	2	Cllrs K Buttery P Makin
Killamarsh Community Trust	1	Cllr B Ridgway (Local Member)
Local Authorities Pension Fund Forum	1	Cllr J Perkins

Local Education Partnership	1	D Massingham (Director of Property)
Lodge House Extension Liaison Committee	1	Cllr K Buttery
Long Eaton Town Centre Forum	1	Cllr A Griffiths
Loughborough University	1	Cllr R Flatley
Lowland Derbyshire and Nottinghamshire Local Nature Partnership	1	Cllr G Hickton
Markham Vale Liaison Committee	5	Cllrs T King J Boulton J Atkin H Elliott R Iliffe
Markham Vale Partnership Board	3	Cllrs T King J Boulton A Dale
MEGZ Limited (Directors)	3	Cllrs B Lewis S Spencer A Western
Midland Railway Trust	1	Cllr T Ainsworth
Mouselow Quarry, Glossop Local Liaison Committee	1	Cllr B Woods (Local Member)
Museum of the Mercian Regiment (Worcestershire & Sherwood Foresters Collection)	1	Cllr N Atkin
National Coal Mining Museum for England Liaison Committee	1	Cllr K Buttery
New Mills Volunteer Centre	1	Cllr E Atkins (Local Member)
North East Derbyshire Community Safety Partnership	1	Cllr A Foster
Nottingham East Midlands Airport Independent Consultative Committee	1	Cllr N Atkin
Peak District Local Access Forum	1	Cllr J Atkin
Peak District Partnership	1	Cllr J Perkins
Pennine Care NHS Foundation Trust – Council of Governors	1	Cllr J Wharmby
Pentrich and South Wingfield Revolution Group	1	Cllr T Ainsworth
Rail Forum Midlands	1	Cllr T Ainsworth
Ridgeway Educational Trust	1	Cllr B Ridgway (Local Member)
Ripley Master Plan Panel	1	Cllr R Ashton

Rolls-Royce Local Liaison Committee	1	Cllr G Musson
Rural Action Derbyshire	1	Cllr A Foster
SCAPE Group Ltd (Directors)	1	Cllr A Foster (Officer – D Massingham)
Schools Admission Forum	2	Cllrs A Dale J Patten
South Derbyshire Community Safety Partnership	1	Cllr P Murray
South Derbyshire Partnership	1	Cllr L Chilton
South Normanton Joint Service Centre	1	Cllr J A Coyle (Local Member)
Sutton-cum-Duckmanton Education Foundation	1	Cllr J A Coyle
Sutton-cum-Duckmanton Relief in Need Charity	1	Cllr J A Coyle
Swadlincote Community Transport Management Committee	1	Cllr S Swann
Swadlincote Townscape Heritage Lottery Fund Board	1	Cllr S Swann
Swadlincote Townscape Heritage Lottery Fund Panel	1	Cllr S Swann
Swarkestone Sand & Gravel Pit (Barrow-on-Trent) Liaison Committee	2	Cllr L Chilton vacancy
Tameside and Glossop Integrated Board	1	Cllr B Woods
Tameside and Glossop Integrated Care NHS Foundation Trust	1	Cllr J Wharmby
The Site Liaison Committee (Ilkeston)	1	Cllr J Frudd
Torr Vale Mill Preservation Trust	1	Cllr E Atkins
Transport for the North Board	1	Cllr T Ainsworth (sub Cllr G Wharmby)
Trans Pennine Trail Partnership	1	Cllr G Wharmby
Veolia Liaison Committee	2	Cllr G Hickton
Victory Quarry Liaison Committee	1	Cllr J Perkins
Visit Peak District and Derbyshire Destination Marketing Agency	1	Cllr T Kemp
Vital Earth GB Limited	1	Cllr S Bull
Waingroves Community Association	1	Cllr R Ashton
Waste Management Contracts Board	2	Cllr B Lewis (Leader of Council) S Spencer (Cabinet Member with responsibility for Waste Management)

Whaley4Wards	1	Cllr A Fox
Whitehall Advisory Committee	3	Cllr J Twigg A Fox
Whitwell Quarry (Tarmac)	1	Cllr D McGregor (Local Member)
Whitwell Works (Lhoist)	1	Cllr D McGregor (Local Member)
Witches Oak Water (part of Shardlow Liaison Committee)	2	Cllrs L Chilton S Swann
World Heritage UK	1	Cllr B Lewis

Updated 11.04.2019