

[Insert name of submission organisation/group/individual here]

Council Size Submission: Template

[Derbyshire County Council]

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How to Make a Submission

It is recommended that submissions on future governance arrangements and council size follow the guidance provided and use the format below as a template. Submissions should be treated as an opportunity to focus on the future needs of the council and not simply describe the current arrangements. **Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal and why you have discounted them.**

The template allows respondents to enter comments directly under each heading. It is not recommended that responses be unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

'Good' submissions, i.e. those that are considered to be most robust and persuasive, combine the following *key success components* (as set out in the guidance that accompanies this template):

- Clarity on objectives
- A straightforward and evidence-led style
- An understanding of local place and communities
- An understanding of councillors' roles and responsibilities

About You

The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, a resident group, or an individual.

This response has been prepared by Officers on behalf of Derbyshire County Council and will be considered by Full Council on 15 February 2023.

Reason for Review (Request Reviews Only)

Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. *NB/ If the Commission has identified the authority for review under one of its published criteria, then you are not required to answer this question.*

The Commission has identified the area for review under one of its published criteria.

The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 15 - 20 years. **The consideration of future governance arrangements and council size should be set in the wider local and national policy context.** The Commission expects you to challenge your current arrangements and determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

- When did your Council last change/reorganise its internal governance arrangements and what impact on effectiveness did that activity have?
- To what extent has transference of strategic and/or service functions impacted on the effectiveness of service delivery and the ability of the Council to focus on its remaining functions?
- Have any governance or capacity issues been raised by any Inspectorate or similar?
- What influence will local and national policy trends likely have on the Council as an institution?
- What impact on the Council's effectiveness will your council size proposal have?

The authority has operated a strong leader model of governance since 2001. This system of governance has worked well and proved stable for the authority under both Labour and Conservative administrations.

A number of changes to Cabinet Portfolios and Scrutiny Committees were introduced in 2021 to support an increased focus on priorities and to reflect an increasing emphasis on climate change - a key local, national and international issue, cross cutting in nature. As such, the number of Cabinet Portfolios increased from seven to nine which has enabled Cabinet to provide greater attention on priorities such as economic growth and post covid recovery, as well as a dedicated Portfolio focusing on the operational aspects of Education. The Council also saw an increase in the number of Scrutiny Committees in the Council with the creation of a new Committee focused on Climate Change, Biodiversity and Carbon Reduction.

Since the last Electoral Review of Derbyshire, there have been changes to the Council's operating model. The new model reflects the Council's strategic approach, ensuring that the Council is structured in a way that achieves priorities whilst considering the budget position. Following a report to its meeting of 15 September 2021, Council agreed to introduce a permanent Managing Director leadership model to enable the Council to meet future challenges. The new operating model provides strong, accountable senior officer leadership to ensure the Council has the capacity to face the considerable challenges of the next few years including:

- Taking a lead role in respect of economic growth and post-pandemic economic recovery
- Integration of health and social care
- Climate Change
- Harnessing the opportunities that a devolution deal for Derbyshire presents.

The Managing Director is supported by four Executive Directors who each lead one of the Council's four departments as follows:

- Adult Care and Health
- Childrens Services
- Corporate Services and Transformation
- Place

The County Council, with the three upper tier councils in Nottinghamshire, Derby and Nottingham was successful in securing a Devolution Deal for the area worth £1.14 bn over 30 years in August 2022. The four upper tier Councils have recently consulted on draft Proposals and will be making recommendation to their respective Full Councils in March 2023, whether to progress. Should Proposals be successful, and approved by Government, the area will be the first area in the country to establish a new Combined County Authority. This will impact on governance arrangements with the Council having a key role in any future CCA and associated sub structures such as Advisory Boards, Overview and Scrutiny Committees etc. as a constituent member of the CCA.

The Council participated in a Local Government Association Corporate Peer Review in 2018, with a follow up visit taking place in October 2022. The Peer Review Team found that:

“There is visible and active political leadership provided by the Leader and Cabinet. The Leader is making his presence felt in national, regional, and sub-regional forums; and through the support of a committed and effective senior management team the Council is beginning to take a much more outward looking leadership role.

The Peer Team was impressed to hear from both partners and council staff the positive culture of partnership working, and the pride and commitment people have in working for the Council. These are huge assets for the Council that will help in delivering its ambitions for Derbyshire residents”

Given the relatively recent changes to the Council's governance arrangements and operating model which have been working well, the Council does not believe that its proposals in respect of Council size, following the review, will impact on overall effectiveness.

Local Authority Profile

Please provide a short description of the authority and its setting, in particular the local geography, demographics and community characteristics. This should set the scene for the Commission and give it a greater understanding of any current issues. The description should cover all of the following:

- Brief outline of area - are there any notable geographic constraints for example that may affect the review?
- Rural or urban - what are the characteristics of the authority?

- Demographic pressures - such as distinctive age profiles, migrant or transient populations, is there any large growth anticipated?
- Community characteristics – is there presence of “hidden” or otherwise complex deprivation?
- Are there any other constraints, challenges, issues or changes ahead?

Derbyshire is an upper tier authority which contains eight district and borough councils and geographically surrounds the unitary authority of Derby City.

Derbyshire is a large and diverse county with a number of heavily built-up urban areas and large sparsely populated rural areas. Much of the north and west of the county is very rural, most of it falling within the Peak District National Park area. The county benefits from being centrally located in the UK with strong links to the neighbouring cities of Derby, Nottingham, Sheffield, Manchester and Leicester. The county is home to 794,636¹ people and covers an area of 255,000 hectares. The county includes the boroughs of Amber Valley, Chesterfield, High Peak and Erewash, and the districts of Bolsover, Derbyshire Dales, North East Derbyshire and South Derbyshire and encircles the unitary authority of Derby City. The county has a long-standing history of partnership working with upper tier areas in Nottinghamshire, Derby and Nottingham and has more recently been working to secure a devolution deal for the areas which, should proposals be approved form a proposed Combined County Authority (CCA) area.

Chesterfield is the main urban area, with a population of 103,600 (a slight reduction of - 0.2% since the 2011 Census). Derbyshire also has a number of important market towns which play a significant role in the local economy as centres of employment and service provision. These include Belper, Buxton, Ilkeston, Long Eaton, Swadlincote, Bakewell and Dronfield.

By 2043, Derbyshire’s overall population is estimated to grow by 13.0%². In addition to this, the county is forecast to have fewer people of working age and an increasingly ageing population, currently 23.0% of the population are of retirement age or over (higher than the national average of 20.1%) and this is set to increase to 27.0% by 2043. With a smaller working age population and a higher level of need there will be implications for the level and cost of many public services.

Derbyshire’s population is becoming more diverse. Over the last 10 years there has been an increase of 42.0% (10,800) in the number of non-UK born residents in the county, above the national figure of 33.6%³. There has also been a significant rise in the number of same-sex marriages/civil partnerships in the county, with an increase of 1,100 since 2011⁴. As the population changes, the Council and partners have an important role in ensuring that people

¹ TS017, 2021 Census, ONS, November 2022 © Crown Copyright

² 2018 based Sub National Population Projections (SNPP), ONS, March 2022

³ TS004, 2021 Census, ONS, November 2022 © Crown Copyright

⁴ TS002, 2021 Census, ONS, November 2022 © Crown Copyright

from protected characteristic groups are able to live their lives fully and free of discrimination.

Nearly 27,100 (4.1%) of the county’s residents have previously served in the UK armed forces, slightly above the England figure of 3.8%⁵. Ensuring that these individuals and their families are able to access well-being, housing and other support services will be important.

There has been an above average growth in the number of households in Derbyshire, with 6.5% (21,600) more households than in 2011⁶, and this is set to continue. Rising demand has implications for the supply of housing over the next decade.

This is further supported by looking at the number of housing completions over the last 17 years. Housing completions have fluctuated greatly on a quarterly basis (see the Trendline Chart below), although all districts except for Chesterfield and Erewash have generally shown a steady rise in the number of quarterly completions. South Derbyshire has seen the greatest proportion of completions (31%) with its average quarterly completion rate of 153 dwellings over the 17 years. However, if you look more closely at the latest trends for South Derbyshire, the rate of completions has increased to an average of 245 per quarter. All districts have shown average quarterly growth in the last six years except for Erewash whose average has dropped to 43.

Quarterly Housing Completions Q1 2005 to Q2 2022

Housing Completions	Cumulative Q1 2005 to Q2 2022		Average growth per quarter			Trendline Q1 2005 to Q2 2022
	Total Completions	% of Total Completed	2005-2022	Last 10 years	Last 6 years	
Amber Valley	5,280	15%	68	73	73	
Bolsover	3,810	11%	55	66	76	
Chesterfield	2,890	8%	45	39	48	
Derbyshire Dales	3,020	9%	42	51	60	
Erewash	2,580	7%	50	39	43	
High Peak	3,080	9%	49	54	68	
North East Derbyshire	3,410	10%	54	57	70	
South Derbyshire	10,610	31%	153	194	245	
Derbyshire	34,680	100%	515	572	695	




Recession Q2 2008 to Q2 2009
COVID Recession Q1 2020 to Q2 2020

Source: Q1 2005 to Q2 2022, Housing Supply Live table 253a [Department for Levelling Up, Housing and Communities](#) and [Ministry of Housing, Communities & Local Government](#), 15 September 2022

The recession of 2008-09 and more recently the COVID-19 pandemic, have initiated recession disrupted housing markets. Housing completions did bounce back after the two recessions, albeit a little more slowly in High Peak, Chesterfield and Erewash. However,

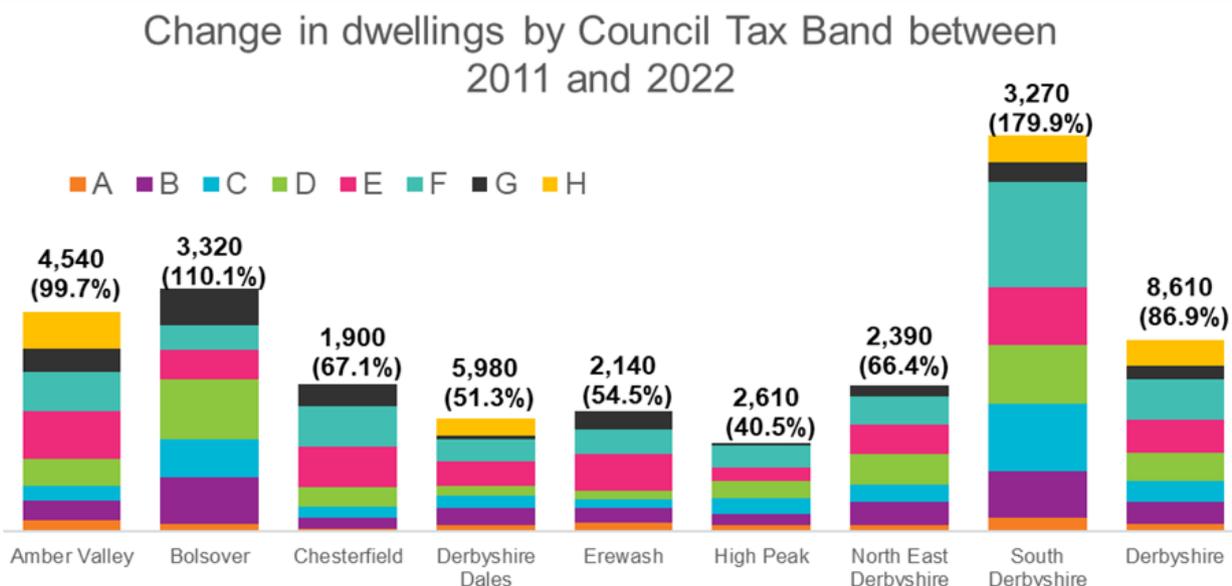
⁵ TS071, 2021 Census, ONS, November 2022 © Crown Copyright

⁶ TS003, 2021 Census, ONS, November 2022 © Crown Copyright

with the current cost of living crisis and rising costs of supplies, it is likely that the market will slow down again but to what extent is largely unknown.

Council Tax data also supports the completion figures and outlined increase. For example, South Derbyshire has increased the number of dwellings by 179% since 2011, the largest change being in band F (valued at £162,001 to £223,000 at April 1 2003, see chart below). These findings suggest that the increases are due primarily due to new build stock supporting inward migration rather than purely natural change.

Increase in dwellings between 2011 and 2022 by Council Tax Band



Source: 2011 to 2022 Properties by Council Tax Band, Valuation Office Agency, September 2022

Households are getting smaller in Derbyshire, with a decrease in average household size since 2011⁷. Future housing development will need to ensure that there are sufficient numbers of living spaces for smaller households.

The number of one person households locally has increased well above the national average, with 15.7% (6,800) more lone pensioners in Derbyshire alongside 12.6% (6,700) more working age adults living alone. Isolation was an issue that came to the fore during the pandemic and the significant growth of one person households is going to test this further.

There has also been above average growth in pensioner couple households, with a 25.0% (8,000) increase since 2011. This is likely to have led to greater levels of unpaid caring, and with the 65+ population in the county projected to rise at an above average level over the next decade, the demands on services for unpaid carers are likely to increase further.

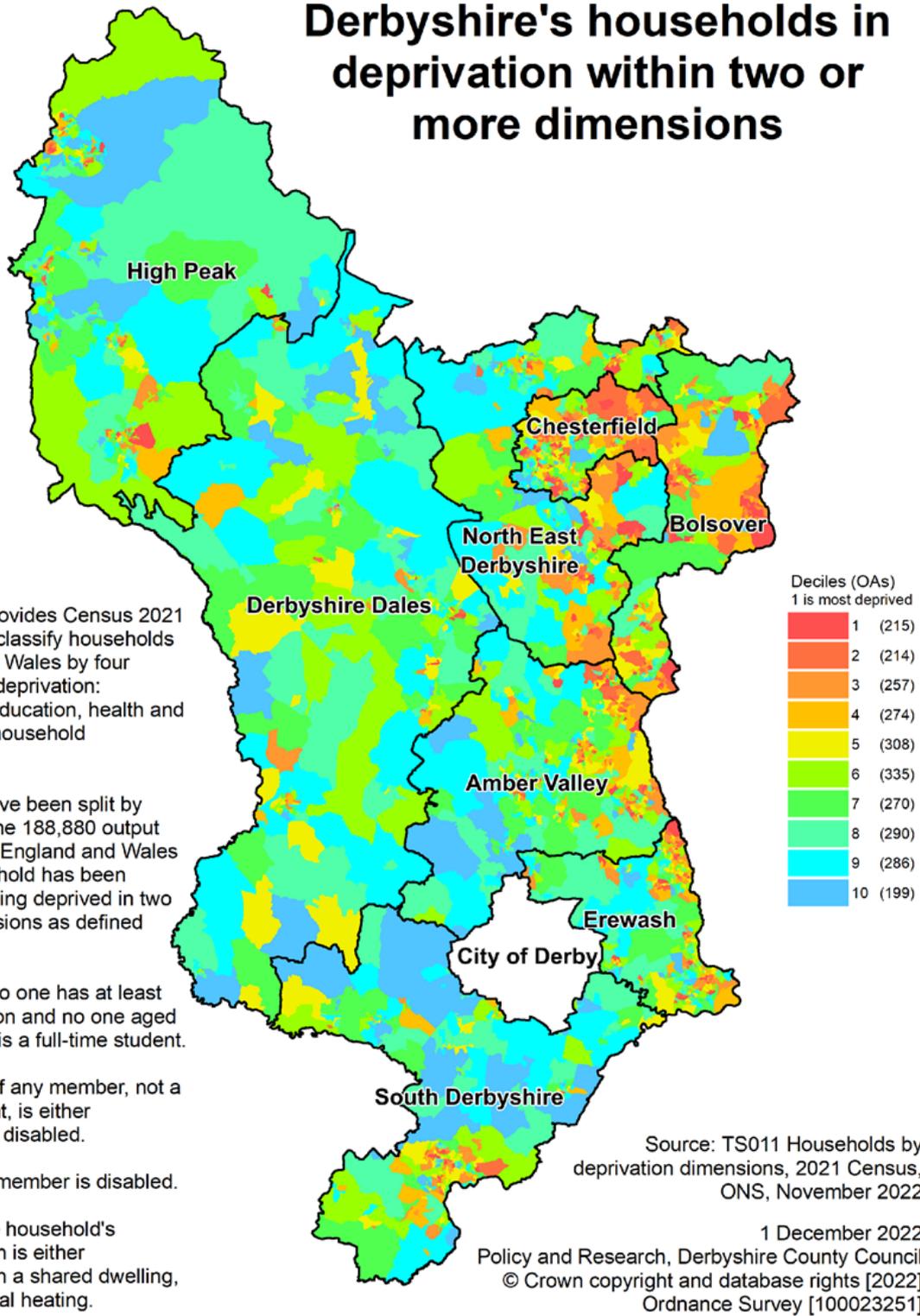
Although there has been a rise in the number of households with dependent children nationally over the last ten years, in Derbyshire there has been a fall of 2.6% (-2,200). If this trend continues it may ease pressure on support services for families with younger children as well as school admissions.

⁷ TS017, 2021 Census, ONS, November 2022 © Crown Copyright

According to the Census 2021 deprivation measure, there are nearly 62,800 (17.7%) households locally experiencing deprivation in two in more of the following areas; employment, education, health and disability or housing⁸. The pattern of deprivation looks very similar to the pattern defined by other measures of deprivation, such as the 2019 Indices of Deprivation. Higher levels of deprivation are mainly concentrated in the north and eastern side of the county in the districts of Bolsover and Chesterfield with pockets of deprivation spread across the county. There are 215 output areas in the most deprived decile in England and Wales (see the map below). Although there are 17,000 fewer households locally experiencing deprivation than ten years ago, the 2021 Census took place before significant cost-of-living pressures arose during 2022. These pressures are likely to put the greatest strain on those households that are already deprived.

⁸ TS011, 2021 Census, ONS, November 2022 © Crown Copyright

Derbyshire's households in deprivation within two or more dimensions



This dataset provides Census 2021 estimates that classify households in England and Wales by four dimensions of deprivation: Employment, education, health and disability, and household overcrowding.

Households have been split by decile across the 188,880 output areas (OAs) in England and Wales where a household has been identified as being deprived in two or more dimensions as defined below:

Education - if no one has at least level 2 education and no one aged 16 to 18 years is a full-time student.

Employment - if any member, not a full-time student, is either unemployed or disabled.

Health - if any member is disabled.

Housing - if the household's accommodation is either overcrowded, in a shared dwelling, or has no central heating.

Source: TS011 Households by deprivation dimensions, 2021 Census, ONS, November 2022

1 December 2022

Policy and Research, Derbyshire County Council
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Ordnance Survey [100023251]

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Historically, Derbyshire's employment profile has been centred on a strong industrial economy based around coal and heavy manufacturing. The coal industry has all but gone although manufacturing remains significant and is the county's largest sector representing

15.9% of all employment⁹. There is a close correlation between the footprint of the former coalfield and heavy industrial areas and those current localities where people are struggling across a range of issues such as income, education and health. For example, in the 2019 Indices of Deprivation more than 33.0% of areas within the former coalfields in the county experienced deprivation on health outcomes, much higher than for the non-coalfield area in Derbyshire at 5.4%¹⁰.

Beyond manufacturing there is a broad-based economy, with the next largest sectors being health (12.6%), retail (9.2%), accommodation and food (8.2%), focused on a strong visitor economy, and education (8.0%).

Nationally, 34.0% of individuals have a level four qualification or above¹¹. This is higher than the Derbyshire average, where the figure is 29.0%. Across the county, 42.0% (159,000) of residents are in higher level occupations, lower than nationally (46.0%).

Derbyshire has a lower skill/lower occupational level economy than nationally and lags behind on productivity, with productivity per hour worked more than 12.0% below that for England¹². However, the county's 30,600 businesses¹³ show good business survival rates and demonstrated solid growth in output coming into the pandemic and resilience during it.

Derbyshire and the wider East Midlands perform poorly on social mobility, the ability for people from more disadvantaged backgrounds to progress in the labour market. In Derbyshire, five of the county's districts have been identified as social mobility cold spots, being ranked in the worst 20.0% of districts nationally. These are Amber Valley, Bolsover, Chesterfield, Erewash and South Derbyshire¹⁴.

Economic inactivity levels, particularly amongst older workers have come into focus following the pandemic, however Derbyshire has had high rates of economic inactivity historically, again linked to its older age profile and high levels of employment in heavy industry. Chesterfield (59.8%), Erewash (61.8%), and particularly North East Derbyshire (63.8%) all have levels of economic inactivity in the 50 year old age group above the national average of 56.8%¹⁵. In the last quarter of 2022, 89.0% of recruiting firms said they faced difficulty getting the people they needed. High levels of inactivity are making it more difficult for firms locally to be competitive¹⁶.

Additionally, health conditions also make it difficult for many adults locally to work when they would like to. There are more than 22,600 (4.7%) adults in Derbyshire claiming Employment Support Allowance, more than the national average of 3.9% and in Chesterfield (6.4%),

⁹ Business Register and Employment Survey, 2021, ONS (Nomis) © Crown Copyright

¹⁰ English Indices of Deprivation, 2019, Housing, Communities and Local Government © Crown Copyright

¹¹ TS067, 2021 Census, ONS, November 2022 © Crown Copyright

¹² Sub-regional productivity in the UK, 2019 ONS © Crown Copyright

¹³ UK Business Counts, 2022, ONS (Nomis) © Crown Copyright

¹⁴ State of the Nation, 2017, Social Mobility Commission

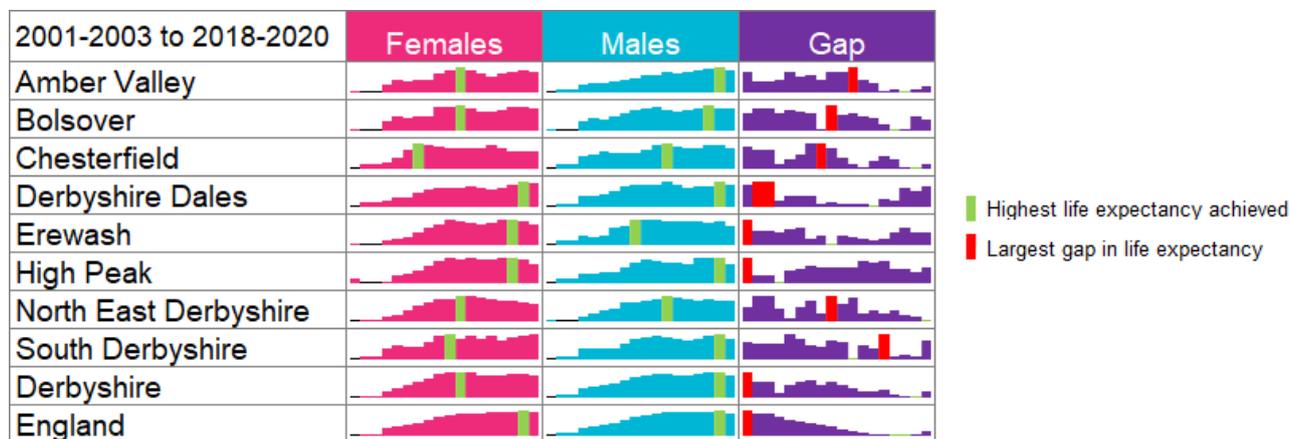
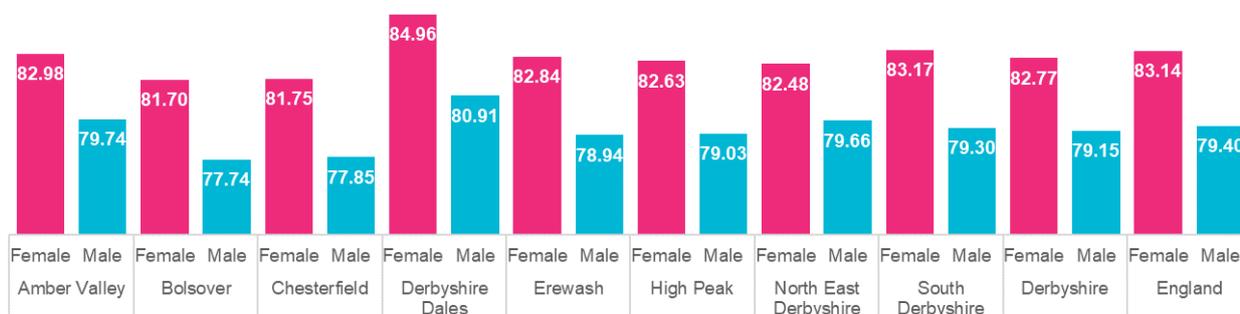
¹⁵ Annual Population Survey, July 2021 to June 2022, ONS (NOMIS) © Crown Copyright

¹⁶ Quarterly Economic Survey, Quarter four 2022, East Midlands Chamber

Bolsover (6.1%) and North East Derbyshire (5.1%) all have very high levels, reflecting some of the health issues in the area¹⁷.

Across Derbyshire, health outcomes can be poorer than across England due to the concentration of employment in heavy industry in the past and higher than average numbers of older adults. The county has a lower life expectancy at birth than the national average, at 82.77 years for females and 79.15 years for males with a gender gap of 3.62 years, as shown in the chart below¹⁸. The rate for both has fallen from the highest level achieved of 83.1 years for females in 2011-2013 and 79.58 for males in 2017-2019. Health related issues are relatively high on some indicators, for example, Erewash (33.0%) and Bolsover (32.8%) have amongst the highest levels of adult obesity in the East Midlands¹⁹.

Life Expectancy at birth 2018-2020
(using 3-year pooled rates)



Some of the key challenges for the county are:

- Despite solid economic growth there remains a significant gap in productivity performance with England.

¹⁷ Department for Work and Pensions, May 2022, Stat-Xplore © Crown copyright

¹⁸ Office for Health Improvement and Disparities, 2018-20, Life Expectancy at birth (3-year pooled rates) © Crown Copyright

¹⁹ Percentage of adults (aged 18+) classified as obese, 2020-21, LG Inform

- Qualifications are improving but there is wide variation across the districts.
- Inequalities are still present and deprivation is persistent in some localities.
- Digital exclusion, with low coverage of 4G broadband in Derbyshire Dales/High Peak and low internet use in Bolsover/Chesterfield²⁰.
- Housing affordability issues, with Derbyshire Dales house prices for example being 10 times the average wage.
- Homelessness is an issue in some areas, particularly Chesterfield²¹.
- Amber Valley, Bolsover, Chesterfield, Erewash, and South Derbyshire are all social mobility cold spots.
- Rising costs of living, compounded by the conflict in Ukraine, leaves residents at increased risk of financial difficulty, with already high levels of debt locally and above average fuel poverty in Bolsover and Chesterfield.
- Ageing population with the 85+ population set to double, and uneven growth with the overall population in South Derbyshire set to rise by 30%.
- Transport viability of bus routes, and cost of the transition to electric vehicles and charging points, all potentially inhibiting access to services, employment and skills.

²⁰ Internet User Classification, University of Liverpool, via Consumer Data Research Centre, 2018, and 4G coverage provided by at least one mobile network provider, mobile coverage local and unitary authority data, OFCOM, May 2021

²¹ Statutory homelessness: Detailed local authority-level tables, April 2020 to March 2021, Ministry of Housing, Communities and Local Government (now Department of Levelling Up, Housing and Communities) © Crown Copyright

Council Size

The Commission believes that councillors have three broad aspects to their role.

These are categorised as: **Strategic Leadership, Accountability (Scrutiny, Regulatory and Partnerships), and Community Leadership**. Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

Strategic Leadership

Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority. Responses should also indicate how many members will be required for this role and why this is justified. **Responses should demonstrate that alternative council sizes have been explored.**

Topic		
Governance Model	Key lines of explanation	<ul style="list-style-type: none"> ➤ What governance model will your authority operate? e.g. Committee System, Executive or other? ➤ The Cabinet model, for example, usually requires 6 to 10 members. How many members will you require? ➤ If the authority runs a Committee system, we want to understand why the number and size of the committees you propose represents the most appropriate for the authority. ➤ By what process does the council aim to formulate strategic and operational policies? How will members in executive, executive support and/or scrutiny positions be involved? What particular demands will this make of them? ➤ Whichever governance model you currently operate, a simple assertion that you want to keep the current structure does not in itself, provide an explanation of why that structure best meets the needs of the council and your communities.
	Analysis	<p>Derbyshire County Council is currently composed of 64 Councillors, representing 61 electoral divisions. Three of the Council's electoral divisions are represented by two Members each.</p> <p>Members are elected every four years with Council elections due to be held in May 2025.</p>

		<p>A comprehensive induction programme takes place following the election of Members to the Council. A cross-party Member Development Working Group has also been established and meets regularly to oversee the development and training needs of Elected Members.</p> <p>The current political make-up of the Council is as follows:</p> <ul style="list-style-type: none"> • Conservative: 42 • Labour 15 • Liberal Democrat: 4 • Green (ungrouped) 1 • Independent (ungrouped) 2 <p>The Council has had a Conservative administration since 2017. Prior to this, the Labour Group were in control of the Council.</p> <p>The Leader and Cabinet Members are very active and are closely involved with the day-to-day functioning of the authority requiring a significant input of time and commitment, on average the leader and cabinet members report they work a median of 29 hours per week on council business.</p> <p>The Leader of the Council works closely with the Managing Director to build and maintain relationships with the Council's strategic partners, on a local, regional, and national level. Cabinet members sit on a variety of outside bodies, which require varying time commitments.</p> <p>The Cabinet maintain a visible presence in the local press and are the primary focus of any media coverage relating to the authority, whether positive or negative.</p> <p>The Council has operated a Strong Leader and Cabinet system of governance since the inception of the Local Government Act 2000. This system of governance works well for the authority and there is no appetite to consider an alternative.</p>
Portfolios	Key lines of explanation	<ul style="list-style-type: none"> ➤ How many portfolios will there be? ➤ What will the role of a portfolio holder be? ➤ Will this be a full-time position? ➤ Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions?

	Analysis	<p>The current administration, elected in 2021, are now operating with a Cabinet of nine members including the Leader who holds his own portfolio.</p> <p>The current portfolios with responsibilities are as follows:</p> <p>Strategic Leadership, Culture, Tourism and Climate Change (Leader of the Council)</p> <ul style="list-style-type: none"> • Council Plan and overall Council strategy, policy and co-ordination • Council performance • Council budget strategy • Climate Change • Strategic lead Enterprising Council • Strategic lead Vision Derbyshire • Public Relations • Policy and Research • External Relations (East Midlands Councils, Local Government Association, Central Government & MPs) • Regional Partnerships including Local Enterprise Partnership and D2 Economic Prosperity Committee • Twinning • Visitor Economy and Tourism • Libraries and Culture • Conservation and Heritage <p>Strategic leadership of any matter of significant local, regional or national importance that may otherwise fall within another portfolio</p> <p>Corporate Services and Budget (Deputy Leader)</p> <ul style="list-style-type: none"> • Finance and Budget Monitoring • Procurement • Human Resources – Policy and Strategy • Organisational Health and Safety • Legal and Democratic Services • Elected Member Development • Property Rationalisation and Asset Management • Efficiency and Value for Money • Service Re-design • Information and Communications Technology Services <p>Highways Assets and Transport</p> <ul style="list-style-type: none"> • Highways Assets and Highways Strategy • Highways Asset Management and maintenance
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	<ul style="list-style-type: none"> • Highways Capital Programme • Future Highways Model • Highways Structures Management • Road Safety • Street Lighting • Civil Parking enforcement • Flooding and Drainage • Public Transport • Home to School Transport including SEN • Adult Social Care Transport • Community Transport • Fleet Management and Maintenance <p>Infrastructure and Environment</p> <ul style="list-style-type: none"> • Environment and Natural Capital • Countryside Services • Local Nature Partnerships • Strategic Planning and Local Planning Frameworks • Minerals and Waste Planning • Strategic Infrastructure (HS2, Chesterfield Staveley) • Transport Strategy and Transport Planning (road, rail, other) • Regional Transport Partnerships (Midlands Connect, Transport for Greater Manchester, Transport for the North and Transport for East Midlands) • Digital Infrastructure • Waste Strategy • Waste Management • Recycling • Corporate Waste <p>Clean Growth and Regeneration</p> <ul style="list-style-type: none"> • Economic Development • Economic Partnerships including Derbyshire Economic Partnership, International Partnership Boards • Local Economic Strategy and Assessment • Sector development • Major regeneration projects • Employment and Skills • External Funding • Inward Investment and Indigenous Growth • Apprenticeships • Business Support and Start-ups • Markham Vale
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	<p>Adult Care</p> <ul style="list-style-type: none"> • Adult Safeguarding • Better Lives Programme • Information, advice and assessment for people with social care needs • Personalisation • Commissioning and Procurement of Services • Provision of in-house services • Social Care and NHS integration <p>Health and Communities</p> <ul style="list-style-type: none"> • Health and Wellbeing Board • Relationship with the NHS CCG and Integrated Care Partnership • Public Health, including: <ul style="list-style-type: none"> ○ Health improvement ○ Healthcare related public health ○ Health protection (infectious diseases and environmental health threats and preparedness) • Prevention • Health Inequalities • Integration, including Integrated Care System • Mental Health and Wellbeing • Developing whole person wellbeing, health and care • Strategic lead Thriving Communities • Engagement with Communities • Equalities • Community Cohesion • Community Consultation and Community Leadership • Voluntary and Community Sector • Crime and Disorder and Partnerships • Domestic Violence • Action on Drugs and Alcohol • Emergency Planning • Trading Standards • District and Parish Council Liaison • Registration Services • Coroner Services <p>Children's Services and Safeguarding</p> <ul style="list-style-type: none"> • Designated Lead Member for Children's Services pursuant to Section 19 of the Children Act 2004 • Overall strategy and policy for all Children's matters, i.e. Education, Children and Families pursuant to the requirements of the Children Act 2004 • Children and Young People's Plan
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	<ul style="list-style-type: none"> • Corporate parenting • Standards across statutory services • Statutory multi-agency partnerships • Early help relating to children and families • Strategy for Special Educational Needs and Disability • Vulnerable youth including young people missing education, those at risk of exploitation youth offending • To act as champion for children and young people and in order to do so ensure that the Council engages with children and young people, parents and carers <p>Education</p> <ul style="list-style-type: none"> • Supporting the Cabinet Member for Children’s Services and Safeguarding as statutory lead member given the breadth of the portfolio by providing: <ul style="list-style-type: none"> ○ Additional capacity to drive improvements in school standards and educational attainment ○ Liaison with schools, academies, colleges and other representatives of the education sector. • Implementation of strategic direction as set by the Cabinet Member for Children’s Services and Safeguarding in relation to education, schools, and SEND • Implementation of policies and strategies agreed by the Cabinet Member for Children’s Services and Safeguarding in relation to: <ul style="list-style-type: none"> • Admissions, infrastructure, home to school transport policy and school organisation matter • Early years education and childcare • Provision for those children and young people at risk of educational exclusion for example those who are electively home educated, those in alternative provisions, and those who are missing education • Post 16 education and skills policies and initiatives- including links with FE colleges, adult education, universities and training providers • Education inclusion • Educational outcomes for those at risk of poor outcomes • Specialist education services including the music partnership, sports outdoor and recreation and education, school sports • Governor appointment and development lead in line with local constitution
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		<p>The Leader has appointed a Cabinet Support Member for each of the Portfolios.</p> <p>The Cabinet meets as a collective approximately once per month, although it is not unusual for additional meetings to be called for urgent business. In 2021/22, the Cabinet met 16 times and dealt with a total of 212 reports. The current financial threshold for Key Decisions is £500,000 and some contractual matters require approval of the Cabinet, for example to award a contract that is not identified in the Forward Plan of procurements approved at the time of budget setting.</p> <p>Cabinet maintains an overview of finance and performance through quarterly monitoring reports. It is also the decision-making body for new and updated strategies and other such functions which are reserved for the Cabinet. The Council has ambitious plans for delivering improved services and outcomes for local residents, businesses and communities and therefore the level of business considered by Cabinet reflects this ambitious agenda.</p> <p>The number of Cabinet Members was increased from seven to nine in 2021 with responsibilities reprofiled. This meant that the Cabinet was able to provide a greater focus to a number of key areas including highways, economic growth and post covid recovery as well as a dedicated Portfolio that focuses on operational aspects Education.</p> <p>Given the recent changes to Cabinet Member responsibilities outlined above, to reflect changes to Council priorities and functional responsibilities, the Council intends to continue with the existing arrangements set out above and maintain the number of outlined Portfolios.</p>
Delegated Responsibilities	Key lines of explanation	<ul style="list-style-type: none"> ➤ What responsibilities will be delegated to officers or committees? ➤ How many councillors will be involved in taking major decisions?
	Analysis	<p>The Leader has delegated executive decision-making powers to individual members of the Cabinet on matters that fall within their Portfolio. This results in many executive decisions being taken at individual Cabinet Member level. Cabinet Members usually take such decisions following a briefing from the relevant Executive Director. As a guide, the sorts of decision taken individually are normally related to more routine</p>

	<p>matters that would not benefit from collective discussion at Cabinet. From an administrative perspective, the process for delegated decision-making works well because routine matters can be decided relatively quickly with more strategic items considered by the Cabinet as a whole. In 2021/22, 117 decisions were made by Cabinet Members.</p> <p>Cabinet Members play an active role in the authority outside of constituted meetings. Cabinet Members attend regular briefings with Executive Directors and other lead officers within their respective portfolios. Cabinet Members also maintain oversight of key projects and capital schemes through representation on strategic programme boards, as well as sitting on a variety of boards involving the Council's external partners.</p> <p>As the number of Cabinet Members was increased from seven to nine as recently as 2021, the Council proposes to maintain this level of membership.</p> <p><u>Committee Structure</u></p> <p>The table below gives details of Committees that the Council has established. The Council had appointed to 175 positions across its formally constituted committees which gives an average of approximately 2.7 seats per Councillor.</p> <p>There are a large number of other bodies and joint committees that County Councillors play an important role on. These include the Derbyshire Fire Authority, the Police and Crime Panel, the D2 Economic Prosperity Committee, the D2N2 Local Enterprise Partnership, the Vision Derbyshire Joint Committee and the Health and Wellbeing Board.</p>
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Committee	No. of places	No. of meetings	Overall resource
Full Council	64	6	384
Cabinet and Portfolios			
Cabinet	9	13	117
Improvement and Scrutiny Committees			
Improvement and Scrutiny Committee: Climate Change, Biodiversity & Carbon Reduction	10	5	50
Improvement and Scrutiny Committee: Health	9	6	54
Improvement and Scrutiny Committee: People	9	5	45
Improvement and Scrutiny Committee: Places	9	5	45
Improvement and Scrutiny Committee: Resources	9	5	45
Other Committees (inc. Regulatory, Licensing and Planning, Standards)			
Audit Committee	6	6	36
Integrated Care Partnership	3	6	18
Governance, Ethics & Standards	7	4	28
Pensions & Investment Committee	8	8	64
Regulatory: Planning Delivery Sub Committee	4	1*	4
Regulatory: Planning	10	11	110
Standing Advisory Committee for Religious Education	5	4	20
Appointments and Conditions of Service Committee	8	4	32
Derbyshire County Council Trading Committee	5	2	10
DCC Committees Total	175	91	1,062
Key Partnerships			
D2N2 Local Enterprise Partnership (LEP)	1	4*	4
Derbyshire Economic Partnership	1	4	4
Health and Wellbeing Board	3	4	12
D2 Economic Prosperity Committee	1	4	4
Vision Derbyshire Joint Committee	1	6	6
Outside Bodies			
Derbyshire & Derby Development Planning Joint Advisory Committee	6	1	6
Fire Authority	12	6	72
Local Government Association (LGA)	4	1	4
Peak District National Park Authority	4	8	32
Police Authority	1	6	6
Other Outside Bodies (x130)*	172	130* (Min of 1 per OOB)	172
External Committees Total	206	174	322
Total excluding Other Outside Bodies	209	135	1,212
Overall Total	381	265	1,384

* Estimated Number of meetings

Accountability

Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role. **Responses should demonstrate that alternative council sizes have been explored.**

Topic	
Internal Scrutiny	<p>The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.</p>
Key lines of explanation	<ul style="list-style-type: none"> ➤ How will decision makers be held to account? ➤ How many committees will be required? And what will their functions be? ➤ How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place? ➤ How many members will be required to fulfil these positions? ➤ Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority. ➤ Explain the reasoning behind the number of members per committee in terms of adding value.
Analysis	<p>The Council operates five improvement and scrutiny committees which aim to improve the services the Council provides by monitoring the work of the county council and its local partners, including local health services, and making recommendations to improve the services that are provided.</p> <p>After elections in 2021, the Council established a new scrutiny committee to focus on Climate Change, Biodiversity and Carbon Reduction. This was done to provide a greater focus on scrutiny on this important and highly topical area of work, which is cross cutting in nature and highlighted as a key priority for the Council and partner agencies.</p> <p>The Committees conduct a range of in committee scrutiny, pre decision scrutiny and member led working groups on a whole range of issues.</p> <p>Improvement and Scrutiny Committees are supported by council officers to identify areas where scrutiny can add value to the Council's activity. Committee Chairs meet quarterly with</p>

		<p>Executive Directors to discuss live and upcoming issues as ideas for scrutiny topics.</p> <p>Committees will, on occasion, form working groups to consider specific issues in greater detail outside of scheduled meetings. For example, the Health Scrutiny Committee recently concluded a review in the use of Section 75 agreements for the joint funding of Health and Social Care packages.</p>
Statutory Function		This includes planning, licencing and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?
Planning	Key lines of explanation	<ul style="list-style-type: none"> ➤ What proportion of planning applications will be determined by members? ➤ Has this changed in the last few years? And are further changes anticipated? ➤ Will there be area planning committees? Or a single council-wide committee? ➤ Will executive members serve on the planning committees? ➤ What will be the time commitment to the planning committee for members?
	Analysis	Regulatory Planning Committee - The Council currently operates a single Planning Committee, comprised of 10 places, which meets monthly. As a County Council, relatively low number of planning applications need to be determined by the Council with the majority of schemes dealt with at Borough and District level. It is estimated that around 90% of matters are delegated to officers for determination. Cabinet Members are not permitted to serve on the Regulatory Planning Committee.
Licencing	Key lines of explanation	<ul style="list-style-type: none"> ➤ How many licencing panels will the council have in the average year? ➤ And what will be the time commitment for members? ➤ Will there be standing licencing panels, or will they be ad-hoc? ➤ Will there be core members and regular attendees, or will different members serve on them?
	Analysis	Not applicable
Other Regulatory Bodies	Key lines of explanation	<ul style="list-style-type: none"> ➤ What will they be, and how many members will they require? ➤ Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.

	Analysis	<p>The following regulatory bodies support Council business. No changes to the number or composition of regulatory bodies is proposed as a result of this review.</p> <ul style="list-style-type: none"> • Governance, Ethics and Standards Committee - promotes high standards of conduct by councillors. • Audit Committee (Cabinet Members may not sit) - oversees issues relating to financial probity. • Pensions and Investments Committee - responsible for oversight of the Derbyshire Pension Fund. • Appointments and Conditions of Service Committee - responsible for decisions relating to staffing including terms and conditions and senior appointments. It delegates some of its responsibilities to a Recruitment Panel. • Integrated Care Partnership – responsible for Integrated Care Strategy and Outcomes Framework for health and social care needs • Standing Advisory Committee for Religious Education - responsible for provision of religious education and syllabus. • Derbyshire County Council Trading Committee - responsible for oversight of joint ventures in Corporate Property. <p>Details of the number of places for Members and number of meetings per annum per is outlined in the table above. As evident from the table above, the time commitment required by members of the committees listed above varies significantly.</p>
External Partnerships	<p>Service delivery has changed for councils over time, and many authorities now have a range of delivery partners to work with and hold to account.</p>	
Key lines of explanation	<ul style="list-style-type: none"> ➤ Will council members serve on decision-making partnerships, sub-regional, regional or national bodies? In doing so, are they able to take decisions/make commitments on behalf of the council? ➤ How many councillors will be involved in this activity? And what is their expected workload? What proportion of this work is undertaken by portfolio holders? ➤ What other external bodies will members be involved in? And what is the anticipated workload? 	
Analysis	<p>Councillors are, at the request of the body or through a legal requirement, appointed to a wide range of Outside Bodies from a wide range of social, economic and cultural partners at a national, regional and local level.</p>	

	<p>In 2022, the Council appointed to 130 such bodies. Appointments vary between cabinet members and other councillors, depending on the constitutional arrangements of the organisation requiring an appointment. Given the large volume of appointments the Council is asked to make, most councillors will hold at least one appointment to an outside body with many, particularly Cabinet Members, appointed to significantly more.</p> <p>As with the some of the regulatory functions, the time commitment between each of the external partnerships/outside bodies varies considerably. For example, key strategic partnerships such as the D2 Economic Prosperity Committee chaired by the Leader and comprised of district and borough council leaders and chief executives, meets on average five times per year.</p> <p>As outlined earlier in this submission, the Council is working with the three upper tier councils of Nottinghamshire, Derby and Derbyshire to secure a devolution deal for the area which will see the creation of a Mayoral County Combined Authority should proposals be progressed. The County Council will have a key role in decision making structures which will support MCCA governance arrangements as well as associated arrangements such as advisory boards and overview and scrutiny arrangements. Should proposals progress, there are also likely to be changes to sub regional governance arrangements at a county level, which alongside the MCCA would need to be taken into consideration in terms of future governance arrangements.</p> <p>In addition, the Council has a leading voice in national bodies such as the Local Government Association (LGA) and County Councils Network (CCN). The Leader is the Vice Chair of the CCN and is a member of the LGA's Culture, Tourism and Sport Board.</p>
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Community Leadership

The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in different ways. The Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties? The Commission also wants to see a consideration of **how the use of technology and social media by the council as a whole, and by councillors individually, will affect casework,**

community engagement and local democratic representation. Responses should demonstrate that alternative council sizes have been explored.

Topic		Description
Community Leadership	Key lines of explanation	<ul style="list-style-type: none"> ➤ In general terms how do councillors carry out their representational role with electors? ➤ Does the council have area committees and what are their powers? ➤ How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings or maintain blogs? ➤ Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies? ➤ Are councillors expected to attend community meetings, such as parish or resident’s association meetings? If so, what is their level of involvement and what roles do they play? ➤ Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?
	Analysis	<p>Derbyshire Councillors support their communities to ensure that views are represented on important issues. It is recognised that there is no one size fits all approach to how individual members interact with the public.</p> <p>In preparation for this submission, Elected Members were surveyed on a variety of issues, and it is evident that a range of methods are deployed to engage with communities. The findings of the survey show that Members spend a median of 10 hours per week on casework, 5.5 hours per week on community activities and 13.5 hours on Council business.</p> <p>The survey also found that Members found the most effective way to represent their communities was in person interaction such as home visits, local canvassing and public meetings. Due to Derbyshire's rural nature and the desire for in person interaction with communities, a reduction in the number of councillors could result in engagement with constituents being more challenging.</p>

		<p>The survey also found that along with face-to-face interactions with their communities, technology is increasingly relied upon by councillors to engage with communities. The use of social media, such as Facebook groups, has increased particularly as a result of the COVID-19 pandemic.</p> <p>Councillors have reported that harder to reach groups, such as younger residents, are engaged with social media in a way that they wouldn't have been at the time of the last boundary review.</p>
Casework	Key lines of explanation	<ul style="list-style-type: none"> ➤ How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues? ➤ What support do members receive? ➤ How has technology influenced the way in which councillors work? And interact with their electorate? ➤ In what ways does the council promote service users' engagement/dispute resolution with service providers and managers rather than through councillors?
	Analysis	<p>As with the role of community leaders, the approach to casework varies tremendously by Elected Member. Some Councillors rely heavily on the support provided by Member and Management Support whilst other councillors choose to resolve their own case work queries by contacting relevant service departments directly. As stated above, survey respondents estimate that they spend a median of 10 hours per week engaged with casework.</p> <p>The survey also suggests that the volume of casework has increased over the last 12-month period with 13 of the 14 respondents stating this. Although a common reason for this was not identified, anecdotally the cost-of-living crisis has led to more electors approaching their county councillor for support. Additionally, it is found that the increasingly aging population has led to an increase in social care support queries which are often complex.</p> <p>Councillors receive support from the Member and Management Support Team to carry out their roles. The level of support varies by councillor role but as a minimum, Councillors can call on the team for support with carrying out their community roles.</p>

Other Issues

Respondent may use this space to bring any other issues of relevance to the attention of the Commission.

From the Survey and from discussions with members, there is an appetite to move from having divisions that represent two members to a pattern of single member divisions. Councillors have reported that the public are often confused by this arrangement especially where councillors may represent different political parties. A system of single member divisions, it is felt, would avoid confusion and make accountability clearer.

Summary

In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the governance arrangements and number of councillors required to represent the authority in the future.

Use this space to summarise the proposals and indicate other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

As part of this submission, members and officers have looked at three different options for the future size of the Council:

- 1) Increase the number of Councillors on Derbyshire County Council.
- 2) Maintain the status quo of 64 elected members for Derbyshire
- 3) Decrease the number of Councillors on the Council.

Derbyshire County Council proposes that the number of Councillors for the County remains at 64.

The evidence to support is as follows:

- The workload for Elected Members has not diminished since the last Electoral Boundary Review. The Leader and Cabinet Members are very active and are closely involved with the day-to-day functioning of the authority requiring a significant input of time and commitment. From the Members Survey Elected Members report they work a median of 29 hours per week on council business. To spread this workload between fewer elected members would not be in the best interests of the communities that Derbyshire serves. A reduction in Election Members would not be compatible with fair representation for the County.
- When comparing Derbyshire to other county councils in terms of electorate versus number of Councillors, the average Derbyshire councillor represents 9,696 electors. This is against the average of 9,145 This is found to be close to the average. This is forecast to grow by 2029 and based on the current council size of 64 will mean a new average of 10,282 electors per councillor, which is a slight increase. It is anticipated that with population growth nationally, Derbyshire would remain around the average for county councils.
- The current administration of the Council increased the number of Cabinet Members to nine at the last election in 2021. Although this is a relatively new arrangement, early evidence suggest that this is working well in terms of the impact it is having to Council services with the greater focus on areas identified earlier in this submission.

- The number of external partnerships and outside bodies that councillors serve on generates a high volume of work and requires a significant time commitment.

The Council did consider the option of seeking an increase in the number of Councillors. However, this was considered to be unpalatable at a time where many residents of the County are facing increased cost of living pressures. In many other public sector situations, increasing the size of the workforce is not affordable and the Council has applied this logic to its Council Size Submission. It is clear from public opinion that any increase in running costs of the Council as a result of the requirement to pay additional allowances to new members would not be welcome.

The Council did also consider reducing the number of Councillors as an option, however given changes to governance arrangements, current Councillor workload and projected electorate forecasts to 2029, this was not deemed to be an appropriate option to take forward at the current time.

With 64 Councillors in future, fair representation in terms of the elector to councillor ratio would be maintained when compared to other county councils. A Council size of 64 will ensure that the governance, decision-making and scrutiny functions will not be compromised and will remain effective, whilst still ensuring that Members are able to fulfil their representational role within their communities.