



Rural Capital of Food

Agenda

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| Meeting name | Meeting of the Full Council |
| Date | Tuesday, 8 May 2018 |
| Start time | 6.30 pm |
| Venue | Parkside, Station Approach, Burton Street, Melton Mowbray LE13 1GH |
| Other information | This meeting is open to the public |

Members of the Full Council are summoned to the above meeting to consider the following items of business.

Edd de Coverly
Chief Executive

Membership

| | | |
|--------------------|--------------------------|------------------|
| Councillors | P. Baguley | T. Bains (Chair) |
| | P. Chandler (Vice-Chair) | T. Beaken |
| | M. Blase | G. Botterill |
| | R. de Burle | P. Cumbers |
| | J. Douglas | P. Faulkner |
| | A. Freer-Jones | M. Glancy |
| | M. Graham | T. Greenow |
| | L. Higgins | E. Holmes |
| | J. Hurrell | E. Hutchison |
| | J. Illingworth | S. Lumley |
| | J. Orson | A. Pearson |
| | P. Posnett | B. Rhodes |
| | M. Sheldon | J. Simpson |
| | D. Wright | J. Wyatt |

Quorum: 14 Councillors

| | |
|--------------------------|--|
| Meeting enquiries | Lena Shuttlewood |
| Email | lshuttlewood@melton.gov.uk |
| Agenda despatched | Monday, 30 April 2018 |

| No. | Item | Page No. |
|-----|--|---------------------------------|
| 1. | APOLOGIES FOR ABSENCE | |
| 2. | DECLARATIONS OF INTEREST Members to declare any interest as appropriate in respect of items to be considered at this meeting. | 1 - 2 |
| 3. | REFRESHED DIRECTION AND FOCUS FOR THE COUNCIL | |
| | a) CORPORATE MISSION, VISION, VALUES AND PRIORITIES The Chief Executive to submit a report which seeks Member approval to refresh the Corporate Mission, Vision, Values and Priorities in order to reset the direction of Melton Borough Council to 2020. | 3 - 12 |
| | b) GOVERNANCE REVIEW The Chief Executive to submit a report which asks Members to consider proposals for approval of new governance arrangements. | 13 - 48 Appendix F to follow |

Advice on Members' Interests

COUNCIL MEETINGS - COMMITTEE MINUTES : DECLARATION OF INTERESTS

Interests need not be declared at Full Council in relation to Committee Minutes which do not become the subject of debate at Full Council (i.e. Minutes referred to solely on a page by page basis when working through the Minutes of each Committee.)

An interest must be declared at Full Council as soon as it becomes apparent that a relevant Committee Minute is to be debated – this applies even if an interest has been declared at Committee and is recorded in the Minutes of that Committee.

PERSONAL AND NON-PECUNIARY INTERESTS

If the issue being discussed affects you, your family or a close associate more than other people in the area, you have a personal and non-pecuniary interest. You also have a personal interest if the issue relates to an interest you must register under paragraph 9 of the Members' Code of Conduct.

You must state that you have a personal and non-pecuniary interest and the nature of your interest. You may stay, take part and vote in the meeting.

PERSONAL AND PECUNIARY INTERESTS

If a member of the public, who knows all the relevant facts, would view your personal interest in the issue being discussed to be so great that it is likely to prejudice your judgement of the public interest and it affects your or the other person or bodies' financial position or relates to any approval, consent, licence, permission or registration then **you must state that you have a pecuniary interest, the nature of the interest and you must leave the room***. You must not seek improperly to influence a decision on that matter unless you have previously obtained a dispensation from the Authority's Governance Committee.

DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

If you are present at any meeting of the Council and you have a disclosable pecuniary interest in any matter to be considered or being considered at the meeting, if the interest is not already registered, you must disclose the interest to the meeting. You must not participate in the discussion or the vote and you must leave the room.

You may not attend a meeting or stay in the room as either an Observer Councillor or *Ward Councillor or as a member of the public if you have a pecuniary or disclosable pecuniary interest*.

BIAS

If you have been involved in an issue in such a manner or to such an extent that the public are likely to perceive you to be biased in your judgement of the public interest (bias) then you should not take part in the decision-making process; you should leave the room. **You should state that your position in this matter prohibits you from taking part.** You may request permission of the Chair to address the meeting prior to leaving the room. The Chair will need to assess whether you have a useful contribution to make or whether complying with this request would prejudice the proceedings. A personal, pecuniary or disclosable pecuniary interest will take precedence over bias.

In each case above, you should make your declaration at the beginning of the meeting or as soon as you are aware of the issue being discussed.*

*There are some exceptions – please refer to paragraphs 13(2) and 13(3) of the Code of Conduct

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EXTRAORDINARY MEETING OF THE COUNCIL

8 MAY 2018

REPORT OF THE LEADER OF THE COUNCIL

RESETING THE DIRECTION OF THE COUNCIL: REFRESHED CORPORATE VISION, PRIORITIES AND DELIVERY PLAN

1.0 PURPOSE OF REPORT

- 1.1 Following the LGA Peer Challenge and the subsequent development work undertaken by Members and Officers, this report seeks Council approval to reset the direction of Melton Borough Council through a refreshed Corporate Vision, Priorities and Values and a establishment of a new Corporate Delivery Plan.

2.0 RECOMMENDATIONS

- 2.1 **Full Council approves the refreshed corporate mission, vision and priorities for Melton Borough Council.**
- 2.2 **Full Council approves the new Corporate Delivery Plan including the prioritised projects and activities as specified in appendix B**
- 2.3 **Full Council approves a new set of corporate values.**
- 2.4 **To facilitate priority PL4 regarding environmental improvement, Full Council approves an additional recurring revenue budget of £40k funded by a supplementary estimate in 2018/19 from the Corporate Priorities Reserve to enable the establishment of an Environmental Enforcement Officer post.**

3.0 KEY ISSUES

Background

- 3.1 In 2015 Melton Borough Council published their current vision, values and corporate priorities up to 2020. It is prudent to regularly keep these under review and with the appointment of a new Leader in 2017, joined by a new Chief Executive shortly afterwards, it represented a good time to take stock and reflect on whether any refinements were needed to the council's aims and ambitions and the way it conducts its business. To give focus to this review in late 2017 the council invited representatives from the Local Governance Association (LGA) and other councils to undertake a Corporate Peer Challenge.
- 3.2 The 'Peer Challenge' was undertaken in December 2017 and it set out a number of areas where the council should focus, specifically:
- Governance – ensure more stable and consistent decision making to provide greater confidence in delivery
 - Capacity – a recognition that there was insufficient capacity to meet all the council's aspirations and a requirement to re-build resilience in some areas.
 - Prioritisation – that the council had too many projects and needed to create a much greater focus on what it wanted to do first.
- 3.3 The LGA report made the observation that *"in some areas there are obviously too*

few staff trying to deliver too many priorities...After the period of recent change there is a need to provide some steadying leadership and solidify its platform of 'business as usual' while also planning for the future..."

- 3.4 In determining what projects and activity to focus on, the Council needs to ensure that its current vision and priorities; i.e. what it seeks to achieve on behalf of the community, are still relevant and appropriate. Accordingly officers and members have reviewed the current language and refreshed the Council's Mission, Vision and priorities to better reflect the current agenda and issues being addressed.
- 3.5 A **corporate mission** sets out why an organisation exists, and what its purpose is. The proposed new corporate mission for Melton is:

Helping people. Shaping places.

A **corporate vision** sets out in broad terms what the council wants to achieve on behalf of our community. It is proposed Melton's new corporate vision should be:

We are ambitious for Melton's future. We want to enhance the quality of life for everyone by enabling more homes to be built, attracting quality jobs and supporting strong and prosperous communities.

- 3.6 In pursuing our vision, the Council has also sought to refresh its priorities to ensure they better reflected where the council needed to focus in 2018. Within the existing priorities there were a number of key agendas which were not specifically referenced including tackling the low wage economy, housing availability & affordability, boosting our profile for tourism, commercial and digital transformation and being a good employer. Through engagement and discussion with a broad number of members and officers these issues have now been incorporated into the revised set of priorities which can be seen at appendix A.
- 3.7 Again working with the LGA, Members and Officers have worked together to review all planned projects and activity against these updated priority themes. In preparation for the prioritisation exercise officers had undertaken a full review of all discrete projects and activity planned for the coming year and identified 180 actions across the council. As part of this it was crucial to establish those things that were 'must do'; i.e. required to maintain legal compliance, financial sustainability or business as usual activity, as well as those things that were 'nice to do'.
- 3.8 In ensuring there is sufficient capacity to support the council's objectives it is important to get the balance right between the 'must do' and the 'nice to do' projects as the council strives to retain its ambition whilst also ensuring it can remain sufficiently resourced and resilient into the future.
- 3.9 By working through the various options and ideas members have chosen a set of key corporate actions and activities to deliver against each of the priority themes. These have then been amalgamated with any 'must do' activities and those organisational priorities which give specific focus to improving customer service and becoming a more commercial council being the areas identified as higher priorities.

The specific actions and activities are set out within a new Corporate Delivery Plan at appendix B.

3.10 Key commitments within the Corporate Delivery Plan include:

1. Securing the Local Plan and refocussing on delivery
2. Developing a Town and Place Partnership to maximise our profile, increase inward investment and stimulate the visitor economy
3. Undertaking an Employment Study to support inward investment and feasibility studies into maximising the value of the Cattle Market and Melton's future leisure facilities.
4. Establishing a council owned housing company to build or purchase homes for rent or sale.
5. Supporting funding and implementation of the Melton Mowbray Distributor Road.
6. Increasing the council's enforcement capability to tackle environmental crime.
7. Re-focussing capacity and capability of tackling ASB and nuisance, using enforcement where necessary.
8. Undertaking process and service reviews to improve both business and residential customer experience; using technology to help where appropriate
9. Implementing a new Commercial Strategy and undertaking a review of all council assets to maximise value and usage.
10. Implementing a new Workforce Strategy to recruit, develop and retain the best talent in Melton.

3.11 Progress against the Corporate Delivery Plan will be reported regularly to the relevant host committee with an annual report being provided to Full Council.

3.12 It is important to note that whilst the Councils needs to retain the focus created through the Corporate Delivery Plan it is necessary to remain flexible and respond to any emerging risks and opportunities. It is therefore important that the document continues to be reviewed and amended as appropriate. Crucially it is necessary to ensure that any refinements are undertaken in a co-ordinated and managed way. The changes to policy development and governance procedures is crucial to support this; the details of which are covered in the next report to Council.

3.13 New Corporate Values

3.14 If the corporate vision and priorities establish what the council wants to achieve, its corporate values establish how it wants to achieve them. As part of building a new Workforce Strategy; to ensure we recruit, develop and retain the best possible team in Melton, a series of Culture workshops have been undertaken with colleagues to establish the types of values and behaviours we want to define us as an organisation. Following the workshops a shortlist of potential values was created and following further consultation with colleagues and committee chairs a new set of values is proposed which captures what sets Melton apart and should make this a great place to work, build a career and achieve great things for this community.

3.15 The proposed new values for the Council are:

- **We Care:** valuing others and developing ourselves; committed and passionate about what we do
- **We Innovate:** ambitious, creative and resourceful; responding positively to challenges
- **We Achieve:** taking responsibility and seeking excellence; always proud to serve

We are Melton.

These new values will then support the council's approach to recruitment, appraisals, teamwork and leadership; to ensure the council retains and develops its supportive and positive culture.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 The refreshed mission, vision and corporate priorities will ensure effective use of resources and combined with the new Governance structure should ensure an efficient and effective organisation.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

5.1 To support the Corporate Delivery Plan, there are a number of additional costs associated with the progression of the various projects.

One off

- | | |
|--|------|
| • Place marketing expert support | £20k |
| • Commercial site viability assessment | £20k |
| • Housing company establishment | £50k |
| • Employment study | £10k |

Recurring

- | | |
|-------------------------------------|------|
| • Environmental Enforcement Officer | £40k |
|-------------------------------------|------|

5.2 Initially it is proposed that the one-off costs will be managed as part of the Council's flexible budget management and therefore contained within existing budgets through virements. It should be noted that this may not be possible and should this be the case a supplementary estimate may be required mid-year.

5.3 To deliver the aspirations within priority PL4 regarding environmental improvement a supplementary estimate is required to enable the establishment of an Environmental Enforcement Officer post. Members present at the feedback session agreed that this should be submitted as a recommendation to the Extraordinary Council meeting in early May so this work can proceed this financial year as opposed to considering this as part of the budget setting process for 2019/20.

5.4 It should be noted that as part of its budget management strategy and to further respond to proposals within the Peer Challenge, in the Autumn the council will be undertaking a review of additional efficiency options which will be considered as part of the budget development process for 2019/20. This will ensure the re-prioritisation of resources to support the new Corporate Delivery Plan is done so in

the context of ensuring ongoing financial stability.

6.0 LEGAL IMPLICATIONS/POWERS

6.1 There are no direct legal implications arising from this report but any subsequent recommendations will need to be considered in the context of current legislation.

7.0 COMMUNITY SAFETY

7.1 The refreshed Corporate Priorities focussing on People and Place take Community Safety into consideration.

8.0 EQUALITIES

8.1 There are no direct equalities issues arising from this report.

9.0 RISKS

9.1

| | | | | | | |
|--|----------|--------------------------|-------------------------|-----------------------|-----------------------|---------------------------|
| L I K E L I H O O D | A | Very High | | | | |
| | B | High | | | 1 | |
| | C | Significant | | 2 | 3,4 | |
| | D | Low | | | | |
| | E | Very Low | | | | |
| | F | Almost Impossible | | | | |
| | | | Negligible 1 | Marginal 2 | Critical 3 | Catastrophic 4 |

IMPACT

| Risk No | Risk Description |
|----------------|--|
| 1 | Failure to support the prioritisation results in a lack of focus and inability to deliver effectively. |
| 2 | Collaboration with key stakeholders – if our focus and priorities are unclear this restricts ability of stakeholders to contribute to the same agendas |
| 3 | If there is no strategic approach to mission, vision, values and priorities this affects the ability to achieve the desired outcomes |
| 4 | Without an agreed strategic approach, MBC may fail to recruit, retain and manage performance of key staff. |

10.0 CLIMATE CHANGE

10.1 There are no direct climate change issues arising from this report.

11.0 CONSULTATION

11.1 Commencing with the work done by the Local Government Association, consultation has been carried out with Members, SMT, T3 and staff to arrive at the refreshed mission, vision, values and corporate priorities.

12.0 WARDS AFFECTED

12.1 All wards have the potential to benefit from the refreshed corporate priorities.

Contact Officer Victoria Clarke, Sarah-Jane O'Connor,
 Edd de Coverly, Chief Executive
Date: 26th April 2018

Appendices : Appendix A – Refreshed Corporate Priorities 2018 – 2020
 Appendix B – Corporate Delivery Plan

Background Papers: LGA Peer Challenge Report – December 2017

Reference : X : Committees\Council\2017-18\080518 Extraordinary

Refreshed Corporate Priorities 2018-2020

Our Place Priorities

- PL1 Promoting aspiration and growth in a vibrant economy, attracting quality jobs.
- PL2 Developing a thriving town centre and rural offer; recognised as a great place to invest, live and visit.
- PL3 Increasing the availability of good quality homes which meet local needs.
- PL4 Achieving a clean and attractive local environment
- PL5 Working with partners to improve physical and digital Infrastructure

Our People Priorities

- PP1 Helping people fulfil their potential and achieve their ambitions.
- PP2 Work with our partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities.
- PP3 Focussing on our priority neighbourhoods, support people to overcome disadvantage and live well independently.

Our Organisational Priorities

- OG1 Delivering quality services to business and residents; understanding what really matters to our customers.
- OG2 Maintaining a personal approach, but harnessing appropriate technology to make our services more accessible and fit for the digital economy.
- OG3 Becoming a more agile and commercial council; securing our financial future.
- OG4 Being a great place to work and build a career.

CORPORATE DELIVERY PLAN 2018-2020

| Corporate Priority Number | Project / Activity | Completion by |
|---|--|---------------------------|
| OUR PLACE PRIORITIES & PROJECT LIST | | |
| PL1 Promoting aspiration and growth in a vibrant economy, attracting quality jobs | | |
| 1 | Proactive promotion and unlocking of employment sites (including LDO) | On-going |
| 2 | Pro-actively support the growth and relocation ambitions of Melton Businesses | On-going |
| 3 | Secure completion of Local Plan and refocus on delivery | Oct 2018 |
| 4 | Utilise the Increased resources in the planning service, and review processes to support growth and infrastructure development. | On-going |
| PL2 Developing a thriving town centre and rural offer; recognised as a great place to invest, live and visit | | |
| 5 | Maximise potential from Cattle market and surrounding area (to include undertaking feasibility study for phase 2 of Cattle Market development) | Oct 2018 |
| 6 | Establish Town and Place Partnership & create strategy and plan | Jan 2019 |
| 7 | Development of the Melton brand for investment & tourism | Dec 2018 |
| 8 | Establish Town Centre regeneration, accessibility and investment proposals to improve visitor numbers and experience | Jan 2019 |
| 9 | Undertake feasibility into development of new Melton Leisure Facilities and prepare/implement plan for the long term future of the Leisure Village | July 2018 |
| 10 | Undertake Remedial Works to 7 King St | Dec 2018 |
| PL3 Increasing the availability of good quality homes which meet local needs. | | |
| 11 | Establish a Council owned housing company for purchase and/or build of homes for private rent and sale | OBC Sep 2018 Est Dec 2018 |
| 12 | Review commercial viability of all council owned potential housing sites | Sept 2018 |
| 13 | Successfully Implement New Responsive Repairs Contract | Sept 2018 |
| 14 | Update of Housing Strategy | Oct 2018 |
| 15 | Feasibility of Gretton Court Redevelopment | Oct 2018 |
| 16 | Undertake works necessary to ensure Decent Homes Standard achieved for council houses | 2020 |

| | | |
|---|--|---------------------|
| PL4 Achieving a clean and attractive local environment. | | |
| 17 | Increase capacity/ capability to undertake environmental enforcement (including consideration of PSPO) | Sept 2018 |
| 18 | Mobilisation and embedding of the new waste contract | Dec 2018 |
| PL5 Working with our partners to improve physical and digital infrastructure. | | |
| 19 | Support funding and implementation of Melton Mowbray Distributor Road | On-going |
| 20 | Review options to improve mobile connectivity, including 5G development, across the Borough | Dec 2018 |
| 21 | Pursue funding bid to establish feasibility of improving rail connection with Nottingham | Mar 2019 |
| OUR PEOPLE PRIORITIES & PROJECT LIST | | |
| PP1 Helping people fulfil their potential and achieve their ambitions. | | |
| 22 | Position the Council to influence and maximise benefits from local industrial strategy | Oct 2018 |
| 23 | Develop and implement Employment Study to support inward investment. | Dec 2108 |
| PP2 Work with our partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities. | | |
| 23 | Increase capacity/capability to undertake enforcement of ASB/nuisance | Oct 2018 |
| 24 | Review homelessness emergency and temporary accommodation | Short and long term |
| 25 | Review approach to managing allocations and tenancies | Jan 2019 |
| PP3 Focussing on our priority neighbourhoods, support people to overcome disadvantage and live well independently. | | |
| 26 | Improve monitoring of homeless/housing needs and impact of Welfare Reform | Mar 2019 |
| 27 | Ensure residents are appropriately supported within a robust and flexible approach to case management | Mar 2019 |
| 28 | Development of Priority Neighbourhood Plans | Dec 2018 |
| 29 | Develop an Older Person's Housing Strategy | Mar 2020 |

| OUR ORGANISATIONAL PRIORITIES & PROJECT LIST | | |
|--|--|----------|
| OG1 Delivering quality services to business and residents; understanding what really matters to our customers. | | |
| 30 | Develop a co-ordinated approach to business support across all relevant Council Services | Mar 2019 |
| 31 | Review of customer journey and community engagement within People Directorate (including processes and structures) | Mar 2019 |
| 32 | Delivery of Borough wide place survey | Mar 2019 |
| OG2 Maintaining a personal approach, but harnessing appropriate technology to make our services more accessible and fit for the digital economy | | |
| 33 | Digital self-serve including CRM & telephony upgrade and process improvements | Dec 2018 |
| OG3 Becoming a more agile and commercial council; securing our financial future | | |
| 34 | Development of a Capital Strategy incorporating establishment of medium term capital requirements for assets, IT etc. | Jan 2019 |
| 35 | Implement Commercial Strategy (commercialising existing services and identifying new business ventures). | Mar 2019 |
| 36 | Refresh HRA business plan | Oct 2018 |
| 37 | Review and finalise proposals for the establishment of a permanent Corporate Improvement Team | Aug 2018 |
| 38 | Review of all Council assets to maximise value and usage | Oct 2018 |
| 39 | Implement phase 1 recommendations from the governance review and continue wider review of alternative approaches | Dec 2018 |
| 40 | Continue development of the budget management strategy and identify further options to secure medium term financial sustainability | Mar 2019 |
| OG4 Being a great place to work and build a career. | | |
| 41 | Development & implementation of a new Workforce Strategy | Jul 2018 |

EXTRAORDINARY MEETING OF THE COUNCIL

8 MAY 2018

REPORT OF THE LEADER OF THE COUNCIL

RESETING THE DIRECTION OF THE COUNCIL: GOVERNANCE REVIEW PROPOSALS

1.0 PURPOSE OF REPORT

- 1.1 Following the feedback from the LGA Governance Review held in March 2018, and the subsequent work of the governance development group, the Council is requested to consider and approve the first phase of proposals which seek to streamline and improve the Council's governance arrangements.
- 1.2 To receive the comments of the Ad hoc Governance Committee on the Governance Review report that was presented to the Ad hoc meeting of the Committee on 30 April 2018 (Appendix F – to follow).
- 1.3 To receive the comments of the Ad hoc Governance Committee on the deferred items from the Constitution Review 2017/18 at Appendix E that was previously presented to the Governance Committee meeting held on 27 March 2018 and subsequently considered for comment at the Ad hoc Governance Committee held on 30 April 2018 (Appendix F – to follow).
- 1.4 To note that a second phase of the review is proposed which will consider aligning budgetary and constitutional arrangements, updating and modernising the Scheme of Delegations to Officers and the policy framework, as well as exploring the merits of alternative governance models.

2.0 RECOMMENDATIONS

- 2.1 **To note the comments of the Ad hoc Governance Committee held on 30 April 2018 on the proposed new Governance arrangements (Appendix F – to follow).**
- 2.2 **To approve the new Committee structure as set out at Appendix A and this come into effect from the Annual Meeting on 15 May 2018.**
- 2.3 **To approve that a new policy committee be created called 'Corporate Committee' and this replace the existing Policy, Finance and Administration Committee in name and the terms of reference for this committee be as set out at Appendix A and the new committee come into effect from the Annual Meeting on 15 May 2018.**
- 2.4 **To approve that a new policy committee be created called 'People Committee' and this replace the existing Community and Social Affairs Committee in name and the terms of reference for this committee be as set out at Appendix A and the new committee come into effect from the Annual Meeting on 15 May 2018.**
- 2.5 **To approve that a new policy committee be created called 'Place Committee' and this replace the existing Rural, Economic and Environmental Committee**

in name and the terms of reference for this committee be as set out at Appendix A and the new committee come into effect from the Annual Meeting on 15 May 2018.

- 2.6 To approve a new delegation to the Chief Executive in consultation with the Leader of the Council to authorise one-off supplementary expenditure, required as a consequence of decisions made from the policy committees, up to a cumulative maximum of £100,000 in any one year.
- 2.7 To approve that the Town Area Committee be disestablished and removed from the Council's decision-making structure with effect from the Annual Meeting on 15 May 2018.
- 2.8 To approve that special expenses be the responsibility of the Place Committee and any outstanding business for the Town Area Committee be transferred to the appropriate committee with effect from the Annual Meeting on 15 May 2018.
- 2.9 To approve that the Council work with partners and support the development of a new town and place partnership involving local stakeholders and businesses, the terms of reference for which to be determined once the membership is established. An informal steering group of representatives from key stakeholders; including the Chair and Vice Chair of the Place Committee be convened to develop the approach.
- 2.10 To approve the revised terms of reference of the Governance Committee with effect from the Annual Meeting on 15 May 2018.
- 2.11 To approve the revised terms of reference of the Planning Committee with effect from the Annual Meeting on 15 May 2018.
- 2.12 To approve the revised terms of reference of the Licensing and Regulatory Committee with effect from the Annual Meeting on 15 May 2018.
- 2.13 To approve that an informal Policy Forum be developed to replace the existing Conservative Chairs group and the membership of this group be the Leader, Deputy Leader, Chairs and Vice Chairs of the People and Place Committees and senior officers as determined by the Chief Executive.
- 2.14 To approve that an informal Regulatory Forum be developed and the membership of this group be the Chairs and Vice Chairs of the Regulatory Committees and senior officers as determined by the Chief Executive.
- 2.15 To approve that the following working groups be disbanded with effect from the Annual Meeting on 15 May 2018 :-
 - Budget and Strategic Planning Working Group
 - Cattle Market Working Group
 - Economy Board
 - Planning Enforcement Working Group
 - Sports, Leisure and Culture Working Group
 - Tenant Consultative Working Group

- 2.16 To approve that Lead Members be removed from the Constitution and no longer be part of the governance arrangements with effect from the Annual Meeting on 15 May 2018. The same applies to the term 'Champions', that these no longer form part of the Council's governance arrangements.
- 2.17 To approve that representatives on Outside Organisations and Partnerships be the Leader or relevant Committee Chair as the default position except where there is a business reason for a different Member. The Leader or Committee Chair may nominate their Deputy or Vice chair as required.
- 2.18 To approve that committee minutes no longer be included on the Full Council agenda under the item 'Questions from Members'. Members will still be able to submit questions to the Leader and Committee Chairs as they do currently.
- 2.19 To approve that Committees will not typically receive information only items, rather Members will be kept informed of new initiatives and policy development through an improved Members' Bulletin and wider briefings as necessary; as well as more directly through the Chairs and Leader themselves.
- 2.20 Taking into account the views of the Chairman of the Welland Independent Remuneration Panel to approve that the Special Responsibility Allowances (SRA) for the Leader, Deputy Leader, Chair and Vice Chair roles of the three existing policy committees transfer to the three new policy committee roles as set out at para 3.12 of this report and the Member Allowances Scheme be updated accordingly with effect from 16 May 2018.
- 2.21 To approve that the SRA for the Chair and Vice Chair of the Town Area Committee be deleted from the Member Allowance Scheme and the scheme be updated accordingly with effect from 16 May 2018.
- 2.22 To approve that a short interim review of any impact on Special Responsibility Allowances as a result of these changes should take place in January 2019 once the new arrangements have had a chance to embed. This would be subject to any wider governance changes being proposed.
- 2.23 To approve the principle that the Calendar of Meetings for 2018 19 remain as previously drafted and considered by the Governance Committee on 27 March 2018 subject to removal of the Town Area Committee dates and the three existing policy committees be replaced by the three new policy committee names ie. Corporate (PFA), People (CSA), Place (MEEA). The Calendar of Meetings to be considered for approval at the Annual Meeting of the Council on 15 May 2018.
- 2.24 To approve the deferred items for adoption in the Constitution that were previously presented to the Governance Committee held on 27 March 2018 and to the Ad hoc Governance Committee held on 30 April 2018 as set out at Appendix E.
- 2.25 To approve that the Constitution be updated in respect of all matters listed and subsequently approved above where appropriate.
- 2.26 To approve that the Governance Development Group be retained in its current format and membership and continue to review the Council's

governance arrangements including a review of the scheme of delegation to officers to offer more flexibility and consider the merits of alternative governance models and report to the Governance Committee and subsequently the Full Council in due course.

- 2.27 **To note that as a result of the new Governance arrangements, transitional arrangements need to be in force until work is completed on their implementation including a review of the Council's Constitution including the Financial Procedure Rules and the Policy Framework following the prioritisation exercise and the realignment of budgets into the new committee structure and responsibilities which will commence when the budgets are set for 2019/20 with budget monitoring under the new arrangements not implemented fully under the 2019/20 financial year.**

3.0 KEY ISSUES

3.1 Background

Following the LGA Peer Challenge held in December 2017 a report and list of recommendations together with an Action Plan was accepted by Full Council on 22 February 2018. One of the recommendations was to improve the Council's governance and decision making arrangements. The Local Government Association carried out a further review of this aspect between 12 and 14 March 2018, and the LGA report was considered by the Governance Committee at its meeting on 27 March 2018. At that meeting the Governance Committee supported the establishment of an informal member/officer group, subsequently named the 'Governance Development Group', and tasked it with bringing forward proposals to both strengthen and streamline the current committee structure, which at the same time needs to create a clearer route for policy development.

- 3.2 A similar report to this is to be presented to an Ad hoc meeting of the Governance Committee on 30 April 2018 for comments. As the Ad hoc meeting is to be held after despatch of the agenda for this meeting, the Governance Committee's comments will be circulated as soon as these are available as Appendix F.

3.3 Governance Development Group

The informal Governance Development Group ('the Group') met on 10 and 18 April 2018. The Group consists of the Leader (Councillor Orson), Councillors de Burle, Freer-Jones, Greenow and Illingworth, the Chief Executive, the Solicitor to the Council and the Business Manager.

3.4 Committees and Decision-making

The LGA Governance Review Feedback report identified that the first step to be taken by the Council was to improve the existing committee structure, its operation and that of the associated boards and groups. To achieve this the remit of the committees needs to be reconsidered.

- 3.5 The Group considered a discussion paper prepared by officers, setting out the possible options based upon the recommendations of the LGA Report. The Group concluded that the current 'policy' committees could be replaced by three committees; People Committee, Place Committee and Corporate Committee. These committees would replace the Community and Social Affairs (CSA), Melton Economic and Environmental Affairs (MEEA), Policy, Finance and Administration (PFA) and Town Area Committees respectively, and have equal standing. In updating the terms of reference for the 3 new policy committees attempts have

been made to minimise potential for duplication and to create 3 autonomous committees with a clear scope and responsibility for all matters within their remit; including policy setting, delivery, performance, operational asset management, staffing structures and budget monitoring. Attempts have also been made to align the committee responsibilities and names with the refreshed corporate priorities and new senior management structure increasing coherence between the Council's ambitions and its member and officer accountability and delivery structures. Further rationale for some of the specific changes is set out below:

- 3.6 Given the desire to ensure the link between policy development and financial implications is retained it is proposed that responsibility for budget monitoring will be similar to the current arrangement and each committee will have monitoring and oversight responsibility for its own budgets and only decisions that are outside of the approved budget and policy framework would need to be referred to the Corporate Committee for a decision. Responsibility for oversight of Special Expenses and the Housing Revenue Account will be with the Place Committee. The Corporate Committee would however retain overall control of the Council's general fund financial affairs including budget setting proposals to the Council, the Medium Term Financial Strategy and Treasury Management scrutiny. The Housing Revenue Account will sit entirely within the remit of the Place Committee. Given the proposed approach has the potential to retain some duplication between committees, particularly where a general fund supplementary estimate is required, it is proposed that to enable policy decisions to be enacted in a timely fashion, it would be beneficial for delegated authority to be provided to the Chief Executive, in consultation with the Leader, to authorise one-off supplementary expenditure up to a cumulative maximum of £100,000 in any one year. This would enable decisions taken by a policy committee which had an additional financial burden to be enacted quickly after the meeting, rather than waiting for the next Corporate Committee for approval. A more fundamental review of the scheme of delegation to support more streamlined decision making more generally is due to take place after the new Director for Legal and Democratic Services commences in June 2018. Crucially the consideration of any requirements for additional funding would not be taken in isolation and discussion regarding policy development and the financial implications across all three committees would take place at a newly established Policy Forum; the details of which are discussed below.
- 3.7 Performance has not previously been reported to the committees but this too is a crucial part of maintaining effective oversight. Therefore each of the new policy committees would be responsible for the monitoring and oversight of performance of its service areas with Full Council receiving an annual report on progress against the Corporate Delivery Plan and service performance. Currently performance is reported to a task group and this was identified as an area to be addressed by the LGA review. The day to day management of service related assets would also be the responsibility of the relevant committee; however strategic decisions regarding acquisition or disposal of all assets would be the responsibility of the Corporate Committee. The Group felt that these changes would remove much of the duplication and overlap between the committees and would improve the speed of decision making; though it should be noted some overlaps will remain which will require further review by the Group as part of the ongoing review of alternative governance options. A proposed new structure and terms of reference for the committees is attached as Appendix A to this report.

3.8 Town Area Committee

As mentioned the proposed new structure would remove the Town Area Committee. The Group considered its role in light of the LGA findings that it was not widely understood and created significant overlaps of responsibilities with other committees. Removing it and incorporating its responsibilities within the other committees will help remove duplication and improve clarity of responsibilities. That said, the Group and the LGA recognised that key aspects of the town and place agenda would be better served by engaging a wider set of stakeholders and seeking to build a consensus around a broader place marketing, tourism, and regeneration strategy. Accordingly it is proposed that the Council should support and work towards the development of a new Town and Place Partnership. Crucially, to ensure this new forum achieves a broader appeal, and wider involvement, it must avoid the perception of being a Council controlled forum. Therefore whilst the Council will be an influential partner and provide officer support to guide and develop, the partnership would ultimately benefit from a private sector chair to aid credibility, particularly with the wider business sector. The first steps in establishing the partnership will be the formation of a small Steering Group which would include the Chair and Vice Chair of the Place Committee alongside representatives from other key stakeholders, with a view to holding a much broader engagement session later in the year.

3.9 It is proposed any outstanding business for the Town Area Committee be transferred to the appropriate committee. Regarding consultation on planning and licensing applications currently undertaken by the Town Area Committee on items that meet a certain threshold, the provision for all Ward Councillors to make representations in the normal way remains available as part of the planning and licensing processes.

3.10 Role of Leader and Committee Chairs

The LGA report highlighted that whilst the current approach to governance was very inclusive it was necessary to create some form of hierarchy as currently the Council's leadership was widely dispersed and to obtain policy direction officers have to consult a wide number of Members on an individual basis. This has then created uncertainty as to whether recommendations will be supported or not increasing the potential for abortive work and has resulted in the Council having an unrealistic list of projects and priorities given its resources. This is currently being addressed through the recent prioritisation exercise and the adoption of a new Corporate Delivery Plan. Going forward it is proposed that the Leader and Chairs take a greater lead in all matters relating to their committees including developing agendas for meetings. It is proposed that training and support will be arranged to help with this new approach.

3.11 Impact on Member Allowances Scheme

Due to the redesignations of the existing committees with new terms of reference and removal of the Town Area Committee, there is a need to review the impact on the Member Allowances Scheme. Therefore the views of the Chair of the Welland Independent Remuneration Panel have been sought. His view is that as a consequence of the governance changes a short interim review of any impact on Special Responsibility Allowances should take place in January 2019 once the new arrangements have had a chance to embed. This would be subject to any wider governance changes being proposed. It is noted that the proposals offer a saving from the removal of the chair and vice chair allowance to the Town Area Committee as outlined in the Financial Implications section of this report.

- 3.12 The redesignations of the three policy committees have the following affect on the Special Responsibility Allowances of the Leader, Deputy Leader, Chairs and Vice Chairs and their existing and proposed new roles are listed below. Should the new committee proposals be approved the following roles will be transferred with effect from 16 May 2018 and the Chair and Vice Chair of the Town Area Committee will be deleted from the Member Allowances Scheme.

| Existing role | Proposed new role |
|---|--|
| Chair : Policy, Finance & Administration Committee; Recruitment Committee <i>(Chair of these committees is included within the Leader role)</i> | Chair : Corporate Committee; Recruitment Committee <i>(Chair of these committees is included within the Leader role)</i> |
| Vice Chair : Policy, Finance & Administration Committee; Recruitment Committee <i>(Vice Chair of these committees is included within the Deputy Leader role)</i> | Vice Chair : Corporate Committee; Recruitment Committee <i>(Vice Chair of these committees is included within the Deputy Leader role)</i> |
| Chair : Community & Social Affairs Committee | Chair : People Committee |
| Vice Chair : Community & Social Affairs Committee | Vice Chair : People Committee |
| Chair : Melton, Economic & Environmental Affairs Committee | Chair : Place Committee |
| Vice Chair : Melton, Economic & Environmental Affairs Committee | Vice Chair : Place Committee |

3.13 **Impact on other Committees**

In drafting the terms of reference of the new policy committees, it has been necessary to review some functions within other committees as to the most appropriate area for these to be located. This has been particularly relevant to the Governance and Planning Committees. With regard to the Planning Committee, the items transferred are those previously listed in the Constitution Review 2017/18 report to the Governance Committee on 27 March 2018 and those items have been assimilated into the new policy committees. To avoid duplication and confusion of some licensing matters being considered at a policy committee and the Licensing and Regulatory Committee, all licensing policy matters have been added to the Licensing and Regulatory Committee (except policies under the Licensing Act 2003 and the Gambling Act 2005 which are to be approved at Full Council). The revised terms of reference for these committees are set out at Appendices B, C and D respectively.

3.14 **Working Groups, Task Groups and Boards**

In addition to the formal committees, there are a large number of sub structures, consisting of working groups, task groups and boards. The LGA review recommended that these should be reduced in number and that their responsibilities should be consolidated within the committees and the roles of the chairs. The Constitution currently lists a number of such standing arrangements and the Group suggests that these should be removed. Therefore it is proposed

that only the Joint Staff Working Group and the Melton Local Plan Working Group will currently remain with the proviso that the Melton Local Plan Working Group be disbanded once the Local Plan has been concluded. In the future, it is proposed that informal groups be set up to deal with specific issues on a time limited basis, as required, such as has been the case of the Governance Development Group dealing with the matters in this report. Discipline should however remain to ensure the Council does not re-build a significant number of sub structures and the Policy Forum (and wider group meetings) and then the Committees themselves should be the place where policy is first developed and then agreed.

3.15 Policy Development

In addition to the committee structure the LGA's Review also highlighted the role of Members, particularly the Leader and the chairs of the committees and their role in policy development for the Council. Currently there is no recognised informal policy development route prior to discussion and debate at a formal committee meeting, and no place where competing ideas or options are weighed against each other. This can lead to uncertainty about where officers should go for policy direction and a risk that policy is decided in isolation without consideration of the wider corporate impact. Accepting the recommendation from the LGA, the Group felt it would be appropriate to create a Policy Forum, comprising of the chairs and vice chairs of the three policy committees; which would automatically include the Leader and Deputy Leader, and supported by relevant senior officers. This would become the place where policy formulation would commence, creating the opportunity for ideas to be debated and new proposals considered in the context of existing commitments, taking account of resources and competing priorities before being reported to the appropriate committee. The Group also felt that a similar forum for the chairs and vice chairs of the regulatory committees could also be developed, where matters affecting the regulatory functions could be considered. As a consequence of the creation of these two groups it is proposed the current 'Conservative Chairs' forum would no longer meet. It is important to note that whilst the Policy Forum would become the funnel for policy development, engagement with the wider membership would remain crucial; both through Chairs linking back to their group but also through the continuing use of all-member Away Days and briefings which have proved beneficial in ensuring wider understanding of key agendas.

3.16 Keeping Members informed

In line with the LGA recommendations, committees will not typically receive information only items, rather Members will be kept informed of new initiatives and policy development through an improved Members' Bulletin and wider briefings as necessary; as well as more directly through the Chairs and Leader themselves.

3.17 Lead Members, Representatives on Outside Organisations/Partnerships

Several other matters were raised in the review and considered by the Group that will help to clarify the leadership of the Council and help to avoid duplication. These relate to the removal of the Lead Member and Champion roles as currently the functions of these positions were duplicated with the work of the committee chair. The roles of representatives to partnerships and outside organisations were also considered by the Group and it was felt that where possible these should align to the chair or vice chair of the relevant committees and this be the default position unless there was some business reason, such as the work of the organisation was ward related, to appoint a different Member. This will then ensure that any key stakeholders agendas and issues related to the outside organisations can then be fed into the Policy Forum and enable fully informed discussions where these bodies are affected.

3.18 Committee Minutes at Full Council

To also help reduce duplication and make a small saving on production, the group considered the removal of committee minutes on the Council agenda to be a positive step. This would not detract from Members asking questions as 'Questions from Members' would remain as a standing item on the Full Council agenda.

3.19 Next Steps

The LGA also made some clear recommendations about the need to update and modernise the scheme of delegation; to make it more flexible and enable the Council to make decisions in a timely manner. The LGA also advised that the Council should consider the merits of alternative governance models further. These are more fundamental pieces of work and therefore alongside the proposals set out above, the group will seek support to explore them further over the coming year at the forthcoming Extraordinary Council meeting.

3.20 There are other transitional arrangements which will need to be in force until work is completed on their implementation. These primarily relate to the realignment of budgets into the new committee structure and responsibilities which will commence when the budgets are set for 2019/20 with budget monitoring under the new arrangements not implemented fully under the 2019/20 financial year. The Council's Constitution and scheme of delegation will need to be fully reviewed including the Financial Procedure Rules and work will commence on these when the Director for Legal and Democratic Services commences. Work also needs to be undertaken on the policy framework following the prioritisation exercise.

3.21 Calendar of Meetings 2018/19

With regard to the Calendar of Meetings for 2018/19, it is proposed that this be adjusted to remove the Town Area Committee dates and that the new policy committees utilise the existing policy committee dates already established ie. Corporate replace PFA, People replace CSA and Place replace MEEA. The Calendar of Meetings will then be presented to the Annual Meeting for approval on that basis.

3.22 Constitution Review 2017/18

With regards the outstanding items from the Constitution Review 2017/18 report (that was presented to the Governance Committee on 27 March 2018 and deferred to be aligned with this review of the Council's governance arrangements and considered by the Ad hoc Governance Committee on 30 April 2018), the items that relate to transferring functions from the Planning Committee have been addressed as mentioned earlier in this report. The remaining outstanding items are presented for approval and are set out at Appendix E. The Governance Committee's comments will be reported to the Council as part of Appendix F and as indicated previously in this report this will be a 'to follow' item.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 Ensuring effective governance is a key component to making the best use of resources and ensuring the effective delivery against the Council's Corporate vision and objectives.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

- 5.1 Any financial and resource issues will be met from existing resources.
- 5.2 With regard to the Council's Member Allowances Scheme, the Chair of the Welland Independent Remuneration Panel has been consulted. Should the proposals outlined in this report be approved, there will be a saving on the Special Responsibility Allowances due to the removal of the Chair and Vice Chair of the Town Area Committee. The saving of the special responsibility allowances attributed to these roles would amount to £5,288 per annum.
- 5.3 With the removal of the Town Area Committee, there is a potential saving of the resources allocated to this committee in the sum of £2,500. However with regard to the direct administrative support, this will be needed to assist with the new governance and management arrangements.
- 5.4 Other savings relate to the printing of committee minutes for the Council agenda and it is expected that this would be in the sum of £200 per year. There is also a positive climate change impact in not printing these minutes.
- 5.5 Streamlining of governance processes will inevitably have a productivity gain in terms of officer time being released to focus on other priorities. Whilst this cannot be quantified currently it will be evaluated over the coming months and considered in more detail, particularly as alternative governance models are considered further and the scheme of delegation updated.

6.0 LEGAL IMPLICATIONS/POWERS

- 6.1 There are no direct legal implications arising from this report but any subsequent recommendations will need to be considered in the context of current legislation.

7.0 COMMUNITY SAFETY

- 7.1 There are no direct community safety implications arising from this report.

8.0 EQUALITIES

- 8.1 Equalities Screening Assessments have been drafted on constitution matters and most of these matters relate to the legality around governance arrangements.

9.0 RISKS

| | | | | | |
|--|----------------------------|------------------------|----------------------|----------------------|--------------------------|
| L I K E L I H O O D | A Very High | | | | |
| | B High | | | | |
| | C Significant | | | | |
| | D Low | | 1,2 | | |
| | E Very Low | | | | |
| | F Almost Impossible | | | | |
| | | Negligible 1 | Marginal 2 | Critical 3 | Catastrophic 4 |
| | | IMPACT | | | |

| 9.1 | Risk No | Risk Description |
|-----|---------|---|
| | 1 | To not have robust governance arrangements could mean the Council's aims and objectives cannot be met |
| | 2 | Duplication of roles and functions impacts on the Council's resources and value for money |

10.0 CLIMATE CHANGE

10.1 To remove the requirement for producing hard copy committee minutes at Full Council meetings would reduce the Council's paper usage and waste.

11.0 CONSULTATION

11.1 There have been meetings with the Governance Development Group to consider the way forward and develop the Council's proposed Governance arrangements.

12.0 WARDS AFFECTED

12.1 All wards are indirectly affected by this report.

Contact Officer: Edd de Coverly, Chief Executive
Date: April 2018

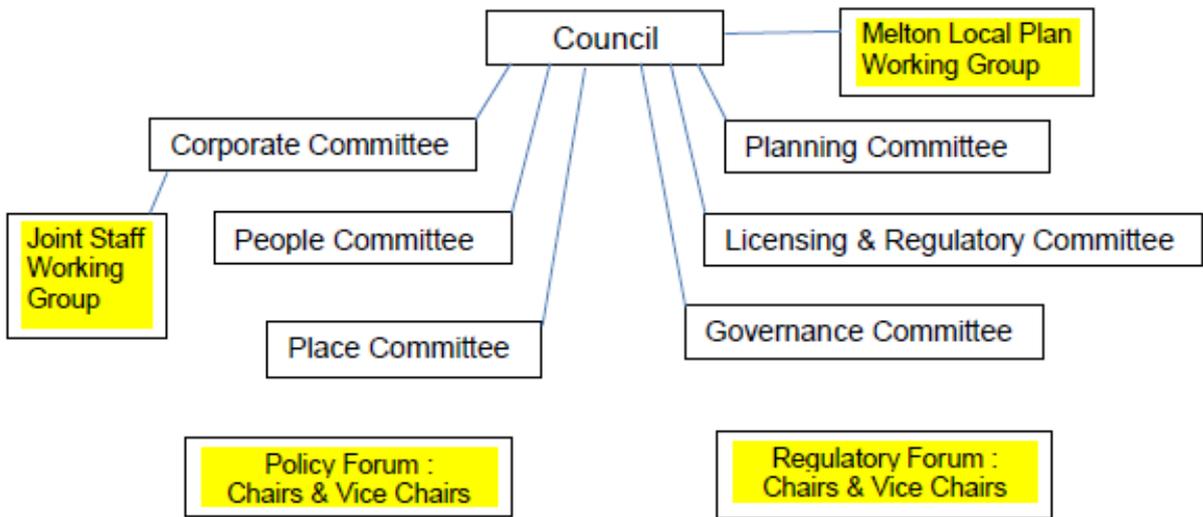
Appendices :
 Appendix A : New Committee Structure and Policy Committees TOR
 Appendix B : Governance Committee revised TOR
 Appendix C : Planning Committee revised TOR
 Appendix D : Licensing & Regulatory Committee revised TOR
 Appendix E : Outstanding deferred items from the Governance Review 2017 18

Appendix F : Comments of the Ad hoc Governance Committee of 30 April 2018 (to follow)

Background Papers: Peer Challenge Review – December 2017
LGA Governance Review – March 2018

Reference : X : Committees\Council\2017-18\080518 Extraordinary

Proposed new Committee Structure



Key :

 Denotes non-formal decision-making

Appeals and Recruitment Committees to be convened as required

Corporate Committee

| | | |
|-----------|--------------------------------|--|
| | Membership | 10 Members Politically balanced Leader to Chair ; Deputy Leader is Vice Chair |
| | Special Requirements | Prior to sitting as the Investigating and Disciplinary Committee, the Committee must undergo the appropriate training |
| | | Councillors must receive equalities training within 6 months of being first elected. No Councillor may continue to sit on this Committee if they have not met this requirement. |
| | Remit of this Committee | Business Continuity Communications, Consultation and Public Relations Corporate and strategic asset management Corporate Improvement Commercial and Digital Strategies Financial Health of the Council; Budget Setting, MTFs; Treasury Management Scrutiny Human Resource Policies including Health and Safety ICT Strategy; Corporate and outward looking policies Internal Audit Investigating and Disciplinary Committee Legal, Democratic Services and Elections Welland Procurement Unit Any function not delegated elsewhere |
| No | Terms of Reference | To exercise the Council's powers and duties of the following functions :- |
| 1. | General Responsibility | responsibilities shall be exercised in accordance with the Council's Policy Framework and Corporate Priorities |
| 2. | | responsible for the strategic direction of the Committee's functions, service, policy, delivery, performance including complaints, operational asset management, staffing resources and budget monitoring |
| 3. | | shall not have the power to incur expenditure which has not been delegated by the Council in line with the Financial Procedure Rules |
| 4. | | authorised to take any steps, including delegation to officers, which may be necessary to carry out the functions within the scope of the delegations to the Committee |
| 5. | | may award contracts subject to the relevant rules contained within Part 4 of the Constitution and adequate budgetary provision |
| 6. | | any reference to a statute within the Terms of Reference of the Committee includes reference to any re-enactments thereof and subordinate legislation made thereunder |
| 7. | | any function of the Council not delegated elsewhere or reserved to |

| | | |
|-----|--|---|
| | | Council |
| 8. | Budget and Financial Planning | consider and review the Council's medium and long term financial strategies and the overall financial health of the Council |
| 9. | | consider and establish a detailed framework for the policy and budget setting process |
| 10. | | scrutinise the Treasury Management Strategy and any associated reports and policies prior to approval by Full Council |
| 11. | Business Continuity and Emergency Planning | oversight of the Council's approach in a Council or community emergency |
| 12. | Human Resources and Health & Safety | development and implementation of policies relating to the appointment, employment, training, safety and dismissal of staff including maintenance of recreational, social and welfare facilities, conditions of employment, pensions and health and safety. Keep under review the staff establishment |
| 13. | | oversight of the development and delivery of the workforce strategy and work place policies |
| 14. | Recovery of outstanding revenues and accounts | oversee collection of revenues and accounts due to the Council and not paid by the date of settlement and to give such direction as may be necessary for the recovery thereof |
| 15. | Strategic Asset Management | strategic oversight and co-ordination of all the Council's assets including acquisition, management and disposal |
| 16. | | operationally manage assets within the Committee's remit |
| 17. | | <u>When acting as the Investigating and Disciplinary Committee the following 5 terms of reference apply :-</u> |
| 18. | Investigating & Disciplinary Committee | considering allegations relating to the conduct or capability of the Head of Paid Service, Section 151 (Chief Financial Officer) Officer or the Monitoring Officer. |
| 19. | | to appoint an Independent Investigator (including agreeing terms of reference of the investigation) from a list maintained by the JNC Joint Secretaries and in accordance with the procedure adopted by the JNC Joint Secretaries from time to time. |
| 20. | | to receive and consider the report of the Independent Investigator and be given authority to impose no sanction, or to take action short of dismissal and to impose an appropriate penalty or take other appropriate action. |
| 21. | | in such cases where the Committee considers it appropriate taking into account the threshold test the Committee may suspend the Head of Paid Service, the Section 151 (Chief Financial Officer) Officer or the Monitoring Officer. |
| 22. | | authority to negotiate any settlement in consultation with internal / external auditors and appoint such independent external advisers as required in this respect |

People Committee

| | | |
|-----------|----------------------------------|--|
| | Membership | 10 Members Politically balanced |
| | Special Requirements | Councillors must receive equalities training within 6 months of being first elected. No Councillor may continue to sit on this Committee if they have not met this requirement. |
| | Remit of this Committee | Assets of Community Value Council Housing Tenants and Tenancy Management Community Safety Partnership Community Support and Services; Lifeline; Me & My Learning Council Lottery Customer Services; Corporate Complaints Equalities Grants to Community Bodies Homelessness; Social Housing Housing Benefit and Council Tax Support Sports and Leisure Contract Management; Health & Well-being Tackling Anti-Social Behaviour and Nuisance inc Enforcement Voluntary and Community Sector Relationships |
| No | Terms of Reference | To exercise the Council's powers and duties of the following functions :- |
| 1. | General Responsibility | responsibilities shall be exercised in accordance with the Council's Policy Framework and Corporate Priorities |
| 2. | | responsible for the strategic direction of the Committee's functions, service, policy, delivery, performance including complaints, operational asset management, staffing resources and budget monitoring |
| 3. | | shall not have the power to incur expenditure which has not been approved by the Corporate Committee or through an appropriate delegation |
| 4. | | authorised to take any steps, including delegation to officers, which may be necessary to carry out the functions within the scope of the delegations to the Committee |
| 5. | | may award contracts subject to the relevant rules contained within Part 4 of the Constitution and adequate budgetary provision |
| 6. | | any reference to a statute within the Terms of Reference of the Committee includes reference to any re-enactments thereof and subordinate legislation made thereunder |
| 7. | Assets of Community Value | oversight and development of the Council's policy on Assets of Community Value |
| 8. | Council housing tenants | management and support of Council housing tenants and related services including allocations, tenancy management and supporting services |
| 9. | Community | community safety including Community Safety Partnership |

| | | |
|-----|---|---|
| | Safety | |
| 10. | | overview and scrutiny arrangements for the Police and Crime Panel Procedures as set out in Part 4 of the Constitution |
| 11. | | action to address anti-social behaviour and nuisance including the use of enforcement |
| 12. | Community Support and Services | community development and welfare including services for young and older people and other vulnerable groups. Services include Lifeline, Me & My learning |
| 13. | | oversight of the Council's Customer Services function |
| 14. | | monitor the Council's response to dealing with customer complaints including periodic review of the Council's Complaints Procedure |
| 15. | | housing benefit and Council Tax support |
| 16. | | consider and implement mechanisms to encourage and enhance community participation in the development of policy options |
| 17. | Homelessness | homelessness strategy, social housing and related matters |
| 18. | Voluntary and Community Sector Relationships | ensure the Council fosters effective relationships and partnerships with other Public Sector agencies and the Private and Voluntary Sectors to ensure the most efficient and effective discharge of the Council's functions |
| 19. | | oversight of liaison, as appropriate with external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working |
| 20. | | oversight of the policy and allocation of the policy to award grants to community bodies |

Place Committee

| | | |
|-----------|-----------------------------------|--|
| | Membership | 10 Members Politically balanced |
| | Special Requirements | Councillors must receive equalities training within 6 months of being first elected. No Councillor may continue to sit on this Committee if they have not met this requirement. |
| | Remit of this Committee | Council Housing Stock; HRA; Rent Setting Economic Development; Regeneration; Place Marketing; Tourism Environmental and Place-Based Enforcement Environmental Health; Public Sector Housing; Health & Safety Environmental Maintenance; Pest Control; Land Drainage Grant Schemes within this Committee's remit Licensing resources Planning; Local Plan; Building Control; Land Charges; Public Assets; Open Spaces Public Transport & Highway; Parking Oversight of the Council's Special Expenses Leisure Centre Capital Development Street Cleansing; Waste Management Town and Place Partnership Wheels to Work |
| No | Terms of Reference | To exercise the Council's powers and duties of the following functions :- |
| 1. | General Responsibility | responsibilities shall be exercised in accordance with the Council's Policy Framework and Corporate Priorities |
| 2. | | responsible for the strategic direction of the Committee's functions, service, policy, delivery, performance including complaints, operational asset management, staffing resources and budget monitoring |
| 3. | | shall not have the power to incur expenditure which has not been approved by the Corporate Committee with regard to the General Fund or through an appropriate delegation |
| 4. | | authorised to take any steps, including delegation to officers, which may be necessary to carry out the functions within the scope of the delegations to the Committee |
| 5. | | may award contracts subject to the relevant rules contained within Part 4 of the Constitution and adequate budgetary provision |
| 6. | | any reference to a statute within the Terms of Reference of the Committee includes reference to any re-enactments thereof and subordinate legislation made thereunder |
| 7. | Council housing stock | management and maintenance of Council housing stock and assets including oversight of the Housing Revenue Account including rent setting |
| 8. | Economic Development & | promotion and improvement of the economic growth and regeneration of the area |

| | Regeneration | |
|------------|--|---|
| 9. | | support to and linking with the Town and Place Partnership |
| 10. | | oversight of the Council's place marketing and tourism agendas including supporting Christmas lighting and the Council's relationship with the BID |
| 11. | | oversight of any Council grant schemes within within the remit of this Committee |
| 12. | Environmental Health | oversight and implementation, advice and enforcement of matters relating to :- domestic and commercial environmental health services including food safety health & safety private sector housing pollution including nuisance and environmental protection public health licensing and registrations |
| 13. | Environmental Services | street cleansing and the collection and disposal of waste |
| 14. | | environmental maintenance, pest control and land drainage |
| 15. | Leisure Centre Development | leisure centre capital development |
| 16. | Licensing | Licensing resources including fees and charges |
| 17. | Operational management & maintenance of public open space | management and maintenance of public assets including land, open spaces, and other public facilities including those owned by, leased to or otherwise occupied by or subject to the control of the Council also including those categorised as special expenses |
| 18. | Planning, Local Plan etc | adoption of a local development scheme, supplementary planning documents, Statement of Community Involvement, the AMR, and agreement of Neighbourhood Plan designations, submission of NP's for Examination and proceeding to Referendum. The final 'making' of NP's following Referendum |
| 19. | | oversight and implementation of all stages of the production of a Local Plan and any subsequent reviews; recommending to Council the adoption of a Local Plan or Review |
| 20. | | oversight of building control and land charges |
| 21. | Transport and Parking | public transport, parking and use of the highway |

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APPENDIX B

GOVERNANCE COMMITTEE

Composition

10 Elected members politically balanced.

Delegated Functions

A. AUDIT

1. To consider the appointment of the External Auditor, the audit fee, the provision of any non-audit services by the external auditor and any questions of resignation or dismissal of the external auditor.
2. To receive the External Audit Annual Plan and discuss, if necessary, with the External Auditor before the audit commences the nature and scope of the audit.
3. To review and approve the Financial Statements, External Audit opinion and report to Members and monitor Management Action in response to any issues raised.
4. To receive the Internal Audit Annual Plan for the Council and Annual Internal Audit report, addressing key internal control issues as required.
5. To keep under review the effectiveness of internal control systems, to receive the External Audit **Annual Audit Management** Letter on behalf of the Council and any representations and refer any issues requiring attention to the relevant Committee and/or officer.
6. To monitor the performance of Internal Audit.
7. To review summary Internal Audit reports and the main issues arising and seeking assurance that action is taken on the main issues raised in these reports.
8. To ensure that there are effective arrangements between Internal and External Audit and that the value of the audit process is actively promoted.
9. To obtain appropriate assurance that the Council's Annual Governance Statement, and any other assurance statements required of the Council, properly reflect the risk environment and any actions required to improve it.

B. CONSTITUTION AND GOVERNANCE

10. To consider matters pertaining to the governance arrangements of the Council including review of the Council's Constitution, its political arrangements and rules of procedure (subject to approval by Full Council, unless of a minor nature).

CONSULTATION AND ENGAGEMENT

Comment [SE1]: Transfer to Corporate and People

11. ~~To have oversight and management of the Councils consultation and engagement approach with its Community and monitoring those processes to ensure that they contribute to the work of the Council; including agreement of an Annual Consultation Plan.~~
12. ~~To consider and implement mechanisms to encourage and enhance community participation in the development of policy options.~~
13. ~~To have oversight of the publication of an Annual Report in the most appropriate format.~~
14. Establishing clear channels of communication with the public and dealing with their concerns, including oversight and review of the Councils Corporate Complaints Policy and relationships with other regulatory bodies such as the Ombudsman.

C. ELECTORAL MATTERS

15. To consider reports from the Returning Officer in relation to statutory requirements and policy.
16. To respond on behalf of the Authority in relation to consultations issued by the Electoral Commission and other bodies relating to electoral registration or election issues.

D. MAYORALTY

17. To deal with all matters relating to the Mayoralty, Civic Ceremonial matters and Mayoral allowances and expenses (except adopting an Allowances Scheme – Full Council).

[The Mayor be authorised to determine recipients of Mayoral awards in consultation with other Members as appropriate.](#)

E. MEMBERS SUPPORT AND TRAINING

18. To have oversight of the Member Training proposals and to support the Member Development Steering Group, as required.
19. To support the development of the Members to meet the changing requirements of their role.

PERFORMANCE MANAGEMENT AND VALUE FOR MONEY

20. ~~To have oversight of the Councils Performance Management System and monitor the Councils Improvement Plan, as required.~~
21. ~~To monitor the openness of the Council in its dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is~~

Comment [SE2]: Transfer to respective policy committees

~~proper and appropriate to do so.~~

Comment [SE3]: Transfer to 40 below

22. ~~To ensure that the Council has satisfactory measures in place to promote economy, efficiency and effectiveness.~~
23. ~~To consider reports of inspection agencies and seek assurance that action is taken on any issues raised in these reports.~~

F. RISK MANAGEMENT AND INTERNAL CONTROL

24. To develop and maintain robust systems for identifying and evaluating significant risks and putting in place effective Risk Management Systems, including those relating to internal control and an internal audit function.
25. To have oversight of provisions which reflect the transparency of the Council including Whistleblowing Policy and Procedures, Fraud and Corruption Policy and Procedures, and other related matters.
26. To oversee the arrangements to introduce new regulatory legislation, ~~such as the introduction of the Anti-Bribery Act 2010.~~
27. To ensure that the Councils financial and operating reporting processes are adequate and continue to be "fit for purpose."
28. ~~To exercise the Council's Health and Safety at Work functions.~~
29. ~~To monitor the Councils response to dealing with customer complaints including periodic review of the Councils Complaints Procedure.~~
30. To ~~undertake an annual review of complaints against the Council in order to identify trends and inform future workplans including have~~ oversight of matters referred to the Local Government Ombudsman.
31. To have oversight of the Council's management and response to the Freedom of Information Act and Data Protection Act, ~~including General Data Protection Regulations.~~

Comment [DG4]: Corporate.

VOLUNTARY AND COMMUNITY SECTOR RELATIONSHIPS

Comment [SE5]: Transfer to People Cttee

32. ~~To ensure the Council fosters effective relationships and partnerships with other Public Sector agencies and the Private and Voluntary Sectors to ensure the most efficient and effective discharge of the Councils functions.~~
33. ~~To have oversight of liaison, as appropriate with external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.~~

G. ETHICS AND PROBITY

34. Promoting and maintaining high standards of conduct by councillors and c o-

opted members.

35. The development, implementation, maintaining and review of the ethical framework, including the code of conduct for councillors and co-opted members.
36. Overseeing the provision of training, guidance and support in the context of Ethics and Probity.
37. Granting dispensations to councillors and co-opted members from requirements relating to interests set out in the Councillors' Code of Conduct.
38. To deal with complaints in accordance with the legislative requirements set out in the Localism Act or as defined in Regulations. This item links to Governance Sub Committees below.
39. The exercise of 34-37 in relation to the parish councils in its area and the members co-opted of those parish councils.
40. [To monitor the openness of the Council in its dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.](#)

K. EQUALITIES

~~To deal with oversight and Member management of equalities.~~

Comment [SE6]: Transfer to People Cttee

L. REGULATION OF INVESTIGATORY POWERS ACT (RIPA)

41. To deal with policy issues with regard to RIPA.

PLANNING COMMITTEE

COMPOSITION

11 Elected Members; politically balanced.

No Member may sit on this Committee until he or she has undergone basic training on the law and procedure relating to the functions of this Committee.

ADVISORY FUNCTIONS

1. To make recommendations to the Policy Committees in relation to matters of policy and strategic direction reserved to them or where such is considered desirable.
2. To advise the relevant Policy Committee of any matters relating to claims and payments or statutory compensation arising from decisions on planning matters.

DELEGATED FUNCTIONS

1. To exercise the powers and duties of the Council as local planning authority other than those specifically reserved to the Melton Economic and Environmental Affairs Committee.
2. To administer and enforce the building regulations and any other statutory provisions with regard to plans of new buildings and streets.
3. To take any action necessary to deal with dangerous or dilapidated buildings and structures.
4. ~~To exercise the Council's regulatory and enforcement powers and duties in respect of authorisations, licences, permits, consents or similar, under all statutory provisions other than those specifically reserved to other Committees.~~
4. ~~To exercise the Council's powers and duties to review, make, amend, revoke or re-enact By-Laws.~~
4. ~~To exercise the Council's enforcement powers and duties under all statutes, regulations, codes of practice and conditions of service relating to Health and Safety and to respond to enforcement by other agencies against the Council.~~
4. ~~To supervise the collection of revenues and accounts due to the Council and not paid by the date of settlement and to give such directions as may be necessary for the recovery thereof.~~
4. ~~To exercise the enforcement powers and duties of the Council and Returning Officer in relation to elections.~~
4. ~~To exercise the enforcement powers and duties of the Council in respect of animals.~~
4. ~~To exercise the regulatory and enforcement powers and duties of the Council in respect of pollution control.~~
4. ~~To exercise the regulatory and enforcement powers and duties of the Council in respect of food safety.~~

- 4. ~~To exercise the regulatory and enforcement powers and duties of the Council in respect of premises for wholesale or retail sale.~~
- 4. ~~To exercise the regulatory and enforcement powers and duties of the Council in relation to the enforcement of any statutes, regulations, Codes of Practice, Bye Laws or other provisions enforceable by the Council.~~
- 4. To exercise the Council's powers in relation to trees under Sections 198-214D of the Town and Country Planning Act 1990.

LICENSING AND REGULATORY COMMITTEE

COMPOSITION

10 Elected Members not politically balanced

No Member may sit on this Committee, the Licensing Sub-Committee or the Licensing Panel until he or she has undergone basic training on the law and procedure relating to the functions of those Committees.

DELEGATED FUNCTIONS

1. To exercise the Council's regulatory duties in respect of the provision of public transport
2. To exercise the Council's regulatory and enforcement powers and duties in respect of authorisations, licences, permits, consents or similar, under all statutory provisions other than those specifically reserved to other Committees.
3. To deal with all matters in relation to the Licensing Act 2003, except the setting and adoption of the Statement of Licensing Policy which must be referred to Full Council.
4. To deal with all matters in relation to the Gambling Act 2005, except the setting and adoption of the Gambling Policy which must be referred to Full Council.
5. To adopt policies in relation to all other Licensing & Regulatory matters.
6. The licensing of dangerous wild animals, breeding establishments, animal boarding, pet shops and riding establishments.
7. Street trading licences.

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**Review of Constitution 2017 18
Items for Consideration**

| No | Part | Item |
|----|---------|---|
| 1. | Part 3A | <p><u>Responsibility for Functions</u></p> <p><u>Welland Partnership – Joint arrangements</u></p> <p>To remove reference to the joint arrangements of the Welland Partnership as this body no longer exists.</p> <p>Action Proposed To remove the joint arrangements with the Welland Partnership</p> |
| 2. | Part 3B | <p><u>Delegations to Officers</u></p> <p><u>Delegations to Assistant Director for Strategic Planning and Regulatory Services :</u></p> <p><u>Item 35 – to be updated as follows :-</u></p> <p><i>To make objections and representations to National Planning Policy and Guidance, any Regional Planning Guidance, the Leicestershire Minerals and Waste Local Plans, the Development Plans of neighbouring planning authorities and other proposals and policies prepared by other authorities that could be expected to affect the development of the Borough or the planning of its development.</i></p> <p>Action Proposed To agree the update to item 35 of the delegations of the Assistant Director for Strategic Planning and Regulatory Services as set out above.</p> |
| 3. | Part 3B | <p><u>Delegations to Officers</u></p> <p><u>3 new delegations to the Assistant Director for Strategic Planning and Regulatory Services relating to Planning Policy matters :-</u></p> <p>(1) Authority to designate a Neighbourhood Plan Area, unless objections to the designation have been received</p> <p>and</p> <p>(2) To determine whether a Neighbourhood Plan should proceed to Referendum following the receipt of an Examiner’s report, except where either:</p> <p>(i) the ‘qualifying body’ do not accept the Examiner’s recommendations;</p> <p>(ii) it is proposed to deviate from the Examiner’s recommendations.</p> <p>(3) To compile and publish the following documents:</p> <ul style="list-style-type: none"> • The Annual Monitoring Report |

| | | |
|----|---------|--|
| | | <ul style="list-style-type: none"> • <i>Brownfield Land Register (and updates)</i> • <i>Statements of Community Involvement</i> <p><u>Action Proposed</u> To agree the 3 new delegations to the Assistant Director for Strategic Planning and Regulatory Services as set out above.</p> |
| 4. | Part 3B | <p><u>Delegations to Officers</u></p> <p><u>Changes to delegations to Assistant Director for Strategic Planning and Regulatory Services</u></p> <p>Item 13, page 34, introductory text, 2nd 3rd and final bullet points to be deleted and replaced with :</p> <p><u>Introductory Text:</u></p> <p><i>To determine (i.e. allow or refuse) all applications for work on trees in conservation areas and Permitted Development Order 2015 'Prior Notifications' (whether or not subject to any representations of support or objection);</i></p> <p><i>To determine all applications for planning permission, advertisement consent, listed building consent, conservation area consent, Certificates of Lawfulness and for works on trees covered by a Tree Preservation Order; except an application for which:</i></p> <ul style="list-style-type: none"> • <i>2nd : The recommendation departs from the provisions of the Melton Local Plan and/or;</i> • <i>3rd : letters of objection have been received from more than 10 separate households, or a petition or 'pro-forma' letters from over 25 signatories - where the grounds of objection are on bona-fide planning grounds - and the recommendation conflicts with the representations received.</i> • <i>Final; Delete (notifications and Tree applications)</i> <p><u>Action Proposed</u> To agree the changes to the delegations to the Assistant Director for Strategic Planning and Regulatory Services as set out above <u>upon adoption of the Melton Local Plan.</u></p> |
| 5. | Part 3B | <p><u>Delegations to Officers</u></p> <p><u>Changes to delegations to Assistant Director for Strategic Planning and Regulatory Services</u></p> <p>To add:</p> <p>Notices under part 8 of the Anti social Behaviour Act 2004 ('High Hedge Notices')</p> |

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| | | <p><u>Action Proposed</u> To agree the addition to the delegations of the Assistant Director for Strategic Planning and Regulatory Services as set out above.</p> |
| 6. | Part 3B | <p><u>Delegations to Officers</u></p> <p><u>Changes to delegations to Assistant Director for Strategic Planning and Regulatory Services</u></p> <p>Transfer items 59, 61 and 69 as listed below from the Assistant Director for Strategic Planning & Regulatory Services to the Director of Growth and Regeneration.</p> <p><i>59 To be responsible for the management of the Council's Waste Management Contract.</i></p> <p><i>61 To be responsible for the management of the Council's internal Health and Safety arrangements.</i></p> <p><i>69 In consultation with the Chair of the Melton Economic & Environmental Affairs Committee (MEEA), to make relevant changes to the method of operational delivery within the waste collection and street cleaning contract where there is no impact on service delivery to the end user and where financial savings can be made.</i></p> <p><u>Action Proposed</u> To agree the transfer of delegations 59, 61 and 69 of the Assistant Director for Strategic Planning and Regulatory Services to the Director for Growth and Regeneration as set out above.</p> |
| 7. | Part 3B | <p><u>Delegations to Officers</u></p> <p><u>Changes to delegations of the Director for Corporate Services</u></p> <p><u>Delete item 38 as follows :-</u></p> <p><i>38 In consultation with the Deputy Chief Executive to make any necessary changes to the Retail Relief Scheme, in accordance with further guidance from Central Government, consultation with partners across Leicestershire and to improve the scheme based on experience from delivery of the scheme.</i></p> <p><u>Transfer item 39 as follows to the Deputy Chief Executive :-</u></p> <p><i>39 To adjust the Local Council Tax Support scheme annually with regard to uprating personal allowances and premiums and changes to the universal Credit Scheme affecting the Local Council Tax Support Scheme as announced by Central Government.</i></p> <p><u>Transfer the following delegation from the Director for Corporate Services to the Deputy Chief Executive in consultation with the Director for Corporate Services :-</u></p> |

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| | | <p><i>52 In consultation with the Director for Corporate Services to adopt local business rate relief schemes, where it is in the interest of local businesses and the Council to do so, following guidance from Central Government.</i></p> <p><u>Action Proposed</u> To agree the deletion of item 38 and the transfer of delegations 39 and 52 from the Director for Corporate Services to the Deputy Chief Executive as set out above.</p> | | |
| 8. | Part 3B | <p><u>Delegations to Officers</u></p> <p><u>Proper Officer Provisions</u></p> <p>The Proper Officer for the performance of the duties of the Data Protection Officer under General Data Protection Regulation (EU) 2016/679 and Data Protection Act 2018, under GDPR Articles 37, 38, and 39, will be the Council's Principal Solicitor as follows :-</p> <table border="1" data-bbox="384 752 1264 976"> <tr> <td> General Data Protection Regulation (EU) 2016/679 and Data Protection Act 2018 GDPR Articles 37, 38, 39 The Data Protection Officer </td> <td>The Principal Solicitor</td> </tr> </table> <p>In the interim, until the permanent appointment of the Principal Solicitor in the Legal & Democratic Service, the Chief Executive, as Head of Paid Service, will designate an appropriate person to act as the named Data Protection Officer.</p> <p><u>Action Proposed</u> To agree that the Principal Solicitor be the Proper Officer in respect of Data Protection as set out above and in the interim until a Principal Solicitor is appointed, the Chief Executive will designate an appropriate person to act as the named Date Protection Officer.</p> | General Data Protection Regulation (EU) 2016/679 and Data Protection Act 2018 GDPR Articles 37, 38, 39 The Data Protection Officer | The Principal Solicitor |
| General Data Protection Regulation (EU) 2016/679 and Data Protection Act 2018 GDPR Articles 37, 38, 39 The Data Protection Officer | The Principal Solicitor | | | |
| 9. | Part 4 | <p><u>Financial Procedure Rules</u></p> <p>In order to reflect the changes required under the new IFRS9 accounting standards a greater emphasis is required by budget holders to ensure the correct processes are followed which includes finance sign off and provision of data. Therefore the following new section is proposed.</p> <p><u>Section 3 – Financial Systems and Procedures</u></p> <p>Asset and Vehicle Leasing (new section) 2.62 Budget Holders</p> <p>a) All staff must consult financial services before entering into any proposed leasing arrangements to ensure appropriate options appraisal are considered.</p> <p>b) In order to undertake an options appraisal staff must collate and provide</p> | | |

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| | | <p>the information outlined in section 2.3 of the budget manual to finance as part of the decision making process.</p> <ul style="list-style-type: none">c) Following a full financial appraisal a lease can only be taken to the next stage for entering in to once approved by a qualified member of the Finance Teamd) Before any lease is signed any legal documentation provided by the potential supplier must be reviewed by a member of the legal services teame) Once a lease is approved all the information required should be entered onto the lease register maintained by property services and property is to be informed of any changes should they arise. <p><u>Action Proposed</u> To agree insertion of the above to the Financial Procedure Rules.</p> |
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