

SCM

# Personal Address

109

Mr. J. S. Ballantyne, D.M.S.,  
South Cambridgeshire Hall,  
9-11, Hills Road,  
CAMBRIDGE,  
CB2 1PB.

02 March 2000

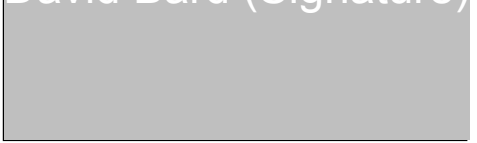
Dear Mr. Ballantyne,

**Notice of Motion, Council 18/05/'00**

I should like to submit the enclosed notice of motion for debate at the next meeting of full Council (18/05/00).

Yours sincerely,

David Bard (Signature)



David Bard.



Withdrawn

109

**Notice of motion (for Council; 18/05/'00).**

'This Council considers that the closure of rural branch banks recently announced by Barclay's and Lloyd's will significantly diminish the sustainability of village communities and urges these banks to reconsider their decisions.'

David Bard



Dear Mr. Ballantyne  
Please find enclosed  
notice of motion for  
Full Council on  
July 13<sup>th</sup>.

of Motion

bridgeshire District Council Requires that in all  
d to inform the public about matters within the  
ensions, weights, areas and other measurements  
well as any other units which may at any time

Thanks Neil Scarr (Signature)

s all departments and services in the knowledge  
ouncilors, traditional units are more familiar and  
ore ensure that documents which purport to  
ibers of the public will in fact do so

Telephone: (01432) 277277, Fax: (01432) 268005

Proposed by Neil Scarr (Signature)

Cllr N. J. Scarr (Signature)

seconded by dl. Deb Roberts (Signature)

Susan

from JB

for your attention.

Emma


Copy 1  
& Au

To consider the following W of M regarding the  
name of 116 N J Road


**Notice of Motion**

That this ~~Annual~~ meeting of South Cambridgeshire District Council Requires that in all internal documents and reports intended to inform the public about matters within the remit of the Councilk all distances, dimensions, weights, areas and other measurements be given in traditional imperial units as well as any other units which may at any time be in use.

Council makes this requirement across all departments and services in the knowledge that for most people, including most councillors, traditional units are more familiar and easier to visualise. Their use will therefore ensure that documents which purport to inform our staff, councillors and members of the public will in fact do so

Proposed by 

Cllr N. J. Scarr (Signature)

seconded by Cllr 

Copy to SCM  
\* An C.O.S.  
Susan.

(111)

This Council includes a fourth option in its timetable of consultation with the public and other groups and organisations in the matter of a New Political Structure for South Combs

The fourth option should be :-

- 1) a 'Streamlined' committee system (to be decided by full Council), in which every Council member will remain a member of a decision making committee.
- 2) Two 'Scrutiny' committees shall be formed. Amendment requests  
The <sup>Council</sup> committees shall be divided between the two scrutiny committees for the purpose of overview and scrutiny.
- 3) A member of a particular <sup>Council</sup> committee shall not serve on the scrutiny committee reviewing that particular Council committee

Colin Barker (Signature)

19-9-2000

## A DISTINCTIVE CAMBRIDGESHIRE MODEL OF EXECUTIVE ARRANGEMENTS

Report from Internal Political Management Working Party

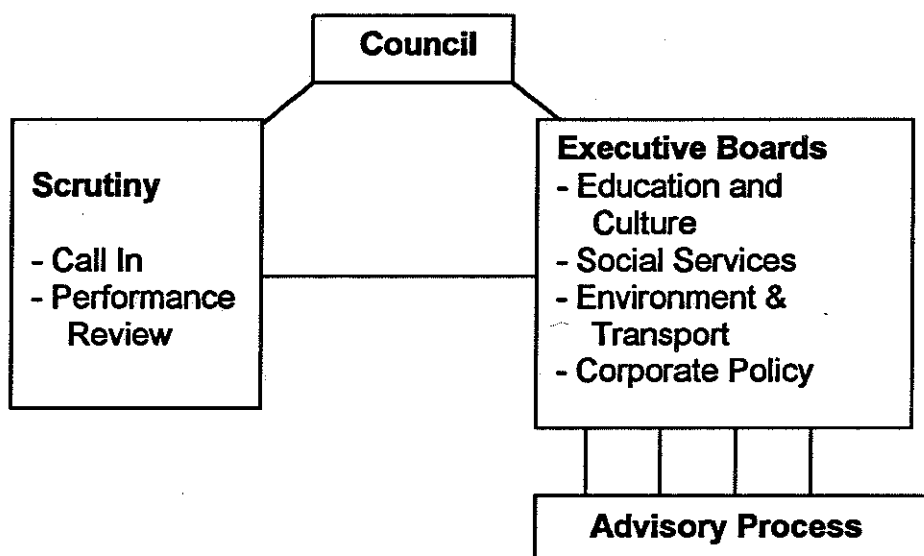
### INTRODUCTION

1. The Local Government Bill includes provision for the Secretary of State to approve another form of Executive, other than the Cabinet and Mayor Models.
2. It is clear that this so-called fourth model will have to: -
  - include clear executive/scrutiny splits;
  - be a clear departure from the traditional committee structures;
  - be promoted by a group of authorities to meet a test of being appropriate to "a particular description of authorities".

To meet the latter point, contact is being made with some other County Councils likely to wish to join in developing a fourth model. This note describes what could be the Cambridgeshire input to those discussions. It must be read in conjunction with the separate paper on the Cabinet Model which contains more detail on some of the organisational and operational issues.

### CORE ELEMENTS

3. The Cambridgeshire model would build on the attributes of the current arrangements, namely: -
  - slim and effective committee systems;
  - open, transparent and accountable decision making;
  - extensive cross-party involvement;
  - a well developed advisory and informal structure, ensuring full involvement of all Councillors in the activities of the Council;
  - an effective Scrutiny function (which complies with the Bill and the draft Regulations).
4. In diagrammatic form the core elements would be: -



## **COUNCIL**

5. The full Council would agree the Council's policy framework and budget as set out in the annual budget and the following policy plans: -
- Annual Library Plan;
  - Best Value Performance Plan;
  - Children's Services Plan;
  - Community Care Plan;
  - Community Strategy;
  - Crime and Disorder Reduction Strategy;
  - Development Plans;
  - Care and Education Plan;
  - Education Development Plan;
  - Local Transport Plan;
  - Youth Justice Plan.
6. The budget and policy framework set by the full Council will then be implemented by the four Executive Boards.

## **EXECUTIVE BOARDS**

7. There will be four Executive Boards (corresponding to the Directorates) covering: -
- Education Libraries and Heritage;
  - Social Services;
  - Environment and Transport;
  - Corporate Policy.
8. The Executive Boards will comprise no more than ten members each and will be politically balanced. There will be no sub-committees of the Boards.
- The Corporate Policy Executive Board will comprise the three Programme Board Chairmen, and the Leader of the Council, plus other members needed to achieve a political balance.
9. The Leader of the Council will be elected by the full Council. Options could be available for either:
- The Leader to select the Executive Board Chairmen
  - Council to elect the Chairmen, or
  - Each Board to elect its own Chairman.

Other appointments to the four Boards shall be by the Council on the recommendation of the political group leaders.

10. The Leader of the Council and the Executive Board Chairmen will act as an advisory cabinet with particular responsibility for a co-ordination across Directorates/Boards and for initiating cross-cutting working through SDGs (see 18-20). The Chief Executive and SMT will attend all advisory cabinet meetings. There will be a local protocol about release of information regarding the agenda and reports considered by the advisory cabinet.

11. The Executive Boards will always be held as open public meetings. A clear scheme of delegation will state the relative powers of the Council and each of the four Executive Boards. A Board will not have the authority to establish standing sub-committees but may task a sub-set of its members to deal with a particular activity on a time limited basis. The 'task group' would have delegated authority as defined by the Board when establishing the group.

The Board will also have the authority to delegate decisions to the Chairman of the Board (or an officer) and may stipulate: -

- the decision be taken by the chairman in consultation with the Director;
- the decision be taken after consultation with the other Spokesmen.

All delegated decisions will be reported to the next meeting of the Board.

## **SCRUTINY**

12. The key function of scrutiny is to hold the Executive Boards to account by: -
- scrutinising executive decisions before they are implemented (call-in scrutiny);
  - scrutinising the efficiency and effectiveness of implemented policies (performance review).
13. The Scrutiny process proposed for Cambridgeshire is: -
- four standing Scrutiny Committees dealing with Environment and Transport, Social Services, Education, Libraries and Heritage and Corporate Policy respectively;
  - ad-hoc/time limited Scrutiny Panels also be formed as and when necessary;
  - the Committees to comprise about [7] Members each, but with power for the Committee to co-opt additional members (non-voting) from within or from outside the Council;
  - meetings to be held in public;
  - the Committees to be politically balanced (based on the full Council);
  - an arrangement for sharing chairmanships across political groups be adopted.
14. An Executive/Scrutiny split amongst Councillors will be achieved by: -
- all Members of the Corporate Policy Executive Board will be excluded from any of the Scrutiny Committees or Panels;
  - Members of a Programme Board will be ineligible to serve on the corresponding Scrutiny Committee (thus, members of the Social Services Board might serve on the ELH or E&T Scrutiny Committees but not on the Social Services Scrutiny Committee).
15. The functions of the Scrutiny Committees will include consideration of.: -
- Best Value reviews;
  - external auditor VFM studies and other external / inspectorate reports;
  - performance targets and achievements (including annual complaints reports);
  - member originated reviews;
  - in the case of the Policy Scrutiny Committee, it would also be the Council's Audit Committee.



The Local Government Bill also gives a right to any member of a Scrutiny Committee to require any relevant items to be included on an agenda.

16. The four Scrutiny Committees would also be able to call-in decisions by the Executive Boards. There needs to be some definition of how this will operate such as: -
- items for decision by the Executive Boards will be notified to all members of the Council in advance via published agendas and reports;
  - Executive Board decisions taken will be published within [48] hours;
  - Executive Board decisions adhering to an agreed policy framework will not come into force for [5/7] working days;
  - within that period, any [2/3] members of the relevant Scrutiny Committee may require the decision to be called-in;
  - also within that period any other [5/10/15] members of the Council may require a Scrutiny panel to call in and examine a decision;
  - the Scrutiny Committee will meet within [5] days and may: -
    - i) accept the decision;
    - ii) refer back to the Executive Board for reconsideration;
    - iii) require the matter to be debated at full Council.
17. The latter is a statutory power of the Scrutiny Committee, but will need to be exercised sparingly to avoid bringing the Council to a halt. If this provision is being abused, then higher gate keeping tariffs could be introduced to reduce the likelihood of call-in.

If the matter is referred back to an Executive Board, then it should be reconsidered at the next Board meeting with the chairman of the Scrutiny Committee able to attend and speak.

18. Even if the call-in results in discussion at Council, it is still for the relevant Executive Board to make the decision, provided it is within an agreed policy framework. If the decision is outside the policy framework then, of course, the decision is one for the Council. Disputes on whether it is inside or outside need to be resolved. This is ultimately a matter of law, but the regulations propose: -
- if there is a dispute, then there should be a full Council debate;
  - after that debate, the Council's monitoring officer must advise and the Council shall follow that advice.
19. In addition, there will be provision to allow ad-hoc Scrutiny Panels to be formed. Indeed, it is intended that such panels be seen as an integral part of the constitution for Cambridgeshire. To avoid any confusion in terms of accountabilities and powers, it is suggested that such panels be not given the power of call-in (as full coverage is already provided by the four Standing Scrutiny Committees).

The ad-hoc Scrutiny Panels should: -

- be formed to look at particular issues or services (which might include a Best Value review; or
- be time limited in their task; or
- focus particularly on cross-cutting issues (including Best Value reviews); and
- normally be [7] Members.

It is suggested that the four Standing Scrutiny Committee chairmen, plus three others to give overall political balance, should manage the whole scrutiny process in the sense of agreeing an annual work programme, ensuring comprehensive coverage, setting up the ad-hoc Panels and agreeing membership/chairing arrangements.

The Scrutiny Panels should be given sufficient teeth to be effective, including the right to require consideration of their recommendations by the Executive Board, written responses and facility to promote debate at full Council.

## **PARENT GOVERNOR AND CHURCH REPRESENTATIVES**

20. Parent Governor and Church Representatives (currently 3 and 2 in number respectively) will be entitled to membership of the Board and Scrutiny Committee dealing with Education matters. A sensible approach may be to distribute the places between the two such that: -

- 1 place is available for a Parent Governor on the ELH Scrutiny Committee
- 1 place is available for a Church Representative on the ELH Scrutiny Committee
- 2 places are available for Parent Governors on the ELH Board
- 1 place is available for a Church Representative on the ELH Board

(Provision for this would need to be included in Government Regulations)

## **ADVISORY PROCESS**

21. The Advisory process has a key role to play in under-pinning some of the key principles set out in paragraph 3.
22. A matrix structure will be adopted for the Advisory Structure but with clarity of accountabilities. (To denote any change from the present SAGs/Panels, the term Service Development Groups (SDGs) is used).

Thus, the SDGs might be: -

<b>SDG</b>	<b>Executive Board</b>	<b>Scrutiny Committee</b>	<b>Directorate Primarily Involved</b>
<b>Service Based</b>			
- School & Pupil attainment	ELH	ELH	ELH
- Education Resources	ELH	ELH	ELH
- Lifelong Learning	ELH	ELH	All
- Vulnerable Adults	SS	SS	SS
- Children in Need	SS & ELH	SS & ELH	All
- Strategic Planning	E&T	E&T	E&T
- Transport and Waste	E&T	E&T	E&T
<b>Corporate</b>			
- Resources	Corporate Policy	Policy & Audit	All
- Community and Economic Development	Corporate Policy	Policy & Audit	All
- Environment	Corporate Policy	Policy & Audit	All

These would be permanent SDGs with the following characteristics: -

- (i) to be chaired by the Executive Board chairman or vice-chairman and politically balanced (against full Council);
- (ii) normally [7] members;
- (iii) would not normally meet in public;
- (iv) prime purpose is to act as a sounding board and source of advice to the chairman (and the Director);
- (v) SDG membership will be drawn mainly from the relevant Executive Board;
- (vi) all members of the Council should be encouraged to serve on at least one SDG.

23. In addition to the above, there should also be the facility to establish ad/hoc SDGs as task groups to tackle particular issues or formulate new policy initiatives. To a large extent, this will be dictated by the national and local agenda of change. This year, we have the example of the Learning and Skills Task Group which is overseeing work on the Learning and Skills Council, ConneXions and Small Business Service. Last year, we might well have set up a similar task group on Crime and Disorder/Youth Justice. Next year, we might choose a focus of, say, Modernising Services (e-commerce and e-government) or Asset Management (Asset management plans and capital strategy). Alternatively, there might be occasions when a task group looks at a sub-set of the remit of a standing SDG in order to spread workloads (e.g. Mental Health services, Libraries, Learning Centres, Congestion charging etc).

It is proposed that ad-hoc/time limited SDGs be seen as part of the constitutional arrangements and these be established as and when required by the Leader of the Council in consultation with the other group leaders. The characteristics identified at paragraph 19 above would apply to these ad-hoc SDGs.

24. The Spokesmen arrangements will remain a key part of the informal advisory system. Thus, it is expected that the four Directors will meet regularly with spokesmen and the Chief Executive would meet regularly with group leaders. It is not intended that the spokesmen system should apply to the Scrutiny process.

24<sup>th</sup> March 2000

## **PETER CHALKE LEADER OF WILTSHIRE COUNTY COUNCIL RESPONDS TO THE MODERNISING AGENDA IN WILTSHIRE**

Generations of councillors have served their communities through membership of committees. It is perfectly true that some councils operate far more committees than is necessary. This opens the whole committee system to criticism. Furthermore, in many authorities, committees tend to be significantly larger than they need to be for the efficient transaction of business.

Wiltshire operates with a small number of committees and sub-committees, and generally memberships are small. This makes for efficiency whilst keeping the system that provides democratic and open local government. With one exception – and that only to provide representation of a single ungrouped independent under the proportionality rules – none of our main committees numbers more than 13 elected members. We do our business through only four major main committees each of which has just one sub-committee of a workmanlike nature (there are others but they are specialist bodies meeting infrequently). Our sub-committees are also limited to a small number of members.

Yet we maintain and have trust in the virtues of the committee system. Our committees are transparent and accountable. Meetings allow for a period of public question time and the local media and the public are seldom excluded. Reporting of the County Council's business is lively and often controversial. Public debate and organised pressure groups are strong in Wiltshire.

The Government wants to force us into a different model where the majority of elected councillors would play no part in executive decisions outside meetings of the Council itself. That would be a change for the worse. It might deter people from standing for election as councillors. It could close off public access to County Council affairs. The result would be a poorer quality of democracy rather than the improvement for which the Government hopes.

We know that the senior civil servants advising the Government on local government systems view Wiltshire as an authority with a sound and businesslike committee system. We hope we might yet convince the Government that they should not altogether rule out committees as an effective and efficient model for serving local communities.

We know that the Government is keen that councillors should be involved in scrutinising their councils' decisions. The Government believes that proper scrutiny can only be undertaken by councillors who are removed from decision-making. This is not so. There is an alternative which can improve accountability and introduce scrutiny whilst retaining the benefits of the committee system.

The key is a clear separation of roles for County Councillors.

All councillors will continue as now to fulfil a role as a community leader and representative. All councillors will also have an opportunity to participate as decision-makers in one or possibly two committees. But some councillors will also become scrutinisers in a far more meaningful way than ever before, for the Government is right in identifying this area as in need of strengthening.

Wiltshire has therefore created two new Scrutiny sub-committees. Their members will be responsible for scrutinising decisions in which they were not involved, thus providing unbiased scrutiny apparatus to enhance the quality of decisions.

The arrangement is simple. One of the sub-committees scrutinises Social Services and Education committees; the other scrutinises Policy and Resources and Environment and Transport committees. The members who serve on Scrutiny sub-committees are not eligible for membership of the committees whose work they are scrutinising.

As to the mechanics each Scrutiny sub-committee will:

- Start by having its members well briefed in scrutiny techniques
- follow a workplan of their own selection
- be advised by senior officers of our Corporate Services department
- be able to call witnesses and co-opt external members for specific studies
- divides its work broadly half on examining decisions, and half on major policies, best value, performance plans, strategies and budgets
- concentrate on cross-cutting themes
- be able to require committee chairmen and senior officers to attend and explain when necessary
- report openly to the committees it is scrutinising *and* the full county council
- explicitly rule out party whipping in its deliberations
- provide a limit of three months for responses to points raised with committees
- meet at monthly intervals

In Wiltshire there is a tradition of inclusion and respect for choice and diversity. No County Council electoral division is ever uncontested, and we want that healthy democracy to stay. Scrutiny is beneficial and necessary. Community politics are vital. But in themselves they are incomplete without a direct contribution to the decisions affecting local people. If we lose that freedom the grassroots of politics – criticised by the Government because e.g. the turnout at local elections is often disappointing – will wither further.

## **NOTE TO EDITORS**

For further information contact Peter Chalke, CBE on 01722 328032 or 0831 361044.

**NOTICE OF MOTION TO FULL COUNCIL**

“This Council objects most strongly to the apparent attempt by the Government to cut the wages of Gardeners employed to maintain Commonwealth War Graves throughout the world.

This Council instructs the Chief Executive to write a letter of objection to the relevant Government Minister pointing out the ultimate sacrifice made by those men, many of whom came from the South Cambridgeshire area”.

Colin Barker (Signature)

Signed:



Details of Emergency Notice of Motion  
made by Councillor SGM Kindersley  
re: Closure of Footpaths (Foot and Mouth Disease)  
can be found in the minutes of the Council meeting of  
27 February 2001  
on the South Cambridgeshire District Council website

<http://scams.moderngov.co.uk/CeListDocuments.aspx?Committeeld=410&MeetingId=2036&DF=27/02/2001&Ver=2>

**May Susan**

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**From:** Sam Agnew [Personal E-mail]  
**Sent:** 15 March 2001 21:06  
**To:** susan may  
**Subject:** Resolution to Council

Susan

Hereunder my resolution which I would like included on the agenda of the Council Meeting 5 April. If things change I'll come back to you in the next few days.

Many thanks.

Sam

"Resolution to Council

It appears likely that Conservation and some other subjects will not receive adequate attention in the suggested three Select committee proposal.

The Conservation Committee requests Council to grant permission for a fourth Select Committee to be established in which Conservation would have a prominent role."

S. J. Agnew (Signature)

