

REPORT TITLE: Implementation of Democracy Commission Recommendations - update

Meeting:	Corporate Governance and Audit Committee
Date:	19 April 2024
Cabinet Member (if applicable)	N/A
Key Decision Eligible for Call In	No No
Purpose of Report To provide an update on the implementation of recommendations arising from the Democracy Commission review into current and alternative models of governance.	
Recommendations Corporate Governance and Audit Committee are requested to note and comment on the report.	
Reasons for Recommendations The report is submitted in response to the agreed resolution of this Committee at its meeting on 2 December 2022	
Resource Implications: The implementation of the recommendations contained in this report have been met from within existing resources.	
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer Henshall – 8.4.2024
Is it also signed off by the Service Director for Finance?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft – 9.4.24

Electoral wards affected: All
Ward councillors consulted: N/A
Public or private: Public
Has GDPR been considered? Yes

1. **Executive Summary**

On 2 December 2022, this committee approved the recommendations of the Democracy Commission, following a review into current and alternative models of governance. The recommendations were subsequently agreed by Full Council in January 2023 and this report sets out details of progress made in relation to the implementation of those recommendations. Details of all the recommendations and progress are summarised at Appendix 3, with more detailed information set out in the report.

2. **Information required to take a decision**

2.1 **Background**

The Corporate Governance and Audit Committee has a clearly defined and important role in ensuring the adequacy of the Corporate Governance arrangements and monitoring and reviewing the operation of the Council's constitution. As a result, the Committee was central in the oversight of the work in relation to the review and examination of alternative models of Governance.

Following a review into the current and alternative models of governance, the Democracy Commission recommended to Council that current Leader and Cabinet model be retained. In coming to this conclusion, the Commission did highlight a number of areas for further work, particularly in relation to the development and strengthening of the existing scrutiny function.

2.2 **Democracy Commission recommendations**

The Council recognises the key role of the scrutiny function, including key strategy formation in engaging non cabinet members in the decision-making process, which can be further developed through the following suggested enhancements:

- (i) Improvements to enhance and improve pre-decision scrutiny to include reviewing the current scrutiny panels*
- (ii) Clear guidance as far as reasonably practicable in defining pre-decision scrutiny and associated timelines*
- (iii) Annual training and work programme briefings provided to all Members of the Council's Scrutiny Panels.*
- (iv) Providing clear information to Members and officers on the benefits of pre decision scrutiny and to ensure there is an understanding of the requirements to engage in early pre-decision scrutiny to enhance good decision making*

The Council recognises that good scrutiny and decision making relies on the provision of transparent, accessible information in a timely manner and supports the development of sharing information to raise awareness, increase understanding of and ensure clarity for Members and Officers around scrutiny, Access to Information Rules and the sharing of information.

That Cabinet be requested to increase dialogue on key strategic issues with Members to increase transparency and develop both formal and informal engagement with Members.

That consultation be undertaken with Group Business Managers and Members, to identify any potential barriers preventing some Members being appointed to Committees/Panels such as timing, frequency, location, format of meetings and any actions appropriately co-ordinated.

That information be communicated to all Members (across different roles) in relation to engagement with the decision-making process, including access to information rules, scrutiny, raising a notice of concern, speaking and questioning rights at committees.

That work is considered to explore enhancing training and development for Councillors to help understand and carry out their roles.

Set out below is progress in relation to delivery of these recommendations to date.

2.3 Review of Scrutiny Structure

A report was submitted to this Committee on 12 May 2023 reviewing the Overview and Scrutiny structure. The report, subsequently approved at the Annual Meeting in 2023, set out a number of changes which are summarised below:

- Dis-establishment of the Corporate Scrutiny Panel
- Retaining an overarching Overview and Scrutiny Management Committee (OSMC) to manage the overall work programme and prioritise the work of the Scrutiny Panels. The Panel will pick up high-level performance monitoring in relation to financial management, scrutinising the performance and implementation of financial policy and the delivery of the Council Plan. The OSMC have responsibility for the Corporate portfolio and will continue to carry out the statutory requirements in relation to crime and disorder and flood risk management.
- Renaming the Economy and Neighbourhoods Scrutiny Panel to Environment and Climate Change Panel (to pick up work under the Environment and wider climate change agenda in addition to highways/street scene and culture)
- Dis-establishing the Ad- Hoc Regeneration Panel and establishing a Growth and Regeneration Panel (remit to include skills, growth and regeneration along with housing)

The new structure, adopted by Council in May 2023, is set out at appendix 1.

A large focus of the changes to the structures involved the change of remit in relation to financial management, performance and risk, which was previously undertaken by the Corporate Scrutiny Panel. Under the new structure this now sits with the Overview and Scrutiny Management Committee (OSMC).

At the OSMC work programme planning workshop, on 6th June 2023, it was agreed that financial management should be the prime focus for the Committee in 2023/24 and that there would be a substantive item at every meeting. This would include submission of the financial monitoring reports, at the appropriate time, and a focus on other areas of interest, as identified throughout the year.

To help implement this, meetings have been held between the Chair of Scrutiny, the relevant Cabinet members/Portfolio Holders and the Strategic Director on a regular basis to undertake horizon scanning to identify issues where pre-decision scrutiny may be of assistance and to discuss agendas and forward planning.

Meetings have also been held with the Service Director Finance to assist in planning the timing of reports and to keep the Chair of Scrutiny updated.

The Key Corporate Risk Matrix, and associated documents, and a summary of the performance information (from the Demand and Capacity Graphs) is shared with the Lead Members prior to every meeting and discussed in an informal session to identify any issues that may benefit from scrutiny. The 6 monthly Performance Management reports are also shared at the relevant point.

2.4 **Pre- decision scrutiny**

There was a strong desire to enhance pre-decision scrutiny by ensuring there was an understanding that pre-decision scrutiny is carried out some time before a decision is made, at the point decision-makers may still be weighing up different evidence and assessing available options.

Scrutiny is an essential part of ensuring that local government remains transparent, accountable and open, resulting in improved public policies and services. Cabinet and Overview and Scrutiny recognise that in order for effective scrutiny to happen they need to work together for the benefit of the Council and to improve decision-making. Pre-decision scrutiny is viewed as non-executive Members performing a 'critical friend' role in relation to the Executive.

Scrutiny carried out well in advance of a decision being made will allow for more time and resources with which to delve into the fundamentals of the decision and propose alternative options.

Pre- decision scrutiny can help the decision-making process by:

- Providing an impartial perspective
- Challenging assumptions
- Developing realistic plans and targets
- Engaging with the public

To assist the delivery of more effective pre-decision scrutiny a draft protocol has been developed. The pre-decision protocol provides a framework to ensure good lines of communication between Lead Members, Cabinet Members and Strategic Directors and has been implemented during this municipal year. The protocol, set out below, aims to ensure potential items are identified in a timely manner which allows time for scrutiny to influence and add value to the decision-making process.

2.5 **Pre – Decision Protocol**

1. Overview and Scrutiny Panels will monitor and review the Council's Forward Plan of forthcoming key decisions to determine which items they would like to identify for pre-decision scrutiny before decisions are made by the Cabinet.
2. Regular informal meetings will be held involving individual Scrutiny Panel Chairs, relevant Portfolio holder/s and/or Strategic Directors or relevant officers. The purpose of these meetings is to discuss forthcoming decisions and requests for pre-decision scrutiny, based on strategic impact, public interest, financial implications, resources and relevance to the corporate priorities, panel's remit and work programme. Should agreement not be reached, the decision will rest with the Cabinet and/or Leader following discussion with the Scrutiny Lead Member.
3. The importance of early input from Scrutiny into policy development is recognised by Cabinet and it is acknowledged that it adds value to reports through wider consultation.

Scrutiny can act as a critical friend as explained above bringing added value and insight. Cabinet Members and Officers should draw to the attention of the relevant scrutiny committee any key policy that is being developed or is due for review to ensure timely input, so Scrutiny can develop a thorough understanding of an issue, ensuring the decision making process includes different options and approaches. Cabinet is mindful of this and supports this approach through scrutiny and acknowledges this approach can positively impact on the delivery of services and achievement of outcomes.

4. The Leader or individual Cabinet Members may suggest topics for pre-decision scrutiny. These requests will be discussed with the relevant Chair of Panel, Portfolio Holder and Strategic Director at the informal meetings set out above at paragraph 2.
5. Where pre-decision scrutiny has been undertaken, the scrutiny panel will make recommendations and the Cabinet Member and relevant Director will consider and address the views of the Scrutiny Panel in the final Cabinet report ensuring the input of scrutiny is referenced and a response by Cabinet is provided.

Although the Municipal year is not yet complete it does appear that there has been an increased volume of pre decision work undertaken when measured against the previous year. However, it is acknowledged simply comparing the volume of pre-decision work is not necessarily the most appropriate way of measuring how effective scrutiny has been. In terms of pre-decision work undertaken by the Panels under the new structure, Appendix 2 sets out a number of examples and a brief outline of the nature of the pre-decision input.

Lead Members have regular meetings scheduled with relevant Cabinet Members and Strategic Directors to discuss current work programmes, discuss upcoming issues on the horizon and schedule pre-decision items where appropriate. The Chair of Scrutiny has met with the Leader of the Council to discuss scrutiny matters and also meets with the Chief Executive on a regular basis to discuss the current work of scrutiny.

The Governance Manager and Chair of Scrutiny attended a meeting of the Executive Leadership Team to discuss the protocol and the recommendations of the Democracy Commission as they relate to scrutiny. Additionally, Governance Officers have attended Leadership Team meetings across Council departments to highlight the value of pre decision scrutiny and explain the process around scheduling items. Decision flightpath documents now include a prompt to consider pre-decision scrutiny as decisions progress and the Council's report template has an updated guidance note which prompts report writers to reference any input from scrutiny panels.

In some instances, timing scrutiny input before a Cabinet decision can be a challenge and an internal process has been developed to allow for this to happen where an issue is going to be considered by a scrutiny committee/panel but the flightpath does not allow sufficient time for scrutiny's comments/recommendations to be included in the written report. Early engagement with scrutiny is key to allowing meaningful input to influence and shape decisions but it is acknowledged there will be occasions where this proves difficult and the process to allow input at a relatively late stage has been used this year, for example in relation to the decision on Kirklees Active Leisure taken in December 2023.

2.6 Training

Scrutiny training was delivered to all Members in advance of the first meeting of the Scrutiny Panels in the 2023/24 Municipal Year. The programme was developed in consultation with the Chair of Scrutiny and included:

- Scrutiny Structure in Kirklees
- Relevant Legislation and powers
- Call-In guidance
- Meeting Preparations
- Questioning Techniques
- Access to Information/Forward Plan
- Pre decision scrutiny
- Work Programme prioritisation

A further specific training programme was developed and delivered to Scrutiny Lead Members. Going forward, these courses will be delivered annually, early in the Municipal Year. Training material relating to the sessions has been uploaded to My Learning and is available to officers and Members. Scrutiny web pages have been updated to include details of all the new Panel's and provide information about the process for engaging with scrutiny, including guidance on call-in, councillor call for action and notice of concern.

The Governance Team are developing an online suite of documents/videos/training material to assist officers and Members navigate the decision-making processes of Council. This will include information relating to key decisions, delegated decision making, overview and scrutiny, access to information and chairing skills.

3. Implications for the Council

3.1 Council Plan

Effective scrutiny assists in the provision of efficient and modern services to the residents of Kirklees. The scrutiny function of the Council can contribute to the delivery of the priorities set out in the Council Plan through policy development work, performance monitoring and challenging assumptions on which decisions are based.

3.2 Financial Implications

The change in structure was delivered without an increase in special responsibility allowances. Other changes to processes and training were met from within existing resources.

3.3 Legal Implications

The new structure introduced from May 2023 meets with the requirements of the Local Government Act 2000 and subsequent legislation in relation to the provision of a scrutiny function.

3.8 Other (eg Risk, Integrated Impact Assessment or Human Resources)

4. Consultation

The contents of this report have been shared with Members of the (now disestablished) Democracy Commission and the Chair of Scrutiny.

5. Engagement

6. Options

6.1 Options considered

N/A

6.2 Reasons for recommended option

N/A

7. Next steps and timelines

Further progress monitoring of the recommendations will be overseen by the Corporate Governance and Audit Committee or the Overview and Scrutiny Management Committee as appropriate.

8. Contact officer

Leigh Webb – Acting Head of Governance – leigh.webb@kirklees.gov.uk

9. Background Papers and History of Decisions

Committee System Proposal – Democracy Commission Report (January 2023) [Draft report to Council v.2.pdf \(kirklees.gov.uk\)](#)

Amendments to Overview and Scrutiny – Annual Council May 2023

[2023-05-24 Council Overview and Scrutiny Changes Report v1.pdf \(kirklees.gov.uk\)](#)

10. Appendices

Appendix 1 – Scrutiny Structure 2023

Appendix 2 – Pre-decision log

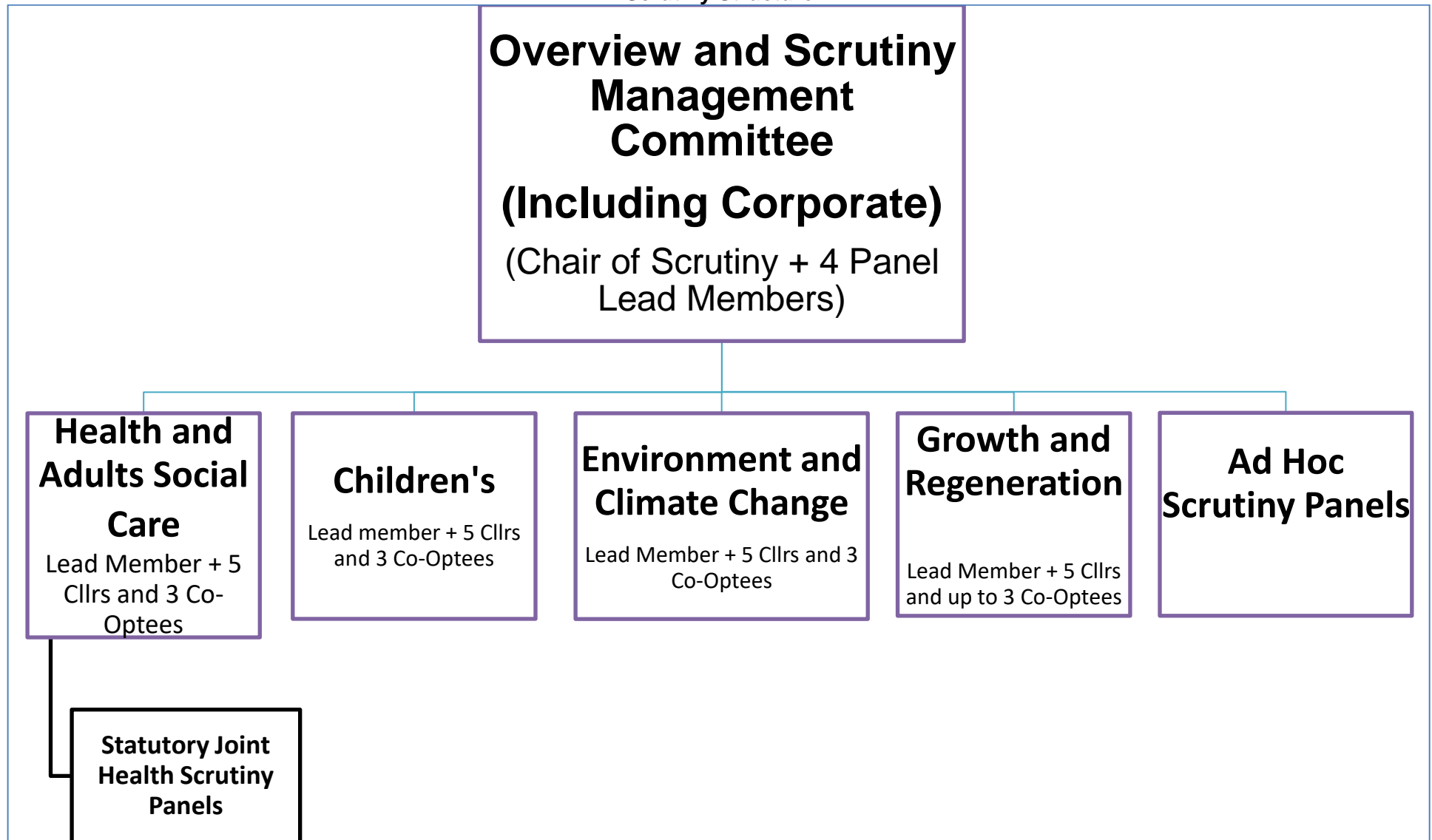
Appendix 3 – Recommendation summary

11. Service Director responsible

Julie Muscroft – Service Director Legal and Commissioning

APPENDIX 1

Scrutiny Structure



APPENDIX 2

Pre- Decision Scrutiny 2023/4

Appendix 2

Scrutiny Panel	Issue/Item	Date Item considered by Scrutiny Panel	Date Item considered by Cabinet	Outcome/Value added
OSMC	Kirklees Active Leisure	01/08/23 & 04/12/23	12/12/23	<p>Members explored the issue, asking a number of questions and making a number of comments, and requested that:</p> <p>(1) The views of the Committee be sought during the review consultation period and that the results of the analysis of the different models of operation be provided to members of the Committee when available.</p> <p>(2) That the importance of the links with health and wellbeing be acknowledged.</p> <p>In December the Committee received a report which provided a briefing on the early analysis of the Leisure Centre Consultation. The Committee’s views were also sought in respect of the report to Cabinet about the future Leisure Centre offer, which had been published on 4th December 2023 and would be considered by Cabinet on 12th December 2023.</p> <p>The views of the Committee, as set out below, were presented to Cabinet on 12th December:</p> <p>The Committee</p> <p>(i) Stresses the importance of:</p> <ul style="list-style-type: none"> • Ensuring sustainability for the future and building headroom into the budget to respond to future challenges, such as a rise in energy costs. • The development of a forward plan for future capital investment across all sites.

				<ul style="list-style-type: none"> • Systems to ensure oversight by the Council and early identification of any future funding issues. • Developing and building upon the relationships and partnerships that have been established with community groups and other stakeholders in order to; maximise the possibilities for external funding opportunities and fundraising, and explore all options in respect of the future model, including pricing structure. • Effective communication with residents about the benefits of retaining the current partnership model and to ensure understanding of the issues and the implications of the proposals. • Establishing a timetable for the establishment of the future model. • The recognition that the facilities contribute to the health and wellbeing of the residents of Kirklees and have a positive impact in terms of social connectivity. <p>(ii) Acknowledges the significant response to the consultation and the work undertaken to analyse the responses, and welcomes the proposed review to identify any lessons learned for future Council consultations.</p> <p>(iii) Recognises the benefits of fundraising by community groups being directed towards supporting capital projects.</p> <p>(iv) Notes:</p> <ul style="list-style-type: none"> • That a future plan for physical activity across Dewsbury is to be developed and the feasibility of keeping dry-side facilities at Dewsbury Sports Centre will be explored, whilst balancing the sustainability of the whole of the model. It is recommended that timescales for this work should be put in place.
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				<ul style="list-style-type: none"> • That Deighton Sports Arena will remain open, and continue to be operated by KAL, in the short term so that options to maintain community access to the facility can be explored. • That the position in respect of the revised treatment of VAT for leisure centres is to be explored. • The re-modelling of finances undertaken by KAL to increase income.
G&R	Damp Mould and Condensation	14.08.23	23.01.24	<p>No recommendations but many comments made by the panel for officers to consider including in relation to:</p> <ul style="list-style-type: none"> • Prioritising decants based on vulnerability, health, health risks • The use of local trades to help with the market constraints and capacity • The additional support that will be provided to frontline staff that will help with them triage, to enable them to effectively deal with calls.
E&CC	Re-Profile of Kirklees Resource and Waste Strategy 2021-2030	30/08/23	17.10.23	<p>The Panel noted the Re-profile of the Kirklees Resource and Waste Strategy 2021- 30, and it was recommended that:</p> <ol style="list-style-type: none"> (1) Work be undertaken around increasing capacity for the emptying of community recycling points. (2) Data be obtained to understand any potential impacts the reuse shop may have on local charities. (3) Data be provided to the Panel in respect of the projected impact of contamination. (4) Comparison between Kirklees and other Local Authorities with a similar demographic be undertaken in respect of contamination rates. (5) Information in respect of any impact on net zero targets be included in scrutiny reports going forwards. (6) The presentation material be provided to the Panel in advance of the meeting.

				<p>(7) A mechanism to allow businesses to express their interest in the recycling service be investigated further.</p> <p>(8) Engagement with local businesses around collection points be implemented.</p> <p>(9) The possibility of (i) enabling vulnerable residents to dispose of garden waste through assisted bulky waste collections and (ii) the 5-year timeframe for the 'Period Dignity Scheme' be investigated.</p>
G&R	Local Plan Review	25.09.23	17.10.2023	Initial discussion before the plan goes to cabinet and council with a commitment made that this would come back to the panel at a later date
E&CC	Environment Strategy	21.02.24	June 2024	<p>The Panel considered the Environment Strategy which is on route to Cabinet and Council and made the following recommendations:</p> <ol style="list-style-type: none"> 1. That it be made clear in the strategy that the projected cost of transition was a combination of public and private investment. 2. The reference to high inflation rates be revisited prior to Cabinet to ensure current information was included at the time of consideration. 3. It be referenced in the Strategy that reliance on fossil fuels increased vulnerability to national inflation pressures. 4. Elected members continued to be engaged in the delivery of the strategy. 5. The language used in relation to actions and targets be reassessed to ensure the information was accessible as a public facing document. 6. A glossary setting out definitions of key terms and acronyms be included at the close of the strategy to increase accessibility. 7. The Panel's comments in relation to revisiting targets including (i) clarity of language (ii) influence and impact of individual behaviour change and (iii) scope for delivery be reflected upon and reshared with the Panel as an additional stage in the flightpath.

				8. Regular updates on progress be provided to the Environment and Climate Change Scrutiny Panel during delivery of the strategy.
G&R	Interim housing position statement to boost supply	20.11.23	12.12 2023	No recommendations but many comments made by the panel for officers to consider
OSMC	Council Plan	09/01/24	13/02/24 Council 06/03/24	<p>On 9th January 2024, in an informal session, Committee members undertook pre-decision scrutiny of the Council Plan prior to its submission to Cabinet on 13th February 2024 and Council on 6th March 2024.</p> <p>Questions and comments were put forward by Committee Members to the Portfolio Holder and Head of Policy, Partnerships and Corporate Strategy: It was considered that the plan needed to have more clarity in respect of the timespan associated with the stated priorities and commitments and to reflect the strategic approach in the longer-term as well as the key actions to be focussed on for the twelve-month period covered by the plan. The priority of health inequalities in the plan. That future performance reporting should include key outcomes to assist in assessing successes/progress against the priorities.</p>
G&R	Update on our Cultural Heart, part of Huddersfield Blueprint	20.11.23	21.12.2023	No recommendations but many comments made by the panel for officers to consider. Regular reports to be received as Blueprint progresses.
H&ASC	Claremont House and Castle Grange	22.11.23	12.03.23	<p>The Panel considered the consultation which took place in relation to the proposals to close 2 care home in Kirklees with a focus on:</p> <ul style="list-style-type: none"> • What has been done to date with the consultation. • Emerging themes coming out of the consultation process and how these would be addressed.

				<ul style="list-style-type: none"> • The plans for the remaining weeks before a decision would be formulated and decided upon by Cabinet. • The Integrated Impact Assessment • Longer term impact information <p>The Panel heard from officers within Adult Social Care who outlined the proposals for approval in principle to withdraw from the long stay residential care market. The report considered by the Panel also covered a summary of the aims, principles, methodology and emerging themes of the public consultation.</p> <p>The Panel heard from families of residents of Claremont House and Castle Grange and was informed that measures were in place for families to engage with, and ask questions of, officers of the Council. The Panel noted that individual conversations were offered to families and carers.</p> <p>The Panel requested clarity on the financial details contained within the Cabinet report.</p>
CSP	Post 16 Home to School Transport	Informal meeting on 22.9.23 and 1.12.23 and at Public meeting on 26.3.24	April 2024	<p>An update report was considered by the Panel in December 2024</p> <p>Officers attended the Panel on 26th March to give an update on the consultation exercise and key elements going into the decision report to Cabinet on 9.4.24 and invited comments from Scrutiny prior to the report to Cabinet on 9 April 24 – the Panel noted the report.</p>
OSMC	Local Flood Risk Management Strategy	05/12/2023	20/02/2024	<p>A report was submitted in respect of the new Local Flood Risk Management Strategy 2024, which was being brought to the Committee, for pre-decision scrutiny, prior to its submission to the Cabinet for approval in early 2024.</p> <p>It was recommended that reference within the strategy to the work and engagement undertaken with and alongside other local authorities in respect of surface water should be strengthened.</p>

				<p>In addition the following points were put forward:</p> <ul style="list-style-type: none"> • There were a number of key performance indicators that were monitored on a monthly basis, such as the increase in asset data, number of properties/businesses that had been better protected, and educational campaigns. It was acknowledged that monitoring could be strengthened. • Work was being undertaken to formalise the use of flood wardens/champions and community groups in the response to incidents, in a similar way to the snow warden initiative. • Trials were being undertaken with the deployment of flood-sacks in high-risk locations. The focus of the Council's approach was on making more permanent changes to properties, so that dependence on the low-levels of defence, such as sandbags or flood-sacks, was reduced. • The team worked closely with colleagues from across West Yorkshire, with different districts taking a lead on particular issues and then sharing knowledge and best practice. There was also an established link with ICAS (the Institute for Climate and Atmospheric Science), based at Leeds University. • A new strategic flood risk assessment would be produced, based around site allocations, which would help to influence the review of the Local Plan. • Regular engagement was undertaken with the Environment Agency and concerns raised where necessary. The team would work closely alongside a range of partners to ensure awareness of the authority's issues and concerns and to work supportively together to identify funding and deliver projects. • It was considered that local residents in high-risk locations often did not have the relevant information about who they should contact in the event of issues with surface water.
OSMC	Communications Strategy	05/12/23	tbc	The Committee received a report which provided an update in respect of the Communications Strategy.

				<p>Outcomes:</p> <p>The Portfolio Holder and the Head of Strategic Communications were asked to take account of the following in taking the strategy forward:</p> <ul style="list-style-type: none"> • Use of the team to promote and support the work undertaken in particular places and wards, whilst noting that this would have a resource implication. • Ensuring that the more traditional methods of communication remained part of the approach, so that they were accessible to those who did not use social media. • Consideration be given to strengthening communications in respect of providing updates further to a decision being taken. • It would be helpful for the explanation for the continuation of the mission statement from 2022/23 to be reflected within the strategy document.
OSMC	Corporate Property Strategy	24.10.23	tbc	<p>The Committee received a report which provided a summary of the approach to property asset management, and the use of good practice in developing and bringing forward the Council's Corporate Property Strategy.</p> <p>Outcomes:</p> <p>Noting that the strategy was at a relatively early stage, it was requested that it be brought back to the Committee for further consideration at an appropriate point.</p> <p>Questions and comments, including the following points:</p> <ul style="list-style-type: none"> • The strategy being at an early stage did not prevent the authority taking considered and transparent decisions on the disposal of land and building assets, as it had done in the past. A process had been undertaken to ensure that there was an understanding of which assets were being utilised to their full effect, the necessary geographical spread in terms of service delivery, and the Capital Plan, revenue and maintenance budgets in respect of the ongoing needs of each asset,

				<p>prior to proposals being brought forward. All service delivery buildings would have an Integrated Impact Assessment associated with them.</p> <ul style="list-style-type: none">• Regular reviews would be undertaken and reports taken to Cabinet as appropriate.• It was anticipated that the strategy would be in place in 2024. There were existing, approved, policies and procedures in place that were being followed, the strategy aimed to bring these together. Assurance was given that these were fit for purpose for the decisions that had been/were being undertaken.• Key stakeholders included both local and regional NHS, blue light services and more local organisations and partners.• Engagement would be undertaken with local organisations and Ward Councillors about proposals for future use of building assets, where appropriate, and taking account of commercial sensitivities. Land could be more complex and may involve the Planning Authority which had a significant reach in terms of engagement with the public.• The Authority had a duty to seek to achieve best value in disposing of assets; this could include consideration of the end use of an asset.• Consideration of internal need and possible future need would be taken into account when developing the core estate. The use of a building if converted, such as to meet a need for housing, would also be considered.
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APPENDIX 3

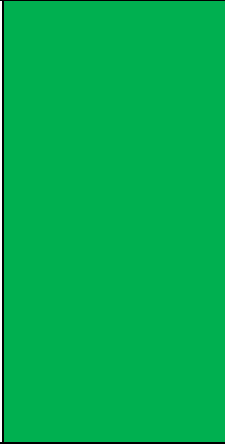
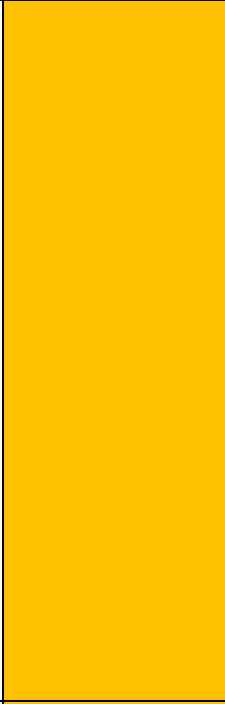
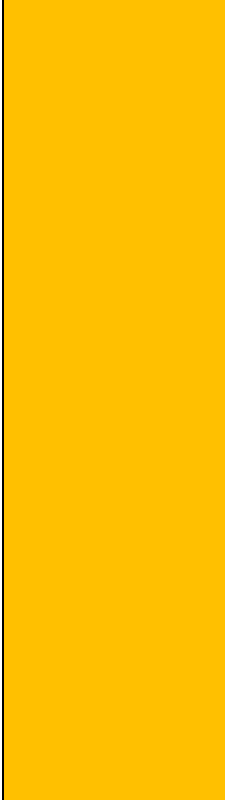
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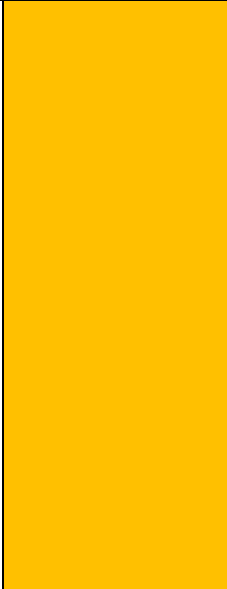
Key

	Actioned
	In development
	Longer term

Recommendation	Current Position	Rating
<p>(i) Improvements to enhance and improve pre-decision scrutiny to include reviewing the current scrutiny panels</p> <p>Measures</p> <ul style="list-style-type: none"> - Reviewed scrutiny panels - Updated scrutiny panels – agreed at Council - Updated and enhanced scrutiny training - scheduled all meetings with Scrutiny Chairs, Portfolio Holders and Directors for 23/24 - Constitution updates 	<p>Review of panels (Actioned- Report to CGA and Annual Council for approval 12th May 2023 and 24th May 2023)</p> <p>Enhanced Scrutiny training (Actioned)</p> <p>Programme delivered municipal year 23/24 (Actioned)</p> <p>Consequential updates to O & S Procedure rules (Actioned)</p>	Completed
<p>(ii) Clear guidance as far as reasonably practicable in defining pre-decision scrutiny and associated timelines</p>		Completed

<p>Measures</p> <ul style="list-style-type: none"> - Pre decision protocol agreed and implemented - Cabinet and Scrutiny members, governance officers briefed - Developed in consultation with Cabinet and Scrutiny Lead Members 	<p>Pre-decision protocol and approach agreed</p> <p>Briefings completed</p>	
<p>(iii) Annual training and work programme briefings provided to all Members of the Council's Scrutiny Panels.</p> <p>Measures</p> <ul style="list-style-type: none"> - Training and all workshops to be completed by end of June 2023 - Scrutiny officer slides updated and uploaded to My learning 	<p>Programme developed and enhanced to include for Lead members</p> <p>Actioned – in place from May/June 23</p> <p>Lead Member Training Feb 2024</p>	<p>Completed (Plans in place to deliver sessions annually at start of Municipal Year)</p>
<p>(iv) Providing clear information to Members and officers on the benefits of pre decision scrutiny and to ensure there is an understanding of the requirements to engage in early pre-decision scrutiny to enhance good decision making</p> <p>Measures</p> <ul style="list-style-type: none"> - Discussed and highlighted at Departmental Leadership team meetings - Included within induction and scrutiny training to Members 	<p>Actioned – see above</p> <p>Actioned throughout year.</p> <p>Actioned May 23</p>	<p>Completed</p>
<p>3. The Commission recognises that good scrutiny and decision making relies on the provision of transparent, accessible information in a timely manner and supports the development of sharing information to raise awareness, increase understanding of and ensure clarity for Members and Officers around scrutiny (see above), Access to Information Rules and the sharing of information.</p> <p>Measures</p> <ul style="list-style-type: none"> - Referenced in Scrutiny Training and New Member induction training - Digital Training Offer 	<p>Ongoing</p> <p>Actioned May/June 2023</p>	

<p>4. That Cabinet be requested to explore increasing dialogue on key strategic issues with Members to increase transparency and explore developing both formal and informal engagement with Members.</p> <p>Measures Scrutiny work programme meetings currently diarised Regular meetings as Chair of O&S meetings with Chief/Exec</p>	<p>Meetings scheduled. Ongoing process in place</p>	
<p>5. Identify any potential barriers preventing some Members being appointed to Committees/Panels such as timing, frequency, location, format of meetings and any actions appropriately co-ordinated.</p> <p>Measures Liaison with GBM's Committee Training</p>	<p>Mandatory training in place for Planning/Licensing. Scrutiny Training offered to all Members including Cabinet</p>	
<p>6. That information be communicated to all Members (across different roles) in relation to engagement with the decision-making process, including access to information rules, scrutiny, raising a notice of concern, speaking and questioning rights at committees.</p> <p>Measures: Update website and online resource</p> <p>Further develop digital offer and/or in person training to Members/Officers</p>	<p>Scrutiny web pages updated (Actioned May 24) My Learning online module (Actioned June 24)</p> <p>In development</p>	

<p>7. That work is considered to explore enhancing training and development for Councillors to help understand and carry out their roles.</p> <p>Measures</p> <ul style="list-style-type: none"> Enhanced scrutiny training 	<p>Training being developed within governance and scrutiny to address areas outlined above</p> <p>Actioned – in place May/June 2023</p>	
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