

Agenda



Democratic Services Committee

Date: Thursday, 17 September 2015

Time: 5.00 pm

Venue: Committee Room 4 - Civic Centre

To: Councillors C Ferris (Chair), T Bond, E Corten, M Evans, D Harvey, J Mudd, K Thomas, T Watkins and D Mayer

Item		Wards Affected
1	<u>Minutes of the Previous Meeting</u> (Pages 3 - 6)	
2	<u>Scrutiny Committees</u> (Pages 7 - 14)	All Wards
3	<u>Review of the Constitution</u> (Pages 15 - 26)	All Wards

This page is intentionally left blank

Minutes



Democratic Services Democratic Services Committee

Date: 2 July 2015

Time: 9.30 am

Present: Councillors C Ferris (Chair), T Bond, M Evans, D Harvey, J Mudd, K Thomas and T Watkins

In Attendance: R Jefferies (Head of Democratic Services) and J Howells (Democratic Services Support Officer)

Apologies: Councillors E Corten, W Godfrey and G Price

1 Apologies for Absence

Noted above.

2 Minutes of the Previous Meeting

As it was the first meeting since the Council AGM the committee congratulated Cllr Ferris who had been re-elected as Chair.

The minutes of the meeting held on 19 February 2015 were confirmed as a true record.

3 Annual Report by the Head of Democratic Services

The Head of Democratic Service reported that the Local Government Measure prescribes the functions of the Democratic Services Committee. One of those prescribed functions is to keep under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services in order that it is adequate for the responsibilities of the post.

The Head of Democratic Services presented his annual report which provided an outline of the staff resources provided by the Council. The Council provides the staff with adequate office space and equipment to carry out the various roles within the service area.

The report stated that staff allocated to both the Democratic Services Team and the Scrutiny Team provide the Council with a hard working team supporting elected members in their varying roles.

The individuals working in this area clearly provide value for money and each works hard to ensure that elected members' needs are met. In recognising the financial challenges faced by the Council the Committee was informed in the annual report that the provision by the authority of staff, accommodation and other resources by the Council is adequate to discharge the statutory requirements in relation to Decision Making, Democratic Administration and Scrutiny as they currently exist. The Head of Democratic Services explained that efforts were being made to continue to provide services beyond the statutory requirements.

The impact of any changes in statutory requirements, or the needs of members would need to be kept under review and would be the subject of a report to this committee.

Agreed

- I. To receive the annual report and recognise the contribution made by staff supporting members
- II. To endorse the view of the Chief Democratic Services Officer that the provision by the authority of staff, accommodation and other resources by the Council is adequate to discharge the statutory requirements in relation to Decision Making, Democratic Administration and Scrutiny as they currently exist.
- III. To ask the Chief Democratic Services Officer to keep under review the provision of staff, accommodation and other resources made available to members to ensure that statutory requirements and any changing needs of elected members are met and to present a report to this committee should any review be required.
- IV. To record the thanks of the Democratic Services Committee to the staff in each area of work

4 Annual Report of the Democratic Services Committee

The Local Government Measure requires each local authority to establish a Democratic Services Committee. The Committee is required to provide an annual report to Council.

The Committee considered the content of the Democratic Services Committee's annual report for 2014-2015 setting out the work of the committee over the past year.

The City Council agreed to widen the role of the Democratic Services Committee at its inception to include the consideration of any proposed amendments to the council's constitution for recommendation to the executive where appropriate and to the Council and the Head of Democratic Services.

In the past year the committee had undertaken a range of activities, including:

- School Organisation Code
- Family Absence
- Statutory Guidance to the Independent Remuneration Panel for Wales in relation to the salaries of Local Authority Chief Executives.
- Broadcasting/Webcasting of Meetings
- Local Authorities (Standing Orders)(Wales)(Amendment) Regulations 2014
- Council Agenda (Hard Copy)
- Receipt of Petitions
- Evaluation of Executive and Scrutiny Arrangements
- Modern.gov
- Member Development

The non-political stance taken by members of the committee had encouraged interesting discussions on the topics presented to the committee.

The Head of Democratic Services confirmed that the committee will continue to work in reviewing proposals for amendments to the Council's constitution for recommendation to the Executive where appropriate and to the Council and this was the next item on the agenda.

Agreed

To agree the content of the Committee's annual report for submission to the Council as required by the Local Government Measure. The report would also be available on-line for the public to view.

5 Review of the Council's Constitution

The recent Corporate Assessment by the Wales Audit Office had contained a proposed action that stated:

- Reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all members understand and apply their respective roles in relation to each other without compromising independence;
- Empowering members to be more proactive and accountable for their roles and responsibilities;
- Strengthening decision-making arrangements to ensure transparency and appropriate safeguards are in place;

The Committee considered a report which suggested the opportunity is taken to review the constitution and to address these issues as part of that review.

The overriding aim of the review is to make the document a worthwhile and understandable document but at the same time aim at addressing the issues highlighted by the Audit Office.

The City Council's existing constitution is, in the main, based on the original model constitution prepared by the Assembly Government in 2001. It has been revised and updated in a piecemeal manner as and when necessary over the past 14 years. The existing Constitution meets all statutory requirements and there is no doubt that it remains fully fit for purpose.

Agreed

To agree that the Committee undertakes a review of the Constitution and to address the issues raised by the Wales Audit Office as part of that review.

Councillor Mudd left the meeting at this point.

6 Date of Next Meeting

It was agreed to meet in September 2015 with the final date to be confirmed.

This page is intentionally left blank

Report

Democratic Services Committee

Part 1

Date: 17 September 2015

Item No: 2

Subject **Scrutiny Committees**

Purpose To consider some potential changes to Structures

Author Head of Democratic Services

Ward All Wards

Summary The existing Scrutiny Committees were established after the 2012 Local Authority Elections.

This discussion paper raises the possibility of a potential review of the portfolios of the Committees and puts forward some initial thoughts to allow the Democratic Services Committee to consider which options deserve more detailed scrutiny.

The report suggests three potential options for discussion

- No change
- Align committees to Corporate Director portfolios
- Look at options around aligning with Cabinet portfolios

And asks the committee if they have other options by which the three existing committees can be reconfigured.

The purpose of this report is to ask the Committee

- Which options should be pursued no further
- What options deserve more detailed work
- Are there parameters within which the work should be carried out

Members may consider that changing the structures is not what is needed to respond to the points raised by the Corporate Assessment.

A major issue for scrutiny is the work towards rationalisation of the work programmes, focussing on key risks and priorities of the council, and ensuring there is sufficient challenge and accountability within the decision making process

Proposals

- I. To consider whether the existing structure is in need of review
- II. If so, to consider which options should be developed further for consideration by the Democratic Services Committee
- III. If not to recommend that no action be taken on structures but to continue with the review of work programmes

Action by Head of Democratic Services/Senior Overview and Scrutiny Officers

Timetable To meet a programme of work to be agreed by the Committee

This report was prepared after consultation with:

- Scrutiny Improvement Group
- Political Groups
- Chief Executive
- Monitoring Officer
- Head of Finance
- Head of People & Business Change
- Overview and Scrutiny Team

Background

The existing Scrutiny Committees were established after the 2012 Local Authority Elections. This paper proposes a review of the portfolios of the Committees to find out if the existing arrangements can be improved to provide greater clarity and a more understandable organisational arrangement.

The report will now look at three potential options and asks the Committee which of these options are worthy of further review. The options include some initial thoughts by the Head of Democratic Services but these are included to help discussion and not to provide any view as to the officers preferred route – as there is not one.

General issues to guide the review

As mentioned in the summary, Members may consider that changing the structures is not enough to respond to the points raised by the Corporate Assessment. Any reorganisation or indeed any decision as to 'no change' needs to be coupled with a rationalisation of the work programmes, focussing on key risks and priorities of the council, and ensuring there is sufficient challenge and accountability within the decision making process

Whatever structure is agreed

- The whole purpose of Scrutiny should be to help improve services provided to the people of Newport, those who work here and those who visit the City.
- A problem facing scrutiny is that work programmes are not always focussed upon impact and outcomes, and contain too many information reports. A re-focus of work programmes within three committees would achieve more efficient and effective scrutiny.
- Redrafting of work programmes is an important piece of work for the committees. A review is currently under way to help refocus the work programmes on key priorities.
- Member led work programmes are essential to ensure that the Committees are carrying out work to improve services that are important to the citizens of Newport.
- Different committees will need to take different approaches to their work, depending upon the priorities within that portfolio – for example, committees dealing with social services issues will need to focus more on regulation and safeguarding as the key risk areas, therefore more monitoring activity will be required
- No structure will work effectively unless members also embrace different ways of working, and a rationalisation/refocusing of the work programmes
- If a 'Corporate Committee' emerges as a recommendation, it would help if representatives of the other committees sat on Corporate, to feed in service knowledge to corporate issues.
- When necessary, committees need to work together to share out the workload sensibly, share information and make referrals between them
- Scrutiny arrangements need to be supported by development activities and improved information to Members to ensure they are well informed and highly skilled, properly enabling them to effectively challenge and hold the Executive to account.
- We have no additional funding available to support Scrutiny or any other part of Democratic Services at this time. Any increased activity could lead to a budget pressure to pay for more staff. Work programming is the key to managing workloads within the three committee structure, backed up by working groups where necessary.

The options:

1. No Change

The existing arrangements comprise:

Scrutiny Committee for Planning & Development
Scrutiny Committee for Learning, Caring & Leisure
Scrutiny Committee for Street Scene, Regeneration and Safety

Strengths

- The Committees are 'cross cutting' and provide fewer opportunities for thinking in terms of 'silos'
- Work programmes are agreed, although better focus should be achieved through greater alignment with the Cabinet Work programme.
- Members of the Committees are building expertise in the areas of work within the committees
- Some issues cut across council structure lines but can be found a place within the existing structure

Possible weaknesses

- Heavy work programmes that are not always focussed upon impact and outcomes, and contain too many information reports. This does not necessarily mean a change in 'portfolios' is needed but more a change in focus. Work programmes need to be improved to ensure they are timely, meaningful, informative, transparent, balanced, monitored and joined up.
- Some confusion over "what goes where"
- Unclear reporting lines – officers and Cabinet Members required to report to multiple committees,
- No home for corporate issues meaning joint committees have to be established
- Social Services is split over two Committees, meaning duplication of work in some instances, and so joint meetings having to be established.

Costs of this course of action

No change in arrangements so no changes in costs

2. Align committees to Corporate Director portfolios

This proposal has been seen by the Scrutiny Improvement Group and the political Groups. It looks at the possibility of realigning the committees with the current officer structure, so that any items coming under the jurisdiction each Strategic Director/the Chief Executive would automatically be assigned to the corresponding Scrutiny Committee. The portfolios would therefore be:

- Scrutiny Committee for Corporate Services
- Scrutiny Committee for People
- Scrutiny Committee for Place

Strengths

- Clearer lines of accountability between the committees and the council's areas of business
- Clear alignment with corporate directors - an expectation that they would attend and support
- A simple structure, easily understood across the organisation
- No duplication of reporting/need for joint meetings
- Less confusion over "what goes where"
- A home for corporate issues
- There is a logic to combining Social Services under one roof, but also a logic to combining Children and Family Services with Education
- Potential for better coordination of budget scrutiny through the corporate committee

Possible weaknesses

- Some issues cut across council structure lines, so there may still be a need for decisions as to what goes where
- One committee will look at issues that could affect wider portfolios, such as the budget, service plans etc.
- Potential heavy workload for the people committee.
- Potential for some scrutiny members to be less involved in budget scrutiny as it would be dealt with via the corporate committee

Costs of this course of action

This would reorganise workloads and would involve no costs or savings

3. **Align with Cabinet Portfolios**

This may need work but would concentrate on what fits together within the Cabinet portfolios. These are thoughts on what the portfolios could look like:

- Scrutiny Committee for Corporate Services
- Scrutiny Committee for Education & Social Services
- Scrutiny Committee for Regeneration, Growth and Customers

These could align directly with cabinet portfolios. This is a suggestion and other options may emerge from discussions

“Corporate”

- Full Cabinet issues
- Leader
- Deputy Leader/CM Customer Services and Digital Innovation
- CM People and Business Change
- CM Regulatory Functions

“Education and Social Services”

- CM Education and Young People
- CM Adult and Community Services

“Regeneration, Growth and Customers”

- CM Regeneration, Investment and Housing
- CM Streetscene and City Services
- CM Skills and Work and Newport LIVE

Strengths

- Clear lines of accountability
- Clear alignment with Cabinet portfolios
- A simple structure
- Little or no need for joint meetings
- No confusion over "what goes where" as the view would be if it's in the CM portfolio , it goes to that committee
- A home for corporate issues

Possible weaknesses

- The links between Social Services and Education seem hard to resist so again this may lead to a heavy workload for one of the committees

Costs of this course of action

This would reorganise workloads and would involve no costs or savings

4. Other Options

This report also asks the committee if they have other options by which the three existing committees can be reconfigured.

Financial Summary

There is no cost to carrying out a review other than staff time. Recommendations that emerge from the review may have financial implications and these considerations would need to be included in any report

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
A review will involve staff time that cannot be allocated elsewhere	M	L	The report asks the Committee to decide on which options are to be developed further	Head of Democratic Services

Options Available

The options are:

- To consider whether the existing structure is in need of review
- If so, to consider the basis of any further work on options.
- If not to recommend that no action be taken on structures but to continue with the review of work programmes

Preferred Option and Why

The Committee is asked to provide a member-led approach to these issues and the report proposes no 'preferred' option

Comments of Chief Financial Officer

There is no cost to carrying out a review other than staff time. Recommendations that emerge from the review may have financial implications and these considerations would need to be included in any report

Comments of Monitoring Officer

The Council has a statutory duty to appoint one or more Overview and Scrutiny Committees in accordance with Section 21 of the Local Government Act 2000, but the number and terms of reference of each Committee is a matter for the Council to determine. The current structure has not been reviewed since 2012, despite changes to service area responsibilities and Cabinet portfolios. In addition, there is a need to address issues regarding clearer reporting lines and more manageable work programmes, as identified in the Wales Audit Office Corporate Assessment. Any changes that are recommended by Democratic Services Committee would need to be approved by full Council and the relevant parts of the Constitution would need to be amended accordingly

Staffing Implications: Comments of Head of People and Business Change

There is no cost to carrying out a review other than staff time. Recommendations that emerge from the review may have staffing implications and I would need the opportunity to comment on any staffing implications of any options that are developed.

Scrutiny Committees

The Scrutiny Group has considered this matter and its view was that the alignment with Corporate Directors was worthy of further investigation, although the Group considered the workload of the 'People' Group may be significant

Both political groups have considered the issue and each has asked the Democratic Services Committee to consider further the need for any review and the options available.

Equalities Impact Assessment

An Equalities Impact Assessment is not required for this report.

Children and Families (Wales) Measure

The proposals do not relate to children and young people.

Consultation

Statutory Officers have been consulted.

Background Papers

There are no relevant background papers for this report.

Dated: September 2015



Report

Democratic Services Committee

Part 1

Date: 17 September 2015

Item No: 3

Subject **Review of the Council's Constitution**

Purpose To agree the principles for a review of the Constitution

Author Head of Democratic Services

Ward All Wards

Summary At its last meeting, this Committee was informed that the Corporate Assessment contains a proposed action that states:

Reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all members understand and apply their respective roles in relation to each other without compromising independence;

Empowering members to be more proactive and accountable for their roles and responsibilities;

Strengthening decision-making arrangements to ensure transparency and appropriate safeguards are in place;

The Committee agreed that we should take the opportunity to review the Constitution and to address these issues as part of that review.

This report sets out a proposed new structure for the Constitution that will provide a basis for the look and feel of the document

If the Committee agrees this to be the way forward, work will begin on drafting the new document and the Committee will be provided with updates at each meeting until the task is completed. The Committee will also be asked to consider matters of principle as they arise

The Corporate Assessment advises that we should be reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all members understand and apply their respective roles in relation to each other without compromising independence.

To meet this aim, it is suggested that this Committee should now revisit the issue of role descriptions for elected members in their various roles. If this is agreed, it will form part of the agenda for the next meeting of this committee

Proposal

- I. To agree the proposed structure of the Constitution Review
- II. To agree that the issue of role descriptions should form an early part of that review
- III. When the review is complete, to make recommendations to the Council

Action by Head of Democratic Services

Timetable Ongoing

This report was prepared after consultation with:

- Chief Executive
- Monitoring Officer
- Section 151 Officer
- Head of People & Business Change

Background

As mentioned in the summary, the Corporate Assessment suggests a review of the constitution to help resolve some issues identified by the Wales Audit Office.

This report suggests that the Democratic Services Committee undertakes a review.

The overriding aim of the review is to make the document a worthwhile and understandable document but at the same time we should aim at addressing the issues raised by the Audit Office.

Part of the review should address the points raised about ensuring that roles, responsibilities and accountabilities are clear, and that all members understand and apply their respective roles in relation to each other without compromising independence.

We should also discuss the view that members should be empowered to be more proactive and accountable for their roles and responsibilities.

The Corporate Assessment also stated that we should consider strengthening decision-making arrangements to ensure transparency and appropriate safeguards are in place.

The City Council's existing Constitution is, in the main, based on the original model constitution prepared by the Assembly Government in 2001. Members will be aware that the Constitution has been revised and updated in a piecemeal manner as and when necessary. The existing Constitution meets all statutory requirements and there is no doubt that it remains fully fit for purpose.

Members agreed that a new structure to the Constitution should be considered and that the Committee should be involved in discussion around the principles of the new Constitution and should consider any major changes for recommendation to Council. The Committee did not wish to be involved in line-by-line examination of the various sections of the Constitution where the fundamental principles were not changed in any way.

With this in mind, this report sets out a proposed new structure for the Constitution that will provide a basis for the look and feel of the document.

If the Committee agrees this to be the way forward, work will begin on drafting the new document and the Committee will be provided with updates at each meeting until the task is completed. The Committee will also be asked to consider matters of principle as they arise.

In the summary this report mentions that we should be reviewing and updating the Council's Constitution ensuring that roles, responsibilities and accountabilities are clear, and that all members understand and apply their respective roles in relation to each other without compromising independence.

To meet this aim, it is suggested that this Committee should now revisit the issue of role descriptions for elected members in their various roles. If this is agreed, it will form part of the agenda for the next meeting of this committee.

Financial Summary

There will be no additional costs to the authority in carrying out the review.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Carrying out the review prevents the risk of Officer time being taken up on the review with the opportunity cost of other tasks being carried out	M	H	The work will be carried out alongside other tasks by the Head of Democratic Services, the Democratic Administration and Scrutiny Teams, this Committee and the Scrutiny Improvement group	Head of Democratic Services
If we do not carry out a review it is likely that similar points are made when the Corporate Assessment is reviewed next year	H	L	This report suggests we address the points raised in the Corporate assessments incrementally and as part of an overall review	Head of Democratic Services
If we merely address the points raised by the Corporate Assessment an opportunity for a wider review will be lost	M	M	This report suggests we focus on making the document more understandable and relevant	

Links to Council Policies and Priorities

The proposed review will help the Council meet the Council's wish to provide the best possible affordable services to members and the public

Options Available

- Take no action
-
- To redraft the constitution based on the suggested structure

Preferred Option and Why

Review the Constitution based on the suggested structure to make it more relevant and understandable and at the same time look at the issues raised by the Wales Audit Office. This option is preferred as the views of the Corporate Assessment are important but the Council should also review how we meet the needs of Councillors and the public with all of our documentation.

Comments of Chief Financial Officer

There are no financial implications arising from this report.

Comments of Monitoring Officer

The Council has a statutory duty under Section 37 of the Local Government Act 2000 to prepare and keep up to date its written constitution, setting out its rules of procedure and corporate governance arrangements. The current constitution is based on the modular framework developed back in 2001 and, although it has been regularly updated on a piecemeal basis to cover changes in legislation and organisational structure, it is in need of substantive review. This has been identified as an action point following the latest WAO review and the corporate assessment. Other recommendations for improvement also include clarification of roles and responsibilities and this can also be picked up within the relevant parts of the constitution. A new model constitution has been drafted by the Lawyers in Local Government Group, which can be tailored to the Council's own requirements and this is a more user-friendly document than the original. Therefore, it is recommended that this model constitution is used as the framework for this review. Although the drafting of the new document will be undertaken by officers, the process should be overseen by Democratic Services Committee and specific parts of the constitution should be reviewed as part of the forward work programme, to identify any substantive changes required. The final document will need to be recommended to full council for approval in due course.

Staffing Implications: Comments of Head of People and Business Change

There are no direct staffing implications arising from this report

Local issues

There are no local issues as this is a matter relating to the democratic process and is for the Council as a whole to consider.

Consultation

Statutory Officers have been consulted.

Dated: September 2015

Proposed Structure of the Constitution:

**THE CONSTITUTION
Of
Newport City Council**

Contents

Part 1: Introduction

- Why the Council has a constitution
- Changes to the Constitution
- Suspension of the Constitution
- Clarification or Interpretation of the Constitution

Part 2: Citizens and their rights

- Elections and Voting
- Changes to the Council's Democratic arrangements
- Rights to information
- Access to accounts
- Speaking in Committee
- Complaints by citizens about Elected Members or Officers
- Your Responsibilities as a citizen

Part 3: Members of the Council

- How is the Council made up?
- Who can stand for election
- The roles and responsibilities of Councillors
- Conduct
- Rights and Duties of Councillors
- Declarations of Interest
- Annual Reports
- Salaries and allowances- The Scheme of Members'; Remuneration

Part 4: The Full Council

- What is the full Council meeting?
- The Functions of the Council
- Framework Documents
- The Budget
- Types of Council Meetings
- Standing Orders of the Council
- Champions

Part 5: The Executive (Cabinet)

- Who can serve on the Cabinet
- The composition of the Cabinet
- The Leader of the Council/Cabinet
- Other cabinet members and portfolios
- Cabinet Sub Committees
- Joint Committees
- Roles and Responsibilities of Cabinet Members
- Decision Making Rules and processes
- The scheme of delegation to Cabinet Members
- Terms of Reference of the Cabinet
- Meetings of the Cabinet
- Rules of Proceedings
- Access to information

Part 6: Overview & Scrutiny

- Who can serve on the Scrutiny Committees
- The composition of the Scrutiny Committees
- The Chairs of the Scrutiny Committees

- Other Scrutiny Committee members
- Roles and Responsibilities of Scrutiny Committee Chairs and Members
- Meetings of the Scrutiny Committee
- Rules of Proceedings
- Access to information

Part 7: Planning and Licensing Committees (Regulatory Committees)

- The Regulatory Functions
- Who can sit on Planning & Licensing Committees
- Terms of Reference of Planning Committee
- Scheme of Delegation for Officers and Planning Matters
- Roles and Responsibilities of Planning Members
- Planning Codes and speaking rights
- Site Visits
- Terms of Reference of Licensing Committee
- Terms of Reference and procedures for Licensing Sub Committees and Licensing Panels
- Scheme of Delegation for Officers and Licensing matters
- Roles and Responsibilities of Licensing Members
- Licensing Codes
- Access to Information in Regulatory Committees

Part 8: Standards Committee

- Who can sit on the Standards Committee
- Terms of Reference of Standards Committee
- Roles and Responsibilities of Standards Members
- Roles and Responsibilities of the Monitoring Officer in relation to Standards
- The Ombudsman

- Access to information in Standards Committee
- Procedures for dealing with complaints about Councillors

Part 9: Audit Committee

- Who can sit on the Audit Committee
- Terms of Reference of Audit Committee
- Roles and Responsibilities of Audit Members
- Access to information in Audit Committee

Part 10: Democratic Services Committee

- Who can sit on the Democratic Services Committee
- Terms of Reference of Democratic Services Committee
- Roles and Responsibilities of Democratic Services Committee Members
- Roles and Responsibilities of the Head of Democratic Services in relation to Democratic Services Committee
- The Ombudsman
- Access to information in Democratic Services Committee

Part 11: Staff

- The Officer Structure
- Statutory Roles: Head of Paid Service; Monitoring Officer: Section 151 Officer; Head of Democratic Services
- Recruitment, appointment, dismissal and disciplinary processes
- Recruitment of Head of Paid Service and other Chief Officers
- Employee Code of Conduct
- Scheme of Delegation to Officers

Appendix 1: Standing Orders

- Standing Orders for the meeting of the full Council
- Standing Orders for the meeting of all other committees
- Contract Standing Orders
- Financial Regulations

Appendix 2: Code of Conduct for Councillors

Appendix 3: Allocation of Functions

- Miscellaneous Functions
- Local Choice Functions

This page is intentionally left blank