

Public Document Pack

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11 January 2019

Governance Committee

A meeting of the Committee will be held at **2.15 pm** on **Monday, 21 January 2019** at **County Hall, Chichester**.

Tony Kershaw
Director of Law and Assurance

Agenda

1. **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such as an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

2. **Minutes of the last meeting of the Committee** (Pages 3 - 8)

The Committee is asked to agree the minutes of the meeting held on 26 November 2018 (cream paper).

3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances.

4. **Review of County Local Committees** (Pages 9 - 12)

Report by the Director of Law and Assurance.

At its meeting on 28 November 2018, the Governance Committee agreed to carry out a review of County Local Committees after May 2019. The Committee is asked to consider and agree the proposed terms of reference for the review.

5. **Substitution on Select Committees** (Pages 13 - 16)

Report by the Director of Law and Assurance.

At its last meeting, the Committee asked for a more detailed report to be prepared on substitution, with a view to considering whether to recommend the

introduction of formal substitution on Select Committees. The report sets out how to establish substitution and why substitution was previously abolished in 2005. The Committee is asked to consider two possible approaches to ensuring representation of a political group at a Select Committee for recommendation to the County Council.

6. **Governance of the Capital Programme** (Pages 17 - 22)

Report by the Director of Law and Assurance.

Since the capital governance was approved in December 2015, it has been implemented across all capital programmes and projects. The experience and learning of the last three years has led to some proposed changes in order to improve the efficiency and transparency of the capital approvals process in the following key areas. The Committee is asked to consider the changes for recommendation to the County Council.

7. **Pay Policy Statement 2019/20** (Pages 23 - 36)

Report by the Director of Human Resources and Organisational Change.

The Committee is invited to consider proposed revisions to the Pay Policy Statement, as set out in the report, for recommendation to the County Council.

8. **Report of the Member Development Group** (Pages 37 - 40)

Report by the Chairman of the Member Development Group.

To receive the regular report on the work of the Group, member development activities and member training and development priorities and plans.

9. **Date of Next Meeting**

The next meeting of the Committee will be held at 2.15 p.m. on Monday, 11 March 2019 at County Hall, Chichester.

To all members of the Governance Committee

Governance Committee

26 November 2018 – At a meeting of the Governance Committee held at 2.15 pm at County Hall, Chichester.

Present: Mr Barnard (Chairman)

Mr Acraman, Mr Burrett, Ms Goldsmith, Mr Mitchell, Mrs Mullins, Mrs Sparkes and Dr Walsh

Apologies were received from Mr R J Oakley and Ms Kennard

Also in attendance: Mrs Duncton, Mr High, Mrs Millson and Mrs Purnell

Part I

38. Declarations of Interest

38.1 In accordance with the code of conduct, Mr Burrett and Mrs Mullins declared personal interests in the item on the Annual Report of the West Sussex Pension Fund, as a deferred member and member of the West Sussex Local Government Pension Scheme respectively.

39. Minutes of the last meeting of the Committee

39.1 Resolved – That the minutes of the meeting held on 11 July 2018 be approved as a correct record and that they be signed by the Chairman.

40. Review of Mid Sussex County Local Committees

40.1 The Committee considered a report by the Chairman of the Working Group set up in June 2018 to review the impact of changes to the configuration of County Local Committees (CLCs) introduced from May 2017 and to consider a request from Mr Lea, the member for Lindfield & High Weald, for his division to fall entirely within one CLC (copy appended to the signed minutes).

40.2 Mr High, the Chairman of the Working Group, attended the meeting and introduced the report. Mrs Millson and Mrs Purnell, the other two members of the Group, were also in attendance. Mr High commented that, whilst the Group had had sympathy for Mr Lea's request, recreating three CLCs in the Mid Sussex area would not prevent Mr Lea sitting on more than one committee. It was not possible to move the whole of Mr Lea's division into one CLC without negative impacts, particularly due to the community ties within it. The Working Group felt that any adjustment to the number of CLCs in Mid Sussex should not be done in isolation from the rest of the county and it proposed a full review of CLCs to be carried out after the local elections in 2019. Mr High particularly commended the proposed development of best practice guidance, set out in paragraph 2.6 and recommendation (3) of the report, to the Committee.

40.3 Mr Acraman expressed support for returning to three CLCs in Mid Sussex on the basis of the length of agendas of the current two committees which meant that the business was not covered adequately. In his view, in rural areas, too large a CLC meant that there was little common knowledge or shared interest in issues across the whole area. Mr Acraman highlighted the degree of local support from county, district and parish councillors for a third, central CLC. He also questioned the resource cost of £8,500 in paragraph 3.2 of the report which he felt was too high. The Head of Democratic Services said the estimate was based on the cost of Democratic Services officer time rather than meeting venues and travel costs and reminded members that staff time off in lieu for evening work was still a cost to the service.

40.4 Mrs Millson said the Working Group was recommending the exploration of other ways of engaging the public and stakeholders including services calling public meetings on issues of local concern. The Leader agreed that in some cases taking a contentious issue to a CLC might not be the best option and said the executive would look at whether using CLCs in those instances was the best use of resources.

40.5 The Committee thanked the Working Group and supporting officers for producing an excellent report. Whilst understanding the issues raised, members supported the Group's view that to change the pattern of CLCs in Mid Sussex in isolation from the rest of the county would create anomalies and that no change should be made in advance of a full review of CLCs from May 2019.

40.6 The Chairman informed members that terms of reference for the review of all CLCs together with proposals for the make-up of the Working Group to carry out that work would be brought to the next meeting of the Committee.

40.7 Resolved –

- (1) That the Governance Committee should carry out a full review of all County Local Committees after May 2019, to focus on the points set out at paragraph 2.7 of the report, and that the proposed terms of reference of the review and membership of the group to consider it be brought to the next meeting of the Committee;
- (2) That there should be no change at this stage to the current configuration of CLCs in Mid Sussex, including the split of the Lindfield & High Weald division across two CLCs; and
- (3) That the Cabinet Member for Safer, Stronger Communities should develop best practice guidance for CLCs, to include reference to the points set out at paragraph 2.6 of the report.

41. Substitution on Select Committees

41.1 Following a request from Mrs Mullins, the Committee considered a report by the Director of Law and Assurance which asked whether it wished to investigate the reintroduction of substitutes on Select Committees (copy appended to the signed minutes).

41.2 Dr Walsh, the Group Leader of the Liberal Democrat Group, welcomed the report and said the lack of substitutes was particularly acute for the smaller parties and their reintroduction would be a sensible and positive way forward. He stressed, however, that there should be rules around the operation of substitutes including that notification of a substitution should be given to the chairman or clerk in advance.

41.3 Mrs Mullins said that all members took their commitment to membership of select committees seriously and only missed a meeting when absolutely necessary. When, on occasions, it happened, it was not good for democracy if a political party was not represented in scrutinising an issue.

41.4 The Committee noted that the County Council was out of line with neighbouring authorities in not having substitutes for select committees. Concern was expressed that substitutes were sometimes unable to contribute effectively to meetings if they only attended occasionally. It was felt that if they were reintroduced there would need to be named substitutes and clear rules on how the system would operate.

41.5 The Committee therefore requested a report be brought to the next meeting setting out the reasons for the previous abolition of substitutes on select committees and putting forward, for consideration, a proposal for their reintroduction.

41.6 Resolved – That proposals for the reintroduction of substitutes on select committee be brought to the next meeting.

42. Delegation to other Local Authorities

42.1 The Committee considered a report by the Director of Law and Assurance which proposed that it recommend to the County Council that a delegation be agreed for the non-Executive committees to be given the power to delegate a function to another local authority (copy appended to the signed minutes).

42.2 The Director of Law and Assurance proposed that the appropriate delegations should be included in the terms of reference of the non-Executive committees in the Scheme of Delegation. It was noted that, although it was unlikely that some of those committees would ever need to use the power, for the sake of consistency, it was recommended that they all have the option.

42.3 The Committee requested that the power should be exercised only on the recommendation of the Director of Law and Assurance.

42.4 Resolved – That the County Council be recommended that the terms of reference of the Governance, Standards, Planning, Rights of Way and Regulation, Audit and Accounts Committees be amended to include the following:

‘To delegate powers, when appropriate and on the recommendation of the Director of Law and Assurance, to

another local authority including a borough or district council and to be able, subsequently, to review, amend or withdraw that delegation.'

43. Annual Report of the West Sussex Pension Fund

43.1 The Committee considered a report by the Director of Finance, Performance and Procurement on the Annual Report and accounts of the West Sussex Pension Fund for the year ended 31 March 2018 (copy appended to the signed minutes).

43.2 Members congratulated the members of the Pensions Panel and supporting officers on the excellent performance of the Fund which, at a funding level of 105%, was exceptional. The Committee praised the approach taken to investment and the consistent top performance of the Fund.

43.3 It was noted that there was some level of uncertainty about the impact of the new pension fund pooling arrangements but it was hoped that the high performance of the West Sussex fund would provide a good bench mark for the work of the pool.

43.4 Resolved – That the Annual Report and Accounts, attached at Appendix 1 to the report, be noted.

44. Report of the Member Development Group

44.1 The Committee considered the regular report on the work of the Group, member development activities and member training and development priorities and plans by the Chairman of the Group (copy appended to the signed minutes).

44.2 Members discussed how best to try to increase attendance at Member Days which were considered to be a crucial part of briefing members on wider issues for the Council. The Head of Democratic Services said there were plans to experiment with short films or podcasts of key points from Member Days. The Committee suggested it might be helpful if attendance figures for Member Days were made available to group leaders so that they could monitor the attendance of their members.

44.3 Resolved – That the report be noted.

45. Report of Urgent Action

45.1 The Committee noted action taken by the Director of Law and Assurance, in consultation with the Chairman, as follows:

Response to Consultation on Horsham District Council Polling District Review

Approval to the County Council's support for the aim of the District Council to change the division boundary between Horsham East and Horsham

Hurst Divisions so that all of Station Road will be located in Horsham Hurst from 2021.

Response to Consultation on Horsham District Council Community Governance Review

Approval to the County Council's comments on Horsham District Council's Community Governance Review which proposes to change the boundary between Shipley and Southwater parishes.

46. Date of Next Meeting

46.1 The Committee noted that the next meeting would be held at 2.15 p.m. on Monday, 21 January 2019.

The meeting ended at 3.42 pm

Chairman

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Governance Committee

21 January 2018

Part I

Review of County Local Committees

Report by the Director of Law and Assurance

Electoral Divisions: All

Summary

At its meeting on 28 November 2018, the Governance Committee agreed to carry out a review of County Local Committees (CLCs) after May 2019. This report sets out the proposed terms of reference for this review.

Recommendations

That the terms of reference, as set out in Appendix 1, be approved.

1. Background and Context

- 1.1 A Governance Committee working group carried out a review of CLCs in Mid Sussex during 2018, following changes to the configuration of CLCs implemented from May 2017 as part of a Democratic Services savings programme. The working group recommended that a review of all CLCs should be carried out two years after the implementation of these changes, from May 2019. This will enable a full assessment of capacity issues, the potential for different ways of working and the impact of using crowdfunding for the Community Initiative Fund (CIF). The working group considered that it is important to ensure a consistent approach is taken to CLCs across the county and that an assessment of different options for the future, including potential areas for saving, should be considered.
- 1.2 Following the Governance Committee meeting in November, the Cabinet Member for Safer, Stronger Communities (who has responsibility for community engagement, community development and CLCs) has requested that the CLC review include the Council's approach to community engagement and development and the support to member roles in their communities.

2. CLC Review Terms of Reference and Memberships

- 2.1 It is proposed that a new working group be established to carry out the CLC Review from May 2019, to be chaired by the Chairman of the working group that carried out the review of CLCs in Mid Sussex, and to include the other two members of that group.
- 2.2 Draft terms of reference are attached at Appendix 1.

3. Resources

- 3.1 There will be some resource implications associated with carrying out the CLC review, both in terms of officer support (to be provided by Democratic Services) and member involvement in the working group. It is anticipated that these will be met from within existing resources. The resource implications of any proposals for change resulting from the review will be taken into account through any subsequent decision-making processes.

Factors taken into account

4. Consultation

- 4.1 Proposals for consultation to be carried out as part of the CLC review are set out in Appendix 1.

5. Risk Management Implications

- 5.1 There are no risks associated with the recommendations in this report, as there are no proposals for change. Risks associated with any outcomes from the CLC Review will be taken into account through any subsequent decision-making processes.

6. Equality Duty

- 6.1 This is a report dealing with procedural matters only. It will be important to ensure that the Council's responsibilities relating to the Equality Duty are taken into account as appropriate through the CLC review due to be carried out later in 2019.

7. Social Value

- 7.1 Not applicable

8. Crime and Disorder Act Implications

- 8.1 None

9. Human Rights Implications

- 9.1 None

Tony Kershaw

Director of Law and Assurance

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Appendix 1

Proposed terms of reference for the Working Group on the review of County Local Committees

Background Papers: None

Governance Committee Working Group

Review of County Local Committees (CLCs)

Terms of Reference

1. Purpose

The objectives of the working group are to:

- (a) Review the purpose, role and effectiveness of CLCs, including their decision-making powers.
- (b) Review the Council's approach to community engagement and development, to include support to the member role in their community.
- (c) Explore opportunities for savings, including through changes and/or reductions to CLCs.
- (d) Make recommendations to the Governance Committee.

Key areas of focus include:

- The purpose of CLCs and whether they continue to have a valid role – and if so on what basis
- Alternative ways of achieving the decisions and actions currently delivered through the CLCs and their cost-effectiveness or efficiency
- The potential to reduce from 11 to seven CLCs, to be coterminous with district and borough councils, which could meet more frequently
- Consideration of the impact of the use of the West Sussex Crowd for allocation of the Community Initiative Fund
- The potential for different ways of working, outside formal CLC meetings, without the need for Democratic Services officer support to support community engagement and development
- The impacts on the members and communities of the two divisions which are split across two CLCs (Bourne and Lindfield & High Weald)
- The joint area committee model in Arun
- The potential for drawing in funding from district/borough and town/parish councils to support CLCs
- What other authorities do in terms of community engagement forums
- How CLCs can make an impact on local priorities, through more informed local data and targeted work
- What support members need to fulfil their local community role and how that can best be met
- How to ensure that the local intelligence and knowledge held by local members is effectively supported and utilised by the Council to build stronger communities, recognising the role of 'place' in enabling and fostering effective community resilience
- How to strengthen the Council's engagement with the community, to include with residents, town and parish councils, district and borough councils and the voluntary and community sector

2. Membership

The working group will be cross-party, with seven members, appointed by the Chairman and Vice-Chairman of the Governance Committee, in consultation with Group Leaders. The working group will be chaired by Mr Paul High and there will be one member for each district/borough area, to ensure geographical spread, as follows:

- Mr Paul High (Chairman) – Worthing
- Mrs Carol Purnell – Chichester
- TBC – Horsham
- TBC – Mid Sussex
- TBC – Arun
- TBC – Adur
- TBC – Crawley

The Cabinet Member for Safer, Stronger Communities and her Senior Adviser will be invited to attend working group meetings to observe as and when appropriate. They will also be involved in any engagement carried out by the working group.

3. Methodology

The working group will:

- Review research and feedback gathered through previous reviews of CLCs and of the local member role (e.g. through member surveys, the Networked Councillor project and the review of member roles carried out as part of the Boundary Review in May 2015)
- Consult all members of the Council
- Consult relevant services (e.g. Highways and Transport, Education).
- Consider what further consultation/engagement may be required (e.g. with town/parish councils)
- Review the size and workload of CLCs and the resources they require
- Review officer support and resources for community development and engagement across the Council and its value for the local member role
- Consult the Cabinet Member for Safer, Stronger Communities and her Senior Adviser

4. Timetable and Reporting

The working group will meet between May and July 2019, with the intention of reporting its conclusions to the Governance Committee meeting on 9 September 2019. Any changes to governance arrangements endorsed by the Committee will need to be approved by County Council on 18 October 2019.

Governance Committee

21 January 2019

Part I

Substitution on Select Committees

Report by Director of Law and Assurance

Electoral Division: Not applicable

Summary

At its last meeting, the Committee asked for a more detailed report to be prepared on substitution, with a view to considering whether to recommend the introduction of formal substitution on Select Committees.

The report sets out how to establish substitution, why substitution was previously abolished in 2005 and also sets out an option for presuming that a member can speak at a Select Committee if that member's political group would otherwise be unrepresented.

Recommendation

The Committee is asked to consider two possible approaches that may help to ensure representation of a political group at a Select Committee meeting – either the introduction of substitutes or changing Standing Orders to presume that a member can speak at a Select Committee if their group would otherwise be unrepresented at the meeting – and to make a recommendation to the County Council.

Proposal

1. Background and Context

- 1.1 The Labour group has requested that a system of substitution should be established for Select Committees. The Labour group only has one seat on each Select Committee and, when that member is unable to attend, there is no option for representation by another member of the group. The Governance Committee considered an initial report at its meeting in November 2018 and asked for a fuller report to be prepared with more detailed options.
- 1.2 Some local authorities operate a system of substitution whereby, if a member is unable to attend a committee meeting, a named substitute will be able to attend in their place, with full voting rights.
- 1.3 The County Council has substitution on its two quasi-judicial committees, the Planning and Rights of Way Committees, to ensure that a quorum can be achieved in decision-making that adheres to tight time limits. Substitution is

also permitted on the Sussex Police and Crime Panel, clerked by the County Council.

- 1.4 The County Council operated a substitute system on its Select Committees from 2000 until it was abolished by the County Council in March 2005. The reasons for the abolition were set out in a Governance Committee report, an extract of which is set out below:

'Use of substitutes

- 15** The Committee's views have been sought on the use of substitutes at meetings. Currently a proportionate panel of substitutes is appointed for Select Committees and the Planning and Rights of Way Committees at the Annual Meeting of the Council. The names of the substitutes for each Committee are published in the list of committee memberships and the political group concerned then nominates substitutes from the list by giving notice to the County Secretary. The use of substitutes for Select Committees, other than Health Scrutiny, is limited to those considering call-in.
- 16** Concern has been expressed about both the difficulty of getting members to stand as substitutes and in finding substitutes available to attend a particular meeting. The Committee has considered the pros and cons of substitutes in terms of continuity of membership of committees, attendance of members at meetings, and the risk of legal challenge attached to the use of a big pool of substitutes. The Committee remains very concerned about member attendance, but feels that the use of substitutes is not an answer.
- 17** As a result it is recommended that substitutes should no longer be allowed for elected members on the County Council's committees. The Governance Committee has asked the Standards Committee to review urgently the options open to the County Council to encourage better attendance.'
- 1.5 Council at the time agreed to abolish substitutes. While substitution has continued on the Planning and Rights of Way Committees, the practical experience of this has been that it has been difficult to secure substitute members to attend at what is usually fairly short notice.
- 1.6 A table of member attendance at Select Committees from May 2017 to October 2018 is set out below to give background information on attendance. This information excludes any co-opted members.

Select Committee	Attendance 2017/18	Attendance April to October 2018
Children and Young People's Services	81%	94%
Environment, Communities and Fire	79%	87%
Health and Adult Social Care	85%	88%

Select Committee	Attendance 2017/18	Attendance April to October 2018
Performance and Finance	82%	83%

- 1.7 One factor to consider is when a political group is smaller than the size required to ensure a seat on each Select Committee. Within the last 10 years, the Labour group and the independent group were two or three members at certain times, which was not enough to give a seat on each Select Committee. Where this is the case, a substitution system would not necessarily help a small political group to ensure that its members had a chance to attend the committee.

2. Proposal

- 2.1 There are two possible approaches that may help to ensure representation of a political group at a Select Committee meeting.
- 2.2 The first approach would be formal substitution. This would mean that if a member of the Select Committee is unable to attend a meeting, another named member of their political group would be able to attend in their place. The benefit of this approach is that the substitute would have full speaking and voting rights. Only one named member would be able to speak on behalf of a group with one seat. If a political group did not have a seat on the Select Committee substitution would not help to give that group an ability to speak to the committee.
- 2.3 The second approach would be to change Standing Order 3.20 to include a presumption that any member asking to speak at a Select Committee should be agreed by the Chairman if that member's political group would not otherwise be represented. This could cover both absence of a committee member or a situation where a political group is not big enough to ensure a seat on each Select Committee. While the member would not have voting rights, their ability to speak could be presumed through an amendment to the Standing Order. This approach would also allow greater flexibility of which member from a group speaks to the Committee. The other effect however would be to grant representation rights which exceed the level of representation due in accordance with the principles of proportionality.
- 2.4 The Governance Committee is asked to consider which, if any, of the approaches it wishes to recommend to the County Council for approval.

3. Resources

- 3.1 Not applicable.

Factors taken into account

4. Consultation

- 4.1 The approach of neighbouring county councils has been checked. This is a summary of arrangements:

Council	Formal Substitutes on Select (scrutiny) Committees?
Buckinghamshire	Yes
East Sussex	Yes, rarely used
Essex	Yes
Kent	Yes
Hampshire	Yes
Surrey	Yes

5. Risk Management Implications

- 5.1 Providing a facility for a political group not otherwise represented on the committee to speak to the committee would help to ensure that the committee has considered a diverse range of views to provide effective scrutiny of significant topics.

6. Other Options Considered

- 6.1 Some councils operate a system of having substitution but without named substitutes. This lessens the chances that a substitute would have received the training and gained the insight that committee members receive, which might lesson the quality of scrutiny.

7. Equality Duty

- 7.1 Not applicable as this is an internal procedural matter.

8. Social Value

- 8.1 Not applicable as this is an internal procedural matter.

9. Crime and Disorder Act Implications

- 9.1 Not applicable

10. Human Rights Implications

- 10.1 Not applicable.

Tony Kershaw

Director of Law and Assurance

Contact: Charles Gauntlett 033 022 22524

Background Papers: None

Governance Committee**Part I****21 January 2019****Governance of the Capital Programme****Report by Director of Law and Assurance****Summary**

Since the capital governance was approved in December 2015, it has been implemented across all capital programmes and projects. Experience of the last three years has led to some proposals for change in order to improve the efficiency and transparency of the capital approvals process in the following areas:

- New projects fully funded from external sources – it is proposed that, where new projects are funded entirely from external sources (grants/S106), their inclusion in the current year programme may be approved by Cabinet Member/officer decision in accordance with capital governance thresholds
- Block Allocations – where routine asset management programmes are marked as 'Block Allocations' approval will be by County Council decision in approving the five-year capital programme.
- Grant Allocations - where programmes are marked as 'Grant Allocations' approval will be by County Council decision in approving the five-year capital programme.

Recommendation

That changes to the governance of the capital programme, as set out in the report, are endorsed for recommendation to the County Council.

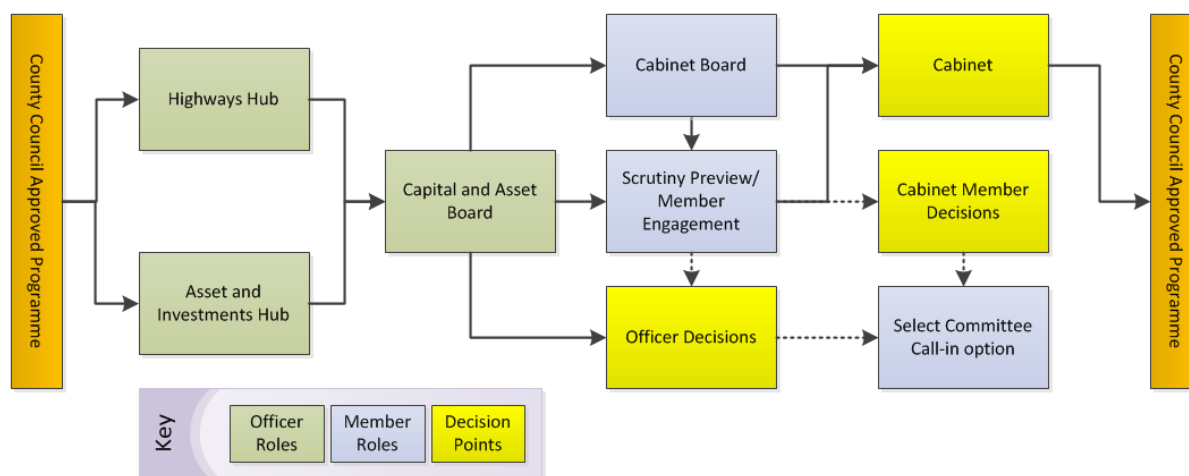
Proposal**1. Background and Context**

- 1.1 The County Council's governance arrangements for a rolling five-year capital programme were agreed at its full meeting on 11 December 2015.
- 1.2 The arrangements clarify decision-making and member involvement – both executive and scrutiny – for the sake of transparency and assurance. The starting point is a sufficiently long-term programme to enable planning and investment over a number of years. The programme is reviewed for more detailed approval by the County Council each year at the budget meeting. There is also a need to show how decisions are made in year to implement the approved plan and to respond to developments and manage change.
- 1.3 The individual elements of the programme will be informed by Strategic Outline Cases (SOCs), demonstrating the purpose of a scheme, the range of options to achieve its objectives, its value, the proposed delivery mechanism and the arrangements for delivery. The SOC will set out the plan to produce

a more detailed Full Business Case (FBC) and seek approval for implementation. Approval will also be sought for any changes to a project's scope or overall budget after approval. For significant and high value projects and changes, member approvals are sought. For lower value or less significant changes, senior officers take such decisions within agreed limits as described below.

2. Proposal

- 2.1 An established officer governance process receives and considers proposed business cases and changes at service-based 'Programme Board' meetings. A standard model for business cases will be used, streamlined for less complex projects, to ensure the input is proportionate. These will be available for consideration by Select Committees if identified for preview.
- 2.2 All projects will have a business justification through the Strategic Outline Case. These will be presented for approval by the relevant Cabinet Member for inclusion in the process of prioritisation by the Cabinet each year ahead of recommendation to the Council for approval of the programme. Individual projects may as usual be considered by the Performance and Finance or relevant service select committees. The chart below describes both the development of the overall rolling programme each year and the decisions to implement the approved programme during the year:



- 2.3 Once the overall capital spend and programme are approved by the County Council, a Full Business Case will be produced for each project for approval of capital funding to implement them. Where a decision relating to the capital programme is also a 'key decision' it will be published in the Forward Plan. A quarterly report on the capital programme will be published in the Members' Information Service and linked to the Members' Information Network database. This will be the focus for monitoring the programme by both the Cabinet and the Performance and Finance Select Committee.
- 2.4 The officer governance is supported by a set of tools and procedures set out in the Capital Programme Handbook, which defines the process for getting schemes approved and managing change. In summary the system means:
- County Council-approved programme is based on SOCs;
 - Officers present business cases or proposed changes for implementation

- of approved schemes to an officer 'Programme Board' for endorsement;
- Schemes requiring investment or change go to senior officer board for approval prior to decision;
- Decision maker (officer/member) identified by published rules;
- Preview or call-in by Select Committee as usual for any decision;
- Quarterly review of programme delivery by the Cabinet Board and the Performance and Finance Select Committee;
- New proposals may be added to the programme by decision in accordance with published rules, if no new capital funding from the Council is required; and
- New proposals seeking new capital investment over and above the approved programme require full Council approval.

Block Allocations and Grant Allocations

- 2.5 As well as the large schemes and development projects that make up much of the capital programme, there will be routine investment in the core business of the Council and grant allocations for community groups to bid for funding.
- 2.6 Programmes managed through Block Allocations will be approved by the County Council on the basis of their SOC and subsequently planned and budgeted for through asset management plans, operating within the approved control totals. Such allocations will be marked as Block Allocations within the published capital programme and will include programmes of property and highways asset maintenance, fleet and equipment asset replacement and other comparable projects. The planning and implementation of Block Allocations will be delegated to the relevant Executive Director or Director.
- 2.7 Programmes of Grant Allocations will be approved by the County Council on the basis of their SOC and subsequently delegated to an identified member or officer to make awards in accordance within the agreed process set out. Such allocations will be marked as Grant Allocations within the published capital programme.

Change management

- 2.8 All significant or cross-portfolio changes will be taken through the Total Performance Monitor and published as Cabinet Member decisions in accordance with their portfolio. It is proposed that changes that fall within paragraph 2.10 below be dealt with through officer delegated powers. The Performance and Finance and service Select Committees will see the Forward Plan and have access to the business cases to preview as required.
- 2.9 Review of the capital programme performance management is part of the core business of the Cabinet Board and the Performance and Finance Select Committee on a quarterly basis.

Officer delegation

- 2.10 Authority is given to the Executive Director Economy, Infrastructure and Environment to take decisions relating to the approved capital programme

and its implementation, in consultation with the Director of Finance, Performance and Procurement and in accordance with the formal governance processes set out in the officer 'handbook'. These will include virement between budgets and increases or decreases within a tolerance. Changes to the scope or the timing of a scheme's implementation will also inform decision making. It is proposed that the scope of delegation to the Executive Director be limited to:

- (i) Where the level of investment or variation is no more than 5% of the total project cost or no greater than £250,000; or
- (ii) Where, not fitting within (i), the level of investment or variation is no more than 10% of the total project cost or no greater than £500,000 the Cabinet Member will be consulted before the decision is made; and
- (iii) Where the decision has not previously been marked by the relevant Cabinet Member for decision by the Cabinet Member; or
- (iv) Where the matter has been the subject of previous Cabinet Member decision delegating further decisions to the Executive Director; or
- (v) Where the relevant Executive Director, in discussion with the Cabinet Member, does not consider the matter to be politically sensitive and so the use of officer delegation would be appropriate.

2.11 Where a scheme is subject to more than one change in any financial year these will be considered cumulatively for this purpose.

3. Resources

3.1 No resource implications.

Factors taken into account

4. Consultation

4.1 The proposals have been developed in consultation with service officers as part of the governance of the capital programme.

5. Risk Management Implications

5.1 None.

6. Other Options Considered

6.1 The proposed changes are to address issues with the existing governance arrangements which are counter-productive in several areas.

7. Equality Duty

7.1 Not applicable.

8. Social Value

8.1 Not applicable.

9. Crime and Disorder Act Implications

9.1 None.

10. Human Rights Implications

10.1 None.

Tony Kershaw

Director of Law and Assurance

Contact: Matt Hall 033 022 22539

Background Papers

None

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Governance Committee

21 January 2019

Part I

Pay Policy Statement 2019/20

Report by Director of Human Resources and Organisational Change

Recommendation

That the proposed revisions to the Pay Policy Statement, as set out in Appendix 1, be endorsed for recommendation to the County Council.

1. Background

- 1.1 The Localism Act requires each local authority to produce a Pay Policy Statement (the 'statement') explaining its approach to the pay of its 'chief officers' and its 'lowest paid' employees and the relationship between the two. The statement has to be published and accessible to the public. The statement must be approved annually before 31 March each year prior to the financial year to which it relates.

2. Pay Policy Statement from 1 April 2019

Legislative changes

- 2.1 As in previous years, legislative changes have been expected in relation to public sector exit payments and as a consequence wording of the Pay Policy Statement may need to change. At the time of updating the Pay Policy the timeline for the proposed changes remains uncertain. Authority has been given to the Director of Human Resources and Organisational Change and the Director of Law and Assurance to approve any changes to the wording of the Pay Policy Statement relating to changes in legislation.

Amendments

- 2.2 Appendix 1 to this report, the Pay Policy Statement 2019/20, sets out the pay determination arrangements for all staff. Only minor changes to the Pay Policy Statement have been made since it was last updated in July 2018 and these are summarised below and the changes are highlighted in strike-through text:
 - (a) Paragraph 4.5: Superfluous text has been removed, which also ensures consistency of wording with paragraph 4.4.
 - (b) Paragraph 4.7: The date of the Transfer of Undertakings (Protection of Employment) Regulations has been deleted in light of there being three versions of the Regulations, all of which may be applicable to this paragraph of the Pay Policy Statement.

Notes

- 2.3 Paragraph 6.2: The 2018/19 Pay Policy Statement made provision for a Pay Award for Strategic Management Grade, Tier 1, effective from April 2018 and thereafter every two years. At the time of writing this report this provision has not been implemented and so has been replicated within the 2019/20 Pay Policy Statement.
- 2.4 Paragraph 6.3: The 2018/19 Pay Policy Statement made provision for a Pay Award for staff on Strategic Management Grades, Tiers 2 and 3, effective from January 2019 and thereafter every two years. At the time of writing this report this provision has not been implemented and so has been replicated within the 2019/20 Pay Policy Statement.
- 2.5 The County Council publishes information relating to the remuneration of staff over a level defined by government guidance in the Annual Report and Accounts and on the West Sussex Data Store (Finance section) on the County Council's website.
- 2.6 Paragraph 14.2 highlights that in addition to the above information, the County Council is due to publish its next Gender Pay report by 31 March 2019.
- 2.7 As at 31 March 2018 the Chief Executive's taxable earnings were 1:7.97 times the median full-time equivalent taxable earnings of all other staff (excluding staff in schools).
- 2.8 As at 31 March 2018 the Chief Executive's taxable earnings were 1:12.65 times the lowest full-time equivalent taxable earnings of all other staff (excluding staff in schools).
- 2.9 The pay multiples between the highest paid salary and the median earnings from 31 March 2014 to 31 March 2018 can be found in Appendix 2.

3. Consultation

The Leader and Cabinet Member for Finance and Resources have been consulted and are supportive of the proposals.

4. Resource Implications and Value for Money

The pay policy will enable members and residents to understand the County Council's approach to pay and reward and the value for money this provides. The resources required to maintain the information have been taken into account in determining the content of the pay policy.

5. Risk Management Implications

The County Council has a statutory responsibility to maintain and publish the Pay Policy Statement.

6. Other Considerations

An Equality Impact Report is not required. However action has been taken to ensure that the Pay Policy statement is fully compliant with the Public Sector Equality Duty.

Heather Daley

Director of Human Resources and Organisational Change

Contact: Colin Chadwick 033 022 23283

Background Papers

None

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Proposed amendments from the current version (July 2018) are shown with deletions struck through (paragraphs 4.5 and 4.7).

West Sussex County Council Pay Policy Statement
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For financial year 1 April 2019 - 31 March 2020
As approved by the County Council on 15 February 2019

1. Aim of the Pay Policy

- 1.1 The County Council's pay policy aims to ensure value for money whilst enabling the County Council to deliver high quality services to the residents of West Sussex.
- 1.2 The County Council seeks to set pay rates that are competitive, but will determine pay at an appropriate level in accordance with relevant legislation, overall affordability, and other relevant factors in recruiting and retaining its workforce.

2. Governance Arrangements

- 2.1 The Governance Committee determines the terms and conditions of employment for all staff.
- 2.2 The Scheme of Delegation provides for the Director of Human Resources and Organisational Change to manage, review and apply the County Council's Human Resources strategy and policies and to determine, with the Chief Executive, the appropriate pay and conditions for the appointment of staff. The responsibilities of specific members of the Cabinet are as described in this Statement.
- 2.3 The Chief Executive is required to keep the Governance Committee informed of any matters of significance relating to staff terms and conditions.

3. Scope of the Pay Policy Statement

- 3.1 This pay policy statement meets the statutory duty to provide the County Council with a description of the policy on staff remuneration for annual approval. It provides information on remuneration arrangements for staff directly employed by the County Council, excluding staff in schools.
- 3.2 The County Council defines its lowest paid employees as those staff paid on the first spinal column point of the County Council's pay grades for National Joint Council (NJC) for Local Government Services staff.
- 3.3 The relationship between the remuneration of the lowest paid employees and that of the Council's senior officers is as described in this statement and by reference to published data requirements.

4. Grading, or Fixed Pay Point, Structure

- 4.1 For staff on Strategic Management Grade (SMG) Tier 1 (i.e. the Chief Executive/Head of Paid Service) a single fixed pay point and grading is determined by the Leader, Cabinet Member for Finance and Resources, and Director of Human Resources and Organisational Change using (a) the local SMG job assessment method and (b) reference to benchmarking remuneration arrangements, including Hay evaluation scores, of relevant comparator organisations.
- 4.2 For staff on Strategic Management Grades (SMG), Tiers 2 and 3 (i.e. Executive Directors and Directors) a single fixed pay point and grading is determined by the Chief Executive and the Director of Human Resources and Organisational Change (other than in the case of the Director of Human Resources and Organisational Change – in which case it will be the Chief Executive alone), using (a) the local SMG job assessment method and (b) reference to benchmarking remuneration arrangements, including Hay evaluation scores, of relevant comparators where available. This method applies a number of weighted criteria and internal and external benchmarking.
- 4.3 For staff on Strategic Management Grade (SMG) Tier 4 (i.e. Heads of Service or equivalent posts that report in to a SMG Tier 1, 2 or 3 post) a single fixed pay point within SMG Tier 4 Hay pay range is determined using (a) the HAY job evaluation scheme (b) reference to benchmarking remuneration arrangements of relevant comparators (c) the levels of skills and experience of the role holder.
- 4.4 For staff on Hay Grades the County Council uses the Hay job evaluation scheme to allocate jobs to the appropriate Hay pay grade.
- 4.5 For staff on NJC pay grades the County Council uses the NJC formal job evaluation procedures to ~~identify the relative worth of roles within the council~~ *and to* allocate roles to the appropriate council pay grade.
- 4.6 For staff appointed on Uniformed Fire Fighters, Teachers (Centrally Employed), Soulbury and Youth Worker terms and conditions, grading is established using a national framework.
- 4.7 Salaries for staff who have transferred into the authority under Transfer of Undertakings (Protection of Employment) Regulations ~~2006~~ (TUPE) or Cabinet Office Statement of Practice (COSOP) arrangements are those applicable at time of transfer and, by agreement, may also be determined in accordance with the local pay framework described above.
- 4.8 NJC and Hay pay grades are published on the County Council's website.

5. Pay Progression

- 5.1 Staff on NJC and Hay grades are eligible for annual incremental increases to base pay until they reach the top of the grade for their role. There is no further base pay progression once the employee reaches the maximum of the grade,

with the exception of a small number of staff who retain an entitlement to an additional long service increment, in accordance with the rules of a scheme which is no longer current.

- 5.2 Incremental progression is subject to 'satisfactory' performance and this will be defined within the Council's Performance Management Policy/Procedure.
- 5.3 Pay progression for Uniformed Fire and Rescue Service, Teachers (Centrally Employed), Soulbury and Youth and Community Worker roles are based on assessment against national standards and/or terms and conditions of service.
- 5.4 Pay progression for newly qualified social workers is determined by the Continuous Professional Development (CPD) and Pay Progression Policy. Progression is subject to satisfactory completion of an Assessed and Supported Year (AYSE).
- 5.5 Pay progression can also be achieved where an agreed career grade scheme is in place. Employees must satisfy specified criteria.
- 5.6 In exceptional circumstances staff increments may be accelerated within an employee's grade at the discretion of the Director in consultation with the Director of Human Resources and Organisational Change on the grounds of special merit or ability.
- 5.7 The pay progression arrangements for staff who have transferred into the authority with protected terms and conditions are those applicable at time of transfer.

6. Local Pay Awards

- 6.1 There is no automatic annual cost of living increase for staff on SMG or Hay grading arrangements.
- 6.2 Pay awards for Strategic Management Grade, Tier 1 are determined locally by the Leader and Cabinet Portfolio Holder for Finance and Resources every two-years. Any pay increase will be effective from April 2018; and will be subject to (a) good or exceptional performance determined by the Leader in an appraisal and performance based on delivery of corporate objectives and/or (b) reference to benchmarking remuneration arrangements of relevant comparators. Any pay award will follow consultation with the officer concerned.
- 6.3 Pay awards for staff on Strategic Management Grades, Tiers 2 and 3 are determined locally by the Chief Executive and Director of Human Resources and Organisational Change (other than in the case of the Director of Human Resources and Organisational Change – in which case it will be the Chief Executive alone). Any pay increase will be effective from January 2019; thereafter from April 2020; and thereafter every 2 years. Any pay increase will be subject to (a) good or exceptional performance in an appraisal and

performance based on delivery of corporate objectives and/or (b) reference to benchmarking remuneration arrangements of relevant comparators. Any pay award will follow consultation with the staff concerned.

- 6.4 The pay awards for staff on Strategic Management Grades, Tier 4, are determined locally and are approved by the Chief Executive in consultation with the Director of Human Resources and Organisational Change. Any pay award will follow consultation with the staff concerned.
- 6.5 The pay awards for staff on Hay pay grades are determined locally and are approved by the Chief Executive in consultation with the Director of Human Resources and Organisational Change; and following consultation with the staff concerned and UNISON.
- 6.6 The total sum available for any pay increase for staff on SMG or Hay grading arrangements is decided annually by the Chief Executive, in consultation with the Director of Finance, Performance and Procurement (S151 Officer) and Director of Human Resources and Organisational Change. This is based on consideration of appropriate market and other relevant information, including the performance of the County Council and affordability.
- 6.7 In exceptional circumstances; and as approved by the Leader in the case of SMG Tier 1; and as approved by the Chief Executive in the case of SMG Tier 2 to 4 and Hay grades - an unconsolidated additional payment may be made to recognise exceptional performance.

7. Market Supplements

- 7.1 The County Council may pay a market supplement, in addition to base salary, in order to recruit or retain staff with special skills experience or knowledge.
- 7.2 Market supplements are applied, reviewed and withdrawn in accordance with the County Council's market supplement policy which is published on the County Council's website.

8. Remuneration on Appointment and Promotion

- 8.1 It is the County Council's policy to appoint at the minimum of the relevant pay range – where a pay range as opposed to a single spot pay point exists, unless:
- the individual is deemed to be immediately capable of performing the role at the optimum level required for the post;
 - the market value for the individual's experience and/or skills demands a higher entry point;
 - appointment above the minimum of the grade is required to ensure pay parity with other employees performing the role, with similar skills and experience; or

- nationally determined arrangements apply to remuneration on recruitment and promotion.

8.2 The Governance Committee has delegated the authority to determine standard terms and conditions for staff and to delegate to appropriate roles the determinations of salaries on appointments as set out in this Statement.

9. Other elements of the Remuneration Package

9.1 Allowances and Enhancements

The County Council pays allowances to staff for additional responsibilities and duties as required to deliver services. The Allowances and Enhancements Policy is published on the County Council's Website.

Allowances for Uniformed Firefighters, Teachers (centrally employed by the County Council), Soulbury and Youth and Community Workers are determined in accordance with national arrangements, and as amended locally.

Staff who have transferred into the authority are covered by the applicable terms in place at time of transfer and as amended locally.

The Director of Law and Assurance is the Returning Officer for County Council elections and is eligible to receive election fees for carrying out these duties.

9.2 Annual Leave

Annual leave entitlements vary according to the terms and conditions of employment. Annual Leave entitlements are published on the County Council's website.

9.3 Pension Scheme

Membership is determined by the relevant conditions of service and is subject to the rules of the scheme. The County Council operates the following pension schemes: Local Government Pension Scheme (LGPS), the Teachers' Pension Scheme (TPS) the Teachers' Pension Scheme 2015, the Fire Fighters Pension Scheme (now closed to new entrants) (FPS), the New Fire Fighters Pension Scheme (NFPS) (now closed to new entrants), the Firefighters' Pension Scheme 2015, the NHS Pension Scheme and the 2015 NHS Pension Scheme.

9.4 Abatement of Pension

Staff who are employed or re-employed by the County Council and who are in receipt of pension either under the Local Government Pension Scheme (LGPS), or the Fire Fighters Pension Scheme (FPS and NFPS) are subject to the rules on abatement of pension for the relevant scheme. The Abatement of Pension Policy is published on the County Council's website.

- 9.5 Staff in receipt of an NHS or Teachers' pension are subject to the relevant Pension Scheme Regulations on abatement.

10. Termination of Employment

- 10.1 The County Council has determined that a vote by the Council on severance payments above a defined threshold is not required. This is due to the fact that the Governance Committee determines all pay policies including those affecting severance payments.

10.2 Redundancy

The County Council's policy on redundancy, redundancy payments and re-employment is determined by the Governance Committee and is available on the County Council's website.

Staff who have transferred into the authority are covered by the applicable terms in place at time of transfer.

10.3 Settlements of employment-related claims

In exceptional circumstances, and specifically so as to settle a claim or potential dispute, the Director of Law and Assurance can agree payment of a termination settlement sum in consultation with the Director of Human Resources and Organisational Change.

11. Pay Protection

- 11.1 The County Council's pay protection policy is approved by the Governance Committee. The policy provides a mechanism for assisting employees to adjust to a reduction in pay as a result of organisational change, job evaluation or redeployment as a result of ill health or disability.
- 11.2 Staff who have transferred into the authority with protected terms and conditions are covered by the applicable terms in place at time of transfer.

12. Remuneration of staff on a Contract for Services, or engaged via a third party Agency

- 12.1 The County Council intends that individuals engaged via a Contract for Services are remunerated at a rate consistent with pay of directly employed staff performing a comparable role. However the County Council may reflect market factors in remuneration levels, whilst ensuring value for money.

13. Employment Tax

- 13.1 The Council encourages the direct employment of staff and pays them via the payroll system in order to ensure that appropriate deductions for income tax and national insurance contributions are made. However in exceptional circumstances individuals may be engaged through a Contract for Services in accordance with the relevant legislation.

14. Publication of information on the remuneration of staff; or individuals engaged via Contracts for Service
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- 14.1 The County Council publishes information relating to the remuneration of staff over a level defined by Government guidance in the Annual Report and Accounts and on the West Sussex Data Store on the County Council's website. In addition the County Council publishes the pay ratio between the highest paid salary and the lowest salary and this information is available on the County Council's website.
- 14.2 Gender pay reporting will be published annually in accordance with legislative requirements.
- 14.3 The County Council will ensure that all of its arrangements for managing personal data in relation to staff contractual, payment and performance arrangements are managed in accordance with all Data Protection legislation and the County Council's current Data Protection Policies. The County Council is committed to ensuring the security and maintaining the confidentiality of all personal staff data.

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Pay Multiples

Date	Highest Paid	Median Pay		Lowest Pay	
		Median Pay	Pay Ratio (to highest paid)	Lowest Pay	Pay Ratio (to highest paid)
31/03/18	£190,000	£23,850	1:7.97	£15,014	1:12.65
31/03/17	£190,000	£24,095	1:7.89	£14,514	1:13.09
31/03/16	£153,717	£23,763	1:6.46	£13,614	1:11.29
31/03/15	£152,666	£23,580	1:6.47	Not reported	Not reported
31/03/14	£119,366	£19,696	1:6.06	Not reported	Not reported

* Excludes staff based in schools

Notes:

(1) Pay multiples:

- (a) As specified in the Local Government Transparency Code 2015, the “pay multiple” compares the taxable earnings of the highest paid member of staff to the median full time equivalent taxable earnings of all staff (excluding staff based in schools) at the specified date.
- (b) “Lowest pay” is the Full-time equivalent lowest taxable earnings of all staff (excluding schools) at the specified date.

(2) The variation in the median pay level for all other staff between 2014 and 2015 is due to the way the median has been calculated. The calculation has taken into account guidance available at the time of publishing.

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Governance Committee

21 January 2019

Part I

Report of the Member Development Group

Report by Chairman

Summary

The Member Development Group is the custodian of all aspects of the member role and has responsibility for managing the member development process. It is a sub-group of the Governance Committee and provides regular reports to the Committee on its work.

This report provides an overview of activities since the Group's last report in May 2018, including details of member development sessions.

Recommendation

That the report be noted.

1. Background and Context

- 1.1 The Member Development Group (MDG) is the custodian of all aspects of the member role and has responsibility for managing the member development process. This includes the programme of all-member sessions and an induction programme following elections every four years. MDG is also responsible for wider development activity including member training, skills development and obtaining feedback on the member role.
- 1.2 This report provides an overview of activities since the last report to the Governance Committee in November 2018, including MDG's current and upcoming programme.

2. Member Development Activity, November 2018 to March 2019

- 2.1 The table below sets out Member Day sessions and member training held since the Committee was last updated. All feedback analysis is shared with services, along with suggestions on further engagement and how to improve future sessions.

Date	Topics	Attendance
07.11.18	• Public Health	27
16.11.18	• Briefing on the Draft Gatwick Master Plan (held in Crawley)	23
05.12.18	• Armed Forces Covenant	21
	• LocalView Fusion (mapping tool) Workshop	18

- 2.2 MDG last met on 3 December 2018, when it reviewed the two Member Day sessions held in November. The Briefing on the Draft Gatwick Master Plan was held in collaboration with representatives from Gatwick Airport Limited (GAL). Whilst the event was generally viewed positively, it was clear from a small number of comments that some members had expected more information to be available by GAL. Turnout for the Armed Forces Covenant was relatively low, but the satisfaction with the event overall was high, with most finding the session very informative. The workshop on LocalView Fusion was offered to members who wish to better understand this mapping tool and feedback has been positive, although MDG has not yet reviewed this (which it will do at its next meeting, on 4 February 2019).
- 2.3 Plans for future Member Days and training opportunities are set out below, although it should be noted that the programme and session dates and timings are subject to change. MDG considers all proposals for Member Day topics, taking into account member needs, priorities and service requirements.
- **9 January 2019** – County Council Revenue Budget 2019/20, Savings Programme and Capital Programme
 - **30 January 2019** – cancelled
 - **27 February 2019** – Adults and Health: service overview and general updates (all day event) TBC
 - **22 March 2019** – Transformation Programme (Whole Council Design) – to be held at County Hall North, Horsham
 - **24 April 2019** – Start of Life (details TBC)
 - **15 May 2019** – TBC
 - **26 June 2019** – TBC
 - **10 July 2019** – TBC

3. Member Development Activity, April 2019 to March 2020

- 3.1 Activities being carried out that are separate to or complement Member Days include:
- (a) **Social Media Training** – was highlighted as a need by some members in the 2018 Member Survey. An offer of one-to-one training on the use of social media (to be provided by the Communications Team and Democratic Services staff) will be offered to members in the New Year. If there is sufficient interest, a group session may be arranged.
 - (b) **Visits to the Materials Recycling Facility (MRF) in Ford** – it is intended to offer members the opportunity to visit the MRF in spring 2019. This will enhance members' understanding of the County Council's responsibilities regarding waste, and provide a follow-up to the Member Day event held at the Mechanical Biological Treatment (MBT) facility in Warnham in 2018.
 - (c) **Online Training Opportunities** – MDG has reviewed online training opportunities and supports the use of use of online learning courses, where available on the Corporate Learning and Development website. This provides an additional way for members to access learning

opportunities. MDG is particularly keen for such online training opportunities to be offered in conjunction with Member Days – so that members who are not able to attend might still be able to find out about the topic. Members have therefore been advised of the availability of the Armed Forces Covenant online course, as a follow-up to the Member Day held in 2018. MDG will review uptake by members of this, and any other relevant online courses in the future.

- (d) **Film/Podcasts of Member Days** – MDG is looking to progress plans to provide members with a short a film and/or podcast following each Member Day, as supported by the Governance Committee at its last meeting. This will include a brief overview of the purpose of the event/topic, main objectives, key points raised in discussion and details of what will happen next.

- 3.2 As reported to the Committee in November, MDG has set up a working group to develop a three-year programme to promote local democracy, leading up to the 2021 elections. The first phase of this is focusing on barriers to standing for election and ways to encourage under-represented groups, including women, to become councillors. The working group has held two meetings to date, and is due to hold two further meetings as part of its first phase of work. It has not yet reported back to MDG, but is due to do so in February 2019. A more detailed update will therefore be provided to this Committee in March.
- 3.3 MDG has begun the work on developing a programme for 2019/20, and will be considering outline plans and potential topics at its next meeting in February. This will be reported to the Governance Committee through the next MDG update report.

Factors taken into account

4. Consultation

- 4.1 No consultation has taken place because this is a report dealing with internal or procedural matters only.

5. Risk Management Implications

- 5.1 It has been previously agreed that Member Development Group will regularly report to the Governance Committee. To not do so would jeopardise the vital overview that the Governance Committee maintains regarding member development, training and engagement activity.

6. Other Options Considered

- 6.1 There are no other options to consider because this is a report dealing with internal or procedural matters only.

7. Equality Duty

- 7.1 An Equality Impact Report is not required for this decision because this is a

report dealing with internal or procedural matters only.

8. Social Value

- 8.1 There are no social value implications because it is a report dealing with internal or procedural matters only

9. Crime and Disorder Act Implications

- 9.1 There are no crime and disorder implications decision because this is a report dealing with internal or procedural matters only.

10. Human Rights Implications

- 10.1 There are no Human Rights implications because this is a report dealing with internal or procedural matters only.

Debbie Kennard

Chairman, Member Development Group

Contact: Tracey Guinea, 033 022 28679

Background Papers

None