

Report Title:	Constitutional Review
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Dudley: Leader of the Council Councillor Targowska: Principal Member for Legal, HR & IT.
Meeting and Date:	Council 26 June 2018
Responsible Officer(s):	Mary Severin - Monitoring Officer
Wards affected:	All

REPORT SUMMARY

1. In September 2017, following the Local Government Association Peer Review, the Leader, requested a review of the Constitution. The review was overseen by a working group of Elected Members (Councillors Targowska (Chairman) Beer, Bicknell, Coppinger, Dr L Evans, Jones, Kellaway and Story). A wider group of councillors attended some working group meetings (Councillors Dudley, Grey, Hill, McWilliams and Stretton).
2. In March 2018, the outcomes of the review were presented to all members of the Council. Changes were made as a consequent and a revised revision presented at an all member briefing, 16th April 2018. Further changes were received from the administration, via the Leader.
3. This report captures all the proposed changes to the Constitution in municipal year 2019/20:
 - Numbers and Terms of Reference of subcommittees, forums and panels of Council and Executive.
 - Numbers and Terms of Reference of Overview and Scrutiny.
 - Clarification of the role and functions of Cabinet Members,
 - Council Rules of Procedure, including Petitions Scheme.
 - Member Code of Conduct and Complaints Process.
 - Adoption of a Partnership Protocol and Member's Social Media Protocol.
4. This report also recommends changes to take effect from 27 June 2018:
 - 4.1 Part 8A – Contract Procedure Rules - to improve operational efficiency at officer approval levels.
 - 4.2 Borough Wide Development Management Panel Terms of Reference

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Full Council approves the amendments to the Constitution:

- i) From the first annual meeting of council in 2019/20 to numbers and terms of reference for:
 - a. Sub-committees, forums and panels of Council and Executive, see points 2.4 and Appendix 1.
 - b. Overview and Scrutiny, see points 2.5 and 2.6 and Appendix 1.
 - c. Roles and duties of Cabinet Members, see point 2.7.
 - d. Council Rules of Procedure, see points 2.8.

- e. **Member Code of Conduct and Complaints process, see points 2.9 – 2.10.**
 - f. **A new Partnership Protocol and Member’s Social Media Protocol, see points 2.13 and Appendices 2 and 3.**
- ii) **From 27 June 2018:**
- a. **Changes to Part 8A – Contract Procedure Rules, see points 2.14;**
 - b. **Changes to Borough Wide Development Management Panel Terms of Reference; see point 2.15.**

2 REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The Constitution of the Council is the single point of reference containing the principal operating structures and procedures of the authority. It sets out how the Council operates, how decisions are made and the procedures to be followed to ensure that these are efficient, transparent and accountable to local people. It was redrafted in 2011 in response to changes made under the Localism Act 2011.
- 2.2 During 2017/18 two pieces of work have taken place that have influenced a review of the constitution:
- The Local Government Boundary Commission for England (LGBCE) is undertaking an Electoral Review in the authority, resulting in changes to ward boundary and the number of elected councillors, 57 to 42, from the municipal year 2019/20.
 - A Local Government Association (LGA) Peer Review, September 2017, which recommended a review of the Constitution.
- 2.3 As a result of these pieces of work the Leader requested a review of the constitution. A Constitution Review Working Group (CRWG) was established with the objectives to engage all Members in reviewing and proposing amendments to the Constitution. During five months, December 2017 and April 2018, the review group debated the constitution, reviewed constitutions from other local authorities. The group concluded with recommendations for changes in six areas of the constitution:
- Numbers and Terms of Reference of subcommittees, forums and panels of Council and Executive, see point 2.4.
 - Numbers and Terms of Reference of Overview and Scrutiny, see point 2.5 and 2.6
 - Clarification of the role and functions of Cabinet Member, Principal Member and Deputy Lead Member, see 2.7.
 - Council Rules of Procedure, including Petitions Scheme, see point 2.8.
 - Member Code of Conduct and Complaints Process, see point 2.9 and 2.10.
 - Adoption of a Partnership Protocol and Member’s Social Media Protocol, see point 2.13 and Appendix 2 and 3.

Note: The recommended changes are highlighted in red, for ease of reference, in the constitution, see Appendix 4 - available at:

<http://rbwm.moderngov.co.uk/ieListDocuments.aspx?CId=134&MId=7095>

- 2.4 Focus of the changes are:
- 2.4.1. Forums/bodies etc. that are not subcommittees of Council, will no longer be recorded in the Constitution. Instead the Council’s involvement will be documented at <http://rbwm.moderngov.co.uk/mgListOutsideBodies.aspx?bcr=1> as an outside body.
- 2.4.2. Subcommittees have been merged and terms of reference for the resultant subcommittee widened. 7 committees Council (3 Overview & Scrutiny Panels, Sustainability Panel, Tourism Development Forum, Audit & Performance Review

Panel and Cycle Forum) have been removed as their remit has been either merged into Cabinet or into an Overview and Scrutiny Panel.

- 2.5 The CRWG concluded that effective scrutiny by councillors is more than scheduling meetings and that there was a degree of duplication of work between the seven panels. Accordingly, it recommended an O&S Management Committee and four further subcommittees. This change could increase opportunity for more input into policy development to assist Cabinet and Council to deliver to their strategic priorities. Although the use of a separate Management Panel has merit, it was considered that a lower number of panels will be able to achieve the same aims in relation to efficiency, focussing resources on matters of importance. Having fewer Panels will achieve the same and avoid duplication of effort. The final recommendation is four panels.
- 2.6 The proposed changes are:
 - 2.6.1 Reduction in the number of panels from 7 to 4 panels, membership shall reduce to 5 members for each panel, see Appendix 1. The 4 O&S panels are (i) Adults, Children's and Health (ii) Corporate Services (iii) Communities (iv) Infrastructure.
 - 2.6.2 The cessation of the automatic reviewing and approval of every report prior to submission to cabinet.
 - 2.6.3 Call in of an executive decision (whether by an officer, Cabinet or member of Cabinet) can be made by either (i) 3 members (one being a member of an O&S panel) or (ii) any 5 members of the Council.
- 2.7 The Constitution is silent on the roles and duties of each cabinet members. The Local Government Act 2000 (Constitutions) (England) Direction 2000 requires under paragraph 3(c) that a description of the principal roles and functions of members under executive arrangements is included in the Constitution. In addition, the Constitution has been modified to include the roles of other key members such as the Leader of the Opposition and the chairpersons of various panels. The proposed change is to add the roles and duties of each of these roles. The roles of Principal Members and Deputy Lead Member will be removed from May 2019.
- 2.8 The proposed changes to Part 2C – Council Rules of Procedure include:
 - 2.8.1 The 4 year term is removed and Leader of the Council must be elected by full Council on an annual basis.
 - 2.8.2 Stating the overriding role of the Mayor (or chairman for committees of council) is to conduct meetings in a reasonable, objective and non-political manner to achieve efficient and orderly conduct of the meeting, allowing full and effective debate/decision making with the aim of promoting confidence in the Council by the public.
 - 2.8.3 The decision of chairman on process and procedure is full and final (subject to a motion to override being passed) and the members must remain silent during any period when the chairman seeks advice from officers.
 - 2.8.4 Members of the public can ask questions of Cabinet Members only. This includes Extra-ordinary meetings providing the question refers to the matter being considered. The Mayor will decide the deadline for public questions for Extra-ordinary .meetings.
 - 2.8.5 Supplementary questions can no longer be raised by Councillors or the public.

- 2.8.6 Public questions that are not answered (due to lack of time) will be answered in writing or at the next Council meeting (at the questioner's choice).
 - 2.8.7 Members can ask questions of Cabinet Member only. The Cabinet Member can ask another member of the Council to provide the response (provided this has been agreed prior to the meeting and that the questioning member has also agreed).
 - 2.8.8 The Leader shall have the right to raise more than 2 questions if an urgent matter arises (similar to the Opposition Leader).
 - 2.8.9 Responding to all questions shall be limited to a maximum of 2 minutes.
 - 2.8.10 The content of speeches needs only to be 'relevant' to the motion or matter under debate (in the opinion of the Mayor). At all times members must be respectful and courteous of each other, officers and the public.
 - 2.8.11 Voting shall ordinarily (except for budget setting) be by show of hands unless 2 (committees) or 5 (full Council) members request a named vote, apart from Development Management Panels at which named votes shall continue unless the decision is unanimous. Any member may request that the minutes show how they voted.
 - 2.8.12 Where the Mayor or a member is speaking then all other members must not speak unless requested to do so by the Mayor.
 - 2.8.13 Any 'no-confidence' motion in a member holding a special responsibility can only be debated on notice when requested by at least 10 members. Where such motion is passed, then the Council shall have the option of immediately voting on a replacement member or waiting until the next meeting of Council. Where a 'no-confidence' is passed in respect to a member of cabinet (other than the Leader) then the replacement member will be selected by the Leader of the Council.
 - 2.8.14 Any petition relating to any regulatory matter (such as licensing or planning) will be referred to the relevant committee of Council or officer to be considered at the relevant time irrespective of the number of persons signing the petition. If received after the relevant time, then the petition will not be considered.
 - 2.8.15 Electronic petitions will only be accepted using the Borough's e-petition system as it verifies the signatory is a live user (with an individual email address) and verifies postcode as being within the Borough. Hard copy petitions (and a petition consisting of the two types) will continue to be accepted.
 - 2.8.16 Petitions for debate by full Council will require 1,500 petitioners (similar to other authorities).
 - 2.8.17 Petitions to hold an officer to account will require 750 petitioners (similar to other authorities).
 - 2.8.18 Petitions will only be accepted from persons who reside in the Borough.
- 2.9 The CRWG considered matters of conduct that have commonly arisen and the lack of meaningful guidance in the Constitution on matters the public may consider important such as confidentiality. Matters of conduct for Councillors is governed by Part 7A of the Constitution (Members Code of Conduct). The review of this Part noted that the Code was less prescriptive than other local authority codes, for instance the complaints process had no oversight nor member involvement at any stage, which is unusual. The Borough is the only Berkshire authority that does not have any member involvement in the member Code of Conduct process. The LGA has advised that they are not aware of any other authority where members are not involved in the

complaints process. The current process lacks the context and understanding of the facts that another group of Councillors could bring when considering a purported breach.

2.10 The proposed changes for **the Code of Conduct** are:

- 2.10.1 A requirement for Councillors to behave in a manner that a reasonable person would consider to be respectful.
- 2.10.2 A requirement that Councillors must not disclose information that they are aware is (i) confidential (ii) ought reasonably to believe is confidential unless they have the permission of the person authorised to give it or are required by law to do so. Note - guidance has been added as an appendix to assist Councillors in identifying what is confidential information and what 'respect' means. The guidance has been taken from guidance issued by the former Standards for England guidance.

The proposed changes for **the complaints process** are:

- 2.10.3 In relation to breaches of the Code of Conduct that cannot be addressed by informal action such as training, apology etc. the matter is referred to a subcommittee of Council to consider the matter. This will be the Employment Panel whose remit shall be widened to include Code of Conduct complaints. The name of the Panel will be changed to the 'Employment & Member Standards Panel'.
 - 2.10.4 Five individual members of the Employment and Member Standards Panel, will make a determination. A panel of five peers are better suited to offer a more balanced and consistent decision and should be able to understand and contextualise the particular circumstances by their own experience and role as a Councillor.
 - 2.10.5 The procedure used during any meeting of the Panel shall be similar to other appeal processes and shall allow rights to address the Panel, a right to be accompanied, a right to call and ask questions of witnesses, etc.
 - 2.10.6 If the Panel finds the Member in breach of the code, then it can recommend actions to the Leader, Group Leader or Council such as training, and removal from special responsibilities.
 - 2.10.7 Decisions of the Panel will be reported on the Council's website in the same way as current.
- 2.11 The LGA Peer Review highlighted that delivery of services by the Council has changed significantly since the Constitution was last reviewed. In particular Council services are being delivered through a range of partnerships. The LGA suggested the development of a partnership protocol to ensure a uniformed understanding of how the partnerships worked and clarity as to reporting structures and accountability
- 2.12 Councillors are increasingly using social media and electronic communications to interact with residents, the local media and other organisations. A number of councils have policies in place to guide councillors in their use of social media, particularly in relation to the principles of public life detailed in the Councillor's Code of Conduct.
- 2.13 The proposed **Partnership Protocol**:
- 2.13.1 Establish a dedicated web-page to provide information on the current partnerships, including details of directors and governance functions.
 - 2.13.2 The Council's Constitution is supplemented by a Partnership Protocol. The Protocol details the remit for the Council's partnerships in particular

minimum requirements and expectations in relation to governance, deliverability to key performance indicators and accountability to the Council, see Appendix 2.

The proposed **Social Media Protocol**:

2.13.3 The Council's Constitution is supplemented by a dedicated Member's Social Media Protocol, see appendix 3.

2.14 The Senior Management Team considered **Part 8A - Contract Procedure Rules**. SMT is recommending a series of changes to take effect immediately to ensure that:

2.14.1 the rules remain compliant with the Public Contract Regulations 2015; and

2.14.2 there is better and more balanced decision making by officers when seeking, tendering and awarding a contract and that member consultation is maintained for the higher value contracts.

2.15 The terms of reference for the Borough Wide Development Management Panel have been revised in **Part 6 -Terms of Reference for all other committees panels and other bodies of the Council**. The terms of reference are being expanded so that applications for Major Development will be considered by the Borough Wide Development Management Panel when either:

a) the Head of Planning in consultation with the Leader of the Council considers the application should be considered by the Borough Wide Development Management Panel; or

b) the Head of Planning has recommended refusal and the application has not been called-in for determination for a decision by the relevant Area Development Management Panel

Where both (a) and (b) above occurs then the application for Major Development will be referred to the Borough Wide Development Management Panel for determination.

Table 1: Options

Option	Comments
Approve the changes. The recommended option	The updated Constitution will promote best practice and confidence in decision making.
Modify the changes proposed and approve modified changes.	Members may wish to propose and consider amendments to the recommended changes.
Do not approve the changes and keep the current constitution.	The Constitution will not align with the Councils' operating model or promote best practice.

3 KEY IMPLICATIONS

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Consider the proposals and, where agreed, amend the Constitution by the date agreed.	Do not amend the Constitution by the date set out.	Amend by the date set out.	n/a	n/a	27 June 2018 and May 2019

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The financial implications is a circa £220k reduction in cost, effective 2019/20 mainly due to reduction in allowances. This includes savings associated with Boundary Review changes. There is a time saving where the number of meetings will reduce by 17% from 2018/19. Appendix 5 shows the breakdown and savings relating to time and cost.

5 LEGAL IMPLICATIONS

- 5.1 The Constitution must be in compliance with the terms of the Local Government Act 2000, Local Government and Public Involvement in Health Act 2007, Local Democracy, Economic Regeneration and Construction Act 2009, Localism Act 2011 and any other relevant statutory acts or guidance.

6 RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
There is a risk of challenge if the Constitution is not legally updated.	Constitution is not updated.	Constitution is regularly reviewed and updated.	Revised Constitution available on website and is not open to challenge.

7 POTENTIAL IMPACTS

- 7.1 If decisions are not taken in accordance with the adopted framework they are potentially open to challenge which could be damaging to the Council's reputation and/or delay operational decisions, which may in turn result in additional costs being incurred. Costs may arise from having to repeat activities, defending decisions or compensating for unlawful decisions.
- 7.2 The proposed changes are considered by the CRWG to improve corporate governance. Further changes were proposed post review by the CRWG by the administration to compliment the corporate aims of the Council.

7.3 The Changes to Part 8A – Contract Procedure Rules were approved by Senior Management Team so that the Contract Rules comply with the Public Contract Regulations 2015.

8 CONSULTATION

8.1 The CRWG meetings have been attended by a wider group of members. The members of the Working Groups have liaised with their fellow Councillors. All Member Briefings were undertaken on the 26 and 27 March 2018 and the 16th April 2018.

8.2 Further changes were proposed by other members through the Leader after CRWG had completed its work.

9 TIMETABLE FOR IMPLEMENTATION

Table 4: Implementation timetable

Date	Details
26/06/18	Full Council considers and confirms what changes to be adopted.
27/06/18	Updated and revised Constitution published with changes to Contract Procedure Rules and Borough Wide Development Management Panel
May 2019	Updated and revised Constitution published for first meeting of 2019/20 municipal year.

10 APPENDICES

10.1 The report is supported by four appendices:

- Appendix 1: Changes to Numbers and Terms of Reference of subcommittees, forums and panels of Council and Executive
- Appendix 2: Partnership Protocol
- Appendix 3: Member's Social Media Protocol
- Appendix 4: Constitution with tracked changes – available electronically
- Appendix 5: Time and Cost Savings

11 BACKGROUND DOCUMENTS

11.1 None

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
All members	All members of the Council	07/06/18	-
SMT	Senior Management Team	07/06/18	-

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Non-key decision	No	No
Report Author: Sean O'Connor / Karen Shepherd		

Appendix 1

Changes to Numbers and Terms of Reference of subcommittees, forums and panels of Council and Executive

No.	Category	Meeting	Working Group Proposals		Date change to take effect
			Retain/ Merge / Remove / Move	Reason for Proposal	
1	Executive	Cabinet	Retain	Required for executive model of governance	No change
2	Executive	Cabinet Prioritisation Sub Committee	Delete	Quorum is only 1 less than full cabinet. If an urgent meeting is required, a Cabinet meeting with a quorum of 3 can be called.	May-19
3	Executive	Cabinet Local Authority Governors Appointment Sub Committee	Delete	decision not a key decision so delegated to Director in consultation with Lead Member to make recommendations for appointment	May-19
4	Executive	Cabinet Regeneration Sub Committee	Delete & Merge	current membership is 8/10 Cabinet Members already, items to go to monthly Cabinet meeting	May-19
5	Scrutiny	Adult Services and Health Overview & Scrutiny Panel	Delete & Merge	Model is 4 O&S Panels. Terms of Reference merged with former Children's Services O&S	May-19
6	Scrutiny	Children's Services Overview & Scrutiny Panel	Delete & Merge	Merged into the Adults Children's and Health Overview and Scrutiny	May-19
7	Scrutiny	Culture & Communities Overview & Scrutiny Panel	Delete & Merge	ToR to be merged into Communities O&S Panel	May-19
8	Scrutiny	Highways, Transport & Environment Overview & Scrutiny Panel	Delete & Merge	Environment aspects to be merged into Communities O&S Panel; Highways and Transport aspects to be merged into Infrastructure O&S Panel	May-19
9	Scrutiny	Crime and Disorder Overview and Scrutiny Panel	Delete & Merge	ToR to be merged into Communities O&S Panel	May-19
10	Scrutiny	Planning & Housing Overview and Scrutiny Panel	Delete & Merge	ToR to be merged into Infrastructure O&S Panel	May-19
11	Scrutiny	Infrastructure O&S Panel	New	Model is 4 O&S Panels	May-19
12	Scrutiny	Communities O&S Panel	New	Model is 4 O&S Panels	May-19
13	Scrutiny	Corporate Services Overview and Scrutiny	Merge	Includes the terms of Reference for former Audit and Performance Panel and Corporate Overview and Scrutiny	May-19
14	Scrutiny	Adult Children's and Health	New	Includes the terms of Reference includes terms for former (i) Adults and Health and (ii) Children's services Overview &	May-19

No.	Category	Meeting	Working Group Proposals		Date change to take effect
			Retain/ Merge / Remove / Move	Reason for Proposal	
		Overview & Scrutiny		Scrutiny	
15	Other Mandatory	Corporate Parenting Forum	Retain	statutory requirement	No change
16	Other Mandatory	Health and Wellbeing Board	Retain	It is a requirement of the Health and Social Care Act 2012 and is part-funded by the Royal Borough.	No change
17	Regulatory	Berkshire Pension Fund Panel / Berkshire Pension Fund Advisory Panel / Local Pension Board / Berkshire Pension Fund Panel Sub Committee	Retain	Not a committee of council but requested that these continue to be recorded in constitution as 'Other committee'	No change
18	Regulatory	Employment & Members Standards Panel	Retain	To be retained (revised name) and remit widened to include Member standards. To meet 6 times per year (and sub committees to meet as necessary for code of conduct issues)	May-19
19	Regulatory	Licensing Panel	Retain	quasi-judicial and statutory requirement	No change
20	Regulatory	Maidenhead Development Management Panel	Retain		May-19
21	Regulatory	Windsor Urban Development Management Panel	Retain		May-19
22	Regulatory	Windsor Rural Development Management Panel	Retain		May-19
23	Regulatory	Borough-wide Development Management Panel	Retain	To be retained. Panel meetings called when required by Head of Planning (in consultation with Leader. 15 members	No change
24	Regulatory	Parish Development Management Panels	Delete	never convened	May-19
25	Discretionary	Aviation Forum	Retain	To be retained	No change
26	Discretionary	Constitution Sub Committee	Retain	To be retained	No change

No.	Category	Meeting	Working Group Proposals		Date change to take effect
			Retain/ Merge / Remove / Move	Reason for Proposal	
27	Discretionary	Flood Liaison Group	Retain	Not currently in Constitution as it is not a formal council meeting and is considered an Outside Body. To be retained for now to support the delivery of the Lower Thames Scheme.	No change
28	Discretionary	Grants Panel	Retain	To be retained	No change
29	Discretionary	Local Plans Working Group	Delete	Local Plan has now been submitted.	May-19
30	Discretionary	Maidenhead Town Forum	Retain	To be retained	No change
31	Discretionary	Maidenhead Town Partnership Board	Delete and Move	Outside Body and not a committee of council. To be removed from Constitution	May-19
32	Discretionary	Parish Conference	Retain	To remain and support effective joint working between the Royal Borough and Parish Councils but not a committee of Council and not currently in Constitution	No change
33	Discretionary	Tourism Development Forum	Deleted	to be deleted. Remit to move to the Town Partnerships.	May-19
34	Discretionary	Windsor, Eton and Ascot Town Partnership Board	Delete and Move	Outside Body and not a committee of council. To be removed from Constitution	May-19
35	Discretionary	Windsor Town Forum	Retain	To be retained	No change
36	Other Mandatory	Audit & Performance and Review Panel	Delete & Merge	To be deleted and Terms of Reference to become part of the remit of the Corporate Services Overview & Scrutiny Panel.	May-19
37	Regulatory	Rights of Way and Highway Licensing Panel	Retain	Highway Licensing items are delegated to officers (as is current). Only meet when required. No SRA allowance	May-19
38	Discretionary	Access Advisory Forum	Delete	To be removed from Constitution but continue to operate as an outside body	May-19
39	Discretionary	Cycle Forum	Delete & Merge	To be deleted. Items requiring discussion will report to appropriate panels, e.g. Overview & Scrutiny, Development Panels, respective Town Forums or Parish Councils.	May-19
40	Discretionary	Public Space Protection Order Panel	Delete & Merge	To become a subgroup, as and when required, of the Licensing Panel.	May-19
41	Discretionary	Rural Forum	Delete and Move	To be removed from the constitution and to operate as an outside body	May-19
42	Discretionary	School Improvement Forum	Retain	To be retained	No change
43	Discretionary	Sustainability Panel	Delete & Merge	To be deleted. Items requiring discussion will report to relevant Overview & Scrutiny Panels.	May-19

Working Group Proposals					
No.	Category	Meeting	Retain/ Merge / Remove / Move	Reason for Proposal	Date change to take effect
44	Discretionary	Achieving for Children Joint Committee	Retain	To be retained	No change
45	Discretionary	Appeals Panel	Retain	To be retained	No change
46	Discretionary	Local Access Forum	Delete & Move	To be deleted from constitution and continue as an outside body	May-19
47	Other Mandatory	SACRE	Delete & Move	To be deleted from constitution and continue as an outside body	May-19
48	Other Mandatory	Schools Forum	Delete and Move	Statutory function to maintain but not formal council meeting therefore remove from constitution. Continue as outside body.	May-19

Appendix 2

Partnership Protocol

PART 7 – THE CODES, PROTOCOLS AND ADVICE

J - Partnership Protocol

PRINCIPLES OF PARTNERSHIP WORKING

1.1 Introduction

Partnership working is playing an increasingly important role in the future of service delivery for the public sector. Partnerships can bring significant benefits, providing flexibility, innovation and additional financial and human capital resources to enhance service delivery to the community. However, partnerships also bring risks. Working across organisational boundaries potentially brings complexity and ambiguity that can generate confusion and weaken accountability. Residents need assurances that public money is spent wisely in partnerships and it should be confident that their quality of life will improve as a result of this form of working.

If planned and developed properly, partnership working can bring the following significant benefits to the delivery of services:

- a) **Greater impact** – Increased benefits for residents and businesses; greater critical mass – ability to reach and deliver beyond capabilities of any one partner.
- b) **More resources** - Able to attract funding where policy requires partnership bids and evidence of partner ability to deliver joint projects (not available to single organisations); strengthened negotiating power.
- c) **New and better ways of working** - Innovation: new / more effective ways of doing things; new perspectives and challenging views within the partnership; improved intelligence about needs and opportunities.
- d) **Spread risk** - Complementary strengths, resources, perspectives; greater flexibility within a team.
- e) **Reduce risk** - Pool resources; share costs of common functions.

This protocol establishes minimum standards of governance and management which the council will follow in order to ensure that its partnerships are well run and delivering the expected benefits. It outlines key requirements for initiating, approving, setting up, operating, reviewing and exiting partnership arrangements

SECTION 1 – DEFINITION OF A PARTNERSHIP

The word partnership is used with increasing frequency across all sectors. It can mean different things to different groups.

For the purposes of this protocol, a partnership is defined as:

- An arrangement involving the Council and one or more other organisations, from any sector, **who share the responsibility for agreeing and then delivering a set of actions and outcomes** that improve the economic and/or social and/or environmental well-being of people living in, working in, or visiting the borough.

This includes partnerships where the partners:

- a) Are otherwise independent bodies.
- b) Agree to cooperate to achieve a common goal including situations where one partner receives income from the other partner.

- c) May create a new organisational structure or process to achieve their goals, separate from their own organisations.
- d) Plan and implement a jointly agreed programme, often with joint staff or resources.
- e) May pool risks and rewards.
- f) May have objects of achieving profit, in addition to delivering to the council's corporate priorities.

SECTION 2 - PARTNERSHIP PROTOCOL

2.1 Introduction

This protocol sets out the principles by which partnerships should be governed. The council engages in a wide variety of partnerships and these may vary in size, service area, membership and function. These principles of good partnership governance are scalable to apply to all partnerships.

This protocol aims to ensure that, in partnership working:

- a) The council is clear about the purpose of its partnerships and the expected outcomes for the people of the borough.
- b) The council's own agreed priorities and objectives are being met.
- c) There is clarity about accountability and responsibility for outcomes.
- d) Partnership activity and outcomes are monitored, reviewed and evaluated to make best use of resources.
- e) Risks for the council, and for the partnership, are assessed and agreed.
- f) Each partnership remains committed to its agreed purpose during its lifespan and has in place an effective exit strategy.

2.2 Applicability of the protocol

This protocol is not applicable to:

- a) Groups where the council pays a third party to deliver one or more services on its behalf, unless the council also has control over strategic direction and significant decision making of the third party in relation to delivery of the services.
- b) Informal groups set up to discuss and consider specific topics (consultation groups).
- c) Appointments and / or financial commitments to outside bodies where the council has no strategic or policy function.
- d) Private Finance Initiatives (PFI).

2.3 Rationale for entering into partnerships

The number of partnerships in which the council is involved has grown over the years in order to secure efficiencies and more recently, as a result of its move to a 'commissioning council' operating model where significant services and functions are delivered by partners on behalf of the Council.

The council has chosen to form or join partnerships for a number of reasons, including:

- a) To deliver coordinated packages of services to residents.
- b) To tackle cross-cutting issues.
- c) To respond to an identified strategic or operational issue which is too large, or multifaceted, to achieve in isolation.
- d) To reduce the impact of 'silo-working'.
- e) To maximise limited funds and / or to bid for, or gain access to, resources.
- f) To fulfil a statutory requirement.

2.4 Potential risks to the council of partnership working

The council recognises the common weaknesses of some public sector partnerships and in its partnership working, works to avoid:

- a) Failure of the partners to understand the extent of their involvement in partnerships, or their implications, including their financial and legal liabilities.
- b) The partnership operating in isolation, duplicating effort and activity.
- c) Weak alignment between the partnership and the council's plans and governance.
- d) A lack of monitoring or evaluation of the effectiveness and impact of partnerships and a focus on activity, rather than outcomes.
- e) A lack of monitoring or evaluation of the contribution of partner organisations, including limited opportunities or willingness to challenge the performance of partners or give feedback on their performance.
- f) Underdeveloped arrangements for scrutiny of partnerships through council processes.
- g) Insufficient thought given to planning an exit strategy, including management of any continuing financial liabilities and the ownership and disposal of any assets.
- h) A lack of formal systems for recording conflicts of interest or for assessing the risks of funding proposals.

2.5 Entering into a partnership

Before entering into any partnership, the council will give consideration to its ability to contribute effectively to the partnership. The council will be mindful of the resource implications of entering into any partnership, particularly for staff, financial and operational assets, and existing commitments. The council will ensure that the objectives of the partnership are in line with its corporate priorities, and be clear how the partnership will assist in their delivery. The council should not enter into any partnership, which requires an unbudgeted financial commitment, without seeking appropriate approval first.

Appendix 1 sets out the principal matters that the council should consider when entering into a partnership.

2.6 Putting arrangements in place

Any partnership that the council enters into must be clear on its purpose and the expected outcomes. The council will ensure that all partnerships have in place robust performance management arrangements.

When entering into partnership arrangements, the council will ensure the following arrangements are in place:

- The partnership has an officer accountable for monitoring its performance.
- Performance reporting takes place in agreed time frames and to an agreed body and/or partners.
- The partnership has a sound evidence base to inform its objectives, planning and target setting in a formal business case.
- Objectives and outcomes to be delivered are formally reviewed and evaluated annually through an agreed process.
- All partners are clear on the outcomes being delivered by the partnership and the links to their own business or corporate priorities.
- Each partner ensures that their actions are embedded into organisational plans to ensure delivery and accountability.
- Agreed action plans are reviewed and refreshed annually by all partners.
- Action plans are supported by a risk register which is reviewed in agreed time frames and maintained by partners.

- Partners share information to enable effective performance monitoring and option appraisal.
- Data sharing complies with data quality and transparency requirements to ensure accountability.
- Information is provided in formats that meet partner requirements.
- There are mechanisms in place for performance management between all partners, including Cabinet and Overview & Scrutiny oversight.
- There are clear channels and processes in place to ensure accountability.
- Arrangements are in place to tackle issues of non and/or poor performance.
- All partners can evaluate at any time the added value of being a member of the partnership and the performance and outcomes being achieved by it. Performance can be challenged through agreed processes.

2.7 The governance framework

Sound governance is key to effective partnership working and requires agreement between partners about purpose, membership and accountability of the partnership. All partnerships must have a governance framework, setting out the roles and responsibilities of the partner organisations and the decision making processes.

When determining the governance framework for a partnership, the parties should consider:

- a) Membership, including status of different members.
- b) Aims and objectives, including the purpose of the partnership, its added value and success measures.
- c) Strategy and activities.
- d) Timescales including how long the partnership is expected to last.
- e) Powers and legal status.
- f) Roles and responsibilities.
- g) Funding, taxation and financial accountability.
- h) Management and operation, including performance management arrangements.
- i) Meetings, including notice and frequency, quorum rules, chairing arrangements, voting arrangements and representation of other members;
- j) Decision-making processes (scope and timescales).
- k) Staffing and property assets needed.
- l) Conflict avoidance / dispute resolution.
- m) Information sharing protocols.
- n) Amendments to the partnership's rules.
- o) Exit strategy / arrangements for dissolution.

Examples of documentation and protocols that could form the governance framework include:

- a. Articles of Association (in relation to a company).
- b. Contracts for services between the council and third party – the contractual obligations – or Commissioning Agreement.
- c. Partnership Agreement.
- d. Shareholders' Agreement.
- e. Reporting processes and procedures, including links to council reporting.
- f. Directors or Trustees terms of reference or service contracts.
- g. Use of council officers or members on boards.
- h. Oversight by the council's Overview and Scrutiny function.
- i. Utilising a Council Shareholder's Reference board with or without decision making powers as a first point of reporting or accountability by the Partnership.

j. Agreed operating protocols and procedures.

The purpose of the governance framework is not to recreate the same controls and processes as the council but to ensure that the public purse and services are delivered with sufficient oversight to ensure that principles of sound decision making, transparency and accountability are maintained.

2.8 Decision making

Partnerships need clear lines of accountability and transparent decision-making processes, particularly for decisions that commit and/or allocate partnership resources.

A partnership's work can be impeded if decisions have to be separately ratified by the partners in advance and if the partner's decision making processes or timetables do not fit well together. Therefore, it is important that agents representing the partner organisations have the necessary authority to take decisions on its behalf and that those decisions can be scrutinised and challenged effectively.

Partnerships should also plan their work carefully so that they know well in advance when decisions with significant policy or financial implications will need to be made. It is important that all partners have sufficient time to evaluate the implications of major prospective decisions and to consider their own legal and financial advice.

It is vital for the partnership to agree and record how decisions are made.

The governance framework should address:

- a) How the partnership makes decisions, e.g. simple majority vote, casting vote by Chairman etc.
- b) The quorum (minimum number of voting members required to be present at any meeting for the decisions taken at the meeting to be considered as legitimate decisions of the body) for decisions made by the partnership.
- c) How decisions are communicated to people not present.
- d) How required actions are put into operation.

It is also recommended that the partnership establish the procedures and processes that govern its meetings. These should be kept to a minimum to avoid bureaucracy but be sufficient for clarity and effective operation.

2.9 Performance management

The council will ensure that agreed partnership involvement, activity and outcomes are part of the council's performance management systems, and thereby the effectiveness of specific partnerships are monitored and reviewed as part of its performance management framework.

2.10 Communications strategy

Each individual partnership should adopt a communications strategy specific to the work of the partnership and in agreement with partners. Where appropriate, one organisation should be identified as the lead agency for partnership communications. The lead agency will be responsible for ensuring liaison with the communications functions within other partner organisations.

2.11 Information sharing

The council's data protection and freedom of information policies will generally apply where council business is concerned. The council will secure an information sharing protocol within a partnership and between partnership organisations. The council will also have regard to any existing data sharing statements that may have been agreed.

2.12 Standards of conduct

Partnerships should agree high standards of conduct that govern the way in which they work.

2.13 Interests and conflict

Members of the partnership should have regard to the highest standards of behaviour and transparency in the conduct of public business and, in particular, will need to consider any personal or prejudicial interest they may have either as an officer or member of the council. Where appointed in a position with a fiduciary duty (such as an officer of a company or trustee), any council officer or member will need to consider any duties they have that may conflict with that associated with the council.

2.14 Exit and termination

The governance framework should include provisions for both the planned and unplanned end of the partnership, regardless of the intended length of the partnership, including minimum notice periods. This may also include provisions for termination on grounds such as legislative changes, overspends or a breach of regulations where a minimum notice period may not be necessary.

2.15 Consultation arrangements

A partnership may wish to undertake consultation, for example, on an issue or to help identify priorities. The council will endeavour to ensure that any consultation programmes and publicity exercises for the council, its partnerships and its partners are co-ordinated as effectively as possible.

2.16 Role of councillors and officers

The council will be represented on any agreed partnership by specified councillors or officers. Each partnership on which the Council is represented will be allocated a sponsoring officer (usually a Head of Service) who, although they may personally not be the representative on the partnership, will be responsible for ensuring the delivery of this protocol in respect of the relevant partnership.

Any specified officers or councillors attending approved partnerships (as representatives rather than holding a duty such as directorship) will represent only the council and no other organisation. They shall abide by the council's Codes of Conduct at all times.

2.17 Scrutiny

The scrutiny arrangement for a partnership should be clear and referenced in the governance framework.

Role of the council's Overview and Scrutiny in partnerships

Scrutiny of other organisations external to the council is also a key element of Overview and Scrutiny's work. In relation to the council's partnerships, this means:

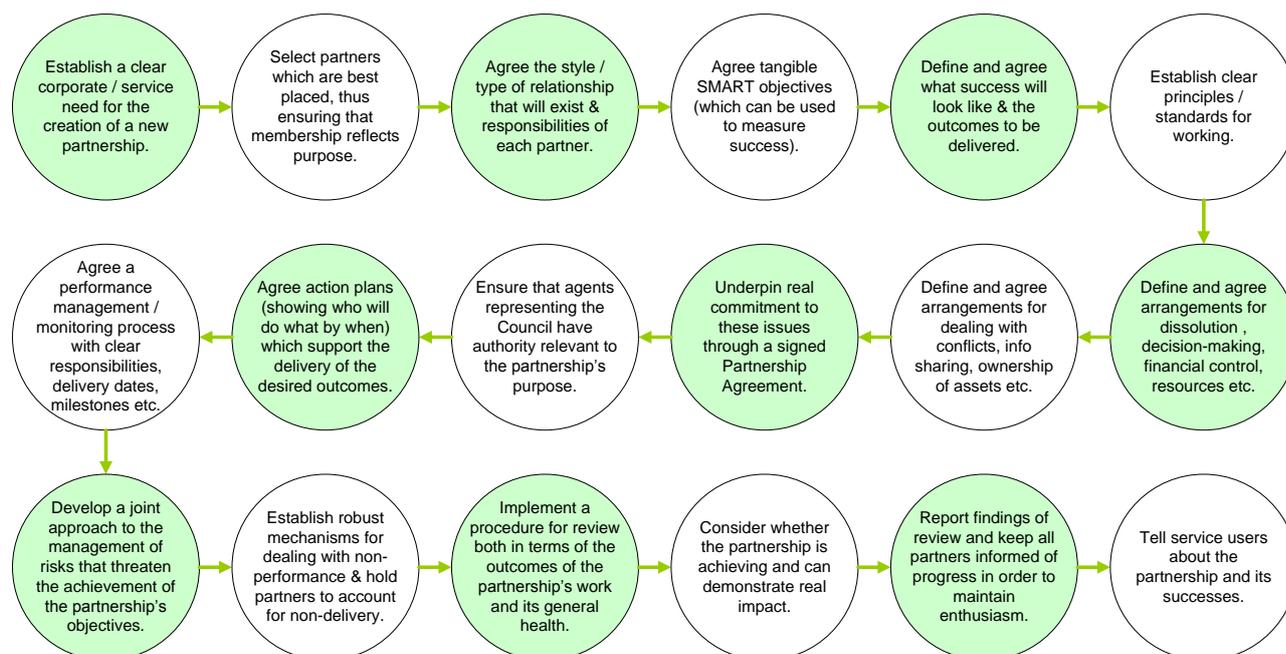
- Involving local people and community organisations in scrutiny activity of partners.
- Developing a dialogue with service providers and other stakeholders outside the council who interact with the partners.

- Taking up issues of concern to local people in respect to the partnership.
- Reviewing whether goals are being achieved by partners.
- Examining what can be done to solve problems and enhance performance and achievement.

Points to consider for setting up successful partnerships

Developing a successful partnership working relationship requires good planning, see diagram 1 for a partnership implementation flowchart.

Diagram 1: Partnership development flowchart



Points to consider

1. Legal power

The council should determine whether it has legal power to enter into the partnership arrangement and ensure there is no law or other provision that prevents the council from entering into the partnership arrangement.

2. Form of partnership

The Council should decide the legal status of the partnership. Specific advice should be taken to determine most appropriate form of partnership which include:

- **Informal arrangements** – which may be appropriate for matters such as specific initiatives with limited financial impact, knowledge sharing or temporary arrangements to cover an immediate problem.
- **Contractual arrangements** – with one party providing goods or services under contract to another authority or to residents either on a cost recovery or for profit basis.
- **Delegation of functions** – a delegation of functions (based on statutory powers rather than contract) to another authority.
- **Corporate/Joint Venture** – where two or more authorities (or a third party) establish a corporate vehicle (usually a company) as the vehicle for providing services back to themselves and/or to trade with a view to generating additional income.

- **Joint committee** – this model usually involves one authority hosting the service with the other collaborating partners contributing to costs incurred.
- **Local Authority Trading Company (LatCo)** – a company set up and wholly owned by the Council for the purpose of providing services back to the Council, undertaking a particular project and for the purpose of trading and generating an income for the Council.
- **Community Interest Company** – a not for profit company set up and either wholly owned by the Council or owned with other parties with the primary object of a social purpose or providing a benefit to the communities they serve.

3. Outcome indicators and measures of success

These are measures based on the actual outcomes the partnership is aiming to deliver i.e. they define what success will look like and can be used to determine the partnership's effectiveness and impact in achieving its strategic objectives. Outcome indicators or clear measures of success should be defined for each strategic objective.

4. Running the partnership

As a minimum, this should define arrangements for:

- General principles of conduct.
- Partners' roles / duties / responsibilities.
- Resource commitment for each partner.
- The ownership of assets.
- Decision making procedures.
- How the partnership will monitor and evaluate its activities.
- Meetings; notice and frequency of meetings; quorum rules; chairing arrangements; voting arrangements; and representation of other members.
- Information sharing principles / protocols.
- Organisational structure and reporting mechanism (how often, who reporting to and what reporting on).
- Performance management arrangements.
- How complaints will be handled.
- Member involvement (roles and responsibilities, democratic accountability, declaration of interests etc).

5. Financial matters

Where applicable, the governance framework should document:

- Partnership capital.
- Income and expenditure.
- Profits and liabilities apportionments.
- Grants and other sources of funding.
- Banking and financial arrangements.
- Accounting arrangements.
- Provisions for tax payments and VAT.

6. Other considerations

The governance framework should define:

- Arrangements for dealing with the media and other stakeholders.
- The circumstances necessary for the suspension, exclusion and removal of a partner.
- Arrangements for resolving conflicts and/or disputes.
- Procedures for whistle blowing / fraud etc.

- Right of access for appropriate audit bodies (Council's Business Assurance).

7. Dissolution

The Partner Agreement should define:

- Termination provisions.
- Exit strategy (including surpluses and mediation).
- Final reporting arrangements.
- Arrangements for informing funders and all stakeholders/service users at dissolution.

Appendix 3

Member's Social Media Protocol

PART 7 – THE CODES, PROTOCOLS AND ADVICE

I - Member's Social Media Protocol

MEMBER'S SOCIAL MEDIA PROTOCOL

Purpose of this protocol:

Social media is an increasingly important means of communication for individuals and businesses. The Council welcomes Members' increasing use of social media and aims to facilitate it by providing guidance regarding what is and is not acceptable. This protocol is intended to be read alongside the Code of Conduct for Members. As members might expect, **the fundamental principle is that the same standards of behaviour and conduct apply online as are required offline.**

What is social media?

'Social media' is the term to describe websites and online tools which allow people to interact with each other by creating their own content, for example blogs, videos or short messages such as including tweets.

On social media sites, users may share information, discuss opinions and/or create interest groups or pages: all means of building online communities and networks which encourage participation and engagement.

For the purposes of this policy Social Media also includes other forms of electronic communications such as email and 'direct/instant messaging'.

It is not a requirement that members must have a Facebook or Twitter account or use other forms of social media to contact their constituents. However if you are already using or planning to use social media in connection with your work as a Councillor, or are already using such media in your private capacity, these guidelines will be relevant.

Social Media can be used:

- To support councillors in performing their community leadership role
- To keep in touch with local views and opinions
- For political campaigning
- For campaigning on local issues

Types of Social Media:

- Blogging and microblogging on online journals. Twitter is an example of microblogging, where entries are limited to 280 characters
- Online Forums involve people with similar interests sharing information and opinions. Social networking sites facilitate connections between those who already know each other, often in a social context, but are increasingly used by businesses to promote their products or services- Facebook is an example
- Video and photo publishing involve sharing videos and photographs worldwide – Youtube, Periscope, Instagram and Flickr are examples.
- Email & messaging electronic communication usually from an individual to one or more recipients.

Be mindful that:

- The use of social media does not impose any legal or ethical burdens additional to those which govern all of your behaviour as a councillor.
- However while any form of communication is capable of being misunderstood, the rapidity and immediacy of social media exchanges can lend itself to problems.
- “Misfiring”, or being misunderstood, particularly where comments are perceived as being more controversial than intended, may lead to rapid and wide broadcasting of the seemingly controversial comment.
- Although social media lends itself to a conversational tone, posting comments is still publishing in the sense of creating a written record. Most pitfalls will be avoided if your online content is accurate, informative, balanced and objective.
- While councillors are free to communicate politically in appropriate contexts, you should be careful not to say anything that you wouldn’t be comfortable justifying at a public meeting.
- Be clear when you are communicating as a Councillor as opposed to a statement made in your personal capacity. You may wish to make it clear in your profile if it is a personal account however, any statement about Council business or policy will be considered as being in your capacity as a Councillor.

Legal issues:

- **Libel** – If you publish an untrue statement about a person which is damaging to their reputation, they may take a libel action against you. The same thing may happen if, for example, someone else publishes something libellous on your website, you know about it and don’t take swift action to remove it. A successful libel claim could result in the award of damages against you.
- **Copyright** – Placing images or text on your site from a copyrighted source (for example extracts from publications or photos), without obtaining permission, is likely to breach copyright laws. Therefore don’t publish anything you are unsure about, or obtain prior permission. Again, a successful claim for breach of copyright would be likely to lead to an award of damages against you.
- **Data Protection** – Do not publish the personal data of individuals unless you have their express permission.
- **Bias and Predetermination** –_if you are involved in making planning, licensing or other quasi-judicial decisions, do not say anything through social media (or indeed anywhere) that suggests you have completely and irrevocably made your mind up on an issue that is due to be formally decided upon. While your likely view on a particular application may be well known, you need to be able to show that you attended the committee or hearing prepared to take on board and weigh all the evidence and arguments, and were genuinely persuadable to a different view. If you weren’t, the decision may be later challenged as invalid. If a person has suffered some sort of detriment as a result of such an invalid decision, they may have a claim against the council for damages.

Social Media and the Code of Conduct for Members:

- Aspects of the Code of Conduct for Members will apply to your online activity in the same way as they do to any other written or verbal communication you may engage in. The key to whether your online activity is subject to the Code is whether you are, or even just appear to be, acting in your capacity as a councillor rather than as a private individual.
- Councillors can have “blurred identities”. This can happen where you have a social media account where you comment both as a councillor and as an individual. Although you may be clear in your mind that you are acting in a private capacity it may be less clear to others. This can also mean that your views can be taken as being those of your organisation or party (rather than you personally) when this may not be the case.
- One way of avoiding blurring the lines between your personal and councillor life, and avoiding some of the potential problems related to the Code of Conduct, may be to consider keeping your online accounts as a councillor separate from those where you communicate in a personal capacity. This isn’t a legal requirement but remains a decision for each member and some Members may find the convenience of having one account outweighs the advantages of separate accounts. The Monitoring Officer or the Council’s Communications Team can help you with more specific advice if needed.

You must promote and support high standards of conduct - do not use social media to make personal attacks or indulge in rude, disrespectful or offensive comments even if you are receiving such yourself. You should also be mindful not to publish anything that could reasonably be perceived as bringing yourself as a councillor, or the council in general, into disrepute, and in particular not to disclose any confidential information. While it is important that the Council conduct its business with openness, it is essential that councillors and employees are clear about what is confidential and ensure that relevant items remain confidential.

- **You must comply with equality laws** – do not publish anything that might be seen as racist, sexist, disableist, ageist, homophobic or antifaith.
- **You must not bully or intimidate anyone** – do not say anything, particularly if it is part of a series of similar comments about a person or on a theme that might be construed as bullying or intimidation, whether the comments relate to a council employee, a fellow-councillor or anyone else.
- **You must not use anonymous accounts** – the public expects its elected representatives to be candid and not hide behind anonymous or proxy accounts. Where you engage with public as a Councillor or on matters of importance effecting the Council or the Borough, then the public and the Council expects you to declare both your identity and your position as a Councillor.

Staying out of Trouble - Some Do’s and Don’ts

Some Do’s

- set appropriate privacy settings for your blog or networking site – especially if you have a private, non-political blog
- keep an eye out for defamatory or obscene posts from others on your blog or page and remove them as soon as possible to avoid the perception that you condone such views
- be aware that the higher your profile as an elected member, the more likely it is you will be seen as acting in your official capacity when you blog or network
- consider keeping your personal and elected member profile on social networking sites separate as a means of maintaining appropriate professional boundaries and clarity when you are commenting in a personal or councillor capacity.
- ensure you use council facilities appropriately; if you use a council provided blog site or social networking area, any posts you make will be viewed as made in your official capacity
- be aware that you will be seen as acting in your official capacity if you publish information that you could only have accessed by being an elected member
- be mindful of the potential for misunderstanding and miscommunication.
- feel able to make political points, but be careful about being too specific or personal if referring to individuals. An attack on individuals may be seen as disrespectful, whereas general comments about another party or genuine comments on policy are less likely to be viewed as disrespect.

Some Don'ts

- Blog in haste, particularly in circumstances where your judgement might be impaired; for example if you are tired or have consumed alcohol
- make unguarded statements which could lead to potential liability, or fail to take care when reporting or copying the comments of others
- post comments that you would not be prepared to make on paper or face to face
- use council facilities for personal or political blogs
- request or accept a Royal Borough of Windsor & Maidenhead Council employee or contractor providing services to the council as a “friend” on a social networking site where this suggests close personal association. For the avoidance of doubt, this does not apply to sites which are intended as a neutral, professional connections registry (such as LinkedIn.)
- use social media in any way to attack, insult, abuse, defame or otherwise make offensive or discriminatory comments about council staff, service users, their family or friends, colleagues, other professionals, other organisations, or the council
- publish confidential or exempt information that you may have learned or had access to as part of your role as an elected member. This includes personal information about service users, their families or friends or others e.g. contractors and council staff.
- Council related information: don't represent your personal views, or those of any political party or interest group you belong to, as being those of the council, on any social medium
- browse, download, upload or distribute any material that could be considered inappropriate, offensive, defamatory, illegal or discriminatory

Use of social media and mobile devices at meetings:

- Use mobile devices sparingly, discreetly and with common sense at meetings, for any matter that is not part of the agenda, being mindful of the impression you may be giving to others of proceedings.
- There may be occasions when texting or emailing between Councillors during meetings on matters relevant to the debate at hand may be valuable on the same basis as circulating paper notes to other Councillors. Mobile devices also enable Councillors to manage their busy lives when time is at a premium. However frequent use of these devices during meetings may give the public the impression that the councillor is not paying full attention to an item that is being discussed in a debate on a decision that is to be made.

Examples of the acceptable use of devices:

- reading and annotating meeting papers and background information relevant to that meeting;
- communicating with others at the meeting on matters relevant to the debate at hand; and
- sending and receiving urgent communications to/from home relating to domestic circumstances (e.g. childcare arrangements)

Avoid the following:

- using social media during quasi-judicial meetings or during the consideration of confidential or exempt items of business at meetings; and
- frequently checking emails and messages that are not related to the meeting; and
- extended periods of use which may suggest that insufficient attention is being paid to the meeting.

The Council wishes to encourage Members to use social media where doing so may assist you in performing your function. This guidance is intended to help Members avoid the legal and reputational risks inherent in this mode of communication. The Monitoring Officer and the Communications Team are happy to help Members by providing additional advice and guidance as appropriate. Training is also available to individual Members or Groups on the use of social media.

Appendix 4

Council Constitution

electronic copy only

Appendix 5 – Time & Cost Savings

Time Savings

The following table shows the projected reduction in panels meetings if the recommendations in this report are approved.

Meeting	No. of meetings under 2018/19 constitution	No. of meetings under proposed 2019/20 constitution
Access Advisory Forum	4	4
Achieving for Children Joint Committee	3	3
Adult Services & Health O&S Panel	6	0
Adult, Children's & Health Services O&S Panel	0	6
Audit & Performance Review Panel	8	0
Aviation Forum	4	4
Berkshire Pension Fund Panel	6	6
Borough wide DM Panel	13	13
Cabinet	13	13
Cabinet Briefing	13	13
Children's Services O&S Panel	7	0
Corporate Parenting	6	6
Corporate Services O&S Panel	7	6
Council	7	7
Communities O&S Panel	0	6
Crime & Disorder O&S Panel	6	0
Culture & Communities O&S Panel	6	0
Cycle Forum	4	0
Employment Panel	6	0
Employment & Member Standards Panel	0	6
Flood Group	4	4
Grants Panel	2	2
Health & Wellbeing Board	4	4
Highways, Transport & Environment O&S Panel	6	0
Infrastructure O&S Panel	0	6
Licensing Panel	4	4
Local Access Forum	2	2
Local Plans Working Group	0	0
Maidenhead Development Management Panel	13	13
Maidenhead Town Forum	3	3
Maidenhead Town Partnership Board	6	6
One Borough	4	4
Optalis Board	6	6
Parish Conference	3	3

Planning & Housing O&S Panel	6	0
Rights of Way & Highway Licensing Panel	4	4
Rural Forum	2	2
School Improvement Forum	3	3
Schools Forum	4	4
Standing Advisory Council on Religious Education	3	3
Sustainability Panel	6	0
Thames Valley Athletics Centre Trust / Mgmt Cttee	3	3
Tourism Development Forum	4	0
Windsor, Eton & Ascot Town Partnership Board	4	4
Windsor Rural DM Panel	13	13
Windsor Urban DM Panel	13	13
Windsor Town Forum	3	3
Total	244	202

This does not include those meetings arranged on an ad-hoc basis usually in respect to third party actions or requests such as Employment Appeals Panel, Constitution Sub-committee, PSPO Panel, Licensing Panel Sub-committee.

In summary, there is a reduction by 42 panel meetings which is **17%** of all scheduled meetings.

Cost savings

The following cost savings will be realised if the Boundary Review and the recommendations in this report are approved:

Cost Type	Basis of Saving	Total Saving (£)
Reduction by 15 members	15 x standard allowance of £8,143	122,145
ICT allowance by 15 members	15 x £250	3,750
Deputy Lead Members	9 x £2,443	21,987
Principal Members	4x £12,215	48,860
Overview & Scrutiny Chairman SRA	Reduction by 3 x £6,107	18,321
Sustainability Panel Chairman SRA	1x£2,443	2,443
Rights of Way Panel Chairman SRA	1x£2,443	2,443
Total Savings		£ 219,949

These savings are based on 18/19 budgets. They do not include travelling costs of members (as this fluctuates from year to year) or the costs savings for the 17% reduction in meetings such as officer, printing, travel costs, refreshments and accommodation. These costs are often fixed and cannot be realised until further action is taken (for example, until use of a council building has been put to alternative use).