

Borough Council of  
**King's Lynn &  
West Norfolk**



# **Governance Task Group**

## **Agenda**

**Wednesday, 4th September, 2019**  
at 2.00 pm

in the

**Meeting Room 2:1  
Second Floor  
King's Court  
Chapel Street  
King's Lynn**





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21 August 2019

Dear Member

**Governance Task Group**

You are invited to attend a meeting of the above-mentioned Group which will be held on **Wednesday, 4th September, 2019 at 2.00 pm** in the **Meeting Room 2-1 - Second Floor, King's Court, Chapel Street, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

- 1. Appointment of Chair and Vice-Chair**
- 2. Members Present under Standing Order 34**
- 3. Declarations of Interest**

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Members should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting.

- 4. Introduction of EELGA Representative - Terry Huggins**
- 5. Terms of Reference (Pages 5 - 7)**

For the Group's information - Extract from Cabinet Minute setting up the Group

## CAB15: **COUNCIL GOVERNANCE**

The Chief Executive presented a report which made proposals to Council to set up a non proportional task group of six members (2 Con, 2 Ind and 2 Lab) to review and examine alternative governance models to the current Strong Leader and Cabinet model.

Under standing order 34 Councillor Moriarty thanked the Leader for setting the Task Group up so quickly. He indicated he would be happy with a proportional group.

Under standing order 34 Councillor Kemp asked whether the Council would look at what the County do and piggy back on the research they had undertaken. The Leader confirmed that the Council would be looking at the merits of different schemes to see which would be the right one for the Council.

It was proposed that the Task Group be proportional 3 Con, 2 Ind and 1 Lab.

**RECOMMENDED:** 1) That a proportional Council Task Group to consider Governance Models, consisting of 6 members (3 Con, 2 Ind, 1 Lab) be established.

2) That a budget of up to £25,000 is established to provide officer support to the task group.

### **Reason for Decision**

To enable members to examine alternative governance models and assess their suitability for the Borough Council.

## **6. Governance Model - Review Plan - Report from Terry Huggins EELGA** (Pages 8 - 11)

To:

**Governance Task Group:** J Collop, I Devereux, A Kemp, B Long, G Middleton and J Moriarty

### **Officers**

Debbie Gates, Executive Director Head of Central & Community Services  
Lorraine Gore, Executive Director  
Ray Harding, Chief Executive

**FOR INFORMATION**

**REPORT TO CABINET**

<b>Open</b>		Would any decisions proposed :		
<b>Any especially affected Wards</b>	Operational	Be entirely within Cabinet's powers to decide	NO	
		Need to be recommendations to Council	YES	
		Is it a Key Decision	YES	
Lead Member: Cllr Long E-mail: <a href="mailto:clr.brian.long@west-norfolk.gov.uk">clr.brian.long@west-norfolk.gov.uk</a>		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Ray Harding E-mail: <a href="mailto:ray.harding@west-norfolk.gov.uk">ray.harding@west-norfolk.gov.uk</a>		Other Officers consulted:		
Financial Implications YES	Policy/Personnel Implications YES	Statutory Implications YES	Equal Impact Assessment NO	Risk Management Implications NO

Date of meeting: 18 June 2019

**COUNCIL GOVERNANCE – ALTERNATIVE MODELS**

**Summary**

This report makes proposals to Council to set up a non proportional task group of six members (2 Con, 2 Ind and 2 Lab) to review and examine alternative governance models to the current Strong Leader and Cabinet model.

**Recommendation**

**Cabinet is invited to recommend to Council that:**

- 1) That a non proportional Council Task Group to consider Governance Models, consisting of 6 members (2 Con, 2 Ind, 2 Lab) be established.**
- 2) That a budget of up to £25,000 is established to provide officer support to the task group.**

**Reason for Decision**

To enable members to examine alternative governance models and assess their suitability for the Borough Council.

**1 Background**

Members will be aware that whilst the majority of councils utilise the Strong Leader and Cabinet governance model other alternative models are available including:

Directly Elected Mayor  
Committee system

## Cabinet/Committee hybrids

All have their own advantages and drawbacks in terms of accountability, visibility, speed of decision making, level and breadth of member involvement/engagement in decision making, transparency and scrutiny of decision making.

Interest amongst members in the most appropriate model for the Borough Council has arisen and in order to respond to this it is proposed to establish a member working group to examine the alternatives currently available and their suitability for the Borough Council.

### **2 Options Considered**

### **3 Policy Implications**

Should the Council ask to change its existing governance model this would represent a significant policy change.

### **4 Financial Implications**

This work is likely to require a significant level of research and support as there is no spare capacity within the organisation it will be necessary to commission external support, through the East of England LGA. A budget of £25,000 should be sufficient to cover necessary costs.

### **5 Statutory Considerations**

Emma please can you give some wording for this??

### **7 Equality Impact Assessment (EIA)**

(Pre screening report template attached)

There are no equality implications arising directly from this report.

### **8 Risk Management Implications**

There are no risk management issues arising from this report.

### **9 Declarations of Interest / Dispensations Granted**

None

### **10 Background Papers**

## **GOVERNANCE TASK GROUP**

### **Terms of Reference**

Working by consensus:-

Review & assess the Councils current governance model.

Identify & consider the drivers for change

Consider design principles for any revised model

Identify & review options & alternative models of governance

Relative costings of running the current or alternative governance models.

Identify & agree upon a preferred model

Publish a final report & recommendations for Cabinet & Council.

## REPORT TO GOVERNANCE TASK GROUP

Date of Meeting : 4th September 2019

### GOVERNANCE MODEL : REVIEW PLAN

**Summary**

The task group has been established to review the Council's Governance model and make recommendations. This report gives a proposed workplan and timetable for the task group to complete its task.

**Recommendation**

The Task Group is recommended to:

1. Consider and approve with or without amendment the proposed work plan and timetable.

**Reason for Decision**

To plan for successful and timely completion of the task

### 1. Introduction

1.1 On the recommendation of the Cabinet the Council has agreed the establishment of a task group to review the Council's model of governance.

1.2 The terms of reference have been agreed.

1.3 This report is to recommend a work plan for the task group.

### 2. Good Governance

2.1 Governance is about how the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

2.2 The Council has a Code of Corporate Governance. A revision to this is being recommended to Council on 5th September 2019. It sets the parameters which will guide this review.

2.3 This review is about the model of providing governance. There is no single model which is considered best for delivering good governance. The law provides for three basic models and there are any number of variations of these basic models and at least one example of a hybrid version.

2.4 The model of governance does not of itself ensure good or poor governance of the Council. This is about behaviours, practices and policies. The aim of the review is to consider how the existing governance model aids the Council to achieve its adopted Code of Good Governance and where it might be hindering this and what improvements are needed.



### 3. Work plan

#### 3.1 The review has regard to the guidance of the LGA/CfPS paper “Rethinking Governance”

Date	Activity	Comments
04.09.19	TG Meeting - Receive the Terms of Reference and Agree Work Plan	This first meeting of the TG will receive and clarify the terms of reference for the group and consider its approach to the task. It will agree a work plan to lead to a successful implementation of the review.
October	TG Meeting - agree workshop content and roles for TG members	It is important that the TG should assess the current position and give opportunity for all members to express a view. Also to consider the principles which are important to be achieved in any revised model. This can be achieved through the TG leading a workshop to which all members can be invited. This meeting will agree the format of the workshop and the roles which TG members can take in leading this.
October	All member workshop - evaluation of present governance model and the design principles for the future.	This workshop gives an opportunity for diverse member views and ideas to be shared in order that the TG can fully understand different perspectives on why the review is needed and what it is hoped to achieve.
November	TG Meeting - consider feedback from the workshop and agree design principles (what needs to change and what are we aiming to achieve)	The TG will be presented with the feedback from the all member workshop and from this will agree the principles which must be achieved through any revision to the existing model.
November	TG Meeting - to consider possible options (this may require an all day meeting).Also to select potential site visit(s)	The TG will spend time considering the three legal models and the multitude of variations in implementing these. This will then be matched against the previously agreed design principles. It is expected this will lead to an interest in one or more variants and the possibility to visit and talk with members at other local authorities to learn from their experience. In evaluating the options consideration will be given to the financial implications of these.
December	TG Site Visit(s)	This will be an opportunity for the TG to speak with elected members from another local authority (or authorities) to question and better understand the strengths and challenges of their model(s).

Date	Activity	Comments
December/ January	TG Meeting - Agree recommended option and implementation procedure and timetable	Bringing together all the work the TG has done this is the meeting where the recommendation on the governance model for KLWN will be agreed. Whilst the Monitoring Officer will need to be informed at all stages of the review the MO input on the legal aspects of the model and of implementing it will be important. This will enable a timetable to be included with the recommendation. The terms of reference also require that a costing of implementing the recommendation should be included.
February	TG Meeting - sign off final report and agree publication and all member seminar	Officers will draw together the story of the review together with the TG recommendations, implementation plan and costings in to a final report for the TG to amend and agree. The review will be of interest to all members and it is proposed to hold an all member seminar to present the report and enable members to ask questions and better understand it before it follows due process.
February	All Member Seminar	opportunity for the TG to present their final report
tba	Corporate Performance Panel	due process
tba	Cabinet	due process
tba	Council	due process

#### 4.0 Corporate Priorities

Not applicable

#### 5.0 Policy Implications

None to this report

#### 6.0 Financial Implications

The work plan is within the budget provision. The Workplan provides for the financial implications of options to be assessed.

#### 7.0 Personnel Implications

None to this report

#### 8.0 Statutory Considerations

The workplace provides for legal advice from the Monitoring Officer.

## **9.0 Equal Opportunity Considerations**

The equal opportunities implications of the task group recommendation will need to be included in their final report.

## **10.0 Risk Management Implications**

None to this report.

## **11.0 Recommendations**

The Task Group is recommended to:

1. Consider and approve with or without amendment the proposed work plan and timetable.

## **12.0 Declarations of Interest /Dispensations Granted**

None

## **Background Papers**

LGA/CfPS Report - Rethinking Governance

KLWN Code of Corporate Governance