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

Governance Task Group

Agenda

Tuesday, 22nd October, 2019
at 2.00 pm

in the

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

Borough Council of
King's Lynn &
West Norfolk

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14 October 2019

Dear Member

Governance Task Group

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 22nd October, 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. **Minutes of the previous meeting** (Pages 4 - 6)

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. **Consultation with all Members** (Pages 7 - 20)

To:

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

Officers

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

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

GOVERNANCE TASK GROUP

Minutes from the Meeting of the Governance Task Group 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

PRESENT:

Councillors J Collop, I Devereux, A Kemp, B Long, G Middleton and J Moriarty

Officers - T Huggins - EELGA, R Harding, L Gore, D Gates and S Winter

1   **APPOINTMENT OF CHAIR AND VICE-CHAIR**

RESOLVED: That Councillor I Devereux be appointed Chair of the Task Group and Councillor J Moriarty was appointed Vice-Chair.

2   **MEMBERS PRESENT UNDER STANDING ORDER 34**

None

3   **DECLARATIONS OF INTEREST**

None

4   **INTRODUCTION OF EELGA REPRESENTATIVE - TERRY HUGGINS**

Ray Harding introduced Terry Huggins from the EELGA who was acting as an advisor to the Council to facilitate the discussions on governance models available for the Council to consider. Mr Huggins was previously the Chief Executive of Breckland and South Holland Councils.

5   **TERMS OF REFERENCE**

The Terms of Reference for the Task Group had been agreed by the three group leaders and were included with the agenda. The Task Group noted them.

In discussing the attendance of members of the Task Group the issue of substitutes was raised and it was agreed that members would not generally send a substitute if they were not able to attend as the group felt that a sub would not be as well informed as members of the group.

6   **GOVERNANCE MODEL - REVIEW PLAN - REPORT FROM TERRY HUGGINS EELGA**

Mr Huggins presented his report which explained that the Council had a Code of Corporate Governance. A revision to this was being recommended to Council on 5th September 2019. It set the parameters which would guide the review.

He explained that the review was about the model of providing governance. There was no single model which was considered best for delivering good governance. The law provided for three basic models and there were any number of variations of these basic models and at least one example of a hybrid version.

The Task Group was reminded that the model of governance did not of itself ensure good or poor governance of the Council but was about behaviours, practices and policies. The aim of the review was 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 were needed.

The report set out a suggested timetable of work for the Group, and a discussion took place on whether to look at areas of governance before other sections of work. It was suggested that those structures which had already been discounted would not then involve site visits.

It was suggested that as the members of the group had read the background information it could come up with what was working well or not, however Mr Huggins explained that he was trying to prevent members making their mind up in the early stages before looking at what models were available.

The timetable suggested an all members stakeholder meeting to be held in November, task groups monthly, that suitable authorities for site visits or conference/skype calls would be looked at to take place during December (not restricting it to only Norfolk) and following further Task Group meetings culminating in a further all member seminar to discuss the Task Group's finding and gauge members opinions. Reports would then be submitted through the Councils Panels Cabinet and Council.

It was suggested that officers be engaged in the process to gauge their opinions and was noted that stakeholders and partnerships would be consulted as part of the implementation process. Reference was made to the liaison by the Leader with Hunstanton and Downham Market Town Councils, so it was suggested that a slot in the process could be added for some members of the Task Group to get feedback as ideas developed.

7   **DATES OF FUTURE MEETINGS**

Following liaison regarding dates, the following timetable of dates has been sent out by way of meeting requests. NB: subject to potential disruption in the event a General Election was called:

22 October 2019 – Task Group - 2pm MR 2:1
5 November 2019 – All member session – 5.30 pm – Town Hall
19 November 019 – Task Group – 2pm MR 2:1
9 December 2019 – Task Group – 2pm MR 2:1

Site Visits/skype etc tbc

28 January 2020 – Task Group – 2pm MR 2:1
26 February 2020 – Task Group – 2pm MR 2:1
24 March 2020 – All member briefing – 5.30pm – Town Hall

The meeting closed at 2.45 pm

REPORT TO GOVERNANCE TASK GROUP

Date of Meeting : 22nd October 2019

GOVERNANCE MODEL : Consultation with all Members and other stakeholders.

Summary
The Governance Task Group has agreed to consult with all elected members and other stakeholders to identify what is working well and what isn't and that might be improved through this review of the Governance Model. This report considers the approach to be adopted.

Recommendation
The Task Group is recommended to:

1. Approve the approach to the all member workshop on 5th November.
2. To consider and agree what other groups should be consulted and how this will be done

Reason for Decision
To enable consultation to proceed in order to inform the review.

1. Introduction

1.1 At the last meeting of the Task Group a plan and timetable for the review were agreed. This provides for an all member workshop on 5th November, 2019.

1.2 The Task Group requested that the scope of the consultation be extended. Other stakeholder consultation that was mentioned included Downham Market and Hunstanton Town Councils, King's Lynn Area Consultative Committee and Staff Managers Group.

2. All Member Workshop 5th November, 2019

2.1 The purpose of the workshop is

i. to give all members a chance to contribute to this review, the outcome of which may have a significant impact on the way the Council conducts its business in the future; and
ii. to obtain a real understanding of the underlying practical, political and cultural issues which between them are driving the need for the Council to review and possibly change the way it does business.

2.2 The proposed structure of the evening is as follows.

• PRESENTATION. A short presentation to introduce all members to Task Groups remit and the purpose of the evening. A set of slides will be available at the Task Group Meeting for members to amend and approve for use.

• WORLD CAFE STYLE discussion groups. Members will be in small groups of three or four with a table host from the Task Group. An outline of the role of the table host is appended to this report. There will be three rounds each of twenty minutes to address three questions which are based upon the core principles of the BC KLWN Code of Corporate Governance. The suggested three questions together with further "prompt questions" for the table host to use will be circulated at the Task Group meeting for consideration and approval.

- MARKET PLACE. The table hosts will feedback emerging themes from the discussions at their tables

- WHAT NEXT? An explanation to all members of what the Task Group will being doing next and when all Elected Members will next be involved.

2.3 The Task Group members will need to consider what part they which to play for example in making the presentation, facilitating feedback, explaining next steps etc and what they would like the officers to do.

3. Further Stakeholder Consultations

3.1 At the last meeting he Task Group indicated that they would like consultation to extend beyond all elected members. A number of other groups were suggested. These included Downham Market and Hunstanton Town Councils, King's Lynn Area Consultative Committee and the Staff Managers Group.

3.2 It is suggested that consultation with these groups could be achieved through the Chairman and Vice Chairman (or their designated substitute) attending meetings with these groups together with the EELGA officer. The slide presentation used with all members and the three critical questions could be used as the basis of a conversation with these groups. Key points would be captured and fed back to the Task Group.

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. Approve the format of the All Members Workshop and in particular to
   - Amend and agree the presentation to be used
   - Amend and agree the three table questions
   - Indicate what roles they wish to take as Members.

2. Agree the other organisations to consult with and the recommended approach to those consultations.

12.0 Declarations of Interest /Dispensations Granted

None

Appendix 1

Role of World Cafe Table Hosts.

1. Encourage all members at the table to participate. All views welcomed and valued.
2. When general and sweeping statements are made that the Council is either good at something or needs to improve - push for examples to evidence the point being made.
3. Capture thoughts on the sheets provided and try to identify emerging themes.
4. Keep focused on the big question and use the additional "prompt questions" which have been provided
5. Keep it lively and moving. Don't get bogged down - capture the point and move on. If points come up which don't fit in but seem important write them on the "Don't Forget" board.
6. Remember it's about getting other people's views not your own.

Background Papers

None

Governance Task Group

World Cafe

There are 7 principles of good governance (see BC KLWN Code of Corporate Governance). The World Cafe discussions are designed to consider the Council's Governance Structure. How does it aid good governance and how does it hinder this. We'll do this through three sessions each tackling a question with a different focus.

- The quality of decisions made

- The transparency of the decision making process

- Accountability for decisions taken

For all questions please seek examples or reasons to support general statements/opinions

Session 1

Core Question :: Is the present governance model helping the Council to make good decisions. i.e. are the best outcomes achieved for the residents of the borough?

Prompt Questions

> Does it provide for options/alternatives to be considered?
>
> Does it provide opportunity for Members to be involved in shaping proposals before they are considered for approval?
>
> Do decision makers focus on the beneficial outcomes for the community - economic, social, environmental?
>
> Are law, policy and values guiding decisions.
>
> Are the correct people making the decisions and have they received the training they need?

Session 2

Core Question :: Is the Council open and transparent in the way it makes decisions?

Prompt Questions

Are upcoming important decisions included in a programme / timetable that is available to all to see?

Is it clear who will be making the decision?

Once made is it clear what factors have influenced the decision and why the decision was made?

Session 3

Core Question :: Are there ways to hold the decision maker to account for the decision?

Prompt Questions

Are there mechanisms by which a decision can be halted and reviewed before implementation?

Are there opportunities to review KPIs, project reports, financial performance and outcomes relating to a decision and hold the decision maker to account?

Are the risks associated with a decision adequately considered?

Governance Task Group

Borough Council of
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What is governance?

- The Council doing the right things, in the right way, for the right people.

- Doing this in a timely, inclusive, open, honest and accountable manner.

- Enables the Council to define and pursue its vision its vision more effectively.

- Leads to improvements in the stewardship of public money, public engagement and outcomes for people

- Ensures there are control mechanisms and that risks are managed

- Underpinned by seven core principles

- Comprises of systems, processes, culture and values.

TH précis from KLWN Code of Corporate Governance

The importance of good governance

Councils have to make decisions that will have profound, far-reaching implications both for the way that they and their partners deliver services, and on the lives of local people. This leads to;

- a shift in people's expectations of what local government does, and does not, do.

- a shift in the way that councils work with partners and contractors

Typically decisions might involve an expansion in commissioning, pooling and aligning of budgets with partners, decommissioning of services, major transformation

Local people need the confidence to know that decisions made in their name are high-quality, evidence based and considered openly and accountably.
•

Components of the Governance System

- Council Constitution

- Scrutiny & Overview

- Code of Corporate Governance

- Forward plan of key decisions

- Governance structure

- Scheme of delegation

- Culture and values

- Consultation strategy

The prevailing organisational culture, behaviours and attitude will largely determine whether governance succeeds or fails

GOVERNANCE MODEL

Task Group Terms of Reference
"the governance model"

BC KLWN Decision Making

PRE DECISION

REGENERATION & DEVELOPMENT PANEL / ENVIRONMENT 7 COMMUNITY PANEL

Policy Development
Evidence based
Options and Alternatives
Key Decisions

INFLUENCE - Public Good

OFFICER REPORT

professional advice on applicable law and policy

Feedback from consultation

INFLUENCE - law and policy

DECISION MAKER

COUNCIL
Policy Framework

Annual Budget & Treasury Management Strategy
Corporate Strategy
Assert Management Strategy
Procurement Strategy
etc…

CABINET

Key Decisions

LEADER/ PORTFOLIO HOLDER

Delegated decisions

PLANNING & LICENSING

Determine applications in a quasi - legal manner

OFFICER DELEGATED

Operational

POST DECISION

EXTERNAL

SCRUTINY / CORPORATE PERFORMANCE PANEL / AUDIT COMMITTEE/ STANDARDS COMMITTEE / "CALL IN"

APPEAL / LEGAL PROCESS

HEAD OF PAID SERVICE

Management System

What models are available?

The Governance Model options which are available to the Council are limited by the Localism Act 2011 to three
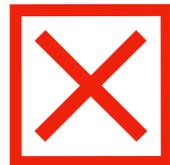
- Leader and Cabinet

- Mayoral system

- Committee system

There is flexibility in tailoring the model and hybrids are possible

Purpose of this evening

✓ to obtain a real understanding of the underlying practical, political and cultural issues which between them are driving the need for the Council to review and possibly change the way it does business

✗ not about looking at the pros and cons of different structures or considering structural options

Tonight's programme

- Short presentation / scene setting Cllr ….

- Introduction to the World Cafe approach Cllr …..

- Three Questions based on the adopted BCKLWN adopted 7 core principles

- Feedback from cafe tables

- Explain what the task group will be doing next