

Thursday, 13 July 2017, 10.00 am, County Hall, Worcester

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COUNCIL
13 JULY 2017**CONSTITUTIONAL ARRANGEMENTS - HEAD OF PAID SERVICE/CHIEF EXECUTIVE: REPORT OF THE APPOINTMENTS ETC PANEL**

Recommendation

1. **The Appointments etc Panel recommends that:**
 - a) **Council adopts the Chief Executive model for its 'Lead Officer'; and**
 - b) **the Panel be authorised to finalise the specifications and proceed as soon as practicable with the recruitment process in relation to the Chief Executive post.**

2. Clare Marchant, Chief Executive (who held the statutory post of Head of Paid Service) left the organisation on 29 June. The Panel interviewed candidates for the interim role and its recommendation that Steve Stewart be appointed as Interim Chief Executive was agreed by Council. It was agreed that recruitment to the permanent post would not commence immediately but recommendations put to July Council once an Appointments etc. Panel had debated the different models. Steve Stewart commenced his role as interim Chief Executive on 19 June, on a fixed term contract, for a period of six to nine months whilst the permanent arrangements were agreed and implemented.

3. The nature of the interim role selected for 'Lead Officer' was without prejudice to the nature of the permanent role to be decided by Council. The Panel has therefore considered the nature of the permanent 'Lead Officer' role in order to make recommendations to Council.

4. The Council is required by law to have a Head of Paid Service, appointed by full Council. There is no legal requirement to have a Chief Executive, but this is the model the Council has operated under to date. The Council's Chief Executive has also been the statutory Head of Paid Service.

5. The Panel noted that a number of models exist across Councils, with the Chief Executive model continuing to be the most popular choice. Others include: Head of Paid Service, Rotating Head of Paid Service and Managing Director. Each model still brings with it a level of remuneration premium for high quality candidates.

6. In reviewing the employment marketplace and organisational structures at other Local Authorities, the decision to recruit to a Chief Executive remains the most popular Lead Officer model. However, there are a small number of authorities, particularly Mayoral authorities, who have moved to recruiting a Managing Director (MD) or City/County Director and Wiltshire Council who has a rotating Head of Paid Service model.

7. The Panel considered three main models: Managing Director, Chief Executive and

Head of Paid Service.

Managing Director model

8. For the MD model, the key attributes must focus on: strong financial acumen, in-depth knowledge of markets and changing economical environments and robust understanding of a multi-faceted operation. The financial climate continues to be increasingly challenging and therefore the requirement for the Lead Officer to have sound commercial acumen and a track record in delivering results (synonymous with an MD role) are in the highest demand. In delivering results, an MD must also ensure that services are delivered creatively and efficiently to ensure value for money. Recruiting to a role with a different title to Chief Executive can symbolise a step change but Executive Search agencies who specialise in recruiting at Executive levels have advised that a change in title from 'Chief Executive' can have an adverse bearing on the quality of candidates.

Chief Executive Model

9. The Chief Executive model is the one with which the Council is most familiar as it is the model it has operated since its creation in 1998. Job Descriptions and Person Specifications for this role can vary dramatically across Councils, with some role profiles very similar to that of Managing Director (but with the Chief Executive title). A Chief Executive gives clarity on the management and leadership of the officer group and will be focused on delivering against the political vision and overseeing the delivery of services within the agreed budget. The Chief Executive can also be seen to 'invest' more time and focus on building the Council's reputation, brand and contribution to the wider 'place' of Worcestershire (but this will depend on the role brief which is set). This role is most identifiable externally both with the public and with partners. Keeping the title of Chief Executive does not exclude a re-development of the Job Description and Person Specification to reflect the current and future direction of the Council. This Lead Officer model is more likely to bring forward a stronger pool of quality candidates.

Head of Paid Service Model

10. The final Lead Officer model is that of 'just' Head of Paid Service (either sole occupancy or rotating). These models have reduced across Local Government (although as indicated above, each authority is required to have an officer fulfilling the function of HPS) and in the main they do demand a lower premium in terms of remuneration, but can also be seen as quite traditional Local Government Lead Officer roles. This in turn presents its own significant challenges, as it can restrict the choice of suitable candidates. The key designated duty of a Head of Paid Service (Local Government and Housing Act 1989) is: where he or she considers it appropriate to do so, to prepare a report to the authority setting out their proposals as to:

- the manner in which the discharge by the authority of their different functions is co-ordinated;
- the number and grades of staff required by the authority for the discharge of their functions;
- the organisation of the authority's staff;
- the appointment and proper management of the authority's staff.

11. Regulations made under the Local Government Act 2000 reinforce these duties by making the appointment of staff below deputy chief officer level the exclusive function of the Head of Paid Service or someone nominated by him or her.

Expected remuneration levels for each model

12. In speaking with an experienced Executive search agency regarding the market conditions and the remuneration 'reality', the data they provided show that the recruiting benchmark set for CX roles for County/Unitary authorities range between £140 - £180k (14% average reduction over last 5 years). The highest paid Chief Executive is in Wandsworth at £245k (joint now with Richmond).

13. For MD models they would advise that the salary would normally be pitched at about 20-25% above the level of our existing Director posts.

14. For Head of Paid Service the salary offered would be less, but they would recommend that this is still 5% above the Director remuneration level.

15. Our current salary band for a 35 hour contract Chief Executive is £154,038 to £173,421. Our Directors' salary range (35 hour contract) is £109,035 to £119,938 (and for 37 hours is £115,272 - £126,798). Our 3 Operational Directors are on this salary band.

16. The Panel considered that the best 'fit' for what the Council needed in the difficult years coming was the Chief Executive model. This was the model most likely to attract strong candidates, and the salary range needed to reflect the demands of the job. The Panel resolved to recommend the Chief Executive model to Council.

17. Following the Council decision on the preferred model, the Panel seeks authority to progress the recruitment process. It is proposed that the following steps would then take place:

- (a) Development of a final job description and person specification for approval by Panel;
- (b) Development of a 'candidate pack' for use as part of an agreed recruitment campaign; and
- (c) Development of a recruitment process including timeline and recommended panels for interviews/assessments etc. including by the Appointments etc. Panel in order for a recommendation to be made to Council.

Mr S E Geraghty

Chairman

Contact Points

County Council Contact Points

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Specific Contact Points for this report

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Agenda and background papers for the meeting of the Appointments Etc Panel held on 6 July 2017.

COUNCIL
13 JULY 2017**REPORT OF THE INDEPENDENT REMUNERATION PANEL
ON COUNCILLORS' ALLOWANCES**

Recommendation

1. **The Head of Legal and Democratic Services recommends that,:**
 - (a) **the Council considers the report of the Independent Remuneration Panel; and**
 - (b) **the Head of Legal and Democratic Services be authorised to amend the scheme of Councillors' allowances in the light of the decision at (a) above.**

Background

2. The Council appoints a statutory Panel to advise and recommend the level of allowances for members. Council itself decides the members' allowances scheme and any amendments to it, having regard to the Independent Remuneration Panel's (IRP's) report.
3. Council considered and endorsed an interim report in September 2015 and agreed at that time to consider a further report on the allowances scheme.
4. The report makes a number of recommendations for increases to allowances. If the Council accepts all of these it would increase the amount spent on basic and special responsibility allowances by £18,500 in a full year. The total budget for members' allowances and other support for 2017/18 is £983,700.

Supporting Information

Appendix - Report of the Independent Remuneration Panel July 2017.

Contact PointsCounty Council Contact Points

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Background Papers

In the opinion of the Proper Officer (in this case the Head of Legal & Democratic Services) there are no background papers relating to the subject matter of this report.

Independent Remuneration Panel

Phase 2 Review 2016/17

July 2017

06/07/2017

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Section One

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Section 2

Membership of the Panel

2.1 The Independent Remuneration Panel (IRP) comprises of the following members:

Professor Michael Clarke (Chairman)	Formerly Vice-Principal and Pro Vice-Chancellor of University of Birmingham
Leslie Gunde	Public representative
Professor Paul Jackson	University of Birmingham
Andrew Manning-Cox	Partner - Gowling WLG
Richard Quallington	Community & Voluntary Sector

Section 3



Chairman's Foreword

Professor Michael Clarke

Chairman,

Independent Remuneration Panel

3.1 We are pleased to present the second stage of this review. Worcestershire County Council like all councils is required to have an independent panel, appointed from the community, to keep Members' allowances and related matters under review and periodically make recommendations to the County Council. It is important to note that the Panel only makes recommendations with the aim of setting a fair benchmark for remuneration. Political decisions relating to the actual amount paid are then made by the Councillors themselves. Indeed, as the first part of its current review the Panel reviewed the Basic Allowance and made a recommendation for a modest uplift.

3.2 At the time of our reporting, the County Council asked us to look at two further matters. First, special responsibly allowances (given the changes to Members' roles and responsibilities over recent years), and second the ICT support available to elected Members (given advances in technology, continually broadening opportunities for its use in the day to day life of the elected member and the County Council's ambition in the exploitation of ICT in the delivery of its strategy). This report therefore covers both of these strands.

3.3 The brief given led us first to seek to understand the scale and nature of change impacting on local government and Worcestershire County Council's response to it. This is well documented elsewhere. Suffice it to say here that change has impacted on all corners of the County Council's work and that it is a very different place to what it was when the first independent panel was appointed in 2003. The impact on the role of the elected Member - executive and scrutiny - is much more complex and demands radically changed skill sets. Localism and community leadership on the one hand and commissioning on the other serve to exemplify Worcestershire County Council's ambitions for itself and its citizens; it wants to attract the very best councillors and officers.

3.4 In talking to many elected Members in the course of this review we have been struck by the importance attached to providing the best in supporting new and changing roles.

3.5 We continue to be impressed by the energy and enthusiasm of most Councillors and their willingness to go the extra mile. We worry at the difficulty of attracting younger people or those in full time work.

3.6 In all of this we continue to believe that the voluntary principle remains important where voluntary public service sits alongside a justifiable level of remuneration which recognises the value of what is given (or perhaps we should say lost) through service, in particular at the senior levels of the Council. We salute their contribution.

3.7 We have been generously served in our work by the willingness of both Councillors and officers to talk openly and frankly with us about the changes which they are wrestling with, their impact and what response is required.

3.8 Their insight has turned something which could have been a chore into something much more satisfying and interesting. We are particularly grateful to Deborah Dale, who has both organised us and our programme and made links which we would otherwise have missed, Jodie Townsend, Democratic Governance and Scrutiny Manager, and Sheena Jones, his successor, who, alongside their report writing skills, have brought a wide knowledge of local government in general and elected Member support arrangements in particular; and Simon Mallinson, Head of Legal and Democratic Services.

3.9 The final Report and all that it says however, is something we take full responsibility for. We look forward to its debate.

Professor Michael Clarke

Section 4

Terms of Reference

4.1 To review the level and extent of allowance payments currently made to county councillors having particular regard to:

- The role of the County Councillor and the importance of effective democratically accountable local government and community leadership
- The scale and complexity of the County Council's operations and changes taking place in the various roles councillors are expected to fulfil and the particular responsibilities attached to the various roles
- The time commitment required from Councillors to enable both the Council and individual Councillors to be effective in their various roles
- The importance of encouraging people from all backgrounds and circumstances to serve in local government without suffering financial loss as a consequence of their membership of the Council.

4.2 The Panel also:

- Considers the level and extent of travel and subsistence allowances
- Reviews the payment of allowances and expenses payable in relation to attendance at seminars and conferences
- Makes observations about the support required for Councillors to do their job effectively.

Section 5

Introduction

5.1 The findings of the Independent Remuneration Panel's review of the WCC Members' Allowances Scheme are detailed within this report and the Panel's recommendations are explained throughout.

5.2 The Panel entirely recognise that the Allowances Scheme is a matter for Council to decide upon, having regard to the Panel's report. This underlines the democratic and transparent nature of the process.

5.3 The Panel's role is to provide an independent perspective on the issue of allowances and its report sets a proposed benchmark which Councillors themselves can then debate, accept, amend or reject.

5.4 In short, the Panel -

- Request that elected Members see this report as recommendations, not absolutes

- Recognise the Panel's independent role and that of Council to make the final decision on Member Allowances.
- Recognise that the main body of this report has been developed during the 2013/17 administration and look forward to the debate within the new 2017/21 administration.

Section 6

Allowances

Special Responsibility Allowance

6.1 The Panel were tasked to look particularly at the level of Special Responsibility Allowances (SRAs). It should be noted as part of the context that the existing allowances scheme actually permits automatic indexation of both SRAs and Basic Allowances (BA) every year. The last annual uplift was agreed at full Council in May 2008 and for understandable reasons Councillors have voted collectively to freeze the level of allowances before accepting a 1% increase to the Basic Allowance (BA) from April 2016, in line with the Panel's recommendation at that time.

6.2 The allowances have therefore been frozen voluntarily for many years (other than the recent modest increase in BA) and as a result their real value has declined by the cost of inflation. The Consumer Price Index has risen by 9.5% since the last increase in SRA allowances. The Panel considers that its recommended increases bring Worcestershire County Council in line with where it should be.

6.3 The issues are broader than purely inflation. In order to gain a good understanding of the nature of the roles reflected in the SRA Scheme and to ascertain the requirements of each SRA role, the Panel gathered evidence from a number of sources:

- Analysis of the Council's constitution
- Evidence sessions with elected Members in various SRA roles
- Analysis of elected Member 'monitoring sheets' to illustrate time commitment required for that Councillor role
- Information from Democratic Services (such as committee frequency, length, work involved in various Council roles)
- Evidence sessions and written advice from WCC Officers
- Evidence sessions with numerous elected Members including Group Leaders
- Thorough analysis of comparator evidence and benchmarking with other Local Authorities.

6.4 This means that percentage comparisons on previous allowances may be mathematically correct, but they may not reflect either the considerable changes that have taken place since they original allowances were set, or the changes in structure and responsibility since. In some allowances they may not be a like for like comparison.

Basic Allowance

6.5 From the evidence obtained through interviews with Councillors and the monitoring sheet exercise the Panel concluded that there was a general rise in the workload, time commitment required and skillset to be a Worcestershire County Councillor as well as an increase in the number of committee/member body meetings which elected Members were expected to attend.

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6.6 The Panel also took into account the freeze that was placed on the allowance from 2008/9 prior to the 1% increase resolved by Council in September 2015 and during this time inflation has run in excess of 9% - therefore the Panel recommend the BA should be increased by 2% in order to bring the Basic Allowance more in line with comparable authorities and take into account the increased time and commitment required for the role.

6.7 Recommendation 1: The Panel believe the demands on time, commitment and ability for elected Members are increasing. Therefore the Panel recommends the Basic Allowance be increased by a further 2% in order to bring it in line with comparable authorities and take into account the increased commitment and skills required for the role.

Special Responsibility Allowances

6.8 The panel is required to consider those activities that are eligible for Special Responsibility Allowances. This is partly governed by the *New Council Constitutions: Guidance on Regulation for Local Authority Allowances* (Office of the Deputy Prime Minister, 2003), which recognises that some councillors undertake tasks that can be defined as a 'significant additional responsibility'. Importantly, this guidance also states:

'It does not necessarily follow that a particular responsibility which is vested to a particular member is a significant additional responsibility for which a special responsibility allowance should be paid. Local authorities will need to consider such particular responsibilities very carefully. Whilst such responsibilities may be unique to a particular member it may be that all or most members have some such responsibility to varying degrees. Such duties may not lead to a significant extra workload for any one particular member above another.' (Para.73)

Note that an SRA is payable for a significant *responsibility* and not just an additional time commitment, though that may also be an important proxy for the level of responsibility.

In addition, to some extent all councillors have additional responsibilities, but these may not be construed to be significant. The guidance provided in 2003 also recognised that the patterns of remuneration would change as responsibility became concentrated in fewer councillors within the Cabinet system. Evidence from other councils in the UK further supports this. As the guidance states:

'Some councillors will be spending significantly more of their time on council duties than has ever previously been the case. On the other hand, changes in the traditional committee structure will mean that there are far fewer committees and, as a consequence, fewer councillors engaged as chairs and vice-chairs of numerous committees.' (Para.74)

Consequently this review has considered changes in the management of the council and has reflected these within the determination of the remuneration scheme, particularly within the SRAs. Note that the structure of the council and therefore the SRAs remain a political decision and not a technical one.

SRA for the Leader

6.9 The Panel concluded that the role and responsibilities of Leader had increased significantly since the SRAs were last set through the 'Stronger Leader' model.

6.10 The number of meetings for the Leader of the Council has generally increased year on year over the life of the 2013/17 Council and the monitoring sheet exercise evidenced that during June 2016 the Leader spent over 146 hours in his role as Leader. This equates to over 6.5 hours per day if spread over the working week. This shows the role is comparable to that of a virtual full-time position.

6.11 From the research undertaken and the level of inflation since the SRA was last reviewed, the Panel feels that the recommended level of increase provides an appropriate level of recompense for this role while still acknowledging the voluntary element of being an elected Member.

6.12 Recommendation 2: The Panel recommends that the Special Responsibility Allowance for the position of Leader of the Council should be increased by 10% in order to reflect the level of responsibility associated with the post and bearing in mind the loss in real term value since it was last increased.

SRA for Cabinet Members with Responsibility (CMR)

6.13 The Panel concluded that the level of commitment and responsibility associated with being a CMR had also greatly increased in the light of the financial challenges facing the Council and to some extent also highlighted by the continued increase in the number of delegated CMR decisions being taken.

6.14 Members and officers interviewed by the Panel reported that all Members, but particularly CMRs, have seen an increase in the demands and skills required for the role. The issue of a need for an increased professionalism and skillset for CMRs was raised by various Members and officers.

6.15 The monitoring sheets exercise also illustrated the large time commitment required and the scope of involvement and responsibility of being a CMR at Worcestershire County Council.

6.16 Recommendation 3: The Panel recommends that the Special Responsibility Allowance for the position of Cabinet Member with Responsibility (CMR) should be increased by 8% in order to reflect the level of responsibility associated with the post and bearing in mind the loss in real terms value since it was last increased.

6.17 At present there is no specific allowance band for the role of Deputy Leader and the Panel believe there should be such an allowance to reflect appropriately the additional responsibilities of this role in deputising for the Leader, representing the Council and making key decisions in the Leader's absence.

6.18 The Panel concluded that the current scheme should incorporate the position of Deputy Leader and recommends that a new Special Responsibility Allowance Band be created for the position of Deputy Leader of Council at 10% above the CMR level in order to reflect the level of responsibility associated with the post.

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6.19 Recommendation 4: The Panel recommends a new Special Responsibility Allowance Band be created for the position of Deputy Leader of the Council at 10% above a CMR post to reflect its additional level of responsibility.

SRA for Overview and Scrutiny

6.20 The Panel considered the role of Chairman of OSPB was an important one; it was felt this position was the figurehead for holding the Cabinet to account. As a result the post holder could come under particular pressure from the Council, the public and the press in order to ensure that accountability was being delivered for the people of Worcestershire. The Panel agreed this additional responsibility and increase in demands upon the Chair of OSPB should be recognised within the SRA scheme.

6.21 There was evidence to suggest the breadth of the role of Scrutiny Chairs and OSPB Members was directly related to the amount of work and commitment a Chair/OSPB Member was willing to put in. There appear to be varying levels of time commitment required for Scrutiny Chairs/OSPB Member roles. The majority of elected Members interviewed by the Panel felt that training was required to develop Councillors' scrutiny skills to improve the ability for the function to add value. Elected Members also expressed concern that the scrutiny function was not sufficiently valued by senior management. **The Panel believes the Chief Executive should note these concerns.**

6.22 As a matter of principle, it is seen as correct that the leading Scrutiny Member should have the same level of responsibility allowance as CMRs.

6.23 The Panel recommends that the Special Responsibility Allowance for the position of Chairman of the Overview and Scrutiny Performance Board should be increased by 8%. The Panel considers this reflects the level of responsibility associated with the post, particularly given the significance of the post holder's responsibility to ensure delivery of the Overview and Scrutiny function in both assisting policy development and holding the executive to account. The recommended increase therefore matches that for CMR posts to maintain consistency between the roles and to underline the responsibilities of this post.

6.24 The Panel recommends that the Special Responsibility Allowance for the position of other OSPB Members (lead Scrutiny Members) should be increased to reflect the level of responsibility associated with the post. This equates to an increase of 4% on the existing allowance. The lead Scrutiny members are responsible for ensuring each Scrutiny Panel carries out its role effectively in more specific areas. This requires work outside the meetings themselves, liaising not only with County council officers but others outside the organisation.

6.25 Recommendation 5: The Panel recommends the Special Responsibility Allowance for the position of Chairman of the Overview and Scrutiny Performance Board should be increased by 8% in order to reflect the level of responsibility associated with the post.

6.26 Recommendation 6: The Panel recommends the Special Responsibility Allowance for the position of Lead Scrutineer on OSPB (not including Chairman) should be increased by 4% in order to reflect the level of responsibility associated with the post.

SRA for Group Leaders

6.27 The Panel agreed with Group Leaders that this remained under-represented within the current scheme. The 2003 Guidance allows for the provision of an SRA to political leaders and paragraph 11 states that an SRA may be paid to a person 'acting as a spokesperson for a political group on a committee or sub-committee'.

6.28 Recommendation 7: The Panel recommends the Special Responsibility Allowance for the position of Group Leader be increased by 4% in order to reflect the value of the role and enable Councillors to be sensibly recompensed.

SRA for Regulatory Roles

6.29 The evidence obtained by the Panel illustrated that the roles of Chairman of Pensions Committee and of the Planning and Regulatory Committee were particularly arduous and carried additional responsibilities which the other Committees did not.

6.30 The Panel did note comments and advice from officers that the role of Chairman of the Pensions Committee is particularly challenging and arduous due to the complex nature of the documents, information and material the Committee is required to consider. In addition the Panel noted comments from Members and officers concerning the responsibility involved and time commitment of being Chairman of the Planning and Regulatory Committee. It was therefore felt the SRAs for these two particular roles should be distinguished from those of other Committees because of the additional responsibilities involved.

6.31 Recommendation 8: The Panel recommends that the Special Responsibility Allowance for the position of Chairman of the Planning and Regulatory Committee and the Chairman of the Pensions Committee should be increased by 8% in order to reflect the level of responsibility associated with the post.

SRA for Other Committee Chairmanships

6.32 The Panel recommends an increase of 4% for the role of Chairmen of the Audit and Governance and Waste Credit Governance Committees.

Summary

6.33 The Panel recommends that new Councillors' Allowances scheme bandings and levels are implemented from 1st September 2017 as follows (full year allowances shown):

Table 1

Band	Amount	Role
1	£34,182	Leader of the Council
2	£18,150	Deputy Leader of Council

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3	£17,820	CMRs Chair of OSPB
4a	£10,514	Chair of Planning & Regulatory Committee Chair of Pensions Committee
4b	£10,124	Group Leaders Lead Scrutiny Members Chair of Audit & Governance Committee Chair of Waste Credit Governance Committee
Basic Allowance	£8,772	Basic Allowance for all Councillors

6.34 During the course of the review the Panel had brought to its attention by Officers a small anomaly within the current allowances scheme. Historically, the Members' mileage provisions have mirrored those available to employees. If an employee exceeds 8,500 miles claimed in a year their mileage expenses drop from their eco band rate (i.e. Band 1 + 45p per mile) to a set 15p per mile. The scheme for Members makes no reference to this reduction.

6.35 Therefore, the Panel recommends that this be altered to bring the over 8,500 miles mileage allowance into line with the employee scheme and that the Members' Mileage Allowances scheme be amended accordingly. .

6.36 Recommendation 9: The Panel recommends the Members' mileage allowance scheme be amended to expressly bring it in line with the officer scheme with regard to claims of over 8,500 miles in a financial year.

Section 7

ICT Provision

7.1 In order to develop an understanding of the ICT requirements of Worcestershire County Councillors the Panel gathered evidence from a number of sources:

- Analysis of the Council's Constitution (Article 13)
- Evidence sessions with various Elected Members regarding ICT provision and need
- Analysis of Elected Member 'monitoring sheets'
- Information from Democratic Services (such as ICT issues and impact on department)
- Evidence sessions and written advice from WCC Officers on ICT provision including the Chief Executive and the Interim Director of Commercial and Change.

7.2 The Panel found that currently elected Members have individual preferences over the devices they use to access information and fulfil their Councillor duties, ranging from desktop to hand held devices. Evidence provided by Members and also by Officers to whom the Panel
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spoke indicated that the needs for fellow Councillors, WCC Officers, Partners and constituents to be able to communicate with Members quickly have increased and that trend will continue. Reasons given for this were:

- Increase in demands upon Councillors
- Councillors becoming more of a community champion within their divisions leading to increase in demand/workloads
- Increase in decisions required from Members
- Increase in meetings – Council meetings, Parish & Town Council meetings, outside bodies, stakeholders, partners etc.

7.3 The present ICT arrangements do not guarantee that a Councillor will have the equipment that they require to be a 'modern' Councillor or that appropriate security of devices or data is achieved. The current arrangements simply provide guidance on how much allowance is available to Councillors for ICT equipment bought by them and what ICT equipment can be bought using this allowance.

7.4 As a result there is a clear danger, evidenced by some Members buying equipment such as tablets and then going back to using laptops, that Members will not have the right equipment to meet the demands of being a Councillor. In addition, the Council must be able to comply with legal regulations and public expectations relating to cyber security and data protection. A failure so to do can lead to very significant financial penalties and of course reputational damage. Further, a number of devices are now supplied direct by the Council and the situation needs regularising.

7.5 The direct provision of WCC hardware has some significant benefits in relation to security and data protection. Preloaded and automatic upgrades of software, which are all provided and monitored within the corporate network, can easily be provided and maintained. By contrast, under the current arrangements the individual Councillor would be responsible for purchasing software packages and maintaining acceptable levels of virus protection through their independent support contract.

7.6 The Panel believe that it is important to make access to Committee Agendas more efficient, cheaper to manage, more accurate and more accessible, providing a better service and improving the democratic process. If Members were provided with appropriate ICT and received training to allow them to use such ICT then opportunities would exist to move towards becoming a 'paper-lite' authority, enabling Members and Officers to receive or access a larger number of agendas electronically rather than in paper form, reducing unnecessary expenditure as well as being kinder to the environment.

7.7 Recommendation 10: The Panel recommends that the Councillors' Allowances Scheme be amended to include (i) the expectations on Councillors to be able to use defined IT and equipment in order to be an effective Worcestershire County Councillor

(ii) the definition of such equipment be as follows:

- Laptop and Printer
- Broadband Internet Connection (or alternative)
- Secure connection to WCC Networks
- Smart Phone

7.8 Recommendation 11: The Panel recommends that the current provision allowing drawdown by any Councillor of up to £1000 over the lifetime of the Council to purchase IT hardware be replaced by direct provision by the Council of IT equipment defined as above.

7.9 Recommendation 12: That the Consumables Allowance be amended to provide a contribution only towards Broadband Connection (or equivalent) at £240 per Councillor per annum provided that a proof of purchase is provided to ensure that the allowance is used for the stated purpose, noting that this is a reduction in the current allowance to reflect current broadband costs and an appropriate encouragement to Councillors to reduce their use of paper and printing consumables at the expense of the Council and to use digital channels wherever possible.

7.10 Recommendation 13: That Elected Members use the new iTrent system for submitting electronic travel claims and expenses instead of submitting paper copies

7.10 Recommendation 14: The Panel recommends the Chief Executive, in consultation with Group Leaders, agrees the following to be implemented during the 2017/18 Council Year:

- what ICT equipment will be provided by the Council to use in producing and managing Committee Agendas in place of paper copies
- what provision will be made for Members who are unable to use ICT equipment to access Committee agendas
- what support will be provided to Members to adopt a paper-lite approach
- how to utilise user groups to trial a paper-lite approach during 2017/18

Section 8

The Changing Role of the Elected Member

8.1 The focus of phase 2 of the Panel's review has been on SRAs and Members' ICT Provision. Our review has shown that both these topics are impacted by the changing role of the Elected Member and the impact that this has on Councillors' workloads, how they conduct business, decisions they are required to be involved in and on the skills and abilities required to be a successful Councillor. This change has provided the evidence and the backdrop against which our findings and our recommendations have been shaped.

8.2 The Panel felt that it would be helpful to communicate to Full Council what issues it had identified as to the changing role of the elected Member so that Full Council could decide if any issue merited any further investigation or consideration.

8.3 The Panel's review has highlighted the increase in demands on elected members. The Cabinet model places enhanced 'roles' and responsibilities on elected Members such as CMR, Scrutiny Member or Planning Member all of which require an increased level of commitment and a specific skillset.

8.4 The Panel of course accepts that it is for the electorate to decide if an individual is worthy of election to public office. However, in the Panel's view, it is also wholly consistent with that principle for the Council to stipulate the specific skills, and training, needed for a particular position.

8.5 At present the Council's constitution states that 'No Member may serve on the Planning & Regulatory Committee unless and until they have undertaken training considered suitable by the Director of Resources.'

8.6 Recommendation 15: The Panel recommend the Council consider whether or not the approach taken to training for Planning Committee Membership could and should be extended to other Member roles within the Council.

8.7 A number of Members and officers told the Panel that the Overview and Scrutiny function at WCC could be more effective. The barriers preventing success appeared to be as follows:

- Lack of 'scrutiny' skills amongst Members
- Need for Member Development to enhance scrutiny skills and role that scrutiny can play
- Overview and Scrutiny function not understood or supported by WCC Officers
- Senior Officers of WCC are focused on supporting the Cabinet function

8.8 Recommendation 16: The Panel believe there are key skills required to be a 'good scrutineer' and in particular a 'good scrutiny chair', the Panel therefore recommend the Council should invest in training and development for Scrutiny Members.

8.9 Another theme which arose on several occasions during the course of the review related to the assessment of Members' performance. Several Elected Members highlighted some concern that Members who were paid an SRA were not subject to any routine performance assessment

to identify areas where Councillors may need support or training. The Panel is of the view that the ultimate assessment of the performance of elected Members will take place at the ballot box. However, the Panel considers it is for the Council itself to decide any additional requirements.

8.10 Recommendation 17: The Panel recommends the Chief Executive, in consultation with Group Leaders, considers developing or trialling an elected Member SRA performance assessment programme for implementation during 2017/18.

Section 8

Supporting Information

Existing Level of Allowance for Special Responsibilities December 2016

Band	Amount of Allowance	Role
Band 1	£31,074.47	Leader of the Council
Band 2	£16,499.71	Cabinet Member with Responsibility Chairman of the Overview & Scrutiny Performance Board
Band 3	£9,734.84	*Leader of the Conservative Group Leader of the Labour Group Leader of the 2013 Group Leader of the Independent Alliance Group Lead Scrutiny members (including Health Overview & Scrutiny Committee Chairman and Chairmen of Overview & Scrutiny Panels) Chairman of the Planning & Regulatory Committee Chairman of the Audit and Governance Committee *Chairman of the Waste Credit Governance Committee Chairman of the Pensions Committee
Band 4	£5,820.68	None currently payable within this Band

*Not currently payable due to rule against double allowances

Members' Allowances Comparisons @ 6th April 2017

Year	Council	Basic £	Leader £	Deputy Leader £	CMR £	Ch O/S £	Ch Plg £	Opp GL £	Co Chm £	Council V-C £
Recommended	Worcestershire	8,716	34,182	18,150	17,820	17,820	10,514	10,124	14,518	3,287
Current	Worcestershire	8,515 + 505 IT consumables	31,075	-	16,500	£9,735	£9,735	9,735	14,233	3,233
No change from 2015/16	Buckinghamshire	10,825	40,106	26,767	20,373	10,192	5,096	1,349 <i>+269 per member</i>	12,736	3,187
2016/17	Cambridgeshire*	7,855	15,302	11,476	n/a*	n/a*	4,590	11,221	6,121	3,060
No change from 2015/16	East Sussex	11,080	24,618	17,232	14,771	6,153	6,153	12,307	12,307	4,927
2016/17	Gloucestershire	10,000	27,300	-	18,200	5,460	5,460	5,850	9,100	2,730
2017/18	Herefordshire	7,400	29,418	-	11,987	11,987	9,261	1,634	9,261	1,634
No change from 2015/16	North Yorkshire	8,994	24,704	15,440	13,896	1,544	3,088	4,632	9,264	3,088
No change from 2014	Shropshire	11,514	23,028	14,392	11,514	11,514	5,757	5,757	8,635	8,635
2016/17	Somerset	10,582	31,743	18,930	16,930	5,291	5,291	9,523	9,523	1,058
No change from 2014/15	Staffordshire	9,022	35,000	26,250	17,500	6,658	6,658	17,500	16,815	8,405
2015/16	Warwickshire	9,263	23,300	13,922	10,345	5,559	5,559	8,051	5,559	2,780

COUNCIL
13 JULY 2017**NOTICES OF MOTION**

Notices of Motion Received

1. The Head of Legal and Democratic Services reports that he has received the following 7 Notices of Motion. The Constitution provides that any submitted motion must be moved and seconded at the meeting. Otherwise, unless postponed with the consent of the Council, it will be treated as withdrawn.
2. If a motion is in relation to the exercise of an executive function it will be referred to the Cabinet for decision (if applicable this will be indicated below). Otherwise the Council may decide itself to determine the Motion, or refer it to the Cabinet or another appropriate Committee for advice before determining it at the next available meeting.

Notice of Motion 1 – Looked After Children at Riverside Special School

3. **This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.**

4. Notice of Motion standing in the names of: Mr P Denham, Mr R M Udall, Mr P M McDonald, Ms P A Hill, Mr R C Lunn, Mr C J Bloore and Ms C M Stalker.

"As Corporate Parents, all Members of this Council are responsible for ensuring that all Looked After Children, especially those with special emotional and mental health challenges, are educated in suitable premises.

Council therefore requests the CMR for Children and Families to check whether the premises occupied by Riverside Special School, at City Walls Road, Worcester, adequately meet our students' needs. Currently seven Looked After Children are on this school's role. If the premises are found to be unsuitable, Council requests that accommodation which fully meets the needs of children attending the school is urgently sought."

Notice of Motion 2 – Adult Social Care

5. **This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.**

6. Notice of Motion standing in the names of: Ms P A Hill, Mr R C Lunn, Ms C M Stalker and Mr R M Udall.

"In a recent report, the Local Government Ombudsman found a string of faults against Worcestershire County Council and its social workers, who failed to

assess the needs of a woman, or take proper responsibility for her care and in addition acted contrary to the law when the Council stopped paying for the women's care.

Therefore this Council calls upon the OSPB to carry out an immediate investigation into this case and report back to Council within eight weeks."

Notice of Motion 3 – Women working in construction and road building

7. This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.

8. Notice of Motion standing in the names of: Mr R M Udall, Ms C M Stalker, Mr C J Bloore and Mr R C Lunn.

"Council is concerned that women only make up 11% of workers in construction, in a national UCATT survey.

- More than half (51%) said they were treated worse at work simply because of their gender
- Many complained of lower pay than their male colleagues
- Four in ten identified bullying and harassment by managers as a problem
- Almost three in ten were afraid to complain about poor treatment to their managers.

Council asks the CMR to take action to ensure all future construction and road building projects to be commissioned by the County Council will have conditions which will promote and encourage women in the workplace and will provide employment protection and support to women employees to prevent harassment, discrimination and under representation."

Notice of Motion 4 – Skills on Show event at County Hall, Worcester

9. This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.

10. Notice of Motion standing in the names of: Mr R C Lunn, Mr R M Udall, Mr P M McDonald, Ms P A Hill, Mr C J Bloore and Ms C M Stalker.

"We call on the Administration, in the interests of the Worcestershire Economy, to reintroduce a "Skills on Show" event at and in the grounds of County Hall. Such an event should be both actual and virtual to appeal to the widest possible business audience. We request that they submit plans for such an event at the September Council meeting."

Notice of Motion 5 – Police and Crime Commissioner's proposals for the Fire Authority

11. This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.

12. Notice of Motion standing in the names of: Mrs E B Tucker, Prof J W Raine, Mr M E Jenkins and Mrs F M Oborski.

"This Council resolves to meet to consider its response to the proposal of the Police and Crime Commissioner to abolish the Shropshire and Wrekin, and the Hereford and Worcester Fire Authorities and run the two Fire and Rescue services himself.

At that meeting the Council will debate in detail the business case put forward by the Police and Crime Commissioner together with the views of our representatives on Hereford and Worcester Fire Authority and recommendations from the Overview and Scrutiny Performance Board. The whole Council will decide its formal response to the proposal to remove control of our local fire service by locally elected councillors thus creating a democratic deficit.

The consultation ends on 11 September. Since the next Council meeting is scheduled for 14 September, the expense of holding a special Council meeting could be avoided by bringing that date forward by one week, unless permission can be received to allow Council's response to be submitted late."

Notice of Motion 6 – Harnessing the potential contribution of elected members

13. This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.

14. Notice of Motion standing in the names of: Mrs E B Tucker, Prof J W Raine, Mr M E Jenkins and Mrs F M Oborski.

"In the final year of the previous Council, a Motion from this Group was proposed and agreed that led to the establishment of a cross-group Working Party to consider how the skills and expertise of members of this Council might be best harnessed for the benefit of the County Council and its work in difficult financial times.

The Working Party, which was led by the previous Chairman of Council, met periodically over a number of months and considered various issues. It also commissioned an on-line survey of members' experiences and satisfaction with the operation of Council and its committee meetings over the preceding years and of reflections on the scope for enhancing members' contributions through other ways of working. A summary of findings, based on the 50% response rate achieved, was circulated and a follow up set of questions for political groups to consider was prepared and issued in April. But with the May elections looming, the Working Party was unable to complete its work, and no final conclusions or

recommendations were made back to Council on how the potential of us councillors might be optimised.

This Notice of Motion calls upon Council to reconvene the Working Party – albeit with some new appointments to replace those councillors no longer with us in this chamber – and to continue and complete the project. With the same challenges remaining, of still having to make significant annual budgetary reductions at a time of growing demand, need and expectation for County Council public services, we councillors represent an increasingly important potential resource. Identifying and trialling different ways of capitalising on our potential and ensuring best use of our time and skills, surely has to remain a priority."

Notice of Motion 7 – Footway crossings (dropped kerbs)

15. **This motion is not in relation to the exercise of an executive function and the Council may decide to determine the Motion.**

16. Notice of Motion standing in the names of: Mrs E B Tucker, Prof J W Raine, Mr M E Jenkins and Mrs F M Oborski.

"A number of other councils in England offer discounts to disabled residents and blue badge holders for the installation of dropped kerbs.

Council calls on the Cabinet Member Responsible to consider offering a similar discount to disabled residents of Worcestershire."

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.