

The City of Edinburgh Council

10.00am, Thursday, 15 December 2022

Review of Political Management Arrangements 2022

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To agree option 2 as detailed in 4.21-24 of the report and in appendix one, with regard to the political management arrangements of the Council to come into force following Easter recess in 2023.
- 1.2 To consider whether to:
 - 1.2.1 appoint a vice-convenor to Governance, Risk and Best Value Committee from a different political group to the administration and the group the convenor is a member of.
 - 1.2.2 appoint independent non-voting member(s) (up to two members) to the Governance, Risk and Best Value Committee.
- 1.3 To consider whether to add an additional parent representative to the Education, Children and Families Committee.
- 1.4 To note that any changes in membership and frequency will be reflected in the governance documentation and approved in February 2023 for commencement following Easter recess in 2023.
- 1.5 To note that associated governance documentation and best practice guidance will be submitted to Council in February 2023.

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Report

Review of Political Management Arrangements 2022

2. Executive Summary

- 2.1 This report outlines options for the political management arrangements of the City of Edinburgh Council. All three models are variations of the traditional committee system. The next steps for associated governance documentation and business processes are also detailed.

3. Background

- 3.1 The City of Edinburgh Council currently operates a committee system. This replaced a cabinet and scrutiny model in 2007 and was retained, with alterations, in 2012. In 2017, a streamlined executive committee model was approved, with further refinements made in 2019.
- 3.2 The current executive committee model, sitting below Council, is:
- 3.2.1 Culture and Communities Committee
 - 3.2.2 Education, Children and Families Committee
 - 3.2.3 Finance and Resources Committee
 - 3.2.4 Housing, Homelessness and Fair Work Committee
 - 3.2.5 Policy and Sustainability Committee
 - 3.2.6 Transport and Environment Committee
- 3.3 The 2019 refinements aimed to address the imbalances in the remits of the executive committees, provide more capacity for scrutiny, modernise the remits of committees to reflect current demands and the political environment, and strengthen the corporate (Policy and Sustainability) committee to enable a more consistent, joined-up approach to major Council business.

4. Main report

- 4.1 The City of Edinburgh Council has operated a committee system since 2012. It has undergone a number of reviews, amending and improving on the original model, but priorities and pressures have also evolved. It is also important for the new Council to ensure that the committee model is one that aligns with the views of current councillors and the political make-up of the Council, as well as being one that reflects what Councillors are collectively trying to achieve and will act as the foundation to robust, transparent and democratic decision-making.
- 4.2 The current committee model has some deficiencies and imbalances, but it is not fundamentally flawed; indeed it is functioning well and facilitates competent and lawful decision-making. After carrying out a research exercise across a range of Scottish and English local authorities, there is no direct political model comparator with Edinburgh, no best practice examples and all models have been developed, to a great extent, to meet local needs. On that basis, focus should be given to what Edinburgh would like to achieve from its political management arrangements.
- 4.3 Each councillor will have their own objectives that they wish to achieve but officers reviewed the arrangements based on the following objectives:
- 4.3.1 Facilitating a democratic, accountable and robust decision-making structure;
 - 4.3.2 A simple, clear and easily understandable structure;
 - 4.3.3 A structure which enables all elected members to contribute effectively;
 - 4.3.4 A transparent and efficient structure, which avoids duplication, supports public decision making and makes the best use of elected member and officer resources;
 - 4.3.5 Space and time to support elected member scrutiny of key issues;
 - 4.3.6 Efficient and effective processes and documentation that support decision making; and
 - 4.3.7 A structure that enables community participation.

System Pressures

- 4.4 As has been stated in previous political management arrangements reports, the City of Edinburgh Council model has an extremely high volume of business running through its structure. This volume is significantly greater than other comparable local authorities in Scotland and this has a significant impact on officer resources and on elected member time.
- 4.5 There has been a reduction in business in 2022 but that is in large part due to the break in committees as a result of the election with the volume of business expected to return to 2021 levels in 2023.
- 4.6 The duration and volume of work in Council meetings has also significantly increased, with the average number of questions rising to 31 in 2022 compared to a previous high of 17 and motions rising to an average of 17 per meeting compared to a previous high of 12. In 2022 the Council has received an unprecedented high of

27 motions and 49 questions, compared to a high of 13 motions and 27 questions in 2020 and 2021. Comparisons with Glasgow and Aberdeen Councils show the relatively high levels of business in Edinburgh, with Glasgow experiencing an average of 6 for both motions and questions (a high of 7) and Aberdeen receiving an average of 4 motions per meeting (a high of 6). The volume of business which goes through Council does tend to increase in the eighteen months following an election before tapering back. The volume of business in 2022 has been higher than experienced following previous elections and this at its peak has caused significant strain on Council directorates.

- 4.7 The changes made to the political management arrangements in 2019 did reduce the burden on the committee system, reducing the number of non-essential reports and creating a better balance between committees. However, the current resource requirements needed to service the committee structure, combined with the reduced officer resources available means there remains significant pressure on Council resources. Service directorates are reporting that they are struggling to manage the current committee business and that the number of reports, motions and questions is having an impact on their ability to run services. Council must ensure any new arrangements do not overburden either officer or elected member resources and capacity, nor detract from a focus on key areas of risk for the organisation.

Weaknesses in Current Structure

- 4.8 The volume of work at the Policy and Sustainability Committee means that some areas of work are not given as much time and attention. The Committee has been successful in driving forward Council policy and strategy and the Council's key priorities and this should continue to be its main role.
- 4.9 The Transport and Environment Committee's current workload is too great, leading to a reduction in meaningful scrutiny and some issues receiving little scrutiny (eg environmental health). Agendas have too much significant business and meetings are taking too long, with additional meetings required to deal with the workload. Changes are required to this committee no matter which model is adopted.
- 4.10 The Finance and Resources Committee continues to have a large number of reports. The Committee makes good use of routine reports so does manage the business but there is a considerable resource burden on officers in preparing reports for this committee. Changes to the Scheme of Delegation and Contract Standing Orders are required to reduce the resource impact, whilst ensuring that significant matters are still brought before elected members.
- 4.11 A greater focus on children's services needs to take place at the Education, Children and Families Committee.
- 4.12 Although many services have been delegated to the Edinburgh Integration Joint Board (EIJB), the duties and liabilities on those delegated Council services remains. This means that there are no policy or strategic matters for the Council to consider but there needs to be a level of scrutiny that ensures the Council is monitoring the

delivery of services by it whilst avoiding duplication of work undertaken by the EIJB. There needs to be greater focus on this matter.

- 4.13 There is currently a lack of focus and time spent on the economy and how the city develops within the committee structure, and this is not aligned formally to either planning or transport.
- 4.14 Many meetings are overly long, reducing the effectiveness of both elected members and officers and ultimately, the meeting itself. Committees need to be able to focus fully on key agenda items and ensure that routine decisions do not take up considerable time at the meeting.
- 4.15 Some pressures on the committee model are due to business processes and practices. Changes to the committee model alone will not address these issues and, for meaningful change, improvements to process will also have to be agreed.

Committee structure

- 4.16 There has been extensive consultation with elected members on the political management arrangements and there is a clear consensus that a cabinet option should not be taken forward. As a result, the options set out below are all variations on the current traditional committee model.
- 4.17 The overview of committee remits is briefly outlined below and laid out in appendix one. However, detailed remits for committees will follow the agreement of the preferred model and will be outlined in full in the Committee Terms of Reference and Delegated Functions document that will be submitted to Council in February 2023.
- 4.18 The current committee model does deliver a robust democratic decision-making structure, but there are improvements that Council could make to re-balance the committee remits and to make the structure more understandable for the public.

Option One

- 4.19 The first option is the status quo with some amendments. This model does not significantly change the current committee model but looks to fine tune remits to improve the balance between committees and allow space for greater scrutiny.
- 4.20 The following changes are proposed:
 - 4.20.1 Transfer of Community empowerment, Community Asset transfers and police and fire scrutiny from Policy and Sustainability Committee to Culture and Communities Committee. This will consolidate all community empowerment into Culture and Communities Committee and combine community safety with police and fire scrutiny. This will relieve pressure on the Policy and Sustainability Committee whilst ensuring a more joined up approach to community safety and engagement.
 - 4.20.2 Removal of the Adaptation and Renewal programme which is no longer a live workstream.

- 4.20.3 Transfer scrutiny of EIJB services from Policy and Sustainability to Education, Children and Families Committee. This will create further space for scrutiny and the linkages to children's social work, develop a knowledgeable membership and promote joined-up working. Criminal and community justice would also be moved to the Education, Children and Families Committee to align with directorate reporting.
- 4.20.4 Addition of 20-minute neighbourhoods into the remit of Culture and Communities Committee. This will ensure elected member scrutiny of an important project, that has the community at the heart of its objectives.
- 4.20.5 Transfer environmental health and trading standards and the statutory element of Traffic Regulation Orders from Transport and Environment Committee to the Regulatory Committee. Environmental health and trading standards have not been reporting to the Transport and Environment Committee due to busy agendas and meetings and the move to Regulatory Committee will provide space for elected members to scrutinise these services. Traffic Regulation Orders are quasi-judicial and the Licensing Sub-Committee will be able to deal with these effectively whilst freeing up more time for the Transport and Environment Committee.
- 4.20.6 A change of name for the Transport and Environment Committee to Transport and Neighbourhood Services due to the environment element being confusing when matters such as climate change and sustainability are dealt with by a different committee.

Option Two

- 4.21 Option two revises the committee system with the aim of re-balancing committees, providing greater focus on key priorities and building greater synergies between services. This model retains the same number of executive committees but reduces the overall number of committees by one.
- 4.22 The main difference in this option is the creation of the Planning, Transport and Regeneration Committee. This committee will be able to look holistically at how the city develops, avoid silo decision making with regard to planning and transport and ensure that there is greater strategic direction given to how Edinburgh physically and economically develops.
- 4.23 This is the model recommended by the Corporate Leadership Team.
- 4.24 The following changes are proposed:
- 4.24.1 Transfer Community empowerment, Community Asset transfers and police and fire scrutiny from Policy and Sustainability Committee to Culture and Communities Committee. This will consolidate all community empowerment into Culture and Communities Committee and combine community safety with police and fire scrutiny. This will relieve pressure on the Policy and Sustainability Committee whilst ensuring a more joined up approach to community safety and engagement. This is the same as option one.

- 4.24.2 Removal of the Adaptation and Renewal programme which is no longer a live workstream.
- 4.24.3 Transfer Corporate Services to the Policy and Sustainability Committee which reflects the corporate and cross cutting nature of the services.
- 4.24.4 Transfer scrutiny of EIJB services from Policy and Sustainability to Education, Children and Families Committee. This will create further space for scrutiny and the linkages to children's social work, develop a knowledgeable membership and promote joined-up working. Criminal and community justice would also be moved to the Education, Children and Families Committee to align with directorate reporting.
- 4.24.5 Transfer waste, street cleaning and open space maintenance and flood prevention from Transport and Environment Committee to Culture and Communities Committee. This will ensure that the Culture and Communities Committee has more power to positively impact and change on the wellbeing of communities and scrutinise and improve the services that make a difference to all citizens in Edinburgh. The Culture and Communities Committee currently has some spare capacity, but the new remit would mean it would have a considerable workload and scrutiny and decision making would have to be focussed on key areas leaving little scope for presentational items.
- 4.24.6 Change of name of Housing, Homelessness and Fair Work to Housing, Homelessness and Poverty Prevention, with the addition of poverty prevention to the remit providing a sharper focus on one of the Council's key priorities.
- 4.24.7 Creation of the Planning, Transport and Regeneration Committee incorporating the transport remit from Transport and Environment Committee, the Planning policy remit of Planning Committee and the major economic policies and key regeneration projects from Policy and Sustainability Committee.
- 4.24.8 Deletion of the Transport and Environment Committee and the Planning Committee.
- 4.24.9 Transfer environmental health and trading standards and the statutory element of Traffic Regulation Orders from Transport and Environment Committee to the Regulatory Committee. Environmental health and trading standards have not been reporting to the Transport and Environment Committee due to busy agendas and meetings and the move to Regulatory Committee will provide space for elected members to scrutinise these services. Traffic Regulation Orders are quasi-judicial, and the Licensing Sub-Committee will be able to deal with these effectively whilst freeing up more time for the Transport and Environment Committee. Again, this is as per option one.

Option Three

- 4.25 Option three – is a model that looks to provide greater space for scrutiny by creating smaller more focussed committees in key areas. It does, however, create an additional committee which will add to the overall resource pressures.
- 4.26 This model does provide a different perspective on what could be done in terms of committees but there are weaknesses in that there will be an imbalance in committee remits, an additional committee and the synergies of models one and two are not apparent. This option has been put forward as an alternative and to show differences in approach but Option 2 remains the preferred recommendation from officers.
- 4.27 The following changes are proposed:
- 4.27.1 Refocus of the Policy and Sustainability Committee to Poverty, Climate Change and Sustainability Committee. A sharp focus on the Council's priorities of poverty prevention and climate change with a reduction in police and fire scrutiny and community empowerment with a transfer of these to Culture and Communities Committee to align with community safety and wellbeing.
 - 4.27.2 Removal of the Adaptation and Renewal programme which is no longer a live workstream.
 - 4.27.3 Transfer of Corporate Services to the Poverty, Climate Change and Sustainability Committee which reflects the corporate and cross cutting nature of the services.
 - 4.27.4 Culture and Communities Committee with an addition of all community empowerment activity and police and fire scrutiny but with a reduction of parks and green spaces into the Neighbourhood Committee and community justice to education, Children and Families Committee.
 - 4.27.5 Reducing the remit of Housing, Homelessness and Fair Work Committee to focus on the difficult and high priority issues of housing and homelessness.
 - 4.27.6 Creation of a Finance and Economy Committee. This committee is a standard idea that is followed by many Councils throughout the United Kingdom. This would give a greater focus and importance on the City's economy. For this committee to be workable, changes to the Scheme of Delegation would need to be approved or the agenda would be unmanageable.
 - 4.27.7 A separate Transport Committee. Transport is a contentious, time-consuming and important remit which despite the relatively low numbers of reports would be a busy committee. This reduced remit would allow for greater focus on transport issues but there would be a corresponding negative impact of looking at transport issues on a silo basis with no strategic alignment to other services.
 - 4.27.8 A separate Neighbourhood Services Committee – this would deal with the current environment remit of the Transport and Environment Committee. The benefit would be to give increased scrutiny of some core Council services.

The remit though would be relatively light and would mean an additional committee added to the structure.

4.27.9 Transfer scrutiny of EIJB services from Policy and Sustainability to Education, Children and Families Committee. This will create further space for scrutiny and the linkages to children's social work, develop a knowledgeable membership and promote joined-up working. Criminal and community justice would also be moved to the Education, Children and Families Committee to align with directorate reporting.

Membership and Frequency

4.28 Membership and frequency for option one:

4.28.1 It is recommended that there are no changes to membership numbers and frequency except for the Transport and Environment Committee. In the past few years (the Covid period being an exception) the Transport and Environment Committee has had to add two additional meetings per year to deal with its workload. It is recommended that the new committee meets 7-8 times per year to accommodate this and that this is looked at as part of the new Council diary.

4.29 Membership and frequency for option two:

4.29.1 It is recommended that committee membership numbers and frequency broadly remain the same except for the new Planning, Transport and Regeneration Committee which is recommended to be 17 members like the Policy and Sustainability Committee and that it should meet more frequently than an 8-week cycle. It is recommended that the new Planning, Transport and Regeneration Committee meets 7-8 times per year to deal with the increased remit and that this is looked at as part of the new Council diary.

4.30 Membership and frequency for option three:

4.30.1 It is recommended that all executive committees in option three are 11 members and meet on an 8 week frequency except for the Poverty, Climate Change and Sustainability Committee which should remain 17 members.

4.31 All options

4.31.1 Council asked that the membership of Education, Children and Families Committee was considered as part of the political management arrangements. The membership currently consists of 11 elected members, 3 statutory religious representatives and one parent representative. The Consultative Committee with Parents had requested that the Council adds a further parent representative onto the Committee which would facilitate representation from both primary and secondary school parents and carers. Council is asked to decide if they wish to add a further non-voting parent representative to the committee membership for education items only. An additional member would raise the quorum to six members.

4.31.2 Beyond considerations about the frequency of meetings, there appears to be a trend towards meetings of longer duration. This has a bearing on the pressures and impacts referred to in paragraph 4.7

Governance, Risk and Best Value Committee

- 4.32 Any decision on the future of the Governance, Risk and Best Value Committee (GRBV) should consider the context of why it was created. Audit Scotland had criticised the Council's audit and scrutiny arrangements, highlighting that the audit committee was ineffective and chaired by an administration member. The creation of GRBV was welcomed by external audit who commended the improvement in governance.
- 4.33 The recent internal audit Review of the Effectiveness of Scrutiny of Governance, Risk and Best Value Committee concluded that the '*Committee is fulfilling its core remit, particularly in relation to oversight of the internal and external audit processes, risk management and the operational performance of the Council*'.
- 4.34 The audit set out the weaknesses of the current arrangements:
- 4.34.1 Ensuring members (both on GRBV and on executive committees) are clear on the respective scrutiny roles of GRBV and the executive committees.
 - 4.34.2 Ensuring GRBV has sufficient relevant skills amongst its members to fulfil the Committee's remit.
 - 4.34.3 Member's training.
 - 4.34.4 Application of the referral process.
 - 4.34.5 Formalise the process for substituting for GRBV members.
 - 4.34.6 More concise, focused papers.
- 4.35 Management actions from the audit have been agreed and are being implemented and progressed e.g. improved referral process to make clear why reports are being referred and what is expected of the committee. The current challenges with GRBV (as set out above) are unlikely to be improved through structural change but the management actions agreed as part of the audit will further improve current arrangements.
- 4.36 Currently, the Governance, Risk and Best Value Committee has a unique relationship with executive committees in that it has a general scrutiny remit across the Council. This means it can scrutinise areas within the remit of another committee, although, while the committee can explore an issue or problem, the solution will likely have to be agreed by the relevant executive committee. This extra level of scrutiny provides a level of assurance for the Council, but it can also cause confusion on where the role of scrutiny lies. One option for GRBV would be to reduce the remit to be solely an audit and risk committee. This would focus scrutiny at executive committee level and provide clarity on where scrutiny should be taking place. However, executive committees remain busy with the inability to spend significant time on scrutiny due to the level of business. Unless model three

is taken forward and there are smaller committees it is recommended that GRBV retains its current scrutiny function.

4.37 It is recommended that GRBV is not changed significantly but that two options are considered. These two matters were recommended by the audit as addressing the perception that the committee was on occasion politically motivated in its activities. The audit reported that this was a significant area of feedback and therefore consideration should be given on how this could be improved. The following were options highlighted by the audit and it is a matter for Council as to whether this may address those previous concerns.

4.37.1 Appointing a vice-convenor from a different political group than the administration and the group the convenor is a member of.

4.37.2 Considering whether to appoint independent non-voting member(s) (up to two members).

4.38 The appointment of non-voting independent non-elected members would aim to introduce a level of experience and a different skillset to complement the existing committee. If there is a gap identified in the skill set of the committee then an independent member can bring focused expertise.

4.39 The role of a non-councillor member can be difficult, given they will not have the same context that elected members will have. The Scottish Borders Council have independent members on their audit committee, and this has worked well but significant resources have to be committed to these roles to ensure they have sufficient training and that the right individuals are recruited. The Scottish Borders Council roles are voluntary, with only expense paid and are advertised on My Job Scotland like other Council vacancies.

Working Groups

4.40 Working groups remain a popular vehicle for policy development and wider discussion with partners and stakeholders. Such groups facilitate the meeting of officers and elected members without the constraints and formalities of the committee structure, allowing flexibility in format, location, timing and membership. Proposals can be developed in private before being made public at a later stage, which can be particularly useful to allow full and frank discussion for example, between the Council and external stakeholders. Matters can also be progressed at a faster rate than through the formal committee cycle by utilising regular focussed meetings before being brought back to the relevant executive committee for a decision.

4.41 It is recommended that working groups continue as they perform a flexible and valuable role within the Council, however, committees should give greater consideration to the need for a working group and if a working group is the best way to achieve stated objectives. The working group framework was originally agreed in 2019 and is published at appendix 3. When creating or reviewing working groups, committees must follow the framework.

Scheme of Delegation

- 4.42 A revised Scheme of Delegation has been sent to elected members for consultation and will be submitted to Council in February for decision. The proposed changes to the Scheme are not significant but do update some values that have been unchanged in 15-20 years.

APMs

- 4.43 Agenda planning meetings (APMs) are designed to ensure that the convener and relevant officers are suitably prepared for the upcoming meeting. However, over the years this has grown to include all members of the committee and they can be lengthy meetings themselves involving significant resource to support. Guidance was produced in 2020 to reduce the burden of APMs whilst still ensuring that the value they add is maintained. This guidance is reproduced at appendix 4 and elected members and officers are asked to apply the framework.

Report Template

- 4.44 Significant changes are not recommended for the report template. Work is ongoing on a new template which will remove the background section and include new sections on the Council's priorities and on risk. This will be brought to Council alongside the other governance documentation. Feedback from elected members is that reports should be shorter and work will be undertaken with executive directors on how that can be managed whilst still ensuring that reports provide elected members with all the relevant information.

Standing Orders

- 4.45 A meeting has taken place with Group Leaders or representatives and the Lord Provost on possible changes to Standing Orders. Following agreement of a committee model, a new set of Standing Orders will be presented to Council in February 2023. There has also been a request for discussion on business processes and this will follow in the new year and will inform the report to Council in February.

Best Practice Guidance

- 4.46 Feedback from elected members has been that some best practice "how to" guidance would be useful to sit alongside Standing Orders. This would inform processes and practices which are not codified but could improve how the Council operates and bring clarity for elected members and officers. This best practice guidance will be produced in early 2023 and be consulted on with elected members and officers before being presented to Council for decision. For example, the APM and working group guidance would form part of this guidance document as well as matters such as hybrid meetings and practice around Council questions.

5. Next Steps

- 5.1 Further reports will follow in February 2023 proposing amended Standing Orders, Contract Standing Orders, Committee Terms of Reference and Delegated Functions and the Scheme of Delegation to Officers.

- 5.2 If the political management arrangements are amended, then the current model will run to the Easter recess with the new model beginning thereafter.

6. Financial impact

- 6.1 The new models aim to make the Council's decision-making processes more effective and efficient. The precise financial impact of this cannot be calculated but the comments in paragraph 4.7 should be considered in this context.

7. Stakeholder/Community Impact

- 7.1 Extensive consultation has taken place across all political groups within the Council.
- 7.2 An effective political management system as the main decision-making apparatus of the Council is a key component of its overall governance.

8. Background reading/external references

- 8.1 [Committee Terms of Reference and Delegated Functions](#)

9. Appendices

- 9.1 Appendix One – Committee Models
- 9.2 Appendix Two – Committee Statistics
- 9.3 Appendix Three – Working Group Guidance
- 9.4 Appendix Four – Agenda Planning Meeting Guidance

Appendix 1 - Model One

Committee	Broad Remit	Remit Additions (in)	Remit Reductions (out)	Proposed Remit
Policy and Sustainability	<ul style="list-style-type: none"> Council objectives Corporate policies including HR Best Value Community empowerment Scrutiny of EIJB services Community asset transfers Adaptation and renewal programme Sustainability and climate change Equality and diversity Major economic policy and strategy and cross-cutting regeneration Oversight of City Region Deal Police and Fire scrutiny 	None	<ul style="list-style-type: none"> Community empowerment Community asset transfers Adaptation and renewal programme Police and Fire scrutiny Scrutiny of EIJB Council services 	<ul style="list-style-type: none"> Council objectives Corporate policies including HR Best Value Sustainability and climate change governance, policy and strategy Equality and diversity Major economic policy and strategy and cross-cutting regeneration Oversight of City Region Deal
Culture and Communities	<ul style="list-style-type: none"> Community justice Community safety Health (not incl IJB services) Cultural development, festivals and events Sport and Recreation Arts and Museums Libraries and Community Centres Parks and Green Spaces Community and Locality planning Community Councils 	<ul style="list-style-type: none"> Community empowerment Community asset transfers Police and Fire scrutiny 20 Minute neighbourhoods 	<ul style="list-style-type: none"> Community justice 	<ul style="list-style-type: none"> Community safety Health (not incl IJB services) Cultural development, festivals and events Sport and Recreation Arts and Museums Libraries and Community Centres Parks and Green Spaces Community and Locality planning Community Councils Community empowerment Community asset transfers Police and Fire scrutiny 20 Minute neighbourhoods

<p>Education, Children and Families</p>	<p>Education, Children and Families services Lifelong Learning Major capital programmes or projects, asset planning and facilities management for Education, Children and Families services</p>	<p>Scrutiny of EIJB Council services Criminal and community justice</p>		<p>Education, Children and Families services Lifelong Learning Major capital programmes or projects, asset planning and facilities management for Education, Children and Families services Scrutiny of EIJB Council services Criminal and community justice</p>
<p>Finance and Resources</p>	<p>Council's revenue and capital budgets; Council's expenditure and budget policy; Monitoring the Council's Treasury Management policies and practices; Council's long term financial plan; Procurement and contracts; Monitoring of Council debt and debt recovery; Common Good Fund; human resources (not including policy); ICT Disposal and development of Council owned property and land transactions; All charitable and other trust funds vested in the Council except where the Council has expressly made other arrangements.</p>			<p>Council's revenue and capital budgets; Council's expenditure and budget policy; Monitoring the Council's Treasury Management policies and practices; Council's long term financial plan; Procurement and contracts; Monitoring of Council debt and debt recovery; Common Good Fund; human resources (not including policy); ICT Disposal and development of Council owned property and land transactions; All charitable and other trust funds vested in the Council</p>

				except where the Council has expressly made other arrangements.
Housing, Homelessness and Fair Work	Housing; Homelessness and housing support; Employability and fair work; Economic development projects and policies that are not reserved to the Policy and Sustainability Committee; External relations and inward investment; Inclusive growth			Housing; Homelessness and housing support; Employability and fair work; Economic development projects and policies that are not reserved to the Policy and Sustainability Committee; External relations and inward investment; Inclusive growth
Transport and Neighbourhood Services	Strategic Transport Planning; Traffic management, roads and parking; Public transport; Public Realm Projects; Flood prevention; Waste services; Environmental health and trading standards; Street cleaning and open space maintenance		Environmental health and trading standards; Traffic Regulation Orders (statutory process)	Strategic Transport Planning; Traffic management, roads and parking; Public transport; Public Realm Projects; Flood prevention; Waste services; Street cleaning and open space maintenance
Planning	exercise the functions of the Council as planning, building standards and statutory addressing authority Development frameworks including public realm for place making:			exercise the functions of the Council as planning, building standards and statutory addressing authority

	<p>Strategic Infrastructure; Non-statutory planning guidance; designate and review conservation areas; management plans for world heritage sites.</p>			<p>Development frameworks including public realm for place making: Strategic Infrastructure; Non-statutory planning guidance; designate and review conservation areas; management plans for world heritage sites.</p>
Regulatory	<p>exercise the functions of the Council as Licensing authority under the Civic Government (Scotland) Act 1982 exercise the functions of the Council on all licensing functions which are not reserved to the Council, its officers or delegated to another Committee Road construction consent Table and chairs on footways</p>	<p>Environmental health and trading standards; Traffic Regulation Orders (statutory process)</p>		<p>exercise the functions of the Council as Licensing authority under the Civic Government (Scotland) Act 1982 exercise the functions of the Council on all licensing functions which are not reserved to the Council, its officers or delegated to another Committee Road construction consent Table and chairs on footways Environmental health and trading standards; Traffic Regulation Orders (statutory process)</p>

Model Two

Committee	Broad Remit	Remit Additions (in)	Remit Reductions (out)	Proposed Remit
Policy and Sustainability	Council objectives Corporate policies including HR Best Value Community empowerment Scrutiny of EIJB services Community asset transfers Adaptation and renewal programme Sustainability and climate change Equality and diversity Major economic policy and strategy and cross-cutting regeneration Oversight of City Region Deal Police and Fire scrutiny	Corporate Services	Community empowerment Community asset transfers Adaptation and renewal programme Police and Fire scrutiny Scrutiny of EIJB services Major economic policy and strategy and cross-cutting regeneration	Council objectives Corporate policies including HR Best Value Sustainability and climate change governance, policy and strategy Equality and diversity Oversight of City Region Deal Corporate Services
Culture and Communities	Community justice Community safety Health (not incl IJB services) Cultural development, festivals and events Sport and Recreation Arts and Museums Libraries and Community Centres Parks and Green Spaces Community and Locality planning Community Councils	Community empowerment Community asset transfers Police and Fire scrutiny Waste Street Cleaning and Open Space Maintenance Flood Prevention	Community Justice	Community safety Health (not incl IJB services) Cultural development, festivals and events Sport and Recreation Arts and Museums Libraries and Community Centres Parks and Green Spaces Community and Locality planning Community Councils Community empowerment Community asset transfers Police and Fire scrutiny Waste

				Street Cleaning and Open Space Maintenance Flood Prevention
Education, Children and Families	Education, Children and Families services Lifelong Learning Major capital programmes or projects, asset planning and facilities management for Education, Children and Families services	Scrutiny of EIJB Council services Criminal and Community Justice		Education, Children and Families services Lifelong Learning Major capital programmes or projects, asset planning and facilities management for Education, Children and Families services Scrutiny of EIJB Council services Criminal and Community Justice
Finance and Resources	Council's revenue and capital budgets; Council's expenditure and budget policy; Monitoring the Council's Treasury Management policies and practices; Council's long term financial plan; Procurement and contracts; Monitoring of Council debt and debt recovery; Common Good Fund; human resources (not including policy); ICT Disposal and development of Council owned property and land transactions;		human resources (not including policy); ICT	Council's revenue and capital budgets; Council's expenditure and budget policy; Monitoring the Council's Treasury Management policies and practices; Council's long term financial plan; Procurement and contracts; Monitoring of Council debt and debt recovery; Common Good Fund; Disposal and development of Council owned property and land transactions;

	All charitable and other trust funds vested in the Council except where the Council has expressly made other arrangements.			All charitable and other trust funds vested in the Council except where the Council has expressly made other arrangements.
Housing, Homelessness and Poverty Prevention	Housing; Homelessness and housing support; Employability and fair work; Economic development projects and policies that are not reserved to the Policy and Sustainability Committee; External relations and inward investment; Inclusive growth.	Poverty prevention		Housing; Homelessness and housing support; Employability and fair work; Economic development projects and policies that are not reserved to the Policy and Sustainability Committee; External relations and inward investment; Inclusive growth Poverty prevention (in relation to employment and housing)
Transport and Environment (committee deleted)	Strategic Transport Planning; Traffic management, roads and parking; Public transport; Public Realm Projects; Flood prevention; Waste services; Environmental health and trading standards; Street cleaning and open space maintenance		Strategic Transport Planning; Traffic management, roads and parking; Public transport; Public Realm Projects; Flood prevention; Waste services; Environmental health and trading standards; Street cleaning and open space maintenance	

<p>Planning, Transport and Regeneration</p>		<p>Strategic Transport Planning; Traffic management, roads and parking; Public transport; Development frameworks including public realm for place making; Strategic Infrastructure; Non-statutory planning guidance; designate and review conservation areas; management plans for world heritage sites. Major economic policy and strategy and cross-cutting regeneration projects</p>		<p>Strategic Transport Planning; Traffic management, roads and parking; Public transport; Development frameworks including public realm for place making; Strategic Infrastructure; Non-statutory planning guidance; designate and review conservation areas; management plans for world heritage sites. Major economic policy and strategy and cross-cutting regeneration projects</p>
<p>Planning (Committee deleted)</p>	<p>exercise the functions of the Council as planning, building standards and statutory addressing authority Development frameworks including public realm for place making; Strategic Infrastructure; Non-statutory planning guidance; designate and review conservation areas; management plans for world heritage sites.</p>		<p>Exercise the functions of the Council as planning, building standards and statutory addressing authority Development frameworks including public realm for place making; Strategic Infrastructure; Non-statutory planning guidance; designate and review conservation areas;</p>	

			management plans for world heritage sites.	
Regulatory	<p>exercise the functions of the Council as Licensing authority under the Civic Government (Scotland) Act 1982</p> <p>exercise the functions of the Council on all licensing functions which are not reserved to the Council, its officers or delegated to another Committee</p> <p>Road construction consent</p> <p>Table and chairs on footways</p>	<p>Environmental health and trading standards;</p> <p>Traffic Regulation Orders (statutory process)</p>		<p>exercise the functions of the Council as Licensing authority under the Civic Government (Scotland) Act 1982</p> <p>exercise the functions of the Council on all licensing functions which are not reserved to the Council, its officers or delegated to another Committee</p> <p>Road construction consent</p> <p>Table and chairs on footways</p> <p>Environmental health and trading standards;</p> <p>Traffic Regulation Orders (statutory process)</p>

Model three

Committee	Broad Remit	Remit Additions (in)	Remit Reductions (out)	Proposed Remit
Poverty, Climate Change and Sustainability	<p>Council objectives</p> <p>Corporate policies including HR</p> <p>Best Value</p> <p>Community empowerment</p> <p>Scrutiny of EIJB services</p> <p>Community asset transfers</p> <p>Adaptation and renewal programme</p> <p>Sustainability and climate change</p> <p>Major economic policy and strategy and cross-cutting regeneration</p> <p>Oversight of City Region Deal</p>	<p>Poverty prevention</p> <p>Employability and fair work;</p> <p>Corporate Services</p>	<p>Community empowerment</p> <p>Community asset transfers</p> <p>Adaptation and renewal programme</p> <p>Police and Fire scrutiny</p> <p>Major economic policy and strategy and cross-cutting regeneration</p> <p>Scrutiny of EIJB services</p>	<p>Council objectives</p> <p>Corporate policies including HR</p> <p>Best Value</p> <p>Sustainability and climate change governance, policy and strategy</p> <p>Oversight of City Region Deal</p> <p>Poverty prevention</p> <p>Employability and fair work;</p> <p>Corporate Services</p>

	Police and Fire scrutiny			
Culture and Communities	Community justice Community safety Health (not incl IJB services) Cultural development, festivals and events Sport and Recreation Arts and Museums Libraries and Community Centres Parks and Green Spaces Community and Locality planning Community Councils	Community empowerment Community asset transfers Police and Fire scrutiny	Parks and Green Spaces Community Justice	Community safety Health (not incl IJB services) Cultural development, festivals and events Sport and Recreation Arts and Museums Libraries and Community Centres Community and Locality planning Community Councils Community empowerment Community asset transfers Police and Fire scrutiny
Education, Children and Families	Education, Children and Families services Lifelong Learning Major capital programmes or projects, asset planning and facilities management for Education, Children and Families services	Scrutiny of EIJB Council services Criminal and Community Justice		Education, Children and Families services Lifelong Learning Major capital programmes or projects, asset planning and facilities management for Education, Children and Families services Scrutiny of EIJB Council services Criminal and Community Justice
Finance and Economy	Council's revenue and capital budgets; Council's expenditure and budget policy;	External relations and inward investment; Inclusive growth	human resources (not including policy); ICT	Council's revenue and capital budgets; Council's expenditure and budget policy;

	<p>Monitoring the Council's Treasury Management policies and practices; Council's long term financial plan; Procurement and contracts; Monitoring of Council debt and debt recovery; Common Good Fund; human resources (not including policy); ICT Disposal and development of Council owned property and land transactions; All charitable and other trust funds vested in the Council except where the Council has expressly made other arrangements.</p>	<p>Economic development projects and policies economic policy and strategy and cross-cutting regeneration</p>		<p>Monitoring the Council's Treasury Management policies and practices; Council's long term financial plan; Procurement and contracts; Monitoring of Council debt and debt recovery; Disposal and development of Council owned property and land transactions; All charitable and other trust funds vested in the Council except where the Council has expressly made other arrangements economic policy and strategy and cross-cutting regeneration External relations and inward investment; Inclusive growth Economic development projects and policies</p>
<p>Housing and Homelessness</p>	<p>Housing; Homelessness and housing support; Employability and fair work; Economic development projects and policies that are not reserved to the Policy and Sustainability Committee; External relations and inward investment; Inclusive growth.</p>		<p>Employability and fair work; Economic development projects and policies that are not reserved to the Policy and Sustainability Committee; External relations and inward investment; Inclusive growth.</p>	<p>Housing; Homelessness and housing support;</p>

Transport and Environment (committee deleted)	Strategic Transport Planning; Traffic management, roads and parking; Public transport; Public Realm Projects; Flood prevention; Waste services; Environmental health and trading standards; Street cleaning and open space maintenance		Strategic Transport Planning; Traffic management, roads and parking; Public transport; Public Realm Projects; Flood prevention; Waste services; Environmental health and trading standards; Street cleaning and open space maintenance	
Transport				Strategic Transport Planning; Traffic management, roads and parking; Public transport; Public Realm Projects; Traffic Regulation Orders
Neighbourhood Services				20 Minute neighbourhood Flood prevention; Waste services; Street cleaning and open space maintenance Parks and Green Spaces
Planning	exercise the functions of the Council as planning, building standards and statutory addressing authority Development frameworks including public realm for place making: Strategic Infrastructure; Non-statutory planning guidance;			exercise the functions of the Council as planning, building standards and statutory addressing authority Development frameworks including public realm for place making:

	designate and review conservation areas; management plans for world heritage sites.			Strategic Infrastructure; Non-statutory planning guidance; designate and review conservation areas; management plans for world heritage sites.
Regulatory	exercise the functions of the Council as Licensing authority under the Civic Government (Scotland) Act 1982 exercise the functions of the Council on all licensing functions which are not reserved to the Council, its officers or delegated to another Committee Road construction consent Table and chairs on footways	Environmental health and trading standards;		exercise the functions of the Council as Licensing authority under the Civic Government (Scotland) Act 1982 exercise the functions of the Council on all licensing functions which are not reserved to the Council, its officers or delegated to another Committee Road construction consent Table and chairs on footways Environmental health and trading standards;

Appendix 2

Report Number by Committee

Name of Committee	2016	2017	2018	2019	2020	2021	2022
City of Edinburgh Council	58	75	92	73	57	65	53
Communities and Neighbourhoods Committee	17	10	n/a	n/a	n/a	n/a	n/a
Corporate Policy and Strategy Committee	71	88	67	34	n/a	n/a	n/a
Policy and Sustainability	n/a	n/a	n/a	51	174	114	80
Culture and Communities Committee	n/a	24	47	54	26	41	34
Culture and Sport	40	10	n/a	n/a	n/a	n/a	n/a
Economy Committee	47	15	n/a	n/a	n/a	n/a	n/a
Education, Children and Families Committee	68	55	64	65	33	65	48
Finance and Resources Committee	256	159	179	187	106	187	117
Governance, Risk and Best Value Committee	83	64	100	82	63	75	66
Housing and Economy Committee	n/a	62	72	30	n/a	n/a	n/a
Housing, Homelessness and Fair Work	n/a	n/a	n/a	24	48	70	60
Health, Social Care and Housing Committee	58	17	n/a	n/a	n/a	n/a	n/a
Integration Joint Board	n/a	72	68	70	36	58	34
Planning Committee	36	35	34	27	36	30	21
Regulatory Committee	29	19	34	21	13	16	15
Transport and Environment Committee	96	90	87	69	33	76	50
Total	859	795	844	787	625	797	525

Council Questions and Motions

Year	Reports	Questions	Motions
2018	82	258	128
2019	73	130	112
2020	57	127	68
2021	65	177	80
2022	52	216	126

City of Edinburgh Council Meetings in 2018			
	Reports	Questions	Motions
1 February 2018	6	36	8
22 February 2018	9	3	0
15 March 2018	6	26	16
3 May 2018	8	30	22
31 May 2018	6	16	14
28 June 2018	19	12	10
23 August 2018	8	35	8
20 September 2018	3	32	10
25 October 2018	9	19	8
22 November 2018	3	33	21
13 December 2018	5	16	11
Totals	82	258	128
Average (not incl Special or budget)	7.3	25.5	12.8

City of Edinburgh Council Meetings in 2019			
	Reports	Questions	Motions
7 February 2019	9	20	11
21 February 2019	7	0	0
14 March 2019	5	14	9
2 May 2019	10	17	14
30 May 2019	8	12	17
27 June 2019	11	13	12
22 August 2019	8	14	18
19 September 2019	4	8	8
24 October 2019	6	8	10
21 November 2019	5	24	13
Totals	73	130	112
Average (not incl Special or budget)	7.4	14.4	12.4

City of Edinburgh Council Meetings in 2020			
	Reports	Questions	Motions
6 February 2020	6	27	6
20 February 2020	7	0	0
12 March 2020	8	14	8
30 Apr 2020	CANCELLED		
28 May 2020	CANCELLED		
25 Jun 2020	CANCELLED		
30 June 2020	5	14	11
28 July 2020	3	22	11
25 August 2020	4	23	7
17 September 2020	1	21	9
15 October 2020	9	18	13
19 Nov 2020	11	16	6
10 December 2020	3	13	11
Totals	57	127	68
Average (not incl Special or budget)	5.5	14.1	7.5

City of Edinburgh Council Meetings in 2021			
	Reports	Questions	Motions
04 February 2021	7	9	4
18 February 2021	9	0	0
11 March 2021	5	17	6
16 April 2021	0	0	1
29 April 2021	2	18	13
27 May 2021	4	16	5
24 June 2021	13	24	13
26 August 2021	9	25	10
23 September 2021	4	18	8
28 October 2021	4	20	5
25 November 2021	4	13	6
16 December 2021	4	17	9
Totals	65	177	80
Average (not incl Special or budget)	5.6	17.7	7.9

City of Edinburgh Council Meetings in 2022			
	Reports	Questions	Motions
10 February 2022	9	20	4
24 February 2022	5	0	0
17 March 2022	7	27	18
19 May 2022	2	0	0
30 June 2022	7	44	26
25 August 2022	6	26	27
16 September 2022	0	0	1
22 September 2022	8	25	9
27 October 2022	3	49	20
24-Nov-22	5	25	21
Totals	52	216	126
Average (not incl Special or budget)	6.4	30.8	17.8

Webcast – Average length of meetings

2019

City of Edinburgh Council	05:24:00
Culture and Communities Committee	03:07:00
Education, Children and Families Committee	03:05:00
Finance and Resources Committee	04:01:00
Housing & Economy Committee	02:49:00
Corporate, Policy and Strategy Committee	02:39:00
Transport and Environment Committee	05:04:00

Governance, Risk and Best Value Committee	02:49:00
Edinburgh Integration Joint Board	02:31:00
Planning Committee	01:33:00
Regulatory Committee	01:05:00

Initial Covid Period March 2020 - July 2020

City of Edinburgh Council	03:13:49
Leadership Advisory Panel	02:38:13
Education, Children and Families Committee	05:28:10
Finance and Resources Committee	02:57:52

Policy and Sustainability Committee	05:55:09
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Governance, Risk and Best Value Committee	03:03:40
Edinburgh Integration Joint Board	01:17:13
Planning Committee	00:19:34
Regulatory Committee	02:52:50

2021

City of Edinburgh Council	05:21:00
Culture and Communities Committee	02:05:00
Education, Children and Families Committee	03:15:00
Finance and Resources Committee	02:38:00
Housing, Homelessness and Fair Work Committee	03:23:00
Policy and Sustainability Committee	04:55:00
Transport and Environment Committee	05:14:00

Governance, Risk and Best Value Committee	02:56:00
Edinburgh Integration Joint Board	02:43:00
Planning Committee	02:02:00
Regulatory Committee	00:46:00

2022

City of Edinburgh Council	04:59:00
Culture and Communities Committee	02:12:00
Education, Children and Families Committee	03:18:00
Finance and Resources Committee	02:15:00
Housing, Homelessness and Fair Work Committee	03:06:00
Policy and Sustainability Committee	04:13:00
Transport and Environment Committee	05:14:00

Governance, Risk and Best Value Committee	02:20:00
Edinburgh Integration Joint Board	02:43:00
Planning Committee	02:12:00
Regulatory Committee	00:53:00

Appendix 3 - Working Group Guidance

Working Group Framework

- 1.1. The chair of a working group will be agreed by the parent committee.
- 1.2. Membership of 'Working Groups' will be open to all members and agreed by the parent committee; with officers and outside representatives being involved, as required.
- 1.3. The chair will be able to add to the membership of a working group but not remove members who must be changed by the parent committee.
- 1.4. Working Groups should have a defined written remit, and a time-frame for delivery of that remit; all to be agreed by the relevant parent committee.
- 1.5. Long standing consultative working groups are permitted but consideration should be given to whether an alternative vehicle would be more appropriate.
- 1.6. Working Groups will agree flexible meeting arrangements, to recognise individual workloads, wherever appropriate.
- 1.7. Before creating a working group, discussions must be had with the relevant Executive Director on how the group will be resourced/supported.
- 1.8. Parent committees to consider annual re-appointment reports confirming the lifespan and necessity for a working group. Committees should confirm that working groups have clear objectives and give consideration as to whether a working group is the correct vehicle to take these forward.

Appendix 4 - Agenda Planning Meeting Guidance

Purpose of Meeting

- 1.1. The Agenda Planning Meeting's (APM) function is to ensure that members and officers are suitably prepared for the upcoming committee meeting and its format.
- 1.2. The APM will cover the following areas of business:
 - 1.2.1. agree the agenda for the committee meeting; and
 - 1.2.2. plan future agenda items.
- 1.3. In normal circumstances, the APM should last no longer than 30 minutes.

Prior to the APM

- 1.4. The dates, times and location of the APM are agreed between the Convener and the clerk. These will be issued by the clerk.
- 1.5. The APM papers will, wherever possible, be issued before the APM meeting. There may be occasions where it is necessary to table the item at the APM. When a report is not available for the APM meeting, the clerk will liaise with the Convener and Vice-Convener over whether it should be present on the main meeting's agenda.

Agree the Agenda

- 1.6. The primary aim of the APM is to ensure the Convener, Vice Convener, and officers are aware of the agenda and its format as follows:
 - 1.6.1. agree the running order of agenda items for the upcoming meeting;
 - 1.6.2. agree whether further information is required;
 - 1.6.3. agree which officers should be requested to speak to the agenda items; and
 - 1.6.4. agree if there should be any external invitees.
- 1.7. It is unusual for APM meetings to be cancelled but in such an event the agenda is still required to be agreed and the practice outlined above should still take place

between the Convener/Vice Convener and clerks.

- 1.8. The APM is a planning meeting for the upcoming committee and should not replicate the debate or discussion that would usually take place at the meeting. If necessary, officers should provide a very brief overview or appropriate additional information but not full presentations on reports. Members may ask specific points of clarification or suggest amendments where appropriate, although wherever possible issues of constituent or ward interest that require clarification should be raised directly with the reporting officer out with the APM.

Attendance

- 1.9. As the APM meeting is not a formal meeting of the Council, the Convener and Clerk and a representative from each of the appropriate service areas will attend. A member from each political group may also attend. Papers will be circulated to all members of the committee for information. Officer attendance should be kept to a minimum.

Future Planning

- 1.10. APMs can be used for planning future meetings. Although the APM does not have the power to make decisions it can be helpful to discuss areas of business for the committee to consider and scrutinise in the future or highlight and suggest reports for future meetings, subject to decision by the committee at a formal committee meeting.

Rules and Regulations

- 1.11. The APM is not a formal meeting of the Council. It has no decision making power and does not need to comply with Procedural Standing Orders or the law relating to meetings. Councillors should declare any interests they have in the same way as at the committee meeting (as per the Councillors Code of Conduct).
- 1.12. To ensure transparency and accountability, political debate on committee items should take place at the formal committee meeting not the APM
- 1.13. The APM papers must be kept private and confidential as they have not yet been released to the public. The Councillors' Code of Conduct (paragraphs 3.14 – 3.15) provides helpful guidance on members' responsibilities.