

**Argyll and Bute Council**  
**Comhairle Earra-Ghàidheal Agus Bhòid**

*Customer Services*  
*Executive Director: Douglas Hendry*



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*17 October 2016*

**NOTICE OF MEETING**

A meeting of the **SHORT LIFE WORKING GROUP ON POLITICAL MANAGEMENT ARRANGEMENTS** will be held in the **COMMITTEE ROOM 1, KILMORY, LOCHGILPHEAD** on **MONDAY, 24 OCTOBER 2016** at **2:00 PM**, which you are requested to attend.

Douglas Hendry  
Executive Director of Customer Services

**BUSINESS**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**
- 3. MINUTES** (Pages 1 - 2)  
Minutes of Short Life Working Group on Political Management Arrangements of 22 September 2016
- 4. POLITICAL MANAGEMENT ARRANGEMENTS** (Pages 3 - 46)  
Report by Executive Director of Customer Services
- 5. A PLAN FOR SCOTLAND: THE SCOTTISH GOVERNMENT'S PROGRAMME FOR SCOTLAND 2016/17** (Pages 47 - 56)  
Report by Executive Director of Customer Services

**SHORT LIFE WORKING GROUP ON POLITICAL MANAGEMENT ARRANGEMENTS**

Councillor Rory Colville  
Councillor Anne Horn  
Councillor Aileen Morton  
Councillor James Robb  
Councillor Len Scoullar  
Councillor Richard Trail

Councillor Robin Currie  
Councillor Roderick McCuish  
Councillor Ellen Morton  
Councillor Elaine Robertson  
Councillor Sandy Taylor  
Councillor Dick Walsh

Contact: Sandra McGlynn Tel: 01546 604401

**MINUTES of MEETING of SHORT LIFE WORKING GROUP ON POLITICAL MANAGEMENT ARRANGEMENTS held in the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD on THURSDAY, 22 SEPTEMBER 2016**

**Present:**

Councillor Dick Walsh (Chair)

Councillor Rory Colville	Councillor James Robb
Councillor Robin Currie	Councillor Elaine Robertson
Councillor Anne Horn	Councillor Len Scoullar
Councillor Roderick McCuish	Councillor Sandy Taylor
Councillor Aileen Morton	Councillor Richard Trail
Councillor Ellen Morton	

**Attending:**

Cleland Sneddon, Chief Executive  
 Douglas Hendry, Executive Director – Customer Services  
 Charles Reppke, Head of Governance and Law  
 Patricia O'Neill, Central Governance Manager  
 Shirley MacLeod, Area Governance Manager  
 Graeme Forrester, Area Committee Manager

**1. APOLOGIES FOR ABSENCE**

There were none intimated. It was noted that Councillor Aileen Morton was not present at this point but would join the meeting when she was available.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest intimated.

**3. POLITICAL MANAGEMENT ARRANGEMENTS**

The Short Life Working Group considered a report which outlined the proposed timetable and process for the review of Political Management Arrangements.

Councillor James Robb left the meeting during consideration of this item and did not return.

Councillor Aileen Morton joined the meeting during consideration of this item.

**Decision**

The Short Life Working Group:-

- a) Determined the basic principles for the review of the Political Management Arrangements as detailed at paragraph 4.2 of the submitted report with the addition of a further two principles – Achieving Our Ambition and Future Proofing.
- b) Agreed the timetable for the review and associated reporting arrangements, with a final report being submitted to Council in 2017 subject to the change of a meeting date from 13 October 2016 to 24 October 2016.

- c) Agreed that officers engage with all 36 Elected Members seeking their views on how the current Political Management Arrangements are working, asking for suggestions in terms of any future arrangements and asking for comments on the Scrutiny Handbook which was endorsed by the PRS Committee.
- d) Requested further information on the Committee Structures strategic and local adopted by other Scottish Local Authorities of similar size, population and geographical layout as Argyll and Bute.
- e) Requested further information on how the review of Political Management Arrangements could be affected by the Programme for Scotland Proposals, the Community Empowerment Bill and the Islands Bill.
- f) Requested further information on the Scrutiny arrangements adopted by other Scottish Local Authorities.

(Ref: Report by Executive Director of Customer Services dated 9 August 2016, submitted)

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**ARGYLL AND BUTE COUNCIL**

**Short Life Working Group on Political  
Management Arrangements**

**CUSTOMER SERVICES**

**24 October 2016**

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**SLWG – POLITICAL MANAGEMENT ARRANGEMENTS**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 At the meeting of the Short Life Working Group held on 22 September 2016, Members considered a report which provided some background information and a proposed timetable and process for the review of Political Management Arrangements. The Short Life Working Group asked that officers provide information on the Committee Structures, Area Committee arrangements and Scrutiny arrangements adopted by other Scottish Local Authorities. Officers were also requested to engage with Elected Members in relation to their views on how the current Political Management Arrangements are working, asking for suggestions in terms of any future arrangements and asking for comments on the Scrutiny Handbook which was endorsed by the PRS Committee
- 1.2 Members are asked to consider the information provided in response to this request.

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**ARGYLL AND BUTE COUNCIL**

**Short Life Working Group on Political  
Management Arrangements**

**CUSTOMER SERVICES**

**24 October 2016**

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**SLWG – POLITICAL MANAGEMENT ARRANGEMENTS**

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**2.0 INTRODUCTION**

2.1 Following the last meeting of the Short Life Working Group, this report provides information on the Committee Structures, Area Committee and Scrutiny arrangements adopted by other Scottish Local Authorities for Members' consideration.

It also provides feedback on the engagement with Elected Members in relation to their views on how the current Political Management Arrangements are working, asking for suggestions in terms of any future arrangements and asking for comments on the Scrutiny Handbook which was endorsed by the PRS Committee

**3.0 RECOMMENDATIONS**

3.1 Members are asked to consider the information provided.

**4.0 DETAIL**

4.1 At the meeting of the SLWG held on 22 September 2016, Members agreed the following:-

- (a) Determined the basic principles for the review of the Political Management Arrangements as detailed at paragraph 4.2 of the submitted report with the addition of a further two principles – Achieving Our Ambition and Future Proofing;
- (b) Agreed the timetable for the review and associated reporting arrangements, with a final report being submitted to Council in 2017 subject to the change of a meeting date from 13 October 2016 to 24 October 2016;
- (c) Agreed that officers engage with all 36 Elected Members seeking their views on how the current Political Management Arrangements are working, asking for suggestions in terms of any future arrangements and asking for comments on the Scrutiny Handbook which was endorsed by the PRS Committee;
- (d) Requested further information on the Committee Structures strategic and local adopted by other Scottish Local Authorities of similar size, population and geographical layout as Argyll and Bute;
- (e) Requested further information on how the review of Political Management Arrangements could be affected by the Programme for Scotland Proposals, the Community Empowerment Bill and the Islands Bill, and

- (f) Requested further information on the Scrutiny arrangements adopted by other Scottish Local Authorities.

4.2 Strategic Committee Structures

4.2.1 Provisions in the Local Government (Scotland) Act 1973 allow local authorities to devolve most decision-making to a committee, sub-committee or officers of the council. Information on the Committee Structures which are adopted across all of the other 31 Local Authorities is provided at Appendix 1 and is summarised as follows:

<b>Council</b>	<b>Committee Model</b>
Aberdeen City Aberdeenshire Angus City of Edinburgh Clackmannanshire Dumfries and Galloway Dundee City East Dunbartonshire Highland Inverclyde Moray North Lanarkshire Orkney Islands Perth and Kinross Renfrewshire Shetland Islands Stirling West Dunbartonshire Western Isles	Traditional Committee Model (19)
East Ayrshire East Lothian East Renfrewshire Midlothian North Ayrshire South Ayrshire	Cabinet Model (6)
Falkirk Fife Glasgow City Scottish Borders West Lothian	Executive Model (5)
South Lanarkshire	Hybrid Model (1)

4.2.2 Councils tend to operate either a traditional Committee system or a cabinet/executive style of government. One Council has combined aspects of

the two systems to form a ‘hybrid’ system.

**Traditional Committee system**

4.2.3 A total of 19 councils in Scotland operate a traditional committee system with the majority of these also having audit/scrutiny arrangements in place. Some councils have streamlined their committee structures by reducing the number of service specific committees and instead concentrating on broader, more cross-cutting thematic areas.

**Cabinet Model**

4.2.4 6 councils operate a Cabinet system, which aims to improve decision making and to make it more accountable. Under this approach a small group of elected members, typically from the administration and with Portfolio/Policy remits, make all the day-to-day decisions within a policy framework set by the council as a whole. The Cabinet would meet on a regular basis with their role likely to be:

- providing strategic leadership
- taking executive decisions within a budget and policy framework approved by the full council
- leading the council’s partnership activities with other bodies
- developing and making recommendations about strategy and budget to the council

In essence a lot of decisions that the council itself would have to take in terms of its corporate governance role are delegated to a small group to take on behalf of the council. In this kind of structure, it is the role of non-cabinet elected members to scrutinise the cabinet’s activities through a committee or panel.

**Executive Model**

4.2.5 5 councils in Scotland operate an Executive system. This approach is similar to the Cabinet model, but the Executive generally has membership from both administration and opposition councilors. The Executive would meet on a regular basis with their role being as outlined in the Cabinet model above.

**Hybrid Committee system**

4.2.6 South Lanarkshire Council operates a Hybrid structure with an Executive Committee and a number of Policy Committees.

**Arrangements in similar Local Authorities**

4.2.7 Looking at Local Authorities which have similar characteristics to Argyll and Bute with a large land area and rural population, the following models are in place:-

<b>Council</b>	<b>Committee Model</b>
Aberdeenshire Council	Traditional Committee Model



Dumfries and Galloway Council	Traditional Committee Model
Highland Council	Traditional Committee Model
Western Isles Council	Traditional Committee Model
Scottish Borders Council	Executive Model
South Ayrshire Council	Cabinet Model
South Lanarkshire	Hybrid Model

### 4.3 **Scrutiny**

4.3.1 Across local authorities in Scotland, there are a number of different arrangements which are used to undertake both scrutiny and audit functions and a benchmarking exercise has been carried out in this regard. It can be seen that a number of authorities have committees dedicated to scrutiny, but others link scrutiny with performance review, some with audit, and some with a range of other functions. It can further be seen that a number of local authorities allocate scrutiny of different thematic functions across more than one committee. A table detailing the different models used by other local authorities can be found at Appendix 2.

4.3.2 Many local authorities have a single body for undertaking both Audit and Scrutiny functions. This is the preferred model for 17 local authorities whereas 14 have similar arrangements to Argyll and Bute with separate committees to undertake scrutiny and audit functions. There is also a wide variety of committee names as highlighted in Table 1.

Table 1: Committees with Combined Audit and Scrutiny Function

<b>Name of Committee</b>	<b>Number of local authorities adopted</b>
Audit and Scrutiny	7
Audit	3
Governance and Scrutiny	1
Audit Scrutiny and Petitions	1
Audit and Performance Review	1
Governance Risk and Best Value	1
Monitoring and Audit	1
Scrutiny	1
Audit, Risk and Scrutiny	1

4.3.3 Similarly to Argyll and Bute Council, there are three Scrutiny/Audit Committees within Scotland who currently have lay members as their Chair. In addition there are a further four councils who have included lay members as part of their membership of the committee although not in the role of Chair. Table 2 details the number of committees with audit/scrutiny functions who have adopted opposition, administration and independent Chairs. This table shows the split across all of the audit/scrutiny committees, and all but one local authority have at least one of their audit/scrutiny committees chaired by either an independent councillor or a member of the opposition.

Chair	Number of Audit/Scrutiny Committees
Opposition Chair	28
Administration Chair	9
Independent Elected Member as Chair	4
Independent/lay person as Chair	3

4.3.4 Research has found that councils also have a wide range of arrangements in place for undertaking scrutiny duties in relation to their requirements under the Police and Fire Reform (Scotland) Act 2012. Current arrangements within Argyll and Bute Council, where the performance of local police and fire plans is scrutinised by the Performance Review and Scrutiny Committee are replicated in 15 other local authorities. Some local authorities have different approaches; for example in Dundee City Council the responsibility for local police and fire arrangements lies with the Community Safety and Public Protection Committee which deals with a number of arrangements including the responsibility of monitoring the performance of the Integrated Joint Board. A similar arrangement is also in place in Perth and Kinross, Stirling and Falkirk who operate an internal and external scrutiny committee. The external scrutiny committee undertakes monitoring of performance of local police and fire arrangements as well as other external bodies such as the integrated joint board and community trusts. Eleven Scottish Local Authorities have put in place specific arrangements for undertaking the required role with regard to local policing and fire arrangements, either in the form of a committee, sub-committee or a board. Almost all of these meet on a quarterly basis in order to consider the quarterly performance reports provided by Police Scotland and Scottish Fire and Rescue.

4.3.4 Evidence from other local authorities suggests a wide range of membership and arrangements for leading scrutiny functions are in place across the country. Information in Appendix 2 also shows membership and arrangements for chairing meetings in other authorities, showing involvement of administration, opposition and independent members, and external or lay persons, and showing balance where appropriate. Some authorities place restrictions on who can be a member of a scrutiny committee based upon membership of cabinet or executive, and in some cases there are similar restrictions that apply to the role of Chair.

#### 4.4 Area Committee Structures

4.4.1 Information on the Area Committee Structures is provided at Appendix 3. Of the 32 Local Authorities in Scotland, 10 operate a system of Area Committees, these are:-

Aberdeenshire, Argyll & Bute, Dumfries and Galloway, Fife, Highland, North Lanarkshire, Renfrewshire, South Lanarkshire, Scottish Borders and West Lothian.

4.4.2 These committees meet in the local areas, many of them involve and consult local people. Some undertake the scrutiny role for all services delivered in the area. Normally only Ward members for each area sit on their area committee, although some area committees have representation from local communities in their areas. Some area committees have delegated budgets to fund work in their local area.

### 4.5 Community Planning

4.5.1 The Argyll and Bute Community Planning Partnership is a partnership of agencies and organisations from the public, voluntary, private and community sectors that have an interest in working together to reach the agreed overall outcome for Argyll and Bute: Argyll and Bute's Economic Success is Built on a Growing Population.

4.5.2 Currently, elected members have links to/responsibilities within the partnership in that the Leader of the Council chairs the full partnership (which meets once per year), with the Depute leader undertaking the role of Vice-Chair. Additionally, local elected members are involved in local community planning groups in that the Chair and Vice Chair from the Area Committee and one other Elected Member from an Area Committee Ward not already represented by the Chair or Vice Chair sit as members of the group.

4.5.3 New guidance is expected imminently from Scottish Government in respect of required changes for Community Planning Partnerships contained within the Community Empowerment (Scotland) Act 2015, which will be informed by the findings of the Christie Commission on the Future Delivery of Public Services. This guidance is expected to direct CPPs to be organised to provide a strong platform which supports and encourages vibrant strategic decision making and action locally, and to be transparent in demonstrating to its communities the progress it is making to improve outcomes. Partners will be expected to demonstrate collective ownership, leadership and strategic direction of community planning; shared leadership will be a corporate responsibility for each partner body, including the body's senior management, board members and political leaders.

4.5.4 The full implications of the Community Empowerment Bill relating to localism and the development of Locality Plans are also still awaited, but will require CPPs to undertake locality planning to set clear priorities for improving local outcomes and tackling inequalities, agreed by the CPP and community, and identifying what will be different for communities as long term outcomes in 10 years.

4.5.5 It is expected that the Scottish Government guidance will also highlight opportunities for CPPs to gain community perspective by using Participatory Budgeting as a tool for enhanced community engagement and as a development of participatory democracy. Participatory Budgeting gives local people a direct say in how and where public funds can be used to address locally identified requirements by providing the opportunity to identify

preferences and allocate spend within defined parameters.

## 4.6 Elected Member Engagement

All Elected Members were invited to give their views on how the current Political Management Arrangements are working, make suggestions in terms of any future arrangements and provide comments on the Scrutiny Handbook which was endorsed by the PRS Committee. A small number responded and comments included:

- No real issue with current arrangements
- Area committees are valuable as local presence within communities - as many decisions as possible should be taken at this level so that communities know it is their own representatives for their local area who are responsible for what happens locally.
- Perhaps local committees could consider planning matter however generally accepted the requirement for specialist knowledge supported by current approach
- Potential for significant change to Community Services Committee with various functions removed from it as a consequence of health and social care integration, and with the potential for a Culture and Leisure trust and national Education proposals potentially removing most of the rest.
- Could examine potential for Environment, Development and Infrastructure Committee items to be put to local area committees but would have to still be some way of looking at Argyll and Bute wide issues.
- Key decision making committees should contain as wide a representation of all political groupings as possible
- Opportunity for more policy decisions to go to Area Committees should be explored
- Government policy is to devolve more authority to communities, which would not sit comfortably with the removal of the Area Committees
- Potential to replace area committees/ business days with quarterly locality forums alternatively ward meetings which should/ could be conducted using lync or VC to save on members and staff traveling costs, subject to a suitable protocol when decisions are required
- Consideration of amalgamating of Audit and PS committee

## 5.0 **CONCLUSION**

- 5.1 At the last meeting, Members of the SLWG asked officers to provide information on the Committee Structures operated in all of Scotland's Local Authorities, information on the scrutiny arrangements in place across Scotland and Area Committee information and to engage with Elected Members on their views and suggestions in relation to the Political Management Arrangements and the Scrutiny Handbook. This report provides that information for Members' consideration.

**6.0 IMPLICATIONS**

- 6.1 Policy – none at this stage.
- 6.2 Financial - none at present, but may be financial implications dependent on the outcome of the review.
- 6.3 Legal – none at this stage.
- 6.4 HR – none at present, but may have HR implications dependent on the outcome of the review.
- 6.5 Equalities - none
- 6.6 Risk -
- 6.7 Customer Service - none

Douglas Hendry  
**Executive Director of Customer Services**  
11 October 2016

**For further information contact:** Charles Reppke, Head of Governance and Law,  
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**APPENDICES**

- Appendix 1 –Other Local Authority Committee Structures
- Appendix 2 – Scrutiny Arrangements in other Local Authorities
- Appendix 3 –Area Committee Arrangements in other Local Authorities

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<b>COUNCIL</b>	<b>TRADITIONAL COMMITTEE SYSTEM</b>
Aberdeen City	<ul style="list-style-type: none"> <li>• Council (43 members)</li> <li>• Committee Structure <ul style="list-style-type: none"> <li>– Finance, Policy and Resources Committee (17 Members, every 8 Weeks)</li> <li>– Communities, Housing and Infrastructure Committee (19 Members, every 8 Weeks)</li> <li>– Education and Children’s Services Committee (19 Members, every 8 weeks)</li> <li>– Petitions (13 Members, every 8 weeks)</li> <li>– Planning Development Management Committee (15 Members, every 8 Weeks)</li> </ul> </li> <li>• Scrutiny <ul style="list-style-type: none"> <li>– Audit Risk and Scrutiny Committee (17 Members, every 8 weeks)</li> </ul> </li> </ul>
Aberdeenshire Council	<ul style="list-style-type: none"> <li>• Full Council (All 68 members)</li> <li>• Committee Structure <ul style="list-style-type: none"> <li>– Policy and Resources Committee (14 members, 6 times per year)</li> <li>– Education, Learning an Leisure Committee (13 members, 6 times per year)</li> <li>– Infrastructure Services Committee (14 members, 6-8 times per year)</li> <li>– Social Work and Housing Committee (14 members, 6 times per year)</li> </ul> </li> <li>• Scrutiny Committees <ul style="list-style-type: none"> <li>– Scrutiny and Audit Committee (12 members, every 1-2 months 7 times per year)</li> </ul> </li> </ul>
Angus	<ul style="list-style-type: none"> <li>• Full Council (all 29 members, every 6 weeks)</li> <li>• Committee Structure <ul style="list-style-type: none"> <li>– Children and Learning Committee (15 members, every 6 weeks)</li> <li>– Communities Committee (15 members, every 6 weeks)</li> <li>– Development and Enterprise Committee (15 members, every 6 weeks)</li> <li>– Policy and Resources Committee (15 members, every 6 weeks)</li> <li>– Social Work and Health Committee (15 members, every 6 weeks)</li> </ul> </li> <li>• Scrutiny Committee <ul style="list-style-type: none"> <li>– Scrutiny and audit committee (13 members, every 6 weeks)</li> </ul> </li> </ul>

<b>COUNCIL</b>	<b>TRADITIONAL COMMITTEE SYSTEM</b>
City of Edinburgh Council	<ul style="list-style-type: none"> <li>• Full Council (All 58 members, monthly)</li> <li>• Committee based system</li> <li>• Scrutiny <ul style="list-style-type: none"> <li>- Governance, Risk and Best Value Committee (13 members, every 1-2 months)</li> </ul> </li> <li>• Policy committees <ul style="list-style-type: none"> <li>- Corporate Policy and Strategy Committee (15 members, every 1-2 months)</li> <li>- Communities and Neighbourhoods Committee (15 members, every 3 months)</li> <li>- Culture and Sport Committee (15 members, every 2-3 months)</li> <li>- Economy Committee (15 members, every 2 months)</li> <li>- Education, Children and Families Committee (22 members, every 2 months)</li> <li>- Finance and Resources Committee (15 members, every month)</li> <li>- Health, Social Care and Housing Committee (17 members, every 2-3 months)</li> <li>- Transport and Environment Committee (17 members, every 2-3 months)</li> </ul> </li> </ul>
Clackmannanshire Council	<ul style="list-style-type: none"> <li>• Full Council (All 18 members, every 9 weeks)</li> <li>• Committee structure <ul style="list-style-type: none"> <li>- Education, Sport and Leisure Committee ( 9 members , meets every 7-15 weeks)</li> <li>- Enterprise and Environment Committee (10 members, meets infrequently every 9-15 weeks)</li> <li>- Housing, Health and Care Committee (9 members, infrequent meetings every 9-13 weeks)</li> </ul> </li> <li>• Scrutiny Committees <ul style="list-style-type: none"> <li>- Resources and audit Committee (8 members, meets every 7-12 weeks)</li> </ul> </li> </ul>
Dumfries and Galloway Council	<ul style="list-style-type: none"> <li>• Full Council (All 47 members)</li> <li>• Committee Structure <ul style="list-style-type: none"> <li>- Community and Customer Services Committee (21 members, irregular meetings every 7-9 weeks)</li> <li>- DG First Management Committee (11 members, irregular meetings every 7-11 weeks.)</li> <li>- Economy, Environment and Infrastructure Committee ( 21 members, irregular meetings every 8-9 weeks or more frequently)</li> <li>- Education Committee (21 members, irregular meetings every 2-9 weeks)</li> <li>- Policy and Resources Committee (21 members, irregular meetings every 4-9 weeks)</li> <li>- Social Work Services Committee (21 members,</li> </ul> </li> </ul>



<b>COUNCIL</b>	<b>TRADITIONAL COMMITTEE SYSTEM</b>
	<p>irregular meetings every 3-7 weeks)</p> <ul style="list-style-type: none"> <li>• Scrutiny Committees <ul style="list-style-type: none"> <li>– Audit and Risk Management Committee (11 members, irregular meetings every 4-15 weeks)</li> <li>-Scrutiny and Performance Committee (11 members, every 6-10 weeks)</li> </ul> </li> </ul>
Dundee City Council	<ul style="list-style-type: none"> <li>• Full council (All 29 members)</li> <li>• Committee structure <ul style="list-style-type: none"> <li>– Social Work and Health Committee (29 members, every 1-3 months)</li> <li>– Policy and Resources Committee (29 members, every 1-5 weeks)</li> <li>– Housing Committee (29 members, every 1-2 months)</li> <li>– Environment Committee (29 members, every 1-2 months)</li> <li>– Education Committee (29 members, every 1-2 months)</li> <li>– Development Management Committee (29 members, every 1-3 months).</li> <li>– City Development Committee (29 members, every 1-2 months)</li> </ul> </li> <li>• Scrutiny Committee (8 members, every 2-3 months)</li> </ul>
East Dunbartonshire Council	<ul style="list-style-type: none"> <li>• Full Council (All 24 members, every 8 weeks)</li> <li>• Committee structure <ul style="list-style-type: none"> <li>– Policy and Resources Committee (12 members)</li> <li>– Social Work Committee (12 members, every 8 weeks)</li> <li>– Education Committee (12 members, every 8 weeks)</li> <li>– Neighbourhood Services Committee (12 members, every 8 weeks)</li> <li>– Development and Regeneration Committee (12 members, every 8 weeks)</li> </ul> </li> <li>• Scrutiny Committees <ul style="list-style-type: none"> <li>– Policy and Resources Committee: Audit and Risk management sub-committee (10 members, every 2-4 months)</li> <li>– 3 Scrutiny Panels – aligned to the work of services in the three directorates of the council</li> </ul> </li> </ul>
Highland Council	<ul style="list-style-type: none"> <li>• Full Council (All 80 members, every 1-3 months)</li> <li>• Committee Structure <ul style="list-style-type: none"> <li>– Resources Committee (22 members, every 3 months)</li> <li>– Education, Children and Adult Services Committee (22 members, every 1-3 months)</li> <li>– Planning, Development and Infrastructure (22</li> </ul> </li> </ul>

COUNCIL	TRADITIONAL COMMITTEE SYSTEM
	<p>members, every 3 months)</p> <ul style="list-style-type: none"> <li>– Community Services Committee (22 members, every 3 months)</li> <li>• Scrutiny Committees <ul style="list-style-type: none"> <li>– Audit and Scrutiny Committee (22 members, every 2-3 months)</li> </ul> </li> <li>• 5 Area committees (meet 4 times per year)</li> </ul>
Inverclyde Council	<ul style="list-style-type: none"> <li>• Full Council (All 20 members, every 7-11 weeks)</li> <li>• Committee structure <ul style="list-style-type: none"> <li>– Education and Communities Committee (11 members, every 2 months)</li> <li>– Policy and Resources Committee (11 members, every 7-11 weeks)</li> <li>– Environment an Regeneration Committee (11 members, every 2 months)</li> <li>– Health and Social Care Committee (11 members, every 2 months)</li> </ul> </li> <li>• Scrutiny <ul style="list-style-type: none"> <li>– Audit Committee (11 members, every 7-11 weeks)</li> </ul> </li> </ul>
Moray Council	<ul style="list-style-type: none"> <li>• Full Council (all 26 members, every 2 months)</li> <li>• Committee based <ul style="list-style-type: none"> <li>– Policy and Resources Committee (13 members, every month)</li> <li>– Children and Young People’s Services Committee (13 members, every 1-3 months)</li> <li>– Health and Social care Services Committee (12 members, every 1-3 months)</li> <li>– Planning and Regulatory Services (13 members, every 2-3 months)</li> <li>– Economic Development and Infrastructure (13 members, every 1-3 months)</li> <li>– Communities Committee (11 members, every 1-3 months)</li> </ul> </li> <li>• Scrutiny Committees <ul style="list-style-type: none"> <li>– Audit and Performance Committee (10 members, every 1-2 months)</li> </ul> </li> </ul>
North Lanarkshire Council	<ul style="list-style-type: none"> <li>• Full Council (all 30 members, held at 4pm )</li> <li>• Committees <ul style="list-style-type: none"> <li>– Policy and Resources Committee</li> <li>– Corporate Services Committee</li> <li>– Planning and Transportation Committee</li> </ul> </li> </ul>

<b>COUNCIL</b>	<b>TRADITIONAL COMMITTEE SYSTEM</b>
	<ul style="list-style-type: none"> <li>- Learning and Leisure Services Committee</li> <li>- Housing and Social Work Committee</li> <li>- Environmental Services Committee</li>   <li>• Scrutiny <ul style="list-style-type: none"> <li>- Audit and Governance Panel</li> <li>- Scrutiny Panel</li> </ul> </li> </ul>
Orkney Islands Council	<ul style="list-style-type: none"> <li>• Full Council (all 21 members)</li> <li>• Committee based <ul style="list-style-type: none"> <li>- Development and Infrastructure Committee (12 members, 5 per year)</li> <li>- Policy and Resources Committee (21 members, 5 per year)</li> <li>- Education, Leisure and housing Committee (11 members, 5 times per year)</li> <li>- Orkney Health and Care (5 members, 5 per year)</li> </ul> </li>   <li>• Scrutiny Committee <ul style="list-style-type: none"> <li>- Scrutiny Committee (6 members, 5 per year)</li> </ul> </li> </ul>
Perth and Kinross Council	<ul style="list-style-type: none"> <li>• Full Council (all 41 members)</li> <li>• Committee structure <ul style="list-style-type: none"> <li>- Strategic Policy and Resources Committee (16 members, every 2-3 months)</li> <li>- Lifelong learning Committee (13 members, every 2-3 months)</li> <li>- Housing and Health Committee (13 members, every 2-3 months)</li> <li>- Environment Committee (13 members, every 2-3 months)</li> <li>- Enterprise and Infrastructure Committee (13 members, every 2-3 months)</li> <li>- Community Safety Committee (13 members, meets every 2-3 months)</li> </ul> </li>   <li>• Scrutiny Committees <ul style="list-style-type: none"> <li>- Audit Committee (7 members, every 2-3 months)</li> <li>- Scrutiny Committee (7 members, every 2-3 months)</li> </ul> </li> </ul>
Renfrewshire Council	<ul style="list-style-type: none"> <li>• Full Council (all 40 members)</li> <li>• Committee system <ul style="list-style-type: none"> <li>- Economy and Jobs Policy Board (14 members, 5 times per year)</li> <li>- Education Policy Board (16 members , 5 times per year)</li> <li>- Environment Policy Board (14 members, 5 times per year)</li> <li>- Finance and Resources Policy Board (14 Members, 5 times per year)</li> </ul> </li> </ul>

COUNCIL	TRADITIONAL COMMITTEE SYSTEM
	<ul style="list-style-type: none"> <li>- Housing and Community safety policy board (14 members , 5 times per year)</li> <li>- Planning and Property Policy Committee (14 members, 5 times per year)</li> <li>- Social Work, Health and Well Being Policy Board (14 members, 5 times per year)</li> <li>- Sport, Leisure and Culture Policy Board (15 members, 5 times per year)</li>   <li>• Scrutiny               <ul style="list-style-type: none"> <li>- Audit, Scrutiny and Petitions Board (9 members, meets 5 times per year)</li> </ul> </li> </ul>
Shetland Islands Council	<ul style="list-style-type: none"> <li>• Full Council (all 22 members, every 7 weeks)</li> <li>• Committee based Structure               <ul style="list-style-type: none"> <li>- Policy and Resources Committee (11 Members, 1-2 months)</li> <li>- Education and Families Committee (10 Members)</li> <li>- Social Services Committee (10 Members)</li> <li>- Development Committee (10 Members)</li> <li>- Environment and Transport Committee (10 Members)</li> <li>- Planning Committee (11 Members)</li> <li>- Licensing Committee</li> </ul> </li> <li>• Scrutiny Committee               <ul style="list-style-type: none"> <li>-Audit Committee (11 members, every 1-2 months)</li> </ul> </li> </ul>
Stirling council	<ul style="list-style-type: none"> <li>• Full Council (all 22 members, 5 times per year)</li> <li>• Committee based Structure               <ul style="list-style-type: none"> <li>- Community Planning and Regeneration Committee (6 members, 5 times per year)</li> <li>- Education Committee (6 members, 5 times per year)</li> <li>- Environment and Housing Committee (6 members, 5 times per year)</li> <li>- Finance and Economy Committee (6 members, 5 times per year)</li> <li>- Social care and Health committee (6 members, 5 times per year)</li> <li>- Public Safety Committee (6 members, 5 time per year)</li> </ul> </li> <li>• Scrutiny Committees               <ul style="list-style-type: none"> <li>- Audit Committee (6 members, 5 times per year)</li> </ul> </li> </ul>
West Dunbartonshire Council	<ul style="list-style-type: none"> <li>• Full Council (All 22 Members, every 1-2 months)</li> <li>• 4 Service specific Policy Committees               <ul style="list-style-type: none"> <li>- Corporate Services Committee (12 members, every 3 months)</li> <li>- Educational Services Committee (12 members,</li> </ul> </li> </ul>

COUNCIL	TRADITIONAL COMMITTEE SYSTEM
	<p>every 1-4 months)</p> <ul style="list-style-type: none"> <li>- Infrastructure, Regeneration and Economic Development Committee (12 members, every 3 months)</li> <li>- Housing and Communities Committee ( 12 members, every 3 months)</li> <li>• Scrutiny Committees <ul style="list-style-type: none"> <li>- Audit and Performance Review Committee (8 members, every 3 months)</li> </ul> </li> </ul>
Western Isles	<ul style="list-style-type: none"> <li>• Full Council (every 2 months) – all 31 councillors</li> <li>• Committee Structure: <ul style="list-style-type: none"> <li>- Education and Children Services (15 members, every 2-3 months)</li> <li>- Environment and Protective Services (16 Members, every 1-2months)</li> <li>- Health and Social Care Committee (7 Members, 2-3 months)</li> <li>- Policy and Resources Committee (11 Members, 2-4 months)</li> <li>- -Sustainable Development Committee (14 Members, 2-3 months)</li> <li>- Transport and Infrastructure Committee (17 Members, 2-3 months)</li> </ul> </li> <li>• Scrutiny <ul style="list-style-type: none"> <li>- Audit and Scrutiny Committee (10 Members 2-3 Months)</li> </ul> </li> </ul>

<b>Council</b>	<b>CABINET STRUCTURE</b>
East Ayrshire	<ul style="list-style-type: none"> <li>• Full Council (All 32 Members, every 1-3 months)</li> <li>• Cabinet (11 Members, every 2-3 weeks)</li> <li>• Scrutiny               <ul style="list-style-type: none"> <li>– Governance and Scrutiny Committee (11 Members, monthly)</li> </ul> </li> </ul>
East Lothian Council	<ul style="list-style-type: none"> <li>• Full Council (all 23 members, every 1-2 months)</li> <li>• Cabinet structure               <ul style="list-style-type: none"> <li>– Cabinet (7 members, every 5 weeks)</li> <li>– Education Committee (18 members, 2-4 times per year)</li> </ul> </li> <li>• Scrutiny Committee               <ul style="list-style-type: none"> <li>– Audit and Governance Committee (8 members, every 2 months)</li> <li>– Policy and Performance Review Committee (8 members, 1-3 months)</li> </ul> </li> </ul>
East Renfrewshire Council	<ul style="list-style-type: none"> <li>• Full Council (All 20 Members)</li> <li>• Cabinet (8 Members, every 3 weeks)</li> <li>• Cabinet Fire and Rescue (10 Members, every 2-4 months)</li> <li>• Policy Committees – help formulate policy and oversee respective service areas on behalf of cabinet               <ul style="list-style-type: none"> <li>– Education Committee (12 Members, every 2-3 months)</li> <li>– Community Health and Care Partnership Committee (5 Members, 2-3 months)</li> </ul> </li> <li>• Scrutiny               <ul style="list-style-type: none"> <li>– Audit and Scrutiny (7 Members, 1-2 months)</li> </ul> </li> </ul>
Midlothian Council	<ul style="list-style-type: none"> <li>• Full Council (All 18 members, every 4 weeks)</li> <li>• Cabinet (5 members, every month)</li> <li>• Scrutiny committees               <ul style="list-style-type: none"> <li>- Audit Committee (6 members, every 6-8 weeks)</li> <li>- Performance review and scrutiny committee (13 members, every 6-8 weeks)</li> </ul> </li> </ul>
North Ayrshire Council	<ul style="list-style-type: none"> <li>• Full Council (All 30 members, every 1-3 months)</li> <li>• Cabinet (7 members, usually twice a month)</li> <li>• Scrutiny Committees               <ul style="list-style-type: none"> <li>– Audit Committee (7 members, every 1-3 months)</li> <li>– Scrutiny and Petitions Committee (7 members, every 1-3 months)</li> </ul> </li> </ul>
South Ayrshire Council	<ul style="list-style-type: none"> <li>• Full Council (All 30 members, every 8 weeks )</li> <li>• Cabinet (Leadership Panel)(7 Members every 8 weeks)</li> <li>• Leadership Panel (7 members, every 8 weeks)</li> </ul>

<b>Council</b>	<b>CABINET STRUCTURE</b>
	<ul style="list-style-type: none"><li>• Scrutiny Committees<ul style="list-style-type: none"><li>– Audit and Governance Panel (8 members, every 2-3 months)</li><li>– Partnerships Panel (8 members, every 2-3 months)</li><li>– Service and Performance Panel (8 members, every 2-3 months)</li><li>– Public Processes Panel (7 members, every 2-3 months)</li></ul></li></ul>

<b>Council</b>	<b>EXECUTIVE MODEL</b>
Falkirk Council	<ul style="list-style-type: none"> <li>• Full council (All 32 members, every 1-3 months)</li> <li>• Executive <ul style="list-style-type: none"> <li>– Executive Committee (12 members, every 1-2 months)</li> <li>– Education Executive (12 members, every 1-2 months)</li> <li>– Planning Committee (12 Members)</li> </ul> </li> <li>• Scrutiny <ul style="list-style-type: none"> <li>– Scrutiny Committee (6 members, every 3 months)</li> <li>– Audit Committee (6 members, every 3 months)</li> </ul> </li> </ul>
Fife Council	<ul style="list-style-type: none"> <li>– Full Council (All 78 members, every 6-7 weeks)</li> <li>– Executive structure</li> <li>– Executive Committee (20 members , plus 2 non-voting members an 3 education representatives, every 3 weeks)</li> <li>– Policy Advisory Groups: <ul style="list-style-type: none"> <li>- Education, Children, Young People and Families PAG (7 members)</li> <li>- Community and Wellbeing PAG (7 members)</li> <li>- Housing and building Services PAG (7 members)</li> <li>- Environment and Transportation PAG (7 members)</li> <li>- Finance and Corporate Services PAG (7 members)</li> <li>- Business, Enterprise, Economy and Planning PAG (7 members)</li> <li>- Physical Activity an Sport PAG (7 members)</li> </ul> </li> <li>• Scrutiny <ul style="list-style-type: none"> <li>– Education, Social, and Communities Community (16 members, every 3 weeks)</li> <li>– Environment, Finance and Corporate Committee (16 members, every 3 weeks)</li> <li>– Standards and Audit Committee (10 members, usually every 6-7 weeks)</li> </ul> </li> </ul>
Glasgow City Council	<ul style="list-style-type: none"> <li>• Full Council (All 79 Members, ever 2-3 months)</li> <li>• Executive Committee (17 members, every 2 weeks)</li> <li>• 5 Policy Development Committees <ul style="list-style-type: none"> <li>– Children and Families Policy Development Committee (15 members, every 1-3 months)</li> <li>– Health and Social Care Policy Development Committee (15 members, every 1-3 months)</li> <li>– Public Petitions and General Purposes Policy Development Committee (15 members, every 1-3 months)</li> <li>– Regeneration and the economy Policy development Committee (15 members, every 1-3 months)</li> </ul> </li> </ul>



Council	EXECUTIVE MODEL
	<ul style="list-style-type: none"> <li>– Sustainability and Environmental Policy Development Committee-(15 members, every 1-3 months)</li> <li>• Scrutiny               <ul style="list-style-type: none"> <li>– Scrutiny Committee (15 members, once a month)</li> <li>– Operational Delivery Scrutiny Committee (15 members, once a month)</li> </ul> </li> </ul>
Scottish Borders Council	<ul style="list-style-type: none"> <li>• Full Council (All 34 members, every 1-2 months)</li> <li>• Executive Committee (16 members, every 1-2 months)</li> <li>• Scrutiny Committees               <ul style="list-style-type: none"> <li>– Audit Committee (6 members, every 1-2 months)</li> <li>– Scrutiny Committee (9 members, every 1-2 months)</li> </ul> </li> </ul>
West Lothian Council	<ul style="list-style-type: none"> <li>• Full Council (All 33 members, every 6 weeks)</li> <li>• Executive structure               <ul style="list-style-type: none"> <li>– Council Executive (12 members, 1-3 times per month not July)</li> <li>– Education executive (18 members, every month not July)</li> <li>– Culture and Leisure Policy Development and Scrutiny Panel (6 members, every 1-3 months)</li> <li>– Development and Transport Policy Development and Scrutiny Panel (6 members, every 1-3 months)</li> <li>– Education Policy development and Scrutiny panel (6 members, every 1-3 months)</li> <li>– Environmental Policy Development and Scrutiny panel (6 members, every 1-3 months)</li> <li>– Health and Care Policy Development and Scrutiny Panel (6 members, every 1-3 months)</li> <li>– Partnership and Resources Policy Development an Scrutiny Committee (6 members, every 1-3 months)</li> <li>– Services for the Community Policy Development and Scrutiny Panel (6 members, every 1-3 months)</li> <li>– Social Policy, Policy Development and Scrutiny Panel (6 members, every 1-3 months)</li> <li>– Social Policy, Policy Development an Scrutiny panel (6 members, every 1-3 months)</li> <li>– Voluntary Organisations Policy Development and Scrutiny Committee (6 members, every 1-3 months)</li> </ul> </li> <li>• Scrutiny Committees               <ul style="list-style-type: none"> <li>– Audit and Governance Committee (5 members, 4 times per year)</li> <li>– Performance Committee (5 members, every 1-2 months)</li> <li>– Education (Quality Assurance) Committee (13 members, every 1-3 months)</li> </ul> </li> </ul>

<b>Council</b>	<b>HYBRID STRUCTURE</b>
South Lanarkshire Council	<ul style="list-style-type: none"> <li>• Full Council (all 67 members, 4 per year)</li> <li>• Hybrid structure with an executive committee and policy committees <ul style="list-style-type: none"> <li>– Executive committee (28 members, every 4 weeks)</li> <li>– Community Services Committee (26 members, every 8 weeks)</li> <li>– Enterprise Services Committee (26 members, every 8 weeks)</li> <li>– Finance and Corporate Resources Committee ( 26 members, meets every 8 weeks)</li> <li>– Social Work Resources Committee (26 members, every 8 weeks)</li> <li>– Housing and Technical Resources Committee (26 members, every 8 weeks)</li> <li>– Education Resources Committee (26 members, every 8 weeks)</li> </ul> </li> <li>• Scrutiny Committees <ul style="list-style-type: none"> <li>– Risk and Audit Scrutiny Forum (10 members, 5 per year)</li> <li>– Performance and Review Scrutiny Forum (10 members, 3-5 per year)</li> <li>– Financial Resources Scrutiny Forum (10 members, meet every 8 weeks April-August, every 4 weeks September-March)</li> </ul> </li> </ul>

Appendix 2 – Scrutiny Models of Other Local Authorities in Scotland

COUNCIL	SCRUTINY COMMITTEES	CHAIR	MEMBERSHIP	FREQUENCY
Aberdeen City	Audit Risk and Scrutiny Committee	Chair and Vice Chair members of the opposition	17 (9 Administration, 8 Opposition)	Bimonthly
Comhairle nan Eilean Siar	Audit and Scrutiny Committee	Independent administration – independent member chair, opposition vice chair	10 No member of the Policy & Resources Committee or sub committee can serve on the audit and scrutiny committee	2-3 months
East Ayrshire Council	Governance and Scrutiny Committee	Chair – Member of the main opposition group Vice Chair – Member of the other opposition group	11 Members of the Committee cannot be members of the Cabinet.	Monthly – Committee holds a workshop every January to agree topics for review.
East Renfrewshire Council	Audit and Scrutiny Committee	Chair and Vice Chair both Opposition Members	7	1-2 Months
Glasgow City Council	1- Finance and Audit Scrutiny Committee  2- Operational Delivery Scrutiny Committee	1- Opposition Chair and Vice Chair (Different Opposition Groups)  2- Opposition Chair and Vice Chair (Different Opposition Groups)	1- 15  2- 15  Both committees are made up of 8 from the Administration and 7 from the Opposition	1- Monthly  2- Every 6 weeks
Midlothian Council	1- Audit Committee  2- Performance Review and Scrutiny Committee	1- Independent Chair  2- Opposition Chair	1- 7 members (6 Councillors and 1 Independent Chair)  2- 10 Members all non-cabinet members,	1- 6-8 weeks

			excluding the Provost and Depute Provost	2- 6 weeks with special meetings held for performance reporting.
North Lanarkshire Council	1- Audit and Governance Panel  2- Scrutiny Panel	1- Chaired by opposition member  2- Administration Chair, Opposition Vice Chair	1- 8 members(5 administration 3 opposition)  2- 12 Members (7 Administration 5 Opposition)	1- Quarterly with 2 additional meetings held late June and late September to comply with annual statutory deadlines for submission of draft accounts by 30 June and for audited accounts to be submitted by 30 September.  2- Quarterly

Renfrewshire Council	Audit, Scrutiny and Petitions Board	Administration Chair, Opposition Vice Chair	9 Members (5 Administration, 4 Opposition)	5 scheduled per year with option to call additional meetings if required. In 2015/16 there were 8 meetings.
South Ayrshire Council	<p>1- Audit and Governance Panel</p> <p>2- Service and Performance Panel</p> <p>3- Partnership Panel</p> <p>4- Public Processes Panel</p>	<p>1- Independent Chair and Administration Vice Chair</p> <p>2- Administration Chair and Vice Chair</p> <p>3- Administration Chair and Vice Chair</p> <p>4- Administration Chair and Vice Chair</p>	<p>1- 8 Members (4 Administration, 3 Opposition, 1 Independent Chair)</p> <p>2- 9 Members (6 Administration, 3 Opposition)</p> <p>3- 9 Members (6 Administration, 3 Opposition)</p> <p>4- 8 Members (4 administration, 4 opposition)</p>	All meet 5 times a year every 2-3 months
West Dunbartonshire Council	Audit and Performance Review Committee	Opposition Chair and Vice Chair	8 Members (3 Administration, 5 Opposition ) + 2 Lay Members	Quarterly
Aberdeenshire Council	Scrutiny and Audit Committee	Opposition Chair, Administration Vice Chair	11 Members (4 Administration, 7 Opposition)	Every 6 weeks

City of Edinburgh Council	Governance, Risk and Best Value Committee	Opposition Chair	13 Members ( 8 Administration, 5 Opposition)	Monthly
Dumfries and Galloway Council	1- Audit and Risk Management Committee  2- Scrutiny and Performance Committee	1- Opposition Chair and Vice Chair  2- Opposition Chair and Vice Chair	1- 11 Members (4 Administration, 7 Opposition)  2- 11 Members – no administration members	1- Irregular – 6 meetings in 2015, only 3 to date in 2016.  2- Irregular – 6 meetings in 2015 only 3 to date in 2016
East Dunbartonshire Council	Audit and Risk Management Sub Committee (Sub Committee of Policy and Resources Committee)  2 Scrutiny Panels – Transformation and Community Wellbeing Scrutiny Panel and Transformation, Economy and Employment Scrutiny Panel	Opposition Chair and Vice Chair  Opposition Chair	11 Members (Leader and Depute Leader of each political group plus independent member)  8 Members Each	Infrequent – every 2-3 months
Falkirk Council	1- Audit Committee	1- Lay Member	1- 7 Members (4 Administration, 2 Opposition, 1 lay member)	1- Quarterly

	2- Scrutiny Committee  3- Scrutiny Committee (external)	2- Opposition Chair  3- Opposition Chair	2- 8 Members (4 Administration, 4 Opposition)  3- 8 Members (4 Administration, 4 Opposition)	2- Quarterly  3- 6 times per year
Highland Council	Audit and Scrutiny Committee	Opposition Chair	22 Members (9 Administration 13 Opposition)	Quarterly
Moray Council	Audit and Scrutiny Committee	Opposition Chair and Vice Chair	11 Members (4 Administration, 7 Opposition) Plus Leader and Convener of Council	Bimonthly
Orkney Council	Monitoring and Audit Committee	Independent Chair and Orkney Manifesto Group Vice Chair  Orkney is an independent council but there is one group which is made up of 3 councillors. No controlling administration.	7 Members ( Convener, Vice Convener and Chairs of Service Committees are not eligible to sit on committee	5 times per year
Scottish Borders Council	1- Audit and Risk Committee  2- Scrutiny Committee	1- Opposition Chair Administration Vice Chair  2- Opposition Chair Administration Vice Chair	1- 6 Members (4 Administration, 2 Opposition plus 2 non-voting members from an external source.) Members cannot be on the executive committee.  2- 9 Members (9 Members – not on executive committee 6	1- Quarterly  2- Monthly

			Administration, 3 Opposition)	
South Lanarkshire Council	<p>1- Financial Resources Scrutiny Forum</p> <p>2- Performance and Review Scrutiny Forum</p> <p>3- Risk and Audit Scrutiny Forum</p>	<p>1- Opposition Chair – may sit on the executive</p> <p>2- Administration Chair</p> <p>3- Opposition Chair – May sit on the executive</p>	<p>1- 10 Members (6 Administration, 4 Opposition – members cannot be on the executive committee with exception of Chair)</p> <p>2- 10 Members (6 Administration, 4 Opposition)</p> <p>3- 10 Members (6 Administration, 4 Opposition – members cannot be on the executive committee with exception of Chair)</p>	<p>1- April – August meet by monthly September – March meet Monthly</p> <p>2- Once every committee cycle and as required in line with annual performance and review time table</p> <p>3- Once in each committee cycle and as required in line with annual audit cycle,</p>
West Lothian Council	1- Audit and Governance	1-Administration Chair and Vice Chair	1- 5 Members + 1 lay member (3 Administration, 2 Opposition)	1- Quarterly



	<p>2- Education (Quality Assurance )Committee</p> <p>3- Performance Committee</p>	<p>1- Chair is an independent Councillor, vice chair Administration</p> <p>2- Chair is an independent Councillor, vice chair Administration</p>	<p>2- 13 Members(9 Administration, 3 main opposition group, 1 independent)</p> <p>3- 5 Members (2 Administration, 2 main opposition group, 1 independent councillor)</p>	<p>2- One in each committee Cycle (Approximately by monthly)</p> <p>3- One in every committee cycle (Approximately by monthly)</p>
Angus Council	Scrutiny and Audit Committee	Opposition Vice Chair – Chair is currently vacant	13 Members (5 Administration, 7 Opposition – 1 vacant )	6 Weekly
Clackmannanshire Council - Change in Administration in June 2016, new decision making structure brought in 2 scrutiny committees – previously only one.	<p>1- Audit and Finance Committee</p> <p>2- Scrutiny Committee</p>	<p>1- Administration Chair</p> <p>2- Opposition Chair</p>	<p>1- 8 Member (3 Administration , 4 main opposition, 1 from neither the administration or main opposition)</p> <p>2- 8 Member (3 Administration , 4 main</p>	<p>1- Bimonthly</p> <p>2- Bimonthly</p>

			opposition, 1 from neither the administration or main opposition)	
Dundee City Council	Scrutiny Committee	Opposition Chair and Vice Chair	8 Members (4 Administration, 4 opposition (2 main opposition group))	Approximately every 2 months (slightly longer in some months due to spring, summer and autumn recess)
East Lothian Council	1- Audit and Governance Committee  2- Policy and Performance Review Committee – has responsibility for some elements of scrutiny	1- Opposition Chair and Vice Chair  2- Opposition Chair and Vice Chair	1- 8 Members (3 Administration, 5 SNP) - Non Cabinet Members  2- 8 Members (2 Administration, 6 Opposition) Non Cabinet members	1- Bimonthly  2- Approximately Bimonthly
Fife Council	2 Committees responsible for scrutiny:  1- Education, Social and Communities  2- Environment, Finance and Corporate Services	1- Opposition Chair  2- Opposition Chair	1- 16 Members ( 7 Administration, 9 Opposition)  2- 16 Members (7 Administration, 9 Opposition)	Both meet every 3 weeks, 2 weeks after the Executive

	Audit and Standards Committee	Opposition Chair	10 Members (5 Administration, 5 Opposition)	Every 4-6 weeks
Inverclyde Council	Audit Committee – has separate committee for scrutiny of fire and police local plans	Opposition Chair and Vice Chair	11 Members (5 Administration, 6 Opposition)	Approximately every 6 weeks
North Ayrshire	Audit and Scrutiny Committee since August 2016, previously had 2 committees (Audit and Scrutiny and Petitions)	Opposition Member	7 Members (3 Main Administration, 2 Main Opposition, 2 others) – not cabinet members	Every 6 weeks
Perth and Kinross Council	1- Audit Committee  2- Scrutiny Committee	1- Opposition Chair and Vice Chair  2- Opposition Chair and Vice Chair	1- 7 Members (3 Administration, 4 Opposition)  2- 7 Members (2 Administration, 5 Opposition)	1- Approximately every 4-6 weeks  2- Approximately every 4-6 weeks
Shetland Council	Audit Committee	All Councillors are independent	9 Members + 2 lay members 9	Monthly
Stirling Council	Audit Committee	Opposition Chair and Vice Chair	6 Members (4 Opposition, 2 administration)	5 Meetings per year

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<b>COUNCIL</b>	<b>AREA COMMITTEES</b>
Aberdeenshire Council	<p>Area Committees</p> <ul style="list-style-type: none"> <li>- Banff an Buchan (10 members, 14 times per year)</li> <li>- Buchan Area committee (11 members, 14 times per year)</li> <li>- Formartine Area Committee (11 members, 14 times per year)</li> <li>- Garioch Area Committee (14 members, 14 times per year)</li> <li>- Kinkardine and Mearns Area Committee (12 members, 14 times per year)</li> <li>- Marr Area Committee (10 members, 14 times per year)</li> </ul> <p>Delegation:-</p> <p>The following matters are delegated to these Committees:-</p> <ol style="list-style-type: none"> <li>1. To approve area policies in relation to the delivery of all Council Services consistent with Council-wide Policy.</li> <li>2. To monitor the effectiveness of the Council's work within their area and report their findings to the Full Council or appropriate Policy Committee.</li> <li>3. To refer any matter coming before them which has implications for another area to the appropriate Area Committee.</li> <li>4. To enact, alter or revoke any Orders, Regulations, Bye-laws or Scheme relating exclusively to their area.</li> <li>5. To consider and make recommendations to the Policy and Resources Committee on (a) the establishment or closure of work places within their area (excluding the permanent closure of schools or other educational establishments), and (b) the permanent closure of Social Work establishments, which shall also be discussed at appropriate Policy Committees prior to being determined by the Policy and Resources Committee. To consider and make recommendations to the Education, Learning and Leisure Committee on proposals for the permanent closure of schools or other educational establishments.</li> <li>6. Subject to the powers vested by statute in the proper officers of the Council or to the powers delegated to officers by the Council, to exercise the statutory functions of the Council under planning legislation including consideration and determination of applications for statutory consent, provided the development concerned, if approved, would not be, in the opinion of the Head of Planning and Building Standards, significantly in conflict with Council-wide policy, or the development concerned does not fall within the categories of development referred to in Sections A16 and A17. Where the application has implications for an adjacent Area, the Area Committee within which the proposed development lies in its entirety shall consult with the Area Committee of that adjacent area, prior to reaching a final determination. In the event that</li> </ol>

COUNCIL	AREA COMMITTEES
	<p>each Area Committee has a different view, the application shall be referred to the Infrastructure Services Committee for final determination.</p> <p>7. To make permanent or experimental orders for the regulation of traffic.</p> <p>8. To approve Traffic Management Schemes.</p> <p>9. Subject to Council-wide policy and financial regulations, to approve the virement of funding between items of area based expenditure in the approved revenue and capital estimates provided this does not prejudice partnership funding or any other Area.</p> <p>10. To consider and prioritise revenue and capital expenditure estimates for their area and to make recommendations to the Policy and Resources Committee and Policy Committees.</p> <p>11. To approve the acquisition, sale or lease of land or buildings within that area. Where the Area Committee decision is contrary to officers' recommendations or where it does not accord with existing Council policy, the decision must be referred to the Policy and Resources Committee for determination or to the Social Work and Housing Committee, where the land or property is held, or was previously held, on the Council's Housing account. Where the value of the acquisition or sale is less than £60,000, the matter shall be determined by appropriate officers, in exercise of their delegated powers. Any land and/or buildings within the area may be declared surplus to requirements, prior to exercise of powers of disposal, except where, as indicated above, the decision is contrary to officers' recommendations or does not accord with existing Council policy, in which case the matter should be referred to the Policy and Resources Committee or Social Work and Housing Committee, as appropriate.</p> <p>12. To approve projects or obligations either in principle or at tender stage where the value of the matter exceeds £60,000, is in the approved annual service budget, relates exclusively to their area and the decision is in accordance with officer recommendations. Any income received above the estimate in the Revenue Budget or Capital Plan shall be reported to and allocated by the Policy and Resources Committee (see Table of Delegation in Appendix A below). These provisions shall not apply to the extension of an existing contract for a period of up to twelve months which shall instead be delegated to appropriate officers, in accordance with Financial Regulations. Where a project or obligation is contained within an approved area budget, however, Area Committees may approve in principle or at tender stage where the value of the matter exceeds £20,000 and relates only to their area.</p> <p>12A. To monitor the performance of the Scottish Police Authority, the Police Service of Scotland and the Scottish Fire and Rescue Service and to make any necessary</p>

COUNCIL	AREA COMMITTEES
	recommendations arising therefrom to the Policy and Resources Committee.
Dumfries and Galloway Council	<p>4 Area Committees  Annandale and Eskdale Area Committee (12 members)  Nithsdale Area Committee (20 members)  Stewarty Area Committee (10 members)  Wigtown Area Committee (9 members)</p> <p><b>Delegation</b></p> <p>5.8.1 Scrutinise and monitor the delivery of local services particularly in relation to joint working and Community Planning and including where relevant monitoring of Service performance at an area level through review of key performance indicators based on a twice yearly cycle.  5.8.2 Scrutinise the delivery of Health and Social Care Services Locality Plans against the planned outcomes established within the Integration Joint Board Strategic Plan.  5.8.3 Receive performance reports from Police Scotland and Scottish Fire and Rescue Service on a six monthly basis with attendance of officers from the respective services on specific events or locality issues.  5.8.4 Input to any major and local consultations having regard to the National Standards for Community Engagement.  5.8.5 Endorse and make recommendations for short term actions which have no policy or resource implications.  5.8.6 Recommend medium term actions which address failure in implementation of policy and which have policy or resource implications.  5.8.7 The monitoring of major local projects and the reporting of these to be incorporated into performance reports.  5.8.8 Consider applications to the Discretionary Grant Budget. March 2016 Scheme of Administration and Delegation to Committees  5.8.9 Administration and oversight of common goods and trusts as appropriate.  5.8.10 The conduct of themed meetings founded on Community and Stakeholder engagement to consider issues arising from the monitoring of performance.  5.8.11 In accordance with the provisions of the Local Authorities' Traffic Orders (Procedure) (Scotland) Regulations 1999 issued under the Road Traffic Regulation Act 1984, to determine Road Traffic Orders.  5.8.12 Consideration of community use and conditions of sale in the Asset Disposal Process.</p>
Fife Council	<p>7 Area committees meeting every month except July.</p> <p>City of Dunfermline Area Committee (12 Members)  Cowdenbeath Area Committee (9 Members)</p>

<b>COUNCIL</b>	<b>AREA COMMITTEES</b>
	<p>Glenrothes Area Committee (12 Members)  Kirkcaldy Area Committee (12 Members)  Levenmouth Area Committee (8 Members)  North East Fife Area Committee (16 Members)  South West Fife Area Committee (12 Members)</p> <p><b>Delegation</b></p> <p>The functions of Area Committees are to deal with the following matters:</p> <ul style="list-style-type: none"> <li>• leadership and promotion of joint working with community plan partners and other statutory and voluntary or not for profit bodies to support the wellbeing of their communities, through the implementation of Local Community and Area Management Plans;</li> <li>• overseeing the delivery and effectiveness of local community planning and partnership arrangements; determining the relevant geographical basis for local community planning;</li> <li>• contributing to the development of, and monitoring the local delivery of the Fife Community Plan;</li> <li>• receiving an annual report of progress against the local community plan as a basis for continuing dialogue with communities, partners and services on challenges and priorities.</li> </ul> <p>Providing local input as required prior to Council decisions including:</p> <ul style="list-style-type: none"> <li>• considering the potential impact of strategic policy proposals and making recommendations to the relevant other committee;</li> <li>• working with communities to establish priorities and scrutinising the effectiveness of local delivery.</li> </ul> <p>Taking decisions on matters within their local area insofar as these have been remitted by Council or other committees:</p> <ul style="list-style-type: none"> <li>• the allocation of budgets and the approval of revenue and capital expenditure insofar as these have been delegated to the committee;</li> <li>• considering all matters relating to expenditure from common good funds insofar as not delegated to officers and providing a view, as appropriate, to the Executive Committee on issues relating to the common good including proposed disposal of common good property;</li> <li>• to consider an annual report on the management of the common good;</li> <li>• the approval of grants to local organisations;</li> <li>• appointment of members to local organisations;</li> <li>• master plans, site briefs, development briefs and urban</li> </ul>



COUNCIL	AREA COMMITTEES
	<p>design frameworks;</p> <ul style="list-style-type: none"> <li>• traffic orders;</li> <li>• roads adoptions, construction consents and the naming of streets; calling for the attendance of appropriate senior officers, the performance of whose service is being examined;</li> <li>• tree related matters and tree preservation orders;</li> <li>• conservation area and conservation management scheme arrangements and reports;</li> <li>• good neighbour agreements;</li> <li>• building standards and safety (insofar as not delegated to officers) including the reporting of dangerous buildings which have potential expenditure implications for the Council; and</li> <li>• rights of way, diversion orders and all other matters dealt with in the relevant planning legislation not remitted to the Planning Committees.</li> </ul> <p>The committee shall be responsible for the scrutiny and review of performance of the functions remitted to Area Committees.</p> <p>The Area Committees will have the following powers:</p> <ul style="list-style-type: none"> <li>• to invite individuals and / or representatives of organisations with expertise or interest in aspects of their remit to attend and / or contribute to meetings, either as regular participants or for a specific issue. Such individuals will not have voting powers;</li> <li>• to require the Executive Committee member with relevant responsibility and / or relevant Executive Director / Head of Service to attend meetings and respond to relevant questions and / or to submit a report or written evidence on any relevant matter;</li> <li>• to request other members of the Council and outside organisations to attend meetings and / or give evidence and advice;</li> <li>• to submit comments and recommendations to the Executive Committee and the Council.</li> </ul>
Highland Council	<p>8 City and Local Committees (meet 4 times per year)</p> <p>City of Inverness Area Committee  Badenoch and Strathspey Area Committee  Caithness Committee  Isle of Skye and Raasay Committee  Lochaber Committee  Nairnshire Committee  Ross and Cromarty Committee  Sutherland Committee</p>

COUNCIL	AREA COMMITTEES
	<p><b>Delegation</b></p> <ul style="list-style-type: none"> <li>• appoint the Chair of the Local Committee, responsible for the running of the Committee and the management of its functions. To appoint a Civic Leader where appropriate</li> <li>• develop appropriate connections with, and ensure Council support for, the local community planning partnership for the area covered by the Local Committee</li> <li>• ensure implementation of the Council's localism action plan as it relates to the locality</li> <li>• scrutinise and monitor the local delivery of Council services, within approved resources and strategy</li> <li>• scrutinise the performance of, and engage with, Police Scotland and the Scottish Fire and Rescue Service</li> <li>• monitor the delivery of Council Capital Projects within the local area, as agreed within the Council's Capital Programme</li> <li>• approve delegated local functions e.g. Road Traffic Orders; Road Construction Consents; and Upholding Access Rights</li> <li>• champion local initiatives which promote and support the traditional languages, heritage and culture of the Highlands</li> <li>• deal with requests for and make nominations/ appointments to local outside bodies not covered by the Council or Strategic Committees e.g. Local Access Forums.</li> </ul> <p>agree any local community engagement, including the work of Ward Forums in relation to Council business in the locality</p> <ul style="list-style-type: none"> <li>• consider proposals for community participation and transfer of functions to community management / ownership subject to Council policies and as guided by the Communities and Partnerships Committee</li> <li>• ensure that all local decisions taken are within the terms of the legislation governing the work of the Council and the approved Scheme of Delegation to Committees and Officers.</li> </ul>
North Lanarkshire Council	<p>6 Area Committees (Meet 4 times a year)</p> <p>Airdrie Area Committee (11 Members)            Bellshill and District Area Committee (9 Members)            Coatbridge Area Committee (10 Members)            Motherwell and District Area Committee (11 Members)            North Area Committee (18 Members)            Wishaw and District Area Committee (11 Members)</p>

<b>COUNCIL</b>	<b>AREA COMMITTEES</b>
	<p><b>Terms of Reference</b></p> <p>(1) (a) to develop and implement, with the assistance of such monies as may from time to time be allocated under the Council's Small Communities Programme, project proposals to address local needs;</p> <p>(b) to develop and implement, with the assistance of such monies as may from time to time be allocated from the Housing Revenue Account budget, project proposals to address estate based initiatives, and</p> <p>(c) to make decisions in respect of requests for financial assistance under such other scheme of grant as may be remitted to the Area Committees by the Council and to administer area development budgets.</p> <p>In each case having regard to any recommendation made by the Local Area Partnership;</p> <p>(2) To consider recommendations made by the Local Area Partnership with regard to any matter contained within the Terms of Reference of Area Committees, and</p> <p>(3) To carry out further functions as determined by the Policy and Resources (Regeneration and Infrastructure) Sub-Committee or any other Council Committee.</p>
Renfrewshire Council	<p>5 Area Committees meeting 4 times a year</p> <p>Paisley North Local Area Committee (8 Members) Houston, Crosslee, Linwood, Riverside and Erskine Local Area Committee (11 Members) Paisley South Local Area Committee (8 Members) Johnstone and the Villages Local Area Committee (7 Members) Renfrew and Gallowhill Local Area Committee (6 Members)</p> <p><b>Delegations</b></p> <p>To promote the well-being of the area and ensure that services meet the needs of the residents of that area by Promoting active citizenship Advancing the well-being of the area and its communities by shaping services around the needs of residents Promoting enhanced coordination and scrutiny of public services at a local level Funding local projects and distributing grants from delegated area budgets.</p> <p>To monitor how the Council and other public sector services are delivered and developed within the Local Area Committee boundary.</p> <p>To ensure that the delivery of Council services and the use of its resources reflect the policies and priorities of the Council.</p> <p><b>B. General Delegations in relation to matters relevant to the Local Area Committee's remit</b></p>

COUNCIL	AREA COMMITTEES
	<p>To appoint members or representatives of the Local Area Committee, when invited to do so, to local organisations and groups.</p> <p>To appoint representatives to the Local Area Committees.</p> <p>To carry out other functions as may be determined from time to time by the Council.</p> <p><b>C. Specific Delegations</b></p> <p>To maintain strong links with community and voluntary organisations and community planning structures.</p> <p>To maintain an overview of local partnership arrangements and activities in ensuring that there is consistency.</p> <p>To ensure that the Council, partner agencies, other public sector agencies and the local community work together as necessary to implement the Council's policies and to respond to local issues and to adopt an effective common response to local issues where appropriate.</p> <p>To work with partner agencies to promote the Council's (and its partners') corporate plans and to ensure that these are implemented appropriately at a local level.</p> <p>To support local initiatives which are consistent with Council policy and community planning objectives, within the Local Area Committee's financial allocations either within or outwith the Local Area Committee boundary.</p> <p>To determine applications for funding in line with their objectives and terms and conditions of grant and reflecting the policies and priorities of the Council from:</p> <p>(a) the Council's area budgets, and other devolved funds; and</p> <p>(b) the Common Good Funds allocated to the relevant Local Area Committee in terms of legislation. (This does not apply to the Houston, Crosslee, Linwood, Riverside and Erskine Local Area Committee.)</p> <p>To fund and promote local projects which meet the necessary terms and conditions attached to the relevant funding streams.</p> <p>To approve revenue costs annually arising from new projects and from those approved previously by the former Local Grant Committees, former Local Area Committees and former Local Grant Boards.</p> <p>To allow for consultation with communities regarding community planning priorities within the local area committee boundary and to provide a forum for community planning partners to report back on progress against planned activity.</p> <p>To assist in the development and monitoring of local community planning priorities by providing an opportunity for engagement with the community.</p> <p>To be consulted by the Council and policy boards regarding the local implementation of policy developments and service delivery, excluding any matter of a judicial or quasi judicial nature.</p> <p>To be consulted on capital and revenue expenditure which is targeted by the Council within the Local Area Committee</p>

COUNCIL	AREA COMMITTEES
	<p>boundary. To provide a focus for community participation in the process of Council decision making and a vehicle for liaison between the wider community and Council services. To be consulted on any review of the Scheme of Community Councils.</p>
<p>South Lanarkshire Council</p>	<p>4 Area Committees (every 8 weeks)</p> <p>Cambuslang and Rutherglen Area Committee (12 Members) Clydesdale Area Committee (13 Members) East Kilbride Area Committee (20 Members) Hamilton Area Committee (22 Members)</p> <p><b>1 Powers and Responsibilities</b></p> <p>1.1 To decide on delegated matters, as determined by the Council, including local planning, community and other local grants. 1.2 To receive local performance reports from Resources on the key priorities identified in the Council Plan, Connect. 1.3 To receive local Educational Scotland (HMle) school inspection reports. 1.4 To receive local performance reports from key community planning partners. 1.5 To receive reports, at the discretion of the Area Committee Chair, from local voluntary and community organisations on key local initiatives.</p>
<p>Scottish Borders Council</p>	<p>5 Area Forums (4 times a year)</p> <p>Berwickshire Area Forum (6 Members) Cheviot Area Forum (6 Members) Eildon Area Forum (10 Members) Teviot and Liddesdale Area Forum (6 Members) Tweeddale Area Forum (6 Members)</p> <p>All Area Forums also have representation from</p> <p>(a) The Chairman or a representative from each of the Community Councils in their area; (b) A representative from NHS Borders; (c) A representative from the Police; (d) A representative from any other local body as agreed by the Scottish Borders Councillors.</p> <p><b>Functions Referred</b></p> <p>The following functions of the Council shall stand referred to each Area Forum, in compliance with any statute and regulations governing those public, private and voluntary sector organisations involved:-</p> <p>1. Scrutinise the local impact and performance of Council</p>

<b>COUNCIL</b>	<b>AREA COMMITTEES</b>
	<p>and other services in the area.</p> <ol style="list-style-type: none"> <li>2. Scrutinise the local impact and performance of the Community Planning Partnership in the area.</li> <li>*3. Make recommendations on the objectives and priorities for the area, including economic development, engaging with local communities and businesses as appropriate.</li> <li>4. Provide direction for decision-making on those issues that involve competing interests or are controversial or contentious, other than planning applications.</li> <li>5. Gain a shared understanding of need in the area.</li> <li>6. Seek to engage and involve the local business community and consider ways to attract commercial enterprise to the area.</li> <li>7. Act as a consultation body requiring local input, where appropriate.</li> <li>8. Determine local holiday dates.</li> <li>*9. Consider and make recommendations for Local Byelaws and Management Rules.</li> <li>*10. Consider and make recommendations if required to the relevant Committee on local community matters, including local economic development plans.</li> <li>*11. Identify impediments and barriers which inhibit integrated approaches in local service provision, and make recommendations on how these could be overcome.</li> <li>12. Approve Small Schemes and Roads Funding Members Priorities, including the use of Pay Parking income (restricted to specific towns only).</li> <li>13. Approve all matters relating to street naming and numbering, where not delegated to officers.</li> <li>14. Approve local traffic management schemes.</li> <li>15. Approve the making of temporary, permanent or experimental orders for the regulation of traffic, including stopping-up or</li> </ol> <p>Functions Delegated All functions above NOT marked *. Those functions marked * are referred to the Committee for consideration and recommendation only and must receive approval of the relevant other Council committee.</p> <p>General In addition to the functions referred and delegated to the Area Forums, the Council or other Organisations may from time to time seek the views of Area Forums on specific matters or applications outwith their normal remit.</p>
West Lothian Council	9 Area Committees (one for each ward), which meet 4 times per year

<b>COUNCIL</b>	<b>AREA COMMITTEES</b>
	<p><b>REMIT</b></p> <ul style="list-style-type: none"><li>1 (a) To be a forum for the discussion of ward issues, and</li><li>(b) To facilitate community engagement at the ward level;</li><li>2 To act as a focus for frontline council staff;</li><li>3 To scrutinise council policies at ward level;</li><li>4 To make representations and comments on ward issues to the Council; and</li><li>5 To take decisions binding on the Council and to exercise powers and responsibilities in policy areas and within limits and guidelines delegated from time to time by Council, Council or Education Executives.</li></ul>

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**ARGYLL AND BUTE COUNCIL**

**Short Life Working Group on Political  
Management Arrangements**

**CUSTOMER SERVICES**

**24 October 2016**

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**A Plan For Scotland: The Scottish Government's Programme For Scotland  
2016-17**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 At the meeting of the Short Life Working Group held on 22 September 2016, Members requested further information on how the review of Political Management Arrangements could be affected by the Programme for Scotland Proposals, the Community Empowerment Bill and the Islands Bill.
- 1.2 This report provides a high level overview of the Scottish Government's Programme For Scotland 2016-17 which includes reference to the Islands Bill. It also provides an update on the Community Empowerment Bill and highlights issues Elected Members may wish to take into consideration in their review of Political Management Arrangements.
- 1.3 Members are asked to consider the information provided in response to this request.

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ARGYLL AND BUTE COUNCIL

Short Life Working Group on Political  
Management Arrangements

CUSTOMER SERVICES

24 October 2016

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**A Plan For Scotland: The Scottish Government's Programme For Scotland  
2016-17**

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**2.0 INTRODUCTION**

2.1 Following the last meeting of the Short Life Working Group, this report provides a high level overview of the Scottish Government's Programme For Scotland 2016-17 which includes reference to the Islands Bill. It also provides an update on the Community Empowerment Bill and highlights issues Elected Members may wish to take into consideration in their review of Political Management Arrangements.

**3.0 RECOMMENDATIONS**

3.1 Members are asked to consider the information provided.

**4.0 DETAIL**

4.1 The Scottish Government's Programme For Scotland 2016-17

In September 2016 the Scottish Government set out a comprehensive programme of legislative action and practical steps focused on the themes of an education system providing opportunities for all, an economy with more jobs and fair work, public services fit for the future, empowering people and communities through strengthened local democracy and safeguarding Scotland's place in the world. These are summarised as follows:

*Education*

4.2.1 The Government has stated that this is their top priority and the ambition is to "make our education system world class with equal opportunities for all". The programme focuses on the changes required to transform the education System; to close the attainment gap, to ensure there is a curriculum that delivers and to empower teachers, schools and communities. The intention is to review school governance and take action to de-clutter the curriculum, address unnecessary workload to enable a focus on standards and attainment, direct more funding to head teachers and put teachers, schools and parents more in control of improvement.

4.2.2 Currently, legal responsibilities for delivering education and raising standards in schools sit largely with education authorities and the governance review will start with the presumption that decisions about individual children's learning and school life should be taken at school level and will explore how support at every level of the education system can be aligned to deliver that empowerment and drive improvement. It is also worth noting the intention to double the entitlement

to early learning and childcare to 1140 hours per annum by 2020.

### *Economy*

- 4.3.1 This section of the programme focuses on growing a productive, sustainable economy with more jobs and fair work. The intention is to put in place measures to grow a sustainable economy that is both resilient and inclusive by encouraging innovation and skills development, promoting international trade, and championing consumer rights.
- 4.3.2 The programme refers to infrastructure investment and set out ambitious plans for a wide range of infrastructure projects including the digital infrastructure and transport infrastructure. In relation to the economy it is worth highlighting the lifting of the Council Tax freeze from April 2017 and allowing Councils to increase Council Tax across all bands by a maximum of 3%. There will also be the development of a Scottish Rural Infrastructure Plan in 2017 to better coordinate existing and planned expenditure and resources through improved collaboration and there is a drive to seek clarity from the UK Government on the provision of funding for rural development in the event of no longer being part of the European Union.

### *Transformation of Public Services*

- 4.4.1 This section mainly focuses on the NHS and highlights four underpinning priorities for actions in the coming year that will help bring about long-term improvements to the population's health:
- empowering a truly community health service – working with integrated authorities, social care, community care, primary care, and general practice to deliver the reforms needed for successful community health services
  - enhancing mental health – improving mental health services through investments in more effective and accessible treatment
  - improving population health – working across government to help raise attainment, promote inclusive growth, and progressive human rights.
  - supporting clinical leadership of transformation – acting on the principles of the National Clinical Strategy and Chief Medical Officer's aims of 'Realistic Medicine'
- 4.4.2. With particular reference to Social Care and Caring there is the intention to building on the integration of health and social with the investment of £1.3 billion over the life of the Parliament from the NHS to integrated partnerships to build up social care capacity and provide opportunities to better support people in their localities. The reform to adult social care will consider the commissioning of residential care and the role of new models of care and support in home care. In the summer of 2017 the government we will consult on the terms of a future review of long-term care capacity. The Carers Act will come into force in April 2018 and building on this, there will be a consideration of a national or regional approach to supporting carers and cared-for people.
- 4.4.3 There is reference to other public services and in particular there is a commitment by spring 2017 to establish Community Justice Scotland as a new national strategic body to work with local community planning and community

justice partners to reduce re-offending and make communities safer places to live.

### *Community Empowerment*

- 4.5.1 The Government has stated their commitment to pushing the boundaries of community empowerment and community-led innovation. The Community Empowerment Act is a first step on this journey and over the next five years there is a vision that:
- Parents, teachers and communities will lead school governance.
  - People will influence local authority budget decisions.
  - Communities will be at the forefront of managing their land and marine resources through opportunities arising from devolution of the Crown Estate and implementation of the Land Reform Act.

All this will be reinforced by new laws designed to devolve power and decision-making and actions include a new Social Security Bill that will take forward the priorities for the social security powers that are to be devolved and a Child Poverty Bill.

- 4.5.2 Community empowerment also focuses on regeneration and there will be continued investment in regeneration activity to stimulate inclusive economic growth and tackle inequality in disadvantaged communities. This will include delivery of the £25 million Regeneration Capital Grant Fund (RCGF) in partnership with local government.
- 4.5.3 Working in partnership with local authorities and housing associations the government will invest more than £572 million this financial year in the affordable housing supply programme. There will be a Planning Bill early in the Parliamentary session which will maintain the commitment to a strong, high-performing system that enables housing and infrastructure delivery and supports quality of life by promoting quality of place and the public interest. The government will work with local authorities to speed up decisions on major projects to deliver investment and economic growth more quickly and will also support interim measures to modernise compulsory purchase orders in advance of legislation to ensure vacant and derelict land can be brought back into use in our communities. The intention is also to work with local government to develop an approach to temporary accommodation in the face of changes to the benefit structure which will lead to a shortfall in the funding arrangements.
- 4.5.4 In relation to local democracy The Scotland Act 2016 gives the Scottish Parliament additional powers over the conduct of Scottish Parliamentary elections and electoral registration. Scottish Ministers already have responsibility for local government elections. Control over both sets of elections opens up new possibilities for democratic renewal and putting the voter first. In 2016-17 there will be a consultation exercise to find out what electoral reforms Scottish citizens would like to see taken forward in future legislation. Local government is a key partner for the Scottish Government in delivering improved outcomes and there is a commitment to work with local authorities to review their roles and responsibilities. There will be a Bill

introduced that will decentralise local authority functions, budgets and democratise oversight to local communities.

- 4.5.5 Alongside this there will be an Islands Bill that will build on the work of the Island Areas Ministerial Working Group and last year's consultation. It will reflect the unique needs of Scotland's islands and include measures such as:
- provision for island-proof future legislation and policies
  - creation of a National Islands Plan
  - statutory protection for the Na h-Eileanan an Iar Scottish parliamentary constituency boundary
  - greater flexibility around councillor representation (ward sizes) within island communities
  - extension of powers to island councils

#### 4.6 *Legislative Programme 2016-17*

The Scottish Government will be also be promoting a full programme of Bills for consideration by the Scottish Parliament. Of these, four Bills (Air Passenger Duty, Gender Balance on Public Boards, Railway Policing and Scottish Social Security) will use powers recently devolved under the Scotland Act 2016. A full list is attached at Appendix 1.

#### 4.7 *Implications for Political Management Arrangements*

Clearly the Programme for Government is an ambitious and far reaching programme with considerable implications on how Argyll and Bute, as well as other Local Authorities across Scotland, organises and delivers its services and works in partnership with other organisations and its local communities. Each department within the Council has been tasked with looking at this in detail and this will be reflected in service plans and ongoing strategic development activity. It is however evident that Local Government is set on a course of significant transformational change in a challenging financial environment and therefore the implication for the future Political Management Arrangements relate to the fact that whatever model the Council decides upon to provide strategic direction, ensure best value and effective scrutiny will require to have the capacity to support the pace and scale of change. Key to this will be ensuring that governance and decision-making processes and scrutiny arrangements remain appropriate for different ways of delivering services.

## 5.0 CONCLUSION

- 5.1 Elected Members are invited to consider the high level overview of the programme for government and assess the implications for the review of current political management arrangements in light of the pace and scale of the proposed changes to the delivery of local government services against a challenging financial backdrop.

## 6.0 IMPLICATIONS

- 6.1 Policy – none at this stage of review.

- 6.2 Financial - none at this stage of review.
- 6.3 Legal – none at this stage.
- 6.4 HR – none at this stage.
- 6.5 Equalities - none
- 6.6 Risk - none at this stage of review.
- 6.7 Customer Service - none

Douglas Hendry  
**Executive Director of Customer Services**  
11 October 2016

**For further information contact:** Charles Reppke, Head of Governance and Law,  
Tel: 01546 604192

**APPENDIX 1 - Legislative Programme 2016-17**

## **APPENDIX 1 - Legislative Programme 2016-17**

### **Air Passenger Duty Bill**

The Scotland Act 2016 transfers to the Scottish Parliament legislative power over taxing transport of air passengers, allowing a replacement tax for APD to be introduced. The replacement tax is planned to come into effect in April 2018.

### **Budget Bill**

The annual Budget Bill provides parliamentary approval for the Scottish Government's spending plans.

### **Child Poverty Bill**

The Bill will replace the recently repealed sections of the UK Child Poverty Act 2010 concerning targets and strategies in relation to child poverty. Specifically, the Bill will enshrine in legislation the ambition to eradicate child poverty and place a duty on Scottish Ministers to publish a Child Poverty Delivery Plan every five years and to report on that plan annually.

### **Contract (Third Party Rights) Bill**

The Bill will implement the recommendations contained in the Scottish Law Commission Report on Third Party Rights in Contract. It will reform the current rule of contract law which creates an enforceable right in favour of a third party and replace it with a statutory version.

### **Domestic Abuse Bill**

The Bill will create a new offence of domestic abuse that will include criminalisation of psychological abuse that can be difficult to deal with under existing laws, ensure appropriate penalties are available to deal with domestic abusers, and will provide a range of associated measures to modernise the justice system response to domestic abuse

### **Expenses and Funding of Civil Litigation Bill**

The Bill is an important part of the Scottish Government's commitment to making the civil justice system more accessible, affordable and equitable. It will introduce measures to make the costs of civil action more predictable, to extend the funding options for pursuers, and to bring more equality to the funding relationship between claimants and defenders in personal injury actions.

### **Forestry Bill**

The Bill will complete the devolution of forestry. It will:

- ensure the Scottish Government has control of all aspects of forestry and introduce new arrangements for its governance, development, support and regulation
- transfer the powers and duties of the Forestry Commissioners - as they relate to Scotland - to the Scottish Ministers.
- facilitate establishing a forestry and land management body which will focus initially on the development and management of the Scottish Ministers' National Forest Estate. It will have the flexibility to use land for a variety of purposes and the potential to take on management of other publicly-owned land in the future

### **Gender Balance on Public Boards Bill**

Using the new competence transferred to the Scottish Parliament through the Scotland Act 2016, the Bill will require positive action to be taken to redress gender imbalances on public sector boards.

## **Housing (Amendment) Bill**

The Bill will ensure registered social landlords (RSLs) continue to be classified as private sector bodies. That classification is at risk because some of the powers of the Scottish Housing Regulator are likely to cause the Office for National Statistics (ONS), in its current review of the classification of RSLs, to classify RSLs to the public sector as public corporations. In the event of that happening the Bill will provide the basis for the ONS to revisit its decision by:

- removing the need for the Regulator's consent to the disposal of assets by RSLs
- limiting the Regulator's ability to appoint members and managers to RSLs
- removing the need for the Regulator's consent to the restructuring, winding up and dissolution of RSLs

## **Islands Bill**

The Bill will build on the work of the Island Areas Ministerial Working Group and last year's consultation. It will reflect the unique needs of Scotland's islands and include measures such as:

- provision for island-proof future legislation and policies
- creation of a National Islands Plan
- statutory protection for the Na h-Eileanan an Iar Scottish parliamentary constituency boundary
- greater flexibility around councillor representation (ward sizes) within island communities
- extension of powers to island councils

## **Limitation (Childhood Abuse) Bill**

The Bill fulfils a recommendation from the Scottish Human Rights Commission by removing a barrier for child abuse survivors to accessing civil justice. Cases of child abuse are considered sufficiently unique to warrant a different regime in relation to the limitation period. The Bill will:

- remove the three year limitation period for personal injury actions where the person raising the action was a child (under the age of 18) at the time the injury occurred and the act or omission to which the child's injuries were attributable constituted abuse
- remove the limitation period whether the abuse occurred before or after the commencement of the new provisions
- apply to abuse that took place after 26 September 1964 - meaning that if an individual suffered abuse prior to 26 September 1964 and did not raise a claim before 25 September 1984, the law of prescription continues to apply and the pursuers' rights will remain extinguished

## **Railway Policing Bill**

The Bill will exercise the competence over railway policing devolved to the Scottish Parliament through the Scotland Act 2016 by conferring railway policing powers on Police Scotland and the Scottish Police Authority. It will also put in place funding arrangements in respect of those functions in preparation for the integration of the British Transport Police (BTP) in Scotland into Police Scotland.

## **Social Security Bill**

The Bill is intended to set out an over-arching legislative framework for social security in Scotland and will take forward the Government's priorities for the social security powers that are to be devolved, ahead of the establishment of a new Social Security Agency. Evidence gathered from a wide-ranging consultation on social security will inform the final content of the Bill which will set out an over-arching legislative framework for a new, Scottish social



security system. Specific areas on which are expected to be reflected in the Bill include:

- fixing the Scottish Government's principles for social security in legislation, including the principle that people should be treated with dignity and respect
- delivering on the Scottish Government's policy commitments, including our commitments to: increase Carer's Allowance to the level of Jobseeker's Allowance, and replace Sure Start Maternity Grants with a new maternity and early years allowance called the Best Start Grant
- taking a Scottish approach to important social security matters such as helping to ensure that the user's experience reflects our principles, reviewing and appealing decisions and taking care of each individual's information and personal data

### **Wild Animals in Circuses Bill**

The Bill will ban the use (performance and exhibition) of such animals in travelling circuses on ethical grounds on the basis that this practice is morally objectionable to a large proportion of Scottish society and will put in place enforcement provisions and sanctions for non-compliance with the ban

### **Referendum Bill**

The Government will publish for consultation a draft Referendum Bill, in order that it is ready for introduction should the Scottish Government conclude - and decide to seek Parliament's agreement - that independence is the best or only way to protect Scotland's interests in the wake of the EU referendum.

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