

## POLITICAL MANAGEMENT ARRANGEMENTS

---

### 1.0 EXECUTIVE SUMMARY

1.1 The Council, at the meeting held on 30 September 2021, endorsed a Best Practice review of current Political Management Arrangements and agreed to establish a Short Life Working Group (SLWG) which would review the current arrangements and work to make recommendation(s) to a new Council following the Local Government Elections in May 2022 regarding this matter.

1.2 The recommendations from the Short Life Working Group were presented to the Council meeting on 28<sup>th</sup> April 2022, where the following was agreed:-

*“The Council agreed to refer the findings of the Short Life Working Group to the first meeting of the new Council for consideration”.*

1.3 The report which was presented to Council is attached as Appendix 1 and provides an outline of the work undertaken by the Short Life Working Group, and highlights the areas which have been taken into consideration during the discussions. It also provides the conclusions reached by that Short Life Working Group for consideration by Council.

### RECOMMENDATION

- 1.4 Council is invited to
- (a) Consider recommendation from Council and report by Short Life Working Group on Political Management Arrangements and, if so resolved, proceed to establish Political Management Arrangements.
  - (b) Appoint the Members and Chairs and Vice Chairs of the Various Committees subject to decisions taken in respect of Political Management Arrangements.
  - (c) Instruct the Executive Director with responsibility for Legal and Regulatory Support to implement the decisions to be taken in respect of Political Management Arrangements and to report to the Council with a revised Scheme of Administration and Delegations as necessary.
  - (d) Agree a programme of meetings for 2022-2023

**Douglas Hendry**  
**Executive Director with responsibility for Legal and Regulatory Support**  
**10<sup>th</sup> May 2022**

**For further information contact:** David Logan, Head of Legal and Regulatory Support, Tel: 01546 604322 email: [David.Logan@argyll-bute.gov.uk](mailto:David.Logan@argyll-bute.gov.uk)

Appendix 1:  
Report on Recommendations from Short Life Working Group on Political Management Arrangements Report and Appendices

ARGYLL AND BUTE COUNCIL

LEGAL AND REGULATORY SUPPORT

28<sup>th</sup> APRIL 2022

---

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

---

**2.0 INTRODUCTION**

2.1 This report provides Council with recommendations from the Short Life Working Group on Political Management Arrangements for consideration.

**3.0 RECOMMENDATIONS**

3.1 Council agrees to refer the findings of the Short Life Working Group to the first meeting of the new Council for consideration.

**4.0 DETAIL**

4.1 The Council, at the meeting held on 30 September 2021, endorsed a Best Practice review of current Political Management Arrangements and agreed to establish a Short Life Working Group (SLWG) which would review the current arrangements and work to make recommendation(s) to a new Council following the Local Government Elections in May 2022 regarding this matter.

4.2 Work of the Short Life Working Group

4.2.1 The SLWG met on 3 occasions and considered a wide variety of information. At the first meeting of the Group, Members reflected on the fundamental principles determined by the Council in September 2021, which informed discussion on different options and types of Committee models, specifically:-

- a) Stability in political management arrangements.
- b) Clear strategic direction to deliver on Single Outcome Agreement.
- c) The development of clear and sustainable policies.
- d) An inclusive Council.
- e) Positive Culture.
- f) Constructive working relationships across all Elected Members.
- g) Members focus on addressing challenges and identifying opportunities.
- h) Good reputation.
- i) Leadership.
- j) Effective political scrutiny.
- k) Effective decision making.
- l) Focus on all our customers.
- m) Achieving our ambition.

n) Future proofing.

These basic principles informed the discussion on the different types of Committee models.

#### 4.3 Consultation

4.3.1 Following the first meeting of the SLWG, a consultation was undertaken across all 36 Elected Members asking them to provide feedback on the current Political Management Arrangements and to make suggestions as to what any future structure should look like. A number of responses were received with general comments and suggestions which were subsequently discussed by the Working Group. Some of the key messages from the consultation are as follows:

- General agreement that the existing arrangements work well, with all Members offered opportunities to be involved in the democratic process, rather than Cabinet or Executive models.
- Strategic committees could meet more regularly with smaller agendas for in-depth discussion on topics that if properly discussed could result in better outcomes for constituents.
- Members were generally content with the existing arrangements for Area Committees, with some suggesting enhancements to Area Committees' responsibilities.

#### 4.4 Committee Structures

4.4.1 The Group also considered other Committee models, specifically Traditional, Cabinet and Executive. Officers provided information on these models, including which models were in place across Scotland with particular interest being placed on Authorities with similar geography to Argyll and Bute. It was noted that the position across Scotland varies and that in those Authorities which most closely align with Argyll and Bute the majority operate a Traditional Committee model. A short description of each model is provided below:-

##### 4.4.2 **Traditional Committee model**

This is the type of system currently in place within Argyll and Bute Council. The traditional system delegates authority to a number of Committees to make those decisions which are not reserved for the Council. The membership of these Committees is reflective of the political balance of the Council and can allow for a geographical balance to be maintained. It also allows for a significant portion of Council business to be undertaken using the delegation to Committees.

##### 4.4.3 **Cabinet model**

In this model, a small group of elected members from the Administration and with Portfolio/Policy remits make 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 those Members who are not part of the Cabinet being

involved in providing a robust scrutiny function. There would be no requirement for service Committees, there would be less Committees overall, but meetings of the Cabinet would be more frequent than current Committee schedules. This model would provide stability and strategic direction but would not provide political balance, nor would it involve all members in decision making.

#### **4.4.4 Executive model**

The Executive model 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 and there would again be a robust scrutiny process in place. In this model there would be no requirement for service Committees and there would be less Committees overall. This model can be seen as more efficient and can provide political balance whilst providing a greater opportunity for strategic direction. It may be seen as less democratic and as offering less involvement for all members in the business of the Council.

#### **4.5 Other areas of consideration**

##### **4.5.1 Strategic Committees & Audit and Scrutiny arrangements**

There was general consensus that the number of and general responsibilities' of Strategic Committees should continue, but that consideration should be given to their remits and meeting frequency. The new Council may wish to give consideration to the scale and remit of the Community Services Committee with regard to synergies and linkages between Education, Argyll and Bute Health and Social Care Partnership (Integrated Joint Board) and Live Argyll.

The SLWG also considered whether:

- a separate Education Committee would be appropriate;
- the Audit and Scrutiny Committee should take responsibility for the scrutiny of Police Scotland, Scottish Fire and Rescue and the Argyll and Bute Health and Social Care Partnership (Integrated Joint Board);
- there should be more detailed scrutiny related presentations to full Council; and
- scrutiny of Police Scotland, Scottish Fire and Rescue and Live Argyll should be undertaken at a strategic or local level.

##### **4.5.2 Area Committees & Area Community Planning**

Members were in agreement that consideration should be given to possible synergies between Area Committees and other groups, such as Area Community Planning Groups and Health and Social Care Partnership (HSCP) Locality Planning Groups while recognising the statutory nature of these Groups.

The general consensus was that Members wanted to retain the current Area Committee arrangements but with opportunities for increased local scrutiny and

enhanced responsibilities. Members were also keen to ensure that public question time at Area Committees operates on a standardised approach which is distinct from the powers that members have to raise such as motions or urgent motions.

They also considered Area Committee Business Days, with there being broad agreement that while these meetings do not involve decision making they are useful. The SLWG were of the view that these should continue with consideration being given to members of the Executive Leadership Team providing scheduled updates at Area Committee Business Days.

#### **4.5.3 Regulatory Committee arrangements**

The Members of the Group gave consideration to the current structure and there was general agreement that the Planning, Protective Services and Licensing Committee (PPSL) arrangements which are in place at the moment work well. There was a consensus view that these arrangements should continue.

#### **4.5.4 Reports for Noting**

The Reports for Noting section on committee agendas was introduced following the last review of the Political Management Arrangements and has helped to provide a more streamlined structure which in turn provided a more effective, open and transparent basis for decision making. While there was some concern regarding the lack of opportunity for discussion on these reports, it was acknowledged that these issues could be raised through normal processes at the next meeting of the committee. The group also acknowledged that this approach allowed for valuable information to be made available to members and the public.

#### **4.5.5 Rural Issues**

SLWG acknowledged the unique nature of Argyll and Bute, specifically the importance of rural matters. While the Environment, Development and Infrastructure Committee has responsibility for this area members considered whether other strategic and local committees could have rural matters as part of their remit and responsibility. The SLWG agreed that consideration should be given to how other strategic and local committees address rural matters as part of their remit and consideration could also be given to a sounding board mechanism for rural issues similar to the Islands Forum.

#### **4.5.6 Participation of Elected Members**

The SLWG acknowledged that increased participation from all members enriches policy discussion. Encouraging attendance of non-committee Councillors is to be included within the Members induction programme following Local Government Elections scheduled for May 2022. This will also make specific reference to how decisions are made and how non-committee Councillors' can influence policy.

#### 4.5.7 Programme of Meetings 2022/2023

Officers have prepared a draft timetable for meetings in 2022/2023 following on from the Local Government Elections (Appendix 1), which follows the existing Traditional Committee model, should the new Council determine to follow this model. The timetable which has been produced for consideration can be supported using the available resource within Governance.

### 5.0 CONCLUSION

5.1 This report provides Council with an overview of the work of the Short Life Working Group on Political Management Arrangements. It outlines the discussions which have taken place and the information which has been taken into consideration. The Working Group provides information contained in this report to allow the new Council to make a reasoned decision in terms of future Political Management Arrangements, and provides a draft schedule of meetings which could be implemented by officers as soon as it is agreed.

5.2 In summary, the Short Life Working Group have come to the following conclusions:-

- There are 3 models for Committee Structures which could be adopted, and while it will be for the new Council to consider which model, the existing Traditional Model is considered to be the most inclusive and has served the Council effectively.
- There was general consensus that the number of and general responsibilities' of Strategic Committees should continue, but that consideration should be given to their remits and meeting frequency.
- The Planning, Protective Services and Licensing Committee (PPSL) arrangements which are in place at the moment work well and would commend these to a new Council for incorporation in their preferred model of Political Management Arrangements.
- Area Committees should be retained with future consideration being given to increased local scrutiny arrangements and enhanced responsibilities.
- Further consideration should be given to possible synergies between Area Committees and other groups, such as Area Community Planning Groups and Health and Social Care Partnership (HSCP) Locality Planning Groups while recognising the statutory nature of these Groups.
- Enhancing key areas of the rural economy such as agriculture and fishing within specified committee remits.
- Support for all Elected Members, irrespective of Committee membership, to participate in discussion and influence policy direction, is key to driving change and improvement.

## **6.0 IMPLICATIONS**

- 6.1 Policy – none at this stage.
- 6.2 Financial – meeting schedules outlined in this report can be supported using existing financial resources.
- 6.3 Legal – none at this stage.
- 6.4 HR – none at present, but may have HR implications dependent on the agreement made by the new Council.
- 6.5 Fairer Scotland Duty – none
  - 6.5.1 Equalities – protect characteristics – none
  - 6.5.2 Socio-economic Duty – none
  - 6.5.3 Islands – none
- 6.6 Climate change – none
- 6.7 Risk - none
- 6.8 Customer Service - none

### **Members of the Short Life Working Group on Political Management Arrangements**

Councillor Robin Currie (Chair)	Councillor Audrey Forrest
Councillor George Freeman	Councillor Kieron Green
Councillor Jim Lynch	Councillor Liz McCabe
Councillor Yvonne McNeilly (Vice-Chair)	Councillor Aileen Morton
Councillor Sandy Taylor	Councillor Andrew Vennard

**Douglas Hendry**  
**Executive Director with responsibility for Legal and Regulatory Support**

**February 2022**

**Policy Lead: Councillor Mary Jean Devon**

**For further information contact:** Stuart McLean, Committee Manager, 01436 658717



## **APPENDICES**

Appendix 1 – Draft programme of meetings