

SLWG – POLITICAL MANAGEMENT ARRANGEMENTS

1.0 SUMMARY

- 1.1 At its meeting on 27 June 2013 the Council established a short life working group to review the current political management arrangements, including structures.
- 1.2 This report outlines the context in which the Council is working and the challenges that Argyll and Bute is facing. The Council and its political management arrangements should focus on addressing these challenges and identifying opportunities to ensure Argyll and Bute's economic success is built on a growing population.

2.0 RECOMMENDATIONS

Members are invited to;

- 2.1 Note the contents of the report
- 2.2 Agree the basic principles/fundamentals to facilitate moving forward
- 2.3 Agree next steps

3.0 DETAIL

3.1 CONTEXT

3.1.1 Challenges

The development of the draft single outcome agreement (SOA) has required significant analysis of Argyll and Bute covering a range of matters such as population, employment, economy, health and deprivation to develop an understanding of the challenges facing Argyll and Bute. This understanding of place and the challenges faced in Argyll and Bute were included in the draft SOA submitted to Council on 27 June. The challenges which are significant and long term have been set out below:

- **Our geography** – A highly rural area with many small communities, often separated by water. Access to the area and to key services are perennial challenges.
- **Reducing population** – The projected decline in total population is a real threat to the viability of the area with a potential to adversely impact on the economy/wealth creation, workforce availability and efficient service delivery.
- **Changing population** – With more extremes than most of Scotland and the differences getting greater, we face increasing costs and challenges to deliver services to older people and the need to encourage younger people to move to the area so that our economy can grow

- **Economy** – Unlocking the opportunities offered by its significant, sustainable economic assets for the benefit of its communities and the competitiveness and security of the Scottish and EU economies.
- **Employment** – Developing education, skills and training to maximise opportunities for all and create a workforce to support economic growth.
- **Infrastructure** – Improving and making better use of infrastructure in order to promote the conditions for economic growth including enhancing the built environment.
- **Sustainability** – Ensuring a sustainable future by protecting the natural environment and mitigating climate change.
- **Health** – Improving health and well being and reducing health inequalities.
- **Deprivation** – Inequalities exist in Argyll and Bute so we need to improve how we identify and implement action to address them.
- **People on the fringe** – Many of our communities are very isolated and risk collapsing as population changes take affect alongside urban communities where deprivation can create real hardships

Strategic Risk Register

- 3.1.2 The strategic risk register (SRR) sets out risks that tend to be organisation wide and represent key threats and opportunities to achieving objectives - fundamental to the success of an organisation. A significant review of the SRR has recently taken place. This was on the agenda for the Council meeting on 27 June and will be considered at the reconvened meeting on 8 August.

Finance – Income and funding. A major reduction in income /funding as result of a reduction in grant funding, reduced collection of council tax or fees and charges. This may arise from global or local economic circumstances, government policy on public sector budgets and funding or data that determines grant funding formula. Score 12 – Category Amber.

Finance – Expenditure. Major unforeseen expenditure creates significant overspend or a need to make significant and unplanned reductions in expenditure or redirection of budgets. Score 8 – Category Amber.

Infrastructure – Leadership and management. A lack of Strategic Leadership and Direction will have a negative impact on the ability of the Council to set out strategic objectives and then align service delivery and resources to ensure these objectives are achieved. May also impact on development of the community planning partnership. Risk that organisation is not focussed on outcomes /objectives resulting in poor decision making and inadequate governance arrangements. Score 12 – Category Amber.

Infrastructure – Management of services and resources. Services and resources are not effectively managed. Services fail to achieve agreed performance levels and as a result are not contributing fully to Council objectives. Resources are poorly managed with result that agreed outcomes and objectives are not fully achieved. Unable to achieve continuous improvement and improve effectiveness and efficiency. Score 6 – Category Amber.

Infrastructure – Condition and suitability of overall infrastructure and asset base. Infrastructure and asset base does not meet current and future requirements. Infrastructure and asset base is not being used or managed efficiently or effectively. Score 12 – Category Amber.

Infrastructure – Civil contingencies and business continuity. The arrangements in place for civil contingencies and business continuity are not effective. Score 8 – Category Amber.

Operating Environment – Demographic change. The Council fails to recognise, plan and deliver services in a way that takes account of demographic trends. Score 12 – Category Amber.

Operating Environment – Population and economic decline. Projected population decline and potential economic decline and failure to identify factor causing the decline and then develop and action strategies to address that decline. Score 16 – Category Red.

Operating Environment – Partnership governance. Inadequate Partnership Governance Arrangements. Risk that partnership arrangements are poorly defined and constituted leading to an inability to deliver outcomes and objectives or being democratically deficient. Score 9 – Category Amber.

Reputation. Poor image and reputation including negative external scrutiny. The Council fails to maintain its general reputation with residents, the Community and the wider Local Government Community. Poor performance and poor audit and inspection results. Score 12 – Category Amber.

Engagement – Alignment of service delivery. The Council fails to understand community needs and align service delivery to meet these. Score 8 – Category Amber.

Topical – Welfare reform. Implementation of welfare reform is not managed well resulting in increased poverty and deprivation or short term crisis. Score 12 – Category Amber.

Topical – Health and social care integration. Implementation of health and social care integration is not managed effectively. Score 12 – Category Amber.

3.1.3 Community Planning

The Community Planning Partnership (CPP) has developed a draft SOA. This was submitted to the Council on 27 June and Council agreed the SOA subject to a few minor comments. The SOA sets a clear and ambitious direction for the CPP in relation to reversing population growth and economic decline. The Council has a critical role in delivery of the SOA. The SOA which covers the period 2013 – 2023 has an overall objective of “Argyll and Bute’s economic success is built on a growing population”. This overall objective is underpinned by 6 long term outcomes as follows:

In Argyll and Bute:

- The economy is diverse and thriving.
- We have infrastructure that supports sustainable growth.
- Education, skills and training maximises opportunities for all.
- Children and young people have the best possible start.
- People live active, healthier and independent lives.
- People live in safer and stronger communities.

The Council has a critical role in supporting the CPP to achieve each of the 6 long term outcomes. The approach for each long term outcome will be place based recognising the economic, social and physical issues faced by our communities:

- Develop a clear policy and strategy for the outcome.

- Identify the actions that are required.
- Prepare delivery plans that are clear around resources and risks.
- Identify the success measures and milestones.
- Allocate responsibility to partners so there is clear line of sight.

This approach will be backed up by Plan, Do, Check, Act cycle to ensure progress is monitored, lessons are learned and plans and procedures updated. Performance will be managed quarterly and annually and also over the 10 year period of the SOA. Performance scorecards will be used.

In summary this means we need to ensure we have the:

- Partners working together to help deliver each of the outcomes.
- Delivery plans with targets and timescales for each of the outcomes.
- £500m spent in Argyll and Bute by the public sector annually focussed on delivery.

3.1.4 Council Resources

The financial outlook over the medium to long term continues to be challenging. This arises from the overall forecasts of public sector budgets but also the impact of a reducing population on the share of funding allocated to the Council. There are also significant challenges facing the area in terms of the population, demographic balance and economy.

Budgetary updates will be brought to the Council over the period to February 2014. This will include updating the budgetary forecasts for changes in assumptions around funding, pays costs, inflation and cost and demand pressures etc. In due course the Council can determine the period over which it wishes to prepare its budget but the table below sets out the annual incremental savings gap for the period to 2019-20 based on the report to Council on 27 June 2013.

Year	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Savings gap	1.3	5.0	10.7	6.0	6.1	5.7

The Council agreed to take forward a service prioritisation process at its meeting on 27 June. The service prioritisation process gives the Council an opportunity to align services and budgets to reflect the strategic direction of the Council. It changes the focus to what the Council wants to achieve in terms of services and outcomes instead of how it is going to save a particular sum of money in isolation. Options for service delivery will be driven by policy priorities and objectives. The whole Council will be reviewed and all services will follow the same process which will be based on a business case approach. Consultation and involvement of stakeholders and employees will be essential elements of the process. The service prioritisation process is an extensive programme of work which will require significant officer and member time and commitment over the next few years.

The service prioritisation process will allow members to identify which are the service areas they wish to prioritise in order to deliver the Council's corporate plan which will in turn deliver the SOA. Even if the financial outlook was better the Council would still need to consider how to ration scarce resources to ensure resources were allocated to the Council's priorities and to have maximum impact.

3.2 CURRENT EXTERNAL ANALYSIS OF COUNCIL'S PERFORMANCE

3.2.1 The Council has shown a reduction in risks over the last 5 years, and despite savings of £20m on an annual recurring basis, performance levels have generally remained at the same or have improved.

3.2.2 Assurance and Improvement Plan

The Assurance and Improvement Plan (AIP) Update 2013-16 prepared by the Local Area Network (LAN) of auditors and inspectors was reported to Council on 23 May 2013. The report sets out the assessment of the Council in terms of audit and inspection risk. Out of a total of 42 risk areas then 38 of these require no scrutiny, 3 require further information and 1 was identified as an area where scrutiny was required. The Council is regarded as low risk and the AIP maintained the progress achieved in previous years which has seen red and amber risk areas fall from 14 to 8 to 4 and remain at 4 over the period 2010 to 2013. The area of scrutiny required relates to the following;

- *Council's leadership and culture – member to member and member to officer relationships* – Audit Scotland have recently completed their on site work, having observed a variety of meetings (including SMT and Council), and interviewed Senior Officers and Elected Members. They are due to produce a draft report on their findings in September 2013.

3.2.3 Validated Self Evaluation: Education

HM Inspectors (Education Scotland) were invited by Argyll and Bute Council to carry out a Validated Self Evaluation (VSE) of its Education Services. The VSE took place between October 2012 and February 2013. The VSE concluded with a report that was published by Education Scotland on 19 February 2013, the findings of which were presented to Council on 21 March 2013;

- Argyll and Bute Council has in place a well established performance management system while Community Services (Education) has an appropriate structure to manage improvement planning and reporting on the standards and quality of its work
- The Education Scotland Team were satisfied that the approach to self-evaluation and the techniques being used within the Education Service were of high quality.
- The education service routinely uses data from a range of sources to inform its improvement planning and has been successful in improving a number of aspects of its work.
- The Service demonstrated high levels of professionalism, knowledge and skill in planning and implementing self-evaluation processes and activities.
- Examples of significant improvements in outcomes and in arrangements for the delivery of services.
- Engagement of elected members and senior managers in developing a shared vision for education in Argyll and Bute.

3.2.4 The AIP and the VSE provide the main examples of the work undertaken recently by our auditors and inspectors which illustrates that Argyll and Bute Council is a good performing Council with low levels of risk and has the capability to continually improve.

3.3 ESTABLISHMENT OF SLWG

3.3.1 The Council at their meeting on 27 June 2013 agreed the following;

1. A short life working group shall be established to consider the proposals for new political management arrangements and structures;
2. Membership of the group shall be 12 drawn from across the Council in order to represent as closely as possible the political make-up of the Council;
3. The Chair will be the Leader of the Council who, in consultation with the Chief Executive, will identify resources and schedule meetings in order that the findings of the group are reported to the August meeting of the Council;
4. As an interim measure, there will be no change to the political management arrangements and structures of the Council until the Council has considered the findings of the short life working group at the August meeting of the Council.

3.4 BASIC PRINCIPLES TO BE AGREED

Before the Short Life Working Group considers any proposals for political management arrangements, including structures, members may find it useful to consider the fundamental principles they would wish to see achieved by any new arrangements.

Some examples are given below for illustration, but it is for Members of the SLWG to determine;

- i. Stability in political management arrangements
- ii. Clear strategic direction to deliver on Single Outcome Agreement
- iii. The development of clear and sustainable policies
- iv. An inclusive Council
- v. Positive Culture
- vi. Constructive working relationships across all Elected Members
- vii. Members focus on addressing Challenges and Identifying Opportunities
- viii. Good reputation

It is proposed that Members of the working group determine the basic principles at the first meeting.

3.5 POLITICAL MANAGEMENT ARRANGEMENTS – CONSIDERATIONS

3.5.1 Statutory basis for delegating powers to committees

In terms of the Local Government (Scotland) Act 1973 section 56 a council can make arrangements [scheme of delegations] for a committee sub committee or officer to carry out some of its functions. This power is extended by section 43[a] of the Planning etc Scotland Act 2006 to a scheme of local delegation of planning matters to a committee and for local developments to an officer which requires the approval of Scottish ministers to allow any amendment and which must be reviewed every 5 years or sooner.

3.5.2 There is a need also to recognise that elected members can only exercise an executive role when they sit as the Council or a committee thereof. This is provided for in the Local Government Scotland Act 1973 section 56 which sets out how a local authority may discharge its functions. In addition there is the National code of conduct for Councillors which sets out at paragraph 3.4 the differing role of members and officers in

respect to the operation of the authority and which prohibits members from engaging in the direct operational management of council services.

3.5.3 Current Political Management Arrangements

The Council's political management arrangements comprise the following bodies;

- A. The Council - made up of 36 Members and will be augmented by three religious representatives and two teacher representatives when they are considering matters related to Education.
- B. The following Area Committees:-
 - i. Mid Argyll Kintyre and Islay Area Committee (9 members)
 - ii. Oban, Lorn and the Isles Area Committee (8 members)
 - iii. Bute and Cowal Area Committee (9 members)
 - iv. Helensburgh and Lomond Area Committee (10 members)

The remit of the Area Committees has been subject to ongoing discussion and requests have been made for Officers to look at possible options to enhance the role of Area Committees. Members may wish to consider the future shape of the area model as part of the SLWG remit.

- C. Planning, Protective Services and Licensing Committee (15 members)
- D. Performance Review and Scrutiny Committee - 11 members to be appointed, 4 from the Opposition, 3 from the administration, 3 Community Planning Partnership nominees and an independent Chair who shall be appointed from time to time as determined by the Council.
- E. Audit Committee - 5 members, none of whom shall be a Lead Councillor. 2 Members who are not Councillors, and who will be respectively Chair and Vice-Chair of the Committee.

The Council may appoint such other bodies of Members as they may from time to time consider are required to discharge any of its functions and in so doing will specify the terms of reference and delegation to any such body.

- F. Short Life Working Groups - A Short Life Working Group may be appointed from time to time by the Council for the purpose of advising on any matter and in appointing such a Group the appointing body will specify the matters on, and the timescale within which the Group is to provide advice.

For information attached at **appendix 1** is a summary of the various models that are adopted by other Scottish Local Authorities.

3.6 NEXT STEPS

- 1) Agree a position on the basic principles to be achieved as described at section 3.4;
 - a) It would be useful to establish a set of principles that recognise the political challenges that need to be addressed and areas for discussion whilst recognising the strong business delivery which has been maintained during the current period of political debate and contention, but which will require clarity on the strategic direction of the organisation to sustain that delivery.

- 2) Identify any issues not covered by this paper to be included within the groups remit for consideration;
- 3) Give consideration to what, if any, additional support is required to take forward their express aim of improving member relations;
- 4) Give consideration to whether any extension to the current operation/remit of Area Committees is required, given that the issue has been the subject of ongoing political consideration.

4.0 CONCLUSION

- 4.1 At its meeting on 27 June 2013 the Council established a short life working group to review the current political management arrangements, including structures.
- 4.2 This report outlines the context in which the Council is working and the challenges that Argyll and Bute is facing. It also sets out the current political management arrangements for the Council, provides examples of the committee structures in operation within other local authorities, and invites Members to give consideration to what they would like to achieve in moving forward. The Council and its political management arrangements should focus on addressing these challenges and identifying opportunities to ensure Argyll and Bute's economic success is built on a growing population.

5.0 IMPLICATIONS

- 5.1 Policy – none at this stage
- 5.2 Financial – none at this stage although once preferred model has been identified Officers will advise on any financial implications
- 5.3 Legal – none at this stage
- 5.4 HR - Once a preferred model has been chosen by members, an exercise will need to be carried out by Officers to determine the resource implications of operating such a model and what the impact will be. For example, if there is a desire by Members to enhance the role of area committees, this will create significant resource issues that will require to be considered.
- 5.5 Equalities - none
- 5.6 Risk – The AIP has identified '*Council's leadership and culture – member to member and member to officer relationships*' as a scrutiny area. An agreed approach on political management arrangements and structures to be reported to Council would reduce risk in this area.
- 5.7 Customer Service - none

6.0 APPENDICES

- 6.1 Appendix 1 – Models adopted by other Scottish Local Authorities

23 July 2013

Sally Loudon
Chief Executive

COUNCIL	MODEL FOR DEALING WITH COUNCIL BUSINESS
Aberdeenshire	<ul style="list-style-type: none"> • Council (approx. every 9 weeks) • Committees; <ul style="list-style-type: none"> – Policy and Resources – Education, Learning and Leisure – Infrastructure Services – Social Work and Housing – Scrutiny and Audit – Local Review Body
Angus (traditional model)	<ul style="list-style-type: none"> • Council (approx. every 6 weeks) • Committees; <ul style="list-style-type: none"> – Civic Licensing – Corporate Services (Finance, IT, Law and Administration, Property Services) – Development Management Review (local review body) – Development Standards (planning applications) – Education – Infrastructure Services (Economic Development, Environmental & Consumer Protection, Planning & Transport, Roads) – Neighbourhood Services (Environmental Management Services, Housing Services, Leisure Services, Cultural Services) – Social Work and Health – Strategic Policy
City of Edinburgh	<ul style="list-style-type: none"> • Council (usually meets once per month) • Committees; <ul style="list-style-type: none"> <u>Audit and Policy and Strategy Committees</u> <ul style="list-style-type: none"> – Governance Risk and Best Value – Corporate Policy and Strategy <u>Executive Committees</u> <ul style="list-style-type: none"> – Culture and Sport – Communities and Neighbourhood – Economy – Education, Children and Families – Finance and Budget – Health, Wellbeing and Housing – Transport and Environment <u>Statutory and Regulatory Committees</u> <ul style="list-style-type: none"> – Development Management Sub-Committee – Planning – Planning Local Review Body – Regulatory Committee and Licensing Sub-Committee
Shetland Islands	<ul style="list-style-type: none"> • Council – meets approx. every 7 weeks, with normally 6 meeting cycles per year

	<ul style="list-style-type: none"> • Four Functional Committees to delegate main functions; <ul style="list-style-type: none"> – Education and Families Committee – Social Services Committee – Development Committee – Environment and Transport Committee • Other Committees to conduct legislative requirements or oversee the work of the Council in a range of areas; <ul style="list-style-type: none"> – Planning Committee (meets monthly) – Licensing Committee – Audit and Standards Committee – Harbour Board – Shetland College Board • Also appointed an Executive Committee which has some delegated powers within given terms of reference – stated in the Scheme of Administration and Delegations – but mainly relate to considering and recommending to Council the corporate plan and high level strategies which span over individual services such as the draft budget
East Ayrshire (Cabinet)	<ul style="list-style-type: none"> • Council – all 32 members • Cabinet <ul style="list-style-type: none"> – 11 councillors (9 spokespersons + 2 members of main opposition group) – Call-in arrangement – cabinet decisions (subject to some special exceptions) are subject to call-in whereby decisions of the cabinet are delayed until examined further by the Governance and Scrutiny Committee • Governance and Scrutiny Committee (11 non cabinet members) • Portfolio remits <ul style="list-style-type: none"> – 2 spokespersons for strategic planning, management and resources, and equalities – 2 spokespersons for promoting lifelong learning – 2 spokespersons for delivering community regeneration – 2 spokespersons for improving community health and wellbeing – 1 spokesperson for improving community safety – 1 spokesperson for planning
East Lothian (Cabinet)	<ul style="list-style-type: none"> • Council – meets monthly – all 23 elected members • Cabinet – Convener (and vice convener if desired) and 7 Spokespersons for; <ul style="list-style-type: none"> – Housing and Community Planning – Transport and Roads – Economic Development and Tourism – Education and Children’s Services – Environment – Community Wellbeing – Health and Social Care • Audit and Governance Committee (Convener/Vice Convener and non-cabinet members) • Policy and Performance Review Committee
Glasgow	<ul style="list-style-type: none"> • Council – 6 weekly (all 79 Members) • Executive Committee (17 Members) – call in arrangement to give

	<p>each scrutiny committee an important role in ensuring that the Executive is accountable for the decisions and actions it takes</p> <ul style="list-style-type: none"> • 5 Policy Development Committees (15 Members in each); <ul style="list-style-type: none"> – Children and Families – Health and Social Care – Public Petitions and General Purposes – Regeneration and the Economy – Sustainability and the Environment • 2 scrutiny committees (15 Members in each); <ul style="list-style-type: none"> – Finance and Audit – Operational Delivery
Inverclyde	<ul style="list-style-type: none"> • Council (8 weekly) • Committees (8 weekly); <ul style="list-style-type: none"> – Policy and Resources – Environment and Regeneration – Education and Communities – Health and Social Care
Midlothian (Cabinet)	<ul style="list-style-type: none"> • Council (All 18 members - 4 weekly) • Cabinet (Membership is 5 Cllrs and 3 religious reps for education business – is the principal decision making committee) • Other main Committees; <ul style="list-style-type: none"> – Planning (all 18 Members) – General purposes (all 18 Members) – Performance Review and Scrutiny (13 Members – all non-cabinet) – Audit (6 Members and an independent chair) – Local Review Body (10 Members) – Standards (6 Members and an independent Chair)
Orkney Islands	<ul style="list-style-type: none"> • Council – all 21 Councillors – meet 5 times per year • Committees (cycle of meetings involving each of the committees takes place 5 times per year. Once cycle has been completed, a meeting of the full Council is held to make final decisions on the recommendations made by the Committees); <ul style="list-style-type: none"> – Development and Infrastructure (12) – Education, Leisure, and Housing (12) – Monitoring and Audit (8) – Orkney Health and Care (7 – chair is from NHS Orkney) – Policy and Resources (all 21 Councillors)
Perth and Kinross	<ul style="list-style-type: none"> • Council (all 41 Members) • Committees; <ul style="list-style-type: none"> – Community Safety (13) – Development Management (13) – Enterprise and Infrastructure (13) – Environment (13) – Housing and Health (13) – Licensing (7) – Lifelong Learning (13) – Scrutiny (7 Councillors, 3 non council members to include one church rep, one teacher rep, and one parent rep (non voting capacity) when considering educational matters)

	<ul style="list-style-type: none"> – Strategic Policy and Resources (15, plus the Convener of the council in an ex-officio capacity) – Audit (7)
Scottish Borders	<ul style="list-style-type: none"> • Executive (13) – Leader and Depute Leader, plus 11 Members with responsibility for; <ul style="list-style-type: none"> – Community Planning – Community Safety – Culture, Sport and Community Learning – Economic Development – Education – Environmental Services – HR and Corporate Improvement – Planning and Environment – Roads and Infrastructure – Social Work – Health Service (NHS Borders) • Education Executive – as per Executive (Executive Member for education is Chair and 3 non) • Scrutiny – 9 members (non executive) • Audit – 5 members not on the Executive or Scrutiny, plus 2 members from an external source as non-voting members of the committee • Standards – 8 members
South Ayrshire	<ul style="list-style-type: none"> • Council – all 30 members – 8 week cycle • Scrutiny/Governance Management Panel <ul style="list-style-type: none"> – To overview the Standing Scrutiny Panels and promote and maintain high standards of conduct by all elected members. To deal with abuses of Leadership Panel call-in procedures – 8 weekly basis – 6 members cross party – members should not be on the Leadership Panel • Leadership Panel (Leader of the Council plus 6 others). 7 portfolios reflecting the Council's strategic vision, corporate aims, and objectives set out in Council's Business Plan and Community Plan; <ul style="list-style-type: none"> – Corporate, Strategic and Community Planning portfolio – Social Services portfolio – Sustainability and Environment portfolio – Lifelong Learning portfolio – Resources and Performance portfolio – Housing and Customer First portfolio – Economic development, Tourism and Leisure portfolio • Standing Scrutiny Panels (Reflecting strategic and business planning priorities of the Council – to call-in items for further discussion. 8 Council members meeting on a 4 weekly basis). <ul style="list-style-type: none"> – Corporate and Community Planning – Community Services – Development and Environment

<p>West Lothian</p>	<ul style="list-style-type: none"> • Council (all 33 members meeting approx. every 6 weeks) • Council Executive <ul style="list-style-type: none"> – 9 Executive Councillors who have responsibility for a particular policy area or portfolio • Education Executive <ul style="list-style-type: none"> – Same 9 Councillors as per Executive, plus 3 religious reps, 2 teacher reps, and 1 parent council rep, who have the same rights on that committee as the elected members. • 9 Policy Development and Scrutiny Panels (these are small groups of councillors who develop new policies for the council or review existing policies to see if changes are needed. They do not have power to make decisions but they make recommendations to the Council or Education Executive; <ul style="list-style-type: none"> – Partnership and Resources – Development and Transport – Environment – Services for the Community – Voluntary Organisations – Culture and Leisure – Education – Health and Care – Social Policy
<p>Western Isles</p>	<ul style="list-style-type: none"> • Council - 31 Members • Policy and Resources Committee - not more than 12 members; <ul style="list-style-type: none"> – Convener – Leader – Chairmen of service committees – 6 other members appointed by Council on basis that each ward shall have at least one representative on the Policy and Resources Committee • Audit and Scrutiny Committee – 10 members, excluding any member appointed to the Policy and Resources Committee <p>4 service committees;</p> <ul style="list-style-type: none"> • Education and Children’s Services Committee – not more than 21 members comprising; <ul style="list-style-type: none"> – Convener – Leader – Not more than 15 other members and – 4 representatives of religious interests • Environment and Protective Services Committee – not more than 17 members comprising; <ul style="list-style-type: none"> – Convener – Leader – Not more than 15 other members • Sustainable Development Committee – not more than 17 members comprising; <ul style="list-style-type: none"> – Convener – Leader – Not more than 15 other members

	<ul style="list-style-type: none">• Transport and Infrastructure Committee – not more than 17 members comprising;<ul style="list-style-type: none">– Convener– Leader– Not more than 15 other members
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