

AGENDA ITEM

REPORT TO CABINET

17TH SEPTEMBER 2020

**REPORT OF CORPORATE
MANAGEMENT TEAM**

COUNCIL KEY DECISION

**STOCKTON-ON-TEES ELECTORAL REVIEW 2020 - LOCAL GOVERNMENT BOUNDARY
COMMISSION – COUNCIL SIZE SUBMISSION**

SUMMARY

To agree the content of the Council's proposed Council Size submission to the Local Government Boundary Commission as part of its electoral review of ward boundaries for the Borough of Stockton on Tees.

REASONS FOR RECOMMENDATION(S) / DECISION(S)

To comply with instructions from The Local Government Boundary Commission for England.

RECOMMENDATIONS

Cabinet to recommend to Council that the content of the proposed Council Size submission document be approved and be submitted to The Local Government Boundary Commission for England.

BACKGROUND

1. Cabinet, at its meeting held on 11th December 2019, noted that the Local Government Boundary Commission intended to carry out electoral reviews of all English local authorities that have not been reviewed in twelve or more years, which was to include Stockton - on -Tees Borough Council.
2. The purpose of such an electoral review is to consider the total number of Councillors elected to the council, the names, number and boundaries of the wards, and the number of Councillors to be elected to each ward.
3. A review takes around a year to complete and this report provides an update of progress made to date.

DETAIL

4. Representatives of the Commission met with officers, Group Leaders, all members of the Council and representatives of Parish/Town Councils in February this year to brief all on the process to be undertaken.

5. The start of the electoral review process requires the Commission to gather initial information from the local authority, including electoral forecasts and other electoral data to enable the Commission to decide how many Councillors should be elected to the local authority in the future. This decision is based on the evidence received from the local authority itself and any political groups that wish to make their views known. Factors taken into consideration by the Commission would be to understand elected members requirements across the following aspects presented as part of the Council size submission:
 - Strategic Leadership – how many councillors are needed to give strategic leadership and direction to the authority?
 - Accountability Scrutiny – how many councillors are needed to provide scrutiny to the authority?
 - Regulatory – how many councillors are needed to meet the regulatory requirements of the authority?
 - Partnerships – how many councillors are required to manage partnerships between the local authority and other organisations?
 - Community Leadership – how the representational role of councillors in the local community is discharged and how they engage with people and conduct casework.
6. A copy of the Council Size submission proposal document is attached at **Appendix 1**. Consultation on the content of the document has been undertaken with each of the political group leaders; and their comments incorporated within the submission.
7. In order to further develop our understanding of members involvement with external partnerships and fulfil their community leadership role, the views of all members were sought via a Member Survey from which 38 responses were received. A summary of the comments received is attached at **Appendix 2**.
8. The feedback received from members has enabled us to illustrate some of the complexities and variety of support required by constituents from their elected representatives in the form of developed case studies, and details of these are attached at **Appendix 3 (to follow)**.
9. In addition to the Council Size submission, the Boundary Commission have specific information requirements which are summarised and enclosed at **Appendix 4**.

CONCLUSION

10. Our appreciation is extended to all Political Group Leaders and those members that participated in preparing this submission. A sustained case is made throughout each Section of the Submission, that validates the retention of Councillor number at its current size, and makes reference to the increasing workload of councillors, carrying out each of their various roles. With an increasing population to serve and a rise in Independent elected representatives reflecting the wide political views and aspirations of the community, there was already huge demands required of each representative prior to the Covid 19 pandemic outbreak.
11. Now, even greater emphasis is placed on each of our community representatives assisting community cohesion and rebuilding our economy, all of which will be shaped by our Council Plan. It is vital that all of our elected members can lead this critical work, communicating and engaging the message with all constituents of the Borough.
12. This Council therefore recommends to the Boundary Commission that the Council size should at least be maintained at 56 Councillors to ensure that the inevitable increasing needs of constituents are met.

NEXT STEPS

13. Subject to Council approval on the 23rd September of the Council Size submission, we expect to hear back from the Boundary Commission on the 20th October when they will announce that consultation on warding patterns will officially commence from the 27th October-11th January 2021. Officers will continue to support Group Leaders and all members during this stage.
14. The Commission's decision on council size will not be formalised until the Final Recommendations are agreed and published at the end of August 2021.
15. The Final Recommendations will describe the complete set of electoral arrangements, including ward names and locations as well as the number of elected members, alongside parish warding arrangements. These recommendations will be implemented at the next election by means of an Order laid before Parliament.

COMMUNITY IMPACT IMPLICATIONS

16. Not applicable

CORPORATE PARENTING IMPLICATIONS

17. Not applicable

FINANCIAL IMPLICATIONS

18. Not applicable

LEGAL IMPLICATIONS

19. Not applicable

RISK ASSESSMENT

20. Not applicable

WARDS AFFECTED AND CONSULTATION WITH WARD/COUNCILLORS

21. All wards and Councillors have been consulted.

BACKGROUND PAPERS

Not applicable

Name of Contact Officer: Margaret Waggott
Post Title: Assistant Director
Telephone No. 01642 527064
Email Address: margaret.waggott@stockton.gov.uk

STOCKTON- ON-TEES SUBMISSION TO THE LGBCE REVIEW

This report is Stockton- on-Tees Borough Council's submission to the Local Government Boundary Commission for England (LGBCE) on its proposals for Council Size.

The proposal has been produced by an all-party working group and has been considered by Council at its meeting on 23rd September 2020. The proposal has been informed by the data we have gathered in consideration of the LGBCE technical requirements which are as follows:

- **Strategic Leadership** – how many councillors are needed to give strategic leadership and direction to the authority?
- **Accountability** • *Scrutiny* – how many councillors are needed to provide scrutiny to the authority?
- *Regulatory* – how many councillors are needed to meet the regulatory requirements of the authority?
- *Partnerships* – how many councillors are required to manage partnerships between the local authority and other organisations?
- **Community Leadership** – how the representational role of councillors in the local community is discharged and how they engage with people and conduct casework.

On the evidence considered by the authority, Stockton- on-Tees Borough Council Stockton recommends maintaining the size of the Council at 56 Councillors as all of our communities seek to rebuild following the Covid 19 pandemic. This rebuilding will be shaped by our Council Plan and it is vital that all of our elected members can lead this critical work, communicating and engaging the message with all constituents of the Borough. Political representation in the Borough reflects the emergence of Independent groups, alongside traditional political parties, and it is important that the voice of each is heard.

The responsibilities of Cabinet and the role for Scrutiny is already considerable, as is the responsibility of regulatory Committees such as Planning and Licensing, and each will play an enormous role in helping to restore the Borough's economic climate and the health and welfare of its population.

1. REASONS FOR REVIEW

The Local Government Boundary Commission wrote to the Chief Executive in June 2019 to inform us that they intend to carry out electoral reviews of all English local authorities that have not been reviewed in twelve or more years. This process would include Stockton- on-Tees Borough Council as we were last reviewed in 2003.

Whilst Stockton is being reviewed on the basis of the length of time expired since the previous review, Stockton does have one ward with an electoral imbalance of more than 30%.

At 1st June 2020, there were 144,949 registered electors in Stockton, an average of 2588.37 electors for each of the 56 Councillors.

When considering electoral equality our proposal has been mindful that we need to recognise that not all of the population are eligible to be registered however this doesn't prohibit community leadership work arising from this cohort.

In addition it is recognised that some wards will have lower levels of registration due to the demographic makeup and therefore whilst acknowledging the Commission is bound by

Statute in this, we would like to raise the limitations of purely using the registered electorate figure rather than population size.

2. LOCAL AUTHORITY PROFILE

Stockton-on-Tees is the largest of the five local unitary Councils (Stockton-on-Tees, Middlesbrough, Redcar and Cleveland, Darlington and Hartlepool) that make up the Tees Valley region.

We have a population of almost 200,000 people living in Stockton, Billingham, Thornaby, Ingleby Barwick, Norton and Yarm and a number of smaller rural villages. Our population is growing, with a 2.8% increase over the last seven years. People are proud of living in Stockton on Tees with 80% expressing a strong sense of belonging to the local area satisfaction with the local area as a place to live. However, inequality remains a real challenge as we have areas of great affluence existing alongside areas of deprivation with nine of our wards in the 10% most deprived wards in the country. We also see an inequality in the large differences in life expectancy between the most and least deprived parts of the borough, with a gap of 21 years in average life expectancy between the most and least deprived wards.

Prior to the impact of the current Covid 19 pandemic, we were seeing real economic growth in the borough at £4 billion, it accounts for a third of the Tees Valley economy. The borough enjoys excellent connections to the national road network and direct rail connections to London and key northern cities. With a strong international profile for business, the 5,000 businesses across the borough and wider region enjoy global connectivity with Teesside International Airport on the borough's boundary.

We have beautiful parks and open spaces and our vibrant town centres play a key role in supporting our communities. Our packed year-round events programme, Preston Park Museum and Grounds and leisure activities based along and on the River Tees mean that there is always something happening in the borough.

Sadly, the effects of Covid 19 will be felt by local authorities across the land for many years to come, not merely in terms of the economic impact it will have and is already having, but also in the health, welfare and wellbeing of our population. Local authorities will be at the heart of recovery plans for our own community and demand for support from constituents to our elected members and officers is never likely to be greater. Elected members have since lockdown was introduced, been at the heart of their own communities offering advice and support, ensuring essential food supplies and prescriptions were delivered, and encouraging community engagement on line and promoting exercise/leisure opportunities. Indeed, one of the few positives to come from this horrendous period of time has been communities coming together, in some cases for the first time, as neighbours have got to know each other and have joined together to applaud the efforts of the NHS and all key workers. During this time, an increasing number of virtual communities have also been established and the use of technology as a means of communication now appears to have taken a seismic leap throughout the country. Technology will have a vital part to play in continuing community cohesion, as will local leadership and therefore it would be a retrograde step never more so than at this point in time, to reduce community representation.

Our Council Plan sets out our vision and hopes for the Borough looking forward to 2023 and it explains the priorities we will be working on in the coming year to bring the vision to life and sets out our approach to recovery from the impact of Covid 19 alongside our wider plans. In summary, our aims can be defined as follows:-

Our Vision and what it means

We want the borough to be....

A place where people are healthy, safe and protected from harm	A place with a thriving economy where everyone has opportunities to succeed	A place that is clean, vibrant and attractive
This means the borough will be a place where:	This means that the borough will have :	This means we will enjoy:
People live in cohesive and safe communities	A growing economy	Great places to live and visit
People are supported and protected from harm	Improved education and skills development	Clean and green spaces
People live healthy lives	Job creation and increased employment	Rich cultural experiences

We will play our part in bringing about this vision for the Borough by being a Council that is ambitious, effective and proud to serve

**This means that we will make sure that we provide:
Financial sustainability and value for money
Dedicated and resourceful employees
Strong leadership and governance**

Working towards the vision over the coming year by

Making the borough a place where people are healthy, safe and protected from harm

Making the borough a place with a thriving economy where everyone has opportunities to succeed

Making the borough a place that is clean, vibrant and attractive

What does this mean for future Council size?

With such a clear vision and ambitious plans, it is vital that elected members can lead this critical work and are at the heart of communicating and engaging the message with all constituents of the Borough.

The current Covid 19 crisis is evidence of how vital a role community leaders have in restoring community confidence and recovering from the effects of this pandemic is expected to be an enormous challenge, not least due in part to the severe impact it has already had and will continue to have on this Borough' economic climate and health inequalities.

It is essential that communities continue to receive support from their elected representatives and therefore any reduction in the number of councillors elected would be to the detriment of constituents at their time of greatest need.

Therefore, our recommendation is that the future size of Council be at the very least retained at its current size of 56 councillors.

3. COUNCIL SIZE

There are currently 56 councillors in Stockton- on-Tees Borough comprising:

- Labour – 22 councillors
- Labour and Co-Operative – 2 Councillors
- Conservative – 14 councillors
- Thornaby Independent – 7 councillors
- Ingleby Barwick Independents -3 Councillors
- Fairfield and Yarm Independents – 3 Councillors
- Liberal Democrats – 2 Councillors
- West Words – 2 Councillors
- Independent – 1 Councillor

The Mayor

The Mayor is elected each year at the annual meeting of the Council and is the ‘first citizen’ of the Borough representing the Council in the local community and is the Queen’s representative for all civic and ceremonial matters.

The role is non-political, with the Mayor chairing meetings of full Council as well as carrying out an ambassadorial role for the town, promoting the Borough, fostering good working relationships with local industry and businesses, and supporting local charities and community groups.

Each Mayor will have their own specific aims and will host civic events such as Remembrance and Freedom events, Armed Forces Day, Mayor’s Sunday, as well as cultural and sporting events hosted by the Borough such as the Stockton International Riverside Festival, City Games and Cycling Festivals etc.

It is one of the busiest roles within the Council with each Mayor attending well over 300 events in their Mayoral Year, often requiring the Deputy Mayor to play a supporting role in ensuring as many civic engagements as possible can be fulfilled. A considerable amount of time is also given each week to ensure that the Mayor/Deputy Mayor are sufficiently briefed regarding their forthcoming duties.

Despite such a workload, each Mayor still has a duty to represent their own ward with constituency matters, hosting ward surgeries, ward walks or other means of engagement, with a substantial caseload of business to attend to as a result. They therefore can be reliant on the support of fellow ward members to lend support as they do not have the capacity to sustain both roles.

What does this mean for future Council size?

The role of Mayor and Deputy Mayor is an important one, requiring the contribution of a significant amount of time and effort with a calendar of engagements running throughout the year, seven days a week, at all times of the day and evening. This severely impacts upon their capacity to be able to carry out other roles as a councillor, such are the demands of the civic role.

These roles need to be factored into the future size of the Council, which at the very least should be retained at its current size of 56 councillors.

4. STRATEGIC LEADERSHIP

Stockton-on-Tees Borough Council became a unitary authority on 1 April 1996.

We have 56 councillors and 26 wards, with between one and three councillors representing each ward. No political party has overall control of the Council following the May 2019 local elections. Just over 70% of our councillors represent national political parties; the other 30% are independent or represent an independent group. We have a Leader and Cabinet style administration.

We remain a Council that is ambitious, effective and proud to serve. Our elected members provide and contribute to strong political and executive leadership and robust scrutiny processes, which is supplemented by committed and resourceful employees, solid partnerships and robust financial and corporate governance. We are an organisation where both elected members and officers work together and strive to make a positive contribution.

We believe we achieve more because we all bring our hearts and souls to work, we care for each other and we never lose sight of the fact that we have the privilege of serving the people of the borough. We have reduced our workforce by 25% or over 1,200 employees since the programme of cuts began in 2010/11 however, thanks in part to a close and constructive relationship with both elected members and our Trade Unions, the Council's 3,250 employees strive to deliver the very best services.

What kind of governance arrangements are in place for your authority. Does the Council operate an executive mayoral, cabinet executive or committee system?

The Council operates a strong leader and cabinet/executive model of governance as defined in the Local Government Act 2000 (as amended). This model has been in place since it was introduced in 1999.

The Cabinet (which is also called "the Executive") is the part of the Council which is responsible for most of the significant decisions. The Cabinet is made up of the Leader of the Council, who is elected by the Council, and up to nine other Councillors appointed by the Leader, one of whom is also appointed by the Leader as his deputy.

The Cabinet, as the Executive, will carry out all of the local authority's functions which are not the responsibility of any other part of the Council, whether by law or under this Constitution. Cabinet Decisions are taken collectively, unless otherwise decided by the Leader, who may allocate responsibility for all/any executive functions and may exercise any such functions personally.

Whilst this executive model of governance has remained in place, this does not mean that things have not changed. Changes in the Council's overall governance arrangements have occurred on a number of occasions both in relation to the executive and scrutiny arrangements.

This has, in times where there has been a substantial majority control held by one party, typically seen that majority party hold all of the seats on Cabinet, up to a maximum of 10 seats. This has allowed either geographical representation across the Borough on Cabinet, or occasions when the largest minority party have been given 1 seat on Cabinet.

In other periods when there has been no party in overall control, 'power sharing' arrangements have come into play with a unique equal Labour/Conservative representation on a Cabinet of 8 members, chaired by a Conservative Leader of the Council, despite Labour being the majority party on Council.

On other occasions, and as acknowledgement of the increasing role of Independent Group representation on the Council, our Cabinet has had a mix of 7 Labour and 2 Independent Group members.

Therefore, with such changes having been experienced in the past and with the Council currently comprising no fewer than 4 Independent groups alongside the 3 main traditional political groups, flexibility is sought to continue to be able to operate a Leader and Cabinet model and to appoint up to 10 Councillors. Currently, the Cabinet consists of 7 portfolios, each with responsibility across a huge service area.

What does this mean for future Council size?

Given the changes that have been experienced in the political landscape in the past locally, and the likelihood that these may continue in the future with the continuing emergence of 'independent' representation alongside the more traditional political groups, the Council will continue to operate a Leader and Cabinet model with up to 10 Councillors forming the Executive Cabinet.

An increase in the number of political independents and groups providing strategic leadership for the Authority could actually support an increase, rather than reduction in the number of councillors providing representation across the Borough; which is why at the very least it is recommended that Council size be retained at its current size of 56 councillors.

A summary of the Business of Cabinet is included within **Appendix A** (Cabinet & Committee Terms of Reference).

5. PORTFOLIOS

There are currently 7 portfolios, including the Leader and Deputy Leader.

- The Leader
- Portfolio holder for Adult Social Care
- Portfolio holder for Access, Communities and Community Safety
- Portfolio holder for Health, Leisure and Culture
- Portfolio holder for Children and Young People
- Portfolio holder for Regeneration and Housing
- Portfolio holder for Environment & Transport

Cabinet members are designated specific responsibilities according to their portfolio. The portfolio responsibilities include:

- portfolio leadership
- contributing to the strategic agenda and work programme of the portfolio
- provide representation for the portfolio
- reporting and communicating on progress and key issues within the portfolio
- taking an active part in executive meetings and decision making
- working with overview and scrutiny
- leading partnerships
- community leadership within the portfolio area

Formal job roles are in place for the Leader and Cabinet these are attached at **Appendix B**.

Each year, Cabinet either collectively, or in consultation with officers acting with delegated authority, approve 150+ decisions. Cabinet Members are therefore expected to take a very active role in terms of their portfolio, keeping in close contact with the Corporate Management Team working with them on a regular basis to progress key issues within their remit.

Informal meetings between the Cabinet and Corporate Management Team are held, during which policy issues, key decisions and forward planning can be discussed in detail.

There are also regular forward plan meetings led by the Leader with all political Group Leaders to promote early engagement and a focus on future decision making

Cabinet Members have a role also in contributing to the scrutiny process through tripartite discussions on review topics with the Scrutiny Chair, Service Director and lead officer, leading up to the eventual presentation of the final Scrutiny Review Report to Cabinet. Cabinet Members and their portfolio area are also held to account on an annual basis by the relevant Scrutiny Committee when asked to present an annual overview of their service area.

In addition, the Leader and Cabinet Members play a significant role in communicating with other Elected Members across the authority given the current political balance in the Council and our operation of a minority administration. The current political balance necessitates a greater degree of inclusive working that would not be the case in a Council where a single political group dominates.

Cabinet Members also actively engage with members of the public, both generally and in terms of dealing with matters that fall within their portfolio. This necessitates Cabinet Members working with officers within the remit of their own portfolio, in accordance with the constitution and the schemes of delegation to exercise decision making. Members take their responsibility for exercising their powers under the scheme of delegation very seriously and decisions taken in this way are recorded and published. Cabinet Members also act as champions in all related portfolio topic areas, with some such as the Leader having taken on the responsibility of being the Council's official Armed Forces Champion, ensuring that the Council supports the needs of past and present armed forces personnel.

There have also been changes to the Cabinet role; for example as a by-product of the Council entering into a franchise agreement with Hilton Hotels. The Council, through Cabinet, are able to control the strategic direction of the business of the franchise, having the right to approve changes to the business plan and the right of appointment of directors.

Assistant Cabinet Members have also now been appointed to support succession planning. The role provides an opportunity to experience at close hand Cabinet duties and responsibilities and to develop skills in relation to a potential future Cabinet role. Specifically the role involves the following:

- shadow the relevant Cabinet Member at formal internal and external meetings.
- accompany the Cabinet member when undertaking his / her responsibilities and at relevant officer briefings.
- undertake specific projects, tasks, research and investigations as agreed with the relevant Cabinet Member.
- keep abreast of current policy and development initiatives and meet regularly with Cabinet Member to discuss.
- carry out any other appropriate duties as agreed with the relevant Cabinet Member.

What does this mean for future Council size?

The Council continue to operate a Leader and Cabinet model with the ability to appoint up to 10 Councillors depending upon the political landscape. The Leader and Cabinet Portfolio Holder roles are substantial at the present time, with great breadth and complexity and hence require the Councillors to contribute significant time and effort, including commitment given to succession planning through the development of the Assistant Cabinet Member role building capacity for the Council for the future.

Our recommendation is that the future size of Council be at the very least retained at its current size of 56 councillors.

6. DELEGATED RESPONSIBILITIES

The Council transacts its business through a variety of decision-making Committees as well as Full Council meetings, and executive decisions taken via the Cabinet as detailed above. This is complemented by partnership arrangements which it will be necessary to strengthen as we move forward with a growing culture of collaboration.

The Council operates with a regular cycle of meetings, designed to conduct its business effectively and efficiently. Meetings are cyclical across the year; agendas are determined through pre-agenda meetings between Chairs and Vice Chairs with lead officers. The estimated Councillor hours for operating the Council at capacity is included below and details of the various functions of each Committee are detailed in **A** along with a diagram illustrating how each of the committees contribute to the decision making of Cabinet and Council. NB It should be noted that the hours for each Committee are only estimates based on an average duration and include an element of travel to the meeting venue, but do not include the reading time for each meeting which will vary Committee to Committee; and from Councillor to Councillor; but are likely to be quite significant.

Category	Meeting	No of members	Meetings per year	Total Councillor hours required
All Members	Council (inc AGM)	56	10	23
	All Member Briefings	56	24	72
	Conferences / Training Development	56	-	-
Cabinet	Cabinet	7	12	48
	Cabinet Members Briefing (informal)	7	12	48
	Cabinet CMT (informal)	7	8	24
	Portfolio briefings with Directors/ADs	7	12	24
	Cabinet Members in scrutiny	7	6	18
Scrutiny (inc pre-agendas)	Executive Scrutiny Committee	16	22	66
	CYP	9	11	33
	Adult Services & Health	9	11	33
	Crime and Disorder	9	11	33
	People	9	11	33
	Place	9	11	33
Committees (inc pre-agendas)	Planning	12	12	48
	Statutory Licensing	15	9	27
	General Licensing	15	6	18
	Audit & Governance	5	5	15
	Health & Wellbeing Board	6	24	96
	Adults Health & Wellbeing Partnership	1	12	36
	Children's Partnership	1	12	36
	Corporate Parenting Board	5	12	36
	Cleveland Police & Crime Panel	4	6	18
	Covid Local Outbreak Engagement Group	3	12 (minimum)	36
	Town Centre Boards	To be determined by locality	12 for each Board	36
	Town Centre Boards- Informal Meetings	To be determined by locality	12 for each Board	36

What does this mean for future Council size?

We must acknowledge that history points to an unpredictable climate in terms of legislative policy change which has had a direct impact on council business and services necessitating closer partnership working and increased scrutiny and oversight by our councillors and committees to ensure local people continue to receive the services they expect and deserve. This does not support a significant reduction in council size.

Our recommendation is that the future size of Council be at the very least retained at its current size of 56 councillors.

ACCOUNTABILITY

7. SCRUTINY FUNCTION

Scrutiny helps ensure that local people receive high quality services. It involves the Council's Select Committees acting as a 'critical friend' and checking that the services and policies meet the needs of local people according to the Council's own aims and standards.

The scrutiny process also enables reviews of services provided by other public organisations on issues causing public concern and holds Cabinet and Services to account for their performance. This includes the quality of local health and care services. Scrutiny does all of this inclusive of, and giving due regard to, the views of all stakeholders, including local people.

This can be done in many ways, including; providing the opportunity for Members to examine various functions of the Council, to ask questions on how decisions have been made, to consider whether service improvements can be put in place, and to make recommendations to this effect. It also provides the opportunity for Councillors to champion the issues of local concern to residents and participate in the development of new policy.

Cabinet Members and services are held to account for the performance of the Council in relation to targets and policy objectives. This independent challenge takes place through scrutiny of performance information and through in-depth review work. Annual overview meetings complement the in-depth scrutiny work by providing the opportunity for Select Committees to scrutinise the performance of all services falling under the remit of each Select Committee and ongoing challenges and emerging issues. Services are also held to account for the implementation of Select Committee recommendations approved by Cabinet.

Recognising the increasing pressure on the Council's finances, it is imperative that in-depth scrutiny reviews promote the Council's policy priorities and, where possible, seek to identify efficiencies and reduce demand for services. This has become an embedded part of the Select Committees work.

The Council has an Executive Scrutiny Committee that co-ordinates the work programme, chaired by a member from the Opposition groups, and has five themed Select Committees:

- Adult Social Care and Health Select Committee
- Children and Young People Select Committee
- Crime and Disorder Select Committee
- People Select Committee
- Place Select Committee

The number of Select Committees were reduced from seven to five in 2014. Under the previous structure, there were capacity and attendance issues across the Committees with the membership spread too thinly and so the opportunity was taken to reduce the number of Committees at that time in line with the reduction in Cabinet Member posts. If the number of Members on Cabinet was to increase again in the future, the number of Select Committees could again be reviewed, although it must be acknowledged that a demand for additional

Cabinet member posts would reduce the number of members available to carry out the Scrutiny function.

Details of the functions and terms of reference of Select Committees are included in **Appendix A**.

Scrutiny also takes place through joint approaches, including the Cleveland Police and Crime Panel, and joint health scrutiny committees.

The main legislative provisions of the Local Government Act 2000 in relation to scrutiny enable Committees and their Members to:

- Review and/or scrutinise
 - Decisions made by Cabinet and Council Officers in relation to key decisions
 - Actions carried out within the remit of the Council
 - The performance of the Council in relation to targets and policy objectives
- Have the right to call-in and examine (in accordance with the agreed timescale), decisions made by Cabinet, before the decision is implemented

The call-in function is a vital component of ensuring the accountability of the Executive. These powers were last used in 2019 regarding proposed additional expenditure on the Globe Theatre; an integral feature of the Council's plans to reshape its High Street and counteract the decline of the retail offer.

Though call-in provides a vital and effective means of holding the Executive to account, the fact that call-in has only been 'triggered' once by back bench members in Stockton on Tees within the last decade is in part testament to the fact that all political groups are engaged in and party to regular discussions regarding the content of the Council's Forward Plan. The 12 month rolling Plan is considered at each meeting of the Executive Scrutiny Committee and is discussed at length each month at the regular meeting of all Leaders of each political group.

In the light of the ongoing COVID-19 situation, Executive Scrutiny Committee will also have an important role in receiving regular updates and scrutinising the Council's response to COVID-19 and ongoing recovery actions.

The Police and Justice Act 2006 introduced powers for the scrutiny of local crime and disorder matters, principally through scrutiny of the Crime and Disorder Reduction Partnership (CDRP). At Stockton-on-Tees, the Crime and Disorder Select Committee performs this role.

The Committee has power to:

- consider crime and disorder related Councillor Calls for Action (CCfA)
- consider the actions of the CDRP
- make reports to the Local Authority and relevant partners

The Cleveland Police and Crime Panel (PCP) was introduced in 2012 in order to scrutinise the work of the Police and Crime Commissioner (PCC). The PCP and PCCs were both introduced by the Police Reform and Social Responsibility Act 2011. The Panel can:

- Review the draft Police & Crime Plan
- Publicly scrutinise the PCC's Annual Report
- Review and scrutinise decisions and actions of the PCC
- Review and veto the PCC's proposed precept levels-

Faced with such a duty and potential workload, the levels of activity within the Scrutiny Work Programme require careful management so as to be both deliverable and targeted towards priority areas. The work programme itself is formulated in the first instance by encouraging all members, external partners, Cabinet Members and Directors to choose topics for review which are then considered and prioritised by the Scrutiny Liaison Forum. This ensures that a wide variety of topics can be put forward for consideration, ranging from local community type issues, including Councillors Call for Action, to more strategic policy issues likely to benefit from scrutiny.

The Forum consists of all Chairs of Scrutiny Committees, Cabinet Members and CMT, who are tasked with identifying which topics are most deserving for review and these are matched with the appropriate Scrutiny Committee for consideration and establishment of timeframe. Such is the demand for topics to be considered, it is not uncommon for Select Committees to delegate reviews to Task & Finish Sub Groups of the Committee consisting of anything from 3-9 members.

The number of Select Committees currently has reduced over the last decade from 7 in 2011 to only 5 now in 2020, but the workload of Scrutiny has never been higher. It regularly includes evidence from front-line visitors and external partners such as the PCT, CCG, schools etc. The frequency of meetings has increased from every 6 weeks to now monthly and the number of reviews completed in 2018/19 was 12, compared to between 7-9 reviews carried out in the 4 years previous. Backbench members therefore need to serve on at least 1 Select Committee in order for all positions on the Committee to be filled.

What does this mean for future Council size?

The Scrutiny Work Programme typically covers a wide range of topics across all aspects of Council service and performance, as well as the service and performance of external organisations and stakeholders.

With such a duty and workload to deliver, it is vital that the existing Scrutiny structure be maintained to allow all non-Executive members the opportunity to hold Cabinet to account. In doing so, it allows all back bench members to utilise own particular skills and experience, supplemented by specific Scrutiny training, and informed by the views of their own residents, to deliver a comprehensive and worthwhile Scrutiny programme.

The Council continue to fulfil its Scrutiny duty within its existing structure with membership drawn from across all non-Executive members and from across all political parties and this will be supported by maintaining the current Council size.

Our recommendation is that the future size of Council be at the very least retained at its current size of 56 councillors.

8. STATUTORY FUNCTIONS

Stockton on Tees has Regulatory Committees as follows:-

- Planning Committee;
- Licensing Committee.

The Chair and Vice Chair of each are appointed by full Council and the Council has adopted an informal practice of not appointing any Cabinet Member to the position of Chair, Vice Chair or Member of any of the Regulatory Committees so as to be as open and transparent as possible and avoid any potential conflict of interest from those responsible for policy making. This does however reduce the number of Councillors available to serve on Regulatory Committees.

The Planning Committee meets every 4 weeks, and convenes special meetings as required, with its main functions being to:

- a) Consider and make recommendations to Cabinet and Council in respect of the Local Development Framework, including Development Plan Documents.
- b) Discharge the Council's functions as local planning authority, by determining applications for relevant consent.

This Committee is made up of 14 Councillors and is politically balanced in composition. Only those Councillors that have undertaken appropriate mandatory training held every year may sit, or substitute, on the Planning Committee. By having a Committee of this size, representation from members across the geographical spread of the Borough can be achieved.

The quorum for this Committee is 5 and meetings of the Committee are open to the public to attend and to speak at with attendance often being significant depending upon the extent of local feeling on a particular development. Site visits are arranged for applications that are deemed as being necessary by Planning officers in order for members of the Committee to see all aspects of the site in the presence of the applicant, objectors etc.

Planning matters and enquiries make up a significant proportion of Ward members correspondence and engagement and therefore Ward members are also encouraged to attend and speak on matters affecting their ward.

The full scheme of Officer Delegations in relation to determination of planning matters is set out within the Directorate of Economic Development & Growth's Scheme of Delegation. It includes provision for cases which appear to be extraordinary when viewed against established policy guidelines; or those cases where the Officer recommendation is for approval, but it constitutes a departure from the Development Plan; to be considered by the Planning Committee; as well as cases where there are more than 5 individual letters of response which are contrary to the recommendation of the case officer.

In 2019/20, officers acting under delegated authority determined 682 planning applications following appropriate consultation with relevant members. For general context, over the past 5 years no less than 50 major planning applications have been received each and every year. In addition there are also number of smaller and controversial planning applications which demand Members time and involvement. In 2019/20, more than 30 of these applications were determined by the Planning Committee.

A significant amount of the Council's housing growth is on developments on green field sites. Such sites often generate public interest and Member involvement. Coupled with the Council's planned investments within all of its Town Centres it is anticipated that the number of major planning applications will increase further in the coming years. As has been stated, with a growing population reflecting a 2.8% increase over the last seven years, with the authority already having the largest population in the Tees Valley, there is arguably a case for an increase in Council size.

What does this mean for future Council size?

A significant amount of the Council's projected housing growth is on developments on green field sites. Such sites often generate public interest and Member involvement within the process for determination of such planning applications is both inevitable and essential. Coupled with the Council's planned investments within all of its Town Centres, it is anticipated that the number of major planning applications will continue to increase further in the coming years.

It is therefore important to maintain Councillor capacity to discharge the Council's responsibilities as local planning authority and if necessary increase Council size beyond 56 Councillors in order to ensure that representation reflects the growing population of the Borough.

Both the General Licensing Committee and Statutory Licensing Committee are made up of 14 Councillors and are politically balanced in composition. The General Licensing Committee has scheduled meetings every 6 weeks, whilst the Statutory Licensing Committee and its Sub Committees meet as and when applications submitted under the Licensing Act 2003 are received.

Only those Councillors who have undertaken appropriate mandatory Licensing Training annually may sit or substitute on one of the Licensing Committees; or its Sub Committees. The quorum for the committees is 5 and its main functions are detailed at Appendix A but are summarised as follows:-

- Consider and give views to the Cabinet on the Council's Licensing Authority Policy Statement/Statement of Principles.
- To discharge the Council's functions under the Licensing Act 2003: and Guidance issued under s.182 of the Licensing Act 2003, to carry out the functions allocated to Committee.

In 2019/20, the Licensing Committees considered 19 Premise Licence applications/reviews; along with 13 hackney/private hire driver applications, as well as conducting a review of the Council's Licensing Policy. Under delegated authority, officers processed almost 8,000 different licensing applications. The number of licensing matters dealt with at Committee has remained consistent over the last decade with an average of 13 applications dealt with by members. It is not expected that this trend will change at all in the future.

What does this mean for future Council size?

Whilst the vast majority of licensing applications are determined under delegated powers, the required involvement of members within the process for determining licensing applications has been consistent over a number of years now and is not expected to change in the future.

The Council takes its responsibility for ensuring licensing policy is administered fairly and correctly, hence its insistence that elected members undertake mandatory licensing training each year to keep up to date with any emerging legislative changes or trends within the industry. Premise licence applications must be determined within a prescribed timescale, which can occasionally be at short notice if a review of licence has been requested by the Police or other public body.

By continuing to maintain elected member representation on the Licensing Committee at its present number, the Authority believes it is best placed to be able to respond to its licensing obligations in the future; and this would be supported through retention of Council size as 56 Councillors.

OTHER NON EXECUTIVE FUNCTIONS

The Council also appoints a Standards Panel, Audit & Governance Committee, Appeals & Complaints Committee, Schools & Local Joint Consultative Panels, and Investigation & Disciplinary Panel; the terms of reference of each are detailed in Appendix A.

The Audit and Governance Committee is comprised of 9 members appointed in accordance with political balance with its main responsibility being to monitor the integrity of the Council's financial statements and approve the Statement of Accounts. 5 meetings are held at times to suit necessary financial monitoring.

The Standards Panel is responsible for promoting the highest standards within the Council and to monitor the operation of the Member Code of Conduct. The Panel is made up of 3 Councillors drawn from 10 Councillors and is politically balanced in composition. Meetings are convened as and when required, as are meetings of the other Non-Executive bodies referred above.

What does this mean for future Council size?

The above functions provide valuable safeguarding and consultation mechanisms above and beyond statutorily required by the Council. Each of which have inherent specialisms such as a knowledge of the Council's financial regulations, which provide assurance for the whole Council.

Any reduction in Council size would potentially limit the capacity for elected members to continue to provide such assurance in the future.

Our recommendation is that the future size of Council be at the very least retained at its current size of 56 councillors.

9. EXTERNAL PARTNERSHIPS

Council and Cabinet each appoint Councillors to represent the Council on a variety of outside and joint body organisations, usually for the full term of Council i.e. four years. Outside body organisations can vary in size or purpose but typically include community groups, or regional or sub regional bodies active in the area, with the nominated elected members from the Council serving in either an executive or advisory capacity.

The frequency of meetings and time commitment required from members serving on the organisation varies, but the principle role of an elected member is to provide a conduit between the Council and the organisation that is mutually beneficial to the aims of each.

Executive members typically serve on more outside/joint bodies as their remit as Cabinet member is likely to coincide and be more relevant to bodies that are aligned to their portfolio.

Details of the current outside body appointments and representation are detailed below:-

No. of Councillors	Body
1	Adoption Tees Valley
1	Association of North East Councils Leaders and Elected Mayors' Group
1	Association of North East Council's Culture Partnership Board
1	Association of North East Councils Collaborative Procurement Sub Committee
1	Housing, Neighbourhood and Affordable Warmth Partnership
flexible	Hartlepool Power Station Community Liaison
4	LGA General Assembly
3	North East Regional Employers' Organisation (NEREO)
1	North Eastern Inshore Fisheries and Conservation Authority
2	Over 50s Forum
3	Ropner Trust
2	Safer Stockton Partnership
1	Schools' Forum
3	Spence Bequest Trustees Board
4	Standing Advisory Council of Religious Education
1	Stockton and District Advice and Information Service
2	Tees Active Management Board
1	Teesside and District Society for the Blind
5	Billingham Communities
2	Ingleby Communities
3	Norton Communities
5	Stockton Central Communities
3	Thornaby Communities
4	Stockton West
4	Yarm & Eaglescliffe Parish Communities
1	ARC
1	Bus Lane Adjudication Service Joint Committee
1	Catalyst
1	NEPO
1	North Tees and Hartlepool NHS Trust
1	Tees, Esk and Wear Valley NHS Trust
1	Teesside Environment Board
1	Northumbria Regional Flood Defence Committee

1 + 1 Sub	PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee
1	Teesside Airport Board
1	Tees Valley Local Access Forum
1	Teeswide Safeguarding Adults Board

Details for some of the key local, regional and national partnerships for the Borough are set out below:-

- Local Government Association (LGA)
- Association of North East Councils (ANEC)
- Tees Valley Combined Authority
- Health & Wellbeing Board
- Police & Crime Panel
- Cleveland Fire Authority
- River Tees Port Health Authority
- Teesside Pension Fund
- Locality Forums

The frequency of meetings and time commitment required from members serving on the above is largely unknown and will no doubt vary, with some such as Community Forums meeting monthly, other neighbourhood Partnerships such as Safer Stockton meeting bi-monthly, whilst others such as regional and national bodies meeting more infrequently but often requiring member travel or overnight stay. The organisations listed demonstrate the wide variety of role elected members are expected to carry out and often these bodies deliver a comprehensive training programme for members that are appointed.

In addition to the above, Ward members are often invited to take up either a formal role on their local school governing body (which they are subsequently appointed to by Cabinet) or to assist the school in some way whether it be general advice or assistance with P.T.A. matters etc.

It is also believed that many Councillors find themselves becoming involved in the activities of local community groups, sporting clubs or organisations within their ward, without any formal approval by Council, simply because they are at the heart of the communities and are often best placed to assist. The extent to which this occurs currently is again unknown at this point.

In order to understand in more depth the workload and extent to which Members are involved in supporting both external partnerships and the demands placed on them within their Community Leadership role and constituent casework, we have undertaken a survey of all 56 current elected members. The results of which are summarised in **Appendix 2**.

10. COMMUNITY INVOLVEMENT

Councillors have a high-profile role within their local communities; exercising community leadership is one of a councillor's most important responsibilities.

Working in local communities and supporting residents with casework enquiries forms a considerable part of the role. Since the last boundary review the way in which Elected Members carry out their role has changed significantly. The prevalence of social media, widespread use of mobile phones and email, means Councillors are available to residents all day every day thereby increasing the demands on councillors aligned to an equal expectation of immediate or rapid response to queries and complaints.

In addition, the Council's rationalisation of resources has meant changes to the way in which the Council interfaces with the community resulting in Councillors having become evermore the frontline representatives for the Council.

Councillors hold a minimum of two ward surgeries in their ward per month to listen to the views and concerns of local residents in their area and many undertake regular ward walks to spot problems on the ground. Acting in this representational role involves liaison with council services ensuring problems are resolved speedily and efficiently by the authority. It should be noted that in the last 5 months following the outbreak of Covid 19, informal feedback obtained from members has indicated an increase in the amount of support requested from them by their constituents as demand for services, including new services such as delivery of shopping / collecting prescriptions etc, have increased, along with requests for advice and guidance regarding welfare benefit, support for businesses, public health information, available exercise and leisure facilities, and much, much more.

Councillors have the ability to use a case work management system to support them in logging work and responding to their constituents, and all councillors are afforded the freedom to operate in a way that best reflects the diversity of our communities.

Added to this are the many ward-based community groups, non-Council meetings and community events that most members attend and support. Member's representational role means them actively seeking the views of residents through a variety of communication means as well as providing regular newsletters, blogs and web pages.

As with Member involvement with External Partnerships, the commitment required from members as a result of the demands placed on them by their own constituents is largely unknown but given that we are now living in an age where communication is immediate and response times more demanding than they may previously have been, we have attempted to understand more about the workload of our Councillors in this particular regard by asking them to comment on how they carry out their Community Leadership role. A summary of responses are referenced at **Appendix 2**.

With specific reference to engaging with Young People, Councillors are pleased to support and work with The Big Committee which is the decision-making core of Bright Minds Big Futures, a panel of young people who meet every six weeks to create, discuss and evaluate our initiatives. Their purpose is to work with the Council to make the Borough a great place to grow up and apply a young voice to its decision-making process.

Members of the Big Committee generally head a team of volunteers who focus on a particular issue, be it regeneration, health and well-being or education. The Committee also includes heads of Bright Minds Big Futures other major projects, SBC Correspondents and Social Action.

Members are also active in supporting democratic engagement and participation with a programme of all year round activity defined within the Council's Democratic Engagement Strategy. The principle aim of which is to see residents, partners and other key stakeholders actively getting involved in the Council's decision-making processes to meet their needs and aspirations. This is achieved by:-

- Providing numerous 'doors' of opportunity for residents, partners and other key stakeholders in Stockton-on-Tees to get involved in the democratic process.
- Publicising these opportunities to raise awareness, understanding and participation.
- Providing a service that is recognised for its integrity and creates public confidence in the democratic process.

Councillors are fully supported in their roles by a comprehensive member development strategy which is accredited by the LGA as Charter Plus.

Members undertake training and continuing professional development relevant to their role and responsibilities, including the following and are encouraged to take advantage of support offered by the LGA'S Leadership & Mentoring Programme with these roles:-

- Planning Committee
- Licensing Committee
- Employee Appeal Panel
- Appeals & Complaints
- Investigation & Disciplinary Panel
- Appointments Panel

Stockton- on-Tees Borough Council fully supports the Be a Councillor programme encouraging candidates to stand for public office and members make themselves available to prospective candidates to explain their own experiences as a member, as well as promoting their own political party's aspirations.

Following election, new and returning Members are offered a full Member Induction programme, which as well as including the training and continuous professional development outlined above, also includes:-

- Service Directorate Overviews
- Market Place showcase event of all Council services
- Democratic Services Drop-In
- Mandatory Constitution Overview
- Mandatory Children's Safeguarding & Corporate Parenting
- Mandatory Adults Safeguarding
- Mandatory Local Government Finance & Strategic Planning
- Health & Safety for Members
- GIS/Ward Profiles
- Data Protection Workshop
- Media for Members

In addition, briefings on new legislation, policy developments and key issues are provided to all Members via Member Policy Briefing sessions provided once and often twice a month.

The amount of time and commitment given by Members has been assessed by the Independent Remuneration Panel, which subsequently makes recommendations to the Authority as to the amount of basic allowance payable to Elected Members. This is based on a consideration also of the allowances paid to members of similar Local Authorities across the whole country; as well as the work members are expected to carry out.

The National Census of Councillors in 2018 revealed that Councillors on average spent 22 hours per week on Council business over and above any paid employment or voluntary work they also carried out.

The Special Responsibility Allowances for the Leader, Deputy, portfolio members and Chair & Vice Chair positions are in addition to the Basic Allowance and are similarly based on an assessment of the roles and responsibilities and consideration again of the allowances paid to members of similar Local Authorities across the whole country. On this basis, the leadership and portfolio roles are considered to be the equivalent of 30-37 hours FTE in terms of hours

and commitment, particularly given the general duties of a Councillor that still need to be undertaken whilst holding a cabinet position.

In recent years there has been a view that these allowances should be increased in order to more accurately reflect workload and commitment, however, financial constraints have led to a reluctance to implement such increases in times of austerity and, accordingly, some of those recommendations have been rejected in meetings of the Full-Council. The Members Allowances for 2020/21 have again been maintained with no increase in allowances made; a position unchanged since 2010.

CONCLUSION

The case has already been made within each section of this submission to the increasing workload of councillors, carrying out each of their various roles. With an increasing population to serve and a rise in Independent elected representatives reflecting the wide political views and aspirations of the community, there was already huge demands required of each representative prior to the Covid 19 pandemic outbreak.

Now, even greater emphasis is placed on each of our community representatives assisting community cohesion and rebuilding our economy, all of which will be shaped by our Council Plan. It is vital that all of our elected members can lead this critical work, communicating and engaging the message with all constituents of the Borough.

This Council therefore recommends to the Boundary Commission that the Council size should at least be maintained at 56 Councillors to ensure that the inevitable increasing needs of constituents are met.

APPENDIX A

The Business of Cabinet includes: _

- a) Taking decisions on the Council's main functions including on Education, Adult and Children's Social Care, Housing, Transport and Highways except where such decisions are delegated to another body or officer under this constitution;
- b) Determining the policies and strategies to be adopted and recommended to Council, including the Budget, Policy Framework and the Medium Term Financial Plan;
- c) Considering and making recommendations on the overall borrowing limits of the Council and the amounts required to be raised from Council Tax;
- d) Considering reports from:
 - the Corporate Management Team;
 - the Head of Paid Service, Monitoring Officer or the Chief Finance Officer;
 - Select Committees referred to Cabinet; and
 - Executive Scrutiny Committee following the exercise of call-in to refer matters back to Cabinet for re-consideration;
- e) Determining proposals for its Forward Plans;
- f) Considering Cabinet proposals referred back by the Council which fall to the Cabinet to determine or those referred to Cabinet by the Council, which fall to the Council to determine;
- g) Considering and referring to Council for approval, expenditure plans in respect of designated Government grants;
- h) Monitoring, considering and making recommendations to Council on the form and content of the Responsibilities for Functions, Council Procedure Rules and the Budget, Policy and Financial Procedure Rules;
- i) Considering and making recommendations to Council on financial thresholds for each service or function (at Directorate level or below as required/appropriate) above which any proposed expenditure or anticipated savings will be regarded as significant, and therefore, a key decision for the purposes of Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012;
- j) Considering the minutes of Joint Bodies and Partnership Boards and approving matters as required or referring matters to Council to be received or approved, together with any recommendations on policy or service delivery which may arise;
- k) Considering the Terms of Reference for ad hoc, time limited working parties and making recommendations to Council for their establishment;
- l) Considering and referring to Council with recommendations for approval, arrangements for the appointment of the Managing Director, Directors of Service and Assistant Directors of Service; and
- m) Exercising overall responsibility for land, property, ICT, personnel and other resources, including acquisition, disposal and expenditure on the maintenance of assets.

The Leader will:-

- a) ensure that a record is kept of the executive functions which are the responsibility of individual Cabinet members, any Cabinet Committee or Sub-Committee, officers or joint arrangements;
- b) chair the Cabinet and agree/accept the business to be covered at Cabinet meetings;
- c) select the Cabinet members and determine their Portfolios of responsibility;
- d) appoint the Deputy Leader of the Council;
- e) appoint Committees and sub-committees of the Cabinet and determine their powers;
- f) represent and act as ambassador for the Council (recognising the role of the Mayor);
- g) have overall responsibility for:
 - (i) policy development and design

- (ii) Ministerial and Members of Parliament/European Parliament liaison.
- h) represent the Council's views on matters of corporate or strategic policy and any other matters which are within the Leader's terms of reference; and
- i) present to the Council "State of the Borough" reports and be responsible for related debates.

The Deputy Leader will fulfil the responsibilities of the Leader in the Leader's absence, or when the Leader is otherwise unable to act.

FUNCTIONS OF SCRUTINY AND SELECT COMMITTEES (GENERAL)

The Council will appoint the Executive Scrutiny and Select Committees to discharge the functions conferred by section 9F of the Local Government Act 2000 together with such other Scrutiny and Select Committees as it may consider necessary and appropriate from time to time.

Select Committees will:

- a) review and/or scrutinise decisions made, or actions taken in connection with the discharge of any of the Council's functions;
- b) in accordance with the terms of the Constitution, make reports and/or recommendations to Cabinet or full Council in connection with the discharge of any functions;
- c) consider any matter affecting the area or its inhabitants;
- d) monitor and review performance information relating to its thematic area and achievement of corporate policy objectives;
- e) question members of the Cabinet, Chief Officers and Senior Officers about their decisions and performance, whether generally in connection with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- f) following liaison with the Executive Scrutiny Committee each Select Committee will adopt a programme of time-limited scrutiny reviews in relation to specific policy development and the review of existing policy and any other matter considered appropriate that reflects corporate priorities
- g) receive requests pursuant to the Councillor Call for Action under section 9FC of the Local Government Act 2000 and consider all relevant matters; and respond, as soon as their work programme permits, to requests from the Council and from the Cabinet, via the Executive Scrutiny Committee, (for instance, as regards matters in its forward plans) to review particular areas of Council activity. Where they do so, the Select Committees shall report their findings and any recommendations back to the Executive Scrutiny Committee, Cabinet and/or Council, as appropriate.

Select Committees *may*:

- a) make recommendations to assist the Council in the development of its budget and policy framework by conducting in-depth analysis of policy issues and considering existing policies and the effectiveness of their delivery;
- b) in respect of policies which do not form part of the Budget and Policy Framework Rules, make proposals to the Executive Scrutiny Committee and thereafter to Cabinet for developments in so far as they relate to matters within their terms of reference;
- c) conduct research, undertake community and other consultation in connection with the analysis of policy issues and possible options for change;
- d) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- e) question and gather evidence from any person (with their consent);
- f) hold inquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process, including conducting site visits, conducting public surveys, holding public meetings,

commissioning research and doing all other things that they reasonably consider necessary to inform their deliberations;

- g) ask witnesses to attend to address them on any matter under consideration and may pay to any advisors, assessors and witnesses a reasonable fee and expenses for doing so;
- h) liaise with other external organisations operating in the area, whether national, regional or local, to ensure the interests of local people are enhanced by collaborative working; and
- i) review and scrutinise the performance of other public bodies in the Council's area and invite reports from them by requesting them to address Select Committees and local people about their activities and performance.

Select Committees should report annually to the Executive Scrutiny Committee and full Council on their workings and may make recommendations for future work programmes and amended working methods if appropriate.

All Scrutiny and Select Committees will conduct their proceedings in accordance with the Scrutiny and Select Committee Procedure Rules set out in the Council's Constitution.

The Scrutiny Liaison Forum is an informal Councillor/Officer Group which includes Cabinet members, members of the Corporate Management Team, Executive Scrutiny Chair and Select Committee Chairs.

The Scrutiny Liaison Forum will:

- a) meet annually to provide a Forum to foster and develop a closer, more constructive working relationship between the Cabinet Members, the Corporate Management Team and Scrutiny Chairs and thereby assist in the efficient and effective working of scrutiny and the scrutiny work programme in order to deliver the Council's key priorities and secure added value and to consider the Scrutiny agenda for the forthcoming municipal year;
- b) receive briefings from Cabinet Members, Corporate Management Team and Scrutiny Chairs on emerging policy development areas;
- c) consider the current scrutiny work programme position and progress in delivering its aims;
- d) consider and ensure support for the current scrutiny work programme and its delivery;
- e) consider any special issues which may require urgent policy development advice or scrutiny work; and
- f) undertake appropriate liaison with the Executive Scrutiny Committee on future policy development issues and review topics.

Functions of Regulatory Committees

Planning Committee

The main functions of the Committee are to:

- a) consider and make recommendations to Cabinet and Council in respect of the Local Development Framework, including Development Plan Documents.
- b) discharge the Council's functions as local planning authority, by determining applications for relevant consent which are set out below:
 - those cases which appear to the Director of Economic Growth & Development and Neighbourhood Services or the Head of Economic Growth and Development Services to be extraordinary when viewed against established policy guidelines, or warrant consideration by Planning Committee;
 - development proposed by the Council itself except those of a minor nature as detailed in the definitions associated with the operation of the scheme of delegation;
 - those cases where the Officer recommendation is for approval, but it constitutes a departure from the Development Plan;

- those cases where there are more than 5 individual letters of response which are contrary to the recommendation of the case officer, with the exception of mobile phone mast applications where they remain delegated regardless of the number of objections received and permitted development rights applications which require prior notification to the local planning authority and notification to neighbours and which result in a deemed approval if the applicant has not been formally notified of a decision by the last day of the relevant statutory period for determination;
 - where a Member requests in writing or by email within 21 days of publication of details of the application that the Committee should determine the application on the grounds of a matter of fundamental principle or precedent;
 - those cases which involve development on land owned, or in which an interest is held, by a Council Member (or their spouse/partner) or by any member of the Council staff (or their spouse/ partner) as far as is reasonably practicable will be referred to Planning Committee where an objection representation has been received to the planning application;
- c) have the power to impose any condition, limitation or other restrictions on an approval, consent, licence, permission or registration granted:
- in the exercise of a function specified in (b) above; and
 - where not delegated to the Cabinet, in the exercise of any function under a local Act.
- d) determine any other items to which any such approval, consent, licence, permission or registration is to be subject where:
- the applicant is a member of staff of Planning Services or their spouse or partner;
 - the officer recommendation is for approval, but it constitutes a departure from the Development Plan; and
 - they appear to the Director of Economic Growth & Development or the Head of Economic Growth and Development Services to be extraordinary when viewed against established policy guidelines or to warrant consideration by the Planning Committee.
- e) subject to Cabinet approval:
- exercise powers and duties relating to local development documents which are development plan documents;
 - power to agree to establish a joint Committee to be, for the purposes of Part 2 of the Planning and Compulsory Purchase Act 2004, a local planning authority; and
 - power to agree to confer additional functions on a joint committee.

To determine whether to make a recommendation to Cabinet that Full Council resolves to proceed to a referendum following the independent examination of a Neighbourhood Plan or Order, and the publication of the examiner's report, including whether to:

- a) Make modifications to correct errors or to make the plan or order comply with the basic conditions;
- b) Extend the area within which the referendum(s) is/are to take place; and
- c) Refuse the plan proposal as it does not meet the basic conditions to refer any unresolved issues to a further independent examination.

To determine whether to make a recommendation to Cabinet that Full Council resolves to make a Neighbourhood Plan or Order including:

- a) Following a referendum, where more than half of those voting, voted in favour of the proposal, but making the Plan or Order may be incompatible with any EU obligation or a breach of the convention on Human Rights; or

- b) Where, in a business area, two referendums have been held and where more than half of these voting, voted in favour of the proposal in one but not the other referendum.

FUNCTIONS OF THE GENERAL & STATUTORY LICENSING COMMITTEE & SUB COMMITTEE

The General Licensing Committee will:

- (a) consider and give views to the Cabinet on new and amended policy, local acts and byelaws etc. in relation to all licensing functions. Except for the Council's Licensing Authority Policy Statement/Statement of Principles.
- (b) consider and give views to Cabinet/other Committees of the Council on any matter which includes but is not entirely a licensing function;
- (c) discharge the Council's functions as a licensing authority, within the agreed policy other than those functions under the Licensing Act 2003 and Gambling Act 2005;
- (d) determine whether, and in what manner, to enforce (save for prosecution) any failure to comply with any approval, condition, procedural requirement;
- (e) determine whether, and in what manner, to enforce (save for prosecution) any other contravention in relation to a matter with regard to which the functions of determining an application for approval, consent, licence, permission or registration is the responsibility of the Licensing Committee.
- (f) Consider and
 - amend, modify or vary any such approval, consent, licence, permission or registration as is mentioned in the preceding paragraphs or any condition, limitation or term to which it is subject; or
 - revoke any such approval, consent, licence, permission or registration except for revocations in the interests of public safety under Section 61 (2B) of the Local Government (Miscellaneous Provisions) Act 1976.

The Statutory Licensing Committee/Sub Committee will:-

Consider and give views to the Cabinet on the Council's Licensing Authority Policy Statement/Statement of Principles.

To discharge the Council's functions under the Licensing Act 2003: and Guidance issued under s.182 of the Licensing Act 2003, to carry out the functions allocated to Committee.

FUNCTIONS OF THE AUDIT AND GOVERNANCE COMMITTEE

- (a) monitor the integrity of the Council's financial statements and approve the Statement of Accounts;
- (b) approve the Annual Governance Statement;
- (c) oversee risk management and the Council's risk registers;
- (d) review any proposed changes to accounting policies and procedure rules;
- (e) consider budget reports and the effect of government announcements on the Council's finances;
- (f) review Financial Update reports identifying the impact on the Medium Term Financial Plan and Treasury Management Strategy;
- (g) approve the role and responsibilities of the Internal Audit Service (the Services' functions, aims and objectives);
- (h) receive and consider the Annual Audit Letter from the Council's External Auditor;
- (i) agree the programme of value for money work;

- (j) approve the internal and external audit plans;
- (k) review Internal Audit work on a quarterly basis; internal and external annual reports together with any management response and receive details of specific significant issues highlighted via audit work and refer to the Executive Scrutiny Committee; the Select Committees; Cabinet or Council, as appropriate, any issues arising which are key in nature;
- (l) maintain an overview of the Council's Constitution in respect of contract procedure rules, financial regulations and codes of conduct and behaviour, and consider the Council's compliance with its own and other published standards and controls; and
- (m) consider details of any key ethical and wider corporate governance issues which may be referred to it.

FUNCTIONS OF THE STANDARDS PANEL

The Standards Panel will:

- a) Promote high standards of conduct;
- b) Following a referral from the Monitoring Officer, consider whether or not to investigate a complaint about Councillor conduct;
- c) Conduct Hearings into allegations of a breach of the Members Code of Conduct;
- d) Having concluded a hearing, make one of the following findings: that the Councillor had not failed to comply with the Code of Conduct of the authority concerned;
 - that the Councillor had failed to comply with the Code of Conduct of the authority concerned but that no action needs to be taken in respect of the matters which were considered at the hearing; or
 - that the Councillor had failed to comply with the Code of Conduct of the authority concerned and to determine or recommend to Council the appropriate sanction:
- e) Following a referral from the Monitoring Officer, and in consultation with an Independent Person, consider requests by a Councillor for dispensation in relation to a disclosable pecuniary interest;
- f) In consultation with an Independent Person, consider any appeal by a Councillor against a refusal by the Monitoring Officer to grant a dispensation in relation to a disclosable pecuniary interest; and
- g) Exercise the above functions above in relation to Parish/Town Councils wholly or mainly in its area as required by the Localism Act 2011.
- h) This panel will be made up of 3 Councillors drawn from 10 Councillors and will be politically balanced in composition.

FUNCTIONS OF THE APPEALS AND COMPLAINTS COMMITTEE

The Appeals and Complaints Committee will Consider and make recommendations in relation to complaints against any decision made by or on behalf of the Authority, including making recommendations on highways/traffic appeals, and appeals against decisions made by a Committee, Panel or an Officer, but excluding appeals which are within the remit of other Panels or which by statute are subject to determination by a person or body other than the Council.

This Committee will be made up of 7 Councillors and will be politically balanced in composition. Only those Councillors who have undertaken appropriate training may sit on the Appeals and Complaints Committee.

FUNCTIONS OF THE INVESTIGATION AND DISCIPLINARY PANEL

The Investigation and Disciplinary Panel will:

- a) consider allegations/issues regarding disciplinary matters, capability and grievances relating to the Chief Officers who are Statutory Officers of the Council (the Head of Paid Service, the Monitoring Officer and the Chief Finance Officer) and authorise a preliminary investigation;
- b) appoint an Independent Investigator to investigate allegations of misconduct, grievances, capability or other appropriate matter and commission reports from the Investigator. Before appointing an independent investigator, the Managing Director/Statutory Chief Officer shall be invited to make representations unless it is impracticable to do so;
- c) determine appropriate action upon receipt of any preliminary investigation report;
- d) decide whether to suspend the Managing Director and to review any such decision. Before deciding to suspend the Managing Director, the Committee shall invite representations from the Managing Director unless it is impracticable to do so.
- e) Determine what action should be taken against a Statutory Chief Officer following an investigation. This could include a hearing and action short of dismissal. In the event that the Committee hears a matter that could result in the dismissal of a Statutory Officer then the Independent Persons Panel shall be invited to meet concurrently with this Committee.
- f) In relation to disciplinary action affecting the Statutory Chief Officers, consider the issues including the conclusions of any investigation and make recommendations to Full Council as to dismissal or other alternative action.

This panel will be made up of 5 Councillors, including at least one Cabinet Member and not more than two (politically balanced). Only those Councillors who have undertaken appropriate training may sit on the Investigation and Disciplinary Panel. The quorum is 2 of whom no more than one may be a Cabinet member. The panel will operate in accordance with the following procedure rules:

- Applicable rules include the Employment Procedure Rules, relevant Council Procedure Rules and the Council's Grievance, Disciplinary and Capability procedures.
- In conducting any hearing, the Committee shall have regard to the model disciplinary procedure in the JNC handbook for Chief Executives and Chief Officers as appropriate.
- The Managing Director and any Chief Officer shall have the right to be accompanied at any Investigation and Disciplinary Panel Meeting, including a hearing.
- With the exception of a decision recommended to Council and approved that a Statutory Officer be dismissed, there shall be a right of appeal to the Employee Appeal Panel against any decisions made by this Committee to take disciplinary action against a Chief Officer.

Diagram to represent the decision-making structure of Stockton-on-Tees Borough Council

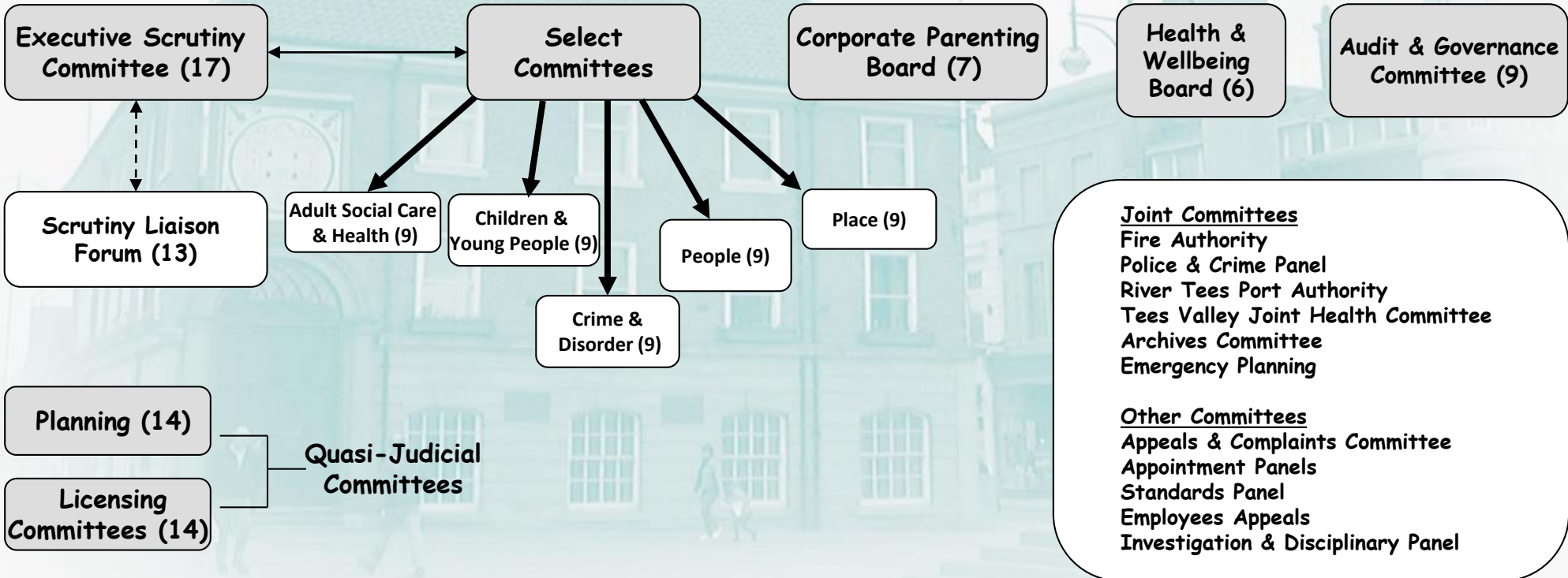
Full Council

Total of 56 Elected Members covering the 26 Wards of Stockton on Tees

Labour - 24 Cllrs
 Conservative - 14 Cllrs
 Liberal Democrats - 2 Cllrs
 Independent - 1 Cllr

Ingleby Barwick Independent Society - 3 Cllrs
 Thornaby Independent Association - 7 Cllrs
 West Words (Independent) - 2 Cllrs
 Fairfield & Yarm Independents - 3 Cllrs

Committees



Executive Arrangements - PTO

Cabinet - is a collective decision maker led by the Council Leader (Chair) and 6 other Members with portfolios of services

Leader

Access, Communities & Community Safety

- Liaison with Neighbourhood Bodies:-
 - o Locality Forums
 - o Town and Parish Councils
 - o Wards
 - o Voluntary Community & Social Enterprise Sector (VCSE)
- Community Cohesion and Equality:-
 - o BME
 - o Travellers
 - o Hard to Reach
 - o Asylum Seekers
- Rural Policy
- Community Engagement, Consultation
- Community Empowerment
- Access to Services, including Customer First, Customer Relations Management and use of new technology in customer services
- Registrars
- Welfare Rights
- Fair Trade
- Consultee for Officers' delegated decisions
- Attendance at the opening of tenders
- Community Safety
- Community Wardens Service
- Licensing
- Environmental Health
- Trading Standards
- Consumer Advice
- Public Health/Food Safety
- Anti-social Behaviour
- Arson Reduction
- Champion in all related portfolio topic areas
- Representation on relevant Outside Bodies

Health, Leisure & Culture

- Public Health;
- Healthy Communities
- Health promotion, preventative health and health improvement
- Drugs and alcohol related issues
- Partnerships with Health
- 0-19 Health Services
- Healthy Schools Programme
- School Holiday Enrichment programmes;
- Tackling social isolation and loneliness
- Domestic Abuse
- Arts Strategy
- Libraries
- Museums
- Theatre
- Riverside Festival
- BIFF
- Events
- Parks Strategy (in conjunction with the Cabinet Member for Environment and Housing)
- Countryside (in conjunction with the Cabinet Member for Environment and Housing)
- Leisure
- Sports Development
- Development of Tees Valley Sports Partnership
- High Achievement in Sport Strategy and Policy
- Cultural Services and Strategies
- Leisure Facilities Management
- Liaison with Tees Active Trust
- Representation on relevant Outside Bodies
- Consultee for Officers' delegated decisions
- Attendance at the opening of tenders
- Champion in all related portfolio topic areas

Adult Social Care

- Commissioning and provision of services for adults and older people
 - Integrated commissioning and provision of services for people with mental health problems and people with learning disabilities;
 - Commissioning and provision of services for people with physical disabilities, including sensory loss and palliative care;
 - Independent Living
 - Representation on relevant Outside Bodies
 - Consultee for Officers' delegated decisions
 - Attendance at the opening of tenders
 - Champion in all related portfolio topic areas
- Deputy Leader**
- *To fulfil the responsibilities of the Leader in the Leader's absence, or when the Leader is otherwise unable to act.*

Children & Young People

- Children and Young Peoples Plan
- Social Care Assessment and Fieldwork
- Looked After Children and Young People leaving care
- Integrated Youth Support
- Youth MPs (Shared with Leader)
- School Effectiveness
- Early Years
- Complex Needs
- Special Educational Needs
- Transitions
- Workforce Development
- 14-19 Partnership
- Youth Offending Services
- Representation on relevant Outside Bodies
- Consultee for Officers' delegated decisions
- Attendance for opening of tenders
- Champion in all related portfolio topic areas

Environment & Transport

- Care for Your Area Services:-
 - Street Cleansing
 - Refuse Collection
 - Parks Maintenance
 - Grounds Maintenance
 - Horticulture
 - Road and Footpath Repairs
 - Waste Management
 - Recycling
- Environmental Policy
- - pollution
- - climate change
- - biodiversity
- - environmental aspects of transport planning
- Emergency Planning (including flood risk management)
- Representation on relevant Outside Bodies
- Consultee for Officers' delegated decisions
- Attendance at the opening of tenders
- Local Transport Plan
- Street Lighting
- Engineering and Transport
- Road Safety
- Traffic Management
- Highways Design, Structures (and Maintenance)
- Champion in all related portfolio topic areas

Regeneration & Housing

- Economic Development
- Town Centre Developments
- Town Centre Management
- Regeneration
- Planning
- Building Control
- Markets
- Employment Initiatives
- Tourism
- Housing Strategy and Policy
- Homeless Advice
- Private Sector Grants
- Housing and Council Tax Benefits
- Housing Regeneration
- Liaison with Thirteen
- Housing Association
- Investment and Performance
- Right to Buy
- Home Ownership Assistance Schemes
- Tees Valley housing/market renewal
- Adult Education
- Representation on relevant Outside Bodies
- Consultee for Officers' delegated decisions
- Attendance at the opening of tenders
- Champion in all related portfolio topic areas

- Combined Authority
- Regional/Sub Regional Economic Growth
- Rail North
- Agreement of Business to be covered by and chairing of the Cabinet
- Responsibility for items of considerable corporate significance which transcend the responsibility of individual Cabinet Members (i.e. budget preparation, preparation of the Medium Term Financial Plan)
- External partnerships e.g. Representative on the Leaders Board/TVU and the broader strategic economic growth agenda;
- To agree and present Forward Plans to Cabinet/Council
- Representation on relevant Outside Bodies
- Consultee for Officers' delegated decisions
- Business Champion, business support

- Champion in all related portfolio topic areas
- European inward investment
- Family Poverty
- City Deal
- Communications – including social media
- Corporate Management and Finance as follows:-
- Finance
- ICT
- Taxation
- Risk Management
- Asset Management and Capital Strategy

- Procurement
- Policy and Performance
- Xentral - Stockton Darlington Partnership
- Central Support Services
- Human Resources
- Efficiency
- Administration
- Legal & Democratic Services
- Youth MPs
- Corporate Governance
- Civic Services
- Standards and Probity

Leader

Role	Red	Amber	Green	Skills
I provide the political leadership to the Council, including proposing the political framework within which the Council will operate and to take such executive action as may be delegated by the authority				Advocacy
I ensure effective Corporate Governance including working with the opposition groups to seek to achieve where possible cross party cooperation				Analytical
I provide leadership representation by the Council on local, regional and national organisations ensuring that the views of a wide variety of partners from the public, private, voluntary and 3rd sector are heard by the Council; and our own response/ position on issues are considered.				Articulate
I lead the Cabinet and ensure that its work is conducted in accordance with the Councils Constitution and with due regard to any statutory provisions set out in legislation				Assertiveness
I ensure that Cabinet achieves its terms of reference both collectively and as individual portfolio holders				Chairing
I ensure the effective integration of roles, responsibilities and functions within the Cabinet membership				Communication
I communicate the Administration's policies and priorities to the Corporate Management Team and receive their advice				Conflict Resolution
I ensure, through working with the Chief Executive, the long term financial, business and economic stability of the Council				Consultation
I am the ambassador voice of the Council, for example, in its dealings with Central Government, other Local Authorities and their Associations and positively promote the Council as a whole in the media				Cultural Awareness
I act as the political spokesman for the Council				Debate / Questioning
I encourage the highest standards of probity and corporate governance for the well being of the Borough				Equality and Diversity
				Facilitation
				Financial Awareness
				Interpersonal Leadership
				Listening
				Media
				Mediation
				Mentoring
				Negotiating
				Networking

Leader

Role	Red	Amber	Green	Skills
				<p>Openness and Transparency</p> <p>Partnership Working</p> <p>Public Speaking</p> <p>Report Writing</p> <p>Risk Assessment / Management</p> <p>Stress Management</p> <p>Team / Consensus Building</p> <p>Time Management</p> <p>Understanding of Internal and External Stakeholders</p> <p>Understanding of the Role</p> <p>Outcomes</p> <p>An effective Council</p> <p>Increased Customer Satisfaction</p> <p>Improved Service</p> <p>Improved Efficiency</p> <p>Improved Performance</p> <p>Improved Community Representation</p>

Cabinet Member

Role	Red	Amber	Green	Skills
I participate effectively as a member of the Executive and take joint responsibility with colleague Executive Members for all actions and are accountable collectively.				Accountability Advocacy
I challenge issues prior to making decisions if I feel it is appropriate to do so and I ensure that appropriate regard is taken to the community's interest and any equality and diversity issues.				Analytical Articulate Assertiveness
I encourage openness and honesty				Chairing
I exercise delegated powers in accordance with the Councils Constitution				Communication
I shape and develop the Strategic priorities and vision of the Council, participate in debates and discussions about policy issues across a range of services provided by the Council				Conflict Resolution
I act as the lead member for a particular portfolio as may be determined by the Leader of the Council, but in doing so, have regard to the overall collective responsibilities of the Executive and the Council's corporate policy objectives				Consultation Cultural Awareness
I recognise the differing roles of Members and officers in the Council's Constitution				Debate / Questioning
In connection with my portfolio, I:- • Build good relationships with appropriate senior officers and work with them in developing policy or strategic issues prior to formal reporting and am supportive in dealing with any problems at strategic level				Equality and Diversity Facilitation
• Keep abreast of related developments and policies at national, regional and local level				Financial Awareness
• Enhance the Council's reputation through taking the national stage where possible and participating in regional and national networks				Interpersonal Leadership
• Aim for the Authority to be at the forefront of service development and provision where possible; take an active interest in related performance indicators and rankings, including visiting Beacon Council's and exemplars of good practice				Listening Media Mediation Mentoring Negotiating

Cabinet Member

Role	Red	Amber	Green	Skills
<ul style="list-style-type: none"> • Represent the Executive at the Executive Scrutiny Committee in connection with any related matter that may be 'called in'. Similarly, attend the Executive Scrutiny Committee and Select Committees at their request in connection with any other issues associated with the Executive Member portfolio that are being scrutinised 				Openness and Transparency Partnership Working Public Speaking
<ul style="list-style-type: none"> • Am aware of issues of importance to the community and other stakeholders concerning portfolio services and work towards implementing the Community Strategy 				Report Writing Risk
<ul style="list-style-type: none"> • Am aware of the key budgetary issues affecting the portfolio of the Executive Member 				Assessment / Management
<p>I represent the Council on external bodies, as appointed, and feedback to the executive and issues of relevance/importance</p>				Stress Management
<p>I facilitate a corporate leadership role where appropriate to do so and foster links through partnerships such as the Strategic Partnership</p>				Team / Consensus Building
<p>I, with my colleague Executive Members and Senior Management Team are available for other members to discuss any queries or matters of concern</p>				Time Management
<p>I positively promote the portfolio and where appropriate, act as the spokesman with the media for that portfolio area</p>				Understanding of the Role
				Outcomes An effective Cabinet Increased Customer Satisfaction Improved Service Improved Efficiency Improved Performance Improved Community Representation

MEMBER SURVEY

ANALYSIS BASED ON RESPONSES SUBMITTED BY 38 OF 56 ELECTED MEMBERS (68%)

EXTERNAL PARTNERSHIPS

	Comments
1. Are you currently a member of an external partnership, outside body or joint body organisation as a direct result of your appointment by Council or Cabinet?	68% of members responding are currently a member of external partnerships, outside body or joint body organisation as a direct result of their appointment by Council or Cabinet
2. (If yes) In an average month, how many hours do you spend on activity associated with that organisation; and how is that time accumulated? i.e. attendance at/travel to meetings; reading or dealing with correspondence; other activity (please describe)	The majority of members spent no more than 8 hours per month on these activities, however, 5 members time did exceed 8 hours with the maximum being up to 30 hours per month.
3. Are you involved in some capacity in the activities of any other organisation or body as a result of your position as Ward Councillor? (without any formal appointment by Council/Cabinet). If yes, describe the body(s) in question and explain your role/involvement.	19 members advised that they were also active on additional bodies such as local resident associations and committees, community centres boards and community centre groups, and community partnerships. Several members were also on their Town/Parish Council Members sat on a range of single issue groups or boards including: <ul style="list-style-type: none"> • environmental groups, • Alzheimer's Society, • Ropner Trust, • Yorkshire Ridings Society, • Town Centre Steering Group, • Town Hall Restoration Project, • Thornaby Show Committee, • Town Deal Board, • St Peter's Church Roof Restoration
4. In an average month, how many hours do you spend on activity associated with that organisation; and how is that time accumulated? i.e. attendance at/travel to meetings; reading or dealing with correspondence; other activity (please describe)	Again, the majority of members spent around 8 hours per month on these activities, which when combined with those bodies to which they are officially appointed to (see 1 above), increases the time spent to an average of around 16 hours on 'outside body activity' in total. 4 members time did exceed 8 hours with the maximum being up to 55 hours per month.

Appendix 2

	<p>The types of these additional bodies involved in were varied and included community groups, residents' groups, school governing bodies, Environmental groups, charities, nursing homes and youth clubs.</p> <p>Activities included:</p> <ul style="list-style-type: none"> • Correspondence • Preparation for meetings • Attending meetings • Follow up work/dealing with problems/giving advice
<p>5. As a Ward Councillor, how often are you contacted directly by organisations such as Housing Associations, the Police, Healthcare etc); and how much time do you then spend corresponding with them on a matter typically?</p>	<p>Nearly all members were in touch with these organisations regularly, with 3 stating they were in touch with them daily and 1 stating they were constantly in touch.</p> <p>Time spent on issues varied up to 30 hours a month, but most spent at least 4 – 6 hours a month working with these organisations.</p>
<p>6. How do you feel about the workload involved regards the number of committees and outside bodies you are appointed to? Is it manageable or too extensive? Who would you approach if you felt the workload became unmanageable?</p>	<p>All but 2 members said they found their current workload of supporting both Council Committees, Outside Bodies & Community bodies manageable.</p> <p>People they would contact if they felt it was unmanageable were:</p> <ul style="list-style-type: none"> • Leader/whip • Fellow councillors • Democratic services • Officers

COMMUNITY REPRESENTATION

	Comments
7. In an average week, how much time do you spend in direct contact with constituents? (This does not include members who have special responsibility such as Cabinet Members, Chair/Vice Chair of Committees, Mayor etc which will be covered in later questions; but is solely confined to direct contact on ward matters)	All members commented that it varied depending upon issues that emerged but typically it ranged from around 10 - 20 hours a week working with constituents; with others emphasising they were never 'off duty' and were therefore effectively on call 24/7.
8. Do you have to travel to get to your ward and how long do you spend travelling?	61% of respondents lived within their ward and therefore incurred little in the way of travelling other than within their ward. 13 members stated they travelled to their ward, taking between 5 – 15 minutes travelling.
9. Please rank, with <i>1 being the highest</i> , the most popular method constituents use to engage with you: -	
Telephone call	Alongside e-mail, telephone contact was still the most common form of contact by constituents.
Text message	
E-mail	The most popular form of contact by constituents; higher than text or telephone.
Social media	The overwhelming majority of members responding now used some form of social media and this was reflected in the increasing amount of contact from constituents via this method.
Ward surgery	For the majority of members, contact via this facility was one of the least popular methods of contact now.
Correspondence	Similar to ward surgeries, this was now not a common form-of contact with constituents.
Via forums such as community centre management committees, community interest groups	As a reflection of the extent to which members were involved with such organisations, this was a popular means of contact with ward councillors regarding matters affecting the ward as a whole, rather than personal constituent issues.

		Comments
	Ward walks	Ward walks of some form were practiced by the majority of members and were a constant source of engagement with constituents.
	Chance encounter	With the majority members living within the ward they represent, chance encounters and contact with constituents was seen as a regular event and very much the norm.
	Other (please explain how) <ul style="list-style-type: none"> • Contact leads to home visit • Speaking to residents via Grangefield Talks • Residents pop in to shop with issues • Community events • When socialising e.g. pub, shopping, walking • Knock on doors every Saturday 	
10. Is there any sort of pattern regards time and day of the week that contact is made? If it varies, can you give some examples?		<p>Most stated that there was no pattern.</p> <p>Due to the variety of means available for the public to now engage with their Ward Cllr, Members were being contacted early mornings, late at night, during the week, weekends and during bank holidays.</p> <p>It was noted that emails and social media meant that constituents were able to make contact digitally at any time.</p> <p>It was also noted by some members that contact increased when newsletters and Stockton News were delivered.</p>

	Comments
11. Do you find that the number of constituents contacting you increases year on year; or does it generally vary depending on circumstances within your ward?	<p>Over 60% of members responding felt that contact had increased year on year. This was probably due in part to the increasing role of social media as another means of contact.</p> <p>Others felt it was constant or could not comment as they were only in their second year</p>
12. Following a constituent's request for help, how long would a typical case usually take to resolve?	<p>Members said that this was all dependent on the case, and that there was no typical case.</p> <p>Most stated that cases could be resolved either quickly with a phone call/email or within a couple of weeks at the most.</p> <p>However, it was noted that some cases could take months, or even years to resolve.</p>
13. Are constituents usually prepared to allow you to respond when you are able to do so, or when you have promised; or are they in the habit of repeatedly contacting you for progress updates?	<p>Most stated that constituents were prepared to wait, however they did provide updates/contact with their residents if the matter is not resolved quickly.</p>
14. If you do have a special responsibility such as Cabinet Member, Chair of a Committee, Mayor, etc - how do you find the balance of carrying out those activities and those of being a ward member?	<p>Most did not feel there was any conflict with their special responsibilities and their ward work and were able to manage their time effectively.</p> <p>When they did feel pressured, members noted that they relied on the help of their fellow ward member.</p>
15. Cross Ward Boundary Issues – How often do you find you are contacted by Constituent for a matter not affecting your ward and therefore must signpost the Constituent?	<p>Members reported this happening regularly in the following wards:</p> <ul style="list-style-type: none"> • Village • Stainsby Hill • Stockton Town Centre • Parkfield & Oxbridge (from Stockton Town Centre) • IB West • IB East • Hartburn

	Comments
	<ul style="list-style-type: none"> • Fairfield • Billingham West • Billingham Central
16. Do you get involved in advocacy work on behalf of constituents? If so, what type of dispute or organisation do you generally find yourself dealing with?	<p>Most Members (85%) had been involved in advocacy work. Only 5 members said they never or seldom get involved in advocacy.</p> <p>The diversity of issues they were involved in included:</p> <ul style="list-style-type: none"> • Welfare rights • Benefits and Pensions • Neighbourhood disputes • Housing • Planning • Child protection • Adult Care • NHS • Mental health • School placements • Parking • ASB • Culture and race issues • Complaints with SBC • One member assisted in getting a family back from a foreign country when flights were cancelled during Covid
17. Which method(s) do you usually choose to engage with residents en masse?	<ul style="list-style-type: none"> - Newsletter 28 - Social Media 23 - Ward surgery 19 - E-mail updates 13 - Councillor web page 7 - Street letters 1 - Replies/posts to other social media sites 3 - Surveys 1 - Public meetings 3 - Residents Associations 1

	Comments
	- Face to Face 1
18. Do you conduct regular ward walks and if so, are these advertised and popular with constituents? Are these walks conducted with Officers of the Council or other organisations in attendance? If so, please advise who.	<p>All members were carrying out Ward walks, with most saying they do this regularly. Some members were walking their ward daily or weekly. Two members stated that this will be done on an ad hoc basis/if there was an issue.</p> <p>Members were joined on their ward walks with a range of officers, but mainly housing officers/providers, enforcement officers, and the police.</p> <p>Methods of advertising these were social media, newsletters, noticeboards, and the library.</p> <p>Only two members indicated that ward walks were not popular with constituents, while many said that they were approached by constituents on their ward walks</p>
19. How much involvement do you have with Community Participation Budget & Area Transport Schemes? Are these schemes popular with your constituents? Describe your involvement to date.	<p>All members were fully involved in the running of their CPB and ATS and found them useful.</p> <p>Members consulted with constituents and felt that schemes were popular with them. Some members also consulted stakeholders and had input from the Parish Council.</p>
20. Have you had any experience of Residents approaching you with ideas to improve the ward which you have then being able to progress to completion? If so, please describe.	<p>All but one member had been contacted by constituents with ideas for improvement. It was not always possible to facilitate suggestions received, but explanations were given as to why it was not possible in each case.</p> <p>The most frequent ideas that had been progressed included:</p> <ul style="list-style-type: none"> • Environmental schemes e.g. tree/flower planting, repairing grass verges etc. • Dropped curbs • Traffic calming and road safety schemes • Parking schemes • Footpath improvements

	Comments
	<ul style="list-style-type: none"> Installing litterbins/dog bins
21. How involved are you in the provision of Facilities and Infrastructure? Give examples of this.	<p>88% of members stated that they were involved in the provision of infrastructure. Again, it was not always possible to achieve improvements envisaged, a point noted by some members.</p> <p>Members gave various examples of changes they had brought to fruition including many referred to in 20 above, and also leisure centres and purchasing of Thornaby Town Hall.</p> <p>Ways that they were involved included:</p> <ul style="list-style-type: none"> Use of CPB Lobbying for provision Engaging in the processes/groups Engaging with businesses, developers, schools etc Being a Cabinet member Supporting the community centre with funding requests
22. In the area that you represent do you find there is any confusion amongst residents as to the responsibilities that lie with Parish/Town Councils, neighbouring Borough and County Councils and the Combined Authority? If so, how does this impact on your role?	<p>Over 50% of members had found that there was confusion, mainly with the Town/Parish Council role but also with the MP's role, TVCA's role and the different ward boundaries.</p> <p>Impact on the role was explaining the differences and guiding persons to the correct ward/organisation.</p> <p>3 members noted that some of their constituents appeared unaware of the TVCA and/or its role.</p>
23. If you use social media to communicate with constituents, which forms of social media do you use? E.g. Facebook: Instagram, Teams, Twitter, other? Given the Councils recent involvement with the use of Teams, have you found this beneficial in order to carry out your role, give examples of how you have been able to use Teams during lockdown.	<p>Over 90% of members responding used some form of social media, with some using more than one platform.</p> <p>It was noted that all 56 elected members now had experience of using Microsoft Teams and therefore had the facilities available to them to engage with their constituents in that manner.</p>

	Comments
	1 member said they were considering using Zoom for Ward surgeries
<p>24. Members have available to them the use of IT equipment, mobile phone to assist them with their role, and can use E-casework to record constituents casework; and are supported in hosting and advertising ward surgeries. If there was one further type of support you could have to help you in your role responding to constituent's casework, what would it be?</p>	<p>Most were happy or did not have any suggestions</p> <p>Suggestions included:</p> <ul style="list-style-type: none"> • Central members support to contact, who then directs issues to the relevant department • Full online address book by department as an App • Reporting tool for residents that members could access and reply to – not My Stockton • Access to Flare • Training on e-casework • Template for newsletters • A paid admin assistant • Money for the ward – felt that deprived wards should receive more in their CPB than affluent areas • A culture of finding ways to get things done • IT system that actually works • Officers to leave a message on voicemail • Social media training

List of Data / Information Required	
1	Item Checklist
Electorate	
2	Geocoded Electoral Register
3	Current & Forecast Electorate
4	Forecasting Methodology
Developments	
5	Housing Development
Polling Districts	
6	Polling District Maps
7	Polling District Review Report
Parishes	
8	Parish Electoral Arrangements
9	Parish Wards Maps
Legal Changes & Notices	
10	Local Orders
11	Governance Changes
Communications Pack	
11	Communications Planning
12	Stakeholder Database
13	Communications Contact