

Cornwall Council Electoral Review

Council Size Evidence

PART ONE: GOVERNANCE AND DECISION MAKING

Leadership

1	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's governance arrangements are articulated in its [Constitution](#) and particularly the:

- [Summary and Explanation](#);
- [Articles](#);
- [Description of Executive Arrangements](#);
- [Responsibility for Functions](#);
- [Scheme of Delegation](#);
- [Cabinet Procedure Rules](#);
- [Policy Advisory Committee Procedure Rules](#);
- [Scrutiny Management Committee Procedure Rules](#); and
- [Health and Adult Social Care Overview and Scrutiny Committee Procedure Rules](#).

The Council operates the Strong Leader and Cabinet model of governance with a well-documented and clearly understood separation of responsibilities between Full Council, the Cabinet, the Council's various committees and officers. The statutorily required committees are in place with terms of reference reflecting the prescribed responsibilities.

The Cabinet comprises the full ten Member complement currently permitted with the Leader appointed by the Council and nine Portfolio Holders appointed by the Leader. The Council's procedure rules make specific provision for the removal of the Leader.

Each of the ten Portfolio Holders is supported by a corresponding Policy Advisory Committee (PAC), although the functions that were previously undertaken by the former Adult Care Policy Advisory Committee have now been absorbed into the responsibilities of the Health and Adult Social Care Overview and Scrutiny Committee. The Policy Advisory Committees are designed to engage the wider membership in executive decision-making, through pre-decision engagement, but they remain Committees of the Council rather than the Cabinet. As well as contributing to and advising on policy making they discharge a pre-decision challenge role early in the decision-making process, contributing to the integrity of executive decisions.

Executive decisions are made by the Cabinet sitting as a whole or Individual Portfolio Holders in accordance with the Protocol for decisions by Portfolio Holders, which has been determined by the Leader or officers in accordance with the Council's [Scheme of Delegation](#) which is set out in its [Constitution](#).

Outside of the Cabinet, the Council's principal committees are:

- (i) Appeals Committee;
- (ii) Audit Committee;
- (iii) Central Sub-Area Planning Committee;
- (iv) Chief Officers Employment Committee;
- (v) Communities Policy Advisory Committee;
- (vi) Constitution and Governance Committee;
- (vii) Cornwall Inshore Fisheries Conservation Authority;
- (viii) East Sub-Area Planning Committee;
- (ix) Economy and Culture Policy Advisory Committee;
- (x) Health and Adult Social Care Overview and Scrutiny Committee;
- (xi) Housing and Environment Policy Advisory Committee;
- (xii) Licensing Act Committee;
- (xiii) Localism Policy Advisory Committee;
- (xiv) Miscellaneous Licensing Committee;
- (xv) Pensions Committee;
- (xvi) Planning Policy Advisory Committee;
- (xvii) Reputation and Performance Policy Advisory Committee;
- (xviii) Resources Policy Advisory Committee;
- (xix) Scrutiny Management Committee;
- (xx) Standards Committee;
- (xxi) Strategic Planning Committee;
- (xxii) Harbours Board;
- (xxiii) Transport Policy Advisory Committee;
- (xxiv) West Sub-Area Committee; and
- (xxv) Young People Policy Advisory Committee.

With the exception of the Cabinet, seats are allocated to Members on a politically balanced basis in accordance with the statutory requirements.

The responsibilities for each Committee are set out in the [Responsibility for Functions](#) section of the Council's [Constitution](#).

Substitutes are permitted for the majority of these Committees.

In addition to the above, the Council participates in the Tamar Bridge and Torpoint Ferry Joint Committee and the Mount Edgcumbe Joint Committee which are formal joint committees established with Plymouth City Council.

Community Networks

Divisional Members participate in [Community Network Panels](#) which bring

together Cornwall Councillors and representatives from each Town and Parish Council in an area. The Panels discuss issues affecting the community network area, agree ways to progress them, provide feedback on consultations and seek to build working relationships between local partners. Panel meetings are open to the public and the press. Most Panels meet formally every six to eight weeks. In addition to this, most Community Network areas have a regular briefing for Cornwall Councillors with the Community Link Officer.

Political Groups

The Council currently has six political Groups recognised under the corresponding provisions of the Local Government and Housing Act 1989. Those Groups and their memberships at the time of writing are:

Liberal Democrat	44
Independent	34
Conservative	29
Labour	8
Mebyon Kernow	4
Non-aligned	2

There is a single UKIP Councillor and a single Standalone Independent Councillor who are not members of any Political Group.

There is currently a joint administration between the Liberal Democrats and the Independents. The Leader is an Independent, the Deputy Leader a Liberal Democrat and the other 8 members of the Cabinet are evenly divided between the two groups. Members of some of the other groups have been elected to be Chairs or Vice Chairs of particular committees. The Conservative Group is in opposition.

Group companies

The Council has elected to deliver some of its services through a number of companies that are owned and controlled by the Council. These include the delivery of airport services, highways maintenance, construction and housing (landlord) functions. The arrangements include Teckal and section 95 trading companies as well as an Arm's Length Management Organisation (ALMO) and a company to which the Airports Act applies.

Member participation in these companies can be summarised as:

- Budget, strategy and business plan setting (allocating funds and prioritising services) which directly impacts on the Council's asks of its suite of companies – full Council
- Determining what services should be provided other than through the existing in-house service providers – PAC and Cabinet involvement

- Other PAC reviews of delivery
- Scrutiny reviews
- Audit Committee
- Taking up issues on behalf of their constituents
- Participation in some boards

In addition, the Council has outsourced its leisure provision to a charitable trust which is not an owned and controlled entity. The Council is currently undertaking a procurement process relating to these services and there is a possibility that these arrangements might change.

2 How many portfolios are there?

The Council's [Cabinet Procedure Rules](#) reflect the statutory requirement for there to be at least 2 Cabinet Members in addition to the Leader. There are currently 10 Cabinet Portfolios, as determined by the Leader. Those Portfolios, the sub-components and the Members with responsibility for them at present are:

<p>Reputation and Performance John Pollard, CC (Leader)</p>	<ul style="list-style-type: none"> • Strategy • Reputation and Performance • Equality and Diversity • Corporate Safeguarding • People and Organisational Development • Communications
<p>Economy and Culture Julian German, CC</p>	<ul style="list-style-type: none"> • Economic Development • Tourism • Culture and Museums • World Heritage Site • Green Cornwall • Enterprise Zones • Economic Strategy
<p>Communities Geoff Brown, CC</p>	<ul style="list-style-type: none"> • Customer Services (Shared Services) • Fire and Rescue Service • Public Health and Protection (Environmental Health, Trading Standards, Animal Welfare, Coroners and Licensing) • Gypsies and Travellers • Community Safety • Police and Crime Commissioner
<p>Localism Jeremy Rowe, CC</p>	<ul style="list-style-type: none"> • Devolution • Property • Member Development • Community Networks • Localism • Parish and Town Council relations
<p>Young People Andrew Wallis, CC</p>	<ul style="list-style-type: none"> • Education and Schools • Safeguarding Children • Family Services • Integrated Youth Services • Individual Needs and Disability Services • Carers Board • Adult Education • Careers Support
<p>Transport</p>	<ul style="list-style-type: none"> • Highways

<p>Bert Biscoe, CC</p>	<ul style="list-style-type: none"> • Transport Strategy • Tamar Bridge and Torpoint Ferry • Travel Plan • Parking Management • Maritime Services
<p>Planning Edwina Hannaford, CC</p>	<ul style="list-style-type: none"> • Planning (place shaping, Local Plan, Neighbourhood Planning) • Planning Communications • Environment Strategy • Environment Growth Strategy • Planning Enforcement • Building Control • County Farms • Heritage Policy
<p>Resources Adam Paynter, CC (Deputy Leader)</p>	<ul style="list-style-type: none"> • Finance • Council Business Plan • Legal and Democratic Services • Information Technology and ERP • Procurement, Contract Management and Commissioning • Newquay Airport • BT Cornwall • Leisure • Alternative Service Delivery (ASD) Companies (Strategy & Control)
<p>Adult Care Jim McKenna, CC</p>	<ul style="list-style-type: none"> • Adult Learning Disabilities • Older People • Adults with Physical Disabilities • Adults and Older People Mental Health • Health and Wellbeing • Safeguarding Adults
<p>Housing and Environment Joyce Duffin, CC</p>	<ul style="list-style-type: none"> • Waste • Housing • Natural Environment (Delivery) • Areas of Outstanding Natural Beauty • Mount Edgcumbe Joint Committee • Clean Cornwall • Cornwall in Bloom • Bereavement Services • Archaeology • Heritage Delivery

These details are also available [here](#) on the Council's website, along with the Portfolio Holders' other responsibilities.

3	To what extent are decisions delegated to portfolio holders or are most decisions taken by the full Executive and/or Mayor?
----------	--

The extent to which decisions are delegated to individual Portfolio Holders is set out in the Protocol for executive decision-making by individual Portfolio Holders at pages 11 and 12 of the Council's [Cabinet Procedure Rules](#) within the Council's [Constitution](#). Although contained within the Constitution, this Protocol is the prerogative of and determined by the Leader.

Executive decisions are made by the Cabinet sitting as a whole, Individual Portfolio Holders in accordance with the above Protocol or officers in accordance with the Council's [Scheme of Delegation](#), also part of the Constitution. The majority of executive decisions are made under delegated authority by Portfolio Holders or officers.

The [Scheme of Delegation](#) also authorises officers to make non-executive decisions.

In addition, there are ad hoc delegations made by the Council and Cabinet that complement the Protocol and, more particularly, the authorisations to officers set out in the Scheme of Delegation.

4	Do Executive (or other) members serve on other decision making partnerships, sub-regional, regional or national bodies?
----------	--

Cornwall Council maintains and develops working partnerships with various external organisations through appointing elected Cornwall Council Members to actively participate in their business. Appointed Councillors are expected to act in the best interest of the body to which they are appointed as the Council's representative by attending meetings and facilitating two way communication, thus keeping the Council informed of the organisations' proceedings.

The Council determines which outside organisations it ought to appoint Councillors to through consideration of whether:

- a statutory or other legal requirement exists for the Council to make appointment(s);
- it is a strategic body whose decisions impact upon Council policy or where a clear link to the Council's strategic priorities is shown;
- there are financial implications either through the Council's commissioning of services from it or by providing funding to it; or
- the Leader of the Council has agreed that there are special circumstances for an appointment to be made.

A small number of appointments are made by the full Council and these are set out in the Constitution. The majority of appointments are made by the Leader or delegated to the Portfolio Holders following consultation with the Group Leaders.

Requests for appointments to be made to partnerships or outside bodies are made via formal application, with the process being administered by Democratic Services.

It is important to note that apart from the formal appointments that are made by the Council to outside bodies, there are still many other bodies across Cornwall upon which Members sit as a direct result of being a local divisional Councillor such as:

- ClayTAWC – the Clay Area Training and Work Centre based in St. Dennis which provides support to Clay area residents in training and acts as a community hub;
- Neighbourhood Development Plan groups; and
- Local youth groups and projects, e.g Pensilva Youth Projects which is a youth club charity, running events for young people in and around Pensilva.

Current outside body appointments are as follows, with full details of Portfolio Holder appointments following:

Outside Body	No. of Current Serving Members
Adult Education Board of Governors	8 including 1 Portfolio Holder
Bereavement Services Advisory Group	6 including 1 Portfolio Holder
Bodmin Beacon Management Advisory Group	1
Bude Valley Management Advisory Group	2
Camborne School of Mines Trust	1
Camel Trail Partnership	2
Careers South West Limited	1 Portfolio Holder
Carrick Sports and Recreation Centre	2
Central Technical Schools for Cornwall	2
Children in Care Education Support Service Governing Body	3 including 2 Portfolio Holders
Conference of Peripheral Maritime Regions of Europe	1 Portfolio Holder
Cornish Language Board	1
Cornish Language Partnership	4 including 1 Portfolio Holder
Cornish Mining World Heritage Site	7 including 3 Portfolio Holders
Cornwall and Isles of Scilly Integrated Territorial Investment Board	6 including 4 Portfolio Holders
Cornwall and Isles of Scilly Fisheries Local Action Group	1
Cornwall and Isles of Scilly Local Enterprise Partnership	3 including 2 Portfolio Holders
Cornwall and Isles of Scilly Local Nature Partnership	1 Portfolio Holder
Cornwall and Isles of Scilly Local Transport Board	2
Cornwall Anti-Bullying Strategy Group	1
Cornwall Area of Outstanding Natural Beauty	4 including 1 Portfolio Holder
Cornwall Buildings Preservation Trust	1
Cornwall Community Flood Forum	1
Cornwall Community Land Trust (CLT) Limited	1
Cornwall Council Family Placement Service	1
Cornwall Countryside Access Forum	2
Cornwall County Playing Fields Association	1
Cornwall Housing Limited – Board of Directors	5
Cornwall Local Led Development and LEADER Local Action Group – Area A	3
Cornwall Local Led Development and LEADER Local Action Group – Area B	3 including 1 Portfolio Holder
Cornwall Local Led Development and LEADER Local Action Group – Area C	3
Cornwall Local Led Development and LEADER Local Action Group – Area D	3
Cornwall Partnership NHS Foundation Trust – Council of Governors	1
Cornwall Rail Forum	1 Portfolio Holder
Devon and Cornwall Police and Crime Panel	5 including 1

	Portfolio Holder
Duporth Development Community Interest Group	1
Fowey Harbour Commission – Joint Appointments Panel	1
Friends of Penlee House Gallery and Museum	1 Portfolio Holder
Harvey’s Foundry Trust	1
Hayle Day Care Centre	1
Hayle Harbour Authority Limited	2 including 1 Portfolio Holder
Heartlands Trust	1
Helford Marine Conservation Group	1
Institute of Cornish Studies	6 including 1 Portfolio Holder
Learning Disability Partnership Board	2
Liskeard Town Team Executive Board	1
Local Government Association – County Councils Network	4 including 2 Portfolio Holders
Local Government Association - Fire Services Commission	1 Portfolio Holder
Local Government Association – General Assembly	4 including 2 Portfolio Holders
Local Government Association – Coastal Special Interest Group	1 Portfolio Holder
Local Government Association – South West Councils	1 Portfolio Holder
Luxulyan Valley Partnership	1
Mineral Tramways Partnership Steering Group	3
Newlyn Pier and Harbour Commissioners	1 Portfolio Holder
Newquay Cornwall Airport Consultative Forum	3 Portfolio Holders
Penwith Community Development Trust	1 Portfolio Holder
Penwith Housing Association 2012 Community Interest Company and Tor Homes 2012 Community Interest Company	1
Plymouth Hospitals NHS Trust – Shadow Foundation Trust Council of Governors	1
Royal Cornwall Hospitals Trust – Shadow Council of Governors	1 Portfolio Holder
Rural Cornwall and Isles of Scilly Partnership – RCP	4 including 1 Portfolio Holder
Rural Services Network – Sparse Rural	1 Portfolio Holder
Safer Cornwall Partnership	1 Portfolio Holder
Saltash Live at Home Scheme	1
South West Regional Flood and Coastal Committee	3 including 1 Portfolio Holder plus 3 substitutes
Tamar Estuaries Consultative Forum	1
Tamar Valley Area of Outstanding Natural Beauty	3
Tate St Ives Advisory Council	3 including 1 Portfolio Holder
Tempus Leisure Board of Trustees	3
The Cornwall Rural Community Council	2
The Roberts and Jeffery Foundation	1
Wessex Reserve Forces and Cadets	1

This link to the Council’s website provides details of the outside bodies to which appointments of Members are made, generally either by Council or Cabinet. Selecting an individual outside body from the list will open a link to a descriptive narrative and the current serving Members:

<https://democracy.cornwall.gov.uk/mgListOutsideBodies.aspx?bcr=1>

The following table sets out Portfolio Holder appointments:

<p>Reputation and Performance John Pollard, CC (Leader)</p>	<ul style="list-style-type: none"> • Cornish Mining World Heritage Site • Cornwall & Isles of Scilly Integrated Territorial Investment Board • Cornwall and Isles of Scilly Local Enterprise Partnership • Local Government Association (LGA) – County Councils Network • LGA – General Assembly • LGA – South West Councils • LGA – People & Places Board • County Councils Network – Executive Group
<p>Economy and Culture Julian German, CC</p>	<ul style="list-style-type: none"> • Conference of Peripheral Maritime Regions • Cornish Language Forum (Cornwall and West Devon Mining Landscape World Heritage Site Partnership Board) • Cornish Mining World Heritage Site • Cornwall & Isles of Scilly Integrated Territorial Investment Board • Cornwall and Isles of Scilly Local Enterprise Partnership • Local Enterprise Partnership Construction Strategy Steering Group • Historic Cornwall Advisory Group • Newquay Cornwall Airport Consultative Forum • Rural Cornwall and Isles of Scilly Partnership • Tate St Ives Advisory Council • Better Business for All Regulatory Steering Group • Combined Universities in Cornwall Steering Group • Archive Working Group • Friends of Penlee House • Visit Cornwall Community Interest Company Board • LGA Environment, Economy, Housing and Transport Board • Growth Programme Board • South West Area Arts Council • Local Enterprise Partnership Nominations Committee • Aerohub Enterprise Zone Board

	<ul style="list-style-type: none"> • Tate St Ives Advisory Board • Cornish Minority Steering Group • Cornwall and Isles of Scilly Local Transport Board • Cornwall Culture Investment Board
Communities Geoff Brown, CC	<ul style="list-style-type: none"> • Devon and Cornwall Police and Crime Panel • LGA – Fire Services Commission • Safer Cornwall Partnership • Cornwall Inshore Fisheries and Conservation Authority
Localism Jeremy Rowe, CC	<ul style="list-style-type: none"> • Health & Wellbeing Board • Joint Strategic Executive Committee • Patient Reference Group • South West Health and Wellbeing Board Chair Network • Devolution Programme Board • Archive Working Group
Young People Andrew Wallis, CC	<ul style="list-style-type: none"> • Adult Education Board of Governors • Central Technical Schools for Cornwall • Children in Care Education Support Service Governing Body • Cornwall Schools Forum • Standing Advisory Council on Religious Education • Children’s Trust Board • South West Children Lead Member Network • Cornwall Music Education Hub Strategic Advisory Panel • Joint Strategic Executive Committee • Health and Wellbeing Board • Sexual Health Communication Board • Corporate Parenting Board • Raising Aspiration and Achievement Board • Disabled Children’s Charter Group • Homeless Strategy Delivery Group • Safeguarding Children Board
Transport Bert Biscoe, CC	<ul style="list-style-type: none"> • Cornwall Rail Forum • Institute of Cornish Studies • Cornwall & Isles of Scilly Local Transport Board • One Public Transport System for Cornwall Steering Group • Carrick & Restormel Zone Taxi & Private Hire Forum • Peninsula Rail Task Force Board • Cornish Minority Steering Group
Planning Edwina Hannaford, CC	<ul style="list-style-type: none"> • Cornish Mining World Heritage Site • Cornwall and Isles of Scilly Local Nature Partnership • Historic Cornwall Advisory Group • Newquay Cornwall Airport Consultative Forum

	<ul style="list-style-type: none"> • Cornwall Farms Panel • Planning Peer Review Improvement Board • Cornwall Planning Partnership • Informal Planning and Development Improvement Group
<p>Resources Adam Paynter, CC (Deputy Leader)</p>	<ul style="list-style-type: none"> • Careers Southwest • Local Government Association - County Councils Network • LGA – General Assembly • Newquay Cornwall Airport Consultative Forum • Rural Services Network- Sparse Rural • Rural Economy Cluster Advisory Board
<p>Adult Care Jim McKenna, CC</p>	<ul style="list-style-type: none"> • Learning Disability Partnership Board • Royal Cornwall Hospitals Trust- Shadow Council of Governors • Health and Wellbeing Board • Safeguarding Adults Board • Joint Strategic Executive Committee • Programme Board • Systems Leaders Meeting • SW Adult Services Lead Member Network
<p>Housing and Environment Joyce Duffin, CC</p>	<ul style="list-style-type: none"> • Cornwall Area of Outstanding Natural Beauty • South West Regional Flood and Coastal Committee • Bereavement Services Advisory Group • LGA Coastal Special Interest Group • Health and Wellbeing Board • Clean Cornwall Management Group • Cornwall and Isles of Scilly Local Nature Partnership Board • Cornwall and Isles of Scilly Local Nature Partnership Board Circular Economy Workgroup • Homelessness Strategy Delivery Board • Housing Development Panel Board • South West Coast Path Group • Park Home Residents Forum • South West Water Bathing Water Liaison Group • Cornwall Countryside Access Forum • Cornwall Housing Tenant’s Forum • Cornwall Housing Board • Private Sector Developers Forum • Towans Partnership

5	In general, are leadership and/or portfolio roles considered to be
----------	---

full time roles?

This question was put to the wider Council Membership.

There is recognition that the roles of Leader, Portfolio Holder, Chairman and Vice-Chairman of the Council and Chairman and Vice-Chairman of a Committee need to be considered as additional to local constituency casework.

The majority view is that the Leader and Cabinet Portfolio Holder roles are full time. A small number of responses also suggested that Deputy Leader is a full-time role but in any event the Deputy Leader is also a Portfolio Holder.

About half of those who responded were also of the view that the role of Chairman of the Council is a full-time role.

There was some support, albeit very limited, for other roles to be considered as full-time roles including the Vice-Chairman of the Council, Chairman of the Health and Adult Social Care Overview and Scrutiny Committee and Chairman of the Strategic Planning Committee. However, overall the responses suggest that there isn't broad support for the notion of Vice-Chairman of the Council or the roles of Chair and Vice-Chair of Committees being considered to be full-time roles.

The suggestion was made that the definition of a full-time councillor role is one that cannot be carried out alongside a full-time 9 to 5 job, judged partly by the number of hours the councillor role takes, the amount of it which is weekdays during working hours and the need to attend meetings.

Further, and in the context of the Vice-Chairmanship of a Planning Committee the observation was made that the Member time commitment is not just to the meetings, site-visits, etc. but also to reading and evaluating all the supporting papers, submissions from applicants and objectors and trying to keep abreast of changes in legislation and regulations in order to provide support to officers and informed guidance to Members. It is suggested that this is reflective of the preparation required of any Member involved in any Committee work.

At the request of the Electoral Review Panel, all Members were asked in August 2016 whether they currently had a full or part-time job in addition to their Council duties. 61 out of a possible 123 responses have been received at the time of writing (49.6%). Of those responding, 38 (62.3%) have no other job, 16 (26.2%) have a part-time job and 7 (11.5%) have a full-time job. A number of Members with full or part-time roles referred to being self-employed or having flexible working arrangements in order to fit work around their Council duties. In addition, some of those working Members mentioned working an enormous number of hours per week in order to perform both roles and having involvement/support from their partners. A number of Members expressed the view that it was impossible to work and fulfil their duties as a Councillor and 6

Members stated they had given up full or part-time work due to becoming a Councillor and not having the time to perform both roles effectively. A Cabinet Member stated he was finding it difficult to complete his divisional duties alongside his Portfolio responsibilities, even without having a job outside of the Council.

Regulatory

6	In relation to licensing, planning and other regulatory responsibilities, to what extent are decisions delegated to officers?
----------	--

The responsibilities for regulatory functions at a Committee level are set out in the [Responsibility for Functions](#) section of the [Constitution](#). Reference should be made particularly to the allocation of local choice functions and the responsibilities of the:

- Licensing Act Committee
- Miscellaneous Licensing Committee
- Standards Committee
- Strategic Planning Committee
- Sub-Area Planning Committees (West, Central and East)

Reference should also be made to the [Scheme of Delegation](#) as the principal source of information on the extent to which decisions are delegated to officers. There is provision within the Scheme of Delegation for delegations by the officers in whom powers are vested to delegate further and this has been done across a number of functions, including the planning (development management) function. In addition, responsibilities in relation to the ethical standards regime for councillors are further delegated to the Monitoring Officer or his nominee in the procedures the Council has adopted and which are available on the [Standards Committee Information](#) web page.

In addition to the formal Committee and Sub-Committee meetings there are groups on which both Members and officers sit with a view to reviewing how we transact our business, how we can improve and to monitor what is on the horizon:

(i) Informal Planning and Development Group

- Meets every 8 weeks
- Membership:
 - Chairmen and Vice Chairmen of the three Sub-Area Planning Committees
 - Chairman and Vice Chairman of the Strategic Planning Committee
 - Cabinet Member for Planning
 - (as observers) Chairman and Vice Chairman of the Planning Policy Advisory Committee
 - Lead officers from Planning and Regeneration, Legal and Democratic Services to support the Group
- Chaired by one of the above elected Members
- Administered by the Democratic Team Leader (Regulatory)
- Remit:
 - To promote continuous improvement at Planning Committees

- To promote continuity and consistency of procedures and process relating to the Council's Planning Committees
- Members of the Group are requested to submit agenda items and these can be informed by, amongst other things, issues brought forward from Planning Committees, public consultation, parish and town councils, Members and officers
- Recommendations for change will ordinarily be to full Council via the Constitution and Governance Committee

(ii) Licensing Officer/Member Group

- Meets quarterly
- Membership:
 - Portfolio Holder for Communities
 - Chairman and Vice Chairman of the Licensing Act Committee
 - Chairman and Vice Chairman of the Miscellaneous Licensing Committee
 - Head of Public Protection & Business Support
 - Assistant Head of Service (Community Protection & Licensing)
 - Two Licensing Team Managers
 - Legal Officer
 - Democratic Team Leader (Regulatory)
- Administered by the Assistant Head of Service (Community Protection & Licensing)
- Remit:
 - to consider areas of future work development including changes to legislation, to review meetings and issues arising therefrom and committee training requirements

Planning

Committees and their meetings

Strategic Planning Committee – 21 Members appointed on a politically proportionate basis. The Committee determines strategic planning applications within thresholds set by the Council and matters of countywide significance in accordance with Paragraph 18 the [Responsibility for Functions](#) section of the [Constitution](#). Between June 2015 and May 2016 there were 14 formal meetings of the Strategic Planning Committee and the following table provides some useful information:

Strategic Planning Committee					
Meeting date	Start	End	Duration	Reports	Agenda Pages
04/06/2015	10:00	16:30	6:30	10	365
16/06/2015	10:00	11:10	1:10	2	182
02/07/2015	10:00	14:00	4:00	8	197
30/07/2015	10:00	18:38	8:38	8	401
27/08/2015	10:00	16:02	6:02	9	442
24/09/2015	10:00	17:45	7:45	9	427
22/10/2015	10:00	17:55	7:55	15	517
19/11/2015	10:00	18:35	8:35	11	549
17/12/2015	10:00	15:26	5:26	9	393
14/01/2016	10:00	12:10	2:10	6	113
11/02/2016	10:00	15:10	5:10	9	208
10/03/2016	10:00	15:35	5:35	7	331
07/04/2016	10:00	16:20	6:20	8	289
05/05/2016	10:00	14:05	4:05	6	279
			79:21	117	4693

Sub-Area Planning Committees (West, Central and East) – 15 Members on each Committee appointed on a politically proportionate basis. The Committees are responsible for functions relating to town and country planning and development control as set out in Paragraph 19 the [Responsibility for Functions](#) section of the [Constitution](#). The West Committee covers the former Penwith and Kerrier areas, the Central Committee covers the former Carrick and Restormel areas and the East Committee covers the former Caradon and North Cornwall areas. Between June 2015 and May 2016 there were 12 formal meetings of each of the Sub-Area Committees and the following tables provide some useful information:

West Sub-Area Planning Committee					
Meeting date	Start	End	Duration	Reports	Agenda Pages
01/06/2015	14:00	16:25	2:25	6	97
29/06/2015	14:00	16:15	2:15	8	98
27/07/2015	14:00	16:48	2:48	9	128
24/08/2015	14:00	15:30	1:30	5	87
21/09/2015	14:00	16:15	2:15	6	113
19/10/2015	14:00	16:43	2:43	8	137
16/11/2015	14:00	16:35	2:35	7	124
11/01/2016	14:00	16:20	2:20	8	156
08/02/2016	14:00	17:34	3:34	10	154
07/03/2016	13:00	18:11	5:11	13	320
04/04/2016	14:00	15:14	1:14	5	84
31/05/2016	13:00	16:28	3:28	9	168
			32:18	94	1666

Central Sub-Area Planning Committee					
Meeting date	Start	End	Duration	Reports	Agenda Pages
08/06/2015	10:00	19:05	9:05	13	234
06/07/2015	14:00	18:30	4:30	9	135
03/08/2015	14:00	18:05	4:05	8	106
01/09/2015	14:00	16:08	2:08	4	74
28/09/2015	14:00	18:00	4:00	6	85
26/10/2015	10:00	13:00	3:00	7	116
23/11/2015	14:00	17:50	3:50	10	125
21/12/2015	14:00	17:34	3:34	7	143
15/02/2016	14:00	16:00	2:00	6	62
14/03/2016	14:00	18:36	4:36	10	130
11/04/2016	14:00	16:38	2:38	4	86
09/05/2016	14:00	18:35	4:35	9	206
			48:01	93	1502

East Sub-Area Planning Committee					
Meeting date	Start	End	Duration	Reports	Agenda Pages
22/06/2015	14:00	19:00	5:00	10	142
20/07/2015	14:00	18:40	4:40	10	132
24/08/2015	14:00	17:25	3:25	10	169
14/09/2015	14:20	18:20	4:00	9	108
12/10/2015	12:00	19:10	7:10	13	183
09/11/2015	14:00	18:30	4:30	9	131
07/12/2015	14:20	17:51	3:31	7	136
04/01/2016	14:00	18:01	4:01	7	148
01/02/2016	12:00	16:33	4:33	12	150
29/02/2016	12:00	18:15	6:15	10	240
25/04/2016	12:00	16:58	4:58	10	140
23/05/2016	12:00	16:00	4:00	8	149
		56.2	56:03	115	1828

Although covering a slightly different period to the above, between 1 April 2015 and 31 March 2016, there were 277 Committee determinations, 213 of which were made by the Sub-Area Planning Committees and 64 of which were made by the Strategic Planning Committee. In the same period there were 5 determinations by the Secretary of State and 11,188 determinations by officers under the delegations flowing from the [Scheme of Delegation](#).

In the last municipal year, May 2015 to April 2016, the following formal site and public meetings were held:

- Strategic Planning Committee: 2 public meetings, 0 site meetings
- Central Sub-Area Planning Committee: 1 public meeting, 0 site meetings
- West Sub-Area Planning Committee: 3 formal site meetings, 3 public meetings

- East Sub-Area Planning Committee: 0 public meetings, 0 site meetings

Public meetings and site meetings are meetings at which members of the public have the opportunity to comment on planning proposals, but with different procedures. In addition to these, Members may make site visits, usually accompanied by a planning case officer, to view application sites but without any engagement with the public.

The Committees also hold informal site meetings. Members are encouraged to view sites individually or with the relevant case officer prior to Committee consideration.

Licensing

Committees and their meetings

Licensing Act Committee – 15 Members appointed on a politically proportionate basis. The Committee exercises all the functions of the licensing authority set out in Part B of Schedule 1 to the Functions and Responsibilities Regulations to the extent that those functions are under and relate to the Licensing Act 2003, the Gambling Act 2005 and the power to license market and street trading, except for the approval of the Statement of Licensing Policy and Gambling Statement of Principles which are reserved to full Council. The responsibilities are set out in more detail at paragraph 10 of the [Responsibility for Functions](#) section of the [Constitution](#).

Between June 2015 and May 2016 there were 3 formal meetings of the Licensing Act Committee and the following table provides some useful information:

Licensing Act Committee					
Meeting date	Start	End	Duration	Reports	Agenda Pages
28/07/2015	10:00	12:15	2:15	5	287
08/12/2015	10:00	11:14	1:14	6	454
17/03/2016	10:00	10:27	0:27	4	58
			3:56	15	799

Licensing Act Sub-Committee – 3 Members of the Licensing Act Committee appointed on a rotational basis to determine licensing applications in respect of premises licenses. Meetings are set up to take place weekly on a geographical rotational basis, because the Sub-Committee covers the whole of Cornwall. If issues are resolved prior to the meetings they are formally cancelled, which is a regular occurrence. The following table provides some useful information on the meetings that were actually held. For those weeks for which there is no information the meetings were cancelled as above:

Licensing Act Sub-Committee					
Meeting date	Start	End	Duration	Reports	Agenda Pages
03/06/2015	10:25	11:50	1:25	2	134
10/06/2015	10:00	10:35	0:35	1	103
01/07/2015	10:15	14:55	4:40	1	162
15/07/2015	10:00	11:00	1:00	1	5
29/07/2015	10:00	12:35	2:35	4	348
12/08/2015	10:00	13:00	3:00	2	57
19/08/2015	10:00	13:17	3:17	3	514
26/08/2015	10:00	12:30	2:30	2	190
09/09/2015	10:05	11:20	1:15	1	55
16/09/2015	10:00	12:45	2:45	1	38
11/11/2015	10:00	11:12	1:12	1	28
30/11/2015	10:15	10:50	0:35	1	6
06/01/2016	10:05	11:30	1:25	2	150
20/01/2016	10:00	12:10	2:10	1	148
03/02/2016	10:00	11:08	1:08	1	33
02/03/2016	10:23	12:11	1:48	1	68
16/03/2016	10:00	10:45	0:45	2	45
23/03/2016	10:00	11:15	1:15	1	15
04/05/2016	10:07	11:22	1:15	1	46
11/05/2016	10:00	10:50	0:50	1	16
25/05/2016	10:00	12:15	2:15	2	49
			37:40	32	2,210

Street Trading Sub-Committee – 3 Members of the Licensing Act Committee appointed on a rotational basis to determine street trading applications. Between June 2015 and May 2016 there were 3 formal meetings of the Street Trading Sub-Committee and the following table provides some useful information:

Street Trading Sub-Committee					
Meeting date	Start	End	Duration	Reports	Agenda Pages
14/10/2015	10:00	10:42	0:42	1	16
21/10/2015	10:15	10:40	0:25	1	12
13/01/2016	10:00	10:40	0:40	1	27
			1:47	3	55

Miscellaneous Licensing Committee – 12 Members appointed on a politically proportionate basis. With the exception of those matters under or relating to the Licensing Act 2003, the Gambling Act 2005 and the power to license market and street trading (i.e. those matters within the remit of the Licensing Act Committee), all functions of the Council relating to licensing and registration as set out in Part B of Schedule 1 to the Functions and Responsibilities Regulations, including the making of associated plans, save to the extent that adoption of

such plans is reserved to Council. The responsibilities are set out in more detail at paragraph 11 of the [Responsibility for Functions](#) section of the [Constitution](#). Between June 2015 and May 2016 there were 12 formal meetings of the Miscellaneous Licensing Committee and the following table provides some useful information:

Miscellaneous Licensing Committee					
Meeting date	Start	End	Duration	Reports	Agenda Pages
03/07/2015	10:00	16:12	6:12	18	153
07/08/2015	10:00	12:58	2:58	6	52
19/08/2015	10:00	11:00	1:00	2	9
04/09/2015	10:05	11:32	1:27	7	42
02/10/2015	10:00	11:30	1:30	4	17
06/11/2015	10:08	14:48	4:40	10	53
04/12/2015	10:00	15:50	5:50	11	66
08/01/2016	10:00	11:45	1:45	4	43
05/02/2016	10:00	16:15	6:15	15	85
04/03/2016	10:00	15:14	5:14	12	105
08/04/2016	10:00	14:36	4:36	11	149
06/05/2016	10:00	12:35	2:35	7	66
			44:02	107	840

Urgent Driver/Operators Licence Sub-Committee – 3 Members of the Miscellaneous Licensing Committee appointed on a rotational basis to consider, at short notice, the potential suspension or revocation of taxi driver or operator licenses. Between June 2015 and May 2016 there was only one meeting of the Urgent Driver/Operators Licence Sub-Committee details of which are:

Urgent Driver/Operators Licence Sub-Committee					
Meeting date	Start	End	Duration	Reports	Agenda Pages
04/04/2016	10:00	10:37	0:37	1	4

Application statistics

Between 1 April 2015 and 31 March 2016, 8392 applications were received, 110 of which were referred to Committee for decision, i.e. 1.31%. The remainder were officer decisions or default decisions. Default means they were deemed to be approved as no objections were received and the approval was effectively a purely administrative exercise. The licensing procedure employed by the Council facilitates Member views on less contentious applications being provided by e-mail, enabling officers to determine the related applications under the authorisations that are in place. The breakdown of decisions for this period follows:

Licence Type	No: of Apps	Decided by Committee	Outcome
Animal Boarding	113		
Dog Breeding	12		
DWA (dangerous wild animal)	2		
Performing Animals	4		
Pet Shops	37		
Riding Establishment	45	1	1 x refused
NI of Zoo / Zoo	1		
Caravan & Camping	94		
Flyering	0		
AGC (adult gaming centre)	8		
Betting	4		
Bingo	0		
FEC (family entertainment centre)	0		
Betting Tracks	0		
OUN (occasional use notice)	14		
Notify 2 machines	42		
LP (licensed premises) Gaming Machine	9		
Club Gaming	2		
Club Machine	6		
GA05 (Gambling Act 2005) Review	0		
Prize Gaming	0		
UFEC (unlicensed family entertainment centre)	7		
GA05 Provisional	0		
Lottery	136		
TUN (temporary use notice)	0		
Club Premises Grant	5		
Club Premises Vary	1		
Interim Authority - Premises	0		
Premises Minor Variation	62		
Club Minor Variation	0		
Personal - Renewal	2		
Personal - Grant	584		
Premises Review	6	6	3 x amended licences

			3 x revoked
Expedited Review	0		
Premises Grant 10.67% referred	150	16	1 x refused 15 x amend/approved
Premises Transfer	186		
Premises Variation 0.53% referred	76	4	1 x refused 3 x amend/approved
Premises Provisional	0		
TEN (temporary event notice)	2187	3	3 refused
Premises Vary DPS (designated premises supervisor)	421		
Scrap Metal – Mobile	4		
Scrap Metal - Premises	1		
Driver Dual HC (heavy combination) Driver	404 234	65	44 x grants approved 9 x renewals approved 9 x grants refused 3 x renewals refused
PH (private hire) Driver (897) 7.24% referred	259		
HC Vehicle	736	2	2 x approved
PH Vehicle	547	9	9 x approved
PH Operator	85	1	1 x refused
Hypnotism	0		
Sex Establishments	2		
Skin – Personal	87		
Skin – Premises	57		
Street Trade – Markets	892		
Street Trade - Consent	54	3	1 x granted 2 x refused
Street Trade – Licence	1		
Street Collections	766		
House to House	47		
Totals	8392	110	1.31% of applications referred to Committee

Miscellaneous	No: of Apps	Decided by Committee	Outcome
Premises change name / address	28	N/A	
Personal Licence – change of details	345	N/A	
Totals	373		

Reviews (not applications)		Retained	Revoked
Driver	6	4	2
Hackney Carriage Vehicle	3	0	3
Private Hire Operator	2	2	0
Totals	11	6	5

7	How many members are involved in committees?
----------	---

All Members are involved in Committees.

Committee compositions are available on [this web page](#). Selecting a Committee will open a link to a description of the Committee, which reflects the remit of the Committee as set out in the [Responsibility for Functions](#) section of the [Constitution](#), and the current serving Members and substitutes. The Committee responsibilities of each Member can be ascertained by viewing their individual profiles at [this page](#). The Committee and Substitute lists approved by Full Council on 17 May 2016 are reflected in the information available on the Committee composition and member profile web pages.

Notable statistics with regard to meetings for the last municipal year, up to and including 17 May 2016, are:

- Number of meetings: 319 (this includes all formal Council, Cabinet and Committee meetings and other meetings including the Independent Remuneration Panel, Local Enterprise Partnership, Safer Cornwall Partnership and the two Pensions Boards)
- Total duration: 925.25 hours
- Total number of reports: 1842
- Total number of agenda pack pages (counting one agenda per meeting): 37,878

In addition to the formal meetings, there are pre-agenda and Chairmen's briefings which are generally at least an hour each in relation to every meeting for the Chairman and Vice-Chairman of the Committee.

Councillors' Attendance is summarised at this [web page](#). Each Councillor is listed and at the top of the page it is possible to specify the date range of meetings to be searched.

8	Is committee membership standing or rotating?
----------	--

Committee membership is standing, subject to ad hoc changes made by political groups when the allocation of politically balanced seats is revisited to cater for changes in Group entitlements or, on the infrequent occasions, that it suits a Political Group to change its nominations to the Committees on which it is allocated seats. The minor exception to this is where there might be a need for a Sub-Committee or Panel to deal with a procedural issue, such as the Monitoring Officer convening a small Panel of Members to provide views on an ethical standards complaint. Where this is required the membership will invariably be drawn from the parent Committee with responsibility for the function, in the example given the Standards Committee.

The Committee and Substitute lists approved by Full Council on 17 May 2016 are annexed in response to the immediately preceding line of enquiry. These cover all Committees, including the Committees with regulatory functions.

The Community Network Panels described in section 1 each have multiple Cornwall Councillors as Panel members. With regard to chairing the Community Network Panel meetings, there are flexible arrangements in place to suit the needs of each particular area, with some being chaired by Cornwall Councillors.

9	Are meetings ad hoc, frequent and/or area based?
----------	---

Meetings are routinely scheduled but the Council's [Constitution](#) provides for extraordinary Committee meetings where there is a need. Extraordinary meetings are infrequent. Scheduled meetings are held on a regular basis with the frequency according to the nature of the business of the Committee.

The [Responsibility for Functions](#) section of the [Constitution](#) sets out the responsibilities of all Committees, including those with regulatory functions.

Only the Sub-Area Planning Committees are formally established on an area basis. The West Sub-Area Planning Committee covers the former Penwith and Kerrier areas, the Central Sub-Area Planning Committee covers the former Carrick and Restormel areas and the East Sub-Area Planning Committee covers the former Caradon and North Cornwall areas. However, where appropriate, meetings of the regulatory Committees or Sub-Committees will be held in locations corresponding to the matters they are asked to determine.

The scheduled meetings for the Council's Committees can be viewed either by the Committee specific details [on this web page](#) or viewing the calendar of meetings [available here](#).

Between 1 April 2015 and 31 March 2016 the following meetings were held of the Planning and Licensing Committees:

- Strategic Planning Committee – 14 meetings held in Truro
- Central Sub-Area Planning Committee – 12 meetings held, 6 in Truro and 6 in St Austell
- West Sub-Area Planning Committee – 12 meetings held, 7 in Camborne and 5 in Penzance
- East Sub-Area Planning Committee – 12 meetings held, 9 in Liskeard and 3 in Bodmin (the Committee alternates meetings between Liskeard and Bodmin, since the Bodmin office has opened)
- Miscellaneous Licensing Committee – 13 meetings held, 9 in St Austell, 2 in Truro, 1 in Camborne and 1 in Liskeard
- Licensing Act Committee – 3 meetings held in St Austell
- Licensing Act Sub-Committee – 25 meetings held, 15 in St Austell, 4 in Camborne, 3 in Penzance, 2 in Liskeard and 1 in Truro
- Street Trading Sub-Committee – 3 meetings held, 2 in St Austell and 1 in Camborne
- Driver/Operator Licensing Sub-Committee – 1 meeting held in Camborne

In addition to the above, public meetings and site meetings are held, at which members of the public have the opportunity to comment on planning proposals. Members are also encouraged to visit application sites, usually accompanied by a planning case officer, prior to Committee consideration.

Councillors are required to represent the Council at planning appeal hearings and inquiries, which are time consuming, both in terms of attendance and preparation.

10	What level of attendance is achieved? Are meetings always quorate?
-----------	---

Meetings are generally well attended. It is possible to view attendance details for individual Members through the [Councillors' Attendance Summary](#) web page or in relation to each individual Council, Cabinet or Committee meeting through [this page](#). For the latter option, select the forum, select 'more information' then select 'view attendance statistics'. A date range may be specified at the top of the page.

Apart from attendance by Committee Members, Cabinet, Committees and Panels are routinely attended by Members who are not substantive or substitute members of them. Reasons for attendance vary but include making representations and interest in matters having a local divisional impact.

There have been no instances of meetings becoming inquorate since April 2009, whether of any of the regulatory Committees or other formal Member meetings. One formal meeting was cancelled because of the risk of it being inquorate directly as a result of adverse weather and unsafe travelling conditions which, with Cornwall's geography, is a serious consideration.

11	Does the council believe that changes to legislation, national or local policy will have [<i>sic</i>] influence the workload of committees and their members which would have an impact on council size?
-----------	---

It is inevitable that from time to time there will be legislative and policy changes that will influence the workload of the Council and Members in terms of volumes, efficiencies and structure. An obvious and useful example is the Council's Standards Committee which has been retained as a committee of the Council under the Local Government Act 1972 following the revocation of the Local Government 2000 Act ethical standards provisions and genesis of the Committee. The Council recognised the need to maintain a Committee to oversee the ethical standards obligations under the Localism Act 2011 but the structure and composition of the Committee changed, as did the burden on the Committee and supporting officers through the significant dilution of the code of conduct for councillors and the sanctions available to address breaches of the code. However, if there is a policy and legislative shift such that there is a more meaningful regime and suite of sanctions, the likelihood is that there will be a significant increase in workload for both Members and the officers supporting them, perhaps returning to the seventeen or so assessment and review panels that were needed each year as well as the varying number of hearing panels that were required to be held.

Changes in legislation can lead to frequent impacts on and changes to the role and functions of committees, requiring new learning for Members on an almost continuous basis. Changes in national or local policy often require Members to become involved in developing and approving new Council policies or revisions to existing policies. An example of this is the enormous amount of work done by the Planning Policy Advisory Committee, including the time spent on neighbourhood plans. Changes to legislation have resulted in work having to be completed multiple times, for example, in the last six years due to changes in national housing policy, the Council has had to develop and approve an Affordable Housing Development Plan Document (DPD), then a Supplementary Planning Document (SPD) and it now has to embark on a further SPD.

As a result of local government reorganisation in Cornwall, the Council became a unitary authority on 1 April 2009. 331 Councillors at the previous county and district levels were reduced to 123 Cornwall Councillors, having to take on an expanded role covering that of Councillors in both the previous tiers. Alongside this, reductions in funding have led to fewer or less frequent services being available or sometimes inevitably lower service standards. In addition, with less officers being available, the public are increasingly seeking assistance from Councillors to help them resolve their issues. Councillors now frequently have to make a case for services within their divisions and spend more time signposting, assisting, negotiating and sometimes physically performing tasks themselves that would previously have been undertaken by the Council's employed staff.

The role of a Councillor is not purely concerned with delivering or ensuring the delivery of Council services. Often Councillors are representing or acting on behalf of their residents at bodies other than the Council, for example, Councillors are involved in managing and/or scrutinising health organisations and economic development activities, examples including the roll out of BT Broadband across the County and the work of the Local Enterprise Partnership. Therefore any changes to legislation or policy in these areas will have an impact. Reduced funding can lead to issues with regard to employment, wages or benefits, particularly with Cornwall having a low wage economy and Councillors have an important role in assisting and representing constituents.

Cornwall's coastline gives rise to additional responsibilities, for example, managing structures/relationships with regard to the Harbours Board, the Royal National Lifeboat Institution and the Cornwall Inshore Fisheries and Conservation Authority, which will be affected by any changes in fishery or other maritime regulations.

The all Member Briefings/Debates held in the last 16 months, over and above the scheduled Committee meetings, illustrate the wide range of topics arising from changes to legislation, national or local policy, which require Councillors to broaden their knowledge base and assist in finding solutions. These have included the following:

- Public Toilets
- Environment Service Standards
- Income Generation from Environmental Assets
- Housing Waste Recycling Centres Charging Update
- The Case for Cornwall
- Housing Devolution Programme
- Post 16 Performance
- Air Quality
- Cornwall Transformation Challenge Award Programme
- New Responsibilities for the Council – Public Health Services Children Aged 0-5
- Making Planning Work for Communities
- Environmental Growth
- Integrated Risk Management Planning (Fire Authorities)
- Leisure Services Transfer Project
- Local Plan Update
- Neighbourhood Planning
- Developments for Disabled Children and Young People
- Innovative Children's Social Work Developments
- The Wider Role of Child and Educational Psychologists in Cornwall
- Health and Social Care Transformation Programme
- Health and Social Care Integration Programme
- Becoming a Dementia Friendly Council
- Signs of Safety

- Corporate Safeguarding
- Housing and Planning Bill
- Review of the Housing Strategy in Light of the Housing and Planning Bill
- Natural Environment – Programme of Commercial Concessions
- EU Structural Funding in Cornwall
- Work of Cornwall Council in Partnership with Finistere
- Implementation of Coastal Access in Cornwall by Natural England
- Working Together to Make Cornwall Safer
- Local Government Pension Scheme – Pooling of Investments
- Post EU Referendum
- Devolution
- Programme of activity (key decisions etc) to 31 March 2017
- Headline results from the resident, stakeholder and employee surveys
- Integrated Performance Management Report
- Park Homes – an update on the partnership work the Council is undertaking in support of residents living in park homes across Cornwall
- Governance review - informal discussion and debate
- Update on the Cornwall Devolution Deal and proposals for further deals based on the Case for Cornwall and Brexit implications
- Electoral review

There are hundreds of different legislative provisions for which the Council is responsible, either as mandatory duties or powers that are exercisable at the Council's discretion, and it would be difficult to attempt to base any credible assessment of possible future council size on legislative changes in isolation, in combination or, particularly, on a generally speculative basis.

The same is true of policy changes, whether local or national. However, locally the Council is working hard to embed the [Devolution Deal for Cornwall](#), the first rural devolution deal in the Country, and properly understand what the impacts on Member workload will be in the longer term.

The Council's approach to service delivery as a commissioning Council, including the commissioning of services through a group of wholly owned companies, has given rise to some impacts on the workload of Members. Following the stages of decision-making leading to a decision to commission and then award to an alternative provider, the decision-making role, once commissioning has been implemented, reverts to a more strategic level along with the necessities of performance monitoring, Scrutiny and Audit. This does not, however, necessarily lead to a reduction in the Member workload as, apart from the decision-making and corporate involvement mentioned above, there seems to be no evidence of a reduction in the workload of Members making representations on service delivery issues or pursuing issues on behalf of the constituents in their divisions.

The Council's commitment to the devolution of services to local councils and

others, such as community groups, is perceived to give rise to the same issues as for commissioning.

The Council's [Governance Review](#) that is gathering evidence at the time of writing will possibly help provide some clarity around some of the issues this question touches upon.

In the meantime, this question was put to the wider Council Membership. The general consensus was that changes to legislation, national or local policy will influence the workload of the Council, its Committees and its Members, perhaps changing the emphasis but not necessarily the volume of work. However, there was a majority view that the impact of such changes was difficult to predict and it would be wrong to assume that any change would necessarily justify fewer Councillors.

A number of the Member responses referenced the devolution agenda, both in relation to decentralisation devolution to Cornwall Council and devolution by the Council to local councils, and potentially community groups. The point was made that, even if devolution does not result in Cornwall Council running all services, those running services will have to be monitored by and partly accountable to the Council, in the way that health is now. This may result in the Council becoming an even more strategic body, undertaking greater scrutiny work and with more councillors involved in it, and possibly with increased audit work. Although many services will be transferred to parish and town councils, which may in some ways reduce demands on Cornwall Councillors, the Council will still be heavily involved in some devolved services like the libraries, both monitoring delivery and dealing with issues that arise.

Some specific Member comments that reflect the broader responses include:

- (i) the changes resulting from devolution from central government on the one hand, and to town and parish councils on the other, will both have an impact on the workload of the Council – though in differing ways. The devolution to local councils and other bodies, while perhaps reducing the overall workload of the council, could result in greater demands on members in terms of assisting with local management of previously council-managed facilities. The Member's involvement in the devolution of a running track to a community group, rather than the local council, was referenced. The Member had been involved intimately in the process of identifying a local group able to take the facility over, and in assisting it to devise a convincing proposal. However, the Member foresees that, even once the devolution is complete, there will be a relatively heavy role for the Member and their successors in supporting the new arrangements;
- (ii) reference was made by one Member to the Pensions Committee, the role and functions of which have been in constant change for the last two administrations but especially since the most recent legislation was introduced in 2014, resulting in there being new learning at almost every

- meeting. The same Member suggested that some Committees are always in a state of flux, such as the Planning Committees; and
- (iii) the unification of principal local government in Cornwall, and the resultant increase in demands on Member time was referenced, as was devolution to the Council, as changes that have already increased the workload of Councillors and Committees. However, this Member also acknowledged that the effect of financial cuts is to reduce not only services available to the public but also officers and others to help them deal with the problems caused and that, as a result, the public are turning increasingly to Councillors to help them with their problems with the system, so increasing the workload of Members.

Demands on Time

12	Is there a formal role description for councillors in your authority?
-----------	--

There are currently no Member role profiles. The last time role profiles were agreed was in the first term of Cornwall Council. Since that time governance reviews have resulted in changes to Committee structures resulting in the previous role profiles becoming obsolete. There are currently no plans to reintroduce role profiles.

However, Article 2 of the Council's [Constitution](#), Members of the Council, sets out the roles and functions of all Councillors which are described as representing; leading; participating and engaging; corporate and local. A description of the core skills Members are expected to demonstrate is also provided. This information starts on page 5 of the [Articles](#).

There is some evidence taken first hand from Members within the report of the Independent Remuneration Panel presented to Cornwall Council on 17 May 2016 in relation to the roles of the Leader of the Council, the Chairman of the Council, Committee Chairmen, Group Leaders, etc. The report of the Panel and the covering report to Council are available in the [Supplemental Agenda](#) for that meeting.

The Council has produced pre-candidature literature in preparation for the lead up to the 2017 Council elections, which may be accessed via the Council's [Be a Councillor](#) web page.

The Localism Policy Advisory Committee has recently considered a report relating to, amongst other things, the involvement of Members at an early stage in relation to issues that affect their electoral divisions. Although not comprising a role profile or description, the proposals considered contribute to the articulation of the diverse components of the Member role. The proposal will be considered by full Council following consideration by the Constitution and Governance Committee.

13	Do councillors receive formal training for all or any roles at the council?
-----------	--

Training is provided for Members.

The Member Development Plan is considered by Members on an annual basis. In the last two years it has focussed on 'Member Essentials'. It was last considered in February 2016 and the information at [this link](#) to the individual Cabinet Member decision on the website provides the context and the detail of the Plan.

The [Localism Policy Advisory Committee](#), on 11 July 2016, recommended to the [Constitution and Governance Committee](#), which in turn recommended on 18 August 2016 to full Council, induction arrangements for the new Council in 2017.

The aim of both the Annual Member Development Plan and Induction arrangements is to enable Members to be effective in their roles and to cover the essentials that they are considered to need. Content is informed by specific requirements, e.g. Code of Conduct or constitutional requirements in relation to Planning training, and by feedback from Members. There are also a number of corporate requirements including budget management and corporate parenting. Evaluation forms are circulated during or after each event which enables the evaluation of effectiveness and helps inform future planning.

In recent months, due to officer resource issues, there has been an increased emphasis on e-learning. Some packages, e.g. 'Governance and you', have been produced specifically for Members whilst others are provided for both Members and officers to access and support their development.

The Council is particularly keen to ensure that the Members of its regulatory Committees are appropriately skilled and knowledgeable to discharge their responsibilities. Members of the Council's Planning and Licensing Committees, including substitute Members, are required to undertake a mandatory Induction Training Programme which is specifically designed for their respective role at the commencement of the Council's four year term. For Members that are elected during the term at by-elections this training is arranged on an individual basis. For the Planning Committees, the Induction is supported by further regular modular training which is open to all Members and delivered throughout the Council's four year term, on a six weekly basis,. The 2013 Member Planning Induction and Modular Training Plan received accreditation from the Royal Town Planning Institute and recently the Council was presented with the Employer Excellence Award for its planning training programme. For the Licensing Committees updates and legislative changes are relayed to Members via informal meetings that take place throughout the Council's term as required. The training and development plan for both Licensing and Planning Committees is delivered by officers from relevant teams, particularly the Service responsible

for the function, Legal and Democratic Services.

The requirements for training for Planning Committee Members have been revisited as a result of the corresponding recommendation and narrative in the report of the recent Planning Peer Review. This was considered by the Constitution and Governance Committee on 12 July 2016 and at full Council on 19 July 2016 it was agreed that all Members should undertake the Mandatory Planning Training Programme prior to sitting as substantive or substitute Members on any of the Council's Planning Committees, that a Refresher Planning Training Programme should be undertaken by Planning Committee Members every three years and by Planning Committee Chairmen and Vice-Chairmen every two years.

In addition, this question was put to the wider Council Membership. The responses generally acknowledged the importance of training and that officers deliver a wide programme, sometimes using external trainers, particularly in relation to working within the corporate structure, safeguarding, planning and licensing, but that some training sessions are not well attended. The importance of refresher training was also acknowledged. The flexibility in the training programme was also acknowledged.

14	Do councillors generally find that the time they spend on council business is what they expected?
-----------	--

This question was put to the wider Council Membership. The common themes from the responses were:

- (i) For experienced Members there were no surprises as to the number of hours that the Member role would involve, although there was acknowledgement that during the first term of appointment the workload was more than expected;
- (ii) A large proportion of respondents stated that the amount of time they devoted to the role exceeded what they thought would be the case with others suggesting they had made enquiries prior to standing for election and were aware of the impact of the role. One Member stated that they had made enquiries as to how much time would be involved, was told that this would be somewhere around 12 hours per week but that over the past three years they have spent an average of between 45 and 55 hours per week on Council or Council-related work. Another suggested that most weeks this would be approximately 30 hours, but that for some weeks it can be much more depending on meeting schedules;
- (iii) It is for each Member to decide on the amount of effort and time they put in, including how many Committees they are prepared to take seats on; and
- (iv) The role can take up a significant part of a Member's life as they have to be prepared to be approached by constituents at any time, day or night, and although the workload probably fluctuates depending on what are live issues at the time if, say, a major planning application arises, such as one for a major out of town retail development, it can take a Member's life over for a time.

15	How much time do members generally spend on the business of your council?
-----------	--

The Electoral Review Panel on 7 July 2016 approved an exercise for the whole Council Membership to be asked to keep a diary of their Cornwall Councillor Work over a two week period in July, and for the exercise to be repeated in October. The early results include reporting of weekly hours in excess of 45.

Further, the Council has recently concluded a review of its Members' Allowances Scheme. Based on the evidence received, the Independent Remuneration Panel came to the conclusion that the average number of hours required to carry out the basic role was 31.5 per week, not including time spent for special responsibilities. This represented an increase from the figure agreed by the previous Panel of 25 hours per week. The Independent Remuneration Panel considered the increase resulted from a number of issues, including the change to the governance structure and the devolution agenda. Based on the evidence, it also concluded that Members worked on average 47 weeks per year.

However, in the meantime, this question was put to the wider Council Membership. There were varying responses ranging from 2-3 days (of an unspecified length) to 55-70 hours. Taking an average of all of the responses received, and assuming a 7½ hour day for those whose responses were made on a day basis, we arrive at about 32¾ hours a week. Although this exceeds the number of hours arrived at for the basic allowance for the purposes of the Independent Remuneration Panel's review of allowances, it isn't that far removed. Although the responses received did not specify, it is reasonable to assume that some of those who responded were recipients of special responsibility allowances because of the additional burden their additional role(s) entailed over and above the 31.5 hours per week covered by the basic allowance.

16	Does the council appoint members to outside bodies? If so, how many councillors are involved in this activity and what is their expected workload?
-----------	---

Members are appointed to outside bodies. Reference should be made to the information provided at 4 above which includes details of the outside bodies to which appointments are made.

Following the unification process in 2009 work was undertaken to identify and understand the outside bodies to which nominations were made by the former County Council, the five District Councils and the single Borough Council in Cornwall. The total number of outside bodies to which nominations were made was in the order of 500 and the Council made a decision to reduce the number to which it formally nominated. However, Members have advised that a large number of the outside bodies to which the Council used to formally nominate still exist and there is an acknowledgement by Members that, even though there is no formal nomination, they still attend a number of those bodies because there is an expectation from the bodies that they will do so.

This question was put to the wider Council Membership. The responses were varied in their indication of the additional time commitment associated with sitting on an outside body. Examples include:

- Cornwall Housing Ltd – about 12 hours per month
- Police and Crime Panel – 12 hours per quarter
- Local Enterprise Partnership and the Integrated Territorial Investment board – has added an extra half day per week
- World Heritage Site Partnership – about 5 hours per month
- Local charities/groups – 20-30 hours per annum each
- Local Action Group (constituted to deliver the EU funded Rural Development Programme) – about 6 hours a month (except when there are extra meetings as vice chair)

There was some recognition that there is no formal mechanism for reporting back to the wider Membership on the business transacted by outside bodies.

There was also recognition of the benefits of the community links through being involved in outside bodies. The time spent through involvement in local bodies as a result of being a divisional Member, even though not formally appointed by the Council, adds to the Councillor workload directly attributable to that position.

17	Does the council attract and retain members?
-----------	---

Between the first elections in 2009 for Cornwall as a unitary Council and the second full term elections there were only a couple of by-elections, as a result of Members' demise. Circa 55% of Members serving immediately prior to the 2013 elections were returned, circa 25% of Members did not stand in the 2013 elections and circa 20% stood but were defeated. It is difficult to do a comparison of return rates prior to 2009 given that the structure of principal council Members was so different. Since the 2013 elections the Council has lost over 10% of the Membership, through a combination of resignation and passing away.

This question was put to the wider Council Membership. The majority view was that the Council managed to retain Members, albeit acknowledging there had been some turnover, but there were also a small number of those who responded who thought the Council did not retain Members. In addition, there were some important themes and views expressed:

- (i) The level of allowances and the time commitment put off some people from standing;
- (ii) There are too few younger members;
- (iii) The age, background and gender distribution of Cornwall Councillors on the present Council is not representative of the general population of Cornwall so the attracted and retained members isn't necessarily a good thing;
- (iv) Although it can be a struggle to attract candidates for election all seats have so far been contested, whether at all out elections or by-elections; and
- (v) Some members struggle with the workload and stress of the role or become frustrated and disillusioned.

18	Have there been any instances where the council has been unable to discharge its duties due to a lack of councillors?
-----------	--

No. As is often the case across the local government community, the Council has not always operated with the full complement of Members as a result of vacancies arising on an ad hoc basis for a variety of reasons. However, the Council has never found itself in a position where it has been unable to conduct its business because of a lack of Councillors. As mentioned above, there has been one instance since 2009 of a meeting being cancelled because of adverse weather but it was rescheduled at the earliest opportunity.

As confirmed at 10 above, there have been no instances of meetings becoming inquorate since April 2009.

Even if a situation arose where there was a significant impact through the lack of Councillors, the Council is well placed to continue discharging its responsibilities through the extensive powers available to officers through, primarily, the [Scheme of Delegation](#) and the [Urgency Procedure for Non-Executive Decisions](#).

It is unlikely that the Council would ever be in a position where it was unable to discharge its duties, for lack of Councillors or otherwise.

19	Do councillors have an individual or ward budget for allocation in their area? If so, how is such a system administered?
-----------	---

Each member has an annual £2,000 'Community Chest' budget to support local community groups/projects. It is administered for them by the Communities and Devolution team. This involves the divisional Member advising the Communities and Devolution team how they would like to apply the modest budget allocated to them and the team then ensuring the propriety of the proposal before giving effect to the divisional Member's wishes.

In late 2015 a one off local devolution fund of £608k was established from an underspend to enable Community Network Panels (CNPs) to assist devolution and partnership working in their local areas. This was allocated on a Community Network Area basis proportionate to the number of Cornwall Councillors in each Community Network. Decisions on the allocation of the fund were to be made by the end of the 2015/16 financial year, but the funding could be rolled forward to 2016/17 if necessary.

As this was Cornwall Council funding, the Cornwall Council Members within each Community Network Area were asked to collectively determine the recommended use of the fund allocated to their area, but in consultation with the entire Community Network Panel and having regard to the views of the wider Panel. As the Community Network Panels are not formal Council committees the formal decisions on proposals for the application of the funds were made by the Localism Portfolio Holder. The priority purpose of the fund was to assist with the devolution of assets and services.

The [Community Network Panels](#) bring together Cornwall Councillors and representatives from each Town and Parish Council in an area. The Panels discuss issues affecting the community network area, agree ways to progress them, provide feedback on consultations and seek to build working relationships between local partners. Panel meetings are open to the public and the press. Most Panels meet formally every six to eight weeks. In addition to this, most Community Network areas have a regular briefing for Cornwall Councillors with the Community Link Officer. Further details of the Community Networks can be found [here](#).

The financial systems used for these two areas of funding are those put in place by the Council's Chief Financial Officer.

PART TWO: SCRUTINY FUNCTIONS

20	How do scrutiny arrangements operate in the authority? How many committees are there and what is their membership?
-----------	---

This section and the following sections that relate to the scrutiny function reflect the current position. The Governance Review report proposes fundamental changes to these arrangements which require detailed consideration. The suggested abolition of the Policy Advisory Committees and their replacement with a lesser number of Scrutiny Committees requires analysis as to the impacts and requirements if implemented. However, it is not considered that the proposals demonstrate any direct impact on the critical issue of Council size. As the Governance Review Report is taken through the political process what follows will be reviewed.

The Council's Scrutiny arrangements are described in the [Scrutiny Management Committee Procedure Rules](#), [Health and Adult Social Care Overview and Scrutiny Committee Procedure Rules](#) and [Policy Advisory Committee Procedure Rules](#). Some detail on each of these Committees is also given in the corresponding [Articles](#) in the Constitution and on the Committee details [web pages](#). Reference should also be made to Article 10 which sets out the Council approved Health-related Committees – Joint Working Protocol which is intended to assist understanding of the separate but complementary roles of the current health-related committees.

There are two Committees with the principal responsibility for scrutiny at Cornwall Council, the Health and Adult Social Care Overview and Scrutiny Committee and the Scrutiny Management Committee. In addition, the Policy Advisory Committees, established in 2013, perform the policy development and pre-decision challenge, and therefore scrutiny, roles. The engagement of Members through the Policy Advisory Committees is believed to contribute to the number of call-ins of executive decisions remaining low.

The Scrutiny Management Committee consists of ten Cornwall Councillors and currently two co-opted representatives, although the Constitution provides that there may be up to five co-optees. The Health and Adult Social Care Overview and Scrutiny Committee consists of fifteen Cornwall Councillors and currently one co-opted representative, although there may be up to two co-optees. There are nine Policy Advisory Committees each consisting of ten Cornwall Councillors aligned to the Cabinet Portfolios. The former Adult Care Policy Advisory Committee has now been abolished and its responsibilities absorbed by the Health and Adult Social Care Overview and Scrutiny Committee.

The Health and Adult Social Care Overview and Scrutiny Committee and the Scrutiny Management Committee have available to them the full range of

powers expected of the scrutiny function and they are supported by a Scrutiny Officer appointed by Full Council.

There are work plans in place for the Health and Adult Social Care Overview and Scrutiny Committee and the Scrutiny Management Committee and the work programme of the Policy Advisory Committees is effectively determined by the Cabinet Work Programme, given the alignment of these Committees to the Cabinet Portfolios.

Members consider the role of the Policy Advisory Committees to be important in the contribution they make to the discharge of the wider scrutiny function. Through the pre-decision support and challenge those Committees undertake, akin to pre-decision scrutiny, they contribute to the ability of the Scrutiny Management Committee and the Health and Adult Social Care Overview and Scrutiny to function effectively.

21	What is the general workload of scrutiny committees? Has the council ever found that it has had too many active projects for the scrutiny process to function effectively?
-----------	---

Work for the two principal Scrutiny Committees is prioritised with the use of Work Plans and the workloads are considered challenging but manageable. Even though challenging, there hasn't yet been a time when the scrutiny process has been prevented from functioning effectively, through volume of work or otherwise. However, Members have suggested that there has been a scaling back of scrutiny activity which they attribute, at least in part, to a reduction in officer resource which translates to a lack of resource to support the scrutiny process. Members have also acknowledged that the quasi-scrutiny work that the Policy Advisory Committees undertake, effectively through pre-decision support and challenge akin to pre-decision scrutiny, has contributed to the ability of the Scrutiny Management Committee and the Health and Adult Social Care Overview and Scrutiny to function effectively.

The work of the two principal Scrutiny Committees is demonstrated by the Annual Scrutiny Report and Scrutiny Management Committee Work Plan, noted at the [17 May 2016 Council meeting \(item 19.1\)](#), and the Health and Adult Social Care Overview and Scrutiny Committee Work Plan, approved at its [meeting on 7 June 2016 \(item 17\)](#). Members have suggested that there is disparity in the workloads of the Health and Adult Social Care Overview and Scrutiny Committee and the Scrutiny Management Committee.

The PACs provide support and constructive challenge to the ten Cabinet Members and play a key role in developing Council policies. The PACs meet formally every eight weeks, with the meetings being open to the press and public, save in relation to any exempt items. The pre-decision scrutiny role involves receiving reports on upcoming decisions by the whole Cabinet or individual Cabinet Members on topics within the remit of the Portfolio to which they are aligned. PACs ensure that all the relevant options have been considered, sometimes by a process of phased reporting, and that all applicable information is available prior to decisions being made. PACs are generally able to perform their role within the scheduled meeting cycle. However, it is occasionally necessary to schedule Extraordinary PAC meetings, for example, when PAC input is required on a significant topic prior to a Cabinet meeting and the meeting schedule is not conducive to this.

The PACs undertake a great deal of work prior to Cabinet and Council consideration, for example, the Local Plan, with the Planning PAC spending many hours going through the detail page by page and challenging the content. Evidence collected for the recent Independent Remuneration Panel review showed that the Planning PAC, for example, had eight meetings in the last year, with an average duration of 3.55 hours per meeting and a total duration of 28.4

hours over the year, an average of 238 agenda pages per meeting with a total of 1904 agenda pages in the year.

22	How is the work of scrutiny committee programmed? Is the work strictly timetabled?
-----------	---

As referenced above, there is a work programme for the Scrutiny Management Committee which is approved annually and reviewed at every other meeting, giving Members of the Committee an opportunity to review its contents, reprioritise, make additions and make deletions. To date work for this Committee has resulted from recommendations from the Cabinet and other Committees, additions by Committee Members and through reference to the Committee's statutory duties as reflected in the [Scrutiny Management Committee Procedure Rules](#) in the Constitution. Apart from routine meetings of the Committee to transact its business, Select Committees are periodically established to undertake detailed reviews of issues within the remit of the Committee. Select Committees are established by the Committee on the basis of agreed terms of reference, scope and identification of appropriate witnesses. The Constitution states that each of the Scrutiny Committees may have a maximum of two Select Committees per year. To date, when convened, these have taken place over two full days with the report and recommendations being sent straight to the corresponding decision-maker as required by the corresponding Procedure Rules in the Constitution. The Committee has had three extraordinary meetings outside of its schedule of ordinary meetings since 2013 to deal with call-ins of executive decisions. The work plan for the scrutiny function is approved annually at the Council's AGM.

Again, as referenced above, there is also a work programme for the Health and Adult Social Care Overview and Scrutiny Committee. As with the Scrutiny Management Committee, it is reviewed at every other meeting. The work programme is populated from concerns brought by patients to Members of Healthwatch, areas identified by the Joint Strategic Needs Assessment, changes to services within health and social care which amount to substantial variations, Care Quality Commission inspection results, changes to system resilience or modelling and changes in legislation. The Health and Adult Social Care Overview and Scrutiny Committee may also hold Select Committees, as above. The Committee was formed in January 2016 and has had one extraordinary meeting since then. It has very busy agendas, as can be seen from the information available on the Committee's [web page](#).

The Policy Advisory Committees provide pre-decision scrutiny. They each have their own Work Plan, which may be accessed at the [PAC and Scrutiny Work Programmes](#) web page.

The Work Plans are informed by the Cabinet Work Programme, advice from Cabinet Members and officers and Committee Members. Their content includes upcoming decisions to be made by the Cabinet or individual Cabinet Member, assistance with the development of future budget priorities, areas of policy

development work to be undertaken and the review of work previously undertaken to inform future work, such as revisions to policies and budget implementation.

Work by the Committees is cognisant of the need for flexibility as new priorities emerge. This could include, for example, Motions referred by the full Council which must be dealt with within six months of their referral to comply with Constitutional requirements. Any potential for duplication of effort is minimised to ensure efficient use of Committee time and in the case of a cross-cutting issue being identified, the Leader of the Council determines which Cabinet Member and therefore PAC should lead on the issue.

PACs receive the latest version of their Work Plans on a quarterly basis for discussion, amendments and additions as required. In approving the Work Plan, the areas of work and priorities for the Committee are confirmed and may be amended as necessary depending on emerging priorities.

23	What activities are scrutiny committee members expected to carry out between formal meetings?
-----------	--

The Chairman, or Vice-Chairman, of the Scrutiny Management Committee attends each meeting of the [Safer Cornwall Partnership](#) to ensure a link between that Partnership and the Committee's crime and disorder functions. Beyond that, all Members of the Committee attend Policy Advisory Committees to understand their work, identify whether there is a need for scrutiny review and keep up to date with their agendas on the website. In terms of Select Committees there is some work outside of the formal meetings for all Members of the Committee in providing input into the scope of a review; reviewing questions for witnesses and reviewing the final report arising from their work.

There are greater demands placed on Members of the Health and Adult Social Care Overview and Scrutiny Committee between meetings than for many other Committees. They are asked to read a substantial amount of material relevant to the work of the Committee and this covers briefings, board papers from other organisations, reports from the Care Quality Commission, etc. They are also asked to attend update and briefing sessions. Many topics within the area are very complex and therefore Members are often provided with additional support through training and the provision of information in order that the issues they are asked to formally consider receive fair scrutiny through appropriate and constructive debate in formal meetings. The above also applies to Select Committees.

The Chairman and Vice Chairman of the Health and Adult Social Care Overview and Scrutiny Committee have a significant level of work above this. This includes regular meetings with the Chief Executives and Chairmen of commissioners and providers, attendance at meetings of the Health and Wellbeing Board, relevant Policy Advisory Committees and NHS Boards. The Chairman is also invited to attend Care Quality Commission feedback sessions following inspections and consider how this might impact on agendas and work plans.

All PAC Members are required to read relevant paperwork and briefing notes and understand the Portfolio and related budget in order to provide constructive pre-decision challenge. In addition they are expected to attend all Member Briefings on topics relevant or related to the Portfolio. PAC Chairmen receive emails from members of the public relating to issues being considered by their committee and the public may attend meetings and have the opportunity to ask public questions in accordance with Constitutional procedures.

The Chairmen and Vice Chairmen of all the Committees also attend their respective pre-agenda meetings to ensure the smooth running of the Committees. They engage with report authors and challenge report content to

ensure the correct information is provided to the committees in order for them to make informed recommendations.

PART THREE: REPRESENTATIONAL ROLE OF COUNCILLORS

24	In general terms, how do councillors carry out their representational roles with electors? Do members mainly respond [<i>sic</i>] casework from constituents or do they have a more active role in the community?
-----------	--

This question was put to the wider Council Membership.

It is clear from the responses that generally there are varying approaches to the representational role, albeit taken seriously, and that this is very much tied in with the approach to dealing with casework and how Members choose to engage and communicate with those they represent.

By their routine engagement and communication with constituents Members are able to actively seek their views in order that assistance can be provided where required or their views taken into account in policy development or decision-making.

In relation to constituency work, there is an element of reactive constituency casework and an element of proactive engagement and involvement.

Members generally seemed to be pro-active in communicating with constituents, providing them with information on what they are doing, engaging with them in the community and giving those in their communities a voice. A number of methods for achieving these things were reported including:

- (i) writing a monthly column for a local newspaper;
- (ii) using social media;
- (iii) organising consultation events;
- (iv) running a website related to and with information about their Cornwall Councillor role;
- (v) attending residents' associations;
- (vi) being a member of or attending local councils in their division, some having multiple local councils and as many as four in one case;
- (vii) participation in Community Network Panel meetings;
- (viii) being involved in neighbourhood plan groups, community watch groups, local clubs, trusts, associations and other groups;
- (ix) leaflet drops, sometimes on a regular basis and sometimes when there are particular issues to address; and
- (x) being involved in and leading projects in their electoral division, sometimes being the instigator of those initiatives, acting as a champion for them.

Members indicated that the response to constituency issues will be through the most appropriate means of communication, but with a view to providing the advice or support required, or seeking to deliver the outcome sought. This

might be by a short exchange of e-mails, a brief conversation or might extend to lengthy and detailed discussions and meetings over a prolonged period.

Members see it as their role to be involved in the community and to address issues that are raised with them by constituents.

In addition to the above, Members have opportunities to represent their constituents and put forward their views on an individual or collective basis, depending on the issue, such as through:

- (i) making representations on planning applications in their divisions at the Council's Planning Committees or in relation to applications for planning permission which are determined by officers under delegated powers;
- (ii) representing constituents in appeals against decisions relating to schools admission or transport;
- (iii) presenting motions to Council; and
- (iv) at full Council meetings putting questions to the Leader, Cabinet Member, Chairman of any Committee or Sub-Committee or a Member representing the Council on an outside body on any matter in relation to which the Council has powers or duties or which affects the area.

25	How do councillors generally deal with casework? Do they pass on issues directly to staff or do they take a more in depth approach to resolving issues?
-----------	--

This question was put to the wider Council Membership.

In relation to constituency work, there is an element of reactive constituency casework and an element of proactive engagement and involvement. Proactive engagement and involvement is addressed in the response to the preceding question.

Reactive constituency casework arises from a variety of sources including:

- (i) e-mail;
- (ii) text messages;
- (iii) social media;
- (iv) holding surgeries;
- (v) organising consultation events;
- (vi) identifying issues from newspaper articles or other open sources;
- (vii) visits at home from constituents;
- (viii) telephone calls; and
- (ix) face to face meetings, whether scheduled or ad hoc when out and about.

It is clear from the responses received that a variety of approaches are adopted to resolving constituency casework according to the issue and the Councillor's preference. Some issues might be passed to officers to address whilst others might involve Members being engaged in prolonged discussions and meetings, even over a period of years. Examples that were given of issues that were best dealt with by officers included child care, safeguarding issues and benefits claims.

The extent to which Members seek to involve officers varies between leaving issues with officers to address or simply seeking advice from them, acting as the intermediary or taking a more in-depth and involved approach, undertaking their own enquiries and research. However, a large proportion of those who responded indicated that they try to resolve issues themselves before seeking support from others.

One Member reported an issue that was lengthy and involved complicated discussions which, over a period of three years, has involved meetings in constituents' homes, a number of walks around the affected area, discussions with Cornwall Council officers, the Environment Agency and South West Water officials, and attendance at dozens of meetings aimed at seeking a solution to the problems. There was also a good deal of media interest in the issue, and managing press enquiries added another dimension to the work involved.

Referral of issues to the responsible Portfolio Holder and directing constituents to the Cornwall Council web site were also mentioned as responses to constituency

issues.

26	What support do councillors receive in discharging their duties in relation to casework and representational role in their ward?
-----------	---

Members will routinely receive support from officers they approach with casework and representational issues. This might often be making an initial contact with officers with whom Members are familiar for signposting to the correct officer or team. This need for signposting is more apparent early in a term when new Members are beginning to learn to whom they should go for help. However, as the staff resource reduces as a result of budget cuts so the availability of officer resource to assist Members diminishes.

Democratic Services staff, the Community Link Officers (who support the Community Networks) and the public rights of way officers are key contacts for Members, although there are many others with whom Members have contact, whether for support with constituency issues or otherwise.

However, it is not the case that issues are handed over to officers and the Member's involvement ceases at that point. Reductions in funding mean that Councillors often have to make a case for services within their divisions and they spend more time negotiating, often assisting with or even performing required tasks themselves. It is reported by Members that the reduction in officers has led to issues sometimes taking longer to resolve and Councillors having to find the appropriate officer and chase the problem through to completion on behalf of their constituents.

A number of the Council's services are now delivered through a group of companies it has set up for this purpose, such as highways maintenance and housing services. Members report that the relationship with the companies is not always straightforward as they are separate entities to the core authority, albeit they are wholly owned by the Council. Members therefore have an increased role in assisting their constituents to communicate effectively with the companies and tracking queries through to resolution.

There are currently 17 officers who have a Community Link Officer (CLO) function. They cover the 19 Community Network Areas, i.e. two CLOs cover two networks each (the four smallest networks). However, of the 17 officers, 3 also act as Area managers/team leaders (West, Mid and East) and of the remaining 14 officers, 5 are part-time (3.49 full-time equivalents/FTEs).

As part of a reorganisation in 2015, there was a reduction equivalent to 5 Community Regeneration Officers and an increase equivalent to 3.5 CLOs. The priority work for many of the CLOs has been the devolution of services and assets, particularly supporting the overall devolution programme and latterly the library devolution programme.

The CLOs are supported by a team of Community Support Assistants (CSAs) of which there are seven. Four are full time although one of their number devotes half of their time to their Team Leader responsibilities.

The current CLO complement and the CSA support (disregarding the CSA Team Leader function) are shown below:

Community Network	No. of Members	CLO (FTE) equivalent	CSA (FTE) support	Comments
West Penwith	9	1.0	0.28	
Hayle and St Ives	6	1.0	0.28	
Helston and South Kerrier	7	0.7	0.28	
Camborne, Pool, Illogan and Redruth	14	1.0	0.40	
Falmouth and Penryn	9	0.5	0.40	Area Manager
St Agnes and Perranporth	4	0.5	0.3	Area Manager
Truro and Roseland	10	1.0	0.3	
Newquay and St Columb	7	1.0	0.3	
China Clay	6	1.0	0.33	
St Austell and Mevagissey	7	0.6	0.33	
Wadebridge and Padstow	5	0.81	0.3	
Camelford	3	0.5	0.2	Same CLO for both
Bodmin	4	0.5	0.3	
St Blazey, Lostwithiel and Fowey	4	0.57	0.3	
Liskeard and Looe	8	1.0	0.25	
Bude	4	0.5	0.3	Same CLO for both
Launceston	4	0.5	0.3	
Caradon	4	0.5	0.25	Area Manager
Cornwall Gateway	8	0.81	0.33	
TOTAL	123	13.99	5.73	

This question was put to the wider Council Membership. There were varying responses as to whether officer support was provided from it being limited to invariably supportive and excellent. However, the majority were of the view that support from officers was sound, albeit not always as timely as might be desirable but acknowledging that capacity issues contribute to this. Some Members referenced turning to other Members and also local council clerks for assistance.

It was also suggested that Members sometimes feel they are left to fend for themselves as they do not have a dedicated support resource and that as issues become more complicated this may become more of a problem.

The officer base employed by the Council is able to cover any issue that a Member might need to raise and officers are generally available, subject to leave and diary commitments. There is a [Protocol for Member Officer Relations](#) to help both Members and officers manage the interface. The Council also has an intranet based telephone directory through which Members can identify officers who might be able to assist them. The Council's directly employed staff, excluding those employed in schools and those employed in the Council's group of companies, has changed as below:

1 April 2009	10,561
30 September 2009	10,521
31 March 2010	10,264
31 March 2011	9,535
31 December 2012	6,618
31 December 2013	6,204
31 December 2014	6,397
31 December 2015	5,773
1 September 2016	5,845

There are about 2,600 staff employed in the Council's group of companies, the majority of whom transferred to those companies from the Council in 2012. Further, about 480 staff transferred to the Council's current leisure services provider, Tempus Leisure, in 2011.

27	How do councillors engage with constituents? Do they hold surgeries, distribute newsletters, hold public meetings, write blogs etc?
-----------	--

This question was put to the wider Council Membership and the responses are reflected in the information provided in relation to the preceding questions in this Part.

Members generally seemed to be pro-active in communicating with constituents and providing them with information on what they are doing. A wide range of methods of pro-active communication and engagement was reported including:

- (i) simply making sure they are available and that their contact details are made known to constituents;
- (ii) holding surgeries;
- (iii) organising consultation events;
- (iv) writing a monthly column for a local newspaper;
- (v) using social media;
- (vi) running a website related to and with information about their Cornwall Councillor role;
- (vii) attending residents' associations;
- (viii) being a member of or attending local councils in their division, some having multiple local councils and as many as four in one case;
- (ix) participation in Community Network Panel meetings;
- (x) being involved in neighbourhood plan groups, community watch groups, local clubs, trusts, associations and other groups;
- (xi) leaflet drops, sometimes on a regular basis and sometimes when there are particular issues to address;
- (xii) being involved in and leading projects in their electoral division, sometimes being the instigator of those initiatives; and
- (xiii) providing information to residents with regard to prospective planning applications and answering general planning queries.

Some Members were clear that they do not use some of these methods of communication. For example, some were clear that they did not hold surgeries, a suggestion being made that they operate better in towns than rural areas.

28	How has the role of councillors changed since the council last considered how many elected members it should have?
-----------	---

The last electoral review was undertaken in the context of local government reorganisation in Cornwall which led to Cornwall Council becoming the single principal, unitary, authority in Cornwall on 1 April 2009 with the May 2009 unitary elections delivering 123 elected Members, the current complement. This was a significant reduction on the combined total of 331 Councillors at the previous first and second tiers.

The unification, ambitions of the Council since unification and external influences have resulted in some important changes in the role of Cornwall Councillors, including:

- the removal of a tier of local government in Cornwall has, of course, seen the unitary Council absorbing the functions of the former County Council and those of the five District and single Borough Councils. That has meant that those who were Councillors at only tier one or tier two have had to learn about and deal with representations from constituents on the areas previously covered by the other tier that they were not previously conversant with. This has, in effect, meant an expanded role. This impact has been less relevant for new Members who have not served at either level prior to the 2009 changes. There has been some corresponding impact for officers tasked with providing services to the communities we serve and supporting Members in their role;
- the Council has continued to operate the Strong Leader and Cabinet model of governance since unification and although governance reviews have been completed since 2009 the only significant change to the base governance model has been the introduction of Policy Advisory Committees, called Portfolio Advisory Committees when first introduced. These are Committees of the Council rather than the Cabinet and effectively support the Cabinet Portfolios to which they are aligned by providing advice on policy development and pre-decision scrutiny. They provide an additional formal role for non-executive Members and respond to the challenge that with an executive model too much power is vested in the hands of too few;
- significant and continuing budget reductions have resulted in reductions in the level of service provision to the Council's communities. Members have commented that this has resulted in an increase in their division-based work as a result of constituents' increased contact over issues such as uncut hedgerows, potholes, library closures and other perceived service failings;
- the Council has put in place a group of companies through which it delivers some of its services such as aspects of economic development, highways maintenance and the housing landlord function. Although there

- is some Member involvement in the boards of these companies, the day to day functioning is a step removed from the Council's operational core, resulting in the principal focus for Members in relation to the services being delivered in this way being at a strategic level. This does not detract from the local representative role Members still have to undertake assisting their communities and constituents in addressing issues that arise through this approach to arms-length service delivery; and
- the Council has progressed its double devolution agenda, achieving the first rural [devolution deal](#) from the Government and continuing with the devolution of assets and service delivery to local councils. Devolution was a strand of the former County Council's bid for unification of local government in Cornwall. These related initiatives have presented Members with additional strategic and operational challenges including representing their constituents on issues such as the continuation of library services in a sustainable way and the integration of health and social care services.

This question was also put to the wider Council Membership. The majority view is that the role has increased and that it is a full-time role. Other salient points that were put forward included:

- (i) the last electoral review was done before Cornwall Council was established and was therefore speculative about how the council would operate but, in effect, each Cornwall Councillor was replacing a County Councillor and three District Councillors. The expectation was always that the workload would be heavy and that has turned out to be the case;
- (ii) since 2009 budgets have shrunk year on year, a result being that there is limited scope for significant changes to be effected by the Members during the year. This means that there could and should be a reduction in time spent by Members in County Hall meetings;
- (iii) although budgets have shrunk there has been no commensurate reduction in the volume of casework carried out by councillors;
- (iv) Members are contacted at all times of the day or night on weekdays and weekends;
- (v) a significant reduction in the number of Cornwall Councillors would mean a massive geographical area to cover which would hamper Members' ability to undertake their roles as they would wish;
- (vi) constituents are more willing to come forward for help or to complain than was previously the case and the number of complaints has risen as austerity measures have resulted in service reductions; and
- (vii) the impact of the devolution agenda and the increased dialogue and interaction with local councils has increased the requirements of the role.

29	Has the council put in place any mechanisms for councillors to interact with young people, those not on the electoral register or minority groups or their representative bodies?
-----------	--

In relation to registration to vote, the Council has undertaken a number of activities to engage with those to whom this question relates including:

- Working in partnership with Bite the Ballot from 2014 – 2015, going into sixth forms, colleges and the local university explaining the registration process. There was significant media interest in what we were doing;
- A canvasser going into the university campus to assist young people with registering to vote;
- Since 2014 delivering a great deal of publicity material on how to register to vote aimed at young people, i.e. creating a "hear my voice" video with young people acting and placing it on our web-site, getting it shown at cinemas during half term and getting it placed on the web sites of schools and colleges. We also put "hear my voice" notices in buses and bus shelters in the student bus route areas;
- Supporting Members of the Youth Parliament and encouraging participation in the Youth Parliament initiative;
- Articles have been placed into our housing magazine aimed at those in social housing advising on how to register to vote;
- Working with our gypsy and traveller liaison officer visiting these groups to encourage them to register to vote;
- Putting a large amount of information on social media sites including, Twitter and Facebook, including information we are sent by the Electoral Commission and Cabinet Office; and
- Attending the annual Blue Light event held by Cornwall Council aimed at supporting those with learning disabilities.

In addition, the Leader has appointed a [Portfolio Holder for Young People](#).

The Council has established a Cornish Minority Working Group comprising elected Members, officers and co-opted Bards from Gorsedh Kernow. Gorsedh Kernow is a non-political Cornish organisation which exists "to maintain and give expression to the national spirit of Cornwall as a Celtic country". The Working Group was established in response to the inclusion of the Cornish in the European Union Framework Convention for the Protection of National Minorities in April 2014. Inclusion in the Framework Convention ensures that the Cornish will be afforded the same protections as the Welsh, Scottish and the Irish. The main aim of the Framework Convention is to ensure that the rights of national minorities are respected by combating discrimination, promoting equality and preserving and developing the culture and identity of national minorities. In essence, this means that Government departments and public bodies will be required to consider the rights of the Cornish when formulating national and local policy. The responsibilities of the Working Group include leading and

promoting Cornish National Minority Status by eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations; and monitoring the implementation of the Council's action plan to address the provisions of the Framework Convention.

The Council has also put the following mechanisms in place for Members to interact with those to whom the question relates:

October 2011

Voluntary and Community Sector organisations were invited to County Hall, each having a display stand and the opportunity to engage with Councillors attending full Council. The organisations attending were:

- Faith Forum (Dor Kemmyn)
- Cornwall Racial Equality Council
- Women's Rape and Sexual Abuse Centre
- Inclusion Cornwall
- Voluntary Sector Forum Cornwall
- Police
- Disability Cornwall
- Travellerspace
- Cornwall People First
- Unity
- Intercom Trust
- Diversity Network for Cornwall

November 2014

An event was held with videos created by Dr Theo Blackmore from Disability Cornwall in which he interviewed 20 disabled people about their lives in Cornwall. The interviews covered a range of different topics, including education, employment, living in Cornwall, and more.

Chairman Charity Events at New County Hall

The Chairman has held events at County Hall related to the Chairman's Charity.

Cornwall People First is a user-led self-advocacy charity for adults with learning disabilities throughout Cornwall. It supports people to speak up for themselves and works closely with the services they receive to make improvements and help people to achieve the life they want.

Kernow Young Carers is an Action for Children project and is committed to working with children and young people to make the caring role a more positive experience by offering support, information and guidance, activities and trips, short breaks, school groups, training and educational sessions and local young carers' forums.

October 2015

Cornwall Council was pleased to welcome Baroness D'Souza, the Lord Speaker, to lead an event as part of the Parliamentary Outreach programme. The Outreach Service spreads awareness of the work, processes and relevance of Parliament to encourage greater engagement between the public, the House of

Commons and the House of Lords.

The purpose of the event was to consider how we can widen involvement in our democratic processes, how one of Cornwall's under-represented groups can have a stronger voice and how we can all get involved in issues that matter to us.

It also looked at how the diversity of Councillors could be improved.

Transgender Conference

The Intercom trust, along with Cornwall Council, Devon and Cornwall Police and Cornwall College, held two immensely well-received and informative conferences called "Lost In Transition" in Cornwall, raising awareness for professionals around the needs and experiences of young people who may be Trans (including transgender, gender variant, gender fluid, and non-binary).

Hate Crime Conference

A Hate Crime Conference took place in September 2015, including various representatives from third party reporting centres in Cornwall and other interested agencies. The morning consisted of four inspirational and informative presentations. In the afternoon attendees were invited to take part in the workshop session. The aim of the workshop session was to identify the strengths and weaknesses of the current provision in Cornwall and to give attendees the opportunity to shape future support services to combat hate crime.

Annual events to which Councillors have access and invites

Cornwall Pride

Celebrates diversity and inclusivity by bringing together all those in the LGBT (lesbian, gay, bisexual and transgender) community, their friends and families and the wider community through trust, tolerance and acceptance. They strive to work together to challenge bigotry and prejudice, while celebrating the progress that has been made in the community so far.

Holocaust Memorial Day

Devon and Cornwall Police, Cornwall Council and Cornwall Council Fire and Rescue Service, with partner agencies, mark the National Holocaust Memorial Day (27 January each year). The message is 'Don't stand by', with three one day interactive public exhibition events to commemorate survivors and educate people about the track to genocide.

Visitors to the exhibition hear accounts from genocide survivors, share their experiences and leave personal messages. They also learn and understand about genocides and what can be done to prevent them happening in the future.

Blue Light Day

In July around 500 adults with learning disabilities meet the people, machines and dogs of the emergency services at Cornwall's annual Blue Light Day.

Blue Light Day aims to break down barriers between adults with learning

disabilities and/or autism and the emergency services, helping them to be more confident and independent in the community.

Displays at County Hall

Cornwall Council works with various organisations to put on displays in the Long Gallery at County Hall, with the opportunity to read and take information away, attend awareness training and meet the local organisations who work closely with different communities in Cornwall. There is attendance at the events from these communities who are keen to engage with Councillors. Examples of displays/events held are as follows:

- Gypsy Roma Traveller (GRT) Month, by Travellerspace
- Dementia Awareness Week, by Dementia Friends
- Black History Month, by Cornwall Racial Equality Council
- LGBT History Month, by Intercom Trust, YAY LGBTQ Youth Cornwall, Devon and Cornwall Police
- St Piran's Day, By Gorsedh, Bewnans Kernow, Maga
- Hate Crime Awareness Week, by Devon and Cornwall Police, organisations who support communities covered under the Hate Crime Act
- World Mental Health Day, by Kernow Clinical Commissioning Group, Royal Cornwall Hospital Trust, Pentreath Ltd
- Disability History Month, by Disability Cornwall, Cornwall People First
- Human Rights Day, British Institute of Human Rights

This question was put to the wider Council Membership. There seemed to be a general lack of awareness amongst Members of the mechanisms the Council has put in place. In addition, there was a broad view that Members themselves create the opportunities to interact with these groups with attendance at corresponding events with Youth Councils, the Youth Parliament, equality groups, minority groups, college debates and coffee mornings with people with disabilities being noted as means of engagement that Councillors use.

However, there was also recognition that the Council makes such opportunities available but that, unfortunately, Councillor take up is low, in part due to pressure of other commitments. This was a minority view.

30	Are councillors expected to attend meetings of community bodies such as parish councils or residents associations? If so, what is the level of their involvement and what role are they expected to play?
-----------	--

All Councillors are expected to be active in their communities, as anticipated in the roles and responsibilities of Councillors set out in [Article 2](#) of the Constitution.

Divisional Members participate in [Community Network Panels](#) which bring together Cornwall Councillors and representatives from each Town and Parish Council in an area. The Panels discuss issues affecting the community network area, agree ways to progress them, provide feedback on consultations and seek to build working relationships between local partners. Panel meetings are open to the public and the press. Most Panels meet formally every six to eight weeks. In addition to this most Community Network areas have a regular briefings for Cornwall Councillors with the Community Link Officer.

A number of Cornwall Councillors are also members of local councils and that helps provide a link between the two tiers of local representation. However, this is not so for all Cornwall Councillors and the degree of participation in or attendance at local council meetings varies. Some Cornwall Councillors have five or more local councils in their division which can create a significant additional workload. The expectation is that Cornwall Councillors will represent Cornwall Council's position to local councils in their area and pursue issues that local councils raise that are within the remit of Cornwall Council.

The Council has a sound working relationship with the [Cornwall Association of Local Councils](#) which represents a large number of local councils in Cornwall as well as areas which are limited to a parish meeting.

This question was put to the wider Council Membership. Without exception the basic principle of being involved in the local community and attending local council meetings was acknowledged and confirmed as happening. The need for visibility and accessibility was acknowledged. Some of the Council's Members are dual-hatted but of those that are, some attend not only the local council they are a member of but also other local councils in their electoral division. Some have only one local council in their division and others have multiple local councils, largely depending on whether their division is urban or rural. The degree of participation varied from attendance for a particular agenda item to attending whole meetings and providing 'Cornwall Councillor reports'.

Some of the other activities that were identified included providing support and guidance, assisting with local issues, maintaining contact between meetings with either the parish clerk or parish council chairman to discuss issues of mutual concern and getting involved in planning matters where the local council is a consultee, including calling applications to committee having regard to the local

council's comments.

It is also clear that Members are active in community organisations other than local councils including youth centres, neighbourhood plan groups, community watch groups, the town team and local residents' associations.

A small number of responses commented on the void that Cornwall Councillors fill because of there being no district councillors and the concern that if Members are given responsibility for more communities there will not be enough time to maintain the current level of contact at a local level. With Cornwall's geography and infrastructure this could represent a significant community engagement issue.

PART FOUR: THE FUTURE

Localism and Policy Development

31	What impact do you think the localism agenda might have on the scope and conduct of council business and how do you think this might affect the role of councillors?
-----------	---

The localism agenda will have varying impacts on the scope and conduct of the Council's business. As mentioned above, the Council has progressed its double devolution agenda, achieving the first rural [devolution deal](#) from the Government and continuing with [devolution within Cornwall](#) through the devolution of assets and service delivery to local councils or other community organisations.

The devolution of assets and service provision to local councils and other community focussed groups will cause the Council, and Members, to approach some issues from a different perspective. This will mean taking a more strategic approach to service delivery than if the Council retained devolved assets and services, focussing on decisions that relate to ensuring services continue to be delivered to an acceptable level by those to whom they are delegated and intervening on behalf of communities and constituents where appropriate, possibly seeing an increase in the level of constituency casework for divisional Members. This agenda is also going to require the forging and strengthening of working relationships with local councils and other community groups.

The devolution of functions and powers to the Council by the Government is driving a shift in focus to the strategic, particularly in conjunction with stakeholders.

In the context of constrained finances and staff resources the focus for Members very much has to be on how to deliver more with less.

The localism agenda may have a massive impact on the role of local Members as more and more decisions, influence and responsibility are devolved to local areas. Also with continued budget pressures, it is almost inevitable that the scope and quality of service Cornwall Council commissions or delivers will reduce, potentially leading to an increase in case work for Members. As local councils and community groups take on a greater role in service delivery, Members will need to work more closely with them and for there to be a subtle change in their role.

This question was put to the wider Council Membership. There was no clear majority view expressed although the importance and potential impacts of devolution were acknowledged. Further, a number of Members expressed the view that devolution, particularly by the Council to local councils or others, would increase the work of Members with the emphasis being on the increase in

constituency work. There was also recognition that a large proportion of constituency work emanates from highways and planning work which are services that are, it was suggested, unlikely to be devolved.

Other points that were made included:

- (i) devolution is still in its infancy and greater understanding, including of the impacts, is yet to come;
- (ii) as more is devolved to local councils they will require greater support from Cornwall Councillors;
- (iii) the [Community Network Panels](#) will become more important as the interface between the two layers of local government in Cornwall, all Members being members of Community Network Panels;
- (iv) as participants become more comfortable with the concept of Community Network Panels, local councils have been more inclined to bring forward issues for discussion and they have begun to seek ways to work together on some issues which is a positive development. Although it is early days, there may be scope for further collaboration of this sort, with a consequent additional responsibility on Members;
- (v) devolution by Cornwall Council might see a reduction in Member input to the delivery of services by the Council as the principal provider but it might also require greater investment of Member time, such as through the scrutiny function, and some residual responsibility through the Council remaining responsible for some functions even though the delivery has been devolved. One Member described the potential change in their role as being the negotiator between local residents, the devolved body and Cornwall Council in clarifying who does what and in getting issues effectively resolved;
- (vi) recognition that there is likely to be an impact on officers, with some transferring to local councils along with the transfer of functions;
- (vii) the role of the Cornwall Councillor as community champion will be the same regardless of the 'devolution' agenda, as he/she will still be the main local elected representative for their community; and
- (viii) the greater impact will be felt by local councils, many of whom do not have the financial or human resources in place to handle the extra commitment and, in many cases, the parish councillors lack time, experience or, in some cases, interest in administering the additional workload. Parish Clerks in particular are having to cope with pressures beyond those which they are used to. In these circumstances it is reasonable, and inevitable, that they will turn to their Cornwall Councillor for support and to "mediate" with Cornwall Council. Similarly, the public often fail to understand this devolution and turn to Cornwall Council for explanation and support.

32	Does the council have any plans to devolve responsibilities and/or assets to community organisations? Or does the council expect to take on more responsibilities in the medium to long term?
-----------	--

Both. See above in relation to the Council's commitment to [devolution within Cornwall](#) through the devolution of its assets and services to local councils and other community organisations as well as the [Devolution Deal](#) for Cornwall. The Council is also keen to pursue its other ambitions for the devolution of responsibilities from the centre to Cornwall.

This question was put to the wider Council Membership who acknowledged the principles of double devolution and the Council's commitment to that agenda. Many of the Member comments in the preceding section are also relevant here but there were additional points raised that it is appropriate to highlight:

- (i) the devolution of assets and services to local councils inevitably creates budget issues for them and although a number of local councils are willing to be recipients under the devolution agenda, that willingness may not continue if the precept capping powers available to the Secretary of State are invoked; and
- (ii) devolution to local councils can increase their independence from Cornwall Council.

Service Delivery

33	Have changes to the arrangements for local delivery of services led to significant changes to councillors' workloads? (For example, control of housing stock or sharing services with neighbouring authorities)
-----------	--

See above as to the delivery of services by the Council's wholly-owned companies, the commissioning approach and the commitment to double devolution.

Sharing services with other authorities is more difficult for Cornwall Council than for some other councils given the limited number of neighbouring authorities. However, the Council is entering into arrangements with the Council of the Isles of Scilly under which this Council will provide certain services to that Council such as the Monitoring Officer and Chief Financial Officer roles and other support services.

This question was put to the wider Council Membership and there were some common themes:

- (i) the arrangements the Council has put in place for service delivery, principally through its wholly-owned companies, have led to an increase in Members' casework. An example given was housing. The point was made that whether housing stock is owned by the Council or a housing association, issues relating to transfers, people needing a home, homelessness etc. continue to come to Councillors and the Council;
- (ii) such arrangements might see a change in the role of Cornwall Councillors but that the role will not diminish. Housing issues such as anti-social behaviour, repairs and rent issues were cited as well as highways maintenance issues;
- (iii) the creation of the arm's length companies and the passing of services to them has made it more difficult for Members to identify to whom they should speak if they have an issue and it has become more difficult to get issues resolved.

34	Are there any developments in policy ongoing that might significantly affect the role of elected members in the future?
-----------	--

Developments in policy might affect the role of elected Members in the future. Reference should be made to 11 above which includes more detailed information and examples.

In particular, the governance review being undertaken by the Council should provide credible information to respond further to this point.

Reference was made under question 31 to the evolution of the Community Network Panels as there was greater comfort with them. It is suggested this demonstrates that the Council's commitment to greater community engagement and empowerment is maturing and it seems likely that as there is greater local council engagement through those Panels there will be an increased role for divisional Members to play in responding to and progressing issues raised.

This question was put to the wider Council Membership. There was a majority view that any changes in policy were unlikely to result in a reduction of the Member role, the amount of work they would have to do and the time they would have to dedicate to that. It was also recognised that some functions in which Members are involved would continue to be demanding, such as highways and planning, and that the core responsibility of being a representative of the residents of their area will remain the same for the foreseeable future. It was also recognised that, as budgetary constraints resulted in further reductions in officer resource, constituents would turn increasingly to Councillors. Other themes were:

- (i) changes to and delays in housing and planning policy, originating from the Government, will likely see an increase in the workload of Councillors, with perceptions around the availability of discounted starter homes to people with no local connection to an area being given as an example along with delays in the delivery of the National Planning Policy Framework and the Local Plan;
- (ii) although still an aspiration, the suggestion was made that if greater powers over development control are devolved to the Council by the Government there will be additional pressures and demands on Councillors involved in the planning process;
- (iii) integration of health and social care, which is a key component of the [Devolution Deal](#) for Cornwall will have significant implications for Members whether there is success or failure. If the integration is successful it is perceived that Members may have more influence and a greater role to play in health; and
- (iv) the [Devolution Deal](#) for Cornwall will likely impact on the role of Members through, amongst other things, the need for a more rigorous examination by Members of policy and an enhancement of the scrutiny function to

provide assurance that services are being delivered and roles carried out well. However, greater understanding of the impact of devolution is needed to provide certainty. Members are also likely to have to see a shift towards being more strategic.

Finance

35	What has been the impact of recent financial constraints on the council's activities? Would a reduction in the scope and/or scale of council business warrant a reduction in the number of councillors?
-----------	--

Recent financial constraints have caused the Council to reduce staff resource and driven the need to operate more commercially and identify other opportunities for doing things differently to realise efficiencies and savings. These things are contributing to the Council maintaining a balanced budget and continuing to provide appropriate levels of service whilst striving to achieve ambitious initiatives, such as those derived from the [Devolution Deal for Cornwall](#). Whilst the Council is conscious that it can provide services at different levels, whether pursuant to mandatory duties or under discretionary powers, it is fundamentally the case that there is no demonstrable reduction in the Council's responsibilities and there is no demonstrable reduction in demand.

So, whilst the simple theoretical response to the second question is yes, it would be erroneous to assume that there has been or is going to be any significant reduction in the business Members have to transact that would lead to a conclusion that a reduction in the number of Members is the appropriate outcome of the electoral review at the current time.

The governance review the Council is undertaking should provide an evidence base against which this particular issue can be given further consideration.

This question was put to the wider Council Membership. The majority or common themes that emerged were:

- (i) budget cuts have, paradoxically, resulted in more work for Councillors rather than a reduction. A significant proportion of the responses received supported this view. Specific issues that were identified as increasing the workload included increased complaints channelled through Councillors, debating time having to be devoted to allocating available funds and managing decline, helping constituents navigate their way to help with issues because previous routes to help or go to officers are no longer available, increasingly having to provide information and support for constituents, having to spend more time pushing officers for things to be done because there are increased pressures on them, defending decisions to the public, having to respond to the representations that are made about the things the Council is cutting back on or no longer providing and helping with increasing social, rent and housing issues;
- (ii) reductions in budgets do not give rise to a corresponding reduction in Members' representational role or caseload. A number of Members made the point that a reduction in the number of Councillors would mean that the corresponding increase in workload would result in reduced levels of

- representation;
- (iii) the unification of councils in 2009 saw a reduction from 331 County and District/Borough Councillors to the current 123 which, as noted in earlier comments, has increased the Member workload significantly in terms of functions and issues. It was suggested that a further reduction in the number of Councillors would result in a democratic deficit although, having regard to all of the comments received, there is perhaps an indirect suggestion that there is already a democratic deficit, if only in some areas;
 - (iv) the delivery of some Council services through a group of wholly owned companies has increased the Member workload in terms of assisting constituents, finding the correct officer to deal with an issue and tracking it through to a satisfactory resolution. Members report that the relationship with the group of companies is not always straightforward and issues can take longer to resolve than previously;
 - (v) reductions in Cornwall Councillors will lead to an increased reliance on city, town and parish councillors and the degree to which Cornwall Councillors can provide support suffering. This might also lead to the need to employ more officers to provide direct support to Members in resolving constituency caseload issues; and
 - (vi) the scope of the Council's business is not decreasing and may even be increasing, particularly with the [Devolution Deal for Cornwall](#). However, as noted above, the impact of the Deal is yet to be properly understood as work continues towards implementation of the different work streams.

36	If you are proposing a reduction in the number of councillors for your authority, to what extent is this a reflection of reduced activity of the council overall, an anticipation of efficiency plans or a statement to local people? Or none of these things?
-----------	---

The Governance Review Report articulates the strong case for change which those giving evidence to the Review clearly put across. However, that case for change does not immediately or demonstrably translate to a case for a change in Council size. The work of the Governance Review may make a more specific contribution to the determination of Council size as it progresses. However, the underlying messages throughout the Governance Review Report are about “how” not “how many”, along with the need for cultural change. The recommendations flowing from the Governance Review demonstrate that the Council has taken seriously the challenge to undertake a fundamental review of its governance. Overall, none of the recommendations arising from the Governance Review directly impact upon or demonstrate any rationale for a change in the number of Cornwall Councillors.

Although the Governance Review Report suggests that a significant reduction in the number of Councillors should be achievable there is a lack of evidence to support that proposition and, indeed, the Report acknowledges that recommending a number of Councillors is outside the scope of the Review. As the electoral review progresses through to the Council’s final submission on Council size regard will be had to the ongoing work arising from the Governance Review and how that might more directly influence the Council size question and the Council’s further submissions.

At first draft submission stage the Council is proposing that the Council size from 2021 should be in the range 105 to 115, a reduction from the current 123. The first draft submission, amongst other things, makes the point that the current number of Members is not too large for the Council as currently constituted, recognises that the electorate in Cornwall is arguably under-represented in comparison to other authorities and acknowledges the generally very full workload that Councillors generally have.

However, the Council feels able to propose a reduction in Council size in recognition of the changes the Council can make in its governance arrangements and improvements in ways of working that might lead to a reduction in the quantum of County Hall activity for most Members. In formulating the proposed Council size the Council has also had regard to its expectation that Members ought to be able to find efficiency savings in the way that they carry out casework with improved IT processes and infrastructure.

The proposed reduction in Council size is not predicated on any anticipated reduction in the Council’s activities and nor is it put forward simply to make a

statement. It is a reasoned submission derived from a measured and methodical approach.