Governance Models Options Appraisal

	Current Cabinet Model at CDC	Leader Cabinet with enhanced individual decision making	Elected Mayor	Subject Committees	Area Committee/Board
	These Members work in consultation with officers to deliver policies which are approved via Cabinet and Council, with oversight of matters being given to the Audit Committee and the Overview and Scrutiny Committee.	As per the existing with enhanced transparency in respect of individual decision-making process whereby the public are invited to observe the process (either in-person or by joining the virtual call). In addition, the example of Milton Keynes included a public call-in process similar to a petition system which would allow for a greater oversight of decisions.	The move to a Mayoral model requires a referendum before the Leader/Cabinet model can be replaced by a new Mayor, serving for a 4 year, term. The Mayor personally makes most executive decisions although some can be made by a Cabinet appointed by the Mayor), there are also 3 regulatory and general purposes committees and a large number of Overview & Scrutiny committees. Key decisions including those relating to the Budget cannot be amended by the Council however they can be referred back to the Executive for amendment. When referred decisions are resubmitted only 1/3 of votes are required to pass (In Bedford this had only happened twice in 20 years	The Leader/Cabinet model is replaced by a series of statutory committees (e.g. Audit) & subject related committees (e.g. Health & Wellbeing) where strategic decisions are made. A Policy & Finance (statutory) committee chaired by the Leader and Deputy Leader and the chairs from the other committees and makes cross-cutting or over-arching decisions e.g. the allocation of budgets to the other committees. The other committees make strategic decisions related to their subject area, with operational decisions increasingly delegated to officers.	The Leader/Cabinet model continues and/or moves to a different model, but is supplemented by the addition of geographically defined Area Committees/Boards that each meet regularly across the Council's area. Cabinet continues to meet regularly to make cross-cutting strategic decisions, including the allocation of budgets to each of the Area Committee/Boards, along with Scrutiny and other statutory & non-statutory committees. Each Area Committee/Board contain several wards (from 3-10 in Wiltshire (unitary)) with the Area Committee/Board's boundaries following the existing ward borders Members representing the wards within each Area Committee/Board are required to serve the Committee/Board with the Chair being elected annually from within the group of members. Each Committee/Board is supported by a Community Engagement Officer who, along with Members, are active within their areas engaging with constituents and stakeholders and receiving petitions for grants for consideration by their Committee/Board.

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Working Principles	**Cotswold District Council**	**Milton Keynes Council**	**Bedford Borough Council**	**Arun and Stroud District Councils, Derby City Council**	**Wiltshire County Council Eastleigh Borough Council**
1. maximises individual member talents, and provides the opportunity for greater engagement in Council activity	Whilst there are opportunities for some Members to be a part of Committees and groups, this can limited if a Member is not a Cabinet Member or a Member of one of the Committees. All other Councils interviewed typically had a cohort of members 50% greater in number than CDC, which may lead to challenges securing members for additional roles with competing community leadership demands.	Whilst the decisions that are made are still undertaken by the Cabinet Member, the individual decision-making process is a much more open and transparent process as it is open to all Members and the public to observe. This is achieved via webcasting and having remote meetings where suitable. As a consequence, this provides additional opportunities to Members who aspire to be a part of the Cabinet to shadow Members.	Where the Mayoral model has been adopted, considerable powers are focussed in the role of the new Mayor which significantly raises their profile, but may cause a reduction in the profile of Committees and their members and Chairs. It was noted that the incumbent Mayor at Bedford City Council was initially against moving to a Mayoral model, concerned that it moved too much of the council's decision making to one person and would reduce Member engagement. However, we found that Bedford had a unique leadership style to be more inclusive for all Members outside of the administration.	Where the Subject Committee model has been adopted, it has increased the requirement for Members to serve on the additional committees, and thereby increased the opportunities for all Members to become more engaged with the work of the Council. This has usually been positively received and enabled the individual talents of Members from opposition groups as well as those of the incumbent administration to be maximised. In most cases Subject Committees have been given remits that do not align with a single service area or department to ensure that decisions remain strategic and do not become operation. Whilst the model does potentially increase the opportunities for Members to attend, it presents significant challenges to Members availability and to the resources officers would need to provide.	Where the Area Committee Board model has been adopted ALL Members are required to become members of the Area Committee/Board that contains their ward and are expected to attend its meetings. This means all Members will become more engaged, accessible and accountable within their ward, and engage with its decision making process. This model requires an increase in engagement by Members and may present significant challenges in terms of Members availability.

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2. Facilitates decision making at an appropriate pace	It provides for a good pace of decision-making with decisions taken by executive members where appropriate and the Cabinet taking decisions with a strong majority supporting. However, this is subject to change at future elections.	The process for decision-making still allows for decisions to be taken at pace when required. The evidence from Milton Keynes suggests that whilst meetings need to be organised formally and be set in place, this had not significantly impacted the process of conducting Cabinet Member decisions. On average, 5-7 decisions are taken per meeting at Milton Keynes, however as Cotswold District Council is not a unitary authority, there will be fewer decisions will need to be made.	It was generally accepted that the decision making process had increased in pace since the appointment of a Mayor, as key decisions could be made without the need for wide consensus. There was however still concerns that there remained some confusion with the public about the role and powers of the Mayor, and whether they were still members of the council.	The number of additional committees created (6-8), the number of meetings (e.g. 6 per year) and the degree to which operational decisions are retained by committees, will determine the pace of overall decision making. By the nature of the fact that Subject Committees are cross party it is accepted and evidenced that decision making is generally slower.	The introduction of Area Committees/Boards would sit alongside the existing Leader and Cabinet model. The impact on the pace of decision making would be largely dependent on the decision making powers that are delegated to the Committees/Boards.

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3. Demonstrates propriety, regularity and accountability	Meetings are open to the public, held frequently, and are available to view online in most cases. However, individual cabinet member decision-making meetings are not currently available for the public to see live and/or at a later date.	The process from Milton Keynes had regular meetings once a week to conduct decisions. It is also held in public to be transparent.	The Mayor's powers and emergency powers are extensive and come with a responsibility to utilise them only when necessary and or in exceptional circumstances. The Mayoral model also provided a much broader overview for the Mayor, enabling them to represent the whole electorate as an executive member, rather than a Leader with representative responsibilities to both their ward members and the wider council. As most of the Council's decision making is moved to the Mayor, accountability for these decisions becomes much clearer for the public.	In most cases Subject Committees have been given remits that do not align directly to a single service area or department to ensure the decisions being made by members remain at a strategic level. Councils reported that Members were initially concerned at what they perceived as a loss of oversight and decision making control.	As the Leader Cabinet model is continued, the propriety, regularity and accountability will not be reduced and may be enhanced dependant on the degree of delegated decision making authority and the size of the budget allocated to the Area Committees/Boards. In Wiltshire, Area Committees Boards are able to agree and provide financial grants for projects and initiatives that: do not: have a significant impact outside the area, have a significant impact on the resources of the council or contradict any policy or service standard set by the council.

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4. Solution is costed and fully resourced	No additional costs are expected and any resources allocation has been set out in the budget	No additional costs expected. Additional resources may be required with officer time and having a fixed structure to allow for public participation.	There would be additional costs for a referendum to approve the change. The costs are estimated to be between **£150,000 to £200,000**	Following referral to other councils currently employing this model, likely that the following implementation and ongoing support costs will be incurred. **Implementation Costs** External Support LGA @£900 per day Changes to Modern gov @ £300 per day Plus: training for members & officers; Business processes Loss of cross council dynamic for Publica. Senior manager time. Estimate from the Centre for Governance & Scrutiny, £50k - £100k total implementation. **Ongoing Costs** for 6 committees Democratic Services officers costs (2 fte) - **£81,744pa** Additional officer time reports/attending meetings to consult/present budget at each committee. increased allowances and expenses. (Indicative figures, subject to change)	Following referral to other councils currently employing this model it is likely that the following implementation and ongoing support costs will be incurred **Implementation Costs** Changes to Modern gov system @ £300 per day Constitution Changes @£800 per day **Ongoing Costs** Democratic Services Officer (2 fte) inc on-costs - £61,308 Locality Officer (1 fte) inc on-costs - £34,645 Locality Officer (1 fte) inc on-costs - £34,645 **Total £130,599pa** Additional officer time 6 areas 24 meetings per year: Cirencester, Moreton & Stow, Chipping Campden, Tetbury, BOTW, Northleach. (indicative figures, subject to change)