

SANDBACH TOWN COUNCIL

LLR and Governance Sub-Committee

This meeting will be clerked by Ann Banks. Please ensure that all apologies are made directly to the clerk of the meeting no later than 6pm on the day of the meeting.

Please note that this meeting will be recorded and the audio recording made available to the public within 5 working days of the meeting.

Agenda for the meeting to be held on Tuesday, 22 August 2017 at 7pm in the Sandbach Literary Institution, Hightown.

1. APOLOGIES FOR ABSENCE

Action: *To receive apologies for absence*

2. DECLARATIONS OF INTEREST

Action: *To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.*

The Chairman of the meeting will adjourn the meeting to allow questions from members of the public.

After the questions the Chairman will reconvene the Meeting.

3. MINUTES OF THE MEETING HELD 27 JULY 2017

Action: *To approve the minutes.*

4. TO REVIEW PROGRESS AGAINST LLR RECCOMENDATIONS

[Attached: Report]

Lead: Martin Forster

Action: *To note progress and confirm outstanding actions.*

5. STANDING ORDERS

Lead: Martin Forster

Action: *Response to changes to Standing Orders as recommended by the Finance, Policy & Governance Committee on the 3rd August 2017.*

6. NEXT MEETING

Tuesday 26 September 2017 at 7pm at the Sandbach Literary Institution.

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LESSONS LEARNED REVIEW
RECOMMENDATIONS AS AGREED BY STC 15.11.16

RECOMMENDATION REVIEW

To be considered by the Lessons Learned Review Sub-Committee 22 August 2017

	RECOMMENDATION / ACTION	ACTION / IMPLEMENTATION	EFFECTIVENESS / ISSUES
1	<p><i>Apology</i></p> <p><i>"The Council recognises the hurt, anger and mistrust that has been caused by the Market Hall Project. We apologise unreservedly to all those affected by it. We wish to reassure those affected that the project has now been cancelled, and that in future any such project will be conducted in a fully open and transparent manner. The Council wishes to reassure the public that it will be actively working with the market traders to improve the indoor market for the future."</i></p>	<p>A complete apology was made by Sandbach Town Council on 15.11.16. The whole apology was recorded within the minutes of the meeting.</p> <p>The Council has been actively working with Traders through a Market Hall Group. Proposals were presented to Council on 20 July, with approval of the outline requirements and permission to appoint a Project Manager being granted.</p>	<p>The apology was made, however the Council has to re-build trust, by showing that it is willing to work with the market traders and other interested bodies.</p> <p>The Market Hall WG has worked well collaboratively and supportively.</p>
2	<p><i>That key stakeholders must in future be clearly identified and involved in the very early stages of project planning.</i></p>	<p>A Project Management Guidance Document was adopted by Council on 20 April 2017, in which it outlines the involvement of stakeholders.</p>	<p>Two significant projects are presently being run by the Council, assurance was given at the meeting of STC held on 20 July that adopted PM guidelines have and will continue to be applied to the Market Hall project.</p>
3	<p><i>That Councillors be reminded of the importance of working within the Standing Orders and that the Council implements a review of the standing orders and schemes of delegation to</i></p>	<p>A review of Financial Regulations and Standing Orders has been undertaken. Revised versions of both documents were presented to Council on 20 July 2017. They were not adopted but deferred to FP&G to</p>	<p>New SO and FR to be implemented following 20.4.17. No review of effectiveness has been undertaken. There been a larger degree of Councillor interest than in previous reviews, which is evidenced by the request for more</p>

	<p>ensure that weaknesses highlighted in this review are properly addressed. This should include a review of the financial regulations and these should be reviewed regularly as per the standing orders.</p>	<p>allow members more time to consider and debate.</p>	<p>time to consider. They are due to be presented again to Council on 21 September for adoption.</p>
<p>4</p>	<p>That STC Committee Quorum requirements be revisited to guard against minority decision making in future.</p>	<p>The LGA1972 (Sch12) states that a quorum will be three or a third – this is the statutory requirement and as such cannot be changed in the Standing Orders, however, contained within the ‘draft’ revised Standing Orders is line which reads: <i>Sandbach Town Council has resolved that its quorum will be four or one third, whichever is the greater (adopted 20.4.17).</i> nb This applies to all meetings of the Council, Committees, Sub-committees, and Working Groups. It is also noted that through this revision, it confirms that the attendance of the Mayor as ex-officio member also counts towards the quorum.</p>	
<p>5</p>	<p>That working groups which are established for the progression of a given piece of work are genuinely working groups. No binding decision making power should be delegated to them. No financial power should be delegated to working groups.</p>	<p>Working Group Rules were agreed by Council on 20 April 2017. These state that ‘unless clearly specified within the Council/Committee resolution, WGs have no delegated authority.’ And Working Groups have no power to incur expenditure.</p>	

6	That oversight of working groups or project teams be carried out by full Council or an appropriate Council Committee/Sub-Committee.	Working Group rules state that the Lead Member is responsible for 'reporting to the parent body'.	
6a	There should not be a Working Group comprising of all councillors.	Working Group rules state (<u>underlined</u>): There should never be a <u>WG that comprises of all members of the Council.</u>	
7	The practice of all Councillors meeting behind closed doors without published agendas or minutes should be for the purpose only to report recommendation to Full Council or appropriate Committee to enable full discussion in public.	Standing Orders are applied, with each meeting determining whether items require private discussion and taking a vote on the matter. Working Group rules state: All WG meetings will be open to public observation as appropriate.	This has presented some problem. Members understand and agree with the intention of openness and transparency, however there does appear to be a requirement for the occasional 'members briefing' purely information sharing, with no intention of making decisions. It is also to be noted that WG Lead Members are reacting at different rates to making agenda and minutes available publicly.
8	Where an item needs, for valid reasons, to be considered by the Council confidentially the letter of the Public Bodies (Admissions to Meeting Act) 1960 should be followed; the council should resolve in public to defer the agenda item to part II, giving reasons for doing so. Clear records of the justification for items being considered in part II must be kept to assist future auditing of those decisions.	As 7 above. Standing Orders are applied.	

9	<p>That STC considers whether existing guidelines, headed PROJECT GOVERNANCE, are fit for purpose in the light of the Market Hall Project and re-worked accordingly.</p>	<p>Project Management Guidance documentation was reviewed, with the revision being adopted by Council on 20 April 2017</p>	
10	<p>That, for major work, STC employs an independent professional project manager, appointed following the processes set out in the standing orders and financial regulations. The meaning of major work to be defined by STC in adopting the methodology discussed in recommendation 9. Where consultants are appointed, their role is clearly specified and that action is taken to ensure that they do not present themselves as acting for the Council in a role not assigned to them.</p>	<p>This is defined within the revised Project Management Guidance document, but has not yet been implemented. Approval is in place to use a Project Manager for delivering the Market Hall proposals.</p>	
11	<p>That any spend of public money should be authorised by a clear decision from an officer or body authorised to spend it. Where, by reason of value, the spend requires the approval of a Committee or the Council, that authorisation must take the form of a minute of that body.</p>	<p>In accordance with Standing Orders and Financial Regulations.</p>	<p>There needs to be more clarity in terms of exact and specific minutes authorising payments. Refer to 'Events' spend issues.</p>
12	<p>That no statement by a third party be used in Council communication without that person's written approval.</p>	<p>Improved awareness amongst councillors and council staff. There is no written policy.</p>	
13	<p>That financial figures issued in the name of the Council be appropriately</p>	<p>Improved awareness amongst councillors and council staff. There is no written policy.</p>	

	scrutinized; where possible, they should be approved by the Finance Committee, or by the Council itself. If approval by the Finance Committee, or by the Council is not possible, the Chair of the Finance Committee or RFO should be consulted and proper records of that consultation be made.		
14	<i>That urgency powers should not be used for contentious decisions, and where they are used, strong and robust reasoning must be recorded, along with a record of alternative courses of action considered.</i>	This is made clear in the revised Standing Orders	
15	Removed – merged with 10 above	Removed.	
16	<i>Good communication is key to healthy public perception of the work of the Council. All Council staff and Councillors should be mindful at all times to communicate in a respectful and professional manner towards members of the public and stakeholders. Communication training may be appropriate.</i>	Communication Policy written but not adopted by Council. Policy has been referred to CE Monitoring Officer for guidance to ensure it complements but does not conflict with the Code of Conduct (sent 8.6.17)	Staff are aware of the need to be helpful and courteous.
17	<i>That STC consider reviewing the Town Hall project including the appointment of the architects, and previous discussions with SLI trustees and discussions around accommodation to assess whether there are lessons to be</i>	This was presented to Council 20.4.17. RESOLVED: that, the Council invites the LLR and Governance Subcommittee to consider the Town Hall Report may be used to inform the work already being done to implement the recommendations of the 2016	The final implementation of Lessons Learned Review recommendations, should ensure that any issues arising from the Town Hall project are covered.

	<i>learned from them.</i>	Lessons Learned Review."	
18	<i>That the Council review its document storage and management policies with a view to introducing a numerical record keeping system with proper version control mechanisms to allow more rapid recovery of information.</i>	A full review of the electronic filing system has been undertaken, with changes being implemented. Version control is managed by a front page template. File path footers are added to all electronic documents, making retrieval easier.	
19	<i>All email communication regarding council business is conducted using council provided email addresses to ensure a complete and visible audit trail.</i>	.gov.uk email addresses have been in use since 10 July 2017. Approval has been granted to transfer to Outlook later this year, providing a more robust and secure operation, along with added capacity to store and access all Council documents from the Cloud.	
20	<i>It is recommended Finance committee look into how accounts can be easily presented and managed. A simple income and expenditure spreadsheet with breakdowns of costings would be clearer and easier to understand.</i>	No progress.	
21	<i>That these recommendations, as amended, be taken in good faith as a plan to improve confidence in Sandbach Town Council.</i>		AB View, the changes should be embraced. Change is always difficult to manage, however there is sensible justification behind the majority of recommendations. We should view the Lessons Learned Review as a positive experience.
	<i>A final Recommendation was made:</i>	Dissolved at full council meeting on 15 November 2016.	

	<p><i>That the LSD Steering Group, the LSD Working Group and the Lessons Learned Review Group all be dissolved with immediate effect.</i></p>	
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<p>ADDITIONAL ITEMS TO BE CONSIDERED BY THE SUB-COMMITTEE (ARISING THROUGH NORMAL BUSINESS)</p> <p>Town Councillors are asked to review this list and to submit any comments to the LLR Sub-Committee via the Clerk or Chairman.</p>		
22	Councillor Metrics – develop a way of monitoring member engagement.	This was not progressed.
23	Use/issue of tablet devices, to reduce paperwork and improve member access to information.	This was not progressed.
24	Management/monitoring of undischarged resolutions	Schedules are presented to each Council and Committee meeting for review and noting.
25	Working Group – definition and guidance	This has been done and was adopted by Council 20 April 2017.
26	Criteria for the Legitimate closure of meetings to the public/press.	This has been done and was adopted by Council 1 June 2017.
27	Naming of public in minutes? [Ref email from Steve Kirkham 27.1.17]	Public will continue to be named in minutes.
28	Communication Policy	This was drafted but not adopted. Referred to CE Monitoring Officer for guidance 8.6.17
29	Formation of Committees and Chairmanship	This has been done, adopted by Council and incorporated into the revised Standing Orders (due to be approved 20.7.17).

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