

Cheltenham Borough Council
Staff & Support Services Committee – 28th October 2010
Recommendations of the Constitution Working Group for
revisions to the Council’s Constitution

Accountable member	Cabinet Member, Councillor Colin Hay
Accountable officer	Borough Solicitor
Accountable scrutiny committee	E.B & I
Ward(s) affected	None specifically
Executive summary	<p>This report recommends the action to be taken in response to the Council agreed Action Plans which were approved following consideration of the KPMG report in the public interest and the Review Working Group report. Following the Council decision on the 11th October 2010 to defer the comprehensive review pending clarification as to the Council’s future direction and the impact of the Government’s localism agenda, the Constitution Working Group has concentrated its efforts on those items within the Council agreed Action Plans (Appendix 1) which require review of parts of the Council Constitution.</p> <p>The Working Group is recommending that the Staff & Support Services Committee (S&SSC) be discontinued and that its functions be delegated to the Appointments Committee and to the Chief Executive, Strategic Directors and Assistant Directors as appropriate. Member input to staffing and constitutional matters would be provided by the establishment of a Staffing Working Group and a Constitution Working Group. These changes are set out in the documents at Appendix 2. The recommended membership and functions of the Appointments Committee are attached at Appendix 3. The Working Group is also recommending slight changes to the functions of the existing JNC Disciplinary Committee and the addition of a JNC Appeals Committee (see Appendix 4) to ensure that the current JNC conditions of service for Local Authority Chief Executives are reflected.</p> <p>A series of amendments to the Constitution to clarify the financial and other limits which apply to the exercise of delegated authority by the Borough Solicitor and other employees are recommended at Appendices 5 – 7 in response to recommendations 1 and 2 of the KPMG PIR.</p> <p>The Constitution Working Group is recommending that the Council adopts a definition of “significant decisions” which will describe non-executive decisions that would fall into the category of “key” decisions if taken under executive powers. The Working Group considers that this will give clarity to Members and to the Public as to the importance of decisions which are on the Forward Plan for the Council and will also enable, if necessary, a scrutiny, call-in and review process for decisions made by the Staff & Support Services Committee (the only Committee which exercises non-executive functions and which is not a regulatory or ad-hoc Committee). If the Staff & Support Services Committee, having considered the</p>

recommendation for its discontinuance is nevertheless minded to recommend the adoption of a process for scrutinising, calling in and reviewing significant decisions of the S&SSC, the detailed amendments to various parts of the Constitution (Part 4D Access to Information Rules and Part 4E Overview and Scrutiny Rules) will be drafted by the Borough Solicitor for consideration by the Council on 13th December 2010.

The report recommends that two amendments should be made to the Council Rules of Procedure on voting. The first amendment is to require that appointments to statutory officer posts to be passed by a 2/3rds majority of members present and voting at the meeting. The other requires that the numbers of members voting for, against, or abstaining from voting on a matter are recorded in the minutes of the meeting. This will only apply where a vote is taken and not in cases where the decision is taken by affirmation of the meeting.

The Standards Committee has, in response to the Council's Action Plan, reviewed the Protocol for Member / Officer Relations and has produced a revised document which is attached at Appendix 9 and which is recommended for approval.

Recommendations

(1) That the Committee

- 1. Accepts the recommendation of the Constitution Working Group that the Staff and Support Services Committee should be discontinued.**
- 2. Determines the date upon which recommendation 1 above should be implemented**
- 3. Approves the amendments to the Employee Scheme of Delegation and the membership and functions of the Staffing Working Group and the Constitution Working Group set out in Appendix 2.**
- 4. Approves the setting up of an Appointments Committee with the membership and functions set out in Appendix 3.**
- 5. Approves the revisions to the functions of the JNC Disciplinary Committee and the setting up of a JNC Appeals Committee as set out in Appendix 4.**
- 6. Approves the revised Article 14 of Part 2 of the Council's Constitution as set out in Appendix 5.**
- 7. Approves the revised Article 13 of Part 2 to the Council's Constitution as set out in Appendix 6 and the revisions to Part 3H of the Constitution as set out in Appendix 7.**
- 8. Approves the amendment to Rule 14 of the Council Procedure Rules (Voting on appointment of statutory officers) as set out in paragraph 5.2.2 of this report**
- 9. Approves the amendment to Rule 14 of the Council Procedure Rules and to the corresponding Rules in the Cabinet, Committee and Overview and Scrutiny Procedure Rules (Recording of Number of Votes), as set out in paragraph 6.1.2 of**

this report

10. Approves the revised Protocol for Member/Officer Relations as set out in Appendix 9

(2) That the Committee recommends to the Council

(a) approval of items 1-10 above

(b) that the Borough Solicitor is authorised to make any further minor amendments to the Constitution which are consequential upon the changes approved by the Council

Financial implications	None directly arising from this report. However, indirectly, the proposed revisions to the processes and the scheme of delegation will strengthen decision making which should, in turn, ensure that decisions in respect of the use of public money are more robustly considered. Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123
Legal implications	Contained in report. Contact officer: Sara Freckleton, sara.freckleton@tewkesbury.gov.uk, 01684 272011
HR implications (including learning and organisational development)	As contained in the body of this report. Should the recommendations be agreed, there will be communication implications for relevant Officers and Members to ensure awareness of revisions to the protocols and procedures; there will be training and development implications for those elected Members appointed to the JNC Disciplinary Committee, JNC Appeals Committee, Appointments Committee and there may be training and development implications for those elected Members on the Staffing Working Group and Constitution Working Group. Contact officer: Amanda Attfield, amanda.attfield@cheltenham.gov.uk, 01242 264186
Key risks	The action recommended in this report will support the mitigation of risk CR1 on the corporate risk register in that it responds to those recommendations raised by KPMG in their public interest report and also to recommendations from the Review Working Group.

1. Background

- 1.1** On the 22nd March 2010, the Council approved Action Plans to address recommendations from both the Report in the Public Interest (PIR) issued by KPMG and the report of the Review Working Group set up to consider various aspects of the Council's employment procedures.
- 1.2** It had been intended that the actions relating to constitutional matters would be considered as part of a comprehensive review of the Constitution and a member Working Group (Councillors Godwin, Hay and Smith) was set up by the Staff & Support Services Committee to assist the Borough Solicitor in undertaking the review and compiling a report for consideration by the Committee and Council.

1.3 In view of the changes in circumstances since the 22nd March 2010, the Council on 11th October 2010 agreed the recommendation of the Constitution Working Group, that the comprehensive review should be postponed. However, this postponement does not apply to the requirements of the approved Action Plans and the Working Group completed its consideration of those matters in line with the timescale set by the Council.

2. Requirements of Council approved Action Plans

2.1 The Constitution Working Group considered the approved Council Action Plans, of which five recommendations from the KPMG report (recommendations 1, 2, 4 & 5) and 3 from the Review Working Group report (recommendations 4, 5 & 8) require consideration of various aspects of the Council's Constitution and Committee Structure.

2.2 A further recommendation from the Review Working Group (recommendation 13) required a review of the Council's Protocol for Member / Officer Relations. This has been undertaken by the Standards Committee and is also dealt with in this report.

2.3 The relevant extracts from the Council Action Plans are attached at Appendix 1.

2.4 The Constitution Working Group's analysis of the requirements of the Actions Plans concluded that the requirements could be categorised and summarised as follows:-

a. Review of Committees

- KPMG recommendation 4 - Review the need for and remit of S&SSC and other Committees.
- Working Group recommendation 4 (as approved by S&SSC on 29th July 2010) – Set up an Appointments Committee to make appointments to posts required to be made by Council.
- Working Group recommendation 8 – Review membership and functions of JNC Disciplinary Committee to ensure consistency with current JNC conditions for Chief Executives.

b. Review of Delegations

- KPMG recommendation 1 – Review Constitution to make clear what the Borough Solicitor can and cannot do regarding decisions to instigate and continue legal action, whether financial limits should apply to the B.S.'s delegated authority and when and from whom further sanction is required for financial expenditure above the specified limit.
- KPMG recommendation 2 – Review the Constitution for other potential instances where authority is delegated to individuals without clarity over the extent of their financial authority.

c. Review of Rules of Procedure

- KPMG recommendation 5 – Review constitutionally whether “key decisions” made by committees should be subject to similar procedural and notification requirements as those made by Cabinet.
- Working Group recommendation 5 (as approved by S&SSC on 29th July 2010) – That the Council amends the Council Rules of Procedure to require

that the appointment of any Statutory Officer (HOPS, MO and s.151) should be approved by 2/3rds majority of Members present and voting.

d. Review of Guidance, Codes and Protocols

- KPMG recommendation 26 – Develop guidance on circumstances when it might be appropriate to record the number of people voting for, against and abstaining. This might apply in sensitive matters and exempt proceedings might be expected to be sensitive.
- Working Group recommendation 13 – Standards Committee to review Protocol for Member/Officer relations to ensure that it represents best practice.

2.5 The Working Group consulted all Members of the Council and the Senior Leadership Team on various aspects of the Constitution, to inform both the comprehensive review and also the response to the Council's Action Plans.

2.6 A summary of the conclusions of the Working Group is set out below.

3. REVIEW OF COMMITTEES

3.1 Staff & Support Services Committee

3.1.1 The Working Group considered the functions of the Staff & Support Services Committee in the light of the recommendation from KPMG that the need for this Committee be reviewed. The business conducted by the Committee is in the main, the consideration of staffing matters and policy and to keep under review the Council's Constitution and to report, as necessary, to the Council. In addition the Committee deals with the recruitment of Senior Managers of the Authority and various disciplinary and employment grievance matters as they arise from time to time.

3.1.2 It was the view of the Constitution Working Group that the work of the Staff and Support Services Committee could be conducted equally effectively through dedicated Member Panels to consider Staff matters and Constitutional matters, with resultant decisions being taken by the Council, Cabinet or Officer delegation as appropriate. All Members and the Senior Leadership Team were consulted on this proposition and none of the responses received indicated any continuing need to retain the Staff & Support Services Committee.

3.1.3 The Working Group therefore recommends that there is no need for the Council to retain the Staff & Support Services Committee within its structure. It is proposed that matters relating to the recruitment of Senior Management can be dealt with by the Appointments Committee which is considered at 3.2 below and that the remainder of its functions can be discharged with revised delegations. The current functions of the S&SSC together with the detail of intended allocation of the functions are set out in Appendix 2A and the suggested revisions to the Employee Scheme of Delegation, showing the proposed changes in bold and italics, are attached at Appendix 2B. It is further recommended that a Staffing Working Group and a Constitution Working Group of Members be set up and retained to provide member input to the decisions on those matters which are taken under delegated powers or recommended to the Council. The proposed Terms of Reference of those Working Groups are attached at Appendix 2C.

3.1.4 The Working Group debated the most appropriate timing for the changes referred to in paragraph 3.1.3 to take place and two options were discussed, the first being to implement the proposed changes at the earliest possible opportunity with the other option being to make the changes to coincide with implementation of the wider review of the Constitution in May 2011. The latter option recognised that a recalculation of the allocation of seats to political groups is likely to arise which might, more conveniently, be dealt with at the Annual Council in May rather than at the Council meeting in December. However, an advantage of making the changes immediately would be that the new arrangements would be in place to facilitate any recruitment of senior

managers pursuant to the restructure recommended by the Chief Executive in connection with the strategic commissioning proposals. It was recognised that there were advantages and disadvantages to both options and whilst it will be a matter ultimately for determination by the Council in December, the Working Group, on balance, considered that a May implementation is likely to be most convenient.

3.2 Appointments Committee

- 3.2.1** The Committee will recall considering a report, at its July meeting, on the setting up of an Appointments Committee to conduct the recruitment, assessment and interview process for appointments which are required, either by legislation or by the Council's Constitution to be made by the full Council. That report particularly focused on recruitment to the post of Head of Paid Service and the recommendation that the entire interview and assessment process for future appointments to that position should be dealt with by the Appointments Committee with its preferred candidate only, rather than a reduced short-list, being put forward to the Council for approval. The Committee approved the recommendations set out in the report and asked the Constitution Working Group to draw up terms of reference for the Appointments Committee.
- 3.2.2** The draft Membership and Functions (Terms of Reference) for the Appointments Committee, as recommended by the Working Group are as set out in Appendix 3. The functions have been expanded upon to reflect, not only the Appointment Committee's role in the recruitment of statutory officers (Head of Paid Service, s. 151 Officer and Monitoring Officer) as discussed in the report referred to in 3.2.1 above, but to include those other elements of Senior Manager recruitment which have previously been undertaken by the Staff & Support Services Committee in order to facilitate the changes proposed in section 3.1 above.
- 3.2.3** The Working Group considered that membership of the Appointments Committee should be a total of 9 Members to ensure that, in the case of any absences, a Committee of not less than 7 Members would conduct the recruitment process for the most senior managers (Head of Paid Service and Strategic Directors) with appointments to vacancies at Assistant Director level being made by a Sub-Committee of 3 Members to include the relevant Cabinet portfolio holder (whether or not a Member of the Appointments Committee). The Membership and Functions set out in Appendix 3 reflect the deliberations of the Working Group as far as the setting up of an Appointments Committee is concerned.
- 3.2.4** The setting up of a Sub-Committee of 3 Members to make appointments at Assistant Director level is a matter for the parent Committee and is not a decision which can lawfully be taken by the Council. The way forward to achieve this aim is for the Appointments Committee to meet at an early stage and establish a Sub-Committee to deal with appointments at Assistant Director level. The membership of the Sub-Committee can be determined at that time.
- 3.2.5** It is recommended that, notwithstanding the decision as to the timing of the changes to the Council's Structure to discontinue the Staff & Support Services Committee, the Appointments Committee be set up by the Council in December in order to carry out the recruitment process for any changes to the Officer structure consequent upon the report of the Chief Executive in the context of the Strategic Commissioning proposals.

3.3 JNC Disciplinary Committee

- 3.3.1** In response to recommendation 8 of the Review Working Group (Appendix 1), the Council agreed to review the membership and functions of the JNC Disciplinary Committee to ensure that it reflects the current JNC for Local Authority Chief Executives (National Salary Framework and Conditions of Service).
- 3.3.2** In carrying out this review, the Working Group concluded that the membership and functions of the JNC Disciplinary Committee requires slight amendment to ensure clarity and also consistency with the current JNC conditions of service and that a separate JNC Appeals Committee should also be set up, as recommended by the JNC conditions. The Appeals Committee would carry out

the role of hearing appeals against action taken against non-Statutory Officers and in respect of Statutory Officers, any action taken short of dismissal. The Committee would, in respect of the latter, take a decision either to confirm the action or to award no sanction or a lesser sanction.

- 3.3.3 The proposed amendments to the JNC Disciplinary Committee and membership and functions of the JNC Appeals Committee are set out in Appendix 4.

4. REVIEW OF DELEGATIONS

4.1 Borough Solicitor Delegations

4.1.1 The recommendation from KPMG is that the Constitution be reviewed to make clear what the Borough Solicitor can and cannot do to instigate and continue legal action, whether financial limits should apply to the Borough Solicitor's delegated authority and when and from whom further sanction is required for financial expenditure above that limit. This arises from the finding in the PIR that there was a degree of confusion over the Borough Solicitor's decision making role, with Members believing that the Borough Solicitor was effectively making all decisions and simply briefing them on the process. Nevertheless, the report goes on to say that the Borough Solicitor's actions were consistent with the spirit and requirement of the Council's constitution

4.1.2 The Working Group appreciated that the role of the Borough Solicitor in conducting litigation on behalf of the Council is to do so in pursuant to instructions from Council, Cabinet, a Committee or an Officer in accordance with the responsibility for functions delegated to them. It is not the role of the Solicitor (save perhaps where the litigation relates to an aspect of the legal service itself) to act as the client officer as well as solicitor. However, the Constitution does not, as currently drafted, make that distinction. Care must be taken in the drafting of an amendment to clarify the position, to ensure that it does not have the unintended consequence of preventing the Borough Solicitor from being equipped to respond quickly to any need to commence or defend any proceedings which is necessary in order to protect the Council. The Working Group therefore agreed that an amendment should be made to Part 2 Article 14 of the Constitution (Finance, Contracts and Legal Matters) to ensure that it is clear. A revised Part 2 Article 14, showing the proposed amendments in bold and in italics, is attached at Appendix 5.

4.1.3 Additionally amendments are required to Article 13 of the Constitution (Decision Making) and to Part 3, Responsibility for Functions, to ensure that the delegated powers of the Borough Solicitor (and other Officers) are within specified financial limits. An amended Article 13 is attached at Appendix 6 and an amended Part 3H of the Constitution – Delegation to Employees – is attached at Appendix 7. The amendments to clarify the financial limits within which all Officers, including the Borough Solicitor, may exercise their delegated authority are shown highlighted grey in bold and italics. Those amendments which specifically relate to the Borough Solicitor's delegated authority are at paragraph 5.8.

4.2 Other Officer Delegations

4.2.1 KPMG recommendation 2 requires a review of the Constitution to ensure that there is clarity over the extent of financial authority for Officers in exercising delegated powers. Article 13 of the Constitution deals with Decision making and the Employee Delegation Scheme is at Part 3H. These are underpinned by the Financial Rules in Part 4.

4.2.2 It is clear from the Principles of Decision Making in Article 13, that all decisions made by Officers must be made in accordance with the principles set out including " the action must be lawful and in accordance with all appropriate statutory and regulatory requirements and this Constitution , including the Financial Rules" . Nevertheless, an amendment is suggested to be made to Article 13 to add an additional paragraph to ensure that it is clear that Officers can only exercise delegated powers within the financial limits available to them. The amendment is shown as an additional final paragraph (13.9) of the revised Article 13 which is attached at Appendix 6.

4.2.3 Part 3 H (Appendix 7) describes the Basis of Delegation and includes at 2.2 the requirement that an Employee exercising the function of the Authority under delegation must do so in accordance

with the Budget and Policy Framework.

- 4.2.4** The Financial Rules in Part 4H of the Constitution, require written records to be established and maintained which identify those Employees who are authorised to sign-off expenditure and the level of each Employees authorisation (Rule 21.8). This written record is currently being updated to coincide with the revisions to the Constitution the subject of this report.

5. REVIEW OF RULES OF PROCEDURE

5.1 “Key” Decisions principle for Committees

- 5.1.1** KPMG recommendation 5 (Appendix 1) is that the Council should review constitutionally whether “key decisions” made by Committees should be subject to similar procedural and notification requirements as those made by Cabinet. This recommendation arises because of the findings in the PIR that decisions were made and substantial expenditure incurred without those decisions being subjected to the rigors of the scrutiny process.
- 5.1.2** The Working Group agreed that any non-executive decision being taken by a Committee of the Council which would, if taken by the Cabinet be a “Key Decision”, should follow a process which would allow consideration by an Overview and Scrutiny Committee before the decision is taken and an adapted “Call-In” process after the decision is taken. The Working Group is recommending that wording along very similar lines to the “Key” Decisions wording within Article 13 of the Constitution be used refer to “Significant Decisions” which would be applied to non-executive decisions. The wording is shown in bold and italics at paragraph 13.3 (c) of the amended Article 13 at Appendix 6. Although primarily aimed to introduce a process for scrutiny of non-executive decisions, the use of the term Significant Decisions as defined in the revised Article would assist in alerting Members and the Public to important items of business within the Council’s Forward Plan and when reading reports.
- 5.1.3** Having defined the term Significant Decision within the revisions to Article 13, the Working Group recognised that its application for the purpose of devising a scrutiny and review process would only extend to Committees other than the Overview and Scrutiny Committees, the Regulatory Committees (Planning and Licensing) and the Ad-hoc Committees (e.g. JNC Disciplinary Committee). In practice, therefore, its application would be limited to the Staff & Support Services Committee, the only Committee of the Council exercising non-executive powers which is outside of the categories set out above. The relevance therefore, and necessity of introducing a process at this stage is a matter for consideration by the Committee and the Council in determining whether and, if so, when, the Staff & Support Services Committee will be disbanded.
- 5.1.4** However, if the Council does wish to implement a process for the scrutiny and review of “Significant” decisions taken by the Staff & Support Services Committee, it is suggested that amendments are made to the Constitution to achieve the following:-
- a process whereby the Chair of the appropriate Overview and Scrutiny Committee is notified as soon as it becomes apparent that the Staff & Support Services Committee will be taking a “Significant” decision
 - a process whereby “Significant” decisions taken by the Staff & Support Services Committee can be “called in “
 - a process whereby “Significant” decisions taken by the Staff & Support Services Committee can be reviewed by the appropriate Overview & Scrutiny Committee
- 5.1.5** The Working Group considered that the process to deal with the points set out above should not be overly complex. Nevertheless, in order to be meaningful and clear, it will involve significant amendments to the Constitution to include the following:-
1. Amendment to Part 2 Article 13 – Decision Making – in addition to the changes set out in Appendix 6, to refer to the fact that “Significant” Decisions made by the Staff & Support Services Committee will be subject to a process for scrutiny, call-in and review.
 2. Amendments to Part 4E of the Constitution – Access to Information Rules. A new rule will

need to be introduced to deal with Application of the Rules to the Staff & Support Services Committee. Rule 17 (Report to Council) and Rule 23 (Overview and Scrutiny Access to documents) will require amendments to refer to the process for “Significant” decisions.

3. Amendments to Part 4C of the Constitution – Overview and Scrutiny Procedure Rules will need to be made to specify the procedure which will be followed in order for “Significant” decisions made by the Staff & Support Services Committee to be “called in”.

5.1.6 The wording of the above amendments has not yet been drafted in view of the recommendations in 3.1 above. If the Committee is minded to recommend the setting up of such a procedure for the scrutiny, call-in and review of “Significant” decisions taken by the Staff & Support Services Committee, it is suggested that the Borough Solicitor should be asked to draft the amendments on the basis of those listed in 1 – 3 above, in readiness for approval by the Council on the 13th December 2010.

5.2 **Statutory Officer Appointments**

5.2.1 On the 29th July 2010, this Committee agreed that the Constitution Working Group should include within revisions to the Constitution, a requirement that the Council approves any appointment to a statutory officer post by 2/3rds majority as part of its review.

5.2.2 The Working Group agreed that this requirement could, most suitably be included at Part 4A of the Constitution – Council Procedure Rules within Rule 14 VOTING. It would be suggested that the following wording be added to Rule 14 at 14.11.

“Voting on appointment of Head of Paid Service, Monitoring Officer and Chief Finance (s.151) Officer”

When determining the appointment of its Head of paid Service (s.4 Local Government and Housing Act 1989), Monitoring Officer (s.5 Local Government and Housing Act 1989) or Chief Finance Officer (s.151 Local Government Act 1972), the appointment shall be made by a resolution of the Council passed by not less than two thirds of the Members present voting in favour of the appointment”.

6. **REVIEW OF GUIDANCE, CODES AND PROTOCOLS**

6.1 **Guidance on voting**

6.1.1 Guidance on the circumstances when it may be appropriate to record the number of people voting for, against or abstaining from any decision in line with KPMG recommendation 26 (Appendix 1) was considered by the Working Group and is attached at Appendix 8. The Working Group considered that the most appropriate course of action would be for the numbers of persons voting for, against, or abstaining from a proposal to be recorded on each occasion that a specific vote is taken (rather than affirmation of the meeting) and therefore favoured option A of the Guidance Note at Appendix 8.

6.1.2 It is therefore recommended that an amendment is made to include, within Rule 14 – Voting – of the Council Rules of Procedure (and to the equivalent provision in the Cabinet and Committee Rules of Procedure) the following requirement:-

Recording of Number of Votes

Except where decisions are taken by the affirmation of the meeting (Rule 14.3) the number of members voting for, against, or abstaining from voting on the matter shall be recorded in the minutes of the meeting.

6.2 **Protocol for Member / Officer Relations**

6.2.1 The action approved by the Council in response to recommendation 13 of the Review Working

Group (Appendix 1) was that the Standards Committee should review the Protocol for Member/ Officer Relations to ensure that it reflects best practice. This has taken place in consultation with all Members of the Council and the Senior Leadership Team and a revised draft of the Protocol has been approved by the Standards Committee which is, following further consultation, recommended for approval. The revised Protocol is attached at Appendix 9.

7. Alternative options considered

7.1 Contained within the report.

8. Consultation and feedback

8.1 Consultation has taken place with all Council Members and the Senior Leadership Team.

9. Performance management –monitoring and review

9.1 The effectiveness of any changes to the Constitution which are made can be assessed as part of the comprehensive review.

Report author	Contact officer: Sara Freckleton, sara.freckleton@tewkesbury.gov.uk, 01684 272011
Appendices	<ol style="list-style-type: none"> 1. Extract from Council Approved Action Plans 22/03/10 2. A. Functions of the Staff & Support Services Committee B. Draft amendments to Part 3H Employee Delegation Scheme C. Draft membership and functions of the Staffing Working Group and the Constitution Working Group 3. Draft membership and functions of the Appointments Committee 4. Draft membership and terms of reference of the JNC Disciplinary Committee and the JNC Appeals Committee 5. Article 14 – Finance, Contracts and Legal Matters 6. Article 13 – Decision Making 7. Part 3H – Employee Delegation Scheme 8. Guidance on Voting at Meetings 9. Part 5C – Protocol for Member / Officer Relations
Background information	<ol style="list-style-type: none"> 1. Report and Minutes of Council dated 22nd March 2010 2. Report and Minutes of Staff & Support Services Committee dated 29th July 2010 3. Report and Minutes of Standards Committee dated 9th July 2010 and 17th September 2010