



Northumberland

County Council

COUNCIL

DATE: 17TH MAY 2023

REVIEW AND REDRAFT OF THE CONSTITUTION - 2023

Report of the Leader of the Council

Lead Officer: Suki Binjal, Interim Director of Corporate Governance and Monitoring Officer

1 Purpose of report

- 1.1 For Council to adopt the Council's redrafted Constitution.
- 1.2 To note the 2022/23 Constitution and Scrutiny review work programme and the Member and officer engagement sessions that have taken place since late autumn last year.
- 1.3 To note the recommendations from the Constitution Working Group (CWG) and Scrutiny Leads/Chairs that took place during the review and redraft.
- 1.4 To note the continued remit of the Constitution Working Group of on-going oversight over the Constitution in conjunction with the Council's Monitoring Officer.
- 1.5 Following the approval and adoption of the redrafted constitution, Members are requested to note the implementation work programme, the proposed sequence of change, and embedding, of the redrafted constitution as set out in paragraph 11 below.

2 Sharing the revised document

- 2.1 As agreed with the CWG, Members will note that there is a link inserted that will take Members to the redrafted constitution, as opposed to the document being attached to this covering report. This is to minimise substantial costs in terms of printing and postage and more importantly in the interests of sustainability given that the document is in excess of 500 pages.

3 Recommendations from the Constitution Working Group (CWG)

- 3.1 On the 28th April 2023, Members of CWG were invited to note the progress made following the recommendations from previous CWG meetings and to satisfy themselves that the Constitution will be submitted for formal approval at full Council.
- 3.2 CWG were also invited to consider and approve a summary of the proposed changes, following the wider Member engagement sessions. CWG recommendations have been incorporated and accordingly, Council is requested to approve the redrafted constitution.

4 Recommendations

Council is requested as follows:

1. To agree to adopt the redrafted Constitution [Agenda for County Council on Wednesday, 17th May, 2023, 3.00 pm - Northumberland County Council \(moderngov.co.uk\)](#) for implementation with effect from 17th May 2023.
2. To delegate authority to the Monitoring Officer to make such changes to the Council's Constitution as they deem to be necessary and in the Council's interests to do so, which shall be in consultation with the Chair of the Constitution Working Group where the monitoring officer considers appropriate, and which do not materially change any principles previously approved by the Council including, but not limited to, changes:
 - i) amounting to routine revisions
 - ii) to provide appropriate clarity
 - iii) to correct typographical and other drafting errors
 - iv) to reflect new legislation
 - v) to correct inconsistencies in drafting
 - vi) to reflect new officer structures and job titles, properly approved through Council processes

5 Link to Corporate Plan

This report links to all aims and priorities of the Corporate Plan and ensures that the Council's priorities are reflected in the constitution.

6 Background

- 6.1 In its final report to Full Council in June 2022, the Independent Governance Review ('Caller Review') recommended that the Council;
- 6.2 "...Review and redraft the Constitution to ensure that decisions that should be taken at Member level, by Cabinet, Committee, Individual Member or Full Council are clearly identified and that the recording and scrutiny of officer decisions, both individually and in aggregate, is unambiguous."
- 6.3 The Caller review highlighted the need for change and improvement in the way that decision-making and oversight at the Council operated.
- 6.4 Accordingly, responding to the Caller Review, the Council undertook to carry out a fundamental review and redraft of its Constitution. In doing so, the Council recognised that having an effective Constitution in place is a critical part of its wider improvement activity. Although the Caller report provides important context for the review and redrafting of the Constitution, it is important to note that the Council's intention in undertaking this work has not been "to respond to the Caller Review".
- 6.5 The work is designed to provide a robust governance framework for improvements to the way that the Council works that go beyond the scope of the Caller review, thinking more fundamentally about the role of Members and officers at the authority and putting in place arrangements that will provide significantly enhanced transparency and accountability to local people about how the Council operates.
- 6.6 It is also important to note that the review and redrafting of the Constitution is being carried out in a way that is fully integrated with wider improvements being made at the Council at the moment – in particular, work to address values and behaviours.

This is covered in more detail below.

- 6.7 Having strong arrangements in place for decision-making – ensuring that decisions are made by the right people, in the right way, and at the right time, in an environment of robust accountability and transparency – is central to good governance.
- 6.8 As such, in undertaking changes to the Constitution, the Council recognises that while the document is first and foremost a rulebook, it can and should also act as a catalyst to change and improve behaviours – a way to embed a more mature culture of governance at the authority.
- 6.9 To this end, a process for undertaking the review and redrafting was adopted which centred the role of Members given that the need for the authority to be “Member-led” is central to wider improvement activity. The method for this work is set out in the next section.
- 6.10 In autumn 2022, the Centre for Governance and Scrutiny (CfGS) and the law firm Bevan Britten were engaged to support the Council and the Constitution Working Group in carrying out this work. A proposal was agreed with CfGS which was to have two principal products:
- i. A framework for the redrafting of the Constitution;
 - ii. An evaluation/review of the Council’s scrutiny function, with recommendations for change.
- 6.11 Details of the methodology and the Member engagement sessions that took place during the constitution review and redraft are outlined in the paragraphs 8 and 9 below.

7 Summary of Changes Proposed

This section sets out a summary of proposed changes after discussions with the CWG and Group Leaders following the wider Member and Senior officers' engagement sessions that took place.

The range of changes that CfGS, Bevan Brittan LLP and Council officers proposed were put to CWG as falling into three categories:

- Typographical / “tidying up” changes: changes mainly necessary because of the overall restructuring of the Constitution, in the interests of clarity. A substantial proportion of the Constitution as presented for agreement represents material transposed from the existing Constitution (having been subject to review to gauge its fitness for purpose).
- Minor substantive amendments. In some changes minor changes to process, and systems, have been drafted. These are about ensuring that the Constitution is less ambiguous on matters of law, suffers from substantially less (from unnecessary) duplication, and is consistent in how key arrangements are described. Changes are being proposed to refine systems and processes, or to clarify rules which in the current Constitution might be unclear and to reflect the Modular Constitution.
- Major substantive amendments. In some areas it has been necessary to develop

and propose wholly novel ways of working to meet the Council's needs.

Dividing material into these three categories has meant that Members have been able to direct their attention to more major changes. The changes can be broadly described as follows:-

7.1 General

- An expanded and more accessible introduction which also provides a comprehensive summary of the document, with appropriate links and cross-references;
- Focus on:
 - Values and behaviours;
 - Clarity of roles and responsibilities between Members and officers;

- A restructure of the text which;
 - Where appropriate, transposes key sections from the existing constitution with minor amendments;
 - Involves more fundamental rewrites only in those areas where evidence demonstrates they are required.

7.2 The public

- Expanded and consolidated section on the rights of the public;
- More clarity (and easier-read sections) on petitions, public access and speaking rights in meetings and public access to information;
- Possible likelihood of the ongoing Local Area Committees review will bring changes in due course but – for now – maintain existing arrangements in relation to these bodies, and the Petitions Committee.

7.3 Decision-making / Councillors

- An expanded set of principles to govern decision-making;
- A new set of principles to govern decision-making under delegated powers;
- More detail on Members' range of roles and responsibilities, and support expectations from officers for Members;
- A redrafted scheme of officer delegations to make clearer from where officer powers derive, how they should be used, and where and when Members should be consulted;
- Minor changes to the description of overview and scrutiny processes;
- More detail on the key statutory duties of chief officers;
- More accurate and meaningful explanation of officers' and Councillors' discrete, distinct roles relating to decision-making, both in the introduction and in places like the scheme of delegation and member-officer protocol;
- Redrafted section on member access to information
- A refined definition of a key decision and an officer executive decision requiring

- publication;
- A focus on values and behaviours in how member-member and member-officer relationships are managed.

7.4 Scrutiny

- Minor amendments to the principles for the operation of scrutiny;
- To develop new arrangements for work programming; that will enhance the practice of “pre-decision” scrutiny: that will be reserved for instances, where an issue is especially contentious or high profile, in such a way that demands this form of enhanced scrutiny.
- Scope for further debate / agreement of a financial management/oversight protocol between Cabinet, Scrutiny and Audit;
- No changes to committee structure.

7.5 Audit / Standards

- More, and more detailed, information about the Council’s commitments on values and behaviours;
- Minor redrafts of officer / member codes of conduct for typographical consistency
- Signposting to the member code of conduct
- Highlighting for further discussion the role of standards in providing for training and development for Members on ethical behaviours;
- Highlighting proposal to discuss role of Standards Committee, with terms of reference to also include responsibility for member training & support as part of an important aspect of engendering good governance.

7.6 Other sections

- New sections on Company governance
- Refreshed and combined set of rules of procedure for Council and committees, including: Clarification of the role of the Civic Chair / Business Chair arrangements to have a Chair and Vice-Chair, in accordance with law;
- Ability to nominate substitute Members
- Video / audio recording rules expanded to better reflect law and guidance;
- Speaking times (i.e. speeches) amended to 3 minutes (from 6 minutes), proposer of a motion be permitted 5 minutes
- Time allocated for questions by public or Members to 20 minutes, from 30;
- One question permitted per person;
- Minor changes to rules on motions to comply with law
- Operation of Ballots deleted
- Provision is made for the use of electronic voting when enable

8 Methodology

The process of review and redrafting has been led by Members, through the Constitution Working Group (CWG).

The initial Caller improvement action plan did not explicitly provide for it, but it was thought necessary to also review the Council's approach to Member scrutiny. It was agreed that both pieces of work would be led by the Constitution Working Group. CWG met on 30th September 2022 and agreed the process and timetable.

A single diagnostic exercise by the CfGS was carried out to support the production of both pieces of work. This included:

- A Member survey;
- Interviews, carried out remotely, with a range of Members and officers;
- Detailed documentary analysis of:
 - i. The existing Council constitution;
 - ii. The minutes, agendas and reports of Council, Cabinet and other meetings, going back to around summer 2021;
 - iii. Material relating to the way that business is carried out at Northumberland Council, with a particular focus on the Council's ongoing improvement activity;
 - iv. Council constitutions elsewhere, and national guidance (formal and otherwise) on governance systems for local authorities.

CfGS's work centred culture as fundamental to improvements in governance. The work, on the constitution and more specifically on scrutiny, is designed to support changes to values and behaviours, but will not deliver those improvements automatically.

9 Member engagement and consultation

Two reports (one in relation to the constitution, one on scrutiny) were produced for Members of CWG in January 2023. A suggested structure for the new Constitution was discussed and agreed by Members in principle in early February 2023. This included detailed discussion of principles that could be used to inform the way that decision-making (including delegated decision-making) and scrutiny should be carried out at the authority. A complete summary of all the documentation provided to members and the forum in which they were shared is set out in appendix 1.

The Chairs and Vice Chairs of Scrutiny held two discussions in October 2022 and February 2023 to consider the scrutiny review. The Chairs and Vice-Chairs were also invited to attend meetings of CWG.

The intention for setting out principles in this way was to ensure that redrafting, when it happened, was directly informed by Members' needs and, by doing so, providing assurance to Members that "line by line" scrutiny of new material, as it emerged, would not be necessary.

Notwithstanding this, it was still recognised that there were certain areas of change where Members' active input would be necessary. To provide for this, six sessions for Members, covering different aspects of the constitution, were scheduled for March and April 2023.

A further session was held with representatives from the LGA Advisory Challenge Board on 28th April 2023 and with Group Leaders on the same day.

The wider Member engagement sessions provided for all Members were as follows:-

14th March: Principles of decision-making and delegation

15th March: Scrutiny

23rd March: Scrutiny (repeated session)

28th March: Rules of procedure

12th April: Key decisions and budget and policy framework

20th April: Delegation and “proper officer” function including final wash up session.

The Member engagement sessions were well received, and any points/amendments required to the redrafted material were incorporated into that material. Senior officers were also invited to take part in these sessions and the recordings were shared with all staff.

Sessions were delivered on the 5 areas with one session repeated on scrutiny. Appendix 2 attached to this report provides links to the recordings of each engagement session, together with the documentation shared. Attendance at the sessions was as follows; -

Session	Number of Members	Percentage
Principles of Decision Making and Delegation	21	31%
Scrutiny	40	60%
Rules of Procedure	17	25%
Key decisions, budget and policy framework	24	36%
Delegation and proper officer function	26	39%
Overall Average		38%

Number of Members who attended **All 5** sessions: 7 (10% of all Members)

Number of Members who attended **NO** sessions: 21 (31% of all Members)

Running concurrently with the constitution review was the work around the Council refreshing its values and behaviours. The Council’s values and behaviours are essential for guiding the actions of elected Members in serving the community effectively. Involving Members in the re-writing of the Council’s values and behaviours ensures that they are reflective of the community’s needs and expectations.

Members were invited to share their thoughts and feedback on the proposed values and behaviours, discuss any areas of disagreement or concerns and suggest changes or additions. The work on refreshing the corporate values and behaviours was shared with Members on three occasions:

- Members Services Working Group
- Constitution Redraft Engagement session: Rules of Procedure
- Corporate Plan Redraft Policy Conference.

A total of 36% of Members were present across the three opportunities with both the constitution engagement event and policy conference that were open to all Members.

Following the final engagement session, each political group was offered a briefing session with the Monitoring Officer, CfGS and Bevan Brittan. The briefing sessions were offered between 10th and 16th May 2023 with all Group Leaders taking up the offer.

A full chronology of the sessions at which members have considered the redrafting of the constitution is detailed in appendix 3.

10 Detailed Key Features and Design Principles

This section sets out in detail the key features and design of the constitutional arrangements.

A fundamental element of the changes, which runs through all work done so far and that which remains to be done, is action on values and behaviours. Not only are the Council's new set of values and behaviours referenced prominently in the Constitution, they have been "baked in" to the redesign of key systems of processes, including decision-making arrangements and arrangements for scrutiny.

10.1 Redrafting and reorganisation in general of the constitution.

It was clear that changes to the constitution would require structural alteration, rather than merely changes to the existing text. An entirely novel structure for the document was prepared for, and agreed by, Members. This departure was agreed because:

- It reflects the need for good governance to focus on behaviours, and the relationship between Members and officers in particular – elements of the governance framework that were "lost" under the existing structure;
- In doing the above, it centres the importance of a set of unambiguous, understandable principles that can be used to govern duties, roles and relationships – providing certainty and transparency around key aspects of the governance framework;
- To remove unnecessary duplication (and hence the risk that the document will become internally inconsistent);
- It will help to ensure that the document is more accessible and navigable.

Specific changes

- An expanded and more accessible introduction which also provides a comprehensive summary of the document, with appropriate links and cross-references;
- Focus on:
 - Values and behaviours;
 - Clarity of roles and responsibilities between Members and officers;
- A restructure of the text which:
 - Where appropriate, transposes key sections from the existing constitution with minor amendments;
 - Involves more fundamental rewrites only in those areas where evidence demonstrates they are required.

10.2 Decision-making, delegation / Member-officer relationships

In this area the Constitution is has been redrafted to anchor Member and officer decision-making with a set of principles, which will apply to every stage of decision-making and to every person involved in that process.

These principles have been developed from a set of decision-making principles which are present in all Council constitutions, but which are often paid little regard in the day-to-day running of a local authority. Restating them, and highlighting their importance, is intended to lead to changes in behaviours and attitudes around how decisions are made, and who is involved in that process.

The principles are:

- Proportionality. Actions must be proportionate to the desired outcomes. A sense of proportionality will be informed by a proper understanding of both need and risk. This connects closely to the Council's obligation to deliver Best Value.
- Reasonableness. Decisions should be reasonable, in the sense that the word is used in administrative law. An "unreasonable" decision is described as one so unreasonable that no reasonable person, acting reasonably, could have taken it. This is a very high bar, but still requires that decision-makers consider the logic, evidence and assumptions underpinning proposed decisions from this perspective.
- Due consultation. This includes paying proper regard to the needs of local people, as they express them, as well as taking professional advice from officers.
- Respect for equality, diversity and inclusion, and for human rights. As well as being legal requirements, demonstrating a commitment to equality and human rights is about embedding an understanding of their importance throughout the decision-making process;
- A presumption in favour of openness. There will always be public policy reasons for not releasing information held by the Council – including reasons of commercial sensitivity. However, local democracy demands the approach that openness will be the default option unless clear, justified and legal reasons to the contrary are asserted;
- Clarity of aims and desired outcomes. Decision-making has to reflect a clear sense of what the Council is trying to achieve on behalf of local people. Usually this will derive from the Corporate Plan and similar documents. It will always demonstrate the delivery of outcomes within the context of the Council's obligation to deliver Best Value.

The following principles are additionally relevant to the delegation of decision-making.

Delegation should be exercised:

- In a clear, consistent and legal way (including within spending limits);
- In a way that conforms with the Council's corporate priorities, and the best interests of residents, and reflects the budget and policy framework set out by Members;
- In a way that reflects the need for those to whom decisions are delegated to exercise their discretion within the limits of those delegated powers;
- With regard to the presence of conflicts of interest.

10.3 Scrutiny

Scrutiny is a vital element of the governance framework. The review of the function concluded that more could be done to improve its effectiveness, and changes to the descriptions of scrutiny's work in the Constitution are designed to do this.

To develop new arrangements for work programming; that will enhance the current practice of "pre-decision" scrutiny: that will be reserved for instances, where an issue is especially contentious or high profile, in such a way that demands this form of enhanced scrutiny.

Specific changes

- More clarity about what scrutiny's "job" is. Scrutiny will have a set of "core tasks":
 - To contribute to policy development on critical matters;
 - To investigate matters of interest and concern to the wider community – particularly if they relate to complex, cross-cutting and high profile challenges;
 - To keep under review the performance and financial position of the authority, and the authority's performance in engaging with partners, especially with regard to its commercial activity.

These tasks reflect an intention to better spell out exactly what scrutiny exists to do. They will influence decisions on agendas for meetings, and for work programming more generally.

- Focus on the Council's values and behaviours. New arrangements for ensuring personal conduct and standards for both Members and officers are central to the Council's improvement, and they form a thread through the redrafting of the entire Constitution. In respect of the duties of committees, and of chairs, the Constitution will require that scrutiny committees:
 - Have a focus on customers / residents, by seeking to listen to and understand their needs and ensuring that the scrutiny function is responsive to those needs by centring them in recommendations that scrutiny makes;
 - Frame their work around ensuring that they contribute to the Council's success – recognising that strong and robust scrutiny is a way of strengthening the quality of decision-making;
 - Contribute – through policy development in particular – to a clear and compelling vision and ambition for the Council, which is focused on long term, strategic thinking;
 - Problem solve, providing independently-led insight for the benefit of the authority on complex matters, using scrutiny's innate ability to cut through complexity and find the decisions right for the Council and area even if they are politically challenging;
 - Support the Council to be open and honest about the Council's challenges and decisions, in a no-blame atmosphere – and following through by supporting officers and Members to tackle difficult business issues and to develop and maintain self-awareness, and to reflect upon shortcomings where necessary;
 - Focus on the importance of culture, relationships and collaboration – within, and outside, the Council – in investigating topics and delivering recommendations.
- More rigorous approach to work programming. Work programming has to be based on clear evidence. Revised rules will set out that in order to be placed on the work

programme, suggestions will have to meet a set of criteria – what those criteria are will be down to Members to agree.

- Clarity over how evidence is gathered and how work is carried out. There are a range of different ways of working for scrutiny, and different ways to gather evidence. The revised rules set these options out more explicitly, so it is clearer to Members what tools scrutiny has available to it.
- Other than minor changes the scrutiny procedure rules will provide consistent and accurate information on matters like committee Membership, the setup and organisation of task and finish groups, and the establishment of joint committees.
- It is not proposed to make any changes to the structure of the overview and scrutiny committees.

11 The proposed sequence of change, and embedding, of the new Constitution, will include the following elements:

The Constitution cannot bring about automatic changes to corporate and political culture. However, it is envisaged that these changes – along with the significant Member and officer familiarisation activity planned for summer 2023 – will set a framework within which that improvement can more easily happen. Accordingly, it is proposed;

- That an Executive/Scrutiny protocol and a protocol on financial management and oversight also form part of the constitution to further clarify scrutiny's role and position. Those protocols must be developed, and owned, by scrutiny Members themselves. A final sequence of formal dialogue and agreement is expected to take place over the next few weeks.
- The agreement of practical arrangements for policy development, and the role of the overview and scrutiny function in policy development. This will form a component of the constitution, and of an Executive-Scrutiny Protocol, which it is proposed are developed over the course of the early summer of 2023;
- Training and development support on new systems will take place over the early summer, a broad programme of familiarisation will be undertaken for officers and Members. This will have two purposes –
 - to introduce new arrangements to a wider audience, and to subject those arrangements to a final “stress test” before those arrangements are finalised.
 - This will, it is expected, also provide for a more meaningful sense of ownership;
- The drafting of process maps / diagrams to describe key elements of the decision-making process. Officers received a strong steer from Members that the development of visual material should be an important part of a revised Constitution. This material will need to reflect Member agreement of the processes (decision-making and other) that form part of the Constitution, so will be developed subject to Council's agreement of the Constitution in its current form;
- Cross-referencing / numbering, and accessibility. The Constitution will become a fully accessible and densely linked document, meeting the highest standards of navigability and comprehensibility. This final design activity, which will transform the visual look and feel of the document from the version presented for agreement at Council, cannot be undertaken until Member agreement of the draft as it currently stands, or subject to amendments, has been given. Colleagues in IT are now involved in this design activity.

Implications

Policy	This report links to all aims and priorities of the Corporate Plan
Finance and value for money	Ensuring the Council has a fit for purpose Constitution and enhanced governance framework ensures the Council is discharging it's best value duty.
Legal	Section 9P(1) of the Local Government Act 2000 (LGA 2000) requires a Local Authority to prepare and keep up to date a Constitution, which must contain a copy of the authority's standing orders and a copy of the Authority's code of conduct. The constitution must also contain such information as the Secretary of State may direct and any other information which the Authority considers appropriate.
Procurement	None
Human Resources	None
Property	None
Equalities (Impact Assessment attached) Yes <input type="checkbox"/> No <input type="checkbox"/> N/A /	n/a
Risk Assessment	Failure to have an up to date and accurate Constitution could lead to legal challenge and operational, reputational and financial risk.
Crime & Disorder	None
Customer Consideration	None
Carbon reduction	None
Health and Wellbeing	None
Wards	All

Background papers

None

Appendices

Appendix 1 – Summary of Documents Shared

Appendix 2 – Constitution Redraft Engagement Sessions

Appendix 3 – Chronology of Constitution Refresh Sessions

Report sign off

Authors must ensure that officers and Members have agreed the content of the report:

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Appendix 1 – Summary of Documents Shared


Document	CWP	Group Leaders	OSC Chairs Group	All Members	EMT	All Staff
Principles and Structure (Frist Draft)	Yes	Yes	No	Yes	No	No
Principles of Scrutiny (First Draft)	Yes	Yes	Yes	Yes	No	No
Summary of the Constitution (First Draft)	Yes	Yes	No	Yes	No	No
Principles of Scrutiny (Summary)	No	No	Yes	No	No	No
Draft Council Rules of Procedure (Detailed)	Yes	Yes	No	No	No	No
Council Procedure Rules Note Pre-Workshop (Summary)	Yes	Yes	No	Yes	No	No
Council Procedure Rules Note Post Workshop (Summary)	Yes	Yes	No	No	No	No
Budget and Policy Framework	Yes	Yes	No	No	No	No
Overall Summary	Yes	Yes	No	Yes	Yes	No
Wash Up Summary	Yes	Yes	No	No	No	No
Draft Constitution	Yes	Yes	No	No	Yes	No
Recordings of Sessions	Yes	Yes	Yes	Yes	Yes	Yes






Northumberland County Council

Appendix 2 – Constitution Redraft Engagement Sessions




Session 1: Principles of Decision Making and Delegation

Recording	Session 1.mp4
Summary of the Constitution	 1. SUMMARY OF THE CONSTITUTION.pdf



Sessions 2 & 3: Scrutiny

Recording	Session 2.mp4
Recording (Repeated Sessions)	Session 3.mp4
Slides	 2. NCC presentation - scrutiny changes.pdf
Principles of Scrutiny (First Draft)	 2. Principles of Scrutiny.pdf
Principles of Scrutiny (Summary)	 Principles of Scrutiny (Summary).pdf

Session 4: Rules of Procedure

Recording	Session 4.mp4
Council Procedure Rules Note Pre-Workshop (Summary)	 4. Northumberland Council Procedure Ru
Council Procedure Rules Note Post Workshop (Summary)	 Council Procedure Rules Note Post Work
Draft Council Rules of Procedure (Detailed)	 4. Northumberland Council Procedure Ru

Session 5: Key Decisions, Budget, and Policy Framework

Recording	Session 5.mp4
Slides	 05 Member engagement budget,
Budget and Policy Framework Rules	 Budget & Policy Procedure Rules com

Session 6: Delegation and Proper Officer Function

Recording	Session 6.mp4
Slides	



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Appendix 3 – Chronology of Constitution Refresh Sessions

Date	Meeting	Attendance
18-Oct-22	Overview and Scrutiny Chairs' Group	56%
21-Oct-22	Constitution Working Group	56%
20-Dec-22	Constitution Working Group	67%
26-Jan-23	Constitution Working Group	89%
14-Feb-23	Overview and Scrutiny Chairs' Group	78%
14-Mar-23	Engagement Session: Principles of decision-making and delegation	31%
17-Mar-23	Engagement Session: Scrutiny	60%
23-Mar-23	Engagement Session: Scrutiny	
23-Mar-23	Member Services Working Group: values and behaviours	78%
28-Mar-23	Engagement Session: Rules of procedure	25%
28-Mar-23	Values and Behaviours	25%
03-Apr-23	Policy Conference: Corporate Plan (inc values and behaviours)	16%
12-Apr-23	Engagement Session: Key decisions, budget, and policy framework	36%
20-Apr-23	Engagement Session: Delegation	39%
28-Apr-23	Constitution Working Group	56%
28-Apr-23	Group Leaders	100%
12-May-23	Political Group Briefing	

12-May-23	Political Group Briefing	
16-May-23	Political Group Briefing	
16-May-23	Political Group Briefing	
16-May-23	Political Group Briefing	