

Overview and Scrutiny

Review of Member Engagement with Outside Bodies

A Review by the Corporate Issues and Partnerships Panel

Panel Members

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Contents

Introduction.....	3
Ø Purpose of the Review	
Ø Objectives	
Ø Approach	
Ø Context	
Overview & Recommendations.....	5
Ø Summary	
Ø Financial Implications	
Ø Recommendations	
Findings.....	8
Ø The Appointment Process	
○ Understanding the Process	
○ Induction and Training	
○ Reporting Arrangements	
Ø Effectiveness of Arrangements	
○ Clarity on Process and Roles	
○ Conflicts of Interest	
○ Skills	
○ Attendance	
Ø Alternative Arrangements	
Conclusions & Recommendations.....	16
Appendix A.....	19
Ø Framework	
List of Background Papers.....	20

Introduction

Purpose

The Corporate Issues and Partnerships Panel has undertaken a review to look at the way the Council engages with its partner bodies and organisations across the Authority (these are often referred to as outside bodies) and specifically the role of elected members appointed, nominated or co-opted on to these bodies.

The Member Appointments Panel has been asked by the Group Leaders to undertake their own review in early 2007 looking at the detail of which outside bodies the Council appoints to. It is hoped the results of this review by the Corporate Issues and Partnerships O&S Panel will support their work.

Objectives

The review set out to:

- Investigate current arrangements that exist between the Council and these partner organisations
- Consider and explore alternative ways of engaging with partner organisations to ensure a more accountable and robust system.

Excluded from the scope of the review was:

- Consideration of any grant funding or commissioning criteria or arrangements (contracts or service level agreements) that may currently be in place between the Council and the organisations that are relevant to the review
- Detailed consideration of statutory relationships such as appointments to school governing bodies, Fire and Police Authorities.

Approach

To achieve these objectives a number of activities were undertaken:

- Research was undertaken to establish the nature of current arrangements that exist between the Council and outside bodies. This aimed to identify the total number and categories of different appointments that the Council make and to determine what engagement and reporting arrangements are currently in place.
- All outside bodies, Councillors and senior officers at B&NES were contacted and asked for their views on a number of specific questions. The Panel received a lot of useful feedback via letter, phone calls and from individuals who attended the Panel's public meeting in July.

- After receiving these initial responses, the Panel decided to investigate the issues in more detail through a series of one-to-one interviews with a representative sample of outside bodies. The Panel appointed a consultant to carry out these interviews and sought their full and frank views on the issue. These interviews took place at the end of September.
- In order to get a view of how other local authorities across England have approached this issue, we contacted the Democratic Services managers in eighteen other authorities asking for their views. For the purpose of conducting this benchmarking exercise, we contacted those authorities in our Audit Commission 'Family' and the New Unitaries Benchmarking Group. These groups represent a mix of new unitary councils and metropolitan districts that are comparable to B&NES.

Context

Bath and North East Somerset Council works in partnership with a wide range of local bodies and organisations to deliver services across the area. These range from large organisations delivering housing, health and education services through to smaller voluntary and community groups. The Council currently maintains its relationship with many of these organisations through the appointment of elected members who sit on these boards, some of which the Council funds. These board appointments are in addition to the range of other duties that Councillors fulfil such as carrying out ward duties and attending council meetings.

The Council currently makes appointments to around 84 outside bodies. A large number are statutory bodies or it is a constitutional requirement to have a representative from the Council. Other appointments are by invitation only. In most cases the appointments made are Elected Members; however there are a small number of organisations where officers or people who are not councillors are appointed.

With the development of alternative arrangements for working with partners through our Community Strategy, the Local Strategic Partnership and Local Area Agreements and the increasing role of Overview and Scrutiny in these arrangements, the Panel believe it is an opportune time to reconsider the nature of the Council's engagement with organisations and service providers to which we appoint elected members.

Overview and Recommendations

Summary

While the Panel is making a number of specific recommendations which are detailed below and explained further toward the end of this report, the basic thrust of the Panel's recommendations can be summed up in three points:

- Ø The Panel believes it is necessary to reduce the number of appointments that the Council make in order to focus the time of Members on more strategic posts which help to deliver the Council's objectives. To achieve this aim the Panel has developed framework criteria against which all appointments should be assessed.
- Ø The Panel believes that feedback, training and liaison arrangements need to be improved to reinforce the accountability of those who represent the Council on outside bodies.
- Ø The Panel believes that there is a case for opening up those appointments that do not conform to the framework to a wider pool of individuals, inviting eligible members of the public as well as Elected Members, in a personal capacity, to volunteer their skills to appropriate outside bodies.

Finance Implications

There is no specific budget available to support the administration of the appointments process and currently all costs relating to the process are absorbed by individual service areas giving advice and briefing representatives and Democratic Services, which administers the appointments process.

Therefore if the recommendations from this review are accepted and implemented, there will be no budget saving to the Council.

The Panel believes that any costs that may be incurred as a result of implementing Recommendation 9 (establishing and training a volunteer pool), could potentially be met through a combination of existing resources and attracting external funding, for example through the LAA process and related initiatives. The implementation of this recommendation could help the to meet LAA stretch targets relating to increasing volunteering, and to empowering local people to have more influence over local decision making

Recommendations

As a result of this review, the Panel wishes to make the following recommendations.

- R.1.** To provide clarity and transparency of the appointment process, it is recommended that the Council adopts a set of framework criteria to aid in the decision-making of the appointments made to outside bodies. The framework will help identify the bodies that the Council appoints to,

the purpose of these appointments and their relationship to the Council. A proposed framework is provided in Appendix A. It is recommended that the framework should be implemented following the May elections in 2007 when the assessment of all appointments to outside bodies will next be made.

- R.2.** It is recommended that all outside bodies to which the Council currently makes appointments should be required to complete a 'job specification' for each appointment they invite the Council to make. It is proposed that this work should be carried out in the first quarter of 2007. The job specification should identify the organisation's mission and objectives; key roles and responsibilities; the time commitment, skills and experience required from the Council's representatives and the obligations which the representative will incur when he/she is appointed. This information can then be used to assess each appointment against the framework criteria when the appointments are next reviewed after May 2007.
- R.3.** After statutory and strategic appointments to key outside bodies have been made in consultation with the Council's political leadership soon after the election, the details of the remainder of the appointments should be made available to all Members so they are able to assess their own suitability for specific appointments and register an 'Expression of Interest' in that post to their Group Leader.
- R.4.** Appropriate training is essential and should be provided for all the Council's representatives on outside bodies, covering such matters as:
- Developing reporting back arrangements appropriate to the organisation and the Council's requirements
 - When it might be appropriate to seek guidance from within the Council on key issues affecting the organisation
 - Accountability
 - Budgetary and financial issues
 - Legal responsibilities including declarations of interest where necessary and the application of the Council's indemnity to its representatives where relevant.
- R.5.** Executive Members take all necessary steps to ensure that appropriate arrangements are in place for monitoring and reviewing on a regular basis any funding allocated to or services commissioned from outside bodies on which the Council is represented, involving any Council representative(s) as appropriate in that work.
- R.6.** Overview and Scrutiny panels be aware of their responsibility to hold the Executive to account for how the Council's relationship with outside bodies is managed and the powers that panels have to scrutinise Member involvement in outside bodies and how any Council representatives appointed carry out their roles.

- R.7.** The Panel urges that Elected Members taking up such appointments are well briefed by Council Officers before doing so and frequently review their own position when in post. Members should take whatever advice is necessary, both from the organisation and from within the Council as appropriate before deciding on the course of action they will follow in discharging their responsibilities.
- R.8.** Where the framework recommends that the Council does not make an appointment, the outside body should be informed of the Council's decision and they can consider if they wish to pursue any of the following three options:
- To hold the appointment vacant (sine die); or
 - To change its constitution to remove the need for a council appointment; or
 - To approach a volunteer bank to seek representation from that pool (see below)
- R.9.** It is the Panel's view that the establishment of a bank of volunteers should be explored in consultation with the voluntary sector (including organisations such as CVS) to establish, identify and train a pool of suitable individuals who would be eligible to join the management or executive committees of voluntary organisations and contribute to capacity building locally.

Findings

The Appointment Process

The majority of appointments are made by the Democratic Services Manager to reflect the wishes of the political groups and in consultation with the Members Appointment Panel. The Members Appointment Panel is established by the Council to oversee the appointments to outside bodies process. The Democratic Services Manager has delegated authority to make appointments on all outside bodies in consultation with the Panel. This is to enable vacancies to be filled as quickly as possible. The Panel meets as and when required and consultation with the Panel on ad hoc vacancies is carried out by letter, email or telephone.

Appointments are made for a four year term corresponding to the period between Council elections unless otherwise required either by the body concerned or the Council. On strategic bodies, Executive Members are given first refusal to be appointed. In the total number of appointments made the Panel seeks to achieve overall proportionality in relation to the strength of the political parties represented on the Council.

The Panel recognises that after the election, the Council is obliged to fill a small number of posts very quickly. This is done in consultation with the political group leaders. It is a statutory requirement to fill places on the Avon and Somerset Police Authority, the Avon Fire Authority and the South West Regional Assembly.

There are no uniform reporting back arrangements in place for all appointments. However each representative is nominated a lead/contact officer and encouraged to reach agreement with the officer on the most appropriate reporting back arrangements within the Council for that appointment. It is the responsibility of each representative to feed back to their political group, the respective Executive Member and/or Full Council on progress as they judge appropriate.

There are no formal briefings arranged for all outside body representatives as it is seen as the responsibility of each outside body to ensure that they provide a briefing on the roles and responsibilities they expect the representative to carry out.

A more detailed description of this process is contained in the background papers at E.

Understanding the Process

The review established that there is a lack of awareness outside of the Council about what this process entails and how the appointments are arrived at. None of the outside bodies that commented on this issue were aware of

what the arrangements were in place, although many guessed there might be some element of 'self-nomination' or hoped that the appointed councillor might have a particular interest in the work of that organisation or could empathise with the target service users.

In reality, the current system does not adopt such a systematic approach. Many of the appointments are made on a politically proportionate basis, a system which does not necessarily allow for a match of skill sets or interests of members to the organisations in question. In addition, due to the large number of appointments that are currently made (150 appointments to 84 outside bodies), appointing to all of these vacancies can present some difficulties, especially for the smaller political parties.

A number of outside bodies provide written guidance to appointees and some provide training. However, there is no general requirement for the Council or outside bodies to do so. As a result there is a lack of formal documentation which might effectively form the basis of a consistent understanding of what is expected from the relationship between the Council and all the outside bodies to which it makes appointments.

None of the outside bodies expressed a wish to become involved in the selection process, but some did indicate that they thought it would be useful if they could provide the Council with information about their organisation and what role they are looking for a member to fill.

All of the local authorities that responded to the questionnaire indicated that they approached the appointments process in a similar way to B&NES – albeit on an annual rather than a four-yearly basis, reflecting their own electoral timetables. Only one authority reported that they have specific guidance laid out in their member's handbook outlining member's roles and responsibilities and highlighting what members should do to minimise risk in relation to conflicts of interest, financial or criminal negligence.

Induction and Training for Members

Currently, B&NES does not offer its members any specific briefing or training to support their role when they are appointed to sit on an outside body. Appointees are encouraged to decide, in consultation with the organisation and the relevant Head of Service within the Council, how best to report back or seek guidance within the Council on relevant matters that arise during their appointment.

The review found that in the majority of cases, outside bodies do provide some form of induction for newly appointed members. This can range from informal chats over coffee between the organisation's Director or Chief Executive through to more structured induction sessions which are accompanied by briefing packs and site visits. There was less evidence of outside bodies providing ongoing training after appointment, although this was raised in a couple of cases.

Members who replied to the questionnaire responded that while they had not received any formal briefing or training, they did not feel this had caused any problems. A number reported that they felt the organisations that they had been appointed to had been able to brief them sufficiently as they took up their roles.

Similarly, most of the other local authorities that were approached did not report having any formal training in place to address this. Only one local authority reported that they offered their members any training and in this instance this was general advice rather than specific guidance in relation to particular organisations. A number of the other respondents did report that members were free to approach officers for advice or formal briefings to help them in their role.

Reporting Arrangements

The review established that there are currently no uniform arrangements in place for members either to report back to Council the outcomes of their association with a body or to feedback messages from Council to the organisation. In some instances there are specific arrangements agreed whereby Councillors report back to the relevant Executive Member or their political party. The Leader of the Council submits a report to each Full Council meeting on the work of the Executive and that includes feedback on some aspects of outside bodies work.

Most of the outside bodies responded that they were unaware of how or indeed if, members report back to the Council. Some did express the view that it is important that there are clear and open lines of communication and that a lack of a structured reporting mechanism could be seen as a weakness in the system. Outside bodies are aware that messages are fed back to the Council somehow, but there is a lack of clarity or understanding about how this is done.

While this lack of a formal reporting mechanism does not appear to have presented any problems or led to any specific difficulties, there is a feeling from both outside bodies and Councillors that a more structured mechanism would be appropriate and should be encouraged.

While some outside bodies responded that they would be happy to encourage more formal reporting arrangements, such as appearing before Overview & Scrutiny panels, others expressed the views that they are concerned that members respect the confidentiality of their meetings. One body responded that as they did not feel the Member was appointed to their organisation to promote Council interests that the issue of reporting was not in question.

All except one of the authorities that responded to the survey said they did not have any formal reporting arrangements in place, although most did report a varying range of ad hoc or informal mechanisms. One authority reported that they have a standard agenda item at each full Council Meeting where

members have the opportunity to ask questions to those other members who are representatives on the outside bodies.

Four of the local authorities said they were currently in the process of investigating more formal mechanisms which could be rigorously enforced, to ensure that effective information flows were established and maintained. Of these, one said they were hoping to establish a system of annual reporting, but this had not yet been agreed by members. Other arrangements include encouraging members to provide updates on their personal pages on the Council's own website, reporting to Overview and Scrutiny panels and having lead officers and members report to Full Council – there were mixed views about how successful these different approaches have been.

Effectiveness of Current Arrangements

The review revealed mixed views about the effectiveness of current arrangements. On the positive side, a number of organisations reported how much they welcome and value the input of members to their organisations. Those that highlighted the benefits that they believe this arrangement delivers were keen to stress how strongly they felt that this system should be continued. Where there appeared to be strong, effective relationships, bodies reported that members reflected a wide and knowledgeable group of people and that they are fully involved in the work of the organisation.

Many organisations emphasised that it is absolutely crucial to maintain member representation, especially in those cases where there is representation from other local authorities in the West of England sub-region. This was echoed in other responses which said that the appointment of elected members helps to lend democratic accountability to their organisations both in the eyes of the public and other organisations that they receive funding from.

On a practical level, some organisations reported that having a member associated to their body often helped them to access information within the Council and that this line of communication helped to speed up the process.

One organisation reported that while they were supportive of the current arrangements and felt that the appointed member engaged well with their body, they had concerns that messages are not permeating the wider council. Another reported that, again though in favour of the arrangements, this could only be seen as a 'modest means of securing good communications and effective action'.

One organisation said that, to date, arrangements had proved satisfactory, but that with the emerging Local Area Agreement (LAA), this situation would need to be assessed. In particular, they felt that the existing procedures would not provide the kind of engagement or level of liaison that would be required through the LAA.

Of the councillors that took part in the review, there was a mixed response about how effective they thought the current arrangements are. Some members thought this was an effective and appropriate way for the Council to engage with these bodies, especially when the role is taken seriously or there is public money involved.

Conversely, other members did not believe this was the best way for the Council to engage and suggested that the number of outside bodies should be reduced to be more strategic and focused. They added that members who are appointed to these roles should have the relevant skills so that they are able to make a valuable contribution

Overall it would appear in many cases that the effectiveness of arrangements did hinge on individual councillors and relationships, rather than the process itself.

In addition to general views being expressed, the review was able to establish that there were a number of specific factors that determine how effective the current system can be.

Clarity on Process and Roles

Some outside bodies said they felt the system could be more effective if there was more clarity and transparency on the appointment process and the roles that councillors are expected to perform. There was a feeling that the Council could do more to communicate information about the appointments system particularly in the event of members resigning or replacement appointees being arranged.

Similarly, it became apparent that communication flows from some organisations to the Council are not as effective as they could be. In some instances it became apparent that the Council is only being informed of the details of changes in individuals and addresses some time after the changes have come into effect. Greater clarity is desirable on the updating of information about representation, which will require co-operation from those appointed, the organisations concerned and service officers throughout the Council that deal with these bodies.

There is a feeling from some organisations and councillors that there might be some differences in perception about what is expected of these relationships and further clarity and transparency might help to address these concerns. Agreeing a 'memorandum of understanding' might help to bring some clarity to the system and give a stronger steer about what the expectations on both sides are.

Many of the organisations recognised that they could aid this process by providing more information to the Council detailing what they were hoping to achieve through the relationship. One organisation for example, said they felt it would be useful if they provided an information pack of briefing which

outlined their priorities, constraints and issues before the appointment was made.

Perceptions of the effectiveness of the system were also influenced by the historical nature of the relationships that outside bodies had with the council. For example, companies that had been formed by the Council had a history of good links. This led to a view that informally, at least, the current system worked well in respect of relationships with the officers and key councillors.

Conflicts of Interest

A major concern driving this review is the potential for members being presented with conflicts of interest as a result of their appointment onto an outside body. The review found that there can be a lack of understanding about where a Member's primary commitment lies – either to the Council or to the outside body – and what mechanisms are in place to protect the Council's interests in cases where a member's primary responsibility is to that organisation.

The review revealed that in the case of a large number of organisations that the Council appoints to, because of legal restraints the primary responsibility of the member is to that body. Broadly, these organisations have been categorised as:

- Ltd Companies
- Registered Charities and Trusts
- Statutory Bodies
- Local Authority-owned bodies

The expectation is that when any conflict of interest arises, the Member should seek appropriate advice and in the case of the Council this will be provided by the Solicitor to the Council as Monitoring Officer.

The review also revealed the potential for conflicts of interest that might arise by appointing the same member to multiple appointments on different organisations. In the event that two organisations find themselves bidding for funds from the same source – effectively putting themselves in competition with each other – this could give rise to a serious of conflict of interest if a single member is appointed to positions on both organisations. The Panel believe that this potential scenario should be taken into consideration when the appointments are being decided and allocated.

Skills

The analysis of the outside bodies that the Council appoints to revealed that there is a huge variation in the nature of the work that they undertake and consequently what contribution they are seeking from members appointed to work with them. Organisations range from small voluntary or local organisations, to registered charities and trusts, to Companies Limited by Guarantee. The analysis also revealed that there are varying expectations

about what the role of members is, whether their primary duty is to the Council or the outside body, what legal responsibilities the post might bring and consequently what skills might be desirable.

There was a mixed response from outside bodies about how well briefed they feel members are upon their appointment to an organisation and therefore how well prepared they are to contribute effectively. Positive examples included an organisation that felt the members appointed to their body had a good grasp of issues relating to their commercial organisation, while another said that the member was able to represent effectively the views of residents and brought with them an understanding of local and community issues.

On the other hand, a small number of organisations said there were potential problems arising where members operated more in their ward councillor role at meetings, leading to ward issues and political issues being raised in an inappropriate forum.

Attendance

The effectiveness of current arrangements depends to a large degree on how consistently members are able to attend meetings of the bodies that they are appointed to sit on. Where attendance is consistent, organisations said that they feel members are committed and make a valuable contribution. However, irregular or even non-attendance was cited by a number of organisations as a weakness in the system and a main contributory factor in their dissatisfaction with the process.

Some organisations highlighted the complexity of the issues that they routinely deal with, emphasising that the need for appointed members to attend consistently so that they are able to contribute effectively to discussion. Some bodies reported that where attendance is patchy, members might have to be brought up to speed with developments through an additional meeting or briefing session. Or issues that have already been discussed at previous meetings are raised again, frustrating the other members of the organisation.

As well as practical concerns, organisations noted that patchy or non-attendance does give rise to cynicism about the level of commitment of the member concerned. In such case there are also wider concerns about how genuine organisations think the Council is to engage with them or implement a robust system to do so.

Alternative Arrangements

The review considered if there might be effective ways for the Council to 'delegate' the responsibility of the some of the existing posts to non-elected members – for example ex-Members or other community representatives. The Panel believe there is a strong case for opening up this opportunity to a wider pool of individuals, encouraging members of the community to the volunteer their skills for the benefit of organisations and in return giving outside bodies an opportunity to target volunteers with specific skills.

A number of outside bodies stated that they would be against these posts being allocated to anyone other than elected members and that if this level of representation were to be withdrawn it would weaken their position and credibility. One organisation said they did not see how a more informal arrangement might work and would rather have a councillor than an officer attending from the Council. One interviewee felt that LAAs and LSPs would not be a good alternative as they are tied by jargon and operate at a strategic level. There were fears that smaller organisations could get swallowed up as they might not be considered important enough.

On the other hand some organisations stated that they would welcome more input from officers as they were often able to provide more answers to questions that are raised at their meetings. None of the outside bodies that responded on this issue suggested any other approaches that might be considered.

Councillor's views were mixed saying that outside bodies already had the opportunity to invite non-member representation and that there would be a lack of accountability if a councillor were not appointed. Those in favour said that this might be an option worth considering if it meant the 'job is done better', but added that if this were the case then there would have to be some formal feedback or reporting mechanism established so that the Council could maintain an oversight.

Conclusions & Recommendations

The panel has considered the findings of the report, reached its conclusions and has proposed the following recommendations.

The Appointments Process

The Panel recognises that the Council makes a large number of appointments to a wide-range of outside bodies. The Panel believes it is important that these appointments deliver benefits to the Council in achieving its objectives and represent an effective use of Member's time.

R.1. To provide clarity and transparency of the appointment process, it is recommended that the Council adopts a set of framework criteria to aid in the decision-making of the appointments made to outside bodies. The framework will help identify the bodies that the Council appoints to, the purpose of these appointments and their relationship to the Council. A proposed framework is provided in Appendix A. It is recommended that the framework should be implemented following the May elections in 2007 when the assessment of all appointments to outside bodies will next be made.

The review highlighted the importance of ensuring that there is clarity and a shared understanding between the Council, Members and outside bodies about the purpose and nature of these appointments. The Panel believes there is a clear benefit to all parties in having this information available. This will ensure that all Members have access to clear information about which appointments the Council makes and will ensure there is an increased understanding of their role and responsibilities.

R.2. It is recommended that all outside bodies to which the Council currently makes appointments should be required to complete a 'job specification' for each appointment they invite the Council to make. It is proposed that this work should be carried out in the first quarter of 2007. The job specification should identify the organisation's mission and objectives; key roles and responsibilities; the time commitment, skills and experience required from the Council's representatives and the obligations which the representative will incur when he/she is appointed. This information can then be used to assess each appointment against the framework criteria when the appointments are next reviewed after May 2007.

R.3. After statutory and strategic appointments to key outside bodies have been made in consultation with the Council's political leadership soon after the election, the details of the remainder of the appointments should be made available to all Members so they are able to assess their own suitability for specific appointments and register an 'Expression of Interest' in that post to their Group Leader.

Training

The review identified that there is no specific or consistent training offered to Members or other individuals that are appointed to sit on outside bodies.

R.4. Appropriate training is essential and should be provided for all the Council's representatives on outside bodies, covering such matters as:

- Developing reporting back arrangements appropriate to the organisation and the Council's requirements
- When it might be appropriate to seek guidance from within the Council on key issues affecting the organisation
- Accountability
- Budgetary and financial issues
- Legal responsibilities including declarations of interest where necessary and the application of the Council's indemnity to its representatives where relevant.

Reporting Arrangements

Although the report identified that the current reporting methods were not standardised, the Panel felt that without implementing onerous procedures it could not recommend any specific alternative arrangements.

However, the Panel wishes to highlight the role of Elected Members in ensuring that persons appointed to represent the Council on outside bodies adequately fulfil their responsibilities and that where possible and appropriate the Council's interests are safeguarded and in particular that:

R.5. Executive Members take all necessary steps to ensure that appropriate arrangements are in place for monitoring and reviewing on a regular basis any funding allocated to or services commissioned from outside bodies on which the Council is represented, involving any Council representative(s) as appropriate in that work.

R.6. Overview and Scrutiny panels be aware of their responsibility to hold the Executive to account for how the Council's relationship with outside bodies is managed and the powers that panels have to scrutinise Member involvement in outside bodies and how any Council representatives appointed carry out their roles.

Conflicts of Interest

The Panel recognises that the position of elected members appointed by the Council to serve on outside bodies can be complicated in relation to the declaration of interests, especially where they become directors of limited companies or trustees of registered charities. It is acknowledged that these positions under company law or trust law impose duties and obligations which

may override Member's responsibilities to the Council or their local community.

R.7. The Panel urges that elected Members taking up such appointments are well briefed by council officers before doing so and frequently review their own position when in post. Members should take whatever advice is necessary, both from the organisation and from within the Council as appropriate before deciding on the course of action they will follow in discharging their responsibilities.

Alternative Arrangements

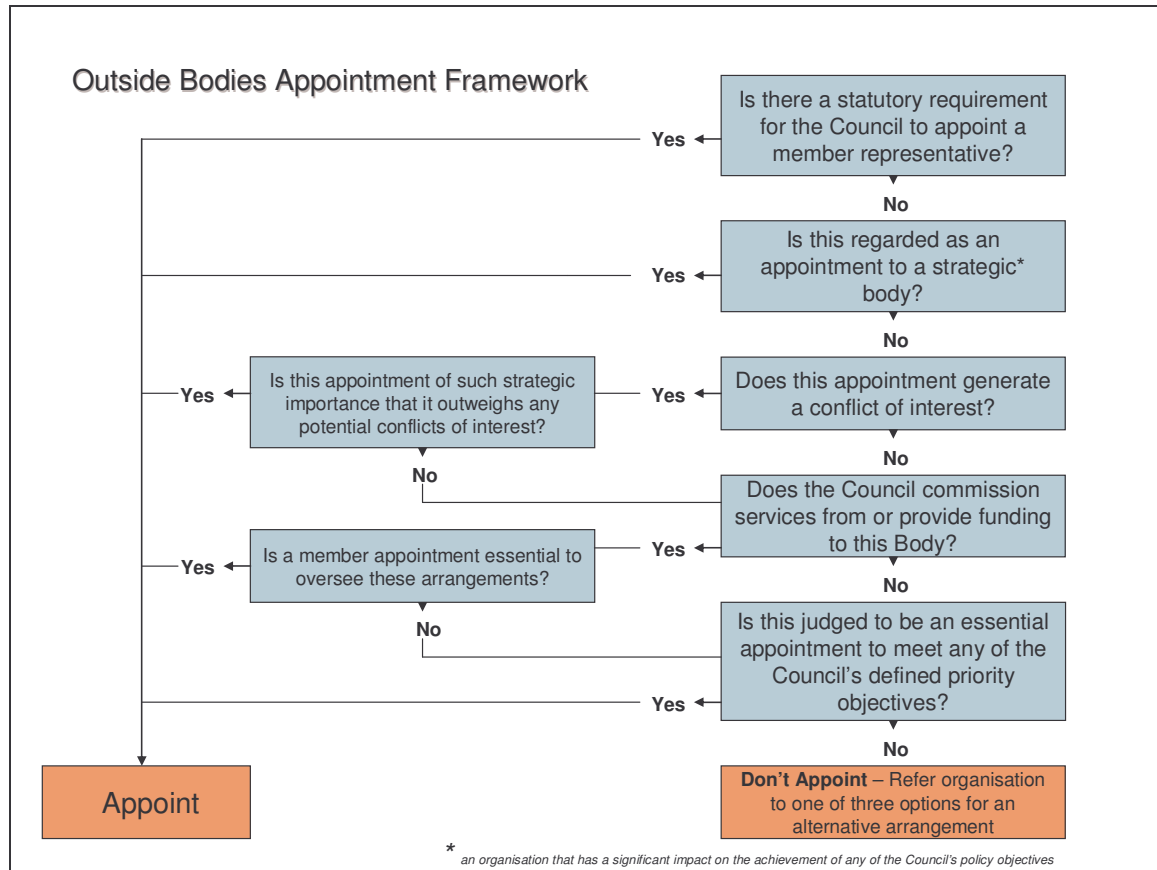
The review considered if there might be effective ways for the Council to 'delegate' the responsibility of the some of the existing posts to non-elected members – for example ex-members or other community representatives. The Panel believes that consideration should be given to opening up the process to eligible members of the public consistent with the principles advocated in the Local Area Agreement to increase the involvement of volunteers in the local community.

R.8. Where the framework recommends that the Council does not make an appointment, the outside body should be informed of the Council's decision and they can consider if they wish to pursue any of the following three options:

- To hold the appointment vacant (sine die); or
- To change its constitution to remove the need for a Council appointment; or
- To approach a volunteer bank to seek representation from that pool (see below)

R.9. It is the Panel's view that the establishment of a bank of volunteers should be explored in consultation with the voluntary sector (including organisations such as CVS) to establish, identify and train a pool of suitable individuals who would be eligible to join the management or executive committees of voluntary organisations and contribute to capacity building locally.

APPENDIX A – OUTSIDE BODIES APPOINTMENT FRAMEWORK



Background Papers

The following papers contain information used to inform this report and copies can be obtained from the Overview and Scrutiny Team on 01225 396 053 or by emailing scrutiny@bathnes.gov.uk

- a) Terms of Reference
- b) Analysis of Outside Bodies
- c) List of Outside Bodies
- d) Analysis of Consultation
- e) Member Appointments Panel – Process Note
- f) LAAs – Governance & Member Involvement