

Gregory, Eleanor

From: [REDACTED]
Sent: 25 August 2010 10:19
To: Murphy, Sarah
Subject: Council Size - Submission
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I am sending this email on behalf of Andrew Gabbitas

Dear Sarah

Attached is the Council's submission on Council Size. Please let me know if I can be of any further help.

Regards

Andrew Gabbitas

Executive Director

<<Draft Submission on Council Size (2).doc>> <<Membership of Committees 2010 -2011 anonymised with outside boides.doc>> <<Appts to Outside Bodies - Miscellaneous as at 02 06 10 anonymised (2).doc>> <<Appts to Outside Bodies by virtue of office as at 02 06 10 anonymised.doc>>

Diane Trezise

Management Support Officer

Rugby Borough Council

01788 533737

Rm 49

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Rugby Borough Council

26/08/2010



Rugby Borough Council

Electoral Review of Rugby

**Submission to the Local Government Boundary Commission
of England**

Council Size

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August 2010

1. Introduction

- 1.1 In May 2010 the Local Government Boundary Commission for England (“LGBCE” or “the Commission”) announced that it would be conducting an electoral review of Rugby. The review was triggered by the fact that levels of electoral representation have changed since the last review was completed in 1998 and one ward, Brownsover North, has an electoral variance greater than 30%.
- 1.2 The Council has prepared this submission dealing with council size only at this stage and it was approved by the full council on 10 August. The submission makes the case for a Council of 42 councillors. A further submission on the number of wards and number of councillors per ward will be made at a later date.

2. Rugby Borough Council: an Overview

- 2.1 The Borough of Rugby covers an area of 35,620 hectares (87,679 acres) and has approximately 91,600 residents. The register of electors for June 2010 shows 74,096 registered electors.
- 2.2 There is one main centre of population (Rugby) with around 62,000 inhabitants. The remainder of the population live in the outlying villages and countryside. The largest of the villages are:
 - Long Lawford (2,442 electors)
 - Dunchurch (2,415 electors)
 - Binley Woods (2,178 electors)
 - Wolston (2,027 electors)
- 2.3 There are 41 parishes in the borough of which 33 have a parish council and the remaining 8 have parish meetings.

3. Guidance on Calculating Council Size

- 3.1 This first stage of the electoral review is for the Commission consider submissions on the appropriate size of the Council i.e. how many councillors there should be on the Council in order to deliver effective and convenient local government. Once the number of councillors has been determined, this can be use to calculate the optimum number of electors per councillor.
- 3.2 In the technical guidance issued by the Commission, it is recommended that the following issues are considered when developing a proposal for council size:
- **The model of local governance used by the local authority:** these models have impacts on the workload of councillors and the working practices of the council
 - **The existence of parish and town councils:** this may also have a bearing
 - **The functions of the scrutiny, planning and licensing committees of the council**
 - **The representational aspects of the councillors' roles:** these may have changed following new practices put in place by the Local Government and Public Involvement in Health Act 2007.
- 3.3 Each of these issues is considered in this submission when putting forward the case for the recommended size for the Council. This submission concludes that the optimum council size would be 42.

4. The Model of Local Governance Used by Rugby Borough Council

- 4.1 Prior to the Local Government Act 2000, the Council had operated a standard committee system with each committee having its own terms of reference and decision making powers within a particular service area of the Council. The Committees were politically proportionate and were usually chaired by a member of the party with the most number of council seats. While some decisions had to be reported on to an overarching Policy and Resources Committee, the great majority of decisions were made by individual committees. For many years it was customary for each councillor to be offered a seat on two committees.
- 4.2 The 2000 Act has completely changed the way in which local councils are managed politically. Full Council continues to have an important role in setting the broad budget and policy framework but the responsibility for executive decision-making rests largely with the executive (called Cabinet at Rugby). This does not have to reflect the political make up of the Council and indeed for several years, Rugby has had a six member Cabinet with all members drawn from the party with overall control.

- 4.3 Non executive functions such as planning, licensing and standards cannot be exercised by Cabinet and so committees with decision making powers have been established to deal with these functions. There are also a number of overview and scrutiny committees. These are dealt with in more detail in section 6.
- 4.4 As a result of the changes introduced by the 2000 Act, the role of all councillors has changed significantly. The bulk of decision making is concentrated in the hands of the six members of Cabinet. Non executive members are no longer “guaranteed” 2 two seats on committees as in the past. Seats are allocated to the party group and it decides which member will sit on a particular committee. Some councillors have therefore found that the obligation to attend formal council meetings has reduced since the Act was introduced. Many councillors spend more time on their community leadership role.
- 4.5 A table showing the number of formal committees that each councillor sits on is attached at Appendix 1. This shows that nearly half of all councillors (23) sit on one or no committees. This includes the 6 members of Cabinet. Of the remaining 25 councillors, 15 have seats on 2 committees, 9 on three and 1 on 4 committees. More information on the roles and responsibilities of councillors is set out in sections 6 and 7 below.

4.6 Full Council

All 48 councillors are members of Full Council. Full Council meets on average 7 times a year including annual council and two special council meetings. Full Council at present appoints the Leader of the Council and Cabinet members as well as members of other committees. It is also responsible for approving the budget and policy framework. Responsibility for appointing Cabinet will cease if the Council adopts the new style leader and cabinet model in December 2010.

4.7 Cabinet

Cabinet is made up of 6 members, the Leader and Deputy Leader and four Portfolio Holders. The portfolios are:

- Economy, Development and Culture
- Resources and Corporate Governance
- Sustainable Environment
- Sustainable Inclusive Communities

All Cabinet members are from the ruling party group. At present individual Cabinet members have no power to make decisions relating to their portfolio. Cabinet meets on average 10 times a year and is responsible for all day to day executive decisions. The Council is not aware of any proposed changes in legislation which might affect the responsibilities given to Cabinet. It therefore considers that there is no need to review the size of Cabinet.

4.8 Effect on Governance Model of Future Legislative Changes

The Decentralisation and Localism Bill is expected to be presented to parliament in the autumn of 2010. The Coalition Government has said that the Bill will devolve greater powers to councils and neighbourhoods and give local communities control over housing and planning decisions. The precise details of the Bill are at the time of writing not yet known but, among other things, it will:

- Give communities the right to bid to take over local state-run services
- Give councils a general power of competence
- Give residents the power to instigate local referendums on any local issue and the power to veto excessive council tax increases.
- Give greater financial autonomy to local government and community groups.

While the paragraphs above set out the formal governance model used by the Council, a significant and growing amount of councillors' time is spent on informal governance vehicles. These are set out in more detail in section 7. The provisions of the Bill, once enacted, will serve to strengthen the importance of these informal governance arrangements, giving them greater prominence and power and setting them on a more formal footing. The Bill is likely to change the way in which councillors work within their communities by placing greater emphasis on community led decision making.

5. **The Existence of Parish and Town Councils**

- 5.1 Rugby Borough has 41 parishes, of which 33 have parish councils and the remaining 8 have parish meetings. There are no town councils. The urban area of Rugby town is unparished. However Cawston, a relatively new estate to the south west of Rugby on the urban edge, was part of Dunchurch parish when built. It was subsequently removed from Dunchurch parish and an order made for the creation of a new parish council for Cawston in 2006. The Council is not aware of any desire to create or otherwise amend parishes at present. The large urban extensions proposed for Churchover and Clifton parishes (which are in effect urban extensions) may necessitate a change in the parish boundaries once the developments start to be built out.

The wards with parish councils within their wards are set out below:

Ward	Parishes (C= council, M= meeting)	No of cllrs
Admirals (urban ward)	Cawston (C)	3

Avon and Swift	Churchover (C)	2
	Clifton upon Dunsmore (C)	
	Cosford (M)	
	Easehall (C)	
	Harborough Magna (C)	
	Newton and Biggin (C)	
Dunchurch & Knightlow	Bourton and Draycote (C)	3
	Dunchurch (C)	
	Frankton (C)	
	Marton (C)	
	Princethorpe (C)	
	Stretton on Dunsmore (C)	
	Thurlaston (C)	
Earl Craven & Wolston	Binley Woods (C)	3
	Brandon and Bretford (C)	
	Wolston (C)	
Fosse	Ansty (C)	2
	Brinklow (C)	
	Combe Fields(C)	
	Monks Kirby (C)	
	Pailton (C)	
	Shilton (C)	
	Stretton under Fosse (C)	
	Wibtoft (M)	
	Willey (M)	
Lawford & Kings Newnham	Church Lawford (C)	2
	Kings Newnham (M)	
	Little Lawford (M)	
	Long Lawford (C)	
Leam Valley	Birdingbury (C)	1
	Grandborough (C)	
	Leamington Hastings (C)	
	Willoughby (C)	
	Wolfhampcote (C)	
Ryton on Dunsmore	Ryton on Dunsmore (C)	1
Wolvey	Burton Hastings (M)	1
	Copston Magna (M)	
	Stretton Baskerville (M)	
	Withybrook (C)	
	Wolvey (C)	

- 5.2 The extent to which the workload of councillors is affected by the presence of parish councils in their wards will vary depending on the number of parish councils and the number of councillors in the ward. However, there is an expectation from many parish councils that their ward member(s) will regularly attend parish council meetings. In some cases borough councillors are asked to make a report to each meeting on matters which may concern the parish. As most of the larger parishes meet every month, this can impose a significant time commitment on ward councillors. For example in Fosse Ward there can be in excess of eighty parish council meeting each year. In Lawford & Kings Newnham Ward the Borough Councillors prepare and deliver written reports to each of the parish council in their area. With the exception of the councillors for Admirals ward, which contains Cawston parish council, councillors in the urban area do not have this additional commitment.

6. Community Engagement in the Urban Area

Although the urban area of the Borough is unparished there are active community associations in many of the wards. For example in the New Bilton Ward there is the New Bilton Community Association and the ReNew Regeneration Project; the two Brownsover Wards have the Better Brownsover initiative, Ben & Newbold Wards are served by the Benn Partnership Centre and Overslade Ward is covered by the Overslade Community Association. All these organisations meet on a regular basis and Ward Councillors not only attend those meetings but also often play an active role in promoting and carrying forward community objectives

7. The Functions of the Scrutiny, Planning and Licensing Committees of the Council

Overview and Scrutiny

- 7.1 The Local Government Act 2000 introduced a requirement for councils to establish a minimum of one Overview and Scrutiny Committee. The statutory duty to conduct overview and scrutiny matters has evolved over the years as has the Council's scrutiny process. More recently the Police and Justice Act 2006 has required the establishment of a crime and disorder scrutiny committee. The Local Government and Public Involvement in Health Act 2007 has created the Councillor Call for Action which allows councillors to raise issues of local concern through the scrutiny process and places an obligation on other bodies to provide information to scrutiny committees and to take note of their recommendations.

- 7.2 The Council's own scrutiny arrangements have been the subject of several reviews, the most recent one being in June and July 2008. Council has more recently approved a protocol for dealing with calls for action and the establishment of a separate Crime and Disorder Scrutiny Committee. Copies of the reports on scrutiny arrangements and councillor call for action can be found by following these links:

<http://www.warwickshire.gov.uk/corporate/RBCcomsys.nsf/7f74287af6765059802566ab005dd38a/108dd50a4da589438025746d004f0323?OpenDocument>

<http://www.warwickshire.gov.uk/corporate/RBCcomsys.nsf/edac07ee11f338ca80256e66004cce90/a4bf1831a40bdd0280257483003d7a75?OpenDocument>

<http://www.warwickshire.gov.uk/CORPORATE/RBCCOMSYS.NSF/7f74287af6765059802566ab005dd38a/c5e66ed7d8efd589802575ee004fae17?OpenDocument>

<http://www.warwickshire.gov.uk/corporate/RBCcomsys.nsf/edac07ee11f338ca80256e66004cce90/1c9bffcc44264b6f802575d30031c195?OpenDocument>

- 7.3 At present the Council has an Overview and Scrutiny Management Board which has 9 members. Its main functions are to oversee the work programmes of the overview and scrutiny committees, to call the Leader of the Council and senior managers to account, to allocate requests for reviews from Cabinet to the committees and to deal with notices of motion and councillor call for actions. The Board meets 5 times a year. The chairman and vice chairman are usually from a minority party.
- 7.4 Customer and Partnerships Committee and Corporate Performance Committee also have 9 members each and meet 5 times a year. Customer and Partnerships Committee has a remit that is broadly outward facing while Corporate Performance Committee largely deals with internal matters and services. The chairman of each committee is usually from a minority party while the vice chairman is from the ruling group. The Committees have powers to conduct scrutiny reviews of council services or decisions and wider issues, to hold the portfolio holders to account, monitor council performance, receive task group reports and make recommendations to Cabinet. In practice the Committees do not undertake full blown scrutiny reviews but rather set up task groups for this purpose (see below). The Committee will however undertake "light touch" reviews from time to time which take no more than one meeting to complete.
- 7.5 Crime and Disorder Committee was established as a separate committee in 2010. Its remit, briefly, is to scrutinise the work of the

Community Safety Partnership and it consists of 7 elected councillors and two co-opted members. The Committee meets 3 times a year and its chairman will usually be from a minority party while the vice chair is from the ruling party.

- 7.6 All Overview and Scrutiny Committees may establish task groups to carry out in depth scrutiny reviews. The programme for the year is established through a workshop where ideas for reviews are prioritised before being submitted to the Management Board for approval. Task groups are not formal sub committees and membership is open to any councillor who has an interest in the review topic, regardless of whether he or she is a member of the parent committee. There is no prescribed number of members of a task group although 9 is generally seen to be the most that would be practicable. The number of times a task group needs to meet in order to complete its review varies depending on the topic but there will normally be at least 6 meetings during the life of the review. Set out on the following page is a table showing the task groups that were in operation during 2009/10 and the number of members.

Name of Task Group	Date reported	Members
Risk Management of Play	July 2009	5
Highway Drainage	October 2009	9
Involvement of Young People	October 2009	10
Town Centre Economy	December 2009	9
Ken Marriott Leisure Centre	Ongoing	7
Biodiversity	Ongoing	9
Crematorium	Ongoing	7
Public Realm/Works Services Unit	Ongoing	9
End to End Service Reviews and Systems Thinking	Ongoing	6

Task groups often span a municipal year and there are usually several task groups in operation at any one time. Appendix 1 contains a column which shows the number of task groups that each councillor sat on in 2009/10.

- 7.7 One borough councillor has been appointed to sit on the county council's Adult Social Care and Health Overview and Scrutiny Committee which meets approximately 6 times a year.
- 7.8 The Council appoints some councillors to act as "champions" in particular service or topic areas. These champions have no specific responsibilities but are expected to take a particular interest in their

“area”, attend regular briefings with officers, take a lead in promoting initiatives and gain a broad understanding of the issues. Champions have been appointed for

- Equality and diversity
- Young People
- E champion
- Scrutiny
- Older persons
- Members risk
- Data quality
- Health
- Member procurement
- Scrutiny

Appendix 1 contains a column indicating those councillors that have been appointed as a champion.

7.9 Warwickshire County Council Overview and Scrutiny Board

The County Council's Overview and Scrutiny Board also includes one member from each of the five district councils. In Rugby the chairman of its Overview and Scrutiny Management Board has been appointed as the council's representative. The Board meets 6 times a year. However the district council representatives have been appointed specifically to deal with the scrutiny of the Local Area Agreement and other joint scrutiny reviews which may be carried out. They would not be expected to attend meetings when those items are not on the agenda.

7.10 Planning Committee

Planning Committee currently meets every three weeks. With some breaks over Christmas and the summer it has an average of 15 meetings a year. The Committee has 12 members and its Chairman and Vice Chairman are from the ruling party. No councillor may be a member of Planning Committee or attend as a substitute unless he or she has undertaken training within the previous 12 months.

7.11 Following revisions to the delegation scheme some years ago, the number of applications required to be determined by the Committee has reduced significantly. It is unusual for there to be more than 8 applications on each agenda and for meetings to last more than 90 minutes. In addition to attending committee meetings, committee members often need to attend site visits lasting between one and three hours on the afternoon immediately prior to the meeting to view sites which are the subject of planning applications.

7.12 Licensing and Safety Committee

The Licensing and Safety Committee has 15 members. The Chairman and Vice Chairman are from the ruling party. The Committee meets 5 times a year but because of deadlines, there can be several special meetings every year.

- 7.13 The Committee has a standing sub committee which meets to determine matters under the Licensing Act 2003 and taxi licensing applications which cannot wait until the next scheduled meeting of the parent committee. The sub committee is made up of three councillors but does not have a fixed membership. It meets on an ad hoc basis and its membership is drawn from those councillors who are available on the day. Members of Licensing Committee receive annual training, usually from an outside trainer.
- 7.14 Meetings of Licensing Committee last between 1 and 1.5 hours. Sub committee meetings are variable, depending on the nature of the matter(s) before it. The number of councillors on the committee was increased to 15 to allow for the large number of hearings that were expected in the first year or so after the 2003 Act came into force. After an initial surge of matters of sub committee meetings, the number of Licensing Act hearings decreased significantly and has been reasonably static for the last few years. The Council considers that a large pool of councillors trained to deal with hearings is not now needed and the size of the Committee can be reduced to 12 members.

8. The Representational Aspects of Councillors' Roles

- 8.1 Councillors have a number of responsibilities relating to service on other committees of the council and wider community bodies and interests. Set out below is a short overview of those responsibilities all of which impact on the councillors time commitment.

8.2 Appeals Committee

Appeals Committee consists of 5 councillors and is subject to proportional representation. It meets as and when required to hear appeals by employees against grading and disciplinary action as well as grievances. In 2008/09 it met 6 times and 3 times in 2009/10. Meetings usually take several hours and where a case is complex or witnesses are called meetings can last a full day. There will also be significant preparation time necessary for each meeting. Unlike other committees, it meets during the day so that cases can be heard when all parties are available.

8.3 Audit Committee

Audit Committee consists of 4 councillors with an independent chairman and vice chairman. It is subject to proportional representation. It meets five times a year and its meetings often last for 2 hours.

8.4 Standards Committee

Standards Committee has 12 members and consists of an independent chairman and vice chairman, a third independent member, three parish council representatives and six councillors. The Committee is not subject to proportional representation. It has two sub committees with no fixed memberships to deal with complaints. The Committee meets five times a year and its meetings normally last around an hour. Sub Committee meetings are variable both in frequency and length.

8.5 Ad Hoc and Standing Working Parties

The number of ad hoc and standing working parties has reduced significantly since the introduction of the Overview and Scrutiny regime. The Overview and Scrutiny committees review the number of standing working parties each year and make recommendations on whether they should continue. At present there 4 standing working parties which are:

- Grants Working Party (10 members)
- Gypsy and Travellers Strategy and Action Plan Group (8 members)
- Health and Safety Working Party (3 members)
- Planning Policy Working Party (5 members plus two portfolio holders)

Ad hoc working parties maybe constituted to consider a single topic and report and as such their lifespan will be limited. In the last year one ad hoc working party has been convened to monitor progress on the Housing Service's action plan for improvement. Other working parties meet to deal with single issues on a continuing basis. For example, an Art Selection Group of four councillors meets at least six times a year to select works of art for the Council's Open Exhibition. Neither type of working party is subject to the proportional representation rules as they are not formal sub committees.

8.6 Representation on Outside Bodies

The Council appoints councillors and others to a number of outside organisations every year. Some appointments are made by virtue of office whilst others, (generally to voluntary bodies) are open to everyone. Appendix 2 sets out the current appointments to voluntary bodies as at June 2010 and shows the average frequency of the meetings of those bodies. Appendix 3 shows the appointments made by virtue of office, also as at June 2010. The penultimate column of

Appendix 1 indicates the number of outside bodies to which each councillor is appointed. The number of appointments averages out at 1.2 per councillor.

8.7 Community Forums

Community Forums take place 4 times a year in the following county divisions in the borough:

- Brownsover, Benn and Newbold
- Dunchurch
- Earl Craven
- Eastlands and Hillmorton
- Fosse
- Rugby Town West

The forums are jointly organised by the borough council and county council. They are coterminous with Safer Neighbourhood policing beats and are an opportunity for residents to put their views and concerns about local issues directly to public service providers. Other local public sector bodies that attend these meetings include the police, local health services and parish councillors. The meetings take place in the evening.

8.8 Community forums are part of a wider strategy to improve local engagement and partnership working. There is an expectation that borough councillors will attend the community forum meetings in their area when possible because providing leadership at the forums is a vital part of their community leadership and engagement role. At present some forums are chaired by one of the borough councillors for the area.

8.9 The role and remit of the community forums is evolving. The Council believes that the enhanced powers to be given to communities by the Decentralisation and Localism Bill will give a greater prominence to the work of the forums particularly in connection with the proposals to permit community based budgeting. Community forums are moving towards becoming the urban equivalent of parish councils and the Council believes that this will continue once the Bill is in force.

9. **Member Training and Development**

9.1 The Council considers that with the changes that have occurred in councillors' roles and responsibilities since the Local Government act 2000, it is vital that we have well trained councillors who are able to use their skills and knowledge to engage with their community and provide informed leadership within the council itself and the wider community. To this end the Council has a comprehensive training and development programme for all councillors and participation in a wide

range of developmental activities is encouraged and in some cases, compulsory.

- 9.2 All councillors have a job profile which varies depending on their role within the Council (e.g. committee chairman or Cabinet member). The job profile sets out the skills and attributes needed to carry out that particular role. All councillors are expected to have an annual appraisal with their group leader (or other nominated appraiser) which will result in a personal development plan (PDP). The PDPs help to inform the training and development programme for the forthcoming year.
- 9.3 In addition, all newly elected councillors are required to undertake a programme of induction training which includes:
- IT training
 - Media awareness
 - Codes of Conduct
 - Finance
- 9.4 Other training is compulsory for some councillors. All councillors must attend Codes of Conduct training at least once every three years; as has previously been stated, Planning Committee members and substitutes must undertake annual training.
- 9.5 Training for Licensing Committee is not compulsory for councillors but is strongly recommended.
- 9.6 Other training, whether in house or offered in partnership with other councils, includes council tax setting, data protection, health and safety, charring skills and overview and scrutiny, as well as ad hoc briefing sessions on matters of local interest.
- 9.7 There is an expectation that councillors will take advantage of the training and development opportunities offered to them and this does create an added time commitment for councillors.

10. Conclusions

- 10.1 A review of members' allowances for the Council in 2006 reported that a national survey had shown that the average time commitment on council duties for councillors with no special responsibilities was 12 hours a week.
- 10.2 Official committee meeting (Cabinet, regulatory committees and overview and scrutiny) take place at 5.30pm on weekdays. Full Council is at 7pm. Many working councillors would prefer to hold other meetings in the evening but pressure on room space has meant that other meetings such as task groups and working parties do sometimes have to be held during the day. This does make it difficult for some councillors to commit to serving on task groups if it will cause them

difficulties in getting time off work. It is important that the future size of the council is such that it will be possible to ensure that all meetings whether evening or day time will be well attended.

- 10.3 All councillors are expected to carry out their community engagement and representational roles within their wards. This means a commitment to dealing with residents' individual issues as well as involvement in the wider community concerns which may arise. In addition, councillors are expected to attend Full Council, any committees of which they are a member, task groups and working parties as well as regular attendance at community forums and parish councils (where applicable). In addition there is an expectation that councillors will attend a number of training and briefing sessions through out the year and act as the Council's representative on outside bodies.
- 10.4 Although demands vary with the number of parish councils and the way they operate, many rural councillors face significant work demands arising from this further tier of government
- 10.5 The table below sets out the number of permanent seats to be filled on committees.

Meeting	Seats	Meetings p.a.
Full Council	48	7
Cabinet	6	10
Audit	4	5
Appeals	5	4
Licensing and Safety	15	5
Planning	12	15
Standards	6	5
Corporate Performance	9	5
Customer and Performance	9	5
Crime and Disorder	7	3
Overview & Scrutiny Management Board	9	5
TOTAL	130	69

The table does not take into account additional special meetings of standing committees or ad hoc meetings of sub committees, task groups and working parties.

- 10.6 With a current council size of 48 members, excluding Cabinet (who would not be expected to serve on other committees) and full council, there is an average of 1.8 seats on committees available for non executive councillors.
- 10.7 If the size of Licensing and Safety Committee were reduced back to 12 members, this leaves 73 seats to be divided between non executive

councillors. The Council believes that it should be possible to slightly increase the average number of seats per councillor without appreciably increasing the volume of work for each councillor. An average of 2 seats per councillor would result in the need for 36.5 councillors plus the 6 Cabinet members i.e. 42.5 councillors. As the Council still holds its elections by thirds, this should be rounded down to 42 councillors as this is divisible by 3.

- 10.8 A reduction in the number of councillors would result in an insignificant increase in the average number of outside body memberships per councillor from 1.2 to 1.4. This includes membership of some outside bodies which is by virtue of office.
- 10.9 The Council believes that an average allocation of 2 seats per councillor would still give the councillors enough time to deliver their representational and community engagement roles and participate in outside bodies as well as being available to take part in any task groups and working parties. Reducing the number of councillors from 48 to 42 would still enable the Council to deliver convenient and effective local government.
- 10.10 Using the forecast electorate for 2016 this represents a target for each councillor to represent an electorate of 1,916 electors in order to achieve electoral equality.

	Electorate Forecast (2016)
Number of councillors	42
Overall electorate	80,036
Average electorate per councillor	1,916

Appendix 1

Membership of Committees, Task Groups and Outside Bodies 2010-2011

	Committees	Task groups	Working parties	Outside bodies	Champion	Total
Cllr A	1	1	0	0		2
Cllr B	0	3	0	4		7
Cllr C	2	2	2	3		9
Cllr D	3	2	0	1		6
Cllr E	1	0	0	0		1
Cllr F	3	3	1	1		8
Cllr G	2	2	0	2		6
Cllr H	1	1	0	0		2
Cllr I	1	1	2	1		5
Cllr J	1	0	0	0		1
Cllr K	2	0	1	0		3
Cllr L	1	3	2	1		7
Cllr M	2	2	0	0		4
Cllr N	3	0	0	1		4
Leader	1	0	0	7		8
Cabinet A	1	0	3	3	1	8
Cllr O	2	0	1	1		4
Cllr P	3	1	0	0		4
Cllr Q	1	0	1	0		2
Cllr R	3	4	0	1	1	9
Cllr S	2	0	0	0		2

	Committees	Task Groups	Working parties	Outside bodies	Champion	Total
Cllr T	1	4	1	1		7
Deputy Leader A	4	4	1	2		11
Cllr U	0	4	0	1		5
Cllr V	1	2	1	1		5
Cllr W	2	2	0	1		5
Cllr X	1	1	2	0		4
Deputy Leader	1	0	0	3	1	5
Cllr Y	1	0	1	0		2
Cllr Z	2	2	0	0		4
Cllr AA	3	3	0	0		6
Group Leader B	3	2	0	0		5
Cllr BB	2	0	0	1		3
Deputy Leader B	2	2	0	0		4
Cllr CC	1	3	2	4	1	11
Group Leader A	3	0	0	1		4
Cllr DD	2	3	1	0	1	7
Cllr EE	1	2	0	1		4
Cllr FF	2	0	0	2	1	5
Cabinet B	1	0	2	5		8
Cllr GG	3	1	0	0		4
Cllr HH	1	1	0	0		2
Cllr II	2	2	1	1	1	7
Cllr JJ	2	0	0	0		2
Cllr KK	2	1	1	2		6
Cllr LL	1	0	0	0		1
Cabinet C	1	1	1	3	1	7
Cabinet D	1	0	0	4	1	6

Appendix 2

	Body	Current Rep(s)	No. of Reps	Length of appt	Time & day of meetings	No. of meetings
1	Age Concern - Warwickshire	Backbench D	1	Municipal Year	Daytime AGM	1
2	Age Concern Warwickshire (Rugby Area)	Backbench CC	1	Municipal Year		6
3	Bedworth, Rugby and Nuneaton Citizens Advice Bureau	Backbench FF Backbench N	2	Municipal Year	Alternate Bedworth and Rugby, usually Wednesdays Bedworth start 12.30pm Rugby start 6.00pm	4
4	Community Cement Engagement Group	Backbench	4	Municipal year	Varies	12
5	Bilton Poor's Land and other Charities	Backbench W	4 (only 1 councillor)	4 years	2.15 pm Weds	3 per year
6	Coventry Airport Consultative Committee	Backbench G	1	Municipal Year	Varies	2
7	Fareham Youth Centre	Backbench U	1	Municipal Year	Weekday evening	3
8	Hill Street Youth and Community Centre Management Committee	Backbench T	1	Municipal Year	Tuesdays 7.30 pm	3
9	Home Start	Backbench F	1	Municipal Year	Varies	12
10	Local Government Association Rural Commission	Leader Deputy Leader	2	Municipal Year	Varies	2
11	Local Government Association Urban Commission	Leader Deputy leader	2	Municipal Year	Varies	2
12	RELATE (Trustees Board)	Backbench V	1	Municipal Year	6.00-7.30pm day varies	4
13	Rugby and District Neighbourhood Watch- Executive Committee	Backbench CC	1	Municipal Year		
14	Rugby First	Cabinet A Deputy Group Leader A	2	Municipal Year	4 th Thursday every 2 months	6
15	Rugby- HMS Tireless Affiliation Association	Backbench KK Backbench CC	3 (2 Misc. Appts. & 1 by virtue of office)	Municipal Year	Tuesdays 18.30	6-8
16	Rugby MIND	Backbench FF	1	Municipal Year	Mondays, 3.30pm	6

Appendix 2

	Body	Current Rep(s)	No. of Reps	Length of appt	Time & day of meetings	No. of meetings
17	Rugby Rural Link Steering Group (NEW 2009)	Backbench C (Backbench B–substitute)	1	Municipal Year	Weekday, usually morning. No fixed timetable – mtgs take place every 6-8 weeks depending on actions required	7
18	Rugby Welfare Charities	Backbench B	2	3 years	2 pm Tuesday	2
19	Rugby Youth Council	Cabinet C	1	Municipal Year	Mondays 5-7pm	40
20	Sustainable Rugby Group	Backbench F Backbench B	2	Municipal Year	Weekdays at 6.30pm	6
21	The Percival Guildhouse (AGM only)	Backbench BB	1	Municipal Year	Varies	AGM only
22	Trustees of Fosterd's Bridge Charity	Cabinet D	3 (only 1 councillor)	4 years	Usually Wednesday in mid-June 2.30 site visit 4.30 meeting	1
23	Trustees of Hillmorton Charities	Backbench R Backbench CC	5 (only 2 cllrs)	4 years	7.15 pm As arranged at each meeting	6
24	Trustees of James Kenning Public Purposes Charity	Cabinet A	5 2 Nom. Trustees 3 Co-operative Trustees	4 years	4.30pm	2
25	Trustees of Lawrence Sheriff Almshouses	Cabinet C Backbench KK Backbench B	3		Tuesday 4pm	3
26	Victim Support (Rugby)	Backbench II	1	Municipal Year	Midweek Time varies- usually daytime	6+
27	Warwickshire Community and Voluntary Action (CAVA)	Backbench G	1	Municipal Year	Monday 7 pm	6
28	Warwickshire County Council Pension Fund Consultation Panel	Leader	1	Municipal Year	Normally Mondays at 10.00am	2
29	Warwickshire Race Equality Partnership	Backbench EE (Sub: any named borough councillor) Backbench O is a Board Member	1	Ongoing until notified in writing	Variable day 6.00 – 8.00pm	1 AGM & 6 Board Meetings
30	Warwickshire Rural Community Council Work and Project Committee	Backbench C	1	Municipal Year	Wednesdays at 2.00pm	8+
30	West Midlands Members'	Cabinet D	1	Municipal Year		

Appendix 2

	Body	Current Rep(s)	No. of Reps	Length of appt	Time & day of meetings	No. of meetings
	Development Network and Steering Group					
31	West Midlands Territorial and Volunteer Reserve Association	Cabinet D	1	Municipal Year		

Appendix 3

	Body	Current Rep(s)	No of Reps	Expires at end of:	Length of Appt	Time & Day of meetings	No of meetings
1	Coventry, Solihull & Warwickshire Destination Management Partnership	Leader	1	Municipal Year	Municipal Year		4 Board meetings plus others, eg, Ericsson Partnership
3	Coventry, Solihull & Warwickshire Partnership Board	Leader	1	Municipal Year	Municipal Year		
4	Local Government Association General Assembly	Leader	1	Municipal year	Municipal year	AGM 1st Tues in July (after lunch)	1
5	Orbit Housing Association Care and Repair Advisory Group	Cabinet D	1	Municipal Year	Municipal Year	2, Thursday 12.30	2
6	RTPI Politicians in Planning Network (PIPA)	Backbench L Cabinet B	Unlimited	Unlimited	Municipal Year		Variable
7	Rugby BID Company Ltd	Cabinet B	1	Municipal Year	Municipal Year	1 st Thursday of the month – evenings at the Town Hall	6
8	Rugby-HMS Tireless Affiliation Association	The Mayor	3 (1 by virtue of office & 2 Misc. appts)	Municipal Year	Municipal Year	Tuesday 18.30	6-8
9	Rugby Leisure Community Association (RLCA)	Cabinet B	1	Municipal Year	Municipal Year		
10	Rugby Local Strategic Partnership	Cabinet A	1	Municipal Year	Municipal Year	2.30pm weekdays	12
11	Rugby Tourism	Cabinet B	1	Municipal Year	Municipal Year	Arranged as required	3-4
12	Warwickshire County Council Health and Overview Scrutiny Committee	Backbench C	1	Municipal Year	Municipal Year	Wednesdays 10am	6 per year plus visits and panel meetings
13*	Warwickshire County Council Overview and Scrutiny Board	Group Leader B Subs Backbench I and Deputy Group Leader A		Municipal Year	Municipal Year		
14	Warwickshire Environmental Protection Committee	Cabinet E	1	Municipal Year	Municipal Year	Weekday, daytime, as appropriate	
15*	Warwickshire Heritage Partnership	Cabinet D					
16*	Warwickshire Waste Partnership	Cabinet E	1	Municipal Year	Municipal Year	2pm Tuesday	4

Appendix 3

	Body	Current Rep(s)	No of Reps	Expires at end of:	Length of Appt	Time & Day of meetings	No of meetings
17	West Midlands Leaders' Board	Cabinet A Sub Rep Cabinet C	1	Municipal Year	Municipal Year		