

EAST RENFREWSHIRE COUNCIL7 September 2022Report by Chief ExecutiveREVIEW OF GOVERNANCE ARRANGEMENTS**PURPOSE OF REPORT**

1. This report builds on previous reviews of the governance of the Council. It considers options for convenors remits and alternative options to the Cabinet system.

RECOMMENDATIONS

2. It is recommended that the Council:-
- (a) approve the new Conveners' remits;
 - (b) agree that delegated authority be granted to the Chief Executive to make minor adjustments to the Conveners' remits in the light of operational experience;
 - (c) agree to continue with the operation of a Cabinet model of governance; and
 - (d) agree that the Chief Executive review the terms of reference of the Audit and Scrutiny Committee to ensure they remain fit for purpose.

BACKGROUND

3. Under a traditional local authority committee system, committees are set up to be responsible for specific areas of business. They are usually although not always linked to departments or services. The committees will be cross-party, allowing councillors from across the various political parties and independents to be part of the decision-making process and to actively scrutinise policies and performance relative to those areas within the committee's remit. A committee system usually involves committees meeting every 4 to 6 weeks, although the frequency of meetings can change depending on local circumstances and the volume of matters that need to be considered.

4. The McIntosh Commission on Local Government and the Scottish Parliament was appointed by the Secretary of State for Scotland early in 1998. Its remit was to consider how to build the most effective relations between Local Government and the Scottish Parliament and the Scottish Executive and to consider how councils could best make themselves responsive and democratically accountable to the communities they serve. Following extensive consultation, the Commission presented its final report to Donald Dewar MSP, First Minister of the Scottish Parliament in June 1999. The Commission's report included suggestions regarding councils' political management arrangements.

5. In advance of this, at the meeting of the Council on 26 May 1999 following the local government elections, and taking into account the expected recommendations of the Commission's report that all councils pursue a type of local governance generally called the cabinet/council model, East Renfrewshire Council approved the introduction of a Cabinet system. The Cabinet system is used widely in English councils where the legislation around

governance differs from that in Scotland but less frequently in Scottish councils. A Cabinet system is generally accepted as a modern approach to governance, allowing a faster and more strategic approach to decision making. The Cabinet system introduced a call-in procedure for Audit Committee, providing the opportunity for scrutiny for more contentious or complex decisions. Call-in arrangements were later changed to include the provision on a call-in directly to the Council

6. The initial Cabinet (originally known as the Executive) consisted of 5 councillors, the Leader of the Council and 4 convenors i.e. Convenors for Education and Economic Development, Personal Social Care, Environment and Communities. Each remit contained both service related and corporate areas of responsibility.

7. A formal consultation and review of Cabinet was undertaken in 2001 and its continuation received support from councillors. The introduction of the cabinet system was commented on in both Best Value audits of the Council conducted by Audit Scotland. In particular in the 2017 audit, it was noted that *“In a relatively small council, a cabinet can streamline business management by reducing the number of committees required.”*

8. In 2007, Cabinet was expanded to 7 councillors with the Environment remit being subdivided into Housing, Economic Regeneration and Environment.

9. In 2010, a review of Cabinet was undertaken (Appendix 1). The review identified a number of ways in which the operation of Cabinet could be improved. Specifically, a forward looking Cabinet work plan was introduced and Cabinet took a more specific focus on the achievement of Best Value.

10. After the local government elections in 2012, Cabinet was further increased to 8 with the addition of a convener with responsibility for Corporate Services. In 2017, Cabinet was reduced to 6, in part to reflect the reduction in the number of councillors from 20 to 18. In 2022, the new administration further reduced the number of conveners and size of Cabinet, initially to five and then to four. The most recent set of remits is attached as Appendix 2.

11. It is good practise to review governance procedures to ensure that they are still the best fit for the Council. At the Council meeting in June 2022, Council tasked the Chief Executive to undertake a review of Cabinet.

12. As part of the review of existing arrangements, other councils in Scotland were surveyed on the arrangements they had in place. 25 Councils operate a committee system whilst 7 operate a Cabinet model.

13. A questionnaire was circulated to councils via the Improvement Service Knowledge Hub. 12 responses were received with 8 of the respondents operating a traditional model and 4 operating a cabinet model. From the responses received it is apparent that even amongst those councils operating the same model there are broad variations of approach in relation to issues such as membership, meetings frequency and matters considered.

REPORT

14. Irrespective of whether a Cabinet model or traditional committee system is used, political direction is necessary and convenors are required. If a committee system is in place, the portfolios of convenors tend to be aligned with those matters that are delegated to the committee by the Council through the Scheme of Administration, and the Convenors chair meetings of the committee. In a Cabinet model, with the Cabinet being more strategic in nature and having responsibility for matters that cut across departments, convenors' portfolios can

similarly cut across departmental boundaries. In the Cabinet model, the Leader of the Council chairs the meeting with membership being made up of the other Conveners.

Convenor Responsibilities

15. Following the elections in May, when it was decided that there will be 4 conveners, the responsibilities of conveners were simply combined leading to portfolios being unbalanced in terms of workload. This review of governance presents an opportunity to review remits to ensure a more strategic alignment with the objectives of the Council and a better balance of responsibilities across conveners.

16. Portfolios have now been reviewed and responsibilities could be aligned as follows:-

Leader of the Council - responsible for Policy and Resources

- Overall strategy development including community planning, long term strategic financial, capital and asset planning, local development plan preparation, net zero strategy, and digital transformation;
- Partnership development with the voluntary sector, Community Councils, Police, Fire, City region and COSLA
- Delivery of major projects such as City Deal and levelling up;
- Governance and support functions including accountancy, legal, licensing, audit, procurement, HR (including Industrial relations), Payroll, ICT, Communications, Accounts Payable/Receivable, Civil Contingencies, Health and Safety;
- Shared customer services - Customer First (including money advice and rights (MART) and registrations); community safety; (including out of hours emergency customer services; CCTV; telecare alarms response; community wardens); council tax & non-domestic rates collection, benefits administration and welfare;
- Member and Committee services;
- Community Learning and Development

Convenor for Environment and Housing

- Major infrastructure planning and development – Transport (including roads, pavements and lighting), planning and building standards services;
- Neighbourhood Services – refuse collection, recycling and disposal, parks, cemeteries, environmental health, trading standards, vehicle maintenance;
- Economic Development including Business Gateway, employability and town centre generation;
- Housing including Council Housing (management, maintenance and development of council housing stock through the housing revenue and housing capital accounts), homelessness and private sector housing, including Local Housing Strategy;
- Property and technical services (Maintenance and repair of council owned property such as schools and offices).

Convenor for Health and Social Care

- Social Care - older peoples services, learning disability, mental health, children and families, criminal justice;
- Health – NHS GGC Board member, chair or vice chair of the IJB.

Convenor for Education, Culture and Leisure

- Pre-school nurseries and family centres
- Primary education
- Special needs provision
- Secondary education
- All education related policy matters
- Catering and cleaning
- Culture and leisure – including active schools, the ER Culture and Leisure Trust
- Equalities

17. It may be necessary for further revision of remits to take place in the light of experience. On the basis that any further revisions would be minor in nature it is recommended that it be delegated to the Chief Executive to make any minor revisions to the Convener remits.

Committee Structure for Policy Functions

18. In the present Cabinet system, the governance of policy matters is covered by Council, or delegated to Cabinet or to the Education Committee. Matters relating to Social Work are delegated to the Integration Joint Board.

19. If the Cabinet system was replaced with a traditional committee system, the Scheme of Administration would need to be reviewed to transfer those functions previously the responsibility of the Cabinet to the new committees.

20. After reviewing the workload of Cabinet, it is clear that the majority of matters dealt with relate to either environmental issues or cross-cutting council issues. If Council was minded to revert back to a traditional committee system, the most practical and simplest solution would be to set up two committees, for example a Policy and Resources Committee and an Environment and Place Making Committee, to replace Cabinet covering the areas with the highest workload. Some areas of the existing Cabinet workload could be taken forward by the Education Committee, reflecting the remit of the Convener. The remits of the committees could be:-

Policy and Resources Committee

- Inputting into strategic plans prior to final decision at Council
- Best Value, community empowerment and Climate Change/Net Zero, digital transformation
- Overview of governance and support services, shared customer services
- Equalities
- Community learning and development and capacity building

Environment and Place Making Committee

- Neighbourhoods/localities and place making
- roads and transportation
- cleansing and recycling
- parks and cemeteries
- environmental health
- trading standards
- economic development
- town centre regeneration
- major projects and housing.

Education - this committee could widen its remit to include Culture and Leisure Services.

The Integration Joint Board stands separately from the Council and would remain unchanged.

21. In addition to these changes, consideration would have to be given to Police and Fire scrutiny. At present, this scrutiny is carried out by an extended Cabinet. As membership of the Policy and Resources Committee would include non-Administration councillors, police and fire scrutiny could be undertaken by that committee. Alternatively, a stand-alone committee could be established with membership along the same lines as the current Cabinet (Police & Fire).

22. Committees could meet approximately once per 4-6 weeks (except through recess) giving a similar number of meetings to the present Cabinet system.

Under any move to a traditional committee model, arrangements for regulatory and quasi-judicial committees such as the Planning Applications and Licensing Committees would remain unchanged.

IMPLICATIONS

23. There are benefits and disbenefits to each model. Some of these are set out below:

Cabinet model

Benefits

- Speed of decision making.
- Streamlined approach to decision making
- Reduces workload for non-Cabinet members
- Operates in a more strategic way than traditional committees that focus on a limited area of operation
- Removes need for matters to be remitted from service committees to Policy & Resources Committee

Disbenefits

- Small membership increases potential for inquorate meetings
- Call-in procedure can delay the implementation of decisions
- Increased workload for Cabinet members

Committee model

Benefits

- Opportunity for immediate challenge and scrutiny by non-administration committee members
- Removes the requirement for call-in procedure which can delay the implementation of decisions

Disbenefits

- Lack of strategic approach
- Lack of clarity around separation of strategic and operational matters
- Increases workload for those Elected Members appointed to committees

24. Reviewing the Best Value Audit reports for Scottish Councils the findings in relation to each model are summarised below:

Governance Model	Committee (25)	Cabinet (7)
Areas performing well		
The Council has sound governance arrangements in place to support effective decision-making and scrutiny	17 (68%)	3 (42%)

Members and officers demonstrate effective leadership and a clear strategic direction	16 (64%)	7 (100%)
Constructive officer and Elected Member relationships at time of BV report	23 (92%)	7 (100%)
Evidence of good cross-party working and relationships between Elected Members at time of BV report	20 (80%)	6 (86%)
Areas for improvement		
Audit Scotland note several issues with the scrutiny model that elected members need to improve	4 (16%)	3 (43%)
A lack of Council leadership is evident, collective leadership must improve	5 (20%)	
Decision-making should be more transparent		2 (28%)

Scrutiny of Cabinet Decisions

25. One of the key parts of a cabinet model is ensuring that the Cabinet can be held to account for its decisions and can be challenged on these. To achieve this the Council has in place the call-in procedure. This enables decisions of Cabinet to be called in for further scrutiny. Initially the call-in procedure required scrutiny of the Cabinet decision to be undertaken by the Audit and Scrutiny Committee. Although call-ins to committee have been used relatively infrequently it is apparent that when the procedure is used it can have a significant delaying impact. This was acknowledged and the call-in procedure was subsequently revised to introduce the facility for Cabinet decisions to be called in directly to the full Council.

26. If a committee system were introduced with non-administration councillors sitting on committees and being involved in decision-making at that level, then it would be necessary to review call-in procedures. It should be noted that Standing Orders already contain provision that enables committee members to ask for decisions not to be implemented and for matters to be referred to the full Council meeting for consideration.

27. Even if a Cabinet model were retained, there is a strong case for reviewing the terms of reference of the Audit and Scrutiny Committee, not only in relation to the committee's involvement in the call-in process, but more generally in relation to those matters which should sit within the committee's terms of reference. Prior to the local government elections the committee carried out a self-evaluation of its activities based on templates and guidance issued by CIPFA. One of the outcomes from the self-evaluation was a recommendation that the committee's terms of reference be reviewed. The findings of the self-evaluation were presented to and endorsed by the new committee on 23 June 2022.

FINANCE AND EFFICIENCY

28. There are no financial implications if a Cabinet system is maintained. If a Committee system is chosen there will be no financial implications if the total number of meetings remains similar.

CONCLUSION

29. There is no one clear correct approach to governance arrangements. The evidence that has been gathered shows that even amongst councils that operate the same general model there is variety in relation to the implementation of the model at a local level influenced by local circumstances. In addition, the summary of audit findings shows that there is no definitive correct approach to governance, and that local circumstances will be a strong influence on the most appropriate model.

30. The Cabinet model has been in place in East Renfrewshire since 1999. Research and experience has shown that effective governance is not specifically rooted in any one structural model or configuration but in: clarity and respect of roles and responsibilities (across all elected members and senior officials); a collegiate and respectful culture when dealing with disagreements; respect for, and adherence to, rules and standards of conduct; ensuring whatever the governance and structural arrangements are – they are fit for purpose and subject to improvement and refinement as required; and the administrative efficiency and sustainability of the arrangements over time. East Renfrewshire has consistently been considered among the best run councils in Scotland. Its success in this regard has come about as the result of its elected members, regardless of party or affiliation, working together on a good faith basis and alongside senior officials to demonstrate respect for, and an unwavering commitment to, the principles outlined above.

31. In the absence of any compelling reasons to change, on balance, it is recommended that the Council do not move away from a Cabinet model of governance. The model has been used successfully for over 20 years and forms part of the strong governance arrangements already in place.

32. Notwithstanding there is an opportunity for the terms of reference of the Audit & Scrutiny Committee to be reviewed to ensure that they remain fit for purpose. Any proposed change to the terms of reference would require approval by the Council.

RECOMMENDATIONS

33. It is recommended that the Council:-

- (a) approve the new Conveners' remits;
- (b) agree that delegated authority be granted to the Chief Executive to make minor adjustments to the Conveners' remits in the light of operational experience;
- (c) agree to continue with the operation of a Cabinet model of governance; and
- (d) agree that the Chief Executive review the terms of reference of the Audit and Scrutiny Committee to ensure they remain fit for purpose.

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EAST RENFREWSHIRE COUNCILCABINET7 October 2010Report by Chief ExecutiveREVIEW OF CABINET**PURPOSE**

1. The purpose of the report is to review the current arrangements for the operation of Cabinet and to consider recommendations to make the Cabinet more effective.

RECOMMENDATIONS

2. It is recommended that:

- Conveners jointly agree with Directors a forward programme of strategy and policy work and that this work plan is published.
- the Cabinet takes an increased role in performance management and improvement with the aim of all departments delivering Best Value.
- the Planning remit is transferred from the Convener for Environment to the Convener for Regeneration.
- the report be remitted to the Council for consideration of the proposed changes, with the recommendation that they be approved.

BACKGROUND

3. The Cabinet system of Political Management was set up in 1999 in East Renfrewshire and has been widely regarded as successful. However, having been in place for over 10 years the time is right to review Cabinet to ensure that it still meets the changing needs of the Council.

4. Since 1999, a number of changes have occurred which influenced how Cabinet operates. For example, in 2006, the CHCP was created. This changed the governance structure of the Council and created an additional committee of the Council with certain powers delegated to the CHCP rather than Cabinet. In 2007 the work of the Policy Review Committee was combined with the work of the Audit Committee. The majority of the work of the Policy Review Committee was directly transferred to the Audit Committee but the work of scrutinising strategic Best Value reviews prior to Cabinet was changed so that Best Value reports went directly to Cabinet. Given that the first round of best Value reviews was nearing completion, this did not make a significant difference to the workload of Cabinet. However, as a new round of self evaluation and service redesigns is underway, the role of Cabinet needs considered.

5. The increasing importance of performance management is also an issue. Whilst performance management and the achievement of best value have always been part of the culture of the Council, the availability of better performance information and comparisons to other local authorities, gives Cabinet the opportunity to review how performance information is used. A recent report by the Audit Commission in England highlighted the opportunity for councillors to make better decisions by improving the quality of the information provided. The document "Is there something I should know" highlights the need for councillors to receive relevant high quality information in an understandable format.

6. The role of the convener is also worthy of further consideration. Two conveners are conveners in the traditional sense in that they chair committees of the Council i.e. Education Committee and CHCP Committee and therefore have a clearly defined role. The other four conveners have responsibility for key areas but do not carry out these responsibilities via a committee and therefore all decisions must either be delegated to the director or made by the Cabinet. This works well due to the good working relationships between director and convener, however, further clarity on the role of Convener may be worth considering.

7. East Renfrewshire Council is well regarded for its governance arrangements and indeed the most recent report by Audit Scotland of East Renfrewshire Council identified political management arrangements as best practice. A review of Cabinet with a renewed focus on the achievement of Best Value will allow East Renfrewshire Council to stay at the forefront of good practice.

REPORT

8. Any review must take into account the relative roles of elected members and Council officers in the governance of the Council. The code of conduct states that "Elected members are responsible for developing policy, setting objectives and allocating resources for the Council, in response to the needs and views of the communities they represent. Council officers are responsible for giving professional advice, supporting elected members and implementing decisions"

9. The present remit of Cabinet is attached in Appendix 1 (i).

Forward programme of strategy

10. Strategy and policy changes can come from a number of sources. Some will emerge from the political agenda through the administration manifesto commitments. Others may emerge from the analysis of performance management information highlighting that a new approach is required. Others may come from economic or national political imperatives.

11. Cabinet members already work closely with the appropriate director to agree the policies and strategies that will be developed. A more structured approach would allow a greater visibility of policy developments and allow cross cutting issues to be identified at an earlier stage. For example, at the beginning of each financial year, the convener/elected member, in consultation with the relevant director, could contribute to a forward programme of policy and strategy based on the Council's priorities as set out in the Corporate Statement. This would have the benefit of allowing cross cutting issues to be easily identified well in advance of papers going to Cabinet.

12. Presently the content of the agenda for Cabinet varies considerably from week to week. This is partly due to the seasonal/annual nature of the Council's work but part is also due to the absence of a structured workplan for the Cabinet. Advance planning of Cabinet

papers would ensure that the cabinet focused on the most important issues facing the Council and would lead to more balanced agendas allowing more time for papers that require a full discussion.

Performance management

13. Performance management i.e. how the Council meets its strategic objectives, delivers outcomes and sustains continuous improvement, is a joint responsibility of elected members and officers. Audit Scotland in their Best Value 2 Framework suggests that elected members have a role in setting a culture of performance by being “actively interested in performance management and helping drive improvement. There are clearly defined, effective and complementary roles in performance management for policy and decision making committees, scrutiny functions and full Council.” The Cabinet therefore should play a crucial role in performance management and the achievement of Best Value.

14. A review of performance management has recently been undertaken and was presented to Cabinet in June 2010. This review will allow Cabinet to receive better quality information on performance management. Therefore there is the opportunity to focus more of the time of Cabinet onto using this information.

15. At present, performance information is presented to the Cabinet for discussion every 6 months. Over the next year, the quality of this information will be further improved with more concise information presented to allow councillors more time to discuss the most crucial issues. Increasingly, quantitative information will be used and where possible trends and benchmarks provided to allow councillors to more easily to identify the comparative performance of the Council.

16. Across the Council departments, the depth with which performance management information is made available to elected members varies. Schools examination results are presented in depth to the Education Committee with detailed benchmarks and trends. Social work results are presented in detail to the CHCP Committee as part of the ongoing monitoring of the work of the CHCP. However, for the other services, results are included in the overall six monthly council reports, allowing little time for scrutiny of individual services.

17. In a recent report to Cabinet, in addition to the overall Council performance report, it was suggested that departmental reports could be submitted to the Cabinet for all departments with the exception of those already covered by scrutiny from a committee. In addition, it would be possible to have a rolling programme of focused performance management reviews of each department or service linked closely to the strategy and policy workplan for the Cabinet..

18. A proposed change to the remit of Cabinet is contained in appendix 1 (ii).

Role of Convener

19. The present role of the convener is shown in Appendix 2(i). It is proposed that the remit is amended to be more specific in identifying the conveners’ role in advising on strategic direction, reviewing performance management and improvement planning. (Appendix 2 (ii)).

20. In addition, the specific portfolios of conveners have been unchanged for a number of years. It may be worthwhile reviewing portfolios to achieve a balance of workload. In particular the role of the Environment Convener covers a wide range of areas such as Planning, Roads, Waste Management and Sustainability. Given the increasing importance of the sustainability agenda, it is proposed that the remit for Planning is transferred to the Convener for Regeneration to achieve more balanced portfolios. Planning policy is increasingly linked to Economic Development and Regeneration so this transfer would result in a good strategic fit.

FINANCE AND EFFICIENCY

21. Given the challenging times ahead for the public sector, the proposed approach would allow the Cabinet to focus on the most crucial issues facing the Council. It will ensure that the strategic focus of the Council is maintained, that performance is managed properly, that improvement actions are taken promptly and that resources are applied prudently.

CONSULTATION

22. The Cabinet is asked to consider the recommendations contained in this report and if content to recommend the report to Council.

RECOMMENDATIONS

23. It is recommended that:

- Conveners jointly agree with Directors a forward programme of strategy and policy work and that this work plan is published.
- the Cabinet takes an increased role in performance management and improvement with the aim of all departments delivering Best Value..
- the Planning remit is transferred from the Convener for Environment to the Convener for Regeneration.
- the Cabinet remit the report to the Council for consideration of the proposed changes, with the recommendation that they be approved.

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KEY WORDS

Review Cabinet

Performance Management

Planning Remit

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(i) Cabinet remit (existing)

1. to be responsible for all matters not the responsibility of the Council itself or one of the other bodies of the Council as indicated in this Scheme, and in particular the Cabinet shall:-
 - (a) take any decisions that are contrary to or not wholly in accordance with the approved revenue budget, provided that any additional costs can be offset by additional income or savings from elsewhere within the budget;
 - (b) approve increases in the costs of individual projects in the capital programmes subject to these costs not exceeding 5% of the total project cost or £50,000, whichever is the lesser;
 - (c) prepare major new policy proposals for approval by the Council;
 - (d) be responsible for the introduction and development of appropriate risk management arrangements across the Council;
 - (e) following recommendation by the Conditions of Service Committee, agree the amendment, suspension or deletion of any existing conditions of service in respect of the Council's employees;
 - (f) following recommendation by the Conditions of Service Committee, approve any new conditions of service to be applied in respect of the Council's employees; and
 - (g) oversee the running of the administration.

(ii) Cabinet Remit (revised)

1.
 - (a) oversee the running of the administration;
 - (b) prepare major new policy proposals for approval by the Council;
 - (c) approve all other policy and strategy proposals;
 - (d) regularly review the performance of the Council and agree any improvement plans;
 - (e) take any decisions that are contrary to or not wholly in accordance with the approved revenue budget, provided that any additional costs can be offset by additional income or savings from elsewhere within the budget;
 - (f) approve increases in the costs of individual projects in the capital programmes subject to these costs not exceeding 5% of the total project cost or £50,000, whichever is the lesser;
 - (g) be responsible for the introduction and development of appropriate risk management arrangements across the Council;

- (h) following recommendation by the Conditions of Service Committee, agree the amendment, suspension or deletion of any existing conditions of service in respect of the Council's employees; and
- (i) following recommendation by the Conditions of Service Committee, approve any new conditions of service to be applied in respect of the Council's employees.
- (j) be responsible for all matters not the responsibility of the Council itself or one of the other bodies of the Council as indicated in this Scheme

Conveners Responsibilities (existing)**Key Purpose**

To act as spokesperson and be accountable for specific strategies and resource issues as determined by the Council.

Specific Accountabilities

1. To form an effective working relationship with other members of the Executive;
2. To form an effective working relationship with individual members of the Management Team and other Chief Officers of the Council; Corporate
3. To represent the Cabinet, as appropriate, at meetings and events both within and external of the Council;
4. To develop effective working with relevant key partners;
5. To ensure a “joined up” and corporate approach to Council business;
6. To communicate decisions effectively with all members of the Council;
7. To be publicly responsible for decisions taken both individually and collectively; and
8. To exercise delegated powers in accordance with the Council’s Scheme of Delegation.

Conveners Responsibilities (revised)**Key Purpose**

To act as spokesperson and be accountable for specific strategies and resource issues as determined by the Council.

Specific Accountabilities

1. To be publicly responsible for decisions taken both individually and collectively;
2. To agree a forward programme of policy and strategy work with officers;
3. To monitor and review the performance of services for which they are responsible, agreeing with officers any improvement plans to be taken forward to cabinet for approval;
4. To ensure a “joined up” and corporate approach to Council business;
5. To represent the Cabinet, as appropriate, at meetings and events both within and external of the Council;
6. To form an effective working relationship with other members of the Executive;
7. To form an effective working relationship with individual members of the Management Team and other Chief Officers of the Council; Corporate

8. To develop effective working with relevant key partners; and
9. To exercise their knowledge and skills in advising officers in formal consultations on the exercise of delegated power.

Remits 2017-2022**Leader of the Council**

Chair of the Cabinet;
 Corporate Policy;
 Best Value & Community Planning;
 Relations with COSLA, Scottish Executive & Scottish Parliament;
 City Deal, Major Projects and Tourism Regeneration;
 Economic Development, Inward Investment, Tourism & Employability;
 Major Projects & Infrastructure;
 Asset Management;
 Finance;
 Corporate Services;
 Procurement;
 Customer First;
 Staff Terms & Conditions;
 Industrial relations;
 Digital Champion for services within the remit

Convener for Education and Equalities

Education;
 Equalities
 Digital Champion for services within the remit

Convener for Social Work and Health

Leading governance and oversight of Health and Social Care Services
 Primary Care;
 Community Care;
 Social Work Children & Families' Services;
 Early years;
 Criminal Justice;
 Health Improvement;
 Strategic Commissioning;
 Digital Champion for services within the remit

Convener for Community Services and Community Safety

Police & Fire;
 Culture & Sport Services;
 Voluntary Organisations;
 Community Support;
 Community Councils;
 Youth Services;
 Community Safety;
 Active Citizenship
 Civil Contingencies
 Digital Champion for services within the remit

Convener for Housing and Maintenance Services

Council & Private Sector Housing Policy;
Housing Maintenance Services;
Council Housing Regeneration &
Tenancy Management, Rent Setting &
Collection;
Housing Estate Regeneration & Mixed
Tenure;
Homelessness
Housing Investment Strategy;
Housing Capital Programme;
Tenant Engagement;
Welfare Policy
Digital Champion for services within the remit

Convener for Environment

Local Development Plan;
Sustainability;
Planning & Building Standards;
Transportation Policy & SPT;
Roads & Lighting & Flooding;
Town Centre Regeneration and BIDs
Carbon Management, Energy Efficiency & Fuel Poverty;
Recycling, Waste Management & Reduction;
Fairtrade;
East Renfrewshire Renewables Fund;
Parks & Greenspace;
Vehicle Management & Maintenance;
Street Cleaning & Refuse Collection;
Environmental Health & Trading Standards
Digital Champion for services within the remit