

PERTH AND KINROSS COUNCIL

Council Meeting – 23 May 2012

POLITICAL DECISION-MAKING STRUCTURES

Report by Chief Executive

ABSTRACT

This report makes recommendations on a way forward for a political decision-making structure for the Council.

1. RECOMMENDATIONS

1.1 It is recommended that the Council agree:-

- (a) to continue the existing political decision-making structure until the end of the current calendar year;
- (b) to appoint members to and conveners of committees in accordance with Paragraphs 3.1 – 3.2 and **Appendices 1A and 1B** to this report;
- (c) to appoint members to the Perth and Kinross Licensing Board in accordance with Paragraph 3.5 and **Appendix 1B** to this report;
- (d) to continue the current provisions in relation to the Local Review Body in accordance with Paragraphs 3.6 - 3.7 and to appoint a Convener and Depute Convener of the Local Review Body;
- (e) to continue the current provisions in relation to the Pre-Determination Committee in accordance with Paragraphs 3.8-3.9;
- (f) to re-establish the Police and Fire Reform Transitional Pathfinder Group, on the basis of the previous remit in accordance with Paragraphs 3.10 – 3.11 and **Appendix 2** to this report; and to appoint representatives to serve on the Group;
- (g) to continue Council representation on the Health and Social Care Integration Transition Board, on the basis of the previous remit in accordance with Paragraphs 3.12 – 3.13 and **Appendix 3** to this report and to appoint Council representatives to serve on the Board;
- (h) to appoint members to the community planning groups in accordance with Paragraph 3.14 and **Appendix 4** to this report;
- (i) to continue the appointment of external representatives on the Housing and Health Committee and the Lifelong Learning Committee in accordance with Paragraphs 3.15 – 3.18 of this report;
- (j) to consider the appointment of a non-Council member on the Audit Sub-Committee as part of the review of the decision-making structure in accordance with Paragraphs 3.19 - 3.20;
- (k) to re-establish the Modernising Governance Member / Officer Working Group on the basis of the previous remit in accordance with Paragraphs 3.21 – 3.23 and **Appendix 5** to this report and to appoint representatives to serve on the Group;

- (l) to remit to the Modernising Governance Member/Officer Working Group to consider options for models of political decision-making structures and to submit reports to the Council as the Group considers necessary on aspects of its work, but to submit a final report to the Council meeting on 12 December 2012 with recommendations for a structure to be implemented with effect from January 2013;
- (m) to note that the Council's Standing Orders and Scheme of Administration will be reviewed as part of the review of the decision-making structure and that revised versions of these documents will be submitted as part of the final report to Council referred to at (l) above;
- (n) to approve the councillors' remuneration arrangements in accordance with Paragraphs 3.27 – 3.28 and **Appendix 6** to this report;
- (o) to continue with the role profiles / descriptions related to councillors; councillors with significant additional responsibilities and council leaders, and the competencies framework, together with personal development plans, based on the competencies framework, in accordance with Paragraphs 3.29 – 3.30 and **Appendix 7** to this paper; and
- (p) to approve a timetable of meetings for the remainder of the current calendar year in accordance with Paragraphs 3.34 – 3.35 and **Appendix 8** to this report.

2. BACKGROUND

2.1 At its meeting on 5 December 2007 (Article 747/07 refers), the Council approved the existing political decision-making structure based around the themes of the Perth and Kinross Community Plan as follows:-

- (1) Lifelong Learning Committee
 - (2) Housing and Health Committee
 - (3) Community Safety Committee
 - (4) Enterprise and Infrastructure Committee
 - (5) Environment Committee
- together with:-
- (6) Development Control Committee
 - (7) Licensing Committee
 - (8) Scrutiny Committee
 - (9) Strategic Policy and Resources Committee

2.2 The Council also agreed to the establishment of nine Common Good Fund Committees and a number of Sub-Committees.

2.3 The Council agreed further to appoint members to the Community Planning Partnership and the following community planning groups –

- (1) Community Safety Partnership
- (2) Economic Partnership
- (3) Environment Partnership
- (4) Lifelong learning Partnership
- (5) Strategic Health Partnership

- 2.4 In 2009, in response to the requirements of the Planning etc (Scotland) Act 2006, the Council agreed to establish a Local Review Body (Article 356 – 24 June 2009 refers) and a Pre-Determination Committee (Article 503 – 30 September 2009 refers).
- 2.5 In line with sound governance arrangements, it is appropriate for the Council to keep under review its political decision-making structures to ensure that they reflect changing circumstances and that they continue to be effective.
- 2.6 In the Annual Audit Plan for the Council, considered by the Audit Sub-Committee on 27 March 2012, Audit Scotland identified that the local government elections in May 2012 would provide an opportunity for the Council to reassess the effectiveness of its political management arrangements to ensure that they remain fit for purpose, including in particular the Audit Sub-Committee.
- 2.7 Against the backdrop of the above, the Council's decision-making structure requires to demonstrate how the Council and its partners are addressing the following key issues:-
- Community and Corporate Leadership
 - Performance Management and Reporting
 - Effective Challenge and Scrutiny
- 2.8 At its meeting on 25 April 2012, the Council agreed that a discussion paper by the Chief Executive on political decision-making structures (12/190) be made available to all elected members immediately following the Local Government Elections on 3 May 2012, and copies of the paper were included with the information pack given to each elected member on 4 May 2012.
- 2.9 The paper suggested that any review of the political decision-making structures, should take account of a number of drivers, including –
- The report on the *Commission on the Future Delivery of Public Services* (Christie Commission) which set out recommendations to improve the quality of public services in Scotland
 - The document *Renewing Scotland: The Government's Programme for Scotland 2011-2012* published by the Scottish Government in September 2011 outlining the Scottish Government's response to the Commission's recommendations and its future approach to and priorities for public service reform
 - *The Statement of Ambition on the Review of Community Planning and Single Outcome Agreements* published by the Scottish Government and COSLA in March 2012 which sets out the key principles that underpin Community Planning Partnerships and the Single Outcome Agreement
- 2.10 The Scottish Government has published its proposals for the creation of national Police and Fire & Rescue Services, and the legislation to create the national Services is progressing through the Scottish Parliament. In preparation for the new arrangements, the Scottish Government has put in place a Local Scrutiny and Engagement Implementation Network. The Council

has joined the Network as a Pathfinder and has established a Police and Fire Reform Transitional Pathfinder Group (Article 108 – 22 February 2012 refers).

- 2.11 The Scottish Government has also announced its intentions in relation to the integration of adult health and social care, and it has published a consultation paper on 8 May 2012. In anticipation of the potential legislative requirement to create a health and social care partnership committee, the Council has established a Perth & Kinross Health & Social Care Integration Transition Board to design and put arrangements in place to become the Strategic Health and Social Care Partnership Committee from 1st April 2013.
- 2.12 The paper identified other issues that should also be considered including Common Good Fund Committees; Member / Officer Groups; Non-Council Membership of Committees; Standing Orders / Scheme of Administration; Councillors' Remuneration Arrangements; Role Profiles/ Descriptions etc for Councillors; Appointments to Partner Organisations / Outside Bodies and a Timetable of Meetings. These issues are addressed in the following paragraphs.
- 2.13 In order to be able to review the existing political decision-making structure to ensure that the issues set out in the discussion paper have been addressed and to allow time for such a detailed review to take place, it is proposed that the Council agree (i) to continue with the existing decision-making structure until the end of the current calendar year and (ii) to remit to the Modernising Governance Member / Officer Working Group to consider options for models of decision-making structures and to submit reports to the Council as the Group considers necessary on aspects of its work, but to submit a final report to the Council on 12 December 2012 with recommendations for a structure to be implemented with effect from January 2013.

3 PROPOSALS

Existing Decision-making Structure

- 3.1 If the Council is minded to agree with the proposals at Paragraph 2.13 above, it will require to appoint members to and conveners of the existing Committees. Councils in Scotland are not required to comply with the provisions of the Local Government and Housing Act 1989 in relation to political balance on committees. However, it is recognised good practice to try to achieve political balance where possible, and this is reflected in Standing Order 49 which provides that in appointing members to Committees and Sub-Committees, the Council shall, so far as possible, give effect to the principles regarding political balance set out in the Local Government and Housing Act 1989.. Accordingly, it is recommended that the Council appoints members to the undernoted Committees in accordance with **Appendices 1A and 1B** to this report.

Committee	Membership
(1) Lifelong Learning Committee	13
(2) Housing and Health Committee	13
(3) Community Safety Committee	13
(4) Enterprise and Infrastructure Committee	13
(5) Environment Committee	13
together with:-	
(6) Development Management Committee	13
(7) Licensing Committee	7
(8) Scrutiny Committee	7
(9) Strategic Policy and Resources Committee	15 + Provost

Common Good Fund Committees

- 3.2 The current decision making structure also includes nine Common Good Fund Committees corresponding to the nine former burghs that existed within the Council area prior to 1975.
- 3.3 Common Good assets belong to the Council, and the only requirement is that these assets be administered having regard to the interests of the inhabitants of the former burghs. However, there is no statutory requirement to establish Common Good Fund Committees. Most of the Common Good Fund Committees have very little business to transact and meet very infrequently.
- 3.4 It is recommended that the Council continue with the current provisions in relation to Common Good Fund Committees until the end of the calendar year.

Perth and Kinross Licensing Board

- 3.5 In terms of the Licensing (Scotland) Act 2005 the Council is required to appoint ten elected members to the Perth and Kinross Licensing Board in accordance with Appendix 1B to this report, which will undertake liquor licensing functions under the 2005 Act.

Local Review Body

- 3.6 In 2009, the Council agreed that the membership of the Local Review Body should be three members, all drawn from the Development Management Committee. The Council also agreed to appoint a Convener and Depute Convener of the Local Review Body not to be the Convener or the Vice-Convener of the Development Management Committee.
- 3.7 It is recommended that the Council continue with the current provisions in relation to the Local Review Body, and appoint a Convener and Depute Convener at this meeting.

Pre-Determination Committee

- 3.8 In 2009, the Council agreed that a Pre-Determination Committee be established comprising all elected members of the Council.
- 3.9 It is recommended that the Council continue with the current provisions in relation to the Pre-Determination Committee.

Police and Fire Reform Transitional Pathfinder Group

- 3.10 The Transitional Pathfinder Group established by the Council in February 2012, comprised 5 members of the Council together with appropriate officers and representatives of Tayside Police and Tayside Fire and Rescue, with the remit as set out in **Appendix 2** to this report.
- 3.11 It is recommended that the Council re-establish the Transitional Pathfinder Group, on the basis of the previous remit as set out in **Appendix 2** to this report; and to appoint representatives to serve on the Group also as set out in **Appendix 2**.

Health and Social Care Integration Transition Board

- 3.12 The Integration Transition Board established by the Council in September 2011, comprised 2 members of the Council together with the Chief Executive and the Executive Director (Housing and Community Care), and representatives of NHS Tayside, with the remit as set out in **Appendix 3** to this report.
- 3.13 It is recommended that the Council continue representation on the Integration Transition Board, on the basis of the previous remit as set out in **Appendix 3** to this report and to appoint Council representatives also as set out in **Appendix 3**.

Community Planning Groups

- 3.14 If the Council is minded to agree with the proposals at Paragraph 2.13 above, it will require to appoint representatives to the community planning groups as set out in **Appendix 4** to this report.

Group	Membership
(1) Community Safety Partnership	3
(2) Economic Partnership	3
(3) Environment Partnership	3
(4) Lifelong learning Partnership	3
(5) Strategic Health Partnership	3

Non-Council Membership of Committees

- 3.15 The existing decision-making structure provides for non-Council membership of the Lifelong Learning Committee and the Housing and Health Committee, and also the Audit Sub-Committee of the Scrutiny Committee. It should be noted that the term of office of the appointees came to an end on 2 May 2012.
- 3.16 Whilst there are statutory provisions relating to the appointment of religious representatives to a committee discharging the functions of the education authority, the Council has continued to accord with the principles of the previous statutory provisions regarding the involvement of key stakeholders in the work of the Lifelong Learning Committee and has continued to appoint teaching representatives to the Committee and has provided for the appointment of parent representatives to the Committee. It should be noted that parent representatives are currently nominated and elected by Parent Councils. It should be noted also that whilst religious and teaching representatives have been appointed with voting rights, parental representatives have not.
- 3.17 In recognition of the benefits of involving key stakeholders in its decision-making processes and structures, the Council has also made provision for representatives of the Perth and Kinross Tenants' and Residents' Federation to be appointed to the Housing and Health Committee. In line with the situation for parental representatives on the Lifelong Learning Committee, the representatives of the Federation have not had voting rights.
- 3.18 If the Council is minded to agree with their proposals at Paragraph 2.13 above, it will also require to consider the appointment of external representatives to the Lifelong Learning Committee and the Housing and Health Committee as set out in paragraphs 3.19 and 3.20 above until the end of the current calendar year.
- 3.19 In September 2005, the Council agreed to appoint a non-Council member to the Audit Sub-Committee of the then Standards and Scrutiny Committee (Article 694 refers) to be appointed on the basis of that person's financial expertise, although it should be noted that most of the reports to the Sub Committee are of a non financial nature.
- 3.20 If the Council is minded to agree with the proposals at Paragraph 2.13 above, it is recommended that the Council consider the appointment of a non-Council member to the Audit Sub-Committee as part of the review of the decision-making structure.

Member / Officer Groups

- 3.21 The Council has successfully used Member Officer Groups – both on an ad-hoc and a standing basis – to address 'cross-cutting' strategic areas and to direct change within the organisation.

- 3.22 It is recognised that there may be a number of areas where consideration could be given both to continuing existing Member Officer Groups, subject to a review of their composition and remit, and to establishing different Groups to support the work of the Council in meeting the challenges of public service reform.
- 3.23 If the Council is minded to agree with the proposals at Paragraph 2.13 above, it will require to agree to re-establish the Modernising Governance Member / Officer Working Group on the basis of its previous remit as set out in **Appendix 5** and to appoint representatives to serve on the Group also as set out in **Appendix 5**.

Standing Orders / Scheme of Administration

- 3.24 The Council's decision-making processes and structures must be supported by robust Standing Orders governing the proceedings at meetings and also a Scheme of Administration detailing the levels of delegation both to members acting collectively and to officers. The current Standing Orders and Scheme of Administration should be reviewed and amended as required in line with any revisions to the decision-making structure.
- 3.25 In terms of the present Scheme of Administration considerable delegation of functions has been given to standing Committees and Sub-Committees with the exception of the undernoted, which must be determined by the Council as a whole:-
- The formulation of strategic policy objectives and priorities.
 - Any matter requiring co-ordination between Committees or involving determination of differences between Committees.
 - The approval of the annual budget of (a) revenue expenditure and (b) capital expenditure.
 - The approval of any matter involving the incurring of expenditure not provided for in the annual budget of the Council.
 - The fixing and levying of the Council Tax.
 - The adoption, alteration or revocation of (a) Standing Orders, Scheme of Administration and Byelaws and (b) the TAYplan and Local Development Plans.
 - Proposals for promotion of, or opposition to, Parliamentary powers.
 - Consideration of the certified version of the Council's accounts and the External Auditor's report.

- 3.26 It is recommended that Standing Orders and the Scheme of Administration be reviewed as part of the review of the decision-making structure and that revised versions of the documents be submitted as part of the final report to Council in December 2012.

Councillors' Remuneration Arrangements

- 3.27 The Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007 (as amended) provides for the remuneration of elected members. Guidance

on the implementation of the Regulations is provided by the Scottish Local Authorities Remuneration Committee (SLARC) and the current guidance dates from April 2010. The Regulations provide for all councillors to receive a basic salary of £16,234, but they also provide for this Council to have remunerated positions for a leader, a civic head, and up to 14 senior councillors – the latter with a maximum individual sum payable of £24,353 and within a total budget of £284,116.

- 3.28 If the Council is minded to agree with the proposals at Paragraph 2.13 above, it will require to consider proposals for councillors' remuneration as set out in **Appendix 6** to this report.

Role Profiles / Descriptions etc for Councillors

- 3.29 At its meeting on 1 October 2008 (Article 555 refers), the Council agreed to adopt the role profiles / description and the competencies framework proposed by the Scottish Local Authorities Remuneration Committee (SLARC), together with personal development plans, based on the competencies framework.
- 3.30 It is recommended that the Council continue with the role profiles / descriptions related to councillors; councillors with significant additional responsibilities and council leaders, and the competencies framework, together with personal development plans, based on the competencies framework, as contained at **Appendix 7** to this report.

Appointments to Partner Organisations / Outside Bodies

- 3.31 There are a number of partner organisations / outside bodies on which the Council is entitled to be represented. These organisations / bodies are at national, regional and local levels and range from the Convention of Scottish Local Authorities (COSLA) through joint boards, joint committees, companies and trusts. A separate report on appointments to these partner organisations / outside bodies has been submitted to this meeting – Report 12/194
- 3.32 The relationship that the Council has with these organisations / bodies is vital to the delivery of outcomes and it is therefore important that the Council considers very carefully the question of representation, particularly where it is already known that these organisations will be subject to change in the near future e.g. Live Active Leisure and Horsecross where there will be changes to the legal basis and constitutional arrangements.
- 3.33 It should be noted that some positions on partner organisations / outside bodies are also remunerated, and these are referred to in detail in Report 12/194 referred to above.

Timetable of Council Meetings

- 3.34 If the Council is minded to agree with the proposals at 2.10 above, it will require to agree a timetable of Council meetings for the remainder of the

current calendar year. The existing timetable of Council meetings provides for an eight-weekly cycle of meetings for the Council and Committees, apart from the Development Management Committee and the Licensing Committee which meet on a four-weekly and six-weekly basis respectively. The existing timetable also takes account of fixed recess periods at Easter, Summer and October holiday periods.

- 3.35 A proposed timetable based on those cycles and taking account of the fixed recess periods is contained at **Appendix 8** to this report for approval.

4 RESOURCE IMPLICATIONS

- 4.1 There will be financial implications arising directly from this report in relation to the proposals for councillors' remuneration.

5 CONSULTATION

- 5.1 There has been consultation with Executive Directors in the preparation of this report.

6. COUNCIL CORPORATE PLAN OBJECTIVES 2009-2012

- 6.1 The Council's Corporate Plan 2009-2012 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-

- (i) A Safe, Secure and Welcoming Environment
- (ii) Healthy, Caring Communities
- (iii) A Prosperous, Sustainable and Inclusive Economy
- (iv) Educated, Responsible and Informed Citizens
- (v) Confident, Active and Inclusive Communities

The subject matter of this report relates to all of these objectives.

7. EQUALITIES IMPACT ASSESSMENT (EqIA)

- 7.1 The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (EqIA) and was assessed as not relevant for the purposes of EqIA

8. STRATEGIC ENVIRONMENTAL ASSESSMENT

- 8.1 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS). However, no action is required as the Act does not apply to the matters presented in this report.

9 CONCLUSION

- 9.1 This report proposes a way forward in developing a political decision-making structure for the Council following the local government elections on 3 May 2012.

BERNADETTE MALONE
CHIEF EXECUTIVE

Appendix 1A	Political Balance
Appendix 1B	Committee Membership
Appendix 2	Police and Fire Reform Transitional Pathfinder Group Membership / Remit
Appendix 3	Health and Social Care Integration Transition Board Membership / Remit
Appendix 4	Community Planning Group Membership
Appendix 5	Modernising Governance Member / Officer Group Membership / Remit
Appendix 6	Councillors' Remuneration Arrangements
Appendix 7	Role Profiles / Descriptions etc
Appendix 8	Indicative Timetable of Meetings

BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

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Council Text Phone Number 01738 442573

PERTH AND KINROSS COUNCIL
POLITICAL BALANCE ON COMMITTEES

<u>Party/ Independents</u>	<u>Overall</u>	<u>7 Member Committee</u>	<u>13 Member Committee</u>	<u>15 Member Committee + Provost</u>
SNP	18/41 – 43.9%	3 members	6 members	7 members
Conservative	10/41 – 24.4%	2 members	3 members	4 members
Liberal Democrats	5/41 – 12.1%	<div style="display: flex; align-items: center; justify-content: center;"> <div style="font-size: 3em; margin-right: 10px;">}</div> 2 members </div>	1 member	2 members
Labour	4/41 – 9.8%		<div style="display: flex; align-items: center;"> 1 member <div style="font-size: 3em; margin: 0 10px;">}</div> +1 member </div>	1 member
Independents	4/41 – 9.8%		1 member	1 member

PERTH AND KINROSS COUNCIL**MEMBERSHIP OF LIFELONG LEARNING COMMITTEE**

1	Convener Councillor
2	Vice-Convener Councillor
3	Vice-Convener Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor
8	Councillor
9	Councillor
10	Councillor
11	Councillor
12	Councillor
13	Councillor

MEMBERSHIP OF HOUSING AND HEALTH COMMITTEE

1	Convener Councillor
2	Vice-Convener Councillor
3	Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor
8	Councillor
9	Councillor
10	Councillor
11	Councillor
12	Councillor
13	Councillor

MEMBERSHIP OF COMMUNITY SAFETY COMMITTEE

1	Convener Councillor
2	Vice-Convener Councillor
3	Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor
8	Councillor
9	Councillor
10	Councillor
11	Councillor
12	Councillor
13	Councillor

MEMBERSHIP OF ENTERPRISE AND INFRASTRUCTURE COMMITTEE

1	Convener Councillor
2	Vice-Convener Councillor
3	Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor
8	Councillor
9	Councillor
10	Councillor
11	Councillor
12	Councillor
13	Councillor

MEMBERSHIP OF ENVIRONMENT COMMITTEE

1	Convener Councillor
2	Vice-Convener Councillor
3	Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor
8	Councillor
9	Councillor
10	Councillor
11	Councillor
12	Councillor
13	Councillor

MEMBERSHIP OF DEVELOPMENT MANAGEMENT COMMITTEE

1	Convener Councillor
2	Vice-Convener Councillor
3	Vice-Convener Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor
8	Councillor
9	Councillor
10	Councillor
11	Councillor
12	Councillor
13	Councillor

MEMBERSHIP OF LICENSING COMMITTEE

1	Convener Councillor
2	Vice-Convener Councillor
3	Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor

MEMBERSHIP OF SCRUTINY COMMITTEE

1	Convener Councillor
2	Vice-Convener Councillor
3	Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor

MEMBERSHIP OF STRATEGIC POLICY AND RESOURCES COMMITTEE

1	Convener Councillor
2	Vice-Convener Councillor
3	Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor
8	Councillor
9	Councillor
10	Councillor
11	Councillor
12	Councillor
13	Councillor
14	Councillor
15	Councillor
16	Provost

MEMBERSHIP OF PERTH & KINROSS LICENSING BOARD

1	Councillor
2	Councillor
3	Councillor
4	Councillor
5	Councillor
6	Councillor
7	Councillor
8	Councillor
9	Councillor
10	Councillor

COMMON GOOD FUND AREAS – LOCAL MEMBERS

Perth

Ward No (4 Members in each Ward)	Ward Name	Councillor
10	Perth City South	Councillor Band Councillor Munro Councillor A Stewart Councillor Wilson
11	Perth City North	Councillor Flynn Councillor Gillies Councillor MacLachlan Councillor Doogan
12	Perth City Centre	Councillor Barrett Councillor Coburn Councillor MacLellan Councillor H Stewart

Aberfeldy

Ward No (3 Members)	Ward Name	Councillor
4	Highland	Councillor Campbell Councillor Howie Councillor Williamson

Abernethy

(NOTE) This Common Good Fund Committee is in abeyance.

Ward No (3 Members)	Ward Name	Councillor
9	Almond & Earn	Councillor Anderson Councillor Jack Councillor Livingstone

Alyth

Ward No (4 Members)	Ward Name	Councillor
2	Strathmore	Councillor A Grant Councillor Melloy Councillor Miller Councillor Simpson

Auchterarder

Ward No (3 Members)	Ward Name	Councillor
7	Strathallan	Councillor Gaunt Councillor Gray Councillor Lyle

Blairgowrie

Ward No (3 Members)	Ward Name	Councillor
3	Blairgowrie & Glens	Councillor Ellis Councillor E Grant Councillor Shiers

Coupar Angus

Ward No (4 Members)	Ward Name	Councillor
2	Strathmore	Councillor A Grant Councillor Melloy Councillor Miller Councillor Simpson

Crieff

Ward No (3 Members)	Ward Name	Councillor
6	Strathearn	Councillor Brock Councillor Cowan Councillor Younger

Kinross

Ward No (4 Members)	Ward Name	Councillor
8	Kinross-shire	Councillor Barnacle Councillor Cuthbert Councillor Giacopazzi Councillor Robertson

Pitlochry

Ward No (3 Members)	Ward Name	Councillor
4	Highland	Councillor Campbell Councillor Howie Councillor Lyall

PERTH AND KINROSS COUNCIL

POLICE AND FIRE REFORM TRANSITIONAL PATHFINDER GROUP

MEMBERSHIP

5 Elected Members
Executive Director (Housing and Community Care)
Community Safety Policy Officer
Head of Democratic Services
Acting Head of Finance
Representatives of Tayside Police
Representatives of Tayside Fire and Rescue

REMIT

- Identify and recommend to the Council a preferred model to meet the legislative requirements for the preparation and scrutiny of the Police and Fire and Rescue Service local plans once the Bill has been approved by Parliament
- Consider developments in the Police and Fire Reform (Scotland) Bill as it progresses through the Parliamentary process
- Consider with partners how the Police and Fire and Rescue local plans could be developed to meet the proposed legislative requirement
- Consider the development of future resource and performance frameworks
- Examine findings by the Accounts Commission in respect of Best Value Audit reports on Joint Boards
- Identify and address developmental requirements in respect of the delivery of the four pillars of public service reform in respect of Community Safety in Perth and Kinross.

PERTH AND KINROSS COUNCIL

HEALTH AND SOCIAL CARE INTEGRATION TRANSITION BOARD

MEMBERSHIP

2 Elected Members
Chief Executive
Executive Director (Housing and Community Care)
Chair of NHS Tayside
Chief Executive NHS Tayside
Depute Chief Executive NHS Tayside
Clinical Director, Perth and Kinross Community Health Partnership

REMIT

- Deliver proposals for a Strategic Health and Social Care Partnership for approval by the Council, NHS Tayside and the Perth and Kinross Community Planning Partnership by 31 March 2012
- Provide a governance function that directs the work of a Transitional Delivery Team which will prepare proposals for the Strategic Partnership

PERTH AND KINROSS COUNCIL
COMMUNITY PLANNING FRAMEWORK

Community Planning Partnership	
1	Councillor
2	Councillor
3	Councillor

Community Safety Partnership	
1	Councillor
2	Councillor
3	Councillor

Economic Partnership	
1	Councillor
2	Councillor
3	Councillor

Environment Partnership	
1	Councillor
2	Councillor
3	Councillor

Lifelong Learning Partnership	
1	Councillor
2	Councillor
3	Councillor

Strategic Health Partnership	
1	Councillor
2	Councillor
3	Councillor

The Chair of each Group will continue to be a matter for the Group to determine.

PERTH AND KINROSS COUNCIL**MODERNISING GOVERNANCE MEMBER/OFFICER WORKING GROUP****MEMBERSHIP**

5 Elected Members
 Chief Executive
 Depute Chief Executive
 3 Executive Directors
 Head of Democratic Services

REMIT

- To provide strategic leadership and direction on modernisation and improvement and all aspects of governance and democratic renewal.
- To respond to Government proposals regarding the development of Continuous Improvement, Modernisation, Efficiency and Best Value.
- To ensure that Elected Members lead the process of modernisation and improvement within Perth and Kinross Council:-
 - Guide the continuous improvement process.
 - Monitor the corporate performance management framework.
 - Guide the development and monitor the implementation of the Organisational Change and Improvement Plan.
 - Drive the organisational change process.
 - Implement a comprehensive modernisation and improvement communication strategy internally and externally.
- To monitor the implementation of modernisation and improvement initiatives and support the Chief Executive in encouraging services to meet required standards and deadlines.
- To consider resource implications of modernisation and improvement initiatives and if appropriate make recommendations to the Strategic Policy & Resources Committee.
- To develop and monitor the Customer First Review.
- To support the adoption of best practice (from both public and private sector) within Perth and Kinross Council.
- To monitor and review the Council's decision making structure, including making recommendations for improvement.
- To ensure that the Council is engaged effectively with, and participates fully in, the democratic renewal process.

PERTH AND KINROSS COUNCIL**COUNCILLORS' REMUNERATION ARRANGEMENTS**

NOTES:- The following are set out in legislation:-
 Maximum sum payable to Leader = £32470
 Maximum sum payable to Civic Head = £24353
 Minimum number of Senior Councillors = 11
 Maximum number of Senior Councillors = 14
 Maximum sum payable to individual Senior Councillor = 75% of Leader
 Maximum total budget for Senior Councillors = £284116

<u>POSITION</u>	<u>LEVEL OF REMUNERATION - £</u>	<u>TOTAL REMUNERATION - £</u>
Leader	£32470	£32470
Civic Head	£24353 (maximum)	£24353
Senior Councillors (11 minimum / 14 maximum)	<i>£24353 (maximum for individual senior councillor)</i>	<i>£284116 (maximum in total)</i>
Councillors (25 minimum / 28 maximum)	<i>£16234 (for individual councillor)</i>	

Perth & Kinross Council Elected Members' proposed role profiles/description

All councillors:

Key purpose/roles

- To represent the views and interests of your Ward and its individual constituents and deal with their enquiries and representations fairly and without prejudice
- To contribute actively to the formulation and scrutiny of the Council's policies, budgets, strategies and service delivery
- To champion the best interests of the council and the community as they relate to the improvement of the quality of life, social, economic and environmental well-being of the community and its citizens
- To work in partnership with others in the Council, partnership organisations at council and community level to help to achieve the above.

Key tasks/accountabilities

- To represent and act as an advocate for the interests of your Ward, liaising and working with local organisations and representative groups to further the interests of the Ward and its individual constituents
- To be available to represent and deal effectively with constituents' enquiries and representation on individual and community interests
- To contribute effectively to the debates and decision making activities of the Council prior to setting policies, budgets, strategies and service delivery targets
- To participate effectively as a member of any committee or panel to which you are appointed, including related responsibilities for the services/ resources falling within the committee's terms of reference such as human resource issues, staff appointments, setting fees and charges
- To participate in the scrutiny or performance review of the services of the Council including the scrutiny of policies and budgets and their effectiveness in achieving the Council's objectives
- To support the creation of an inclusive working environment and develop effective working relationships with other elected members and officers of the Council.
- To support the creation of a constructive working relationship with the others councillors representing the same ward.
- To participate in the activities of any outside body or partnership forum to which you are appointed by the Council, providing two way communications between the Council and the body. Also to develop and maintain a working knowledge of the Council's policies and practices in relation to that body and of the community's needs and aspirations in relation to that body's role and functions
- To liaise on behalf of the Council and represent and promote the Council's interests with other public bodies to promote better understanding and partnership working
- To fulfil the statutory and locally determined codes of conducts and standards for elected members and maintain the highest standards of conduct at all times

Senior councillors

In addition to the roles/tasks and accountabilities expected of all councillors the following are expected of councillors with significant additional responsibilities:

Key purpose/roles

- To provide leadership in relation to policy formulation, implementation and monitoring of the Council's policies, budgets, strategies and service delivery in relation to your specific area of responsibility, and to contribute to the effective governance of the Council
- To ensure that your area of responsibility contributes to promoting the best interests of the Council and the community and improve the quality of life, social, economic and environmental well-being of the community and its citizens.

Key tasks/accountabilities

For your area of responsibility:

- To facilitate policy development via appropriate mechanisms – committees, working groups, working with officers and working in partnership with partner organisations
- To give political direction to senior officers of the council in your area of responsibility
- To chair effectively relevant committees, sub-committees and working groups
- To take responsibility for decisions taken within these committees or other forums
- To support and encourage participation and debate by all councillors in relevant forums including committees, scrutiny panels and working groups and respond to scrutiny of decisions and service delivery/performance
- To ensure that effective working relationships with all councillors, officers and relevant partner organisations are developed and maintained
- To represent and communicate the views and best interests of the council in relevant forums including the community, the media, partnership organisations and national bodies
- To monitor, review and comment on performance and budget, to ensure that Council policies are implemented; and where necessary initiate relevant action
- To be fully aware of relevant legislative and national and local policy frameworks

In contributing to the effective governance of the council:

- To work with the Council leadership to ensure the effective governance of the authority
- To contribute to policy formation on corporate strategy, policies and overall budget matters and participate constructively in relevant forums
- To represent the Council at appropriate civic and/ or other engagements including as a substitute for the Council Leader or Civic Head of the Council

Council leaders:

In addition to the roles/ tasks and accountabilities expected of all councillors the following are expected of Council Leaders.

Key purpose/roles

- To lead the political administration of the Council
- To provide leadership in relation to policy formulation, implementation and monitoring of the council's policies, budgets, strategies and service delivery and to contribute to the effective governance of the Council
- To provide strategic leadership and clear political direction and guidance to promote the best interests of the Council and the community and improve the quality of life, social, economic and environmental well-being of the community and its citizens.
- To ensure that effective working relations are developed throughout the Council and between the Council and external partners in order to promote the best interests of all its communities.

Key tasks/accountabilities

- To provide strategic, political and cultural leadership for the Council in partnership with the Chief Executive
- To give direction to the Chief Executive on political matters and participate in the performance review and development of the Chief Executive
- To have an overview and facilitate corporate and cross cutting policy formulation, strategy development and financial planning
- To promote partnership working with partner organisations and other service providers, including Community Planning partners
- To act as the principal Council representative in discussions and negotiations with national bodies
- To ensure that the political decision making structures of the Council operate effectively
- To take responsibility for, and promote the Council's policy and political decisions
- To be the political figurehead and provide an external focus for the Council including handling media and press enquiries
- To develop and maintain effective working relationships with councillors and senior officials

Perth & Kinross Council Elected Members' proposed competencies framework

The competencies shown in this framework are cumulative – that is, the competencies shown for councillors will also be held by councillors with significant additional responsibility and by Council Leaders.

The framework has eight competencies:

- **Change** – adapting to and leading change and improvement
- **Communication** – communicating using appropriate media to different groups
- **Corporate focus** – taking collective responsibility for decisions affecting the Council as a whole
- **Decision making** – problem solving, analysis and the decision making cycle
- **Leadership and team working** – working with others and providing leadership and direction
- **Partnership working** – providing community leadership and working in partnership with other organisations
- **Personal effectiveness** – skills and techniques of managing and developing personal skills
- **Political awareness** – working effectively within the political environment

1. Change – adapting to, and leading change and improvement

Councillors	Senior Councillors	Leaders
<p>Responds positively to change and promotes the change process</p> <p>Supports others in responding to change</p> <p>Has an understanding of the modernising government agenda, including the role that councillors should play in promoting Best Value</p>	<p>Supports the change process and encourages the strategic development of own area</p>	<p>Initiates and supports change across the council</p> <p>Builds support for change across the council</p> <p>Promotes a culture in which people are encouraged to identify and try out new ideas</p>

The above will be supported by the following training:

- Improvement agenda
- Change management
- Awareness raising sessions
- Officer presentations

2. Communication – communicating using appropriate media to different groups

Councillors	Senior Councillors	Leaders
<p>Expresses self clearly and concisely in writing and in oral presentations</p> <p>Debates objectively when challenging a position</p> <p>Adapts communication style appropriate to recipients and situations</p> <p>Approachable and easy to talk to</p>	<p>Identifies information needs of audiences/groups</p> <p>Deals effectively with conflicting interests and is able to summarise competing arguments</p> <p>Demonstrates the ability to negotiate and manage discussion at appropriate level</p> <p>Demonstrates an ability to influence others, on a one to one basis and/ or in meetings</p>	<p>Demonstrates the ability to negotiate and to manage discussions on controversial issues at the highest level</p> <p>Deals effectively with conflicting interests where there are hidden or competing agendas</p> <p>Demonstrates ability to communicate using appropriate media to a wide cross section of groups, internal to the council and external</p> <p>Is capable of influencing others at the highest level either on a one to one basis and/or in meetings</p>

The above will be supported by the following training:

- Effective speaking
- Presentation skills
- Media skills
- Handling complaints

3. Corporate focus – taking collective responsibility for decisions affecting the council as a whole

Councillors	Senior Councillors	Leaders
<p>Has a good understanding of the Council's Corporate Plan and other strategic plans</p> <p>Has a good understanding of how the Corporate Plan translates into Departmental/ Service Plans</p> <p>Promotes the council's services</p> <p>Contributes to the monitoring and scrutiny of the council's performance and budget</p>	<p>Has a high level of awareness of how the corporate plan translates into the clear and achievable plans for their area of responsibility</p> <p>Has a high level of awareness of how their area of responsibility can contribute to the council's Objectives</p> <p>Demonstrates the ability to work effectively with senior officials to ensure that their area of responsibility contributes to, and that the relevant Departmental/ Service Plans are implemented in accordance with, the council's corporate objectives</p>	<p>Is able to set and promote the corporate vision and direction for the council</p> <p>Assumes corporate political responsibility for achieving the Council's Corporate Plan and meeting performance objectives</p> <p>Promotes the Corporate Plan and vision across the council and to external agencies and partnership bodies</p> <p>Translates the Corporate Plan into core values and corporate organisational priorities and policies</p> <p>Identifies and supports strategic level partnerships key to achieving the council's corporate objectives</p>

The above will be supported by the following training:

- Single Outcome Agreement
- Scrutiny and Governance
- Best Practice Training
- Policy and procedures training
- Budgetary awareness
- Performance management

4. Decision making – problem solving, analysis and the decision-making cycle

Councillors	Senior Councillors	Leaders
<p>Has a positive attitude to problem solving</p> <p>Identifies and can evidence the selection of appropriate information on which to base a decision</p> <p>Demonstrates the ability to interpret and analyse relevant information to support decision making</p>	<p>Demonstrates the ability to reason logically and can evidence reasons behind decision making</p> <p>Has ability to bring others alongside when taking decisions</p> <p>Demonstrates ability to confront difficult or awkward decisions</p> <p>Encourages environment within committees for effective decision making</p>	<p>Provides leadership in decision making and has highly developed negotiation skills to bring others alongside at the highest level</p> <p>Demonstrates the capability to take decisive and appropriate action required to ensure that Corporate decisions are implemented</p> <p>Is able to encourage an environment across council conducive to effective decision making</p> <p>Has the ability to take decisive action by assessing risk and reaching a clear conclusion</p>

The above will be supported by the following training:

- Decision making/problem solving
- Scenario Planning
- Risk management

5. Leadership and team working – working with others and providing leadership and direction

Councillors	Senior Councillors	Leaders
<p>Has the capability to work and contribute effectively across multi-party and multi-agency teams</p> <p>Works with and contributes effectively to partnership agencies and organisations at community and council wide levels</p>	<p>Generates enthusiasm and commitment within multi-party and multi-agency teams</p> <p>Demonstrates ability to lead in own area of responsibility</p> <p>Is capable of working with councillors and officers to deliver on departmental and service objectives</p> <p>Is capable of working effectively with cross function groups and disparate professional teams</p>	<p>Is able to command respect across the council and at the highest levels of outside agencies and partner organisations</p> <p>Leads the council by setting a clear direction and a positive example for other to follow and by providing visible leadership</p> <p>Fosters a culture which encourages effective working across the council</p> <p>Is capable of working with the Chief Executive and other senior officials to deliver the council's objectives</p>

The above will be supported by the following training:

- Leadership skills
- Team working
- Negotiating/influencing skills

6. Partnership working – providing community leadership and working in partnership with other organisations

Councillors	Senior Councillors	Leaders
<p>Is able to command respect in the local community and can provide community leadership</p> <p>Contributes to partnership initiatives as required at community and council wide levels</p> <p>Works effectively with partner agencies at a ward level</p>	<p>Demonstrates the ability to work in partnership, establish joint working practices to support achievement of objectives</p> <p>Is able to support the creation and development of internal and external partnerships and lead them meeting the council's objectives</p> <p>Makes an effective contribution to partnership working in own area of responsibility</p>	<p>Promotes and supports partnership working at council level</p> <p>Provides clear leadership on partnership bodies</p> <p>Supports external partnerships and is able to promote the interests of the council in such partnerships at the highest level</p> <p>Initiates opportunities to work with partner agencies to meet council objectives</p>

The above will be supported by the following training:

- Partnership working
- Networking
- Partner agenda briefings
- Facilitation skills

7. Personal effectiveness – skills and techniques of managing and developing personal skills

Councillors	Senior Councillors	Leaders
<p>Maintains effective working relations with colleagues and partners</p> <p>Manages own time effectively</p> <p>Deals effectively with paperwork and record keeping</p> <p>Carries out personal development appropriate to improve own performance in fulfilling councillors' role</p>	<p>Able to develop effective working relationships with senior officers in order to ensure that goals and objectives are met</p> <p>Sets challenging standards of performance for self and others and leading by example</p>	<p>Able to respond effectively when faced with complex, contradictory or competing situations</p> <p>Able to develop effective relations and represent the council at the highest level outside the council</p> <p>Highly respected by all members of the council</p> <p>Supports senior councillors through a process of evaluation and feedback</p>

The above will be supported by the following training:

- Time management
- Chairing skills
- Effective meetings
- IT skills
- Facilitation Skills
- Oral/written communication
- Recruitment and selection
- Handling violence and aggression

8. Political awareness – working effectively within the political environment

Councillors	Senior Councillors	Leaders
<p>Demonstrates an understanding of the Council's decision making and how services are delivered</p> <p>Demonstrates an awareness of the diversity of needs within the community</p> <p>Has a basic understanding of local and national politics, policy and financial frameworks</p>	<p>Demonstrates a sound understanding of local and national politics, policy, financial and legislative frameworks</p>	<p>Demonstrates an excellent knowledge and understanding of local and national politics, policy, financial and legislative frameworks</p> <p>Demonstrate the ability to exert influence at local, regional and national levels</p>

The above will be supported by the following training:

- National policy briefings
- Modernising government agenda
- Effective representation

Areas of Development to Support Competencies

Development Support	Competency supported
Improvement Agenda	1
Change Management	1
Awareness Raising Sessions	1
Officer Presentations	1
Effective Speaking	2
Presentation Skills	2
Handling Complaints	2
Media Skills	2
Scrutiny and Governance	3
Budgetary Awareness	3
Single Outcome Agreement	3
Best Practice Training	3
Performance Management	3
Policy and Procedure Training	3
Best Value Training	3
Scenario Planning Skills	4
Decision Making/Problem Solving	4
Risk Management	4
Leadership Skills	5
Team Working	5
Negotiating/Influencing Skills	5
Partner Agenda Briefings	6
Facilitation Skills	6
Networking	6
Partnership Working	6
Counselling Skills	7
Time Management	7
Effective Meetings	7
IT Skills	7
Chairing Skills	7
Oral/Written Communication	7
Recruitment and Selection	7
Handling Violence and Aggression	7
National Policy Briefings	8
Effective Representation	8
Equal Opportunities/Diversity	8
Modernising Government Agenda	8



Elected Members

Personal Development Plan

And

Record of Development



Contents

Section 1	Development Needs Analysis
Section 2	Personal Development Plan
Section 3	Record of Development



Section 1

Development Needs Analysis

Name:	Contact Details:
Ward:	Convenerships:
Committee(s):	Other Groups (e.g. Member/Officer Groups):
Outside representations:	
Taking stock: 1. In carrying out my roles and responsibilities as a Councillor my strengths are:	

2. The areas where I would most like to develop my skills are:

Looking forward:

3. My priorities and challenges over the next 12 months are:

5. I would like to develop the following knowledge, skills, attitudes, behaviour to help me meet those challenges and priorities:



Section 2

Personal Development Plan

Example

Personal Development Plan

Development objective	I plan to meet this objective through: (e.g. training course, members seminar, guided reading, e-learning etc)	These resources are available:	Further Support (Optional)	I aim to complete this by (Date):

Personal Development Plan

Development objective	I plan to meet this objective through: (e.g. training course, members seminar, guided reading, e-learning etc)	These resources are available:	Further Support (Optional)	I aim to complete this by (Date):



Section 3

Record of Development

- 3a) Elected Member Development
Workshop/Information Sessions**
- 3b) Attendance at Conferences/Events**
- 3c) Self-directed development/research**

Attendance at Conferences and Events

[illegible]

Self Directed Development/Research

[illegible]

PERTH AND KINROSS COUNCIL**INDICATIVE TIMETABLE OF MEETINGS FOR 2012**

<u>DATE</u>	<u>TIME</u>	<u>MEETING</u>
May 2012		
3/5/12	-	Council Elections
16/5/12	2.00pm	Provisional date for Statutory Meeting of the Council following the Elections
23/5/12	-	<i>Last date for statutory meeting of Council following Election</i>
25/5/12	PM	<i>COSLA Leaders</i>
30/5/12	9.30am	Development Management Committee
		<i>Horsecross Board Meeting</i>
31/5/12	10.00am	Licensing Committee
June 2012		
2/6/12		<i>Diamond Jubilee Celebrations</i>
3/6/12	10.30am	<i>Kirking of the Council</i>
5/6/12		<i>Diamond Jubilee Holiday</i>
6/6/12	▼11.00am	Housing and Health Committee
	▼3.00pm	Lifelong Learning Committee
7/6/12	10.00am	*Attendance Sub-Committee
	12noon	<i>Perth and Kinross Heritage Trust</i>
8/6/12	10.00am	<i>Community Planning Partnership</i>
11/6/12	9.30am	<i>Joint Board Meetings (Forfar)</i>
12/6/12	10.00am	Local Review Body
	11.00am	<i>Tayside and Central Scotland Transport Partnership (TACTRAN) (Perth)</i>
13/6/12	▼10.00am	Community Safety Committee
	▼12noon	Environment Committee
	▼3.00pm	Enterprise and Infrastructure Committee
14/6/12	10.00am	Licensing Board (Provisional)
15/6/12	10.00am	<i>Perth and Kinross Countryside Trust</i>
19/6/12	10.00am	<i>Tayside Community Justice Authority (Dundee)</i>
	5.30pm	<i>Perth and Kinross Quality of Life Trust</i>
20/6/12	11.00am	Strategic Policy and Resources Committee
	▼3.00pm	Scrutiny Committee
21/6/12	5.00pm	<i>Live Active Leisure Board Meeting</i>
26/6/12	10.00am	<i>Strategic Development Planning Authority (TAYplan) (Dundee)</i>
27/6/12	1.00pm	Common Good Fund Committee(s)
	2.00pm	Perth and Kinross Council
29/6/12	PM	<i>COSLA Convention</i>
July 2012		
2/7/12 – 10/8/12 - Summer Recess		
4/7/12	9.30am	Development Management Committee
10/7/12	10.00am	Local Review Body
12/7/12	10.00am	Licensing Committee

▼ preceded by Community Planning Theme and related Council Committee – 1 hour Presentation followed by Q & A.

August 2012		
1/8/12	9.30am	Development Management Committee
7/8/12	10.00am	Local Review Body
10/8/12	10.00am	Licensing Board (Provisional)
15/8/12	10.00am	Housing and Health Committee
	2.00pm	Lifelong Learning Committee
16/8/12	10.00am	Licensing Committee
22/8/12	10.00am	Community Safety Committee
	to follow	Environment Committee
	2.00pm	Enterprise and Infrastructure Committee
23/8/12	5.00pm	Live Active Leisure Board Meeting
27/8/12	9.30am	<i>Joint Board Meetings (Forfar)</i>
29/8/12	9.30am	Development Management Committee
		Horsecross Board Meeting
30/8/12	11.00am	*School Estate Sub-Committee
31/8/12	PM	COSLA Leaders
September 2012		
3/9/12	10.00am	<i>Corporate Health, Safety and Wellbeing Committee</i>
5/9/12	2.00pm	*Lifelong Learning Inspection Sub-Committee
6/9/12	10.00am	*Attendance Sub-Committee
7/9/12	10.00am	<i>Perth and Kinross Countryside Trust</i>
11/9/12	10.00am	Local Review Body
	11.00am	<i>Tayside and Central Scotland Transport Partnership (TACTRAN) (Perth)</i>
	5.30pm	<i>Perth and Kinross Quality of Life Trust</i>
12/9/12	10.00am	*Property Sub Committee
	2.00pm	*Audit Sub Committee
18/9/12	10.00am	<i>Tayside Community Justice Authority (Dundee)</i>
19/9/12	10.00am	Strategic Policy and Resources Committee
	1.00pm	*Provost's Sub-Committee
	2.00pm	Scrutiny Committee
20/9/12	10.00am	Licensing Committee
	12noon	<i>Perth and Kinross Heritage Trust</i>
21/9/12	10.00am	<i>Community Planning Partnership</i>
26/9/12	9.30am	Development Management Committee
27/9/12	10.00am	<i>Employees' Joint Consultative Committee</i>
28/9/12	PM	COSLA Leaders
October 2012		
2/10/12	10.00am	<i>Strategic Development Planning Authority (TAYplan) (Dundee)</i>
3/10/12	1.00pm	Common Good Fund Committee(s)
	2.00pm	Perth and Kinross Council
4/10/12	10.00am	Licensing Board (Provisional)
8/10/12 19/10/12 - October Recess		
9/10/12	10.00am	Local Review Body
19/10/12	PM	COSLA Convention
24/10/12	9.30am	Development Management Committee
25/10/12	10.00am	Licensing Committee

25/10/12	5.00pm	Live Active Leisure (AGM & Board Meeting)
29/10/12	11.30am	<i>Tayside Fire and Rescue Board (Forfar)</i>
31/10/12	10.00am	Housing and Health Committee
	2.00pm	Lifelong Learning Committee
November 2012		
6/11/12	10.00am	Local Review Body
7/11/12	10.00am	Community Safety Committee
	to follow	Environment Committee
	2.00pm	Enterprise and Infrastructure Committee
8/11/12	10.00am	*Attendance Sub-Committee
14/11/12	10.00am	*Property Sub-Committee
	2.00pm	*Audit Sub-Committee
15/11/12	11.00am	*School Estate Sub Committee
16/11/12	PM	COSLA Leaders
19/11/12	9.30am	<i>Joint Boards except Tayside Fire and Rescue Board (Forfar)</i>
21/11/12	10.00am	Strategic Policy and Resources Committee
	1.00pm	*Provost's Sub-Committee
	2.00pm	Scrutiny Committee
22/11/12	10.00am	<i>Employees' Joint Consultative Committee</i>
23/11/12	10.00am	<i>Community Planning Partnership</i>
28/11/12	9.30am	Development Management Committee
		Horsecross (AGM & Board Meeting)
29/11/12	10.00am	Licensing Committee
December 2012		
3/12/12	10.00am	<i>Corporate Health, Safety and Wellbeing Committee</i>
4/12/12	5.30pm	<i>Perth and Kinross Quality of Life Trust</i>
5/12/12	2.00pm	*Lifelong Learning Inspections Sub Committee
11/12/12	10.00am	Local Review Body
	11.00am	<i>Tayside and Central Scotland Transport Partnership (TACTRAN) (Perth)</i>
12/12/12	1.00pm	Common Good Fund Committee(s)
	2.00pm	Perth and Kinross Council
13/12/12	10.00am	*Attendance Sub-Committee
	12noon	<i>Perth and Kinross Heritage Trust</i>
	5.00pm	Live Active Leisure Board Meeting
14/12/12	10.00am	<i>Perth and Kinross Countryside Trust</i>
14/12/12	PM	COSLA Convention
18/12/12	10.00am	<i>Tayside Community Justice Authority (Dundee)</i>
24/12/12 – 4/1/13 - Christmas Recess		

* If the Sub-Committee is appointed

