

Internal Governance – Key Decisions, Leadership, Decision making

COMMITTEE MODEL WORKING GROUP 27TH JANUARY 2023

THE BASICS

A 'Key Decision' normally refers to a report requesting Cabinet approval to spend over £500k or affecting 2 or more wards in the city

Key Decisions can also relate to priorities set out in the Corporate Strategy, be a Mayoral Priority, or be a statutory requirement.

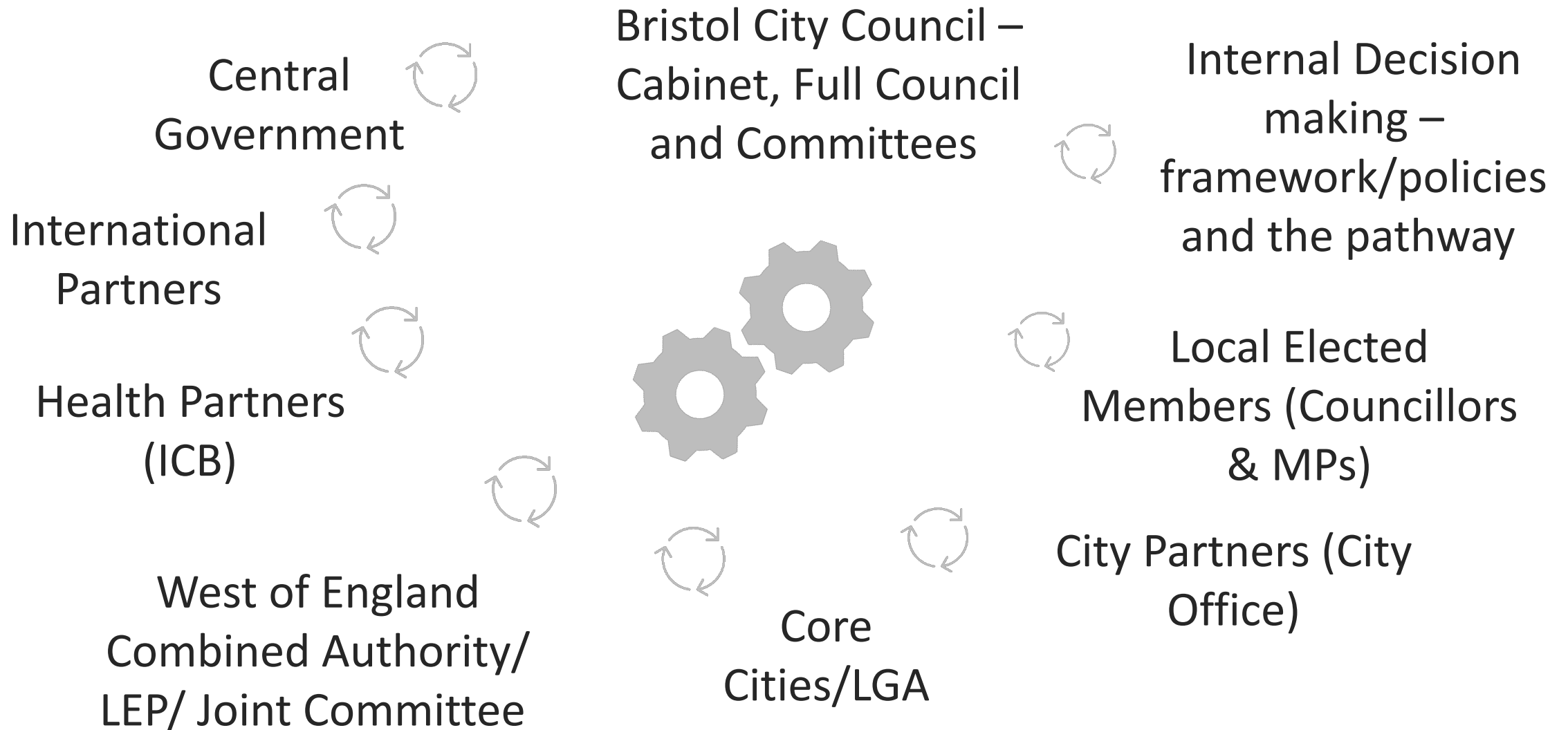
The 'Decision Pathway' refers to the route officer need to follow to get your report approved at Cabinet

To get a report approved, officers need to attend a variety of meetings and seek advice and sign-off from colleagues

DEMOCRACY IN DECISION MAKING

- ❖ Political oversight at all times
 - ❖ Maintain strong communication between senior leaders
 - ❖ Awareness of City, Regional, National and International context
 - ❖ Adhere to the decision-making pathway and good governance principles
-

Coordinating Engagement & Decision Making



Divisional
Management
Meetings (DMT)

Executive
Director's
Meeting (EDM)

Cabinet
Member
Briefings (CMB)

Corporate
Leadership
Board (CLB)

Digital
Transformation
Board (DTB)

Capital and
Investment
Board (CIB)

Ongoing Cabinet Member/ Mayor's Office/ ESM Engagement



Key decision or policy relating to the corporate strategy or a mayoral priority

Contact your Executive Support Manager as soon as you think a decision might be needed

Legal/Financial/HR/ICT/PR/EqIA (Equality Impact Assessment) comments to be required

DMT

Discussion at Divisional Management Team meeting

EDM

Executive Director Meeting

Legal/financial/HR/ICT/PR/EqIA comments required, plus consultation with scrutiny team

CMB

Cabinet Member Briefing (final sign off)

CLB

Corporate Leadership Board

Due to the nature of some Cabinet reports CLB may wish to see the report before it goes to Cabinet.

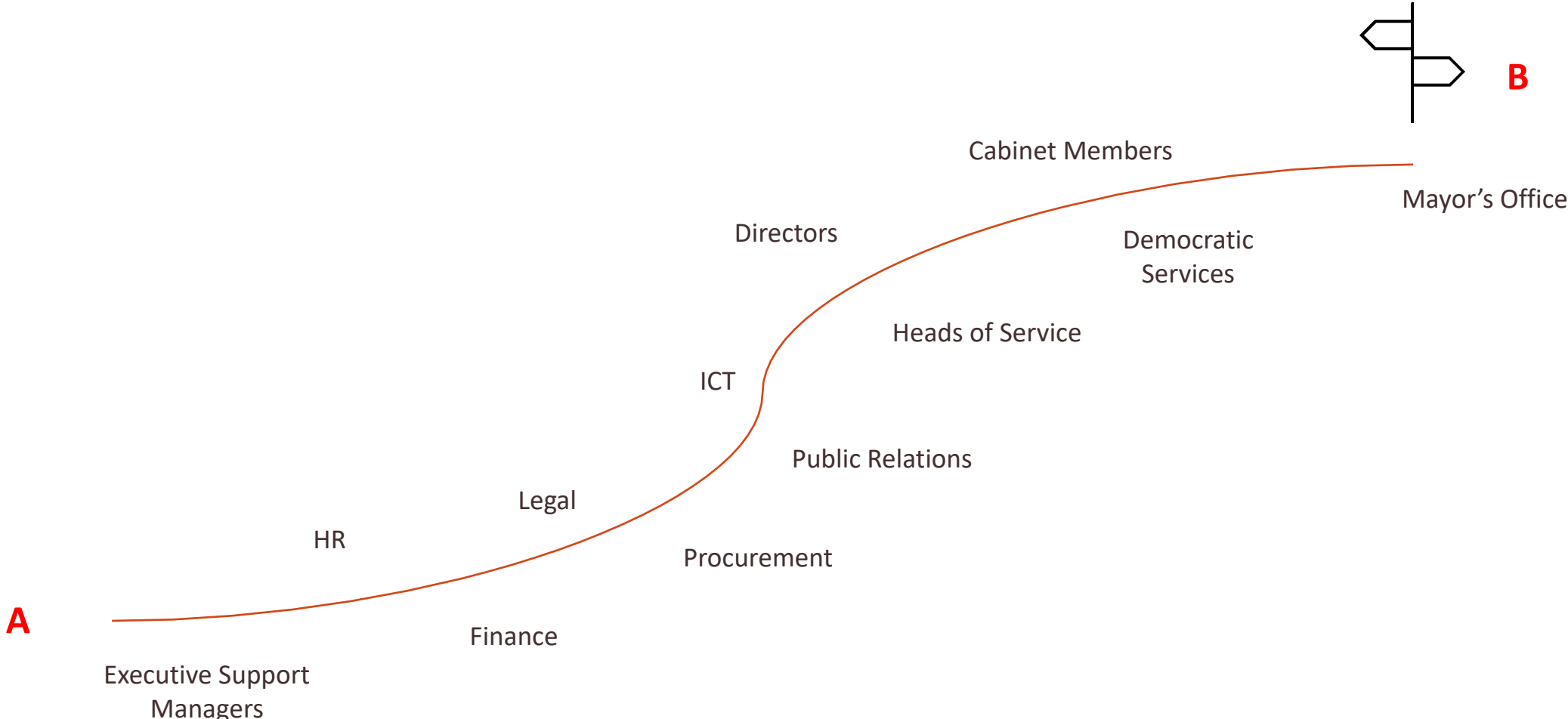
Mayor's Office sign off forward plans

Need to observe statutory deadline for publications

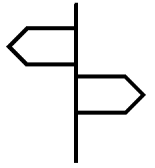
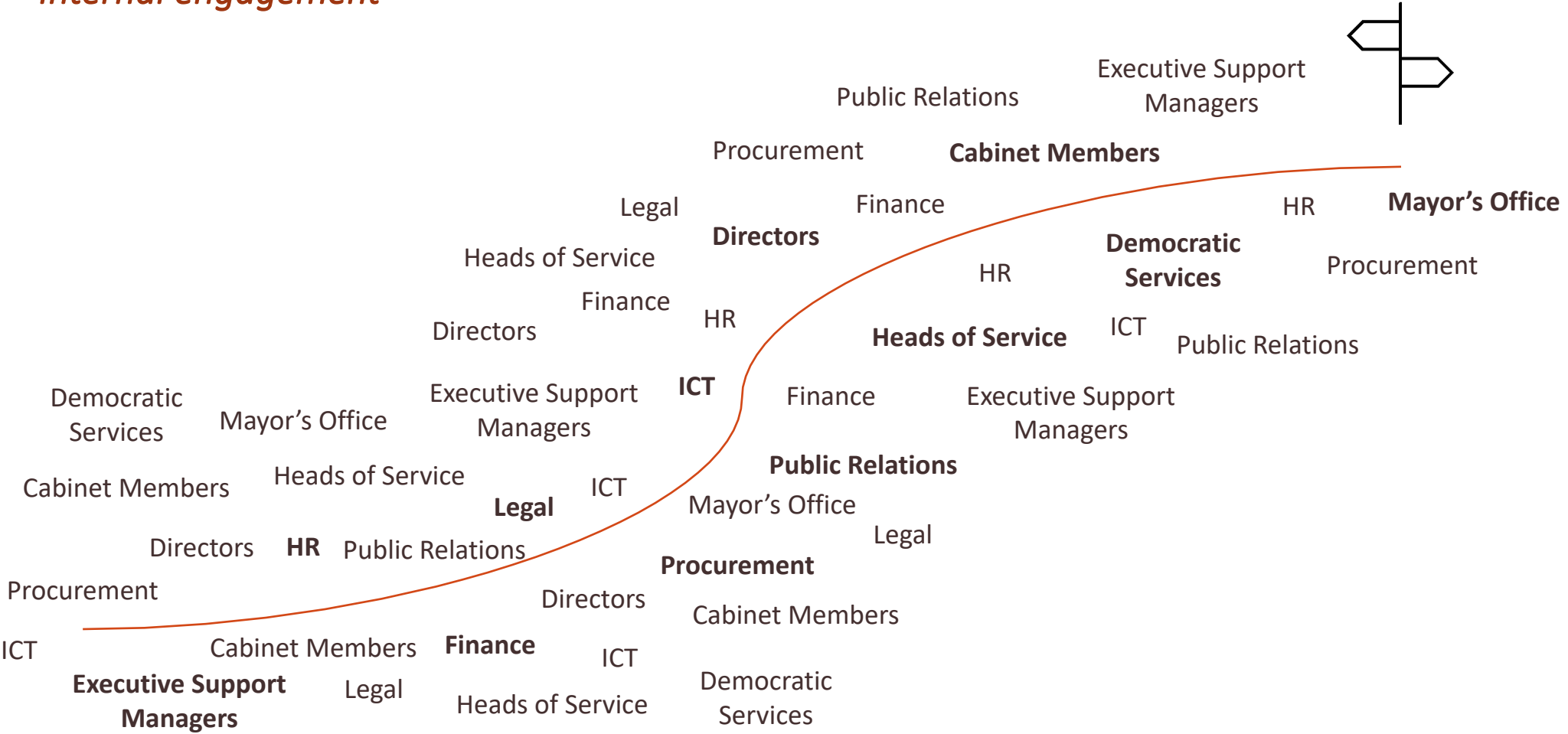
Cabinet/ Full Council

If there are changes at any stage, the report needs to get updated financial and legal comments and have approval from your Executive Director and Cabinet Member.

The road to Cabinet



Internal engagement



Service Overview: Executive Office & Mayor's Office

- The Executive Office & Mayor's Office provides a high quality administrative, governance and policy support service to the Mayor, Chief Executive, Executive Directors, Cabinet and Directors to support the Council's senior leadership team to deliver the best possible outcomes for Bristol.
- The service assists in the development and delivery and objectives set by the Mayor and Chief Executive with Directors and Cabinet Members and manage the overall work and business management of the four Directorates.
- The services also oversees the administration of the Council's Corporate Leadership Board, Mayor's Strategic Board, Cabinet Board, Executive Director Meetings, Cabinet Member Briefings, WECA Coordination Meetings, Extended Leadership Meetings and Director Leadership Team meetings.
- The Teams provides business support and planning to taking ownership and responsibility for end-to-end processes in in each directorate and as well diary management.
- The Services also identifies opportunities for policy development across the full range of the council's services, undertaking project work and research when required by the Mayor or the Corporate Leadership Team.

BACKGROUND DOCUMENTS AND APPENDICES

Each Cabinet report must legally include at least one **Background Document** that has been relied on to a material extent in the formulation of the report and recommendation.

Appendices are optional* documents that support your report.

*There are 2 exceptions; Equality Impact Assessment, and Ecological Impact Assessment which are both required unless agreed by the Equalities team and/or Environmental Performance team.

Background documents examples:

1. Government legislation/ white paper
2. BCC Corporate Strategy
3. One City Plan
4. Previous Cabinet/Budget Reports

Appendices examples:

1. Risk Assessments
2. Details of consultations carried out
3. Extended professional comments
4. Summary of Scrutiny engagement

PROCUREMENT

Contracts that may be worth £500k+ in total over their whole life require a Key Decision

1. Cumulative spend

that's expected to go over £500k in total may need a Key Decision.

2. Contract extensions

taking up a £500k+ extension on an existing contract also requires Key Decision coverage that specifically gave/gives delegated authority to extend.

3. Earlier is better

it can take many months to commission, procure or renew large contracts, so please seek a Key Decision early to avoid service disruption and additional costs.

4. It is unacceptable for a lack of planning to result in a Cabinet Member being left with a "choice" of either agreeing to place a contract or accepting disruption that affects citizens



URGENT DECISIONS – APR 15/16



This is when an urgent key decision is required which has not been published on the Forward plan giving the statutory 28 days notice.

The use of APR 15/16s is only for exceptional circumstances where an emergency decision needs to be made that could not have been foreseen.

Officers must prove that all other avenues have been explored before we will even consider an APR 15/16.

APR 15

This requires approval from the Mayor's Office and the Chief Executive and notification of scrutiny

APR 16

This requires approval from the Chair of Scrutiny, Mayor's Office, Monitoring Officer and the Chief Executive



The day to day decisions

- Engagement with regional and city partners
- Government engagement
- Events (foreseen and unforeseen)
- Media enquiries

ANY QUESTIONS?