

Community Governance in Monmouthshire

“Community governance” refers to the processes for making all the decisions and plans that affect life in the community, whether made by public or private organizations or by citizens. For community governance to be effective, it must be about more than process, it also must be about getting things done in the community. And what gets done must make a difference.

This paper will also provide an update on the way that the council is changing its relationship with Community and Town Councils.

What do we mean by Community Governance?

- The way in which local communities are represented and governed at local authority level.
- It is also the mechanisms through which the involvement of other statutory and voluntary agencies, community groups and by the efforts of local people themselves are held in an organized structure that facilitates engagement.
- It is also about the way in which individuals and groups within the community are listened to and able to influence decisions that affect them.

The current picture

Community Governance in Monmouthshire is undergoing an evolution from a static model informed and directed by the Council through a series of Area Committees to a more dynamic model reflecting local needs a new ways of working more closely to the community.

<u>Bryn Y Cwm</u>	<u>Sevenside</u>	<u>Lower Wye</u>	<u>Central Monmouthshire</u>
<u>Area Committee</u>	<u>Area Committee</u>	<u>Area Committee</u>	<u>Area Committee</u>
<u>Programme Board</u>	<u>Programme Board</u>		
<u>Community Forum</u>			<u>Community Forum</u>

Current challenges

- Improving communication and dialogue at all levels within the Council.
- Speeding up decision making
- Ensuring buy in across all service departments

- Providing adequate resources to enable effective transition, e.g. investing in capital assets before transfer
- Not enough engagement in Whole Place with Community Councils and their populations.
- Area Committees, mixed responses as some support them and others suggest that they are anachronistic and create confusion.
- Capacity within local communities, Town Teams and Town / Community Councils.
- The need to extend the range and quantity of activists
- The Council needs to allocate resources to the Programme Board.
- Better flow of appropriate information.

Why change?

- Improved community engagement;
- More cohesive communities, resulting in more effective and convenient delivery of local services;
- Provide clarity as to when, where and how local people can engage in discussions and influence decisions; and
- It will also provide explicit clarification as to the responsibility for decision making in certain arenas and the accountability that flows from those decisions.

What does good [community] governance look like?

Good governance is transparent

People should be able to follow and understand the decision-making process. This means that they will be able to clearly see how and why a decision was made – what information, advice and consultation council considered, and which legislative requirements (when relevant) council followed.

Good governance follows the rule of law

This means that decisions are consistent with relevant legislation or common law and are within the powers of council. In the case of Victorian local government, relevant legislation includes the Local Government Measure and other legislation such as the Wellbeing of Future Generations Act 2015, and the Social Services and Wellbeing Act 2015.

Good governance is responsive

Local government should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.

Good governance is equitable and inclusive

A community's wellbeing results from all of its members feeling their interests have been considered by council in the decision-making process. This means that all groups, particularly the most vulnerable, should have opportunities to participate in the process.

Good governance is effective and efficient

Local government should implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.

Good governance is participatory

Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision. This can happen in several ways –

- community members may be provided with information,
- asked for their opinion,
- given the opportunity to make recommendations or, in some cases,
- be part of the actual decision-making process.

What has happened to date?

This position paper represents the culmination of a period of work which now needs formal decision and implementation. That review has been in progress since March 2015 when Keith Edwards was appointed to undertake a review of Community Governance. His report was initially taken through the political processes in October 2015 (Cabinet) and then Council in December 2015. When the recommendations of the Edwards review were discussed at Council there was not a consensus as to how things should be progressed and Members took the decision to establish a Member led working group to consider the recommendations and decide upon a structure for community governance.

The member working group was cross party and established so that there was representation from across the existing four council defined areas. The members were:

- Cllr. Down;
- Cllr. Farley;
- Cllr. Edwards;
- Cllr. Higginson;
- Cllr. Prosser;
- Cllr. Webb; and
- Cllr Hobson

The first meeting was largely a discussion about the nature of democracy and what MCC elected members' expectations of community governance are. At the second meeting in June we discussed a set of specific proposals. These are included below.

We asked members to be aware of the following principles when making a decision

- Provide a forum for local councillors to engage with residents about local issues
- Give local communities a stronger and more direct voice in decision making in their local area
- Enable members to have influence over decisions that are specific to their local area
- Develop and oversee the delivery of localised plans
- Engage with representatives of town and community councils

- Harness and channel community energy to deliver improved outcomes for the local area and its communities
- Bring together partner agencies to focus on locally specific issues

It is also worth Members giving consideration to the five principles of the Wellbeing of Future Generations Act:

- Integrated
- Collaborative
- Long term
- Involving
- Preventative

In particular the principles of involving and collaboration were pertinent in this instance.

Option 1 (Status Quo)

Area Committees and Programme Boards co-exist with no formal relationship but have representation.

Positives	Negatives
Members retain local accountability/visibility	Confused responsibility for communities
Clear structure for council as per constitution	Disparate area committee practice
council representatives on Programme Boards have equal voice with community members	No clear representative lines for Programme Boards
	Members disenfranchised

Option 2) Area Committees are retained as the sole structure with an increase in co-opted community members

Positives	Negatives
Members are accountable	Scale of meeting (number of committee members)
Transparent co-opting arrangement	Can co-opted members vote?
Clear alignment to the constitution	Community representatives could be elected (C&T Council), representative or individual – how will this be determined?
Decision making strengthened and streamlined	Breadth of geographical cover
Single entry point to public	Disparity between the area committees effectiveness
Community voice greater than currently	

Option 3) Area Committee with no representation from public.

As above but without formalised co-opted members / public involvement

Positives	Negatives
Members are accountable	No community voice – how is this different from Council meetings
Single entry point to public	No local voice from Town & Community Councils
Clear alignment to the constitution	How will the local plans be delivered with no community input
Decision making strengthened and streamlined	Breadth of geographical cover

Option 4) Area committee with local area focus group

Positives	Negatives
All of positives above re. member alignment & involvement	Risk of same, regular voices and contributors
No complexity of vote structure	Perceptions of tokenism
Community participation	Risk of consultation and not engagement
Membership of the focus group could align to the PSB.	

Option 5) Programme Board without Area Committee

Positives	Negatives
Significant local engagement	Disenfranchised members and a lack of clarity for members involved in the Programme Board
Local expertise and involvement	Unelected/Unaccountable community representatives
Place driven	Lack of clarity of vote of local member
	Lack of clarity regarding routes to council

Option 6) Programme Board with limited and defined elected member representation.

3 members per programme board selected at Monmouthshire County Council AGM

Positives	Negatives
As above.	Members could feel disenfranchised
Clear conduit to council	As above

Option 7) Community Area Committee as per [LG Bill](#) (sections 44 – 46) - only 2 in Monmouthshire, one in the north and one in the south.

Positives	Negatives
Inclusive of Community and Town councils	Only 2 – divided local areas
	Difficult to manage local issues and implementation of plans to meet local priorities due to scale.

Conclusions of the discussion

Following a wide ranging debate there was agreement across the members present that their preferred option was Option 2 but with the additional invitation to a single representative from each of the Community or Town Councils in that area.

A key development has been the move from 4 areas as per the existing structure (Lower Wye, Severnside, Monmouth and Central Monmouthshire and Bryn Y Cwm) to five areas. This development is in keeping with a range of new policy directions such as the renewed relationship with Community and Town Councils, the division of the County for the Wellbeing Assessment and the developments around Place Based Approaches in Social Care.

This is the position that will be taken to Full Council in September 2016.

Implications of the decision and developments in the relationships with Community and Town Councils

Whilst this is not the most radical solution available it does provide a stable platform and recognises some of the key challenges that Monmouthshire has faced in the past. We now have some key actions:

- Seeking formal member agreement to the new community governance models as described above
- Beginning the formal implementation with the five new areas.
- Agreeing the staffing support for the new model including, but not limited to, the role of the Whole Place Team.

Relationships with Community and Town Councils

The nature and tone of our relationship with the 33 Community and Town Councils in Monmouthshire has been the subject of a renewed focus in the past few months. This has been informed largely by a number of low level complaints, often typified as ‘background noise’ rather than significant issues, however they tend to focus on the responsiveness of the Council (MCC) to queries and complaints.

As the consequence, operationally, there is now a single entry point for all Community and Town Councils (Members' Services Officers) and at the strategic level there are arrangements in place to begin a different type of relationship through the allocation of SLT members to each of the five areas. Community and Town Councils were made aware of these changes at an event on the 20th June and then by letter on the 4th July.

The first round of meetings will take place on the following dates:

Area	Date	Venue	Time	Chief Officer
Monmouth & surrounding area	13 th September	Monmouth Community Hub	6.30pm – 8pm	Peter Davies
Chepstow & surrounding area	14 th September	Chepstow Community Hub	6.30pm-8pm	Will McLean
Caldicot & surrounding area	21 st September	Caldicot Community Hub	6.30pm-8pm	Kellie Beirne
Usk & surrounding area	15 th September	Usk Community Hub	7pm – 8.30pm	Sarah McGuinness
Abergavenny & surrounding area	15 th September	Abergavenny Council Chamber, Town Hall	6.30pm – 8pm	Claire Marchant