



**Committee:** COUNCIL BUSINESS COMMITTEE

**Date:** WEDNESDAY, 18 NOVEMBER 2020

**Time:** 6.10 P.M.

## THIS WILL BE A VIRTUAL MEETING

### A G E N D A

**1. Apologies for Absence**

**2. Minutes**

Minutes of meeting held on 15<sup>th</sup> October 2020 (previously circulated).

**3. Items of urgent business authorised by the Chair**

**4. Declarations of Interest**

To receive declarations by Councillors of interests in respect of items on this Agenda.

Councillors are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Councillors should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Councillors are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

**5. Response to LGBCE Electoral Review - Consideration of Council Size (Pages 3 - 22)**

Report of the Head of Democratic Services.

### ADMINISTRATIVE ARRANGEMENTS

**(i) Membership**

Councillors Joyce Pritchard (Chair), Victoria Boyd-Power, Darren Clifford, Joan Jackson, Paul Stubbins, David Whitaker and Katie Whearty

**(ii) Substitute Membership**

Councillors June Greenwell (Substitute), Mel Guilding (Substitute), Mandy King (Substitute), Geoff Knight (Substitute), Abi Mills (Substitute), Jack O'Dwyer-Henry (Substitute) and Joanna Young (Substitute)

**(iii) Queries regarding this Agenda**

Please contact Debbie Chambers, Democratic Services - email [dchambers@lancaster.gov.uk](mailto:dchambers@lancaster.gov.uk)

**(iv) Changes to Membership, substitutions or apologies**

Please contact Democratic Support, telephone 582170, or alternatively email [democraticsupport@lancaster.gov.uk](mailto:democraticsupport@lancaster.gov.uk).

KIERAN KEANE,  
CHIEF EXECUTIVE,  
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LANCASTER, LA1 1PJ

Published on 10<sup>th</sup> November 2020.

**COUNCIL BUSINESS COMMITTEE****Electoral Review - Consideration of Council Size  
18 November 2020  
Report of Head of Democratic Services****PURPOSE OF REPORT**

To enable the Committee to consider whether the Council should make a submission to the Local Government Boundary Commission on Council size, and, if so, to determine the contents of that submission.

**This report is public.**

**RECOMMENDATIONS**

- (1) That the Committee considers whether it wishes to make a submission to the Local Government Boundary Commission for England on the appropriate size for the Council, and, if so, to consider the contents of the submission. A draft submission has been provided for consideration.**
- (2) That, if a submission is agreed, the Head of Democratic Services be authorised to send the submission to the Commission.**

**1.0 Introduction**

- 1.1 Members will recall that on 3 August 2020 Councillors received a remote briefing from representatives of the Local Government Boundary Commission for England concerning the forthcoming Electoral Review of Lancaster City Council. The review has now commenced.
- 1.2 The review will first decide Council size, that is, the number of Councillors, and then go on to review the number of wards and their names and boundaries. Council, at its meeting on 30 September 2020, authorised this Committee to consider and approve any submissions to the Commission during the course of the review.
- 1.3 The Commission has indicated that by mid-January it hopes to meet to consider the submissions and other evidence to make a decision on the most appropriate council size for the Council. It has therefore requested evidence by 8<sup>th</sup> of December. in relation to the most appropriate council size for the Council. It is a matter of choice whether or not the Council makes a response. Political groups and individual Councillors are able to make their own responses too if they wish.
- 1.4 The Commission will require a good rationale for what is proposed, particularly where any substantial change is proposed, and will test the rationale and underpinning assumptions. Any proposals will need to be based on technical evidence, for example on governance arrangements and committee places. Submissions should be made on the Commission's template, as attached.

- 1.5 The council size will subsequently determine the average (optimum) number of electors per councillor to be achieved across all wards of the Council. This number is achieved by dividing the electorate by the number of councillors on the Council.
- 1.6 The Committee therefore needs to consider whether it wishes to make a proposal in respect of council size, and if so, to formulate that proposal and authorise the Head of Democratic Services to submit it to the Commission.
- 1.7 Attached at **Appendix 1** is the Commission's Guidance document relating to council size.

## **2.0 Proposal Details**

- 2.1 The Committee first needs to decide whether it wishes to make a submission on behalf of the Council.
- 2.2 If the Committee feels that it is appropriate to submit a response, then Members are asked to make a decision about the content of the response at this meeting using the Commission's template.

## **3.0 Previous Boundary Review**

- 3.1 The Council's last Boundary Review took place over the years 2012/2013 and the results took effect from the May 2015 elections. In 2013, the Commission took the decision not to change the Council size, leaving it at 60 Members.
- 3.2 In 2012, as has happened for this review, Council gave Council Business Committee delegated authority to consider and approve responses to LGBCCE consultations on behalf of the Council. At its meeting on 12 January 2012, Council Business Committee resolved that a response be submitted advocating the continuation of sixty Councillors on Lancaster City Council. The Committee also resolved to encourage individual political groups on the Council to make their own submissions to the Boundary Commission's review.

## **4.0 Draft Submission**

- 4.1 Should the Committee decide to submit a response, a draft has been provided as a starting point at **Appendix 2** using the Commission's template. The draft submission advocates remaining with 60 Councillors on the basis that this was the number the Commission decided upon at the last review and very little has changed in the structure and governance framework of the Council since that time that would result in a larger or smaller Council size being appropriate. This draft is for consideration and can be used as a starting point for discussions at the meeting.

## **5.0 Conclusion**

- 5.1 It is for the Committee to decide whether to make a response on behalf of the Council and, if so, to determine whether that response is to request that the number of Councillors be increased, decreased or remain the same. Any response should provide a robust rationale for the request and be submitted on the Commission's template.

**CONCLUSION OF IMPACT ASSESSMENT  
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety,  
Sustainability and Rural Proofing):**

None identified.

**LEGAL IMPLICATIONS**

None identified.

**FINANCIAL IMPLICATIONS**

There are no direct implications as a result of this report. However, if the number of Councillors changes in the future there would be an increase/saving of £3,728 per annum per Councillor based on current allowances.

**OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services,  
Property, Open Spaces**

None identified.

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has no comments to add.

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no comments to add.

**BACKGROUND PAPERS**

LGBCE website.

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Local Government Boundary Commission for England

# Council Size Guidance

A guide to making a strong submission

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## Introduction

1. This guidance will assist interested parties in preparing their submission on council size to the Local Government Boundary Commission for England ('the Commission') as part of the electoral review process. It highlights the range of issues that the Commission considers when determining council size and will help councillors, officers and others in making strong and well-evidenced submissions.
2. The starting point for every review is to decide the appropriate number of councillors for the authority. While the final decision on council size rests with the Commission, its approach has always been one of dialogue with each council that it reviews. The Commission's view is that a 'good' review is one where the local authority actively engages with the process. Ideally, the Commission's decision will be informed by locally generated proposals and underpinned by sound evidence and reasoning.

## What is Council Size?

3. The Local Democracy, Economic Development and Construction Act 2009<sup>1</sup> ('the 2009 Act') gives the Commission the power to review the electoral arrangements of all, or any, principal councils in England.
4. The legislation states that 'the total number of members of the council' forms part of an authority's electoral arrangements. The Commission refers to this more simply as 'council size'. The legislation does not set out how many members (or councillors) each authority (or type of authority) will have. It is the Commission's responsibility to determine the appropriate number of councillors for each authority.
5. The Commission will always recommend a council size that, in its judgement, enables the council to take its decisions effectively, to discharge the business and responsibilities of the council successfully, and to provide for effective community leadership and representation.

## General Principles

6. The Commission recognises that there is considerable variation in council size across England, not only between different types of local authority – metropolitan, unitary, shire district and county councils, and London boroughs – but also between authorities of the same type.
7. In the Commission's opinion, local government is as diverse as the communities it serves – providing leadership, services and representation suited to the characteristics and needs of individual areas. The Commission aims to recommend electoral arrangements, including council size, which are appropriate for the particular local authority.

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<sup>1</sup> *Local Democracy, Economic Development and Construction Act 2009*, s.55–9  
[www.legislation.gov.uk/ukpga/2009/20/pdfs/ukpga\\_20090020\\_en.pdf](http://www.legislation.gov.uk/ukpga/2009/20/pdfs/ukpga_20090020_en.pdf)



8. The way in which local authorities conduct their business and provide for the effective representation of their electorate has changed considerably over recent decades. The implementation of the Local Government Act 2000 ('the 2000 Act') saw most local authorities change how they made decisions and operate. Similarly, subsequent legislation, including the Local Government and Public Involvement in Health Act 2007 and the Localism Act 2011, introduced further opportunities for local government to modify governance and management arrangements. In addition, partnership working, developments in service delivery, and digital working have also impacted on local authorities.
9. Many local authorities have not, or have only slightly, modified their number of elected members since they were established several decades ago. This is not to imply that current numbers are inappropriate but, rather than simply assuming that the existing numbers remain appropriate, the Commission recommends that councils think afresh about the matter.
10. An electoral review provides the opportunity for respondents to think carefully about current arrangements in the context of modern governance and service delivery needs; and what these mean for the future in terms of the number of elected members.
11. The Commission wants to see evidence that several different council size options have been explored together with the reasons why a particular figure has, or has not, been selected. This should be done irrespective of whether the respondent arrives at the same or a different number of elected members. The most persuasive submissions are those which, rather than considering whether the current number ought not to be changed, reflect on what number of councillors would be required if the council was being newly established.
12. The Commission does not recommend that any submissions made on council size need to be particularly long. However, submissions should be made on the Commission's Council Size Submission Template and demonstrate careful thinking about the issues. Electoral reviews take place infrequently and the Commission wants local authorities to take the opportunity to ask themselves questions about the important roles of councillors in providing leadership, securing accountability and offering community leadership.
13. The Commission seeks to understand elected member requirements across three aspects:
  - **Strategic Leadership** – how many councillors are needed to give strategic leadership and direction to the authority?
  - **Accountability**
    - *Scrutiny* – how many councillors are needed to provide scrutiny to the authority?
    - *Regulatory* – how many councillors are needed to meet the regulatory requirements of the authority?

- *Partnerships* – how many councillors are required to manage partnerships between the local authority and other organisations?
- **Community Leadership** – how the representational role of councillors in the local community is discharged and how they engage with people and conduct casework.

14. In every review, the Commission will make recommendations that will remain appropriate for the medium to longer term, i.e. to recommend a council size that delivers effective and convenient local government well after the completion of the electoral review. Accordingly, respondents should set out their longer-term vision for operation of the local authority.

## Approach

15. The Commission must construct electoral arrangements that reflect local circumstances, and in doing so will neither apply any strict mathematical criteria nor impose a formula for the national determination of council size. It is recommended that submissions clearly demonstrate the characteristics and needs of each local authority, and its communities, and how such factors have informed both the proposed and alternative council sizes considered.

16. The Commission will refer to the CIPFA Nearest Neighbours Model for English authorities to help understand the contextual position of the authority being reviewed. This is a licensed<sup>2</sup> dataset that shows groups of statistically similar councils and allows the Commission to identify 'expected ranges' for both the number of councillors and the councillor-to-electors ratios. This expected range is defined by an upper and lower quintile value with the median providing the midpoint figure. The data help the Commission understand how the authority under review compares with its nearest neighbours and, on occasion to query proposals that appear unexpected when compared with similar authorities.

17. Local authorities should be mindful of the overall appropriateness of the proposed council sizes in terms of governance, specifically in ensuring that an authority is neither too small to discharge its statutory functions nor too large to function in an effective manner and with purposeful roles for all elected members. Accordingly, whilst recognising that such thresholds might vary depending on the type of local authority and its specific setting, the Commission will look for particularly strong evidence in support of proposals that place the authority amongst the highest and lowest levels of similar councils nationwide, especially where authorities would be below 30 or exceed 85 councillors in size.

18. The Commission's decision about an authority's council size will mark the formal start to the review process. However, the Commission's decision on council size will not be formalised until the Final Recommendations are agreed and published. This is because the number of councillors may change marginally (generally  $\pm 1$ )

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<sup>2</sup> Under the terms of the data licence the Commission is unable to share the CIPFA Nearest Neighbour Model externally although some authorities will have access to the groupings through their own licences. The 'expected ranges', however, will be made available.

from the initial decision if it is felt that modifying the number of councillors may provide for a pattern of wards that better reflects the three statutory criteria.

19. The Final Recommendations describe the complete set of electoral arrangements, including ward names and locations as well as the number of elected members, alongside parish warding arrangements. These recommendations will be implemented at the next election by means of an Order laid before Parliament.

## Multiple Submissions and Balancing the Evidence

20. Political (or other) groups may present their own submissions to the Commission either alongside or as an alternative to the council's formal submission. It is recommended that all submissions are underpinned by sound evidence and reasoning whether they propose to reduce, retain or increase councillor numbers.
21. All submissions will be considered equally, and decisions will be made based on the strength of evidence put forward.
22. **Where the Commission receives multiple finely balanced proposals, or a single poorly evidenced case, it may request further information from the respondents. If further information is not forthcoming, the Commission reserves the right to put forward its own number based on its own experience and judgement. It may also choose to carry out a period of consultation.**

## Making a Submission

23. All submissions made to the Commission will follow the 'Council Size Submission' template. This template presents a broad set of issues for respondents to consider; however, the Commission does not require lengthy responses to every section. The Commission recommends that respondents use the opportunity to consider not just how the council works now but how it is likely to work in the future. Submissions will explain the reasoning that underpins and explains the proposed council size as well as describing the necessary arrangements.
24. The submission will focus on three aspects of councillor roles: Strategic Leadership, Accountability and Community Leadership. However, the Commission will consider any further relevant issues raised outside of these topics.

Insert Your Organisation Name Here

# Council Size Submission

Insert Local Authority Name Here

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## How to Make a Submission

1. It is recommended that submissions on council size follow the format provided below. Submissions should focus on the future needs of the council and not simply describe the current arrangements. Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal and why you have discounted them.
2. The template allows respondents to enter comments directly under each heading. It is not recommended that responses be unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

## About You

3. The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, or an individual.

**This submission is made by Lancaster City Council's Council Business Committee on behalf of the full Council.**

## Reason for Review (Request Reviews Only)

4. Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. *NB/ If the Commission has identified the authority for review under one of its published criteria, then you are not required to answer this question.*

**Not applicable.**

## Local Authority Profile

5. Please provide a short description of the authority and its setting. This should set the scene for the Commission and give it a greater understanding of any current issues. The description may cover all, or some of the following:
  - Brief outline of area - are there any notable geographic constraints for example that may affect the review?
  - Rural or urban - what are the characteristics of the authority?
  - Demographic pressures - such as distinctive age profiles, migrant or transient populations, is there any large growth anticipated?
  - Are there any other constraints, challenges, issues or changes ahead?

**Lancaster City Council's strapline is 'promoting City, Coast and Countryside' because the district has all three. The historic city of Lancaster, the beauty of Morecambe Bay and the many rural areas including Silverdale, designated an area of outstanding natural beauty with neighbouring Arnside in South Lakes.**

**The ONS estimate for the 2018 mid-year population is: 144,246. The same source gives the age profile of residents as roughly similar to the average for England and Wales. There are two universities based in Lancaster so the City of Lancaster has a large student population in addition to those housed on the Lancaster University Campus.**

**The Council works closely with South Lakeland District Council and Barrow Borough Council, having formed a joint committee. Recently the three Councils have resolved to explore local government reform and devolution, including the development of a high-level case for a new unitary council for the area comprising the three districts.**

### The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 15 years. The Commission expects you to challenge your current arrangements and determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

- When did your Council last change/reorganise its internal governance arrangements and what impact on effectiveness did that activity have?
- To what extent has transference of strategic and/or service functions impacted on the effectiveness of service delivery and the ability of the Council to focus on its remaining functions?
- Have any governance or capacity issues been raised by any Inspectorate or similar?
- What impact on the Council's effectiveness will your council size proposal have?

**The Council operates a Cabinet and Leader and has done since this became an option in the early 2000s. However, changing to a Committee System has been raised (see 'Governance Model' below for details'). In addition to this, there is the possibility of change as outlined above, as it appears that the government is keen to encourage unitary authorities. So there may be changes in the next few years, but any changes are impossible to predict at this stage.**

## Council Size

6. The Commission believes that councillors have three broad aspects to their role. These are categorised as: Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership. Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

## Strategic Leadership

7. Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority. Responses should also indicate how many members will be required for this role and why this is justified.

Topic		
Governance Model	Leader and Cabinet	<p>Cabinet has been composed of 8 or 9 members over the last few years. Currently 9 including the leader. In November 2019, Council passed the following resolution:</p> <p><i>This council believes that it might make better use of the skills of all its councillors and improve the democratic accountability of decision making by ceasing the current leader and cabinet model of governance and implementing a committee system. Council will establish a Working Group, with membership in balance, to investigate the best way to introduce a committee system of governance, taking into account the experiences of other councils. The investigation will lead to a detailed, legally and constitutionally sound proposal to be presented to full Council for consideration on or before its meeting in September 2020. That proposal will set out a future programme for implementation of any change to the system of governance.</i></p> <p>A working group was established and has met once, however work was suspended in March/April due to officer resources being directed towards the COVID-19 response. A site visit was planned to an authority which had implemented a Committee system; this could not go ahead due to COVID restrictions.</p>
	Analysis	<p><b>There is currently a Cabinet model in place and has been since that model was first introduced in the early 2000s. Nothing has changed in that respect since the Commission's last review of the Council in 2012/13, when it determined that 60 Councillors was the appropriate number. Therefore 60 Councillors is the number the Council feels will be required going forward.</b></p>
Portfolios	Current Portfolios	<p>9 Portfolios:–                      Leader of the Council                      Deputy Leader, with particular responsibility for coordinating the council's response to the climate emergency across all portfolios</p>



		<p>Environmental Services Sustainable Economic Prosperity Planning Policy Housing Arts, Culture, Leisure and Tourism Finance Communities and Social Justice</p> <p>The Council used to have Cabinet Liaison Groups which acted as a sounding board for Cabinet members to help them with decision making in their portfolio area. These were replaced in 2019 with Advisory Groups and there are several in existence, run by the Cabinet Members. These new Groups tend to include more representation from the public.</p>
	Analysis	<p><b>A cabinet of 8 or 9 members has proved to be the choice of leaders over the last few years. Cabinet’s engagement with the public has increased since May 2019 with the introduction of the new Advisory Groups. We also have a Financial Resilience Group and Capital Strategy Group, led by Cabinet members (both are decision-making bodies); these were both introduced since the 2019 elections. Nothing significant regarding numbers of Councillors has changed regarding portfolios since the Commission’s last review of the Council in 2012/13, when it determined that 60 Councillors was the appropriate number. Therefore 60 Councillors is the number the Council feels will be required going forward.</b></p>
Delegated Responsibilities	Scheme of Delegation	<p>The Leader has currently delegated a financial limit of £200,000 to the Chief Executive and £150,000 to the Directors, however any decision over £50,000 should be taken in consultation with the relevant Cabinet member.</p> <p>Individual Cabinet Members may make decisions without a financial limit, however any decision by an Individual Cabinet Member over £150,000 requires consultation with the relevant Cabinet member.</p> <p>The Council’s scheme of delegation can be viewed in full here in the Council’s Constitution in Part 2, Section 7 <a href="http://www.lancaster.gov.uk/the-council-and-democracy/about-the-council/lancaster-city-council-constitution">http://www.lancaster.gov.uk/the-council-and-democracy/about-the-council/lancaster-city-council-constitution</a></p>
	Analysis	<p><b>The current financial limits were set during a full review of the Council’s Constitution in 2018/19, so have been considered very recently. The delegations do not appear to warrant an increase or</b></p>

		<b>decrease in Council size, therefore 60 Councillors is the number the Council feels will be required going forward.</b>
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### Accountability

8. Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role.

Topic	
Internal Scrutiny	The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.
<i>Key lines of explanation</i>	<p>Portfolio holders attend scrutiny meetings to respond to questions from the Committee. There are two scrutiny bodies, the Overview and Scrutiny Committee (OSC) and the Budget and Performance Panel (B&amp;PP). B&amp;PP specifically looks at matters to do with the Council's performance and financial matters. The OSC looks at other internal and external issues. Each body has nine members in political balance. The OSC does carry out task and finish work on particular issues from time to time.</p> <p>There are usually no more than two task and finish groups in action at one time.</p> <p>Scrutiny bodies and functions have changed very little since the Council was last reviewed in 2012/13. Consideration has been given to merging the two bodies, however this was not felt to be appropriate as the workload for both has been steady and it was felt that merging both would lead to more frequent or longer meetings and there would be no real gain.</p> <p>Pre-scrutiny is recognised by Officers and Cabinet as an integral part of the Scrutiny function now – it comprises of the 2 Scrutiny Chairs, 2 Vice Chairs and an annually appointed Pre-Scrutiny Champion. It provides Scrutiny the opportunity to question Cabinet reports before the Cabinet meeting and therefore has prevented a number of call-ins.</p>
Analysis	<b>Scrutiny has changed little since the last LGBCE review, however there has been consideration of change. The number of members engaged in scrutiny activity has not changed since the Commission's last review of the Council in 2012/13, when it determined that 60 Councillors was the appropriate number. Therefore 60 Councillors is the number the Council feels will be required going forward.</b>

Statutory Function		This includes planning, licencing and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?
Planning	<i>Key lines of explanation</i>	15 Member Committee on political balance. This was reduced in size from a 20 Member committee in May 2012. We have 13 scheduled meetings per year plus site visits where necessary. Meetings tend to be long in duration. Often over 3 hours. As well as the planning committee the council also has a local plan review group.
	Analysis	<b>The number of members engaged in Planning decision-making has not changed since the Commission’s last review of the Council in 2012/13, when it determined that 60 Councillors was the appropriate number. Therefore 60 Councillors is the number the Council feels will be required going forward.</b>
Licensing	<i>Key lines of explanation</i>	There are 8 scheduled meetings of Licensing per year and there are 10 members on the Committee on political balance. In 2019 two separate bodies – Licensing Regulatory Committee (9 Members) and Licensing Act Committee (15 Members) – were merged into one Licensing Committee of 10 Members. Licensing Sub-Committee meetings of 3 Members deal with individual licenses and in 2018/19 there were 5 sub-committee meetings convened.
	Analysis	<b>The change last year (described above) has reduced the number of Members involved in licensing matters. Although this was a reduction in the number of Councillors determining Licensing matters, it is not felt to have a significant bearing on council size, therefore 60 Councillors is the number the Council feels will be required going forward.</b>
Committees	<i>Key lines of explanation</i>	Other committees of 7 Members are Personnel Committee with 3 scheduled meetings per year (Personnel Committee also meets with Unions as a Joint Consultative Committee); Audit Committee with 4 scheduled meetings per year; Appeals Committee (usually tree preservation order appeals which meets on an ad hoc basis) Council Business Committee, which meets 3 times or more per year and Standards Committee which has 2 scheduled meetings per year but has extra meetings when necessary.
	Analysis	<b>These committee sizes are unchanged since the last Boundary review and the number of meetings is very similar. Small changes are not felt to have a bearing on council size, therefore 60 Councillors is the number the Council feels will be required going forward.</b>
External Partnerships		Service delivery has changed for councils over time, and many authorities now have a range of delivery partners to work with and hold to account.

<i>Key lines of explanation</i>	<p>There is a shared service, established in 2011, with Preston City Council for revenues and benefits and the joint committee for Revenues and Benefits comprises the Leaders and the Finance Portfolio Holders for each Council.</p> <p>A Joint Committee between Lancaster City Council, South Lakeland District Council and Barrow Borough Council was established this municipal year to move forward joint working and the Council is investigating the possibility of a Unitary Council being formed from these three existing Councils.</p>
Analysis	<p><b>The shared service for Revenues and Benefits was in place before the last Boundary review. There is a focus now on working with neighbours in Cumbria as well as Lancashire. There is nothing that would suggest that an increase or decrease in the number of Councillors would be appropriate since the Commission’s last review of the Council in 2012/13, when it determined that 60 Councillors was the appropriate number. Therefore 60 Councillors is the number the Council feels will be required going forward.</b></p>

### Community Involvement

9. The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in different ways. The Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties?

Topic		Description
Community Leadership	<i>Key lines of explanation</i>	<p>The Council does not have area Committees.</p> <p>The Council does not employ any political assistants or other staff to assist with ward work; each Councillor engages with their constituents in their own way, using their own methods, surgeries, newsletters, social media, etc.</p> <p>Not all the district is parished but, where parish councils exist, City Councillors usually attend parish meetings in their wards, although that is their choice. Several members are “dual hatted”. For example, Morecambe Town Council has 26 Councillors 12 of whom are also City Councillors.</p>
	Analysis	<p><b>There is no prescribed method for Members to carry out their role as Community Leaders. Most of the district is parished and there are a number of ‘dual hatted’ Councillors. This is the same position as during the last review and nothing has changed which would indicate that a higher or lower number of Councillors is appropriate.</b></p>
Casework	<i>Key lines of explanation</i>	<p>Councillors deal with their casework themselves, there are no political assistants or other support staff to do this for them. Some are very active on social media and reach out to their constituents using new technology.</p>

	Analysis	<b>It is impossible to generalise about how casework is tackled. Each Councillor has their own methods of engaging with their constituents and resolving the issues that they raise. This situation has not changed since the Commission's last review of the Council in 2012/13, when it determined that 60 Councillors was the appropriate number. Therefore 60 Councillors is the number the Council feels will be required going forward.</b>
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## Other Issues

10. Respondent may use this space to bring any other issues of relevance to the attention of the Commission.

## None identified

## Summary

11. In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the number of councillors required to represent the authority in the future. Use this space to summarise the proposals and indicate any other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

**Whilst there do appear to be indications that there will be change ahead for Lancaster City Council, at this point any change is not certain, nor are timescales. Since little has changed in terms of Governance or Scrutiny or decision-making bodies since the Commission carried out its last review in 2012/13, the Council would request that the number of Councillors remains the same as the number determined at that time. Therefore this submission is for the Council size of 60 to remain unchanged.**