



City of Westminster

Committee Agenda

Title: **General Purposes**

Meeting Date: **Wednesday 19th October, 2022**

Time: **6.00 pm**

Venue: **Rooms 18.01 - 18th Floor, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**
David Boothroyd (Chair)
Aicha Less
Matt Noble
Paul Swaddle



Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda

Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall, 64 Victoria Street. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.

If you require any further information, please contact the Committee Officer, Tristan Fieldsend, Senior Committee and Councillor Co-ordinator.

**Email: tfieldsend@westminster.gov.uk
Corporate Website: www.westminster.gov.uk**

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Director of Law in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

To receive declarations by Members and Officers of the existence and nature of any pecuniary interests or any other significant interest in matters on this agenda.

3. MINUTES

To sign the minutes of the meeting held on 8 September 2022.

(Pages 3 - 6)

4. REVIEW OF THE MEMBER/OFFICER PROTOCOL

To receive a report from the Director of Law.

(Pages 7 - 20)

5. PROGRAMME OF MEETINGS 2023/24

To receive a report from the Director of Law.

(Pages 21 - 24)

**Stuart Love
Chief Executive
13 October 2022**



CITY OF WESTMINSTER

MINUTES

General Purposes

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **General Purposes** held on **Thursday 8th September, 2022**, Rooms 18.01 & 18.02 - 18th Floor, 64 Victoria Street, London, SW1E 6QP.

Members Present: Councillors David Boothroyd (Chair), Aicha Less, Matt Noble and Paul Swaddle

1 MEMBERSHIP

1.1 There were no changes to the membership.

2 DECLARATIONS OF INTEREST

2.1 There were no declarations of interest.

3 MINUTES

3.1 RESOLVED:

That the minutes of the meeting held on 8 June 2022 be signed as a correct record of proceedings.

4 APPOINTMENT OF INDEPENDENT PERSON TO THE AUDIT AND PERFORMANCE COMMITTEE

4.1 The Committee received a report regarding proposals to appoint an independent person to the Audit and Performance Committee. Members noted that the Government had set out its intention to make independent audit members compulsory across local government as they were seen to help strengthen the internal control and governance of authorities.

4.2 The proposed approach to recruitment and appointment of the independent person was set out and the Committee considered that with the projected level of service to the authority and the time necessary to fulfil the role a remuneration of £2,500 per annum was appropriate.

RESOLVED:

That Council be recommended to:

- 1) Approve the appointment of an independent person to sit on the Audit and Performance Committee for a period of four years;
- 2) Agree to delegate to the Director of Law, in consultation with the Chair of the Audit and Performance Committee/General Purposes Committee, authority to finalise the role description, skills, competencies and person specification attached as Appendix A.
- 3) Approve that the recruitment of the Independent Member be led by a panel consisting of the Chair of the Audit and Performance Committee, the Chair of the General Purposes Committee and a nominated Opposition Group member. The panel would be advised by the Director of Law, Director of Finance and Head of Governance and Councillor Liaison.
- 4) Amend the Members' Allowances Scheme to provide a remuneration of £2,500 per annum to the Audit and Performance Committee Independent Member.

5 MEMBERSHIP OF THE WESTMINSTER SCRUTINY COMMISSION

- 5.1 The Committee received a report seeking agreement to amend the membership of the Westminster Scrutiny Commission.
- 5.2 The Committee noted how currently the membership of the Commission consisted of 5 members, 3 Majority group members and 2 Opposition group members. However, as there were four Policy and Scrutiny Committees the current membership meant that the Chair of one of the Policy and Scrutiny Committees was not represented on the Commission. To ensure that there was representation on the Commission from all of the Policy and Scrutiny Committees, Members agreed it was necessary to increase the membership of the Committee.
- 5.3 Following discussions the Committee agreed that it was appropriate to increase the membership to 7 members, 4 Majority group members and 3 Opposition group members. It was considered that this would not only allow all the Policy and Scrutiny Committees to be represented but would also ensure the principles of the Committee proportionality rules agreed by the Council were met.

RESOLVED:

That Council be recommended to agree to amend the size of the Westminster Scrutiny Commission from 5 members to 7 members.

The Meeting ended at 6.10pm.

CHAIRMAN: _____

DATE _____

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City of Westminster

General Purposes Committee

Meeting:	General Purposes Committee
Date:	19 October 2022
Classification:	General Release
Title:	Review of the Member/Officer Protocol
Policy Context:	Ensuring that the Council's Constitution is accessible and transparent and that it reflects the expectations of the public regarding the expected behaviour of members and officers, with a focus on the customer and putting them at the heart of what we do.
Financial Summary:	There are no financial implications.
Report of:	Director of Law

1. Executive Summary

- 1.1 The purpose of the Member / Officer Protocol is to guide Members and Officers of the Council in their relations with one another. The intention is that it supports the establishment of good working relationships between Members and Officers as they work together and describes their different but complementary roles within the Council. A strong, constructive, and trusting relationship between Members and Officers is essential to the effective and efficient working of the Council. It also sets out the behaviours and treatment that each can expect from the other and thereby expands upon the Councillors Code of Conduct.
- 1.2 Following the former Business and Children's Policy and Scrutiny Committee review into the Marble Arch Mound project one of the recommendations which emerged was for the Standards Committee to undertake a review of the Member/Officer Protocol. This report highlights the work undertaken to review the protocol and sets out suggested amendments to strengthen the guidance on relationships between Officers and Members.

2. Recommendations

That the General Purposes Committee reviews the revised Member / Officer Protocol and following any further amendments recommends it to Full Council for approval.

3. Review of Current Protocol

- 3.1 The Protocol for Member and Officer Relations is contained within Chapter 7, Section 31 of the Council's Constitution. It is an adjunct to the Councillors' Code of Conduct and is an important contributor to the working culture within the Council. It sets out the differing roles of members and officers, what they can expect from each other and provides further explanation and guidance on appropriate behaviours.
- 3.2 The Standards Committee was asked by the former Business and Children's Policy and Scrutiny Committee to prioritise a review of the Member/Officer Protocol following the review into the Marble Arch Mound Project. It was considered the review should look at strengthening the role of officers and members in giving and receiving clear and independent advice whilst retaining the benefits of Members and officers working together to innovate. It was felt a review presented a good opportunity to revisit the existing provisions in the member / officer protocol and ensure it continued to reflect best practice.
- 3.3 Following the request to review the Protocol the Standards Committee considered the proposed amendments, and suggested further revisions to strengthen the protocol.

3.4 If the amended Member / Officer Protocol is approved it is proposed to circulate the updated Protocol to all Members and the Executive Leadership Team. Officers will then be encouraged to discuss the Protocol within their teams and ensure it is fully understood.

4. Proposed Key Amendments

4.1 To ensure best practice the current protocol has been assessed against the protocols operated by other local authorities, these include, the Royal Borough of Kensington and Chelsea, Surrey County Council and Tower Hamlets London Borough Council.

4.2 The Interim Monitoring Officer at the time and the Head of Governance and Councillor Liaison have also consulted with the Executive Leadership Team and attended a number of departmental officer meetings to obtain feedback on the current protocol and to request feedback on how this could be updated/ amended.

4.3 The views of Members via the Party Whips was also requested and has been reflected where appropriate.

4.3 Following this work undertaken the following amendments to the protocol are recommended to further strengthen the guidance on relationships between Officers and Members:

- Principles underlying Member – Officer Relations - The protocol begins outlining the underlying principles of member/officer relations and lays out the foundation to their role within the Council. In order to ensure this vital paragraph is as clear and visible as possible however it is recommended to amend the layout to ensure it is as easy to understand as possible. This will also be a good opportunity to include and emphasise the importance of the Nolan Principles (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership), due to their importance to anyone who holds a position as a public officer.
- Roles of Members and Officers – This section only briefly summarises the role of members/officers and it is felt this could be strengthened by providing a more in-depth explanation highlighting key aspects and other specific roles, responsibilities, and processes. This is considered beneficial as it provides in-depth information as to the structure of a Local Authority.
- Relationship between Members and Officers - This part of the Protocol is quite extensive and informative and allows members and officers to specifically consider the parts relevant to them. Following consultation however it is felt that there should be more clarity on a couple of areas. Firstly, greater clarity on the role of senior officers in handling member relationships and the different expectations placed on them vs more junior officers. It was considered more emphasis was required on councillor's day-to-day operational work, such as when they call front line staff with queries and how

those staff should respond. Secondly, it was also considered that a separate section relating to bullying by Members or Officers should be included so that it makes it clear the behaviours expected of individuals within the Council.

- Access to Information – This section is considered clear and sets out that Members are on a ‘need to know’ basis, entitled to receive documents and information on request. It goes on to highlight that **all** Members have a statutory right to inspect documents relating to matters which are subject to a decision by the Council, Cabinet/Cabinet Member or Committee/Sub-Committee. One aspect of access to information though which could require some strengthening is regard to Press Releases, although it states that the information relating to this is set out ‘elsewhere’ in the Code of Governance it is considered this could be specific as it does not direct the reader to a specific place to find the information. In addition, it is also suggested there should be an additional section in relation to confidential information – this an important topic and should have its own section.

5. Feedback from the Standards Committee

- 5.1 The Standards Committee met on 15 September 2022 and considered the proposed amendments and following discussions suggested further revisions to strengthen the protocol:
- The addition of a paragraph on bullying was welcomed and considered a very important addition to the protocol. Due to its importance the Committee requested this be repositioned nearer the start of the protocol to highlight the significance of this paragraph.
 - Historical language relating to the roles of Chairs was removed from the protocol and references to Chairman were also updated to Chair.
 - The Committee held a detailed discussion on Councillors receiving timely replies from officers to queries raised. Members agreed an additional sentence should be added in the correspondence section setting out that if Members had not received any response after the expiry of 10 days the relevant Director should be informed.
- 5.2 The Committee welcomed the update and subject to the amendments above approved that it should go before the General Purposes Committee before adoption at Full Council. It was considered that the relationship between Members and officers was at the heart of what the council does and as such needs to be continually nurtured and developed. The Committee stressed the importance that the protocol be embedded and permeate through all aspects of the Council’s culture and operation. The updated protocol would ensure the Council was best placed to collectively meet its challenges and deliver positive change both internally and to Westminster residents.

6. Financial Implications

6.1 There are no financial implications.

7. Legal Implications

7.1 The Members/Officer protocol set out in Chapter 7, Section 31 of the Constitution forms part of the Council's ethical framework and should be read in conjunction with the Council's Constitution, the Code of Conduct for Members, disciplinary codes which regulate the conduct of officers and other relevant codes and guidance.

7.2 The report requests that the Committee review the current protocol set out in Appendix 1 to the report and make any comment or specific requests

8. Carbon Impact

8.1 The decision will have no carbon impact.

9. Consultation

9.1 Chief Officers and Members have been consulted on amending the Protocol. Should the proposed amendments be agreed by the Committee then they will be reported to Full Council for adoption.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact:

Tristan Fieldsend, Senior Committee and Councillor Co-Ordinator

APPENDICES

APPENDIX A – AMENDED MEMBER/OFFICER PROTOCOL

BACKGROUND PAPERS

- Royal Borough of Kensington & Chelsea Constitution
- Surrey County Council Constitution
- Tower Hamlets London Borough Council Constitution

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Protocol on Member/Officer Relations

31.1 Principles underlying Member – Officer relations :

- Good administration is dependent upon a successful relationship between Councillors and officers which can only be based upon mutual trust and an understanding of each other's roles and responsibilities.
- This relationship, and, the trust which underpins it, should not be abused or compromised.
- Accordingly, Councillors should not attempt in any way to influence the terms of officers' reports or recommendations on any matter.
- Equally, officers should give clear, independent advice. It is not enough to avoid actual impropriety.
- Members and Officers should at all times avoid any occasion for suspicion and any appearance of improper conduct.
- The fundamental principle which underlies Member/Officer relationships is that officers are required to be politically neutral.

31.2 The Nolan Principles

The Council's ethical framework is underpinned by the Seven Principles of Public Life also called the Nolan Principles that apply to anyone who is a public office holder. This protocol implements the Principles into practice as follows:

- Selflessness - By ensuring that officers and members work together for the public benefit.
- Integrity - By avoiding inappropriate influence on officers' activities and the delivery of services.
- Objectivity - By ensuring officers act impartially and fairly between political groups and they are not asked or pressured to act otherwise by members.
- Openness - By ensuring members are aware of their rights to information where information is confidential and should not be shared. Ensuring Officers respect members' rights and understand their limits, especially where personal information is involved.
- Accountability - Breach of this protocol may be evidence of a breach of the Council's Code of Conduct or the officer code of conduct.

- Leadership - By treating others with respect and actively supporting the Nolan Principles in practice.

31.3 Bullying

- (1) Councillors and officers must not bully or harass any person. Bullying may be characterised as offensive, intimidating, malicious, insulting or humiliating behaviour. Such behaviour may happen once or be part of a pattern of behaviour directed at any person through means that undermine, humiliate, denigrate or injure the recipient. This can be contrasted with the legitimate challenges which a Councillor or officer can make in challenging policy or scrutinising performance.
- (2) Bad relations between Councillors and officers can be destructive to good governance and there has to be an understanding by Councillors that sometimes there may be a legitimate reason why member expectations cannot be met, e.g. because of a council policy or a legal requirement such as confidentiality.
- (3) Where a Councillor has a concern about an officer or the Council services then this should be made to the Director of the service where the Councillor feels the fault lies or to the Chief Executive where it involves a Director personally. Indeed, Councillors have a duty to raise any issues where they have reason to think that fraud/probity, corruption or malpractice of any sort is involved within the Council.

31.4 Roles of Members and Officers

- (1) For local government to be effective a strong working partnership between Members and officers must be established. This partnership can only be effective if it is based on mutual trust and respect. The contents of the Code of Governance and this protocol are intended to ensure that there is no doubt about the roles and procedures of the City Council, which will help this partnership to operate effectively.
- (2) Officers serve the City Council as a whole, serving all elected Members. Officers must carry out the Council's work under the direction and control of the Council and properly constituted Committees and Sub-Committees, the Cabinet and Cabinet Members. A Member in an individual capacity (except a Cabinet Member acting within his / her terms of reference) can exercise no lawful authority and Members in general must operate through the Council and its Committees and Sub-Committees. Cabinet Members must exercise their functions in accordance with the Constitution and their terms of reference. However, it is also important that officers recognise the right of Members, the elected representatives, to determine policy and do not act in any way to undermine that right.
- (3) The Councillors are responsible for:

- (a) providing a focus for community leadership in local wards and acting as advocates on behalf of constituents;
- (b) giving the authority political leadership and deciding on overall Council policy;
- (c) making decisions within overall Council policy;
- (d) the scrutiny of Council policy and services; and
- (e) representing the area and the Council externally.

Council officers are responsible for:

- (a) providing professional advice and relevant information (objectively and impartially) to elected members when they are formulating policy and taking decisions or scrutinising the decisions and actions of others;
- (b) implementing decisions made by Councillors/committees; and
- (c) taking managerial and operational decisions in accordance with the Council's schemes of delegation.

31.5 Relationship Between Members and Officers

Regular contact between Councillors and officers is necessary to ensure the efficient working of the Council. Councillors and officers should have regard to and respect for their different roles in such contacts. The level at which contact occurs will vary depending upon the nature of the service and the reason for the contact. Councillors and Officers involved should always bring concerns about issues affecting a department directly to the attention of the relevant Director.

31.6 Relationship between the Chair of the Council and Officers

The Lord Mayor acts as Chair of the Council. In this capacity the Lord Mayor is entitled to receive a briefing from officers on matters relating to the conduct of the Council Meeting.

31.7 Relationship between Leader and other Members of Cabinet and Officers

- (1) The Leader of the Council, as Chair and a member of the Cabinet, has the duty to appoint the other members of the Cabinet (not exceeding 10 Members including the Leader). As such the Leader has a special responsibility at the centre of the Council. Other members of the Cabinet will be required to recognise this when taking decisions within their respective portfolios and otherwise keeping the Leader informed.
- (2) Officers will need to be conscious of the respective roles played by the Leader and individual Members of the Cabinet. These Members will

require additional briefing on areas within their respective portfolios. It will be the responsibility of the relevant Chief Officer to ensure that this is carried out. Officers and Members will be asked to remember that Cabinet members are unable to take individual decisions without having first considered an Officer report.

31.8 Relationship between Chairs and Members of Policy and Scrutiny Committees and Officers

- (1) The Chairs and Members' of Policy and Scrutiny Committees have powers to call in decisions taken, but not implemented, in accordance with the procedures set out in the constitution.
- (2) The Chairs and Members of Policy and Scrutiny Committees have a role in helping to ensure that Council services are provided in accordance with agreed policies. They can also require that reports relating to their areas of responsibility (as set out in the Terms of Reference) be submitted to assist them in their overview role. They can, however, only require this when acting collectively as a Committee.
- (3) Officers have a duty to ensure that Chairs of Policy and Scrutiny Committees receive sufficient information to enable them to conduct their roles in respect of both overview and scrutiny.

31.9 Role of Chairs generally, including relationship with Officers

Standing Orders give Committee Chairs certain responsibilities to control and conduct Meetings. Other than these powers the Chairs are in the same constitutional position as all other members. Standing Orders also require Chairs to be consulted by Chief Officers before certain delegated powers are exercised by the Chief Officer. ~~The position of Chairmen as the spokesman for their Party on certain issues is informal, but reflects the reality that it would not be practical for Chief Officers to deal with whole committees or all fifty-four Members individually on a day to day basis.~~ However, as emphasised above, Chairs have no executive role or powers to make decisions relating to the discharge of Council functions. The power to make such decisions remains with the Council, the Cabinet, the relevant Cabinet Member, committee or Chief Officer in accordance with the agreed scheme of delegation.

31.10 Officer Relationships with Party Groups

Meetings of Party Groups are essentially political forums, and as such, not attended by Officers.

Officers may attend these meetings to provide briefings only with the express permission of the Chief Executive and in such instances a similar briefing should be offered to all the Political Groups on the Council.

31.11 Members in their Ward role and Officers

- (1) Members of the Council will of course wish to take a special interest in matters in their ward. This is reflected in the Ward Member Consultation procedures, which are set out in the Code of Governance. Guidance in respect of Ward Member Consultation for officers is set out in detail in the Report Writing Guide. Under this procedure Members are consulted on all reports which affect their wards and have the right to have their comments included in the Committee reports. Members have a special role in the local community covered by their Ward and they may from time to time seek advice from Officers in respect of any matters in their Ward as a result. Provided these relate to the functions of the City Council this advice should be given.
- (2) Members will, through their ward casework, often be required to make contact with officers in a number of departments to obtain information on behalf of their constituents. This is perfectly in order and from time to time it may be appropriate for officers to reply to constituents on behalf of, or at the request of, Ward Members.

31.12 Councillor Access to documents and information

- (1) The City Council has agreed the following policy: “Information and documents should be made available on request by Officers to Members unless
 - (a) there is a clearly and properly justifiable reason for declining access and
 - (b) the Member in question cannot establish a legal right to the information or documentation”.
- (2) Members are entitled on a “need to know” basis to receive documents and information on request where it is clear that the Member concerned requires the documentation or information because of their position within the City Council or by virtue of their Membership of a Committee or Sub-Committee.

However, if information is requested which is not readily available, or will require significant resources to produce, officers are advised to seek guidance from their respective Chief Officer, before providing the information.

- (3) In addition, all Members of the Council have a separate statutory right to inspect documents relating to matters which are to be the subject of a decision by the Council, the Cabinet, a Cabinet member or a Committee or Sub-Committee, provided that the documents are within the possession of the Council.

- (4) Members of the Council will only be entitled to receive such information and documents under their statutory right if it is not exempt or confidential in accordance with the provisions of the Access to Information legislation. However, they may nevertheless be entitled under their common law “to know” rights.
- (5) More details of Members’ rights of access to information can be found in the Access to Information Procedure Rules set out in the Constitution and elsewhere in the Code of Governance.

31.13 Other individuals who are Members of Council Bodies

Co-opted Members of the Children and Adults, Public Health & Voluntary Sector Policy and Scrutiny Committee and the Independent Member of the Standards Committee are entitled to receive documents and information relating to their respective appointment in the same way as if they were an elected Member.

31.14 Press Releases

Full details of the framework for the issue of press releases, together with details of the role of the Council’s Communications Section, are set out in [Section 38 of the Constitution](#).

31.15 Correspondence and Communications

Members may telephone or email issues, which require responses to officers. Whatever method is used Members are entitled to receive a full response within 10 days. If for any reason this is not possible, a holding reply setting out the reasons for the delay should be sent as soon as possible (and before the expiry of the 10 days). [If Members have not received any response after the expiry of 10 days the relevant Director should be informed.](#)

31.16 Confidentiality

- (1) [Members and officers must be aware of and respect the limits on their access:](#)
 - [Receiving confidential information as a Councillor does not mean the information is public and can be shared with other members, constituents or the public. It remains confidential unless there is consent to disclosure or it is published. Consent can be given to disclosure either to specific persons or generally.](#)
 - [Individual’s data protection rights and privacy must still be respected;](#)
 - [Confidential and personal information received as a Councillor cannot be used for party political purposes.](#)

- (2) A breach of confidentiality is likely to be a breach of the Members' Code of Conduct and place the Council at legal, financial and reputational risk. It potentially leaves the Councillor and Council at risk of legal action for breach of confidentiality and, for personal data, at risk of enforcement action by the Information Commissioner's Office.

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City of Westminster

General Purposes Committee

Date:	19 October 2022
Classification:	For General Release
Title:	Programme of Meetings 2023/2024
Wards Affected:	N/A
Financial Summary:	There are no financial implications
Report of:	Director of Law

1. Executive Summary

- 1.1 The programme of meetings for 2023/24 has been drafted broadly in accordance with the pattern previously agreed.

2. Recommendations

- 2.1 That the Council be recommended to approve the dates of full Council Meetings, as follows: 17 May 2023 (Annual), 28 June 2023, 27 September 2023, 15 November 2023, 24 January 2024, 6 March 2024, 15 May 2024 (Annual).
- 2.2 That the Programme of other formal Meetings set out in Appendix A be approved.

3. Background Information

Programme of Meetings 2023/24

- 3.1 The General Purposes Urgency Sub-Committee has previously agreed that the programme of meetings be prepared having regard to the following basic principles:

Mondays: Cabinet

Tuesdays: Planning

Wednesdays: Council Meetings

Thursdays: Licensing meetings held during the daytime.

This strategy allows for a more consistent approach to programming meetings.

- 3.2 The programme reflects 6 meetings for each of the Policy and Scrutiny Committees. The Committees are empowered by Standing Orders to arrange further meetings or to otherwise amend the programme if required by the needs of their work programme. Three meetings of the Licensing Committee and three meetings of the Planning and City Development Committee have been programmed.
- 3.3 The programme includes provision for the Discretionary Housing Panel and the Rating Advisory Panel to meet on a programme basis. The programmes have been developed having regard to the expected weight of business in each case.

4. Legal Implications

- 4.1 The Programme of Meetings in respect of Council meetings is a matter for the full Council to agree. The programme includes provision for Council meetings to be held when it is known full Council decisions will be required - particularly the setting of Council tax prior to 11 March each year and the holding of an Annual Meeting in either March, April or May in accordance with the provisions of the Local Government Act 1972.
- 4.2 The programme of Cabinet meetings is included in the programme for illustrative purposes. The Leader of the Council is responsible for approving the programme for these meetings.

5. Financial Implications

- 5.1 No financial implications.

6. Consultation

- 6.1 The Programme of Meetings has been circulated to the Party Whips and adjustments made where requested. No outstanding issues remain as a result of this consultation.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Tristan Fieldsend: 07812 760 335

Email: tfieldsend@westminster.gov.uk

BACKGROUND PAPERS

- None

Programme of Meetings 2023/24

Council – 17 May 2023, 28 June 2023, 27 September 2023, 15 November 2023, 24 January 2024, 6 March 2024, 15 May 2024

Cabinet – 2 May 2023, 10 July 2023, 11 September 2023, 16 October 2023, 11 December 2023, 29 January 2024, 26 February 2024, 25 March 2024

Licensing Committee – 5 July 2023, 4 October 2023, 7 February 2024

Planning & City Development Committee – 26 July 2023, 1 November 2023, 27 March 2024

General Purposes – 14 June 2023, 18 October 2023, 31 January 2024

Scrutiny Commission – 22 June 2023, 5 October 2023, 14 December 2023, 20 March 2023

Children's and Adults, Public Health & Voluntary Sector P&S – 13 June 2023, 27 July 2023, 21 September 2023, 5 December 2023, 5 March 2024, 18 April 2024

Climate Action, Housing & Regeneration P&S – 7 June 2023, 19 July 2023, 12 September 2023, 30 November 2023, 12 March 2024, 22 April 2024

Communities, City Management & Air Quality P&S – 15 June 2023, 31 July 2023, 19 September 2023, 7 December 2023, 29 February 2024, 17 April 2024

Finance, Planning & Economic Development P&S - 7 June 2023, 20 July 2023, 26 September 2023, 12 December 2023, 4 March 2024, 2 May 2024

Health & Wellbeing Board – 1 June 2023, 20 July 2023, 28 September 2023, 23 November 2023, 25 January 2024, 28 March 2024

Standards Committee – 12 July 2023, 29 November 2023, 22 February 2024

Audit and Performance – 24 May 2023, 24 July 2023, 6 September 2023, 24 October 2023, 28 November 2023, 27 February 2024, 16 April 2024

Pension Fund Committee – 29 June 2023, 19 October 2023, 7 December 2023, 7 March 2024

Discretionary Housing Payments Panel – 6 June 2023, 4 July 2023, 12 September 2023, 10 October 2023, 14 November 2023, 16 January 2024, 20 February 2024, 19 March 2024, 23 April 2024

Ratings Panel – 13 June 2023, 11 July 2023, 19 September 2023, 31 October 2023, 12 December 2023, 23 January 2024, 12 March 2024, 16 April 2024