



## Finance Sub-Committee

**Minutes of a meeting held on Monday 26 March 2018 at 7.00pm, East Northamptonshire House, Thrapston**

**Present:** Councillors: Steven North (Chairman)  
David Brackenbury  
Roger Glithero JP  
Glenvil Greenwood-Smith  
David Jenney  
Richard Lewis

Councillor Peter Wathen attended as an observer.

**Officers:** Glenn Hammons Executive Director (Resources and Commercial)  
Greg Macdonald Head of Economic and Commercial Development  
Michelle Drewery Finance Manager  
Lucy Hogston Benefits Manager  
Lewis Gabb Business Analyst

### **1.0 APOLOGIES FOR ABSENCE**

1.1 No apologies for absence were received.

### **2.0 MINUTES**

2.1 The minutes of the meeting of the Finance Sub-Committee held on 31 January 2018 were approved and signed by the Chairman.

### **3.0 DECLARATIONS OF INTEREST**

3.1 No interests were declared.

### **4.0 QUESTIONS UNDER PROCEDURE RULE 10.3**

4.1 There were no questions submitted under Procedure Rule 10.3.

### **5.0 BUDGET MONITORING TO 28 FEBRUARY 2018**

5.1 The Finance Manager presented a report providing an overview on the forecast revenue position against the approved budgets for the period ended 28 February 2018, highlighting any significant under or overspending and identifying the impact on the year end position.

5.2 The estimated outturn for services for the year was an underspend of approximately £98,000. This had changed since the previous report for the period to 31 December 2017 when an estimated £24,000 underspend had been reported. The changes were mainly due to a further reduction in planning fee income offset by additional grant income in respect of Neighbourhood Plans; a further reduction in Joint Planning Unit contribution; savings in timings of expected pension auto enrolment and delivery of some efficiency savings.

- 5.3 The forecast underspend included £41,000 relating to projects that had not been completed within Planning Services. It was likely that there would be a request to carry forward this underspend to 2018/19 so that the projects could progress. This would be subject to approval by Committee and, if approved, would reduce the forecast outturn to an underspend of approximately £57,000. Further details would be presented in the draft outturn report.
- 5.4 It was noted that a stock take had been undertaken on wheelie bins and it had been identified that a further £20,000 worth of bins would need to be purchased to meet demand in the current financial year. This additional spending could be covered from revenue underspends within Environmental Services.
- 5.5 It was noted that vacancy factor savings were on course to achieve the £200,000 target by the end of the financial year. Salary savings of £140,000 had been used on other staffing costs which would otherwise have been included in the salary savings made.

**RESOLVED:** That

- i) the latest revenue, capital and reserves positions for 2017/18 be noted.

*(Reason: This is for information / monitoring purposes)*

- ii) the collection and write off performance for sundry debtors, local taxation and benefit overpayments as set out in Appendix 3 to the report be noted.

*(Reason: This is for information / monitoring purposes)*

**RESOLVED TO RECOMMEND TO FULL COUNCIL:** That

The Approved Capital Programme budget be increased by £20,000 in respect of the purchase of additional wheeled bins, to be funded through an additional revenue contribution to capital (as set out in paragraph 3.5 of the report).

*(Reason: To follow the formal process for approval of the amendment to the Capital Programme Budget for 2017/18)*

**6.0 TREASURY MANAGEMENT REPORT TO 28 FEBRUARY 2018**

- 6.1 The Finance Manager presented a report outlining the Treasury Management position for the period ended 28 February 2018.

**RESOLVED:**

That the Treasury Management performance for period up to 28 February 2018 in financial year 2017/18 be noted.

*(Reason: In accordance with CIPFA guidance and best practice in Treasury Management)*

**7.0 ASSET MANAGEMENT STRATEGY WORKING PARTY**

- 7.1 The Head of Economic and Commercial Development presented a report providing an update on the work of the Asset Management Working Party and seeking approval for the Asset Management Strategy that was considered and agreed at its meeting on the 28 February 2018

**RESOLVED TO RECOMMEND TO THE POLICY AND RESOURCES COMMITTEE:** That

the Asset Management Strategy attached at Appendix 1 be adopted.

**RESOLVED:** That

the Minutes of the meeting of the Asset Management Strategy Working Party held on 28 February 2018, attached at Appendix 2 be noted.

*(Reason: To provide the policy basis for the asset management review through 2018)*

**8.0 LOCAL DISCRETIONARY RELIEF 2018/19**

8.1 The Benefits Manager presented a report setting out the proposed Local Discretionary Relief Scheme for 2018/19 for consideration by the Sub-Committee.

8.2 It had previously been announced by Central Government that 'eligible pubs' with a Rateable Value of less than £100,000 would receive a £1,000 discount on Business Rates, for 2017/18 only, which was known as the 'support for pubs' scheme. In the Autumn Budget 2017, the Government had extended the scheme for 2018/19.

8.3 The Government had also announced that it would make available £300m of extra funding over 4 years for local authorities to provide discretionary relief to those businesses facing the steepest increase in their bills as a result of revaluation. The Government was of the view that individual authorities were in the best position to determine how these extra monies should be targeted and administered in order to support those businesses with the greatest need. This was referred to as the 'local discretionary relief' scheme (LDR).

8.4 It was noted that on 4 September 2017 the Policy and Resources Committee had approved an amended Discretionary Rate Relief Policy that included an LDR scheme for 2017/18

8.5 This Council had been awarded £42,000 for 2018/19 and modelling had been undertaken based on this allocation which showed that qualifying businesses could be awarded 45% relief on the increase in their rate bill due to the 2017 revaluation. The total amount granted on this basis would be approximately £39,900.

**RESOLVED TO RECOMMEND TO THE POLICY AND RESOURCES COMMITTEE:**

That

the amendments to the Council's Discretionary Rate Relief Policy, as outlined above, be approved.

*(Reason: To assist businesses by supporting them financially).*

**9.0 OFFICE TRANSFORMATION PROJECT**

9.1 The Head of Economic and Commercial Development presented a report setting out proposals for the Office Transformation Project and seeking approval for its implementation and a budget of £150,000 to fund delivery.

9.2 The proposals promoted key aspects of the recently adopted Commercialisation Strategy and the emerging Asset Management Strategy. The project sought to review and reconfigure the Council's existing operational building layout in order to make best use of assets to improve the working conditions of staff and delivery of services, whilst generating income and enabling new ways of working.

9.3 A breakdown of the costs was provided. This included a sum of £40,000 for staff support, the source of which still needed to be determined.

- 9.4 The Head of Economic and Commercial Development placed on record his appreciation for the good work already carried out by the Business Transformation Team on this project.

**RESOLVED:** That

- i) the proposals detailed in the report be approved.
- ii) £150,000 be transferred from the Development Pool into the Approved Capital Programme (to be funded from Capital Reserves)

*(Reason: To drive forward the delivery of the Office Transformation Project)*

## **10.0 EAST NORTHANTS ENTERPRISE CENTRE**

- 10.1 The Head of Economic and Commercial Development presented a report setting out a draft timeline for taking decisions relating to the Enterprise Centre (ENEC) through the Committee process regarding funding and the procurement, design and construction stages and to seeking approval to set up a Working Party to review key elements in preparation for reporting to Committee.
- 10.2 An outline application for European Union funding for the ENEC had been submitted and it was anticipated that it would be known within the next 4-6 weeks whether a full application would be requested indicating initial support for the proposal. A final decision on the application was expected around November 2018, although it was noted that other options for funding the project were being considered should the funding application be unsuccessful.

**RESOLVED:** That

- i) the timeframe for decision making set out in the report be approved.
- ii) the Terms of Reference for the East Northants Enterprise Centre Working Party attached at Appendix 3 be approved.
- iii) The Leader and Deputy Leader of the Council and Councillors Roger Glithero and Glenvil Greenwood-Smith be appointed to serve on the East Northants Enterprise Centre Working Party

*(Reason: To ensure effective member involvement in the design and delivery of the ENEC).*

## **11.0 EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:**

That the public and press be excluded from the meeting during consideration of the following items of business because exempt information, as defined under paragraph 3 of Schedule 12A of the Local Government Act 1972, may be disclosed.

## **12.0 ASSET MANAGEMENT – MARCH 2018 UPDATE**

- 12.1 The Head of Economic and Commercial Development presented a report providing an overview of current activity associated with the Council's assets.

**RESOLVED:**

That the report be noted.

*(Reason: Update understanding of current asset related matters)*

**13.0 WASTE AND CLEANSING CONTRACT – PROCUREMENT OF FLEET**

- 13.1 The Finance Manager presented a report setting out the options for the purchase of the vehicle fleet to support the delivery of the waste and cleansing contract and seeking a recommendation on which option to pursue.

**RESOLVED TO RECOMMEND TO THE POLICY AND RESOURCES COMMITTEE:**

That

- i) the preferred option to fund the purchase of the fleet for the waste and cleansing contract is from earmarked reserves.

*(Reason: To ensure the procurement of the fleet is concluded with due fiscal consideration)*

- ii) the Executive Director (Resources and Commercial) in consultation with the Chairman of Finance Sub-Committee and Chairman of Policy and Resources Committee, be authorised to determine which earmarked reserves will be used should more than one be required.

*(Reason: To ensure use of reserves is balanced in accordance with needs of the Council)*

**Chairman**



East  
Northamptonshire  
Council

Enterprising  
**East Northants**

# Asset Management Strategy



Enterprising East Northants Council

January 2018 | Working Draft V1

If you would like to receive this publication in an alternative format (for example, large print, braille or audio) please contact us on 01832 742000.

## Document Version Control

|  |   |
|--|---|
| <b>Author (Post holder title)</b>                      | Matt Lineham  |
| <b>Type of document</b>                                | policy/ action plan<br>* delete as appropriate                    |
| <b>Version Number</b>                                  | V0.2  |
| <b>Document File Name</b>                              | TBC   |
| <b>Issue date</b>                                      | 10 January 2018   |
| <b>Approval date and by who (CMT / committee)</b>      | CMT TBC   |
| <b>Document held by (name/section)</b>                 | Greg Macdonald Economic and Commercial Development                |
| <b>For internal publication only or external also?</b> | TBC Internal only / internal and external * delete as appropriate |
| <b>Document stored on Council website or Eunice?</b>   | TBC * delete as appropriate                                       |
| <b>Next review date</b>                                | Annual review as part of budget setting process                   |

## Change History

| Issue | Date             | Comments  |
|-------|------------------|---|
| V0.1  | 21 December 2017 | Circulated to CMT and members working group for comment |
|       |                  |   |
|       |                  |   |

*NB: Draft versions 0.1 - final published versions 1.0*

## Consultees

| Internal        | External |
|-----------------|----------|
| CMT             |          |
| Middle Managers |          |
|                 |          |
|                 |          |

## Distribution List

| Internal        | External |
|-----------------|----------|
| All members     |          |
| CMT             |          |
| Middle Managers |          |
|                 |          |

## Links to other documents

| Document  | Link           |
|---|----------------|
| Corporate Plan  |                |
| Medium Term Financial Strategy                          |                |
| Economic Development, Tourism and Regeneration Strategy |                |
| Asset Management Plan                                   | In development |
| Organisational Development Plan                         | In development |
|   |                |

## Additional Comments to note

|  |
|--|
|  |
|--|

## Contents



|  | Page     |
|--|----------|
| <b>1 Introduction</b>                            | <b>5</b> |
| 1.1 Purpose and Scope                            | 5        |
| 1.2 Drivers for Asset Management                 | 5        |
| 1.3 Best practice                                | 5        |
| <b>2 Asset Management Policy</b>                 | <b>6</b> |
| 2.1 Outcomes                                     | 6        |
| 2.2 Status                                       | 6        |
| 2.3 Policy                                       | 6        |
| <b>3 Next Steps</b>                              | <b>7</b> |
| 3.1 Governance and management arrangements       | 7        |
| 3.2 Processes and procedures to support delivery | 7        |

Appendices:

Appendix A – Action Plan to 2021

# 1. Introduction

## 1.1 Purpose and Scope

**1.2** This document sets out the Council's policy position with regards to asset management and how it will support the delivery of the Corporate Plan and Medium Term Financial Strategy (MTFS). The policy will, for the most part, focus on providing assets to support service delivery, income generation and regeneration but will also influence (and make reference to) activity that is (or will be) covered by other Council policy regarding:

- Treasury Strategy
- Car Park Strategy
- Commercialisation
- Capital Investment
- Efficiency Plan
- Business Transformation
- Organisational Development
- Land use planning
- Economic Development
- Destination Management
- Customer Service

**1.3 Drivers for asset management** – The main drivers for asset management within ENC are:

- To ensure fit for purpose assets to support service delivery now and in the future as the services evolve to reflect changes in:
  - The districts demographic profile
  - Broader socio-economic trends.
  - Customer Services Strategy
  - The needs of our communities
  - Technology
  - Environmental pressures
  - Political and governance structures relating to the district
  - To generate income to support the delivery of the MTFS
  - To provide leadership, and an example to others, in the development of place through driving new developments that set a high quality standard for design and delivery
  - To ensure our assets are maintained to a high standard with a clear asset management budget and maintenance programme in place

**1.4 Best practice** – The development of this policy has involved reviewing best practice from across all sectors. This will be continued through to delivery to ensure a culture of continuous improvement underpins the Council's approach to asset management.

## 2. Policy

2.1 **Outcome** – By 2021 the Council will have an asset portfolio that enables:

- Effective service delivery at the most appropriate locations to meet the needs of service users
- Growth in income from assets as a proportion of the MTFS to support service delivery
- Faster delivery of high quality residential and commercial development on council owned land to meet the demands of residents and businesses.

2.2 **Status** – The current position relating to the above is characterised by:

- Significant savings have been made through delivery of an efficiency plan
- Major investment of a Rushden town centre site to generate income and secure interest into a strategic site as basis for driving redevelopment and reconfiguration of the town centre
- Asset management strategy that in recent years has focused on disposal of land assets to developers which have generated capital receipts
- Piecemeal and market led approach to disposal of assets which has seen the most viable sites being sold with the Council being left with the more difficult sites.
- Several surface car parks sites that do not reflect the current and changing demands of the town centres they serve
- Several ransom strips that are not currently being utilised
- A treasury strategy that is focused on low risk investments
- Ambition to undertake more direct development to set the pace and tone of development but as yet there is no mechanism for taking this forward.
- Plans for a new Enterprise Centre are underway which will set quality standards in design, provide space for new businesses and generate revenue that will support service delivery
- Work environment for Council services does not reflect current best practice in office design and does not make the best use of the space available.
- The need for a robust asset management programme and delivered by appropriate contractors.

2.3 **Policy** - To move the Council from its current position described in section 2.2 towards to desired outcome presented in section 2.1 the following policy will be pursued:

The council will focus its asset management on 2 distinct but interrelated work streams:

- Asset Planning - Producing an asset plan for each asset to consider current and potential use and all associated resource and service implications including matters of maintenance, performance management, estate management, risk, income generation and economic, environmental and social implications.
- Asset Development - Rationalising and developing its assets which will include keeping all assets under review and, where appropriate, acquiring and disposing of assets and developing assets to provide a range of residential, commercial and mix use development schemes.

Appendix 1 details the action plan up until March 2021 to take forward the work streams presented in the policy. This action plan presents the headline actions, leads and timeframes under each work stream. The detail of the headline actions will be worked up through a combination of the Council's project management process, briefing notes and reports to committee.

### 3 Next Steps

**3.1 Governance and management arrangements** – All decisions relating to the implementation of this strategy will be taken via the formal committee process with the Asset Management Strategy Working Party taking a more detailed oversight of the delivery of the action plan:

- Council – Oversight of decision making process
- Policy and Resources Committee – Approval of Policy
- Finance Sub Committee – Recommendations on decision making on project proposals
- Asset Management Strategy Working Party – Oversight of action plan delivery; reviewing and revising where required
- Corporate Management Team – Oversight of project development
- Other groups will be established as required

**3.2 Processes and procedures to support delivery** – The delivery of the strategy will be overseen by the Head of Economic and Commercial Development with support from a range of internal and external resources. This will include, for example, involving the Northamptonshire Property Group in exploring joint initiatives regarding public sector assets,

Internally, it is proposed that a virtual commercial team is set up to oversee the day to day management of the delivery of this strategy. It is suggested that this includes:

- Head of Economic and Commercial Development (HECD)
- Section 151 Officer
- Finance Manager
- Facilities Manager
- Property Management Contractor (to be procured)
- Specialist Legal advice as required

Other officers will be involved on an ad hoc basis depending of the focus of the work being undertaken. The team will report through to CMT to ensure all services areas have an oversight and input into the delivery of the action plan.

## Appendix A – Action Plan to 2021

| Work Stream                       | Headline Actions   | Lead      | Timeframe            |
|-----------------------------------|--|-----------|----------------------|
| WS1 – Asset Planning              | 1. Asset Plan – Undertake a review to understand current conditions and maintenance requirements of each asset   | FM        | Dec 18               |
|                                   | 2. Facilities Plan – To programme works to be undertaken on all assets as part of the budgeting and service planning process   | FM        | Oct 18<br>(Annually) |
|                                   | 3. Produce an annual asset statement to report on: <ul style="list-style-type: none"> <li>• Number / value of assets held</li> <li>• Rent and yield levels</li> <li>• Statutory duties</li> <li>• Income generated</li> <li>• Economic, environmental and social implications</li> <li>• Maintenance undertaken</li> <li>• Disposals</li> <li>• Acquisitions</li> <li>• Developments</li> <li>• Voids</li> <li>• Risks</li> <li>• Estate management matters</li> </ul> | FM        | Nov (each year)      |
| WS 2 – Asset Development          | 4. Asset acquisitions/ disposals   | HECD      | On going             |
|                                   | 5. Produce Car Parking Strategy  | FM        | Feb to Oct 18        |
|                                   | 6. Deliver the Enterprise Centre project   | HECD      | Jan 18 to Mar 20     |
|                                   | 7. Review use of Council offices   | HECD      | Feb 18 to Mar 19     |
|                                   | 8. Explore joint venture options   | HECD      | Aug 18 to Mar 19     |
| 9. Ransom Strip Delivery Strategy | HECD   | Spring 19 |                      |

**Note** – This work programme will be reviewed annually and updated as required.



**Asset Management Strategy Working Party**

**Draft Minutes of meeting held on Wednesday 28<sup>th</sup> February at 11.30am in the CX Office**

**Present**

|                    |                          |               |
|--------------------|--------------------------|---------------|
| <b>Councillors</b> | <b>Richard Lewis</b>     | <b>CllrRL</b> |
|                    | <b>David Brackenbury</b> | <b>CllrDB</b> |
|                    | <b>Steven North</b>      | <b>CllrSN</b> |

**Also in attendance**

|  |                |    |
|--|----------------|----|
| <b>Head of Economic and Commercial Development</b> | Greg Macdonald | GM |
| <b>Head of Customer and Community Services</b>     | Julia Smith    | JS |

*Minutes – Charlie Christmas, Democratic Service and Corporate Support CC*

|           |  | <b><u>ACTION</u></b> |
|-----------|--|----------------------|
| <b>1.</b> | <b>Apologies and introductions</b>   |                      |
| 1.1       | Apologies were received from Sharn Matthews, Paul Bland and Matt Lineham   |                      |
| <b>2</b>  | <b>Minutes of the last meeting</b>   |                      |
| 2.1       | The minutes of the meeting held on November 20 <sup>th</sup> 2017 were agreed as a true and accurate record, subject to an amendment in paragraph 2.1, referencing the appointment of the Deputy Chair as Councillor Richard Lewis.  |                      |
| <b>3</b>  | <b>Declarations of Interest</b>  |                      |
| 3.1       | No declarations were made.   |                      |
| <b>4</b>  | <b>Review of Draft Asset Management Strategy</b>   |                      |
| 4.1       | The aim is to have a portfolio of assets in place by 2021 in order to drive service delivery and enable growth in income from those assets, as well as using them to deliver high quality residential and commercial development. A number of acquisitions (and disposals) are currently underway, as we move forward towards achieving the aims as set out in the Strategy. |                      |

|          |   |          |
|----------|---|----------|
| 4.2      | The next steps were considered, and it was confirmed that the Strategy will be submitted to FSC and then P&R for consideration. The ASMWG to review, revise and drive forward the action plan. .  |          |
| <b>5</b> | <b>Review of Draft Asset Management Plan</b>  |          |
| 5.1      | The Plan is a work in progress, and will be brought to the September meeting of this Working Group for review, with an aim to getting it signed off in December.<br>The work plan to be updated, and information pertaining to some Rushden sites as details in previous FSC reports and the Asset Monitoring Report from March 2017 to be obtained.  | CC       |
| <b>6</b> | <b>Car Parking Strategy</b>   |          |
| 6.1      | A condition and use survey will be carried out, the results of which will influence the strategy going forward.   |          |
| 6.2      | The enforcement of car parking regulations was discussed, where it was noted that if it is private land owned by East Northamptonshire Council, any monies generated from fines within those car park would be ours to keep.<br>It was also noted that it would be expensive to establish our own car parking enforcement service, with no income being generated to supplement this, aside from any parking fines. |          |
| <b>7</b> | <b>Site Development Strategy</b>  |          |
| 7.1      | This forms part of the discussions around commercialisation work. Corby is looking at working on some of their own sites, and we may be able to utilise their existing infrastructure bring forward some of ENC sites.  |          |
| 7.2      | GM to explore the options, and bring these back to the September meeting of this Working Group. GM to update Members on any developments.<br>GM to meet with Nick Bolton in April.  | GM<br>CC |
| <b>8</b> | <b>Ransom Strips</b>  |          |
| 8.1      | A review of the Ransom Strips is ongoing.   |          |
| <b>9</b> | <b>Any Other Business</b>   |          |
| 9.1      | GM presented a briefing note, detailing current issues for consideration: <ul style="list-style-type: none"> <li>Rushden Centre – the new lease has yet to be signed, concerns were raised regarding the amount of time that has elapsed, and GM is chasing this matter. There are several options to consider going</li> </ul>   |          |

|           |   |                     |
|-----------|---|---------------------|
|           | <p>forward on how to best utilise the site. Matt Lineham to speak to the agent and present details of the options.</p> <ul style="list-style-type: none"> <li>• Thrapston offices – there will be a phased approach to the reconfiguration of the office accommodation; agile working will also be promoted. A meeting to be arranged for the Business Transformation Group in the next few weeks.</li> </ul> | <p>ML</p> <p>CC</p> |
|           |   |                     |
| 9.2       | GM made Members aware of the proposal to introduce electric charging points in a number of car parking spaces at the Thrapston offices. It was agreed that GM should explore this further and report back with a detailed and costed proposal.  | GM                  |
|           |   |                     |
| <b>10</b> | <b>Dates for future meetings</b>  |                     |
|           |   |                     |
| 10.1      | The next meeting will take place on Wednesday 13 <sup>th</sup> June, at 10am in the Members Room.   |                     |



## **Terms of Reference**

### **East Northants Enterprise Centre Working Party**

#### **1 Purpose**

1.1 This working party has been created to oversee, inform and drive delivery of the East Northants Enterprise Centre (the Project) with regards to funding, design, procurement and communications.

1.2 The Working Party will be councillor led but will include key officers tasked with providing information and liaison with key partners. It will provide a forum for discussion and distillation of options and approaches and for ensuring the responses are compiled in a timely manner.

1.3 The Working Party has no statutory role and has no formal decision making powers. It will make recommendations to Finance Sub-Committee regarding:

- Submission of ERDF bid (including agreement of ENC match funding)
- Procurement of Construction and Operator contracts
- Designs ready for planning application submission
- Award of operating contract (subject to planning and funding)
- Award of construction contract (subject to planning and funding)
- Signing of ERDF funding agreement

#### **2 Membership**

2.1 The Working Party will comprise of the Chair and three other councillors drawn from Finance Sub Committee. It will be advised by the Head of Economic Development and Finance Manager, together with other officers as appropriate.

2.2 The Working Party will be serviced by East Northamptonshire Council.

2.3 The Working Party will invite individuals or representatives of other organisations, consultants, contractors and advisers to attend a particular meeting when an item of relevance to them is to be discussed or where particular specialist input is needed.

#### **3 Meetings**

3.1 Working Party meetings will take place when required. The business of the meeting shall be set out in an agenda and notified to members of the Working Party five days in advance of the date of the meeting. At least 2 members of the Working Party will need to be present for the meeting to be quorate.

3.2 The Working Party will chaired by the Leader, with the Deputy Leader acting as Deputy Chair.

3.3 Items for inclusion on the agenda will be agreed with the Chair and should be submitted for consideration at least 7 days prior to the date of the meeting.

3.4 The minutes of the previous meeting shall be submitted for agreement at the start of every meeting.

3.5 In order to provide for free and frank discussions, reports and minutes will be confidential to the Working Party until otherwise agreed by the Working Party. Once no longer considered confidential, reports and minutes will be published on the Council's website.

#### **4 Members' Responsibilities**

4.1 Councillors and officers must declare at the start of any meeting an interest in any matter for discussion in which they have a personal interest or involvement.

#### **5 Voting**

5.1 The Working Party will work towards securing mutual agreement on all aspects of the project, but should a vote be necessary each Councillor will have a single vote and decisions will be made on the show of hands. In the event of a tie in the number of votes, the Chair will have a second, or casting, vote.

#### **6 Variation of the Terms of Reference**

6.1 These Terms of Reference may be altered by vote at (full) Council.