



West Dunbartonshire Council
Review of Decision-Making Structures

Brodies LLP

June 2007

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1 Introduction

1.1 In March 2007, West Dunbartonshire Council (the Council) commissioned Brodies LLP to carry out a review of its management and decision-making structures. The review was aimed at informing one element of a wider Improvement Plan developed by the Council in response to the findings in Audit Scotland's Audit of Best Value and Community Planning.

1.2 Brodies' specific remit was to undertake a review of the Council's:

- decision making process, (particularly with a view to widening input to strategic decision making and improving scrutiny)
- political and managerial structures, to ensure that they operate effectively and are complementary (separate report).

1.3 This report details Brodies' findings and recommendations with regard to the decision making process. It sets out the relative strengths and weaknesses of a number of options available to the Council. It then proposes a preferred way forward – in terms of decision making processes. It concludes with a number of accompanying recommendations aimed at supporting a manageable transition from the current arrangements to the proposed way forward.

2 Summary of Main Recommendations

2.1 This report recommends the following:

- Retention of the thematic approach currently being used by the Council, whilst aligning with the management arrangements.
- Aligning committees with current themes due to widespread consensus of current success, the need for stability and scope for flexibility. We believe though there is some scope to refine committee titles/remits to ensure comprehensiveness in terms of community/corporate plan coverage and clarity of reporting lines.
- There would be a convener/spokesperson (and depute) for each themed committee to ensure clarity of roles and responsibilities. There may also be scope for 'champions' for key corporate priorities such as Efficient Government and Best value. We note following the election, the administration have moved in this direction with less convenorships.

3 Methodology

3.1 Our methodology for the project comprised the following ten stages:

1. Desk-based consideration of the current management and political structures; the roles and remits of individuals, services, departments and committees; and the Council's current standing orders and scheme of delegation
2. Interviews with all current Directors (including Acting Directors) and Heads of Service
3. Focus groups with service managers and section heads
4. Interviews with those elected members expressing an interest in participating on the exercise (all were offered the opportunity) and observations of committee working
5. Meetings with trades unions
6. Meetings with other advisers from SOLACE who were also involved in supporting the Council's BV Audit Improvement Plan
7. Benchmarking of decision-making structures and decision-making processes in other councils in Scotland
8. The identification and appraisal of options for the political and decision-making structures
9. Reporting on preferred structures, including the recommendation of accompanying actions aimed at supporting implementation of the preferred way forward
10. The identification of a SMART action plan to support implementation of our recommendations.

4 Context

4.1 There are a number of key contextual considerations that influenced our methodology, conclusions and recommendations. These should be borne in mind when interpreting the findings set out in this report and the nature and timing of our proposed way forward.

4.2 These include:

- The Best Value expectation in Scotland, clearly articulated in the Local Government in Scotland Act 2003, associated guidance and the detail of the Best Value and Community Planning Audit framework. This includes the Executive's guidance on Elected Membership Leadership in Best Value.
- The Scottish Executive's 'Transforming Public Services' agenda, setting out national expectations for the future delivery of public services in Scotland. It emphasises the need for user focused and personalised services, enhanced quality and innovation, improved efficiency and productivity, shared services and strengthened accountability
- The introduction of multi-member wards as a result of the Single Transferable Vote proportional representation system being adopted in the local elections in May 2007. This will bring its own set of challenges to the Council including a number of new elected members and the advent of full-time councillors.
- The emergence of new delivery arrangements such as Community Health Partnerships (CHPs) that have a knock-on effect for councils in terms of governance and service management.
- The development of associated scrutiny frameworks by Audit Scotland, Communities Scotland and the HM Inspectorates. This includes the work we are undertaking on behalf of Cosla / The Improvement Service and Solace, which is examining the value and cost of external scrutiny frameworks in local authorities. This work will ultimately feed into the review of scrutiny frameworks being undertaken by Professor Lorne Crerar.
- The expectations of the Local Governance Act 2004 in considering political governance arrangements and their links with the optimum officer structure.
- Developing trends in senior management structures across Scotland, with a growth in Executive Directors focusing on either corporate outcomes and/or the management of groupings of related services

4.3 It is also important to consider a number of local contextual issues, including:

- West Dunbartonshire being one of the most deprived areas in Scotland, being ranked fourth in the Scottish Index of Multiple Deprivation. The area also faces a number of significant health challenges including the second lowest male life expectancy figures in Scotland (70.7 years)

and high rates of teenage pregnancy (47 per 1,000) and coronary heart disease (885 men under 65 per 100,000). (ref: Audit Scotland Report Dec'06).

- The developing Community Plan with its commitment to:
 - Building strong and safe communities
 - Creating an attractive and sustainable environment
 - Developing affordable and sustainable housing
 - Improving health and wellbeing
 - Promoting education and lifelong learning
 - Regenerating and growing the local economy
- The related commitments made by the Council in its Corporate Plan 2005-2009, largely mirroring those in the developing Community Plan, though including additional commitments to:
 - Developing children and young people
 - Providing high quality, best value services
- The dis-aggregation of NHS Argyll & Clyde and the impact on developing CHP arrangements and the Community Planning process
- The incremental development of the Council current senior management structure and the instability this has caused within the organisation
- The Council's experience in adopting a range of political decision-making structures in the past, including traditional service committees, an Executive/Cabinet model, a decentralised model and a thematic approach
- The volatile local political climate, with a history of tensions between elected members, and between members and senior managers.

5 Issues to address in the new arrangements

5.1 There are a number of issues that our recommendations aim to address. In addition to maximising the impact in the priority areas highlighted in the Community and Corporate Plans, the recommendations aim to alleviate the concerns highlighted by Audit Scotland in their Audit of Best Value and Community Planning report, as well as addressing a number of further issues highlighted during our review.

5.2 The Audit Scotland concerns include:

- There is a lack of transparency and openness in decision-making.
- Scrutiny arrangements, performance management, option appraisal and staff development all require attention urgently

5.3 Further issues identified during the review included:

- The approach to Community Plan implementation is piecemeal. There is also a dislocation between strategic planning and operational delivery. This is evident in the shortage of – or insufficient links between – corporate and service strategies
- Remaining ambiguity between roles of different conveners and links between departments, committees and conveners
- Concerns about the extent of ‘business’ considered by each Committee is seen to be unmanageable and time-consuming (large agendas, long meetings, absence of a programme of work relating to each committee).

5.4 These concerns need to be considered in the context of a number of identified strengths, including:

- The areas of strength identified in the Audit Scotland report, including:
 - “The new corporate and service planning framework aiming to create good linkages between the council’s strategic and operational plans
 - The ambitious approach to information and communications technology (ICT) which is enabling it (the Council) to make progress with electronic service delivery (ESD) targets”
- Positive feedback from the HMIE and SWIA work
- The commitment made by the Council to address the findings of the Audit Scotland report, including:

- Ensuring robust and effective scrutiny arrangements, including the involvement of opposition elected members, covering the council's decision making processes as well as service performance, are put in place
- Reviewing political and managerial structures to ensure that they operate effectively and are complementary.
- The incorporation of the Improvement Plan into the new corporate plan and into departmental service plans which will be the delivery and monitoring mechanisms for improvement.
- Assertions of very positive joint operational working between existing Council departments
- The concept of themed committees is viewed positively by the majority of those consulted within the Council.

6 An overview of decision-making structures

6.1 The 'McIntosh' report of 1999 concluded that all Councils should review their decision-making structures. This led to the establishment of the Leadership Advisory Panel, advising Councils on reviewing their own structures. After this initial review process the Panel was dissolved.

6.2 However in light of the imminent local elections, Audit Scotland, through the Audit of Best Value and Community Planning, are now placing an increased emphasis on this area. They are identifying issues such as:

- Training for elected members
- The degree of challenge for services through robust scrutiny mechanisms
- Links between elected members and council officers
- The level, and quality, of information provided to elected members
- The appropriateness of current decision making structures with regard to the introduction of proportional representation and multi-member wards.

6.3 Any review of decision making requires to be set in the context of the following three overarching themes:

- Structure
- Quality of decision making
- Related partnership and governance arrangements.

6.4 These issues are addressed when we assess the strengths and weaknesses of each type of structure.

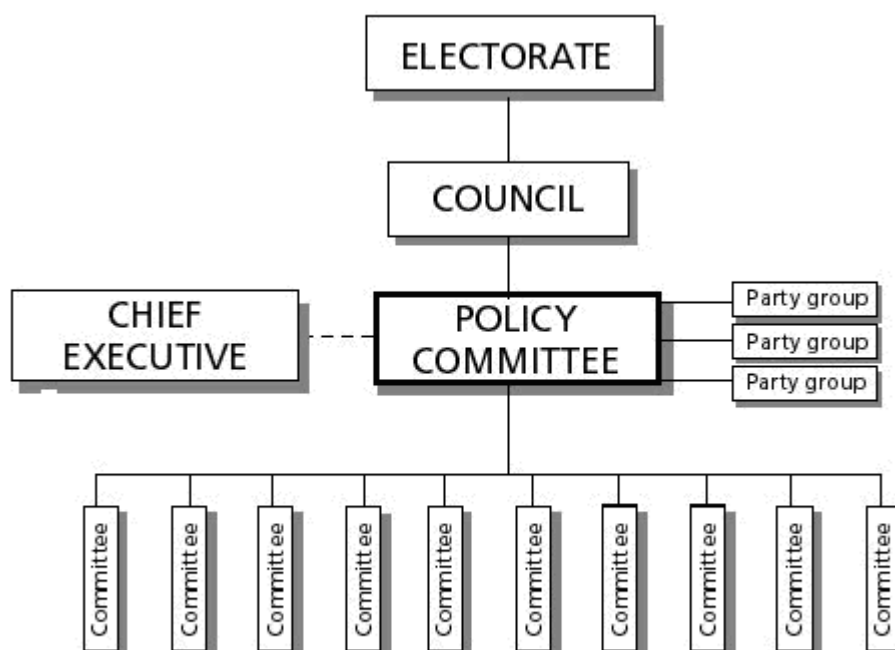
6.5 There are three overarching types of decision-making structure, each of which is briefly described below.

6.6 traditional committee structure

6.7 This committee model is based upon traditional service areas, i.e. education, housing, social work, finance. It tends to have a significant number of committees that reflect major areas of service delivery and decisions often have to be ratified by full Council.

6.8 Figure 1 below¹ is a diagrammatic representation of the traditional decision making model.

Figure 1 – Traditional Committee model



6.9 **thematic committee structure**

6.10 The thematic committee reflects the cross-cutting nature of Council service delivery and reduces the number of committees. Committees are often based on a thematic approach that focuses on outcomes, e.g. health and social care. However, this structure requires to be supported by the work of the Council becoming focused on cross-cutting issues.

6.11 **cabinet² (executive) structure**

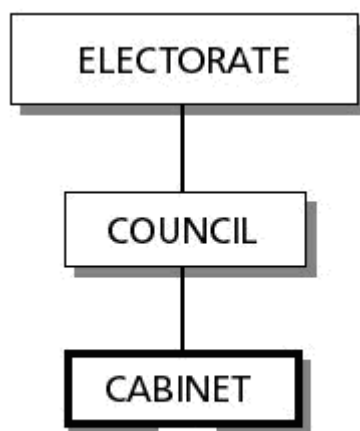
6.12 The Cabinet (or Executive) model devolves strategic decision making to a formal cabinet of elected members. In most cases, this will be complimented by a robust and independent scrutiny committee, often convened by a member from the opposition. The main role of the scrutiny committee is to review and challenge the decisions of the cabinet.

¹ Ref: Scottish Office: Central Research Unit – Local Government Political Management Arrangements: An International Perspective

² Ref: Scottish Office: Central Research Unit – Local Government Political Management Arrangements: An International Perspective

6.13 Figure 2 presents a simple illustration of the cabinet structure.

Figure 2 – Cabinet Structure



6.14 The current structure in place in West Dunbartonshire Council reflects a modern thematic decision-making structure, focused on outcomes (as highlighted in Figure 4).

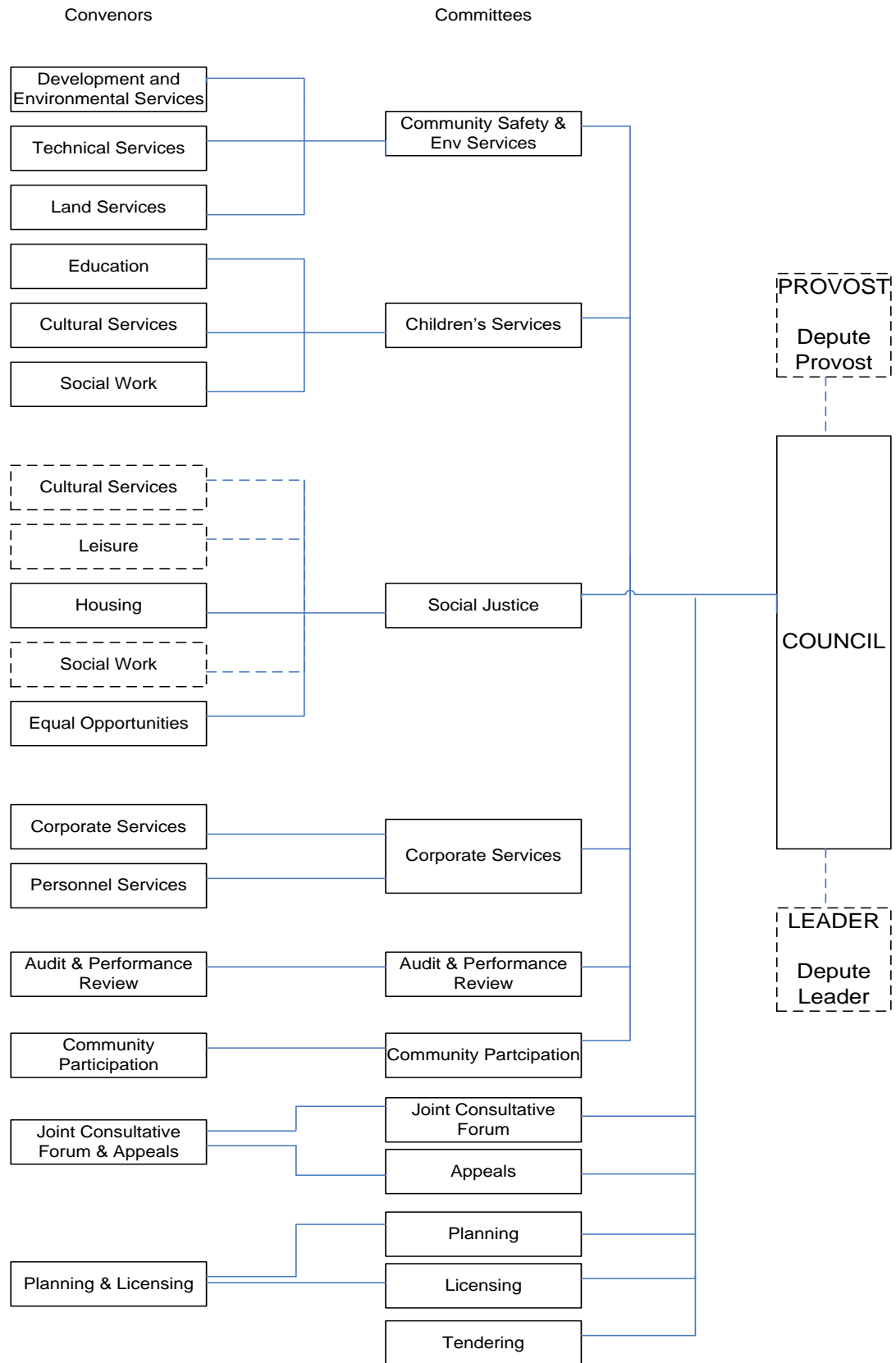
6.15 It represents a cross-cutting structure where Services have input to more than one committee, reflecting joint service delivery. It also structured to take cognisance of the position with regard to decision making in areas of partnership such as Community Planning, Social Work and Health, and the Criminal Justice Partnership. The main Committees are based around the key themes of:

- Community Safety & Environmental Services
- Children's Services
- Social Justice

6.16 The structure is further supported by seven additional committees that reflect the support structure of the Council, statutory committee duties and a scrutiny function. Further work to examine the effectiveness of the scrutiny function (the Audit and Performance review committee) is being carried out by Hexagon.

6.17 What is clear from the structure is the significant number of convenors compared to the smaller number of committees. This has the potential to create conflict between the responsibilities of the convenors and the chair of the associated committees. However it is acknowledged that the new Council has not appointed the same number.

Figure 3 – Current West Dunbartonshire Council decision-making structure



6.18 Issues to consider in assessing decision-making structures

6.19 At a general level, Scottish local authorities face a number of important challenges when looking at their decision-making arrangements. This includes:

- proliferation of partnering arrangements at a sub authority, authority and cross authority level
- desire of individual citizens, interest groups and businesses for a greater input into the decision making process
- need for transparency in decision making brought in by new legislation such as Freedom of Information
- call for greater responsiveness and fluidity in decision making
- requirements of multi party democracy, especially post PR

6.20 To supplement our work, we have undertaken a web-based scan of local authority website to ascertain the structure adopted in each. Of those authorities who have reformed their decision-making process in response to those challenges, we have found there to be no single consensus or majority view. At the broadest level all reformed decision making processes can be clustered under the following headings:

- Cabinet
- Modernised Committee
- Devolved Committee.

6.21 Many local authorities also operate hybrids of the above categories, i.e. some have a cabinet style decision-making process for some of the decisions of the council with other decisions devolved to local area committees.

6.22 What is clear from the analysis of current decision making processes is that local authorities have prioritised according to their own policies, needs and structures.

6.23 For instance those authorities which have gone to full cabinet status, have clearly gone for a streamlined political process, which gives greater control in terms of accountability and governance, but may not aid greater stakeholder involvement or lead to greater transparency. It is also interesting to note that these local authorities tend to be governed by single parties.

6.24 Equally, local authorities which have gone for a decentralised or area based approach, may have increased their ability to involve key stakeholders and work across a multi party system, but that

may be at the expense of their ability to take quick decisions and ensure a corporate approach across a fragmented partnership structure.

6.25 Full details of the web-based scan are attached in annex A. These arrangements are pre 2007 local elections, however the political make-up reflects the outcomes of the recent elections. It is worth noting that:

- Two-thirds of councils have moved away from the traditionally structured decision making model, with an even split between the adoption of a cabinet and the thematic committee
- Around a quarter of councils devolve decision making to area committees – these are not confined to one particular structure but are integrated within traditional, thematic and cabinet structures. Councils who adopt area committees are those with large geographical areas
- Forms of scrutiny committees, are prevalent across the cabinet and thematic committee structure, but less so in the traditional structure
- There is no correlation between the number of elected members and the type of decision making model adopted.

6.26 **local issues**

6.27 West Dunbartonshire Council faces a number of local challenges that are relevant to the type of decision-making structure subsequently adopted. These include:

- Ensuring a smooth transition to the new political environment after the elections in May.
- Clarifying the roles and responsibilities of elected members
- Adopting a robust pre-agenda process
- Aligning the number of convenors with the same number of committees
- Ensuring the decision-making structure has the capacity to deal with the increased workload arising from the Councils response to the Audit of Best Value and Community Planning
- Re-establishing the previous arrangements for community participation
- Undertaking a programme of training and development for elected members
- Building on the findings from the consultation process that overall, the current structure is perceived to be a basis for moving forward
- Integrating the recommendations from this report with the findings from Hexagon on developing the Council' scrutiny function
- Enabling effective working relationships between officers and elected members.

6.28 **determining the ‘best fit’ decision making structure**

6.29 This section sets out the relative strengths and weaknesses, any potential risk and associated financial implications of the structures set out earlier. The assessment takes uses the thematic committee approach (that currently adopted by the Council) as the ‘benchmark’ for comparison.

6.30 **The Traditional Committee**

Strengths	Weaknesses
<ul style="list-style-type: none">• Clarity of roles and responsibilities• Delegates decision making to departmental committees with cross-party representation• Potential to be a decentralised model for decision making	<ul style="list-style-type: none">• Potential not to provide the flexibility required to effectively address the developing internal and external political framework• Does not reflect cross-cutting service delivery and the expectations of the Scottish Executive in terms of the ‘Transforming Public Services’ agenda• Can stifle innovation across services• Alignment with ‘silo’ departmental structures• Doesn’t allow for clear distinct scrutiny function

6.31 **Risks**

- Potentially perceived as a backward step and would require the Council to revert to a traditional services ‘silo’ approach
- May not allow the flexibility required to enable joined-up working across services and partner organisations
- Would not be seen as progressive by regulatory bodies, e.g. Audit Scotland, in addressing the modern political context

6.32 **Financial Implications**

- Increase in costs associated with increase in number of service committees and associated administrative requirements.

6.33 The Thematic Committee

Strengths	Weaknesses
<ul style="list-style-type: none"> • Reflects moves towards cross cutting service delivery • Enables alignment with existing Community Planning and Corporate Plan objectives • Outcome and client-focused committees • Potential to reduce the level of bureaucracy and number of meetings requiring attendance • Enables good relationships between the officers and committee conveners • Involves all elected members in the decision making process • Can increase scrutiny role within clear parameters 	<ul style="list-style-type: none"> • Requires clarity around the development of the scrutiny function • Potential for committees to become 'unwieldy' and requiring refinement • Requires programme of training and support to allow members to fully participate in the decision making process

6.34 Risks

- Low impact, in terms of realising the benefits around the cross-cutting nature of the model
- Lack of involvement from all elected members

6.35 Financial Implications

- Additional costs for training and support.

6.36 Cabinet

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strengthens the independence and remit of scrutiny committees • Enables decisions to be take more quickly • Allows elected members to build expertise and knowledge in a particular policy area • Underpins collective leadership • Enables closer working between elected members and officers in strategic decision making process • Potentially less administrative resources required to manage cabinet model 	<ul style="list-style-type: none"> • Potentially reduces the involvement from backbenchers in the decision making process • Can create a 'two-tier' system through the separation of elected members who sit on the executive and those who do not • Can create 'silos' of responsibility amongst a few elected members and may reinforce departmentalism and discourage community consultation • Lack of clarity around the role of the full Council • Priorities determined solely by those sitting on the Executive • Perceived lack of delegation to other elected members not part of the cabinet • Impact of change from current structure, including a review of the scheme of delegation • West Dunbartonshire Council experience did not demonstrate 'strengthened independence and remit of scrutiny committees'.

6.37 Risks

- Potentially isolates strategic decision making power within the hands of a few elected members
- Requires a strong and robust scrutiny committee, which does not appear to be in place currently
- May preclude backbenchers from fully participating in the decision making process

6.38 Financial Implications

- Costs associated with changes in administrative support
- Training and support costs
- Potential efficiency due to decrease in number of committees in the medium to long term

6.39 Area Committees (Devolved)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Brings the decision making process closer to the public • Communities have a greater say in prioritising local need • Provides leadership in the local community 	<ul style="list-style-type: none"> • Potential lack of clarity around the roles of the area and council committees • Could lead to fragmentation of the Council as a corporate organisation • Potential conflict between local priorities and the priorities of the Council as a corporate organisation • May lead to an allocation of resources based on the strengths of an area committee rather than priority and need • May dilute the corporate role of elected members within the decision making process • Potential lack of flexibility in responding to external governance developments • Lack of understanding of powers that committees have

6.40 Risks

- Dilution of strategic direction from the corporate centre
- Conflicting area priorities
- Creation of an 'area' hierarchy

6.41 Financial Implications

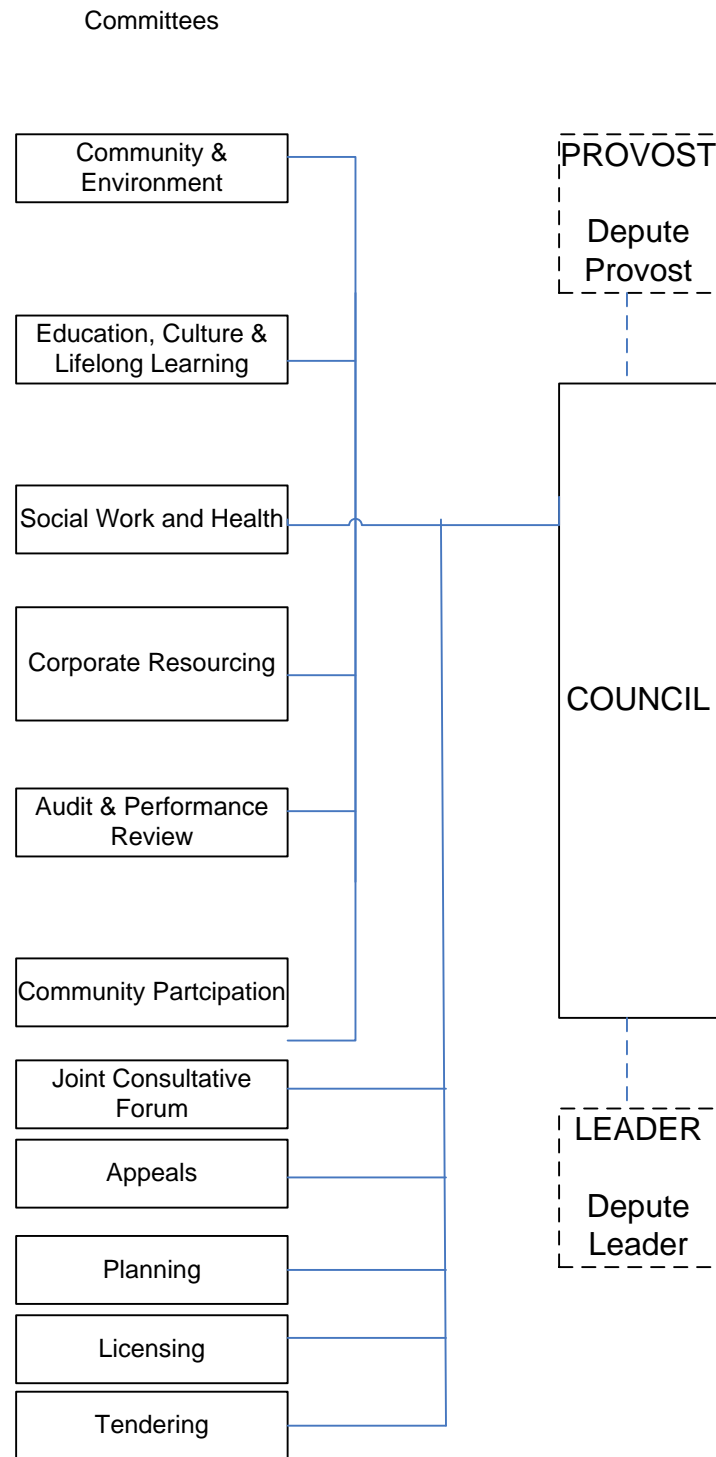
- Increase in costs due to administrative requirements from elected members and officers.

7 Our recommendations for the decision-making structure and processes

- 7.1 Our preferred option for the decision-making structure involves retention of the thematic approach currently being used by the Council.
- 7.2 We considered four sub-options, namely whether the themes would ideally: 1) align with community plan priorities; 2) align with corporate priorities; 3) align with departmental structure; 4) align with current themes (as a pragmatic encapsulation of 1, 2 and 3)
- 7.3 Our preference following a rigorous examination is to recommend option 4 (aligning with current themes) due to widespread consensus of current success, need for stability and scope for flexibility. We believe though there is some scope to refine committee titles/remits to ensure comprehensiveness in terms of community/corporate plan coverage and clarity of reporting lines. This is diagrammatically illustrated in figure 4.
- 7.4 There would be a convener/spokesperson (and depute) for each themed committee to ensure clarity of roles and responsibilities. There may also be scope for 'champions' for key corporate priorities such as Efficient Government and Best value
- 7.5 Propose setting out 'primary' links between departments and themed committees (e.g. Education, Culture & LLL aligned with Children's Services); but acknowledge that each department may report to all/any based on subject matter
- 7.6 Consider remit of each committee as a programme of work contributing to a clearly defined set of outcomes (linked to Community Plan and Corporate Plan priorities)
- 7.7 Prioritise agendas/reports according to this programme of work, with an objective of significantly reducing the volume of reports and the length of meetings
- 7.8 Assume only reports requiring key decisions will go to committees; other issues considered by sub-committees and Member/Officer Groups with greater clarity in delegated authorities; revised standing orders and scheme of delegation accordingly
- 7.9 Embrace the agreed member/officer protocol; supported by a programme of leadership development and mutual awareness-raising
- 7.10 Member/Officer Groups to reflect committee themes (including Corporate Services (Resourcing) and Audit & Performance)
- 7.11 Re-establish the previous arrangements for effective community involvement through a Participation Committee with a remit to pre-comment on relevant areas of policy
- 7.12 Assume a more structured engagement between CMT and Group Leaders around Council business on a regular basis. For example, adopting a structured approach to briefing each of the political groupings on a weekly basis to assist building effective working relationships.

- 7.13 Reduce number of conveners in light of main committee structure and fall in available SRAs
- 7.14 Build the role and profile of the Performance & Audit Committee to more effectively engage members and officers on performance, business change and continuous improvement. However this will require further consideration including, its role in relation to Best Value, the scrutiny of policies and decision making, an option to separate audit performance elements and the need to retain the profile of governance and audit responsibilities.

Figure 4 - Proposed decision-making structure



8 Conclusions

- 8.1 There are a number of issues that our recommendations have aimed to address. In addition to maximising the impact in the priority areas highlighted in the Community and Corporate Plans, the recommendations aim to alleviate the concerns highlighted by Audit Scotland in their Audit of Best Value and Community Planning report, as well as addressing a number of further issues highlighted during our review. Our conclusions aim to be both deliverable and sustainable and recognise the unique position that the Council finds itself in.
- 8.2 With this in mind we propose:
- 8.3 A committee system that builds on the key elements of the current decision making arrangements. Retaining the thematic approach to committees but refining and streamlining the number of Convenorships, more effectively managing council business through formal and informal decision making and briefing arrangements and underpinned by a member/officer concordat to promote better working arrangements, trust and transparency. It also needs to take cognisance of the scrutiny work being developed separately and a recognition that there needs to be effective community engagement in the decision making process, and of partnership working, for example in Health Improvement and the Social Justice Partnership.

9 Implementation plan

	Task	Timescale (by end)
1. A revised decision-making structure	Consult with new Council	June 2007
	Agree the new structure	June 2007
	Approve new convenors	June - Aug 2007
2. The development of a Best Value culture	Establish Officer Group/Network(s)	Aug 2007
	Establish the Member/Officer Group	September 2007
	Develop Member/ Officer concordat	September 2007
3. Investment in organisational capacity and management development	Draft the leadership, management and staff development programme content	September 2007
	Commence informal discussions with external providers	October 2007
	Finalise the programme and tender	November 2007
	Establish a corporate business change function	December 2007

Annex A

The following table identifies the structure adopted in each Scottish local authority.

Council	Decision Making Model (pre-election)	Comments (if applicable)	No. of elected members	Political make-up (post-election)
Aberdeen City	Modern committee	Six core committees and three regulatory	43	15 LD, 12 SNP, 10 Lab, 5 Con, 1 Other
Aberdeenshire	Modern devolved committee	Six service committees plus six area committees	68	24 LD, 22 SNP, 14 Con, 8 Other
Angus	Traditional committee		29	13 SNP, 5 Con, 3LD, 2 Lab, 6 Other
Argyll & Bute	Devolved cabinet	Four main Council committees and six area committees	36	10 SNP, 7 LD, 3 Con, 16 Other
Clackmannanshire	Full cabinet	Supported by Regulatory Committee, Performance and Audit Committee, School Estate, and Licensing Board	18	8 Lab, 7 SNP, 1 Con, 1 LD, 1 Other
Comhairle nan Eilean Siar	Traditional committee		31	25 Ind, 4 SNP, 1 Lab, 1 SLP
Dumfries & Galloway	Traditional devolved committee	Traditional committee structure, supported by seven area committees and four area regulatory committees	47	18 Con, 14 Lab, 10 SNP, 3 LD, 2 Other
Dundee City	Traditional committee	All elected members serve on each committee – exception are licensing committee and board	29	13 SNP, 10 Lab, 3 Con, 2 LD, 1 Other

East Ayrshire	Traditional and devolved	Eight local committees and three local planning committees	32	14 Lab, 14 SNP, 3 Con, 1 Other
East Dunbartonshire	Modern committee	Themed committees support by four policy and performance panels	24	8 SNP, 6 Lab, 5 Con, 3 LD, 2 Other
East Lothian	Traditional committee		23	7 Lab, 7 SNP, 6 LD, 2 Con, 1 Other
East Renfrewshire	Full cabinet	Supported by an Education committee and a Policy Review Committee	20	7 Lab, 7 Con, 3 SNP, 1 LD, 2 Other
Edinburgh City	Full cabinet	Executive and scrutiny panels with committees for planning, regulatory and development quality	58	17 LD, 15 Lab, 12 SNP, 11 Con, 3 Green
Falkirk	Traditional committee		32	14 Lab, 13 SNP, 2 Con, 3 Other
Fife	Modern devolved committee	Supported by three areas, each with a Services, and a Development Committee	78	24 Lab, 23 SNP, 21 LD, 5 Con, 5 Others
Glasgow	Full cabinet	Supported by eleven Development & Scrutiny Committees covering ten existing service areas plus Audit & Ethics	79	45 Lab, 22 SNP, 5 LD, 5 Green, 1 Con, 1 Sol
Highland	Modern devolved committee	Supported by an Audit and Standards Committee, five strategic committees, four select committees, two joint committees, two strategic working groups and eight area committees	80	21 LD, 17 SNP, 7 LAB, 35 Other

Inverclyde	Modern committee	Themed committees supported by a Policy & Strategy, Audit, and Standards committees	20	9 LAB, 5 SNP, 4 LD, 1 Con, 1 Other
Midlothian	Cabinet	With associated Standards Committee	18	9 LAB, 6 SNP, 3 LD
Moray	Modern committee		26	9 SNP, 3 Con, 2 LAB, 12 Other
North Ayrshire	Modern devolved	Supported by and Audit and Standards, plus three area committees	30	12 LAB, 8 SNP, 3 Con, 2 LD, 5 Others
North Lanarkshire	Cabinet / Committee hybrid	Supported by a Policy and Resources Committee, two scrutiny panels, plus seven service committees	70	40 Lab, 23 SNP, 1 Con, 1 LD, 5 Other
Orkney Island	Traditional committee		21	21 Other
Perth & Kinross	Modern committee	See section 2	41	18 SNP, 12 Con, 8 LD, 3 Lab
Renfrewshire	'Board' system	Number of boards with delegated authority for specific policy areas	40	17 Lab, 17 SNP, 4 LD, 2 Con
Scottish Borders	Cabinet	Support by Scrutiny committee, regulatory committees, and five area committees	34	11, Con, 10, LD, 6 SNP, 7 Other
Shetland	Cabinet / committee hybrid		22	22 Other
South Ayrshire	Modern committee		30	12 Con, 9 Lab, 8 SNP, 1 Ind
South	Cabinet	Supported by seven resource committees, four	67	30 Lab, 24 SNP, 8 Con, 2

Lanarkshire		area committees and scrutiny forums		LD, 3 Other
Stirling	Cabinet	Supported by panels (17) looking at specific service areas	22	8 Lab, 7 SNP, 4 Con, 3 LD
West Dunbartonshire	Modern committee	Themed committees	22	10 Lab, 9 SNP, 1 SSP, 2 Others
West Lothian	Modern committee	Based on community and corporate planning themes	32	14 Lab, 13 SNP, 1 Con, 4 Others