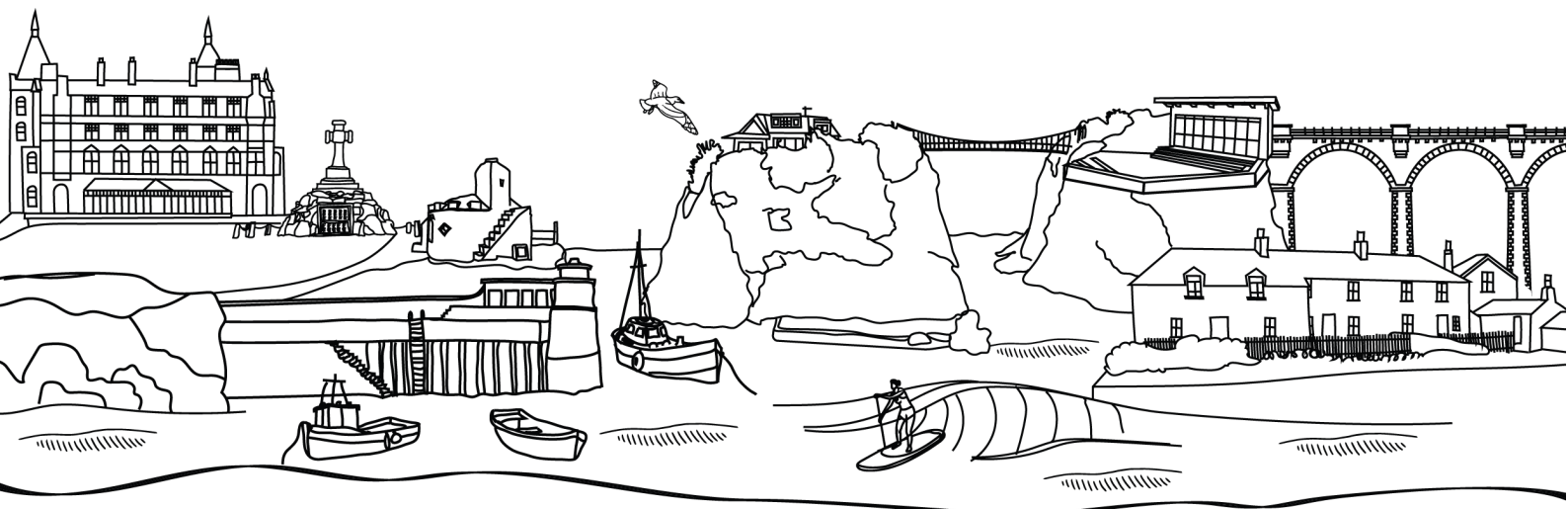




NewquayCouncil

CorporateService

Document:	Terms of Reference
Committee:	Governance and Resources
Date of Inception:	07 May 2026



This is a Policy or Procedure document of Newquay Town Council and as such must be fully adhered to by both councillors and employees.

Policy/Procedure File Status

Version	2026 0.3	Approving Body	Full Council
Date	10/02/2026	Date of Approval	06/05/2026
Responsible Officer	Chief Executive (CE)	Minute Reference	036/26(B)(1)
Oversight	N/A	Review Date	May 2027

Version History

Date	Version	Author/Editor	Comments
03/02/2021	0.2	CE	Update to name and membership numbers following adoption
17/04/2023	0.3	CE	Annual Review (7.6.4 updated HR from Staffing)
24/04/2023	0.4	CE	Update on membership (new 1.3).
16/09/2023	2023 0.5	CE	Update as requested, to regularise the HR Sub-committee answering to this committee as well as this committee being responsible for recruitment and selection along with staff structure reviews
11/04/2024	2023 0.5	CE	To be readopted unchanged and to be reviewed in 2024-25
13/03/2025	2025 0.1	CE	Updated to include new Objectives from the Corporate Plan and subsuming the HR Sub-Committee delegations back into this committee.
10/02/2026	2026 0.1	CE	Updated to reflect new Scheme of Delegation and Operational vs Strategic Responsibilities
20/04/2026	2026 0.2	CE	Updated to reflect new lay members as part of committee structure changes
28/04/2026	2026 0.3	CE	Updated membership under 1.2.

Review Record

Date	Type of Review Conducted	Stage Completed	Summary of Actions Taken or Decisions Made	Completed By
03/02/2021	Full	Yes		CE
17/04/2023	Full	Yes	Updated the reference from Staffing committee to HR Sub-Committee	CE
16/09/2023	Full		Update to regularise the HR Sub-committee answering to this committee as well as this committee being responsible for recruitment and selection along with staff structure reviews	CE
11/04/2024	Full	Yes	No amendments	CE
13/03/2025	Full	Yes	New Objectives	CE
10/02/2026	Full	Yes	New Operational vs Strategic	CE
20/04/2026	Full		New lay members	CE

1.0 Membership

- 1.1 Membership of this committee is to be appointed annually following the Annual Meeting of the Town Council.
- 1.2 The Governance and Resources Committee to consist of upto ten members of the Council who shall be duly elected into the following positions: Chair of Community and Estates Committee, TWO Vice Chairs of the Community and Estate Committee, Chair and Vice Chair of Planning and Licensing, Mayor, Deputy Mayor, Outgoing Mayor and upto two further members of the Council.
 - 1.2.1 Where there are dual-hatted members, additional members of the Council can be asked to fill those spaces in order for the total membership of the committee to remain at 10.
- 1.3 The Committee Chair will be the Deputy Mayor and Vice Chair will be the Mayor. They shall hold office until the next Annual Council meeting where the Mayor and Deputy Mayor elections/re-election takes place.
- 1.4 If necessary, the committee membership shall remain for any extraordinary meeting called after Mayor Making, whereby the only membership change will relate to the positions of Chair and Vice chair in accordance with 1.2 and any positions which have changed as a result of any standing committees meeting post Mayor Making to elect a new chair and vice chair.

2.0 Aims

- 2.1 To ensure Newquay Town Council operates as a professional, competent and caring organisation that manages its assets, finances and human resources efficiently. Works in partnership with other organisations to seek appropriate investment and to ensure cost effective and high-quality services, that reflect the standards expected from a Gold Status Quality Council, are provided to those that live work and visit Newquay.

3.0 Objectives

The following objectives are under this committee's remit (in no particular order):

3.1 Community Objectives

- 3.1.1 Establish Clear Brand Identity
Define our image and brand for better recognition among residents, businesses, and visitors.
- 3.1.2 Optimise Local Assets
Prioritise the devolution of key assets, such as car parks, for a more sustainable service.

3.2 Young People

- 3.2.1 Develop Youth Hub
Complete the youth centre transfer and establish a social and skills development hub.

3.3 Business

- 3.3.1 Support Local Suppliers
Prioritise local businesses in procurement.
- 3.3.2 Promote Skilled Careers
Support long-term apprenticeships and skilled jobs.
- 3.3.3 Seek Government Investment
Attract government and external investment.

3.4 Relationships

- 3.4.1 Explore Community Involvement
Ensure council decisions reflect community needs.
- 3.4.2 Recognise Strategic and Operational Roles
Clarify roles between councillors and officers for efficient operations.
- 3.4.3 Build a Culture of Respect
Promote respect and professionalism in council interactions.
- 3.4.4 Focus on Community
Set aside politics to focus on solving community issues.

3.5 Organisational Development

- 3.5.1 Review Estate Efficiency
Ensure efficient use of council properties while considering community needs.
- 3.5.2 Seek Grant Funding
Identify funding opportunities for community projects.
- 3.5.3 Develop Integrated Teams
Create multi-disciplinary teams where appropriate.
- 3.5.4 Empower Team Dynamics
Promote accountability, teamwork, and respect within staff.

4.0 Meetings

- 4.1 The committee shall meet a minimum of 4 times in a Municipal year, on the last Monday in the month (meetings will not normally be held in May, August and December), with Special meetings being called as required by the Chief Executive, through normal procedures defined in Standing Orders.
- 4.2 Members will be summoned to attend meetings which will normally be held in the Council Chamber, Municipal Offices and a Public Notice of the meeting shall be given in accordance with Schedule 12, Para 10(2) of the Local Government Act 1972.
- 4.3 The Chief Executive may attend any meeting to offer advice, guidance and support.
- 4.4 The committee may cancel a meeting by way of a majority decision at a meeting of the committee, or via email should this be appropriate. A notice confirming the cancellation of a meeting shall at the very least be circulated to all members of the Council, on the Council's website and on the Council's social media channels.
- 4.5 The meeting location may be varied from time to time but shall be contained within the Public Notice of the Meeting and associated summons.
- 4.6 The Public Notice will be posted on the Town Council's website. Subject to restrictions, at least one notice will also be published in a Town Council public notice board.

5.0 Documentation

- 5.1 The minutes of all meetings shall be recorded by an officer of Newquay Town Council, scheduled by the Chief Executive, circulated at Full Council meetings of Newquay Town Council and uploaded to the Town Council website within 4 weeks of the meeting.

- 5.2 All

- 5.2.1 resolutions of the committee
- 5.2.2 recommendations to Full Council
- 5.2.3 recommendations to other committees
- 5.2.4 matters referred to other committees/Full Council

shall be recorded in the minutes of the meetings.

- 5.3 The committee shall draw up and agree written Terms of Reference for working parties and sub-committees that fall under this committee's control. Such Terms of Reference will not bestow powers or a remit that is wider or falls outside the committee's own Terms of Reference. Such documents will be owned by this committee and any variation requests from the working party/sub-committee shall be referred to this committee for consideration and decision.

6.0 Accountability

- 6.1 The Committee has delegated powers to act on behalf of the Full Council in relation to the defined terms of reference only; any recommendations outside the Committee's terms of reference shall be made to Full Council and may require another committee's input before a decision is made by Full Council or another responsible committee.
- 6.2 In some circumstances, officers have delegated powers to act on behalf of the committee and/or Full Council under a separate Scheme of Delegation or as outlined in committee terms of reference or minutes.
- 6.3 At all times the committee must adhere to all Standing Orders, Financial Regulations, policies, procedures and member code of conduct which may all change from time to time.

7.0 Scope and Specific Delegations

- 7.1 The Committee has the delegated powers from Full Council to undertake activities and make relevant strategic or policy decisions or decisions in relation to recommending additional earmarked reserve releases to Full Council to achieve the objectives as set out in section 3.
- 7.2 The Committee has the delegated powers from Full Council to establish an Annual Committee Budget for approval by Full Council no later than November each year in-line with Financial Regulation 3.1.
- 7.3 The Committee has the delegated powers from Full Council to oversee the spend up to its annual budget by officers and services, without the requirement to go back to Full Council for approval; subject to such spends falling within the objectives of the committee and are budgeted for in-line with Financial Regulation 3.1.
- 7.4 The Committee has the delegated powers to consider and make relevant decisions on any strategic or policy matter referred to it by Full Council, with operational matters to be further delegated to relevant officer(s).
- 7.5 To appoint Sub-Committees and Working Parties that shall report to it in accordance with Standing Orders.
- 7.6 The Committee shall have the following specific delegations:

- 7.6.1 To recommend the appointment of any of the following to Full Council (should such an appointment be necessary by way of a vacancy arising after May each year):
 - 7.6.1.1 Internal Auditor
 - 7.6.1.2 External Auditor
 - 7.6.1.3 Independent Financial Advisors (if needed)
 - 7.6.1.4 Accountant (if needed)
- 7.6.2 To oversee and lead on the annual budget setting process and strategy development and to formally recommend an annual Gross Expenditure Budget, Precept and General Fund level to Full Council having considered fully the financial, legal, governance and other such risks affecting the Council.
 - 7.6.2.1 This includes referring any budget request by any Committee back to that Committee if it is felt that the financial implications would be outside acceptable budget limits. This may include considerations from public consultations, reviews on the budget or other relevant sub-committee/working party recommendations.
- 7.6.3 To consider any expenditure recommendations from officers outside of the established budget strategy when required to do so and make recommendations to Full Council where required.
- 7.6.4 To oversee and scrutinise any Major Project Proposals involving financial implications brought to Full Council or any other Committee (and shall seek input of the Human Resources Manager and the Chief Executive should these proposals have any impact on staff resources).
- 7.6.5 Following a request from a committee, consider and recommend to Full Council having any unspent budgets placed within a specific Committee earmarked reserve or the spending of contingency or earmarked reserves in accordance with Financial Regulation 4.9.
- 7.6.6 To determine the budget strategy of committees to ensure clear areas of responsibility are maintained; ensuring all staffing matters remain the sole responsibility of the Governance and Resources Committee and the Head of Paid Service.
- 7.6.7 To ensure the Council adequately covers all its insurable risks and obligations in conjunction with the Responsible Financial Officer (RFO).
- 7.6.8 To ensure that the Annual Audit, Governance and Accountability return is completed and recommended/

presented to Full Council for final sign-off before being submitted to the external auditors within the given timescales.

- 7.6.9 To support the Responsible Financial Officer in their delegated powers from Full Council and in particular the following:
 - 7.6.9.1 The RFO has delegated powers from Full Council with the committee Chairman and Vice Chairman to monitor, review and recommend re-investing the Council's investments in conjunction with the Council's policy and as advised by an independent financial advisor.
 - 7.6.9.2 The RFO has delegated powers from Full Council with the committee Chairman and Vice Chairman to move bank accounts according to interest rates for the financial benefit of the Council subject to the investment policy.
- 7.6.10 To support the Head of Paid Service in their delegated powers from Full Council and in particular the following:
 - 7.6.10.1 Ensure effective processes are in place and implemented for recruitment and selection of new posts (in-line with the Recruitment Policy) as well as giving the Head of Paid Service approval for the recruitment of new posts, having considered the budget implications and following input of the Head of Paid Service on resource requirements.
 - 7.6.10.2 Support the Head of Paid Service with strategic oversight to manage and review the existing administration structure from time to time, to ensure effective utilisation of staff resources to include recruitment, selection, restructures and dismissal/ redundancy situations.
 - 7.6.10.3 To oversee, adopt and implement the Council's Staff Handbook with any recommended changes advised by the Head of Paid Service. This includes following the advice from appointed HR advisers and considering consultation responses from the officers of the Council.
 - 7.6.10.4 Set strategic policies for all staff employed by Newquay Town Council following liaison and sign-off from the Chief Executive as Head of Paid Service.

- 7.6.10.5 Assist the Head of Paid Service in the management of the Council's Pay and Grading structure for staff, including reviews of said structure as the Council evolves (subject to advice from the Town Council's HR advisors, CALC, SLCC and consulting staff and recommendations from the Head of Paid Service).
- 7.6.10.6 Establish and activate a Panel of members for any disciplinary or grievance processes and subsequent appeals (if relevant) as necessary in-line with the Staff Handbook and associated procedures.
- 7.6.10.7 Empower panels created under 7.6.10.6 to reach a decision over the dismissal or other sanctions against members of staff in-line with advice provided by the Town Council's HR advisors and Head of Paid Service. The Chief Executive's Statutory post is excluded from this authority.
- 7.6.10.8 Recommend sanctions and, in extreme cases, dismissal of the Chief Executive to Full Council, following completion of a full disciplinary/grievance procedure, any subsequent appeals process and subject to following the advice from the Town Council's HR advisors at the time. Such an undertaking will be handled in the strictest of confidence at all times in accordance with the Data Protection Act.
- 7.6.10.9 To hear and handle grievances from the Chief Executive which relates to the Mayor, including the introduction of sanctions and subsequent complaints under the Code of Conduct for members.
- 7.6.11 Oversee and scrutinise Town Council legal, governance and statutory responsibilities.
- 7.6.12 Develop, maintain and review relevant policies and strategies as necessary to reflect legislation and best practice for implementation across the council, with all operational matters being the responsibility of the relevant officer or Chief Executive (as set out by the Scheme of Delegation).

- 7.6.13 Receive, examine and implement internal auditor's reports and recommendations and report actions to Full Council for sign-off and overview.
- 7.6.14 Manage and implement the overall policy and any priorities of the Town Council Grant scheme.
- 7.6.15 To support officers in the search and sign-off of identified external funding and grant opportunities including approval of completed applications to external organisations where this falls outside the scope of the Scheme of Delegation/existing Objectives.
- 7.6.16 Approve identified projects for CIL funding from officers.
- 7.6.17 Oversee the devolution policies of the Town Council with Cornwall Council and other bodies.
- 7.6.18 Assist with the distribution of workloads of each committee and arbitrate/approve additional resource commissioning on new project management where resources are not available or fall outside current budgets.
- 7.6.19 Oversee the development of relevant internal and Town Emergency Plans, ensuring officers have the resources and training.
- 7.6.20 To be responsible for the strategic oversight of the Armed Forces Covenant.

8.0 What is not delegated to this committee

- 8.1 The following is an indication of what is not delegated to this committee under these terms of reference (list not exhaustive):
 - 8.1.1 Appointment or dismissal of a statutory post holder i.e. Chief Executive, Responsible Financial Officer, Data Protection Officer etc (Full Council)
 - 8.1.2 Delegation of additional powers or duties to a sub-committee or working party that fall outside the scope of this committee's terms or reference (Full Council).
 - 8.1.3 To set the precept or budget (Full Council).
 - 8.1.4 To sign off the Annual Governance and Accountability Statements or External Auditor Returns (Full Council).
 - 8.1.5 To not interfere with operational matters, save for the expected scrutiny and strategic oversight.

9.0 Review

- 9.1 The Committee's terms of reference are to be reviewed at-least annually. Any changes must be recommended to Full Council for approval.

