



**REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

**to
COUNCIL
20 DECEMBER 2018**

**NEW COUNCIL STRUCTURE – TRANSFORMATION PROGRAMME – ROLE OF
CORPORATE GOVERNANCE WORKING GROUP**

1. PURPOSE OF THE REPORT

- 1.1 To consider and agree a brief for the Corporate Governance Working Group to begin work on constitutional changes and arrangements associated with, and arising from implementation of the current Transformation Programme and report back to the Council.

2. RECOMMENDATIONS

- (i) That the Corporate Governance Working Group be instructed to commence work in line with its existing terms of reference to consider and report on a committee structure and associated governance arrangements including constitutional documentation and report back to the Council;
- (ii) That the Council considers whether the existing membership of the Corporate Government Working Group is sufficient for this purpose;
- (iii) That the Council agrees the principle of working towards the provision of a new Constitution to become fully effective in October 2019;
- (iv) That the Director of Strategy, Performance and Governance be authorised to update the Scheme of Delegation and associated Proper Officer appointments to reflect the impending internal functional responsibility changes, realigning the existing constitutional powers to the new Directors, as part of the on-going Transformation Programme so that effective decision making can continue in the interim up to October 2019.

3. AREA FOR DECISION / ACTION

- 3.1 The Council has agreed to progress with the commissioning of the Ignite Future Council Model project, and has noted an implementation plan for the Transformation Programme together with arrangements for on-going project monitoring and governance arrangements.
- 3.2 The implementation of the organisational changes will impact on the Council's corporate governance arrangements to the extent that that there is a need to adapt, and

- indeed modernise the Council's constitutional arrangements which can be re-designed to accommodate the new model and so enable effective ways of working.
- 3.3 The Council will need to review its committee structure in terms of mirroring the internal organisational structure and to provide a basis for clear and effective decision-making. As part of the overall governance arrangements, the associated constitutional documentation (e.g. Rules, Protocols, Codes, Scheme of Delegation) will also need to be reviewed and re-presented in a more modern cohesive form, and become recognisable as the Council's Constitution.
- 3.4 The Corporate Governance Working Group has general terms of reference provided by the Council but its specific work is initiated upon instruction from the Council. Given the timelines associated with the Transformation Programme it would be prudent for the Working Group to start its work with a view to considering and reporting back to the Council on committee structure matters during January / February. Subsequent review of constitutional documentation, which will become components of the new Constitution, will be reported back to Council for approval during the period from February to October 2019 as they are completed following which the new Constitution will become fully effective.
- 3.5 There is one other matter for which the authorisation of Members is sought in the meantime. Although the three Corporate Directors have been appointed into their new roles, the consequential internal transfer of functional responsibility has still to be completed. When this occurs, the Scheme of Delegation and related Proper Officer appointments will need to be updated for the temporary period up to October 2019. Since this involves no change to the substance of the Delegation arrangements but rather a reallocation of the delegated powers to fit the new Directorates, the Council is asked to authorise Officers to deal with this.

4. IMPACT ON CORPORATE GOALS

- 4.1 The updating of the corporate governance and associated arrangements underpins the decision making processes of the Council, is in part a matter of compliance with the law and is also linked to the Corporate Goal of aiming to be an organisation that delivers good quality cost effective and valued services in a transparent way.

5. IMPLICATIONS

- (i) **Impact on Customers** – It is important that the Council is able openly to explain, through well-presented and user-friendly constitutional documentation, the way in which it is set up and operates, and how it conducts its business. It is important that the Council's procedures are seen as open and transparent.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.

(vi) **Impact on the Environment** – None.

Background Papers: None.

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