

# Governance Review Interim Report 30 March 2017



# Survey Outcomes:

- Members Survey – 21 responses.
  - Current Committee Structure is fit for purpose: 70% agree 30% disagree
  - Through Committees Members can influence direction of NPA : 76% agree 24% disagree



# Survey Outcomes (2) :

- % find workshops and strategic sessions a useful way of engaging with NP issues:  
95% agree 5% disagree

Comments: The workshops, strategic sessions and working groups\* are far more effective opportunities to shape policies

- 29% did not know where to find information on workshops etc.
- 70% of respondents have served on a working group

*\*working groups include task and finish groups*

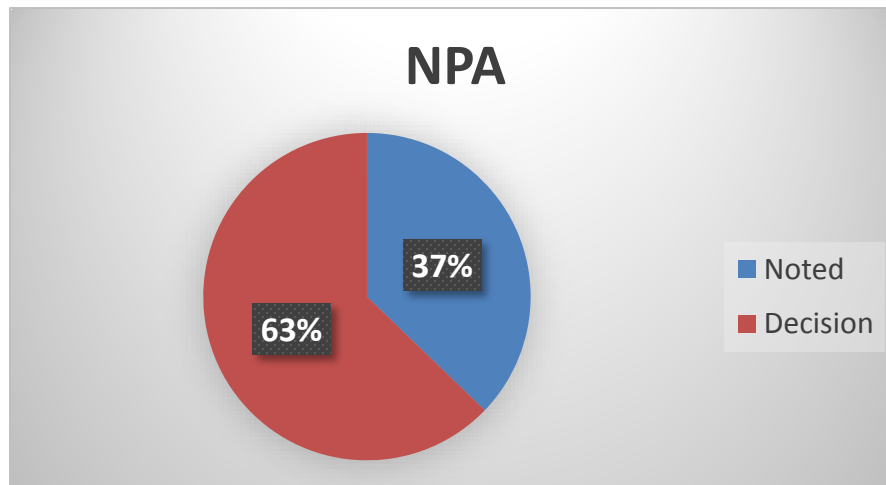
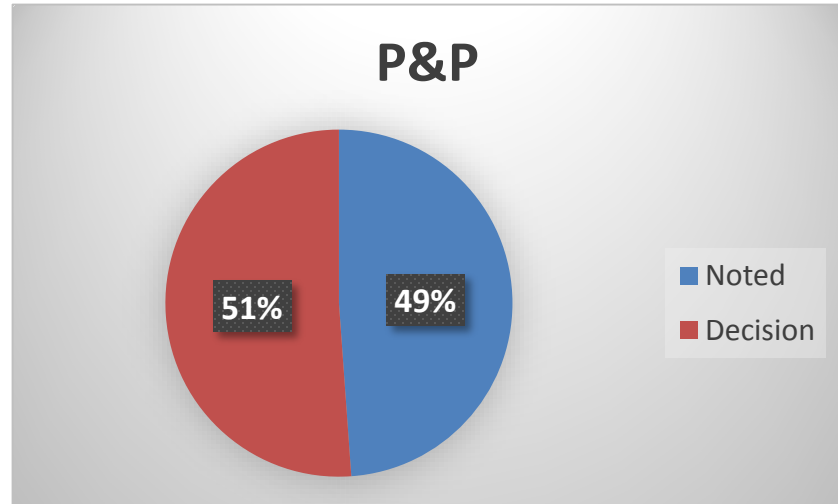
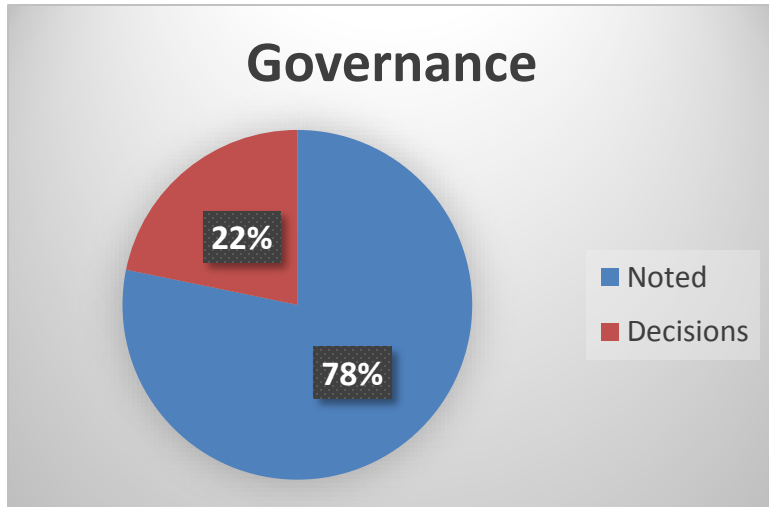


# Survey Outcomes (3) :

- Officer Survey – 10 responses (out of 16 invited to respond) .
  - Current committee model is effective: 70 % agree
  - Current committee model is fit for the future: 80% agree
  - Partners/external experts adequately engaged with committee meetings : 60% agree
  - There is good communication between members: 60% disagree

Comments: Relationships between Governance and P&P can get blurred.

# Committee & NPA business July 2015 – November 2016



# Summary

- Clear message that Working Groups and workshops involve more members in developing and recommending policies/actions
- Some disagreement with existing committee structure, but not overwhelming
- Policy development and review of outcomes could be better if both undertaken by one committee
- Better quality decisions by closing the feedback loop e.g. projects
- Present committee structure does not adequately align with the Authority structure since restructuring
- Member to member communication needs to improve
- Member to officer communication needs to improve
- Officer capacity is limited.



# Considerations

- Make more use working groups to consider strategic topics and undertake detailed examination of issues.
- Continue using workshops /strategic sessions before meetings – proposed structure would allow up to 11 of these sessions
- To support more working groups we need to change committee structure to free up Officer time to support working groups
- More opportunities for more members to engage in policy development work



# Proposed Way Ahead

- Remove Governance Committee and spread duties between NPA and a new Finance and General Purposes (FGP) (or Policy & Resources) Committee
- Maintain a small committee for appointments, management and include Standards issues, to meet as required (membership to be chair/deputy chair +1)
- Continue Chairs and SMT as at present ( subject to reviewing membership)
- Chair and Dep Chair are ex-officio on Planning and FGP
- Fewer committee meetings means more time for working groups





# Finance and General Purpose Committee (*or Policy and Resources*)

- 11 or 13 members + 2 independent members (for Audit functions only)
- To meet 5/6 times a year
- Preceded in morning sessions driven by Working groups / corporate priorities



# Finance and General Purpose Committee

- Responsibilities to include:
  - Strategies and Policies
    - Considering strategies and policies for recommendation to NPA (via working groups where appropriate)
    - Access Land & R.O.W
  - Grants and Projects
    - Approval of grants and project funding (individual approval limits/requirements to be subject of further discussion )
    - SCF oversight
  - Performance and Procurement
    - Approval significant procurement exercises/contracts
    - Performance monitoring
  - Audit
    - Accounts and audit regulation 2016 requirements
    - Other audit functions
    - Financial monitoring
    - Corporate Risk



# NPA

- To meet 5/6 times a year
- Preceded in morning sessions driven by Working groups / corporate priorities
- Responsibilities to include:
  - Approval of strategies and Policies
  - Strategic discussions
  - Annual reports
  - Governance and financial documentation
  - Budget
  - Appointments etc.



# Planning Committee

- 11 members
- 12 meetings per year
- LPMWG to continue for as long as required
- Additional responsibilities for CIL, WEPs



# Appointments and Standards

- 3 members – chair , dep chair +1 other (becomes a member of Chairs and SMT group)
- Meet as required
- Power to appoint sub-committees from across the whole membership for standards matters where necessary
- Responsibilities:
  - Appointments
  - Standards
  - CE Issues ( e.g. annual PDR)
  - Dispensations
  - Member Complaints

# Working Groups

- Set up by NPA/Committee
- New process:
  - E-mail to all members calling for interest to be on the group (from across all committees)
  - Committee Chair and Deputy recommends to Committee who serves and committee formally appoints membership
  - Opportunity of working group to present to a pre - committee/NPA session at appropriate point of work(before final report is produced)
  - After work is complete Officer produces report which is presented to NPA/Committee as required



# Other considerations

- Continue Member development events to help getting to know each other (planning has advantage of site visit days!)
- Member/officer communication needs addressing
- Consider how to use New Member induction



# Draft committee model



**CC/SMT**

**NPA**

**6 per year**

**All members**

- Approval of strategies and Policies
- Strategic discussions
- Annual reports
- Governance and financial documentation
- Budget
- Appointments etc

**Appointments,  
Management &  
Standards**

**Ad hoc**

**3 members (Chair,  
Deputy Chair) +1**

- Agree dispensations
- Member Standards
- Member complaints
- CE and other chief officer matters (appointment , performance etc )

**Planning  
12 per year  
11 members**

**To include:  
CiL ?  
WEPS?**

**Finance & General purposes**

**6 Per year**

**11(or 13) members +2 ind  
(for audit matters only)**

- Strategies and Policies- to recommend to NPA
- Grants and Projects
- Performance and Procurement
- Audit

**LPMWG or similar  
(e.g. pmp review  
group)**

**Task and finish groups  
as required**

**Member development  
programme**

# Way ahead

- If new model agreed
  - Working group meets to firm up detail – additional membership?
  - A recommendation will be made to NPA by Governance Committee
  - Will need Standing Order changes and revised Committee terms of ref etc

