

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	19 th August 2015
LEAD OFFICER	Chief Executive
TITLE OF REPORT	City Centre Masterplan – Reference Group
REPORT REF NO.	OCE/15/031

1. PURPOSE OF REPORT

To present options on the governance arrangements for the establishment of an Aberdeen City Centre Masterplan Reference Group.

2. RECOMMENDATION(S)

The Committee is asked to:

- a) Agree to the establishment of a City Centre Masterplan Reference Group;
- b) Agree to the proposed Terms of Reference set out as Appendix A to this report;
- c) Agree to a model for the Reference Group which creates a “Core Group” with additional targeted engagement with the larger Reference Group, described as Option 3 in Appendix E;
- d) Agree to the proposed membership of a Core Group as set out in the Terms of Reference at Appendix A;
- e) Agree that the Core Group be chaired by the Depute Leader of the Council and that the Vice-chair be agreed by the Core Group from amongst its non-Council members;
- f) Instruct the Chief Executive to write to the proposed non-Council members of the Core Group, inviting them to make a nomination, giving due consideration to the personal attributes set out at section 5.7.2 of this report;
- g) Note that the Chief Executive will establish management arrangements to oversee the activity of the in-house delivery team and to support and enable other public / private bodies.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

4. OTHER IMPLICATIONS

The development and delivery of the City Centre Masterplan is of major significance to the Council and the City.

5. BACKGROUND/MAIN ISSUES

5.1 Instruction from Council, 24th June, 2015

5.1.1 The Chief Executive's report to Council on 24th June 2015 stated that "to be truly successful, the City Centre Masterplan and Delivery Programme (CCMDP) cannot simply lie with the Council. The centrality of its ambition for Aberdeen should be recognised and supported by all relevant stakeholders and partners."

5.1.2 The report, further, gave a commitment to bring forward the governance arrangements for the establishment of an Aberdeen City Centre Masterplan Reference Group which, it is envisaged, would play a key role both:-

- in continuing the open engagement and discussion which featured during the development of the CCMDP; and
- in monitoring and reporting on its delivery.

5.1.3 This report seeks to fulfil this instruction by considering the issues of governance for a Reference Group and making a recommendation regarding its Terms of Reference and membership.

5.2 Antecedents

5.2.1 Prior to considering options, it is necessary to set out decisions which Council has already made, as well as other prescribed issues, which will influence the establishment and operation of a Reference Group. These include:-

- i. The Council has commissioned and agreed the Masterplan. Any material changes will also require the agreement of the Council, either directly or within the scope of an agreed scheme of delegation;
- ii. The governance and operation of the CCMDP must adhere to "The Good Governance Standard for Public Services";
- iii. The Council has a statutory role in carrying out the functions of the planning authority. All projects within the CCMDP will be subject to the normal scrutiny and development control processes. These functions must necessarily be separate and excluded from any Reference Group;
- iv. Projects which are within the responsibilities of ACC to deliver will be subject to due diligence prior to agreeing to proceed, with approval being reserved for Committee / Council;
- v. The Council intends that an in-house officer team be established to facilitate the implementation of the Delivery Plan. Accountability and direct management of projects which are the responsibility of ACC will be managed through this team and the Council's own governance arrangements. Management and accountability for this is also, therefore, excluded from the role of any Reference Group;

- vi. Similarly, where projects are the primary responsibility of a third party (e.g. land owner / developer) separate internal accountability and delivery arrangements will, necessarily, be in place and, again, these fall out with the role of any Reference Group;
- vii. Regular update reports on the CCMDP will be brought to Council.

5.3 Governance of the CCMDP

5.3.1 Whilst this report is focusing on the “Reference Group”, some commentary on the overall governance framework for the CCMDP is required. The governance framework needs to recognise that projects contained within the CCMDP comprise a mix of public interventions; private interventions; and public / private interventions. Single sector interventions will be subject to the governance of the single body, but it is desirable that the CCMDP governance framework has oversight of all activity in order to ensure that the integrity of the Masterplan vision is maintained.

5.3.2 More specifically:-

External Owners / Developers - Where third parties are principally responsible for projects within the CCMDP, decision making and delivery necessarily rests with those third parties. ACC, of course, applies its statutory functions which relate to these projects. Liaison and co-ordination with the broader CCMDP will be channelled through the ACC Delivery Team and executive management.

Aberdeen City Council - For projects where the Council has principle responsibility, project approval will be reserved for Committee / Council. Delivery will be co-ordinated by the in-house Delivery Team, which, in turn, will be overseen through management arrangements to be established by the Chief Executive. The Council will receive regular updates on delivery. The authority will also undertake its statutory functions in the normal way. Whilst, in *Figure 1*. below, delivery and the “Management Overview” are shown under the “Council”, external stakeholders will participate as appropriate.

The figure shows a model for the governance framework for the CCMDP.

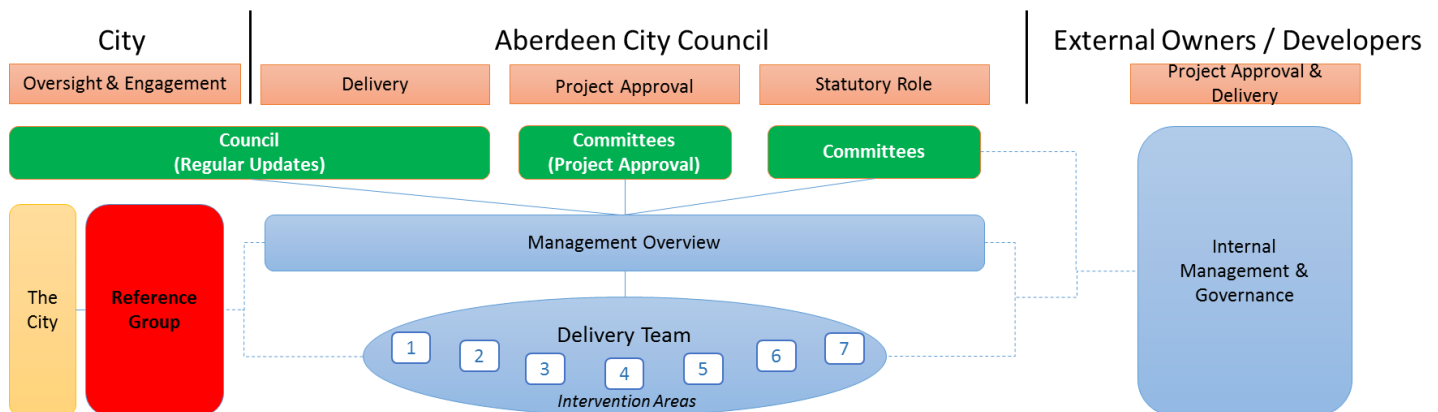


Figure 1

5.4 The Purpose and Role of the Reference Group

5.4.1 Reflecting the instruction from Council, as well as the antecedents set out above, the purpose and role of the Reference Group is likely to focus on the following areas:-

i. Open Engagement and Discussion

In preparing the CCMDP, extensive consultation was undertaken with stakeholders and the public on people's priorities and aspirations for the city. These views were taken into account in the final Masterplan's vision, objectives, projects and spatial strategy.

The Council wishes to continue this dialogue with the public, as well as particular stakeholders, and the Reference Group can play a significant role in enabling this by representing the "voices" of stakeholders and the public through a regular, structured and informed forum. The remit of the Group may be:-

1. to undertake regular "horizon scanning" of the future needs of and for the city centre;
2. in the light of this, to consider whether the vision and objectives remain relevant and appropriate and to contribute to the further development of these; and
3. to consider how the vision and objectives are being expressed, and given effect to, through the individual projects and spatial strategy.

ii. Monitoring and Reporting on Delivery

The role of the Reference Group in monitoring delivery of the CCMDP must be considered within the context of normal project management arrangements which will be in place within those bodies leading interventions; and the statutory processes and the associated scrutiny those processes bring. The Reference Group's role in monitoring delivery should not seek to duplicate these functions, but should add value by providing a forum for the stakeholders' "voice" to consider and provide input and, where necessary, challenge to how delivery is proceeding.

It should be anticipated that members of the Reference Group would wish an opportunity to discuss, review and comment on both:-

1. The overall broad delivery of the CCMDP and, in particular, whether delivery is effectively realising the vision and objectives; and
2. The delivery of the seven interventions as they progress.

5.5 Reference Group - Terms of Reference

5.5.1 Having described the purpose of the Reference Group, a Terms of Reference can be drafted. Appendix A sets out the proposed Terms of Reference. These have been prepared following, and are underpinned by:-

- An analysis of “The Good Governance Standard for Public Services” (Appendix B); and
- An examination of the roles and responsibilities within the four primary systems of governance (Appendix C).

5.6 Membership of the Reference Group

5.6.1 Membership options for the Reference Group must be analysed within the context of these proposed Terms of Reference.

5.6.2 Since the purpose of the Reference Group is to represent stakeholder groups, it is necessary to identify those groups. A “stakeholder map” has been prepared and is attached at Appendix D.

5.6.3 In undertaking the analysis of stakeholders, the report identifies stakeholder group which:-

- will be affected by the CCMDP; and / or
- can influence the ongoing development and delivery of the CCMDP; and / or
- have an “institutional” role in its development and delivery.

The analysis does not include the Council itself nor other land owners / developers.

5.6.4 There are, broadly, three categories of stakeholder groups identified through this analysis.

- i. Those which are representative of individuals, communities and organisations who may both be affected and can influence the CCMDP, by virtue of living, working or trading in the City;
- ii. The Universities and College, which are indirectly representative of a large transient stakeholder group (students), but who also have:-
 - a significant contribution to make through academic resources and input; and
 - a significant stake in the development of the city to attract further and higher educational students.
- iii. Those who have a governmental or quasi-governmental role to play in the CCMDP.

5.6.5 The proposed Terms of Reference state that the Reference Group is a “representative forum”. On this basis, it is recommended that the stakeholder groups at i. and ii. above be included within its membership. The stakeholder groups at iii. above (ie. those with governmental or quasi-governmental roles) are more appropriately involved through the management overview.

5.6.6 Focusing on the Reference Group, the “stakeholder map” shows that the breadth of potential stakeholders is very large and direct representation on the Reference Group of each sub group of stakeholders is unlikely to be practical. There are a number of options for how the Reference Group operates in the context of this broad stakeholder pool. These options are set out in Appendix E. This report recommends that Option 3 is the preferred approach. This would see the establishment of a “Core Group” of members of the Reference Group, which, itself, develops a relationship with the broader stakeholder constituency.

5.6.4 Should this recommendation be accepted, the following table shows a recommended membership for the Core Group based on the following criteria:-

- i. stakeholder groups which are likely to be significantly impacted by the CCMDP should be represented; and
- ii. for those identified at (i) above, existing groups, organisations and individuals which legitimately represent multiple stakeholders should be preferred (e.g. for the voluntary sector, ACVO is the identified “Third Sector Interface”).

Stakeholder Group	Representative /s	Comments	Proposed Membership
Communities			
- of place - of interest	Councillors	Councillors have representative legitimacy for the “place”. It is significant that the CCMDP was agreed with cross party support and cross party representation should be maintained on the Reference Group.	5 Group Leaders + Convener of the Finance, Policy & Resources Committee
	Civic Forum	The Council, with its Community Planning partners, has established and supports the Aberdeen Civic Forum. Membership of this Forum includes representatives from every Community Council and neighbourhood in the City as well as representatives from “Communities of Interest” forums which include:	2 reps

		<ul style="list-style-type: none"> ➤ Aberdeen Federation of Community Centres ➤ Aberdeen University Students' Association ➤ Aberdeen Women's Alliance ➤ Aberdeen City Youth Council ➤ Regeneration Matters ➤ Disability Advisory Group ➤ Ethnic Minority Forum ➤ Grampian Regional Equality Council Ltd ➤ Grampian Senior Citizens Forum ➤ Gypsies/Travellers Community ➤ North East LGBT+ Development Group ➤ North East Scotland Equalities Network <p>The Forum, therefore, has representative legitimacy for both "place" and "interests".</p>	
Employers			
Business	Aberdeen Inspired (Business Improvement District)	Aberdeen Inspired represents over 700 city centre businesses	1 rep
	Aberdeen & Grampian Chamber of Commerce	Aberdeen and Grampian Chamber of Commerce represents over 1,300 north east businesses	1 rep
Voluntary	Aberdeen Council for Voluntary Organisations	Aberdeen Council for Voluntary Organisations is the "Third Sector Interface" for Aberdeen and represents a large number of voluntary organisations and social enterprises.	1 rep
Education	Aberdeen University; Robert Gordon University; NESG	<p>Whilst these are employers, they have additional indirect representation for the transient student population and are also significant stakeholders both in terms of the development of the City Centre and provide access to academic input.</p> <p>It is suggested that the City's two Universities and the College agree a single representative, between them, for the Core Group.</p>	1 rep

The proposed membership of the Core Group, based on this analysis, is included within the Terms of Reference at Appendix A.

5.6.5 In addition to this proposed membership, it is recommended that the Terms of Reference include the authority for the Core Group, once established, to add to its membership by co-opting additional members where this will improve its ability to fulfil its purpose.

5.7 Membership - Skills, Knowledge and Experience

5.7.1 As set out in the “The Good Governance Standard for Public Services”, members of the Reference Group should be agreed by giving consideration to the necessary skills, knowledge and experience required to perform the role. Whilst the evaluation of individuals’ suitability is a subjective matter there are core attributes which can be described. The following is based on the evidence collected by the Higgs Review¹ and confirmed in corporate governance literature.

5.7.2 As well as relevant experience and knowledge, effective members need five personal attributes to carry out the responsibilities of their role:

	Attribute	Detail
1.	Integrity and high ethical standards	This is a clear requirement of individuals in public roles.
2.	Sound judgement	Based on knowledge about the vision of the CCMDP, the purpose of the Group and the environment in which it functions. Members must be able to:- <ul style="list-style-type: none">- recognise problematic actions or flawed decision-making; and- identify issues of risk and judge how and when to raise them.
3.	The ability and willingness to challenge and probe	Members must be able and willing to challenge and probe the information presented to them.
4.	Strong interpersonal skills	Strong interpersonal skills are needed to participate fully in a group of strong individuals and to seek and obtain full and satisfactory answers within the collegiate environment of the Group.
5.	High levels of engagement and independence	Whilst maintaining “independence of mind”, members need to actively engage to build their knowledge of the CCMDP, as well as of the stakeholder groups which they represent.

5.7.3 This report recommends that the identified stakeholder groups be invited to nominate members giving due consideration to these personal attributes. In addition, the Reference Group will, as made clear through “The Good Governance Standards for Public services”, require to undertake regular assessment of its own effectiveness and that of its members and seek support in providing development for those members.

5.8 Operating Arrangements

5.8.1 Operating arrangements are included within the Terms of Reference at Appendix A.

5.9 Feedback from The Reference Group

5.9.1 It is important that the views of the Reference Group are formally and appropriately fed back into the decision making forums. This may be to

¹ Review of the role and effectiveness of non-executive directors, June 2003

the Council and its committees; to management operating under delegated authority; or to third parties.

5.9.2 The Reference Group, themselves, should give consideration to the preferred mechanism for doing this. e.g. minutes; written reports; by presentation.

5.10 The Purpose and Role of Management Overview

5.10.1 With respect to the function of “Management Overview”, identified in Figure 1. above, the Council are asked to note that the Chief Executive of Aberdeen City Council has management responsibility for overseeing the activity of the Council’s in-house delivery team. The team will be responsible for individual projects whilst also supporting / enabling the projects of other public and private bodies.

5.10.2 Detailed arrangements for how the “Management Overview” function will be conducted, including how partner organisations are to be involved, will be determined by the Chief Executive.

6. IMPACT

The impact of stakeholder engagement in the success of the CCMDP is likely to be significant, and the establishment and operation of a Reference Group is a major element of within this.

7. MANAGEMENT OF RISK

Risk is integral to programme and project management. The proposed establishment of a Reference Group is a mitigation of risks relating to agreement of the CCMDP and stakeholder engagement within the broad governance model.

There are risks relating to the establishment of the Reference Group. These will include the issues identified within “The Good Governance Standard for Public Services” i.e.

- Clarity of purpose
- Skills, knowledge and experience of members
- Access to, and use of, information
- Representation of stakeholder groups

There is also a clear opportunity risks for all stakeholders, including the Council, relating to the investment of time, trust and resources in the establishment and operation of a Reference Group. The opportunities include breadth and diversity of input, critical review of proposals and delivery, support for the CCMDP and legitimacy.

8. BACKGROUND PAPERS

City Centre Master Plan

Remit of City Centre Regeneration Board

Remit and membership of Aberdeen Civic Forum

9. REPORT AUTHOR DETAILS
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Proposed Terms of Reference

City Centre Masterplan Reference Group

1.	Purpose
<p>To be a regular, structured and informed representative forum which ensures citizens, communities and key stakeholders have a direct influence on the continuing development and delivery of the Aberdeen City Centre Masterplan.</p>	
2.	Remit
<ul style="list-style-type: none"> • Through open engagement and discussion, to represent stakeholders' views to Aberdeen City Council and other decision making bodies by:- <ol style="list-style-type: none"> i. undertaking regular "horizon scanning" of the future needs of, and for, the city centre; ii. considering, in the light of this, whether the vision and objectives of the CCMDP remain relevant and appropriate and contributing to the further development of these; iii. considering how the vision and objectives are being expressed, and given effect to, through the individual projects and spatial strategy. • To request, receive and consider information relating to the delivery of the CCMDP and, as part of the broader systems of performance and risk management, represent stakeholders' views to Aberdeen City Council and other decision making bodies specifically on:- <ol style="list-style-type: none"> i. The overall broad delivery of the CCMDP and, in particular, whether delivery is effectively realising the vision and objectives; ii. The delivery of the seven interventions as they progress. • To develop and implement a programme for broader stakeholder engagement to further strengthen the representation by the Reference Group of stakeholder groups. 	
3.	Organisation
<p>The Reference Group will have an established "Core Group" which will agree arrangements for further engagement with a broader constituency.</p>	
4.	Chair and Vice Chair
<p>The Chair of the Core Group is to be the Depute Leader of Aberdeen City Council. The Vice Chair is to be chosen by the Core Group and will be a non-Aberdeen City Council representative.</p>	

5. Membership of Core Group

- 5 - Group Leaders - Aberdeen City Council
- 1 - Convener of Finance, Policy & Resources Committee, Aberdeen City Council
- 2 - representatives from Aberdeen Civic Forum
- 1 - representative from Aberdeen Inspired
- 1 - representative from Aberdeen & Grampian Chamber of Commerce
- 1 - representative from Aberdeen Council for Voluntary Organisations
- 1 - representative of Aberdeen's Universities and College

The Core Group may add to its membership by co-opting additional members where it believes this will improve its ability to fulfil its purpose.

6. Frequency of Meetings

The Core Group will meet at least 3 times per year and will establish its own schedule of meetings as well as arrangements for broader engagement.

7. Administration and Support

Aberdeen City Council will provide, on behalf of partners, a Committee Clerk to minute and administer the Core Group meetings. The Chair / Vice-Chair and members of the Core Group will receive development support from the Officers within Aberdeen City Council.

8. Responsibilities

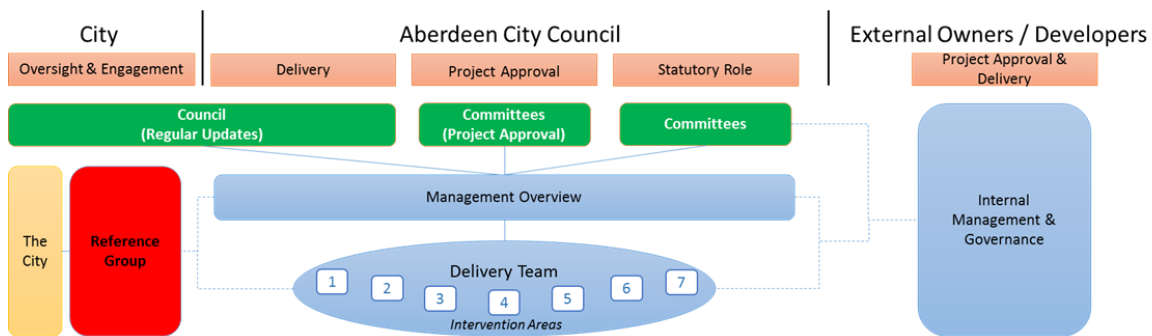
The Reference Group will manage its business and operation in line with "The Good Governance Standard for Public Services". In particular:-

- Members of the Core Group will have effective knowledge of the vision of the CCMDP and the purpose of the Reference Group as well as demonstrating the following personal attributes:-
 - Integrity and high ethical standards
 - Sound judgement
 - The ability and willingness to challenge and probe
 - Strong interpersonal skills
 - High levels of engagement and independence
- The Core Group will undertake regular assessment of its own effectiveness and that of its members, and will seek support in providing development where this is required;
- The "Core Group" will agree arrangements for regular review and refresh of its membership;
- Members of the "Core Group" will understand, accept and practice the principles of the Code of Conduct governing the behaviour of elected members;
- The "Core Group" will seek to identify, and advise accountable bodies of, risks to the delivery of the Masterplan;
- The "Core Group" will seek to identify and control risks which may impact on its

ability to effectively perform its own role.

9. Governance and Reporting Arrangements

- The governance framework for the CCMDP recognises that single sector interventions will be subject to the governance of the single body (whether public or private) including systems of decision making; performance management; risk management; and stakeholder engagement.
- Aberdeen City Council will undertake its statutory functions as the planning authority.
- Aberdeen City Council's in-house delivery team will seek to maintain oversight of all activity in order to ensure that the integrity of the Masterplan vision is maintained.
- "Management Overview" will be applied to oversee the activity of the in-house delivery team and link the delivery team to elected members.
- The **Reference Group** will represent stakeholders' views, through the management overview function, to decision makers.



The Good Governance Standard for Public Services

Establishment of a Reference Group should be done with explicit reference to “The Good Governance Standard for Public Services”. This Appendix summarizes each of the 6 principles within the Standard and draws conclusions which have relevance to the CCDMP.

	Principle	Implications for CCMDP	Conclusions for Reference Group
1.	Focus on the purpose and on outcomes for citizens and service users	<p><i>This means that:</i></p> <ul style="list-style-type: none"> - the overall Governance Model must be clear about the overall purpose of the CCMDP and its intended outcomes for the city and citizens; - governance should be applied to seek assurance that outcomes are being delivered; - governance should be applied to make sure that taxpayers receive value for money. 	<p><i>The Reference Group should:-</i></p> <ul style="list-style-type: none"> - understand, accept, and carry out their functions with specific reference to, the overall purpose of the CCMDP; - consider and comment on the extent to which outcomes are being delivered; - consider and comment on the extent to which taxpayers receive value for money.
2.	Performing effectively in clearly defined functions and roles	<p><i>This means that:</i></p> <ul style="list-style-type: none"> - functions within the governance model must be clear; - relationships between the different parts of the governance model and the public should be clear; - the responsibilities of non-executives and the executive should be clear and the different responsibilities appropriately carried out; 	<p><i>The Reference Group should:</i></p> <ul style="list-style-type: none"> - have a clear, written terms of reference which set out its purpose and remit; - have included within its terms of reference, its relationship with other elements of the governance model clearly defined; - in considering its membership and operation, recognise and define the distinct roles of executive and non-executive and seek to separate these.
3.	Promoting values for the whole organisation and demonstrating the values of good governance through behaviour	<p><i>This means that:</i></p> <ul style="list-style-type: none"> - the values promoted in delivering the CCDMP should be stated and practiced; - those individuals holding positions within the governance model should behave in ways that uphold and exemplify effective governance. 	<p><i>The Reference Group should:</i></p> <ul style="list-style-type: none"> - contribute to the development of values and, upon agreement, accept and practice these; - understand, accept and practice the principles of good governance and the principles of the Code of Conduct governing the behaviour of elected

			members.
4.	Taking informed, transparent decisions and managing risk	<i>This means that:</i> - decision making should be rigorous and transparent;	<i>The Reference Group should:</i> - be clear how decisions can be, and are, made within its own operation;
		- good quality information, advice and support must be available and used;	- both seek and be given appropriate information, advice and support to allow it to perform its functions;
		- an effective risk management system must be in operation.	- be aware of risk, whilst acknowledging that responsibility for the system of risk management rests with organisational governance.
5.	Developing the capacity and capability of the governing body to be effective	<i>This means that:</i> - the appointed and elected governors should have the skills, knowledge and experience they need to perform well;	<i>The Reference Group should:</i> - define what skills, knowledge and experience are required for members of the Reference Group and seek to encourage and attract these;
		- the capability of those with governance responsibilities should be developed and their performance evaluated, as individuals and as a group;	- seek support in providing development for its members, and undertake regular assessment of its own effectiveness and that of its members;
		- the membership of the governing body should strike a balance between continuity and renewal.	- agree arrangements for regular review and refresh of its membership.
6.	Engaging stakeholders and making accountability real	<i>This means that:</i> - formal and informal accountability relationships should be clear and understood;	<i>The Reference Group should:</i> - as stated above, have included within its terms of reference its relationship with other elements of the governance model clearly defined;
		- an active and planned approach should be taken to dialogue with and accountability to the public; and engagement with institutional stakeholders.	- have a membership designed which considers the various stakeholder groups of the CCMDP and specifically:- <ul style="list-style-type: none"> ○ how members represent the stakeholder groups; and ○ how accountable members are to the stakeholder groups.

The Four Systems of Governance

There are four core systems which need to be incorporated within any governance framework.

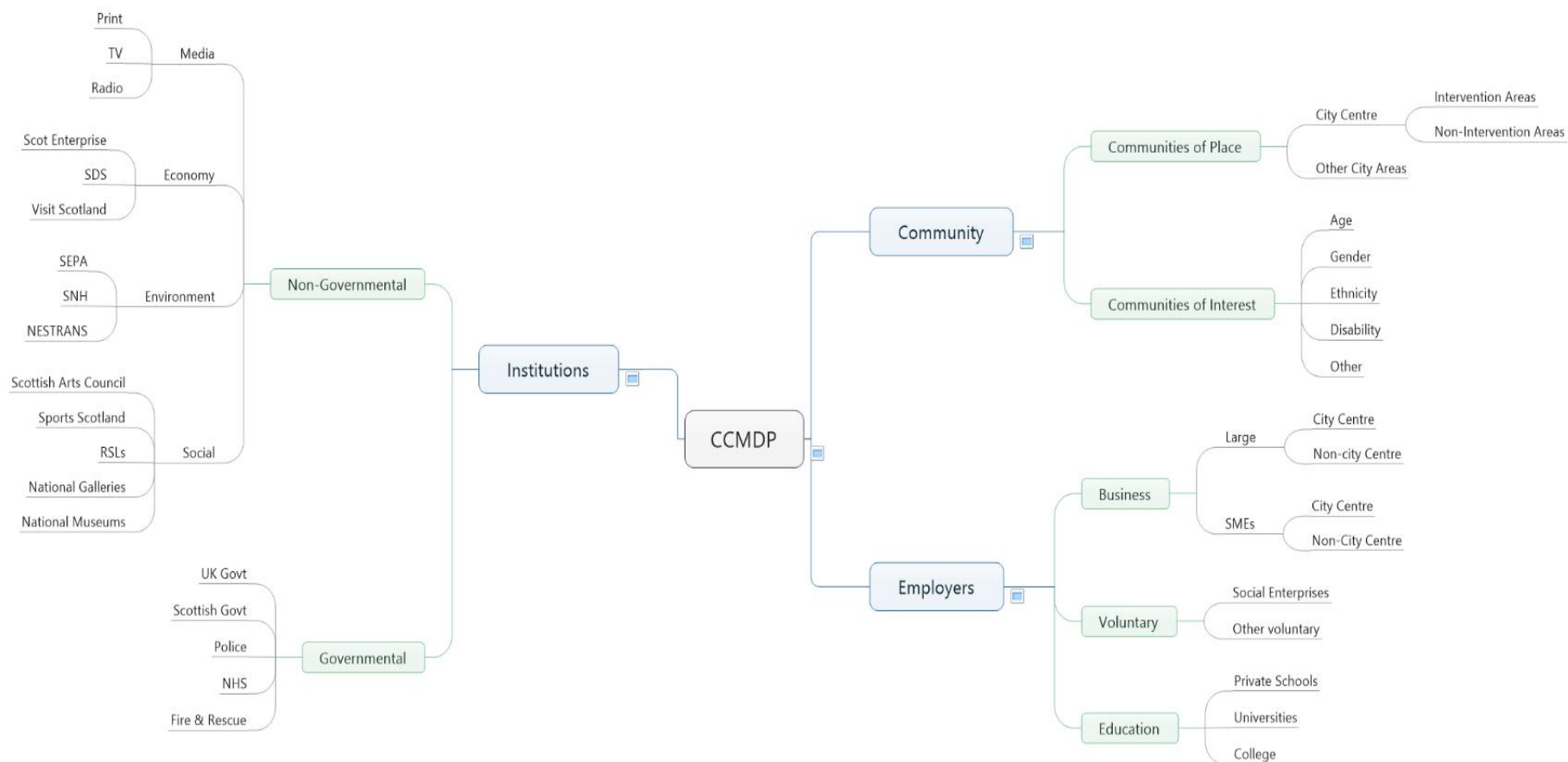
- i. Decision Making System
- ii. Performance Management System
- iii. System for Stakeholder Engagement
- iv. Risk Management System

All four of these systems will be reflected in the governance frameworks of all public and private bodies and it is, therefore, important to be clear at the outset, how these four systems will be applied within the Reference Group, ensuring we avoid unnecessary duplication of reporting and scrutiny. The following analysis sets out how this can be achieved and the suggested way forward is reflected within the Terms of Reference.

	System	Key Responsibilities Within the System	Reference Group Responsibilities and Relationships
i.	Decision Making	<p>ACC - Decision making relating to statutory functions; formal revisions to the Masterplan; and “ACC” project approval rests with the Council and its committees directly, or through a scheme of delegation.</p> <p>3rd Parties - Decision making on project development and approval, where third parties are principally responsible, rests with those third parties.</p>	<p>The Reference Group’s role in decision making is, therefore, one of providing opinion and advice to both the Council and other decision making bodies.</p> <p>It should do this, fully understanding and referring to the overall purpose of the CCMDP and, specifically, provide advice and opinion on:-</p> <ul style="list-style-type: none"> - the future needs of, and for, the city centre; - whether the vision and objectives remain relevant and appropriate; and - how the vision and objectives are being expressed, and given effect to, through the individual projects and spatial strategy.
ii.	Performance	ACC & 3rd Parties - Accountability for	The Reference Group’s role in performance management is,

	Management	<p>planning, decision making and delivery rests with the Council and third party decision makers. Accordingly responsibility for the performance management of these functions must also sit there.</p>	<p>therefore, not that of accountability, but to consider and provide comment to the Council and other decision making bodies on the extent to which:-</p> <ul style="list-style-type: none"> - outcomes are being delivered; and - taxpayers receive value for money.
iii.	Stakeholder Engagement	<p>ACC & 3rd Parties - Principle accountability for stakeholder engagement rests with those bodies responsible for planning, decision making and performance management. The establishment of the Reference Group is one part of, what will be, a broad approach to stakeholder engagement.</p>	<p>The Reference Group will have a key role to play in stakeholder engagement by both:-</p> <ul style="list-style-type: none"> - directly representing stakeholders views to the Council and other decision making bodies; and - themselves developing broader engagement with stakeholder groups to maintain and improve the legitimacy of their representation.
iv .	Risk Management	<p>ACC & 3rd Parties - Again, principle accountability for the system of risk management rests with those bodies responsible for planning, decision making and performance management. The establishment of the Reference Group should, in part, help mitigate risk that the ambition of the CCMDP is not be recognised and supported by all relevant stakeholders and partners.</p>	<p>The Reference Group's role in the system of risk management is, therefore, not that of accountability, but rather of supporting the accountable bodies identify and mitigate risks. These include risks associated with:-</p> <ul style="list-style-type: none"> - the continuing development of the vision for the City Centre; - engagement in, and support for, the CCMDP; - the delivery of projects. <p>The Reference Group, like all bodies, will, however, have a responsibility to identify and control risks of it not being able to effectively perform its own role. These risks are likely to include those identified from "The Good Governance Standard for Public Services" e.g.</p> <ul style="list-style-type: none"> • Clarity of purpose; • Skills, knowledge and experience of members; • Representative legitimacy through stakeholder engagement.

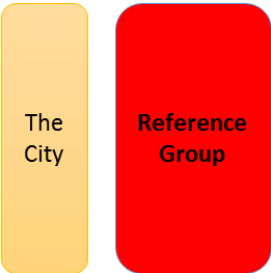
City Centre Masterplan – Outline Stakeholder Map



Options for the Organisation of the Reference Group

Option 1

The Reference Group meets as a large forum for representatives of most, if not all, identified stakeholder groups.



- All identified Stakeholder Groups are directly represented

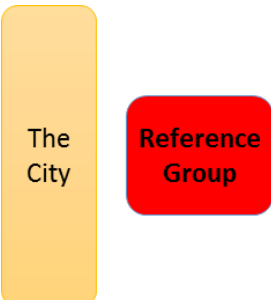
Cons

- Conduct and focus of meetings are more difficult with a large membership;
- Stakeholders with subject specific interest are always included;
- Required skills and knowledge may be diluted.

Pros

Option 2

The Reference Group meets as a small forum, with representatives from only a limited number of stakeholder groups.



- “Recruitment” of skills and knowledge can be targeted.

Cons

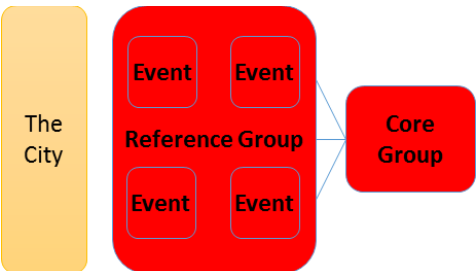
- Engagement is restricted to a small number of representative members.

Pros

- Smaller group may be more focused;

Option 3

The Reference Group creates a small “Core Group” with additional and less frequent engagement events with the larger “Full” Reference Group.



Pros

- Smaller Core Group may be more focused;
- “Recruitment” of skills and knowledge can be targeted;
- Targeted engagement can be effectively planned and undertaken.

Cons

- None.