

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	4 March 2019
REPORT TITLE	Scheme of Governance Review
REPORT NUMBER	GOV/19/189
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TERMS OF REFERENCE	12

1. PURPOSE OF REPORT

This report meets the Council's instruction to report on the operation of the Scheme of Governance one year after approval and makes recommendations for improvement.

2. RECOMMENDATIONS

That Council:-

- 2.1 approves Appendix A, the introduction to the Scheme of Governance;
- 2.2 approves Appendix B, the revised Committee Terms of Reference, with effect from 6 March 2019;
- 2.3 approves the disestablishment of the Strategic Transformation Committee;
- 2.4 approves Appendix C, the revised Powers Delegated to Officers, with effect from 6 March 2019, and notes that changes to Appendix 2 thereto will require the approval of Scottish Ministers;
- 2.5 approves Appendix D, the revised Standing Orders for Council, Committee and Sub Committee Meetings, with effect from 6 March 2019;
- 2.6 approves Appendix E, the revised Financial Regulations, with effect from 6 March 2019;
- 2.7 approves Appendix F, the revised Procurement Regulations, with effect from 6 March 2019;

- 2.8 approves Appendix G, the revised Member – Officer Relations Protocol, with effect from 6 March 2019;
- 2.9 notes the progress in the development of Civic Leadership;
- 2.10 notes the progress in the development of an Urban Governance model;
- 2.11 instructs the Chief Officer – Governance to report to Council on a further review of the Scheme of Governance in March 2020;
- 2.12 authorises the Chief Officer – Governance, following consultation with the Business Manager, to amend the Committee Terms of Reference as necessary to take account of the decision on the Council Delivery Plan at the Budget meeting on 5 March 2019;
- 2.13 appoints a member to the vacant position of Depute Provost and agrees any changes to the list of Senior Councillor Allowances; and
- 2.14 considers the invitation to appoint a member to the Board of Community Food Initiatives North East (CFINE).

3. BACKGROUND

- 3.1 On 5 March 2018, Council approved a Scheme of Governance to support the implementation of the Target Operating Model. This suite of documents comprised the following documents:
 - a) Introduction to the Scheme of Governance;
 - b) Committee Structure and Terms of Reference;
 - c) Powers Delegated to officers;
 - d) Standing Orders for Council, Committee and Sub Committee Meetings;
 - e) Financial Regulations;
 - f) Procurement Regulations; and
 - g) Member – Officer Relations Protocol.
- 3.2 As part of the same report, Council agreed to endorse the values and principles of civic leadership and engagement as set out in the report, noting their alignment with the Target Operating Model Design Principles. Council also noted the wider consultation which had been undertaken on the development of a new leadership framework for considering the place and people implications of the economic performance of the City. The Council approved, in principle, the development of Urban Governance coordinating structures.
- 3.3 This report now recommends revisions to the Scheme of Governance documents and explains progress in the civic leadership and urban governance proposals. The Scheme of Governance documents include proposals to make the decision making process more efficient by reducing the number of referrals between committees and the removal of the Strategic Transformation Committee. This is in recognition that transformation has

become “business as usual” for the Council. Business would therefore be distributed across the Council’s committees as appropriate.

- 3.4 Minor corrections to the documents (typographical and formatting) have been made during the previous year by the Chief Officer – Governance following consultation with the Business Manager as per the Powers Delegated to Officers. Any change proposed beyond that is included in the documents presented today.
- 3.5 The improvements recommended for approval have been subject to discussion with the Corporate Management Team and Chief Officers. Governance officers have attended service meetings to discuss proposals and stimulate discussion on other possible improvements. Group Leaders were consulted in January and trade union representatives consulted on the Staff Governance Committee Terms of Reference.
- 3.6 The Governance Review of 2017/18 was initiated as part of the Council’s work with the Chartered Institute of Public Finance and Accountancy (CIPFA) and the aim to secure that organisation’s accreditation in governance excellence. The Assurance Team within Governance is managing the programme of improvements required to achieve the CIPFA accreditation. The original programme of work is being reviewed and recast within the context of the Target Operating Model. A number of the recommendations made by CIPFA in their interim report (Jan 2017) have been completed, or significantly progressed, through the early stages of the Transformation Programme. Dialogue continues with CIPFA to map the improvement journey required to achieve their Mark of Excellence in Governance. The work undertaken was also reviewed by the following during the previous twelve months:
 - (i) External Audit Annual Report, submitted to Audit, Risk and Scrutiny Committee on 25 September 2018 – this noted that the Governance Review was thorough and robust, with a positive evolution of the Council’s overall governance framework. It highlighted that the alignment of the governance framework to the transitional operating structure was best practice whilst stating that the governance arrangements required to be kept under review as the Target Operating Model was implemented;
 - (ii) Internal Audit – report on the target Operating Model submitted to Audit, Risk and Scrutiny Committee on 4 December 2018 – this explained that the new governance arrangements and supporting documentation followed a clear programme plan, and that records indicated that training had been planned and delivered. However, the report saw potential for inefficiency in multiple committee referrals and the delaying of capital projects as a result.
 - (iii) Controller of Audit – in a letter dated 14 December 2018 to the Chief Executive, it was noted that the Council’s plans and governance in support of the Target Operating Model were well monitored and that significant governance enhancements were being made.

- (iv) Moody's Credit Opinion – reported to the City Growth and Resources Committee on 27 November 2018 – this noted that the Council's internal governance and scrutiny as being strong following recent assessments from the Accounts Commission.

4. SCHEME OF GOVERNANCE

- 4.1 The more significant proposals are set out in the following sections, together with summaries of developments in the areas of civic leadership and urban governance.

Committee Terms of Reference

- 4.2 Disestablishment of Strategic Transformation Committee, as explained at 3.3 above;
- 4.3 Strategic Commissioning Committee remit reflects the Outcomes Based Commissioning report approved by that Committee on 20 November 2018;
- 4.4 City Growth and Resources Committee will approve procurement relating to the Capital Programme(formerly Strategic Commissioning Committee) and capital business cases and the associated revenue costs (formerly Capital Programme Committee) to address concerns by Internal Audit identified at 3.6 (ii) above;
- 4.5 Some committee Executive Leads have been changed from Director to the most appropriate Chief Officer or switched between Chief Officers, as all posts in the interim structure have now been filled and induction completed; and
- 4.6 The Northern Roads Collaboration Joint Committee has been included to reflect the decision of Council on 15 March 2017 (although the Council is one of several member authorities, it is still a committee of the Council in terms of the Local Government (Scotland) Act 1973).

Procurement Regulations

- 4.7 Procurement business cases will now be submitted to Strategic Commissioning Committee (revenue) and City Growth and resources Committee (capital and associated revenue); and
- 4.8 Additional scrutiny by Head of Commercial and Procurement Services in relation to workplans and monitoring spend in order to help ensure the Council secures best value.

Standing Orders

- 4.9 Travel arrangements removed, to be replaced by separate and stand-alone policies for staff and Members' travel; and
- 4.10 Chief Officer – Governance to be authorised to arrange meetings of the Appointment Panel (previously this required a Council decision; Council will still appoint the Panel).

Powers Delegated to Officers

- 4.11 Directors, following consultation with the Council Leader, can approve all consultation responses – previously, consultation responses relating to strategic matters required committee approval; and
- 4.12 Director of Commissioning to approve procurement required by decisions of the City Region Deal Joint Committee and the Pensions Committee – this reflects the practice for decisions of the Integration Joint Board. Currently, such procurement is required to be approved by the Strategic Commissioning Committee.
- 4.13 Approval of fees outwith the budget meeting to be delegated to the Chief Officer – Finance following consultation with the appropriate Chief Officer and the Convener of the City Growth and Resources Committee.
- 4.14 Chief Officer – Corporate Landlord can approve the naming of Council facilities.
- 4.15 Chief Officer – Finance to allocate funding from the Transformation Fund on a saving/cost reduction for investment basis.
- 4.16 The Amendments to Appendix 2, the Scheme of Delegation for Dealing with Planning Applications for Local Development, will require approval from Scottish Ministers and the current Scheme will remain in force until this is granted.

Financial Regulations

- 4.17 No substantive changes.

Member – Officer Relations Protocol

- 4.18 No substantive changes.

Council Delivery Plan

- 4.19 This document will be presented to Council on 5th March 2019 as part of the budget process. It contains proposals for performance reporting which, if approved with changes to the recommendations, will require amendment to the Committee Terms of Reference. It is recommended that the Chief Officer - Governance be authorised to make any changes necessary to the Terms of Reference, following consultation with the Business Manager

5. CIVIC LEADERSHIP

Phase 2 2018/2019

- 5.1 On 5 March 2018, as part of the approval of the supporting Governance Framework for the Target Operating Model, Council agreed to endorse the values and principles of civic leadership and engagement as set out in that report. The project is being delivered through the transformation programme and progress has been reported to the Strategic Commissioning Committee in accordance with the Council's Terms of Reference.
- 5.2 On 7 June 2018, an overview of current arrangements for engaging and consulting with customers and citizens was presented to the Strategic Commissioning Committee and the Director of Commissioning was instructed to:
- (i) undertake an audit and review of existing methods and activity of customer and citizen engagement and report back to the Committee with recommendations which:-
 - propose a planned and co-ordinated approach to future engagement and consultation, ensuring that this meets the needs of both the Council and customers and citizens;
 - identify and spread best practice; and
 - demonstrate how this will inform future commissioning; and
 - (ii) take forward a joint review, including Council, civic and partner representatives to explore civic representation and involvement.
- 5.3 The outcome of the above review was presented to the Strategic Commissioning Committee on 29 January 2019, and the Committee agreed the areas for improvement listed at paragraph 4.2 of that report. The findings of this review will be developed through the transformation programme. An important aspect of the project will be to ensure that the Council can capture the views of all citizens and to present an inclusive approach to those with protected characteristics including:
- children and young people; and
 - Care Experienced Young People.
- 5.4 These will help ensure that the agreed models support the Council's aims to be both a UNICEF Child Friendly City and a Dementia Friendly City.

- 5.5 In addition to the above actions, a Participatory Budgeting (PB) Policy for delivering PB was approved by the Strategic Commissioning Committee on 20 November 2018. The Policy was developed applying learning from local delivery and review of guidance and best practice.

Phase 3 2019/2020

- 5.6 By March 2020, the Chief Officer – Early Intervention and Community Empowerment intends to:
- (i) Implement the agreed areas for improvement agreed by the SCC on 29 January 2019 including exploring the options listed at 5.6 below; and
 - (ii) identify gaps in schemes or gaps in styles of consultation.
- 5.7 Options being explored include:
- (i) Citizen Juries Open Space events like that held in January 2018 are an example of an Asset Based Community Development approach. Such Open Space events could be significantly enhanced through investment in technology to allow for both physical and virtual events.
 - (ii) Commons – open events with a focus on the common good. Based on the work of Elinor Ostrom, these are an alternative method of linking public choice to public service and spend. This is based on the concept of caring for the common good.
 - (iii) Increased / enhanced use of the existing City Voice Citizen’s Panel.
 - (iv) Using emergent technology to interact with local residents and communities – through digitalising the options above and developing new methods such as an online community platform.
- 5.8 It will be clear that some of these processes are similar in nature and can offer an escalation route from one to the other. For example, Open Space events can identify broad topics, ‘commons’ frame the discussion on identified topics in more detail, and a Citizen Jury can consider specific aims. Finally, online consultations can help ensure a focussed approach to consultation with residents. It is proposed that the membership of any bodies established will be proposed to the relevant committee in 2020.
- 5.9 During 2020, the complementary Participatory Budgeting project should have reached the stage of seeking approval of empowerment models and tracking benefit realisation. This will need to be integrated with Civic Leadership proposals.

Phase 4 2020/2021

- 5.10 It is anticipated that a new model for Participatory Budgeting will be introduced during Phase 4 as the Council seeks to achieve its aim of locating 1% of the budget through PB, as agreed at Strategic Commissioning Committee on 20 November 2018. This should be facilitated by a digital platform and through links with Civic Leadership models. The possibility of offering the opportunity to interact in real time with local communities and residents over policy and decision making will be explored.

6. URBAN GOVERNANCE

- 6.1 Since the Council report in March 2018, officers have been continuing to consult with external stakeholders on the concept of the city's economic development and the role for an urban governance model. The development of the urban governance proposals is in the context of the city's experience of economic buoyancy on the one hand, and contraction in the period since 2015, largely a result of fluctuating oil prices. It aims to deliver a collaborative framework, at the national and strategic level around the city's role in continuing its contribution to the Regional Economic Strategy (RES) and the economic or place leadership of the city.
- 6.2 The Aberdeen City Region responded directly to the downturn as a result of the fluctuating oil price. It provided a forum for development of the RES, and the ultimate signing of the Deal and the commitment of £250m by the UK Government and the Scottish Government. As the democratically accountable body in the city, the Council and councillors provide place leadership beyond leadership of the authority as members of the Joint Committee that oversees the implementation of the Deal; and the private sector led forum, Opportunity North East (ONE) to support diversification within the energy sector, as well as tourism, food, drink and agriculture tourism and life sciences. Both forums contribute to the overall economic action plan for the region and are a visible example of political-public-private collaboration to invest jointly in the regional economy. The Council also operates on other 'economy' boards of VisitAberdeenshire, Aberdeen Inspired and Business Gateway (Elevator).
- 6.3 Officers participate in a number of supporting groups including the Regional Economic Strategy Group, the Learning & Skills Partnership, NE Scotland Trade Group, as well as the City Region Deal programme board and working groups.
- 6.4 Simultaneously, the Council, through the Aberdeen Community Planning Partnership has been leading on the development of a Local Outcome Improvement Plan (LOIP), that aims to ensure that the people and place of Aberdeen prospers – economically, and in the sense of wellbeing. These partnerships and collaborations are indicative of inclusive economic growth being looked at on a citywide level, and the Council is actively involved.

- 6.5 Aberdeen, the city, has and continues to host transformational economic development activity. As described above, on a project/programme level, or regionally, there are collaborative frameworks in place to drive implementation of these activities. These could be described as the economic ‘engine rooms’ for the overall benefits being delivered. At a city level, these drivers are in turn providing the conditions for ‘whole place leadership’ that raises the ambition and aligns total investment and resources towards the city’s shared priorities.
- 6.6 Since March 2018, officers have been exploring the urban governance model, in the context of these existing partnership activities. There have been a number of changes in the wider landscape including.
- i. changes within Scottish Enterprise and the response to phase 1 of the Enterprise & Skills Review;
 - ii. the Council’s work with Department for International Trade and Scottish Development International to support inward investment and outward trade activity;
 - iii. Aberdeen & Grampian Chamber of Commerce (AGCC) negotiating industry-led export partnership status with the Scottish Government;
 - iv. the recruitment of resource and partner commitment to Invest Aberdeen and its launch in August 2018;
 - v. the annual review of the Aberdeen City Region Deal and its inclusive economic growth outcomes, and the subsequent resourcing of the ‘Digital Theme Group (and its focus on ‘digital infrastructure’;
 - vi. the planned audit of Scottish city deals by Audit Scotland, including the governance arrangements for these;
 - vii. the work of the Aberdeen Economic Policy Panel;
 - viii. the revised LOIP and driving a more transformational change through the Community Planning Framework;
 - ix. the Council’s membership of the Scottish Cities Alliance and the potential powers around councils developing levers to support economic growth in their ‘economic geographies; and
 - x. changes in the leadership of a number of local stakeholders including the universities, NESCOL, Aberdeen Harbour Board or Aberdeen International Airport.
- 6.7 Furthermore, subsequent to the Council decision of March 2018, the Council received its first report from the Aberdeen Economic Policy Panel. This was submitted to the City Growth and Resources Committee on 27 November 2018. The Panel concluded that the outlook for the Aberdeen City Region economy was more positive than in previous years. Employment rates were recovering

and the city region continues to punch above its weight economically. However, the Panel did identify that there were still challenges facing the economy, including the need to diversify and raising the city's productivity outside the oil and gas sector.

- 6.8 The Panel's report included recommendations for the year ahead in response to the various challenges. These included:
- (i) Prioritising coordination around delivery of strategic infrastructure/utilities that aligned decision-making at national agency level to local economic and policy cycles.
 - (ii) Prioritising a stronger export-oriented collaboration that capitalised on the significant investments in infrastructure. A formal export partnership could coordinate local growth needs to UK Government and Scottish Government export activity.
 - (iii) In response to wider challenges, for example the UK's exit from the European Union, to implement a programme of engagement with both Governments by the city's leadership to ensure the impact on the City Region's key skills and economic strengths was minimised.
 - (iv) Recognising that much of the City's economic challenges are specific to the City and North East economy, the Panel acknowledged that additional mechanisms may be needed that provide flexibility to allow councils and stakeholders to adjust policy at the local level. It recommended that the Council should encourage the Scottish Government to lead a national discussion on how greater autonomy in economic policy can be created to improve economic outcomes at the local level.
- 6.9 Given the recommendations of the Economic Policy Panel, and wider activity in relation to AGCC, it is intended that the existing leadership and collaborative frameworks are used to deliver the response to Panel's recommendations. The Council's participation in a number of 'economy' boards and officer participation in a number of supporting operational forums will allow the Council to develop the urban governance aims of providing strategic and collaborative 'place leadership' for the city of Aberdeen.

7. TRANSFORMATION

- 7.1 In August 2017 Council approved the Target Operating Model, which incorporated the Council's transformation objectives:
- To deliver the Digital Strategy by 2020;
 - To deliver the Target Operating Model by 2020/2021; and
 - To deliver approximately £125 million of benefits realisation (or savings) over five years (2018/19 to 2022/23).
- 7.2 To deliver these objectives, the Council's operating model, and therefore the transformation portfolio, needs to ensure services are digitally enabled with an

operating model that contributes to both the outcomes and priorities within the Local Outcome Improvement Plan.

- 7.3 During 2018/19, Internal Audit made specific recommendations requiring an implementation timetable for transformation projects, the provision of clear progress on savings against costs and improved financial reporting. All of these recommendations were accepted by officers. Overall, Internal Audit noted that the transformational changes were well progressed and followed a clear governance framework for development and implementation in line with the TOM design principles. External Audit noted that the Council had a robust and proportionate approach to transitioning to the Target Operating Model and its objectives. It recommended that the governance arrangements overseeing the transition be kept under review as the TOM is implemented.
- 7.4 During 2018/2019, the transformation governance arrangements evolved to allow Phases 2 to 4 to be delivered through seven capabilities, with digital as a key enabler to support their delivery. The capabilities flow from the Target Operating Model design principles:
1. Managing demand through prevention and early intervention;
 2. Being flexible and adaptable;
 3. Ensuring accountability, transparency and openness;
 4. Becoming intelligence led;
 5. Encouraging inclusiveness, engagement and collaboration;
 6. Achieving consolidation and consistency; and
 7. Focussing on outcomes that make a difference.
- 7.5 Each capability is overseen by a Senior Responsible Officer (SRO) who leads a programme group. The programme group oversees the delivery of various projects contributing to the delivery of that capability. The Programme Groups are accountable to the Transformation Management Group (TMG). The TMG provides strategic direction to the transformation portfolio and ensures achievement of the capabilities and the subsequent delivery of benefits, both financial and non-financial.
- 7.6 As explained in paragraph 3.3, it is proposed that the Strategic Transformation Committee be disestablished. All committees will now have transformation responsibilities on the basis that transformation is “business as usual” and will be going forward. The monitoring of the Transformation Fund will fall under the remit of the City Growth and Resources Committee.

8. APPOINTMENTS

Depute Provost

- 8.1 The position of Depute Provost was established at the Statutory Council meeting of 16 May 2007. Since then, six elected members have fulfilled the role, with the most recent incumbent, Councillor Donnelly, having resigned from

office on 24 January 2019. Members are now required to consider filling the vacancy.

- 8.2 In terms of Standing Orders for Council, Committee and Sub Committee meetings, the Depute Provost is the Vice Convener of the Council and acts as Chair in the absence of the Lord Provost.
- 8.3 The Depute Provost also deputises for the Lord Provost at civic events and engagements when the Lord Provost is unavailable.

CFINE

- 8.4 Community Food Initiatives North East (CFINE) has requested that the Council nominate an Elected Member for appointment to its Board of Directors. CFINE is a company limited by guarantee and a charity. The Elected Member, once appointed by the Board of Directors, would be a director and a trustee of the organisation.
- 8.5 Officers within Legal Services and Finance have reviewed the application submitted by CFINE, in accordance with the Council's Policy on Appointments of Elected Members to Outside Bodies and have assessed the nomination of an elected member to the CFINE Board of Directors to be suitable for recommendation. The organisation has appropriate and transparent governance arrangements, adequate liability insurance, provides training to Directors and has clear arrangements in place for the Elected Member to exit the organisation.
- 8.6 The appointed Elected Member will be subject to the usual responsibilities and obligations as a director of a company and a trustee of a charity. As set out in the Council's Policy on Appointments of Elected Members to Outside Bodies, which provides appropriate guidance, all Directors are to act in the best interests of each organisation once they have accepted the appointment.

9. FINANCIAL IMPLICATIONS

- 9.1 Adopting the recommendations in this report will have no direct financial implications but will help improve the robust governance framework required to support organisational change and achieve budget targets. Adhering to the terms of the Financial Regulations, an integral part of the stewardship of Council funds, will ensure that all the Council's transactions are conducted in a manner demonstrating openness, integrity and transparency.
- 9.2 Any financial implications arising from the proposals for Civic Leadership and Urban Governance will be evaluated and reported on a case by case basis and reported to the appropriate committees as required.

- 9.3 The role of Depute Provost is currently remunerated at £22,306 per annum. A full list of Senior Councillor allowances approved at Council on 5 March 2018 is contained within Appendix H, including uplift.
- 9.4 Senior Councillor allowances are set in accordance with legislation issued by the Scottish Government. The legislation sets a minimum and maximum amount of allowances for Senior Councillors, fixes a maximum number of Senior Councillors and an overall limit on the total allowances paid to Senior Councillors. The cost of the role of Depute Provost can be met within these limits, and from within the existing budget provided.

10. LEGAL IMPLICATIONS

- 10.1 The Scheme of Governance was designed from the outset to assist the Council in complying with its statutory duties and functions, whilst also being consistent with both the principles of the target operating Model and the CIPFA principles of good governance.
- 10.2 The legislative bases for the various documents comprising the Scheme of Governance are as follows:
- 10.3 Section 56 of the Local Government (Scotland) Act 1973 – the Council may arrange for the discharge of any functions, subject to some exceptions, by a committee or sub committee. These are set out in the Committee Terms of Reference.
- 10.4 The same section also provides that the Council may arrange for the discharge of any of its functions, subject to some exceptions, by an officer of the Council. These delegations are contained in the Powers Delegated to Officers. Section 43 of the Town and Country Planning (Scotland) Act 1997 also requires the Council to publish a Scheme of delegation setting out how certain planning applications are to be dealt with by officers.
- 10.5 Section 62 of the Local Government (Scotland) Act 1973 empowers the Council to make, vary or revoke standing orders for meetings of Councils, committees and sub committees.
- 10.6 Legislation requires the Council to adhere to stringent financial controls and practises. The Financial Regulations are integral to this requirement.
- 10.7 The Procurement Reform (Scotland) Act 2014 and several EU Directives must be complied with, and the Procurement Regulations achieve this whilst empowering staff and promoting Best Value.
- 10.8 The Council is required under Section 47 of the Police and Fire Reform (Scotland) Act 2012 and Section 41E of the Fire (Scotland) Act 2005 to scrutinise local police plans and local fire and rescue plans respectively. This is undertaken through the terms of reference of the Public Protection Committee.

10.9 The Scheme of Governance also supports the Council's pursuit of the CIPFA Governance Mark of Excellence.

11. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	No direct financial implications for Scheme of Governance	L	Scheme of Governance itself mitigates against risk of poor financial management, poor value for money, fraud and financial loss.
Legal	The Council's legal obligations are set out in section 5	L	Adherence to the specified legislation ensures accountability
Employee	No direct risk	L	Adherence to the Scheme of Governance protects employees in the undertaking of their roles
Customer	In relation to civic leadership and engagement, there is a risk that the collaborative approach leads to the expectations of customers not being met, causing dissatisfaction.	M	Officers will identify legislative, financial and other barriers to delivering expectations at the outset
Environment	No direct risk	L	Electronic documents and the Paperlight project reduce the impact on the environment through reduced paper use. There was an 85% reduction in the amount of paper used for the main committee agendas between 16/17 and 17/18 as part of an improvement to committee procedures.

Technology	No direct risk	L	
Reputational	See Customer section above in respect of civic leadership; similar risks are relevant for the development of the urban governance model in that the high level of partnership working proposed must deliver on expectations.	M	As set out in Customer section above, expectations will be managed and achievable targets set

12. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The Council will continue to lead and participate in a number of coordinating groups that promote economic activity in the city. These reflect the LOIP drivers and the Regional Economic Strategy drivers of investment, infrastructure, inclusive economic growth and internationalisation.
Prosperous People	The Council will continue to lead and participate in a number of coordinating groups that promote economic activity in the city. These reflect the LOIP drivers and the inclusive economic growth driver that promotes training and employability.
Prosperous Place	The Council will continue to lead and participate in a number of coordinating groups that promote economic activity in the city. These reflect the LOIP drivers and the Regional Economic Strategy drivers of investment, infrastructure, inclusive economic growth and internationalisation. The only place leaders with democratic legitimacy are Council leaders and examples from other areas show that they are in the best position to drive the aspirational change to leaders of place.
Enabling Technology	This will be encouraged through the Digital Theme group of the Aberdeen City Region Deal which will

	<p>enable promotion and use of technology across the city.</p> <p>In respect of transformation, the use of technology will help to deliver the Target Operating Model efficiencies in service delivery.</p>
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Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The Civic Leadership proposals will allow the customer a greater voice and a collaborative voice in working with the Council.
Governance	<p>This report is concerned with improving the Council's governance arrangements through changes to the Scheme of Governance.</p> <p>In respect of transformation, the comments of External and Internal Audit are referred to. The transformation arrangements will continue to be monitored.</p>
Partnerships and Alliances	<p>Civic and place leadership will encourage partnership working with communities, education providers and businesses across the city.</p> <p>The civic role of Depute Provost involves representation of the city, the Council, and the office of Lord Provost, at many civic events and engagements throughout the year. The role supports the organisation in building important partnerships and alliances with individuals, organisations and cities nationally and internationally to the benefit of Aberdeen.</p> <p>An appointment to the Board of CFINE would improve the Council's links to an with organisation which it already has close relations.</p>

13. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required

Data Protection Impact Assessment	not required
Duty of Due Regard / Fairer Scotland Duty	not applicable

14. BACKGROUND PAPERS

Council Target Operating Model report – Council 23 August 2017

Target Operating Model Report – Council 11 December 2017

Target Operating Model – Supporting Governance Framework – Council 5 March 2018

15. APPENDICES

- A. Scheme of Governance Introduction**
- B. Committee Terms of Reference**
- C. Powers Delegated to Officers**
- D. Standing Orders for Council, Committees and Sub Committees**
- E. Financial Regulations**
- F. Procurement Regulations**
- G. Member – Officer Relations Protocol**
- H. Senior Council Remuneration (including uplift)**

16. REPORT AUTHOR CONTACT DETAILS

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