

GOVERNANCE REVIEW

Summary: To consolidate previous Executive and Board discussions and comments in regard to Governance, including the Board's workshop on 4th March 2019.

Recommendations:

1. Constitution

1a) As a first step to a more comprehensive review, the constitution be updated by the Director, for the June 2019 Board meeting, as follows

- General updating to reflect Executive / Board decisions over the last 12-18 months
- sections relating to Sub Committees to be replaced by those relating to task and finish and working groups.

1b) The Director brings forward to the June 2019 Board meeting options for the modernisation /rationalisation of the current constitution.

2. Business Plan

2a) The Executive in May to agree the format / level of detail for financial information for Business Plan development and quarterly reporting.

2b) The Executive in July to receive the Q1 2019/20 – 2021/22 Business plan review.

2c) The Executive in July to review the initial structure and operating context for the draft 2020/21 - 2022/23 Business plan

3. Staff/Employment Manual

That a proposal to be brought to the Executive in July for the use of an outside HR company, private or public, familiar with public sector ways of working, for a fee to update the current Staff/Employment Manual to reflect up to date HR practices.

4. Policies

That the Director lists, for the July Executive, the current policies, excepting those related to Employment, the date of the last review, and identifies the date by which they should be updated, refined or reviewed. The priority order to reflect Board Member's need to ensure the Board is not at risk in terms of any aspect of its roles and responsibilities.

5. Board Member's role and duties

The Chairman, Vice Chairman and Director review the current Board Member job description, induction process and consider how best to capture Member's range of skills, capitalise on their networks and support their development needs by September 2019.

6. Communications Strategy 2017 - 2022

The Strategy was reviewed by the Executive Committee in November 2018 and will be reviewed again by the Executive in September 2019.

7. Retirement of Patron

In the light of the retirement of our current Patron from the House of Lords the Chairman, Vice Chairman and Director consider a new Patron(s) covering both political and commercial skills post the publication of the National Park Review in October 2019.

8. Links to the Voluntary Warden Network

That Executive Committee members link to each of the voluntary warden area meetings. Attendance by an Executive member at area meetings as appropriate:

- Chairman; North
- Vice Chairman; Central
- Previous Vice Chairman; East
- ?; Avon
- ?; South
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With the 5 representatives ensuring clear and consistent messages about the whole AONB and full range of Board activity at the meetings they attend.

Officer Ref: Martin Lane, Director

Background

1. A recent Board Member Awayday Workshop 4th March 2019, supported by an independent facilitator, attended by 26 out of 37 Board Members looked to :
 - establish the most appropriate governance arrangements for the Board,
 - identify key challenges and opportunities connected with the delivery of the new Business Plan,
 - consider the challenges and opportunities afforded by the Glover Review in the context of the case for the evolution of the CCB into a National Park
2. The workshop notes, subsequently communicated to all Board Members, provided an overview of the key issues and challenges and produced an action list for consideration by the new leadership team and Executive after the AGM 26th March 2019. The action list was:
 - To review the functioning of the new task and finish and working groups taking account of: a need for greater clarity about timescales and deliverables a need for greater clarity about how the outcomes of the groups will influence the actions of CCB; a need for clarity on how new issues should find their way onto the agenda of the Board; a need for greater clarity on the relative priority of the work of the groups.

- The development of opportunities for Board members to register their full range of skills with CCB and to network on themes of common interest informally.
 - The development of a more accessible and SMART format for the Business Plan where it is straightforward to achieve this including the technical finance section.
 - An exploration of the relative merit of an operational plan, prioritizing what is most important and as a vehicle for the allocation of staff time and resources to the delivery of the Business Plan.
 - The development of a review and refinement of key policies to ensure CCB is not at risk in terms of any aspects of its roles and responsibilities.
 - The development of an influencing and communications plan in partnership
 - with the Board to maximize the impact of CCB.
3. At the March 26th Board Meeting the Board **RESOLVED that a working group be established at the April 2019 Executive Committee in regard to establishing issues of governance and developing more staff policies.**
4. Since the March Board meeting, following the announcement concerning the retirement of the Director it has become clear that much of May, June and early July will be taken up with a recruitment process calling on the input from key Board Members.
5. It is also noted that the Secretary of State recruitment process for 3 new appointees will span May, June and July. The Board's work on the A417 will reach a critical stage in the June – September period, with formal consultation on Highways England's Environmental Scoping Report for the A417 and then formal consultation on their Option 30 route expected.
6. The Chairman has highlighted other areas of work that should be considered and addressed.
- The retirement of our current Patron from the House of Lords
 - The consideration of a commercial sponsor/patron
 - Links to the warden area meetings

Supporting Paper(s):

None.

Executive Committee Members are reminded to review / refer to the earlier 4th March Awayday report produced by Ivan Annibal, (email of 20th March).