ITEM 5

PAPER NO. WRWA 22-21

WESTERN RIVERSIDE WASTE AUTHORITY

MEETING	21st September 2022
REPORT AUTHOR/ DATE	Deputy Clerk (Contact Wayne Chandai – Tel 020 7926 0029) 12th September 2022
SUBJECT	Governance Review
CONTENTS	Page 1 Executive Summary Page 1 Recommendation Page 2 WRWA Governance Review Overview Page 8 WRWA Draft Terms of Reference – Governance working group
STATUS	Open - circulation of this paper is not restricted.
BACKGROUND PAPERS	No background papers were used in the production of this report.

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EXECUTIVE SUMMARY AND BACKGROUND

1. Western Riverside Waste Authority (WRWA) and its Constitution were enacted in 1985 in order to discharge the operational functions of waste disposal, previously held by the GLA, for its four constituent councils. A proposal has been presented to the Authority for it to conduct a governance review of its constitution. This review will audit the current governance arrangements and decision-making processes and recommend changes to the Constitution, Standing Orders, and soft governance.

2. In order to ensure that the Authority is reflective of political balance, and can deliver its objectives in a fair and transparent way, it is recommended that a working group is set up. The members of the working group will be tasked with engaging with stakeholders as they review the overall structure of the constitution, from the roles of Members to various policies and forward planning strategies.

3. The members of the working group will be responsible for deciding how the review is conducted, how stakeholders are engaged, and what benchmarks the Authority sets for the future.

4. The Member Working Group would present its report to the Board for discussion and decision at the AGM in June 2023.

RECOMMENDATIONS

5. The Authority is recommended to:

   (a) amend and agree the Terms of Reference

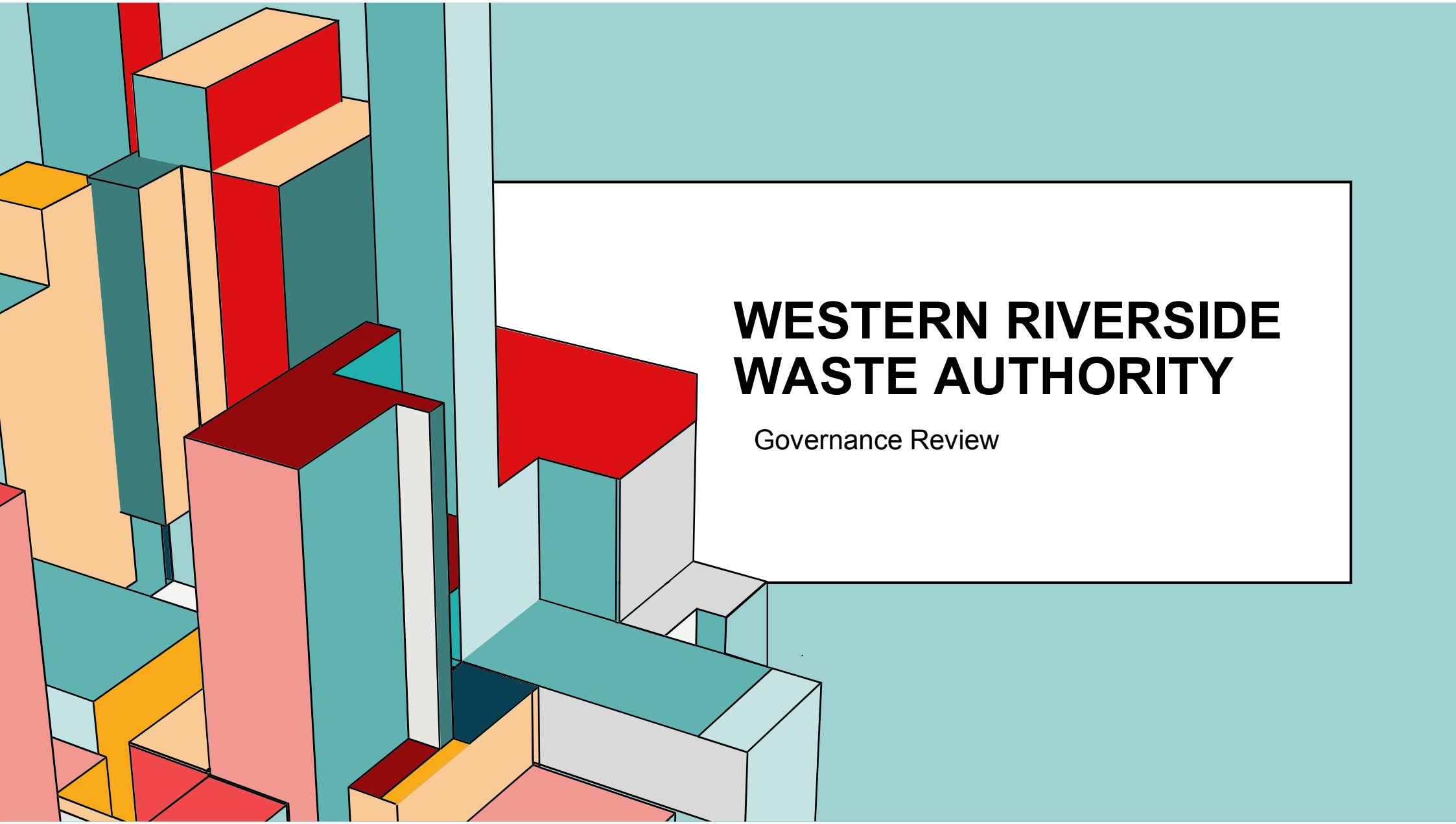
   (b) agree the membership of the Governance Review Working Group

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Deputy Clerk

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12th September 2022



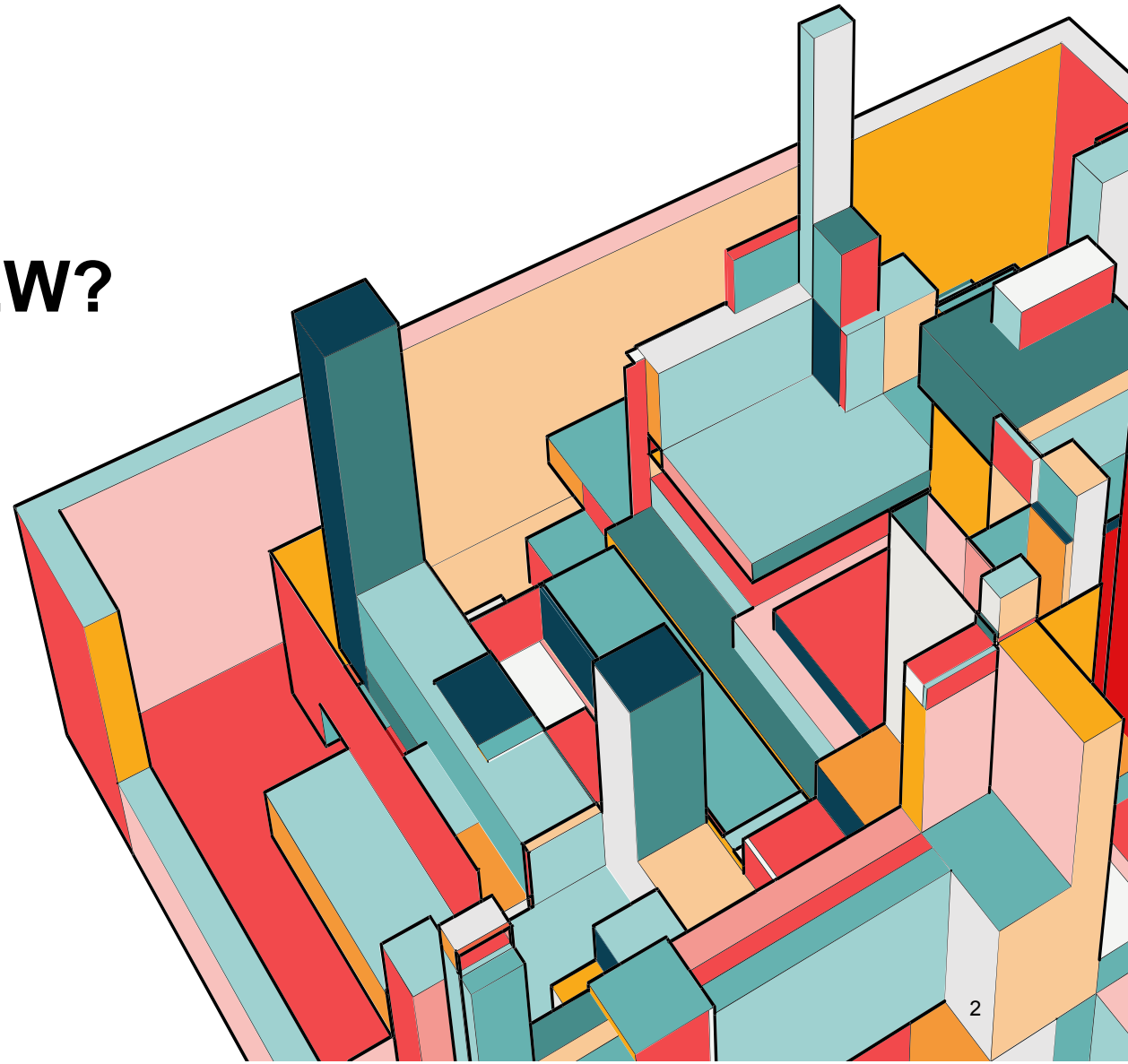
WESTERN RIVERSIDE WASTE AUTHORITY

Governance Review

WHY HAVE A GOVERNANCE REVIEW?

The aim of a review is to explore the changes needed to the actual governance, constitution and decision making arrangements of the Authority.

The authority and constitution were enacted in 1985 to deliver waste disposal in the four boroughs and we need to ensure that the arrangements are fit for future purpose.



CONSIDERATIONS FOR THE REVIEW

<u>The WRWA Board is empowered to amend the WRWA Constitution if it wishes and some ideas of what the working group may consider is as follows:</u>

Explore the merits of:

- a rotating Chair
- a fixed term Chair
- making the Vice Chair an opposition party (where exists) post

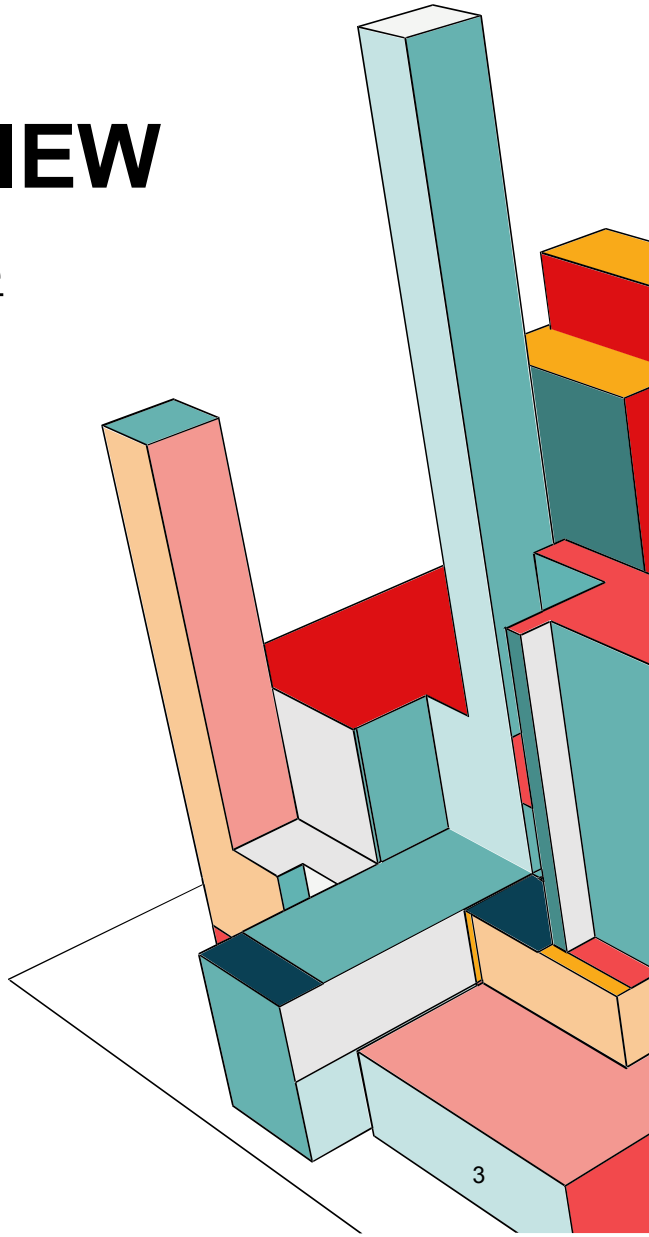
Look at changing the restrictions on substitutes at meetings.

Look at updating Scheme of Delegation to ensure Code of Corporate Governance based on CIPFA best practice recommendations.

Look at the quality, accessibility and effectiveness of Authority papers and briefings for Members.

Review the forward planning and decision making around significant decisions including policy frameworks, contracts and procurements and property.

Review use of delegations and delegated spend.



CONSIDERATIONS FOR THE REVIEW

Review the role of Members and ensure clarity on their position on the authority.

Review partnership arrangements and their relevance to the Authority operation.

Revision job descriptions and term of appointment for Clerk & Treasurer.

Consider the content and outcomes of any previous governance reviews.

Review officer structure and it's accountability arrangements.

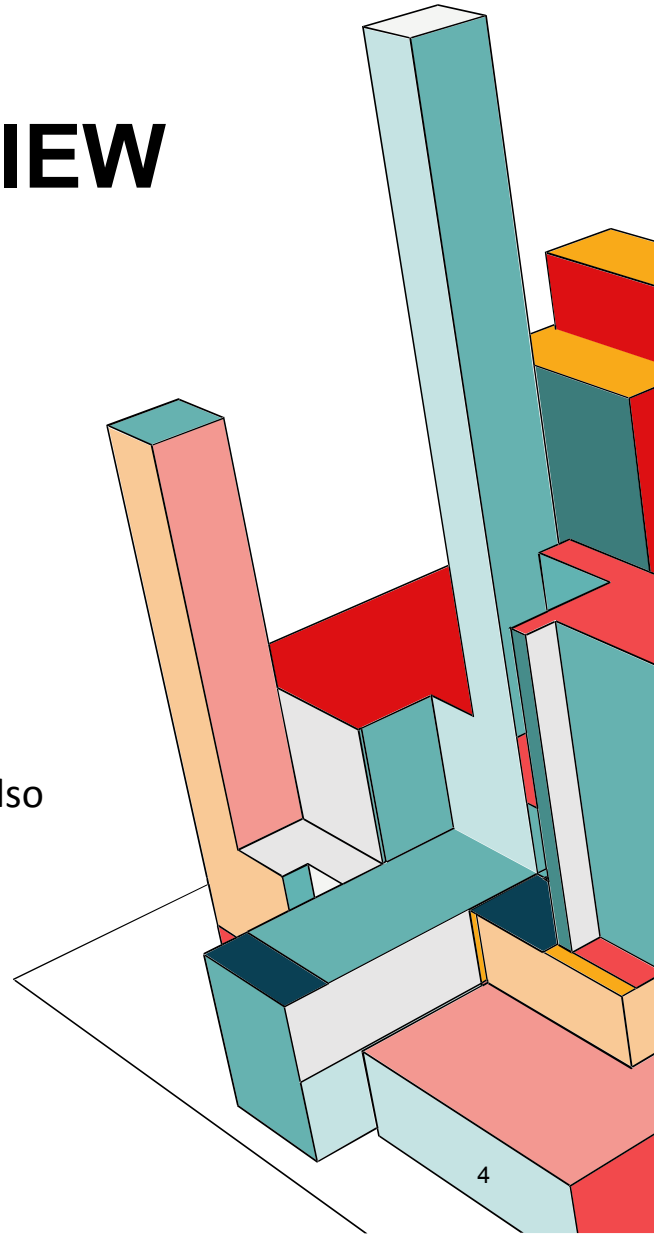
Take into consideration the new data protection regulations and incorporate Equalities legislation where applicable.

How will we do this?

Engage with other Waste Disposal Authorities within London to see how they work, and also similar bodies including LWARB (RE-London)

Look at getting professional advice and guidance where neccessary

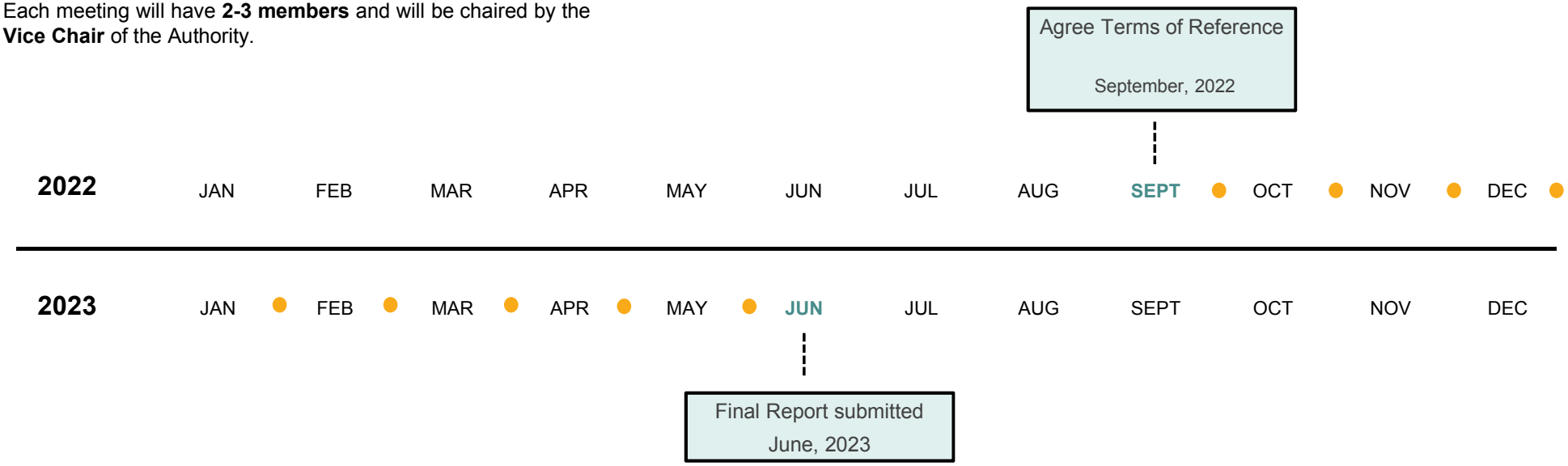
Speak to Senior constituent authority officers, Technical Officers and Members of the Authority



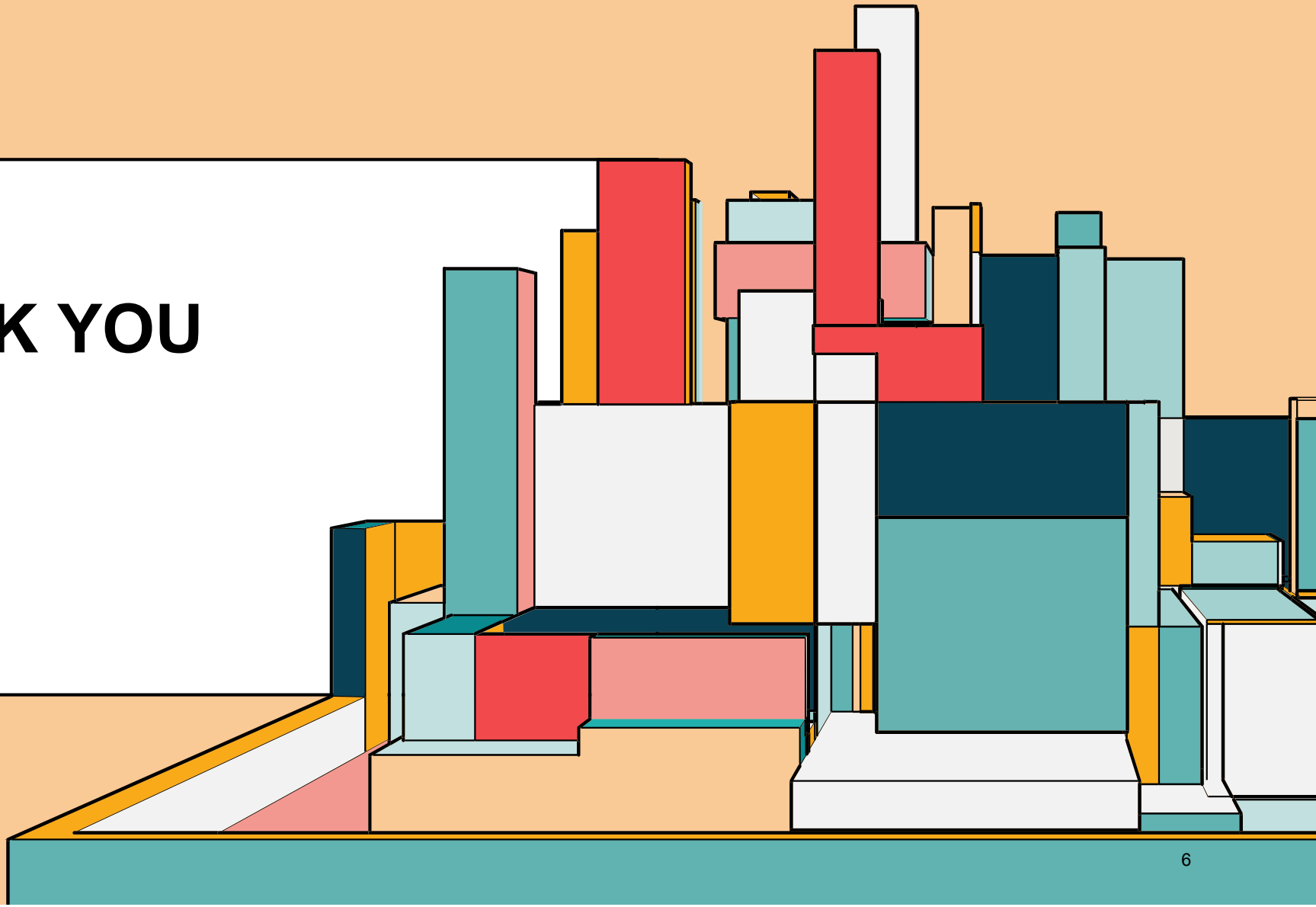
TIMELINE (TO BE UPDATED ONCE THE WORKING GROUP HAS BEEN ESTABLISHED)

Working Group Meetings will take place between September '22 & June '23 when the Final Report is submitted.

Each meeting will have **2-3 members** and will be chaired by the **Vice Chair** of the Authority.



THANK YOU



Western Riverside Waste Authority (WRWA) – Governance Review Working Group

Purpose: The Authority and Constitution of the WRWA were enacted in 1985 in order to discharge the operational functions of waste disposal, previously held by the GLA, for the four boroughs. This review will look at the current governance arrangements and decision making processes and recommend changes to the Constitution, Standing Orders and soft governance to ensure that the Authority is reflective of the political balance and can deliver it's objectives in a fair and transparent way, with effective engagement of stakeholders.

Functions:

1. Consulting widely within the WRWA as to what Members and their constituent authorities need and/or expect in relation to the principles and practice of governance and decision making; what these expectations and needs mean in the WRWA legal context and how Members and officers of the Authority shape it's work and inform decision making.
2. Taking account of the guidance and legal obligations as set out in the Local Government Act (1985, as updated), other relevant legislation and published guidance including the CIPFA Code of Governance, as well as taking account of best practice and governance arrangements in similar bodies;
3. To consider how the WRWA governance and decision making arrangements can help it to seize opportunities, create long term strategy and planning frameworks and manage risk in an environment that will likely see significant change over the next 30 years.

Operating guidelines: The working group will look at the Strategic Leadership of the WRWA, how and where the accountability is, how it needs to be improved and the structures and processes that support the WRWA operation.

Reports to: Clerk and Deputy Clerk

Membership: Vice Chair of Authority (Chair of working group)
In addition to 2 other members of the Authority

Frequency: To be agreed

Governance documents: Terms of Reference
Work Programme
Working Group Schedule/Timeline

Secretariat: Deputy Clerk

Communication protocol:

Matters arising and decisions taken by The Working Group will be communicated to:

- WRWA Members
- All relevant officers (including Strategic Directors and Technical Officers)
- Other relevant stakeholders where applicable