

Draft Terms of Reference

Leader and Cabinet Transition Working Group

Purpose

To support and oversee the Council's transition from its current governance arrangements to a Leader and Cabinet model of governance, ensuring that the new arrangements are lawful, effective, transparent, accountable and capable of implementation within the required statutory timescales.

Objectives

The Working Group shall:

1. Oversee the design and implementation of the Council's Leader and Cabinet governance arrangements.
2. Develop recommendations on the structure and operation of Cabinet portfolios.
3. Review and make recommendations on Overview and Scrutiny arrangements.
4. Review and make recommendations regarding:
 - Member roles and responsibilities;
 - Constitutional provisions;
 - Executive decision-making processes;
 - Delegations to Cabinet, individual Cabinet Members and officers;
 - Access to information requirements;
 - Public accountability and transparency arrangements
5. Ensure that governance arrangements align with statutory requirements and recognised good practice.
6. Support member engagement throughout the transition process.
7. Develop an implementation programme and transition timetable.
8. Recommend constitutional amendments to the Constitution Committee required for adoption by Full Council.
9. Monitor implementation and identify any issues requiring further constitutional or procedural changes.

Scope

The Working Group shall consider and make recommendations on:

Governance Structure

- Cabinet size and composition.
- Portfolio responsibilities.
- Appointment arrangements.
- Cabinet committees, advisory groups and informal member forums (if required).

RECONVENED MEETING

Constitution Committee – 2 July 2026 (reconvened on 15 July 2026)

4.1

Overview and Scrutiny

- Scrutiny committee structure.
- Call-in arrangements.
- Pre-decision scrutiny mechanisms.
- Policy development and review arrangements.

Constitutional Changes

- Articles of the Constitution.
- Executive Procedure Rules.
- Overview and Scrutiny Procedure Rules.
- Access to Information Rules.
- Financial and Contract Procedure Rules (where affected).
- Scheme of Delegation.

Member Development

- Member training requirements.
- Cabinet and scrutiny member development.
- Constitutional awareness sessions.

Engagement

- Communications and Engagement Plan to ensure that communication with the Members, officers and residents on the changes is timely and that options to enhance public participation via the Constitution are fully considered. (public, member, stakeholder)

Cultural change

- Delivering the culture change required to support the system (including the required communications / training with members, officers and stakeholders).

Membership

The Working Group shall comprise:

- The Leader (or nominated member).
- X representative from each political group

The Monitoring Officer, Chief Executive and other relevant officers shall provide advice and support.

The Working Group may invite:

- External governance advisers;
- Centre for Governance and Scrutiny representatives;
- Officers from councils operating Leader and Cabinet governance arrangements;
- Other subject matter experts.

Status

The Working Group is advisory only.

It shall not exercise delegated authority or decision-making functions.

All recommendations shall be referred to Full Council and/or the relevant committee for formal decision.

Outputs

The Working Group shall produce:

1. **Governance Transition Framework**
 - Proposed Cabinet structure.
 - Scrutiny arrangements.
 - Governance map.
2. **Constitutional Review Report**
 - Draft constitutional amendments.
 - Revised delegation framework.
 - Revised procedural rules.
3. **Implementation Plan**
 - Transition milestones.
 - Member training programme.
 - Communications plan.
4. **Post-Implementation Review**
 - Review of operation after 6–12 months.
 - Recommendations for refinement of governance arrangements.

Reporting mechanisms

The Working Group shall report regularly to the Constitution Committee).

A final implementation report and constitutional package shall be submitted to Full Council for approval.

Duration

The Working Group shall remain in existence until:

- The Leader and Cabinet model has been implemented;
- The post-implementation review has been completed; and
- Any consequential constitutional amendments have been considered by Council.