

## **Association of Directors of Environment, Economy, Planning and Transport (ADEPT) Governance Framework**

### **Why Change?**

The rationale for a review of the governance and structure of ADEPT lies in the recognition that the landscape in which ADEPT works is changing very quickly and there is a need to be more responsive and able to react quickly to emerging issues, whilst operating in an arena of severely reducing budgets in the public and other sectors.

### **Underlying Drivers and Principles**

#### **Drivers**

1. The need for ADEPT to continue its successful change journey to ultimately become the “go to” trusted national organisation on all matters pertaining to integrated place-based local government services.
2. The need to attract wider ongoing active support and membership from Strategic Authorities across the country to achieve the above.
3. The need for ADEPT leadership to be “powered up” in establishing and maintaining the highest reputation and credibility for the organisation, on the most important issues of the day within the wider PLACE remit (i.e. Economic Growth, Housing, Skills, Transport etc)

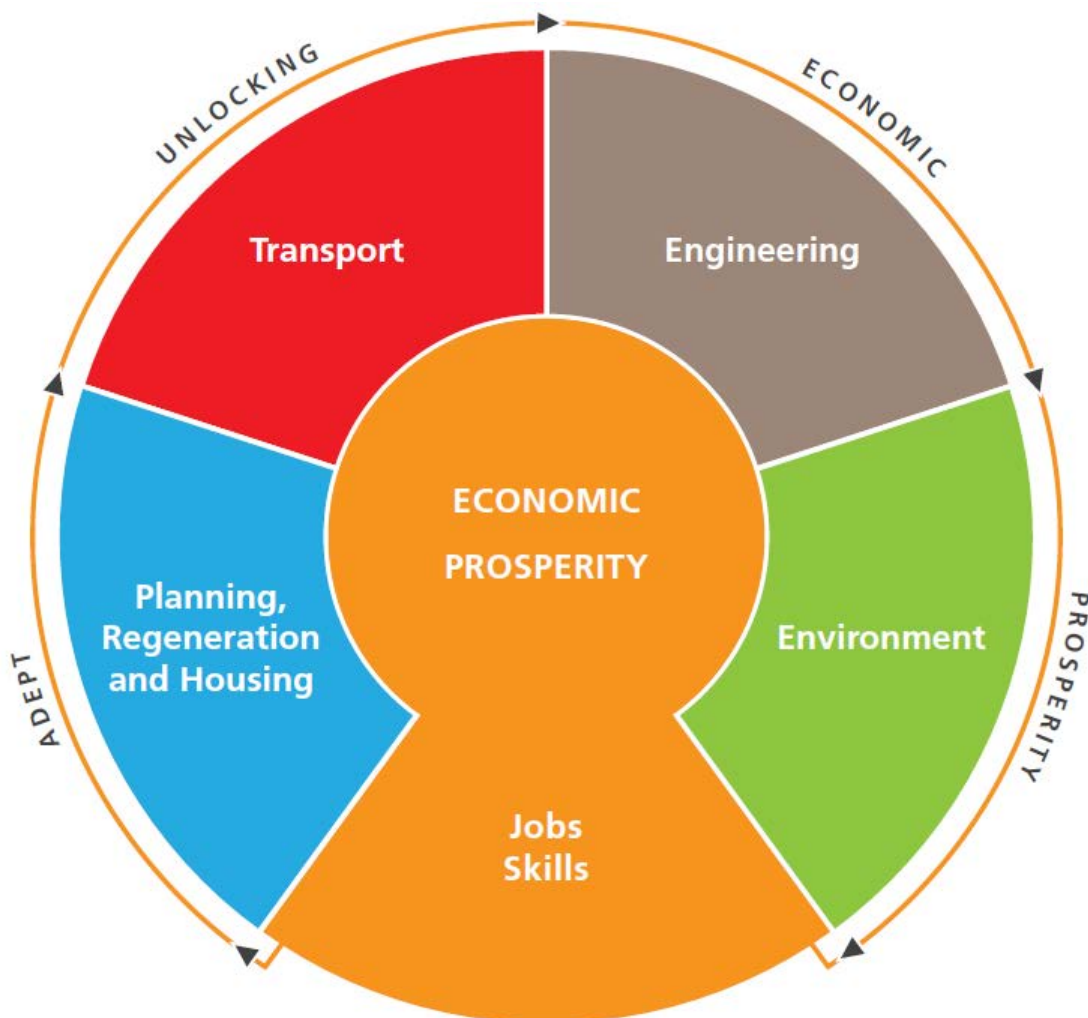
#### **Principles**

- The voice of members in all types of strategic authorities across the whole of England (with input from Wales, Scotland and Northern Ireland), is heard, in informing our national influencing and policy development activities.
- The existing bedrock work of active members in developing technical advice and new initiatives through standing Subject Boards should not be undermined.
- The role of Sub National Boards is strengthened and recognised in supporting policy development and advice.
- Our analysis and thinking should be better informed in newer and topical areas of the organisations wide remit, and not constrained by one methodology (e.g. use task and finish groups, consultancy support, not just Standing Boards).
- The leadership of the organisation needs to be freed up from advising on ongoing matters of technical specialism to focus on “punching our weight” on key strategic issues.
- Clarity of constitution, organisational dynamics, programme of activity and events, should be communicated more effectively to ensure maximum member commitment and support.
- The role of Strategic Place Directors in providing successful, expert, leadership of integrated Place transformation, through the collective management of a range of professional specialisms (e.g. Transport, Highways, Waste, Planning, Regeneration, Economic Development, Property, Housing, Amenities etc.) should be evident in the effective framing of our relationships with other organisations and the media (TAG, POS, ICE, RTPI, CEDOS, CIHT, RICS, Surveyor, MJ, Estates Gazette, LTT, LGC etc)

There is a need for ADEPT leadership to be empowered in establishing the highest reputation and credibility for the Association, on the most important issues of the day within the wider PLACE remit. Thus, there continues an important role for ADEPT to play in:

- engaging with, and influencing central government (DfT, DECC, Defra, HMT, BIS, DCLG and Cabinet Office);
- responding to reviews and consultation;
- Influencing government;
- assimilating professional insights and expertise with related professional institutions and private sector bodies;
- commissioning research;
- making strategic links with LEP network;
- identifying common challenges;
- retaining the professional body status; and
- sharing best practice and solutions.

In this way (as is demonstrated in ADEPT's Prospectus for Growth) Economic Prosperity is at the heart of ADEPT's agenda, facilitated and underpinned by a full portfolio of professional expertise.



## **ADEPT Governance**

ADEPT governance comprises a strategic level President's Team and Management Board, focused on key issues and supported by Subject Boards, Sub National Boards and a wider network of members.

The **President's Team** is composed of:

- President
- 1<sup>st</sup> Vice President
- 2<sup>nd</sup> Vice President
- Immediate Past President
- Honorary Secretary and Treasurer

They meet monthly (virtually or face to face) to set the strategic agenda for ADEPT.

The **Management Board** meets quarterly to focus on key issues and to take the lead in engaging with and influencing central government, commissioning research and ensuring the effective running of the Association, providing coherent leadership of PLACE. In so doing, the Management Board is expressing the views of the membership on these key issues. The Board includes:

- the President's Team
- Chairs of four Subject Boards (Transport/Engineering/Environment/Planning, Regeneration & Housing) in order for the professional and technical expertise to influence the focus and direction of the Association
- Chairs of Sub National Boards, representing the wider network of members.

In order to ensure that the Board is lean, agile and dynamic, it is important to keep membership fairly limited.

The **Subject Boards and Working Groups/Panels\*** have responsibility for:

- developing professional and technical standards, to be considered by the Management Board as required
- influencing emerging policy and sharing best practice, information and ideas

The **Sub National Boards\*** will have responsibility for:

- promoting a stronger sub national presence
- sharing best practice, information and ideas
- liaising with Subject Boards on matters relating to professional and technical standards

\*Each Board will determine how regularly it meets, according to its agenda. Quarterly meetings will be envisaged in the majority of cases.

The **ADEPT Network** will include all members (including retired members and past office holders) and will have a role in identifying new factors for consideration - both emerging issues and highlighting changes to the strategic landscape - and in delivering solutions. The success of the network will depend on all of its members contributing fully to the information exchange and to business meetings and conferences. The role of Sub National Boards is key in sustaining the Network.

It must also be noted that the wider ADEPT network includes key agencies and authorities involved in delivering the place agenda who are not formally members.

In addition, the **President's Policy Meeting**, the **AGM/Annual Lunch**, the **Annual Conference** and the **Annual Dinner** are landmark events in ADEPT's annual calendar, providing signposted opportunities to work directly with members and stakeholders on key issues and to discuss emerging issues. In addition to these being facilitated engagement sessions furthering ADEPT's agenda, they are excellent value in providing continuous professional development for members.

The whole governance structure could be supported by an online functionality which enables smooth and easy sharing of information.

