

Reshaping the Council Budget Board

Outline Terms of Reference

Programme Purpose

Set the strategic direction to determine the shape and size of the council at the end of 2022/23. This will include determining where the council will reduce or remove funding and approving the key assumptions within the Medium Term Financial Plan.

Main Outcomes

Define and deliver a Medium Term Financial Strategy to the end of 2022/23

Ensure a balanced budget can be set each financial year within the programme

Support the delivery of Corporate Priorities

Provide a managed approach to becoming a smaller, well-run council

Programme Vision

A CET/cabinet programme board established to set the strategic direction to reshape the council and deliver significant savings over a four year period. The make-up of the Board allows proposals to deliver this change to be defined from both a corporate and political perspective.

The Board will direct services to develop projects and produce business cases for it to consider. The direction will include setting targets around the level of savings and the timescale within which the proposal should be finalised and the actual saving delivered. Proposals may include complete withdrawal from some service areas.

This will form the basis of a four year programme consisting of a number of projects. Projects will generally be service based but there will be more cross-cutting themes emerging as the programme develops – specifically in relation to support service functions, assets and potentially thematic projects focusing on identifying opportunities to reduce areas of common spend.

Projects should follow the corporate project management methodology.

The core membership is set out below, although key senior officers will be asked to advise as appropriate on specific areas, such as finance, legal, HR, property and ICT.

Governance & Delivery Approach

Programme chair/sponsor Chief Executive

Membership Corporate Directors

Leader of the Council

Lead Cabinet Member with Finance Portfolio

S.151 Officer (Programme Manager)

The Board's responsibilities would include:

- Agreeing the strategic direction to reshape the Council over four years
- Delivery of an agreed transformation programme consisting of numerous projects over a four-year period

- Devising a work programme and timetable to deliver the projects
- Ensuring the risks and benefits of all projects and the strategic direction are understood and managed
- Ensure the financial impact of proposals is fully understood from the service and corporate perspective
- Ensure that regulators are sufficiently consulted where appropriate
- Ensure resources are sufficient to deliver the programme
- Agree actions to overcome obstacles
- Agree a strategy to communicate and engage with staff, elected members, citizens and other stakeholders

Formal decisions would follow existing approval routes and therefore would need to comply with existing requirements regarding consultation, wellbeing impact, etc. The Medium Term Financial Plan and Strategy underpinning the purpose of the Board should be formally approved by Cabinet.

SLT would report to the Board in relation to direction given, whether that be specific projects or in regard to achievement of any saving targets set.

The Board will determine the process to deliver the budget annually, within the four-year programme framework.

The proposed role of the Chair and Programme Manager are set out below:

Chair/Project Sponsor

- Ensure the Board stays focussed on delivering the vision and outcomes
- Ensure proper communication of the vision and outcomes
- Ensure the Programme remains aligned to the Wellbeing of Future Generations Act
- Provide a link with service areas to direct and manage projects, risks, issues and decisions
- Chair and provide strategic management to the Board
- Provide day-to-day executive management of the Board
- Provide support to the Programme Manager to manage risks and resolve issues

Programme Manager

- Plan the programme, advising the Board
- Provide management and monitoring of the overall programme
- Be responsible of the quality and integrity of the programme
- Manage the dependencies and interfaces between projects
- Manage the risks to successful outcomes
- Recommend extra actions where deficits in the programme are identified
- Support outcome owners and project managers where appropriate
- Ensure projects adhere to the corporate project management methodology
- Manage and monitor a programme plan for the Board to track, control and deliver the programme outcomes and benefits
- Identify tranche reviews if appropriate

Project management support will be required to support the Board and options for this are being considered. Support will also be required to provide the capacity to deliver the change projects within services or from any cross-cutting corporate projects emerging.

The administration of papers and reports, formats, meeting frequency, submission deadlines etc. are still to be defined.

Financial provision will need to be considered to contribute to or cash-flow the cost of significant service change.

Interdependencies/Links:

- All Denbighshire County Council Services and Strategies
- Corporate Plan Programme Boards
- Cabinet
- SLT
- Corporate Governance Committee
- Wider elected member group
- Leadership Group (middle-managers)
- Staff
- Trade Unions
- Regional strategies -e.g. Regional Growth Bid, Health & Social Care Integration, wider Local Government Reform
- Partners and associated Strategies
- Public Service Board Denbighshire / Conwy
- Strategic Investment Group
- Asset Management Strategy/AMG
- Welsh Language Strategy
- Welsh Government
- Regulators

