

## The Budget Board

### Outline Terms of Reference 2020/21 to 2024/25

#### Programme Purpose / Vision

An SLT/cabinet programme board established to set the strategic direction to reshape the council and deliver significant savings over a four-year period and steer the response of the Council to the financial impact of Covid 19.

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. The Board will request services to develop projects and produce business cases for it to consider. This will form the basis of a four-year programme consisting of a number of projects.

#### Role and Main Outcomes

- 1) Define and deliver a **Medium Term Financial Strategy** to the end of 2024/25
- 2) Manage and agree the assumptions underpinning the **Medium Term Financial Plan** and ensure these are agreed and reviewed regularly
- 3) Ensure a balanced budget can be set each financial year within the programme by:
  - a. Agreeing an **annual budget setting process**
  - b. Set, agree and monitor an **annual Budget Timetable**
- 4) Support the **delivery of Corporate Priorities** within available financial resources
- 5) Develop a high level **Capital Investment Strategy** to support and steer Strategic Investment Group decisions
- 6) Manage the Council's financial response to the financial impact of the Covid 19 pandemic including:
  - a. Review and agree the **Covid 19 Financial Strategy**
  - b. Consider financial impact of the **Recovery Themes** agreed by Cabinet and SLT
  - c. **Service Budget Challenge** - with specific focus on impact of Covid 19
  - d. Focus on **Lobbying** for a **fair funding package** for Local Authorities and Denbighshire in particular
- 7) Report and make **recommendations** as appropriate to SLT and Cabinet
- 8) Manage and monitor **Engagement and Consultation Strategy** to include:
  - a. SLT
  - b. Cabinet
  - c. Wider Council Membership
  - d. Corporate Governance and Audit Committee
  - e. External Regulators
  - f. Staff
  - g. Trade Unions
  - h. Residents
- 9) Provide a managed approach to becoming a **smaller, well-run council**

## **Governance**

The make-up of the Board allows the strategy and proposals to be defined from both a corporate and political perspective. The core membership is set out below, although key senior officers will be asked to advise as appropriate on specific areas.

- Chief Executive (Chair)
- Corporate Directors (x2)
- Leader of the Council
- Lead Cabinet Member with Finance Portfolio
- Head of Finance and Property (Section 151 Officer) (Programme Manager)
- SLT Members as required

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.

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

### **Programme Support**

Project management support may be required to support the Board and options for this will be considered and dependent on the volume of work required. 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. will be discussed and agreed by the Board dependent on workloads.

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