

# WIRRAL COUNCIL

## ADDITIONAL CABINET

29 MARCH 2012

<b>SUBJECT:</b>	<b>Establishment of a Business Delivery Board and a Strategic Change Programme Board (Working Group)</b>
<b>WARD/S AFFECTED:</b>	<b>All</b>
<b>REPORT OF:</b>	<b>Acting Chief Executive</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>Leader of the Council</b>

### 1.0 EXECUTIVE SUMMARY

- 1.1 As part of the ongoing drive to improve the Council, its corporate governance and the manner in which it discharges its functions, duties and obligations, five key Wirral Improvement Priorities have been agreed by all three party leaders and the Improvement Board. The five "Wirral Improvement Priorities" are set out at Appendix 1.
- 1.2 This report proposes the establishment of an all party Business Delivery Board ("BDB") and Strategic Change Programme Board ("SCPB(W/G)") to assist the Council achieve the "Corporate Plan" and "Budget and Financial Stability" Wirral Improvement Priorities together with other Council corporate priorities, targets and objectives ("Agreed Priorities").

### 2.0 BACKGROUND AND KEY ISSUES

- 2.1 As part of the ongoing drive to improve the Council following the publication of the AKA Report, all three party leaders and the Improvement Board have agreed five key Wirral Improvement Priorities which are set out in Appendix 1.
- 2.2 It is recognised that the Council must ensure that appropriate and effective arrangements are in place to enable and assist the Council achieve the Improvement Priorities and any other Council corporate priorities.
- 2.2 The Council will progress all the five Wirral Improvement Priorities. However with regards the "Corporate Plan" and "Budget and Financial Stability" priorities, the establishment of a BDB and SCPB(W/G) is considered an important vehicle that will assist the Council to achieve the objectives that relate to these specific Improvement Priorities.

#### **Business Delivery Board**

- 2.3 The BDB's purpose and role will be to:
- (i) Assist with the progression and achievement of the objectives that relate to the "Corporate Plan" and "Budget and Financial Stability"

- Improvement Priorities and other corporate priorities (Agreed Priorities);
- (ii) Monitor the delivery/achievement of the Agreed Priorities against approved timescales;
- (iii) Evaluate and assess the progression of the Agreed Priorities;
- (iv) Make recommendations to the Cabinet, Overview and Scrutiny Committees and Audit and Risk Management Committee in relation to progressing and achieving the Agreed Priorities; and
- (v) Seek advice and guidance from relevant Council officers, stakeholders and other partners (as considered necessary) in relation to (i) – (iv) above.

### **Strategic Change Programme Board (Working Group) “SCPB(W/G)”**

2.6 The SCPB(W/G)’s purpose and role will be to:

- (i) Assist with the progression and achievement of the objectives that relate to the “Budget and Financial Stability” Improvement Priority;
- (ii) Review, revitalise and actively drive forward the Council’s Strategic Change Programme (“SCP”);
- (iii) Review and interrogate such Council Performance Indicators as considered necessary;
- (iv) Identify and recommend new projects and initiatives consistent with the agreed Wirral Improvement Priorities;
- (v) Support the management of the SCP;
- (vi) Monitor the delivery/achievements of the SCP against approved timescales;
- (vii) Evaluate and assess the progression of the SCP;
- (viii) Make recommendations to the Strategic Change Programme Board, Cabinet, Overview and Scrutiny Committees and Audit and Risk Management Committee in relation to progressing and achieving SCP objectives and targets; and
- (ix) Seek advice and guidance from relevant Council officers, stakeholders and other partners (as considered necessary) in relation to (i) – (viii) above.

2.7 Both the BDB and the SCPB(W/G) shall consist of the three political Group Leaders; and both will be chaired by the Leader of the Council. Neither the BDB nor SCPB shall be decision making bodies; however they will be able to make recommendations.

2.8 Both the BDB and SCPB(W/G) shall be supported by the Chief Executive (who shall be the Lead Officer in respect of both) and Chief Officers; and further support shall be provided by other relevant Council Officers as necessary, approved external advisors, and where possible, by stakeholders and partners.

[Any reference in this report to the Chief Executive includes the Council’s Acting Chief Executive].

2.9 To increase capacity with the Strategic Change Team, the SCPB(W/G) shall also be supported by a Project Manager who shall be responsible for:

- (i) Managing and co-ordinating projects with the Strategic Change Programme;
- (ii) Providing (or co-ordinating the provision of) necessary technical and professional advice as required;
- (iii) Advising on relevant good practice;
- (iv) Providing relevant monitoring information in respect of Strategic Change Programme projects;
- (v) Supporting the Council's Chief Executive in his role of the Lead Officer to the Strategic Change Programme Board.

2.10 The Project Manager shall be appointed on a consultancy basis for a period of 12 months (unless extended by Cabinet) and upon such terms as considered appropriate and necessary by the Chief Executive, in consultation with the Director of Law, HR and Asset Management.

2.11 The costs of the Project Manager shall be met from the Efficiency Investment Budget.

2.12 The Chief Executive's Office shall provide the necessary administrative support to both the BDB and the SCPB(W/G). Subject to the level of support required, a resources review may be required in the future.

### **3.0 RELEVANT RISKS**

3.1 The Council is required to improve its corporate governance and has a Corporate Plan and a number of Departmental Plans which detail key priorities, targets and objectives.

3.2 Improvement Priorities have been agreed by all three Group Leaders and the Improvement Board and it is important that the agreed actions relating to those priorities are progressed in a timely manner. The establishment of a BDB and SCPB(W/G) may assist the Council progress these priorities.

### **4.0 OTHER OPTIONS CONSIDERED**

4.1 No other options were considered.

### **5.0 CONSULTATION**

5.1 No consultation was undertaken in relation to the establishment of a BDB or SCPB(W/G).

### **6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

6.1 Whilst there are no direct implications for voluntary, community and faith groups, they may, from time to time, be asked to assist the BDB and/or the SCPB(W/G) in relation to its work.

### **7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

7.1 The resource implications are detailed within the report. The BDB and SCPB(W/G) will need to consider the impact of Council resources (including officer time available) when seeking support and assistance.

7.2 The appointment of the Project Manager shall be in accordance with Council's rules and procedures relating to the appointment of consultants.

7.3 The costs of the consultant Programme Manager shall be met from Council reserves.

## **8.0 LEGAL IMPLICATIONS**

8.1 There are no legal implications arising. Neither the BDB nor the SCPB(W/G) are decision making bodies. Meetings of the BDB and SCPB(W/G) do not fall within the Council's Access to Information Procedure Rules. However, the Freedom of Information Act will be applicable.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because there is no relevance to equality.

## **10.0 CARBON REDUCTION IMPLICATIONS**

10.1 There are so such implications arising arising.

## **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

11.1 There are no such implications arising.

## **12.0 RECOMMENDATION/S**

12.1 That, subject to endorsement by the Improvement Board, the Cabinet:

- (i) Agrees to the establishment of a cross party Business Delivery Board and Strategic Change Programme Board;
- (ii) Approves the Terms of Reference for the Business Delivery Board and Strategic Change Programme Board (Working Board) set out at Appendix 2 and 3 respectively in this report;
- (iii) Approves the appointment of a consultant Project Manager to support the Strategic Change Programme Board (Working Group) as detailed in this report; and that the costs of the consultant be met from the Efficiency Investment Budget.

## **13.0 REASON/S FOR RECOMMENDATION/S**

13.1 The establishment of the BDB and SCPB(W/G) upon the Terms of Reference detailed within this report is considered beneficial in assisting the Council meet the Wirral Improvement Priorities and other Council corporate priorities.

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**APPENDICES**

- Appendix 1 - Wirral Improvement Priorities
- Appendix 2 - Business Delivery Board Terms of Reference
- Appendix 3 - Strategic Change Programme Board (Working Group)

**REFERENCE MATERIAL**

*None*

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
N/a	

## **BUSINESS DELIVERY BOARD**

### **Terms of Reference**

#### **Role**

The Business Delivery Board's purpose and role is to:

- (i) Assist with the progression and achievement of the objectives that relate to the "Corporate Plan" and "Budget and Financial Stability" Improvement Priorities and the corporate priorities, targets and objectives ("Agreed Priorities").
- (ii) Monitor the delivery/achievement of the Agreed Priorities against approved timescales;
- (v) Evaluate and assess the progression of the Agreed Priorities;
- (vi) Make recommendations to the Cabinet, Overview and Scrutiny Committees and Audit and Risk Management Committee in relation to progressing and achieving the Agreed Priorities; and
- (v) Seek advice and guidance from relevant Council officers, stakeholders and other partners (as considered necessary) in relation to (i) – (iv) above.

#### **Form and Composition**

The Business Delivery Board will consist of:

- (i) Leader of the Council; and
- (ii) Leaders of the other Political Groups.

The Leader of the Council shall be the Chairperson of the Business Delivery Board.

Members of the Business Delivery Board shall be entitled nominate deputies to act on their behalf.

#### **Meetings**

The Business Delivery Board shall meet at least once every quarter and at any other time (or alternative time) as considered necessary.

The meeting of the Business Delivery Board do not fall within the Council's Access to Information Procedure Rules.

## **Decision Making**

The Business Delivery Board is not a decision making body of the Council and will make recommendations to Cabinet, Overview and Scrutiny Committees and/or the Audit and Risk Management Committee.

## **Quorum**

Meetings of the Business Delivery Board shall be quorate providing all the members (or their appointed nominees) have been given a minimum of 14 days notice of the meeting and at least two of the Members are in attendance.

As the quorum is two members, the Chair shall not have a casting vote.

## **Lead Support**

The Lead Officer supporting the Business Delivery Board shall be the Council's Chief Executive.

## **Additional Support**

The following shall support the Business Delivery Board:

- (i) Other Council Chief Officers;
- (ii) Other Council Officers (as required);
- (iii) Approved external advisors; and
- (iv) Stakeholder and partners (if possible).

The Chief Executive's Office shall provide the requisite administrative support to the Business Delivery Board.

## **STRATEGIC CHANGE PROGRAMME BOARD (Working Group)**

### **Terms of Reference**

#### **Role**

The Strategic Change Programme Board (Working Group)'s purpose and role is to:

- (x) Assist with the progression and achievement of the objectives that relate to the "Budget and Financial Stability" Improvement Priority;
- (xi) Review, revitalise and actively drive forward the Council's Strategic Change Programme ("SCP");
- (xii) Review and interrogate such Council Performance Indicators as considered necessary;
- (xiii) Identify and recommend new projects and initiatives consistent with the agreed Wirral Improvement Priorities;
- (xiv) Support the management of the SCP;
- (xv) Monitor the delivery/achievements of the SCP against approved timescales;
- (xvi) Evaluate and assess the progression of the SCP;
- (xvii) Make recommendations to the Cabinet, Overview and Scrutiny Committees and Audit and Risk Management Committee in relation to progressing and achieving SCP objectives and targets; and
- (xviii) Seek advice and guidance from relevant Council officers, stakeholders and other partners (as considered necessary) in relation to (i) – (viii) above.

#### **Form and Composition**

The Strategic Change Programme Board (Working Group) will consist of:

- (iii) Leader of the Council; and
- (iv) Leaders of the other Political Groups.

The Leader of the Council shall be the Chairperson of the Strategic Change Programme Board (Working Group).

Members of the Strategic Change Programme Board (Working Group) shall be entitled nominate deputies to act on their behalf.

#### **Meetings**



The Strategic Change Programme Board (Working Group) shall meet at least once every quarter and at any other time (or alternative time) as considered necessary.

The meeting of the Strategic Change Programme (Working Group) do not fall within the Council's Access to Information Procedure Rules.

### **Decision Making**

The Strategic Change Programme Board (Working Group) is not a decision making body of the Council and will make recommendations to Cabinet, Overview and Scrutiny Committees and/or the Audit and Risk Management Committee.

### **Quorum**

Meetings of the Strategic Change Programme Board (Working Group) shall be quorate providing all the members (or their appointed nominees) have been given a minimum of 14 days notice of the meeting and at least two of the Members are in attendance.

As the quorum is two members, the Chair shall not have a casting vote.

### **Key Support**

The Lead Officer supporting the Strategic Programme Board (Working Group) shall be the Council's Chief Executive.

The Strategic Programme Board (Working Group) shall also be supported by a Project Manager who shall be responsible for:

- (i) Managing and co-ordinating projects falling within the Strategic Change Programme;
- (ii) Providing necessary technical and/or professional advice or co-ordinating the provision of such advice through relevant Council Officers;
- (iii) Advising on relevant good practice;
- (iv) Providing relevant monitoring information in respect of Strategic Change Programme projects;
- (v) Supporting the Council's Chief Executive in his role of the Lead Officer to the Strategic Change Programme Board (Working Group).

### **Additional Support**

The following shall also support the Strategic Change Programme Board (Working Group) as required:

- (i) Council Chief Officers;
- (ii) Other Council Officers (as required);
- (iii) Approved external advisors; and
- (iv) Stakeholder and partners (if possible).

The Chief Executive's Office shall provide the requisite administrative support to the Strategic Change Programme Board (Working Group).