

# CABINET

Agenda Item: 8

**Ward:** All

**Portfolio:** Transformation

**Report Author(s):** Portfolio Holder for Transformation

**Meeting Date:**  
**9 January 2017**

**SUBJECT: Phoenix Board**

Internal Use Only: Please complete sign off boxes below prior to submission to Democratic Services			
<b>Report Sign off</b>	<b>Seen by:</b>	<b>Name</b>	<b>Date</b>
	Chief Executive/ Deputy Chief Executive(s)	Stuart Brown	21/12/2016
	Legal	Donna Nolan	21/12/2016
	Finance	Paul Deal	21/12/2016
	Group Manager	N/A	
	Portfolio Holder	Philip Ham	21/12/2016
	Ward Member(s)	N/A	
<b>Summary:</b>	<p>On 12 September 2016 Cabinet established the Phoenix Sponsorship Board with responsibility for the Council's Programme of Transformation.</p> <p>Subsequently on 12 December 2016 Full Council resolved to increase the borrowing limit to £40million, to enable the Programme of Transformation, and in particular to generate financial returns to enable the Council to become self-financing and deliver community benefit.</p> <p>In view of these decisions it is necessary for Cabinet to delegate executive decisions, including key decisions, to the Phoenix Board.</p>		
<b>Recommendation:</b>	<p>Cabinet is recommended:</p> <ol style="list-style-type: none"><li>1. To delegate oversight and executive decision making, including key decisions associated with the Council's Programme of Transformation, to the Phoenix Board.</li><li>2. To note that the Phoenix Board will provide regular updates on the position and progress of the Transformation Programme to Cabinet.</li><li>3. To authorise the Chief Executive to take any further action necessary to give effect to the decision of the Cabinet in relation to this matter.</li></ol>		

<b>Direct and/or indirect impact on service delivery to our customers and communities:</b>	The Phoenix Board will enable sustainable delivery of services to our customers and communities.
<b>Contribution to Corporate Priorities:</b>	The Phoenix Board will directly enable and contribute to the Council's Corporate Priorities.
<b>Legal Implications:</b>	Decisions made by the Phoenix Board will be made in accordance with the relevant legal and governance framework.
<b>Financial Implications:</b>	None for the purposes of this report.
<b>Impact on Service Plans:</b>	Resources will be managed across the organisation to enable delivery of the Transformation Programme in support of the Phoenix Board.
<b>Value for Money:</b>	Delegation to the Phoenix Board will enable robust and opportunity focused decisions which will ensure the Council can support front line delivery of services; achieve its Medium Term Resources Strategy; and deliver its Corporate Priorities.
<b>Equalities Implications:</b>	There are no specific impacts arising from this report.
<b>Risk Assessment and Adverse Impact on Corporate Actions:</b>	None directly associated with this report.
<b>Scrutiny Recommendation (if any)</b>	None

## **BACKGROUND AND INTRODUCTION**

The role and shape of public services is changing dramatically. This is not only because of the changes to public sector funding but also because of the changes in the needs, behaviours and expectations of residents, customers, clients and communities.

The Council is already at the vanguard of innovation in public service delivery, we have delivered radical transformation in service delivery since 2012. However, the Council continues to face significant financial challenges and with a projected funding gap of circa £4.5 million by 2020/21 we must continue on our transformation journey.

The Portfolio Holder for Transformation has created a Programme of Transformation projects to enable us to meet and work together with our partners to improve the outcomes of our communities; to reduce our budget gap; and to invest in the future of our Council and District.

## **GOVERNANCE**

Transformational success will be driven by a strong, empowered yet flexible governance structure. Thus, at a strategic level, the Phoenix Board will shape and drive the Transformation Programme ensuring it is delivered effectively and efficiently, and that it meets the financial and corporate objectives of the Council.

The Phoenix Board, which was constituted by Cabinet in August 2016 is a cross party Member Board chaired by the Leader. In addition to the Leader, the Board comprises the Deputy Leader, the Portfolio Holder for Transformation and the Leader of the Opposition.

The Phoenix Board will operate with full executive decision making authority from Cabinet. It will provide oversight on the performance of the organisation in delivering the Transformation Programme; and will be responsible for the supporting policy framework. It will advise on and make decisions on emerging opportunities for transformational activity, including, but not limited to, new commercial partnerships; decisions on borrowing within the £40million approval of Full Council and investment decisions. To enable it to fulfil its objectives the Phoenix Board will have delegation from Cabinet to make key decisions.

The Phoenix Board will provide support and assurance to the Council on the effective delivery of the transformation agenda, and will provide Programme updates to Cabinet on a regular basis.

The Transformation Programme will be taken forward by the Phoenix Board, supported by the Strategic Leadership Team, through a programme and project management structure.

## **OPTIONS CONSIDERED**

The status quo has been considered and rejected as such a model would not enable us to meet the needs of our communities, deliver a sustainable Council or position us to invest in the future of our District.

## RECOMMENDATIONS

Cabinet is recommended:

1. To delegate oversight and executive decision making, including key decisions associated with the Council's Programme of Transformation, to the Phoenix Board.
2. To note that the Phoenix Board will provide regular updates on the position and progress of the Transformation Programme to Cabinet.
3. To authorise the Chief Executive to take any further action necessary to give effect to the decision of the Cabinet in relation to this matter.

## REASONS FOR RECOMMENDATIONS

The Phoenix Board will form a robust, yet flexible decision making body to support the transformational ambitions and corporate priorities of the Council, as well as ensuring the sustainability of the Medium Term Resources Strategy.

Contact Officer: Donna Nolan  
Extension: 210  
E-mail: [Donna.Nolan@Mendip.gov.uk](mailto:Donna.Nolan@Mendip.gov.uk)

**List of background Papers:**