

Peterborough City Council Independent Improvement and Assurance Panel

Terms of Reference

Following the publication of two independent reports that make up the External Assurance Review of Peterborough City Council, the Minister of State for Equalities and Levelling Up Communities has requested the Council establish an Improvement and Assurance Panel of non-executive advisers, to remain in place for two years to advise on and provide a regular six-monthly commentary for the Council on the progress with its improvement plan.

Purpose

1. The purpose of the Panel is:
 - To provide external advice, challenge, and expertise to Peterborough City Council in driving forward the development and delivery of their improvement plan.
 - To provide assurance to the Council and Secretary of State of the Council's progress on delivering their improvement plan.
 - To provide four monthly reports to the Council on the progress of the delivery of the Improvement Plan.

2. This will involve:
 - Providing regular advice, challenge, and support to the Council on the full range of their improvement activities, and in particular on delivery of the recommendations in the CIPFA and Andrew Flockhart reports published on 3rd November 2021 to ensure financial sustainability of the Council in two years (financial year 2023/24).
 - Working together across specialisms and acknowledging as well as challenging key dependencies with collegiate approach to managing and resolving risk.
 - Exploring key issues in detail through deep dives and specially commissioned pieces of work and through workshops.
 - Ensuring key decisions are made cognisant of the financial implications and impact on in-year budgets and the long term MTFS.
 - Providing written commentaries on the Council's progress to the Secretary of State for Levelling Up, Housing and Communities on the Council's progress, including whether there needs to be any reconsideration of the locally led approach set out in the letter to the Leader of the Council from the Minister dated, 2nd November 2021.

3. The Panel will convene for the first time in December 2021 and is expected to conclude in December 2023. Panel meetings will be held in private, and any minutes produced will not be published. The Panel's first initial response to the Council's Improvement Plan work will be end of January 2022, and thereafter the four monthly reporting regime will commence as set out in paragraph 1 above.

4. The Panel will meet monthly in the first instance and will keep under review the frequency of these meetings.

5. The Improvement and Assurance Panel will comprise:

Independent Chair	Eleanor Kelly
Independent External Member (Finance)	Chris Buss
Independent External Member (Governance)	Andrew Flockhart
Independent External Member (Service)	Chris Naylor
Independent External Member (Assets, Contracts and Companies)	Clive Heaphy
Independent External Member (LGA)	Rachel Litherland
In attendance:	
Leader of the Council	Cllr Wayne Fitzgerald
Chief Executive	Gillian Beasley/Matt Gladstone

6. Additional independent external members may be appointed to the Panel in the future if required.

Wider Local and Political Engagement

7. The Improvement and Assurance Panel will work closely with the other improvement boards/support mechanisms across the Council.

Costs

8. Any costs associated with the Improvement and Assurance Panel will be met by Peterborough City Council.
9. Panel members will be paid a fee for their work. The fee will be paid on a personal basis.
10. Panel members will need to work flexibly as the demand of the role requires. However, Peterborough City Council may wish to agree in advance the number of days advice to be provided by each Panel member over each 12-month period.
11. The Panel will be supported by an effective programme office to ensure that the overall programme plan is proactively tracked, kept up to date and that issues and risks are managed on a day-to-day basis through officers.

Eleanor Kelly Biography

Eleanor Kelly is the Chief Executive of the London Borough of Southwark, a position she has held since February 2012. In addition to her statutory head of paid service role her department is responsible for regeneration, planning, human resources and corporate strategy.

Eleanor is a CIPFA accountant with senior executive level experience in both public and private sectors, including management consultancy experience with KPMG and substantial local authority experience as a Finance Director (S151) and Chief Executive. She was first appointed to a Finance Director role in 1994 and to her first Chief Executive role in 1999.

Eleanor has often undertaken roles in support of regional and national critical issues and since January 2021 has been the Local Authority national advisor on the senior leadership team of the National Vaccination Programme.

Recognised by her professional accountancy institute as an expert in organisational management, for a number of years Eleanor acted as a national specialist examiner in this subject for the final year professional exams. She has held a number of non-executive directorships, most notably as a trustee of charitable trusts and as a non-executive chairman of the board of directors for a private company. She is currently a trustee, and chair of the Finance and Risk committee, of the Whitehall and Industry Group which is a charity that promotes understanding and cooperation between the civil service, local authorities, and the private sector.

Andrew Flockhart Biography

Experience in Advisory Roles

LGA adviser to Northamptonshire's Chief Executives on programme plans and management arrangements for LGR, 2019 - 2021

MHCLG – Lead Reviewer, Peterborough City Council governance review, 2021

Ministry of Justice – Lay Adviser to the Dorset MAPPA Panel, 2019 to present

Executive Experience

Chief Executive, Borough of Poole, 2014 to 2019

Championed the Council's purpose; principal adviser to Members; supported the delivery of priorities; led the organisation; represented the Council to all partners and the media.

Worked with Chief Executives and Leaders across Dorset (one County, six District and two unitary councils) to develop and deliver LGR from inception in 2015 to implementation in April 2019.

Strategic Director, Borough of Poole, 2004 to 2014

Led improvements to customer, street scene, environmental and cultural services, and the delivery of regeneration, school building, carbon management programmes.

Policy Director, Borough of Poole, 1996 to 2004

A member of the senior team leading the creation of the unitary council in 1997.

Assistant Chief Executive, Wolverhampton City Council, 1991 to 1996

Led a city wide regeneration programme with partners.

Consultant, Victor Hausner & Associates, 1988 to 1991

Work with government and councils to improve policy development and delivery.

Development Manager, Project Fullemploy, 1986 to 1998

With this charity I led the creation of training and employment opportunities for black and minority ethnic communities in cities.

Employment Opportunities Officer, LB of Hammersmith& Fulham, 1979 to 1986

I worked with voluntary and community groups to increase the participation of ethnic minorities and vulnerable groups in training and employment.

Non-Executive Roles

Trustee and Chair of the Board, Bournemouth Symphony Orchestra

Trustee of Poole Young Carers Charity.

Clive Heaphy Biography

Clive Heaphy is an experienced leader in the public and private sectors and a Fellow of CIPFA. Clive had a track record in working with large complex organisations to improve commercial and financial performance. Clive is current working with Nottingham City Council as Corporate Director of Finance and Resources. Other recent roles include setting up the new Northamptonshire Children's Trust as its first CEO and with Birmingham City Council as both Acting Chief Executive and Chief Finance Officer and well as 5 years as Finance Director for HS2 Ltd.

Chris Buss

Qualified CIPFA accountant since 1978, held a wide range of positions in the Finance, Technical Services and Housing Department's at the London Borough of Wandsworth, including 11 years as Director of Finance (S151) and Deputy Chief Executive until retiring in 2017. Following the Grenfell Tower Disaster was asked to become Sec 151 for Royal Borough of Kensington & Chelsea and oversaw the financial aftermath of that incident and setting up new corporate structure leaving in July 2018. Since 2018 have undertaken a range of one-off projects on governance & financial matters until requested to become interim Sec 151 officer at London Borough of Croydon in February 2021, which was on an agreed timescale to August 2021.

Chris Naylor**Chief Executive
London Borough of Barking and Dagenham**

Chris Naylor is Chief Executive of the London Borough of Barking and Dagenham. Under his leadership the Council has focused on inclusive growth, prevention, civic engagement and public participation and equalities.

He joined Barking and Dagenham from the London Borough of Barnet where he was Chief Operating Officer. Previously he was Corporate Director of Resources in Tower Hamlets and Director of Resident Services at Hammersmith and Fulham.

Chris is a Chartered Accountant and has a degree in Social and Political Sciences from the University of Cambridge, specialising in contemporary social theory. Chris was born and brought up in Rotherham, South Yorkshire, where he was educated at Wickersley comprehensive school.

Rachel Litherland**Principal Adviser for the LGA**

Rachel has 22 years of experience working in the public sector in a variety of senior roles across local and central government and with partner agencies.

Rachel started her career as a graduate trainee at Kent CC before becoming Head of Strategy at Shepway DC, Head of Projects at Kent Police, Staff Officer for Michael Howard MP, Assistant Director for Policy at Suffolk CC and National Adviser in Performance and Partnerships for the Improvement and Development Agency.

Rachel is currently Principal Adviser for the LGA and manages the relationship between the LGA and councils in the East England, providing a focal point for councils' improvement needs and link into the LGA's policy development and lobbying work.

Rachel has a BSc in Geography and Politics and a MA in Public Administration.

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