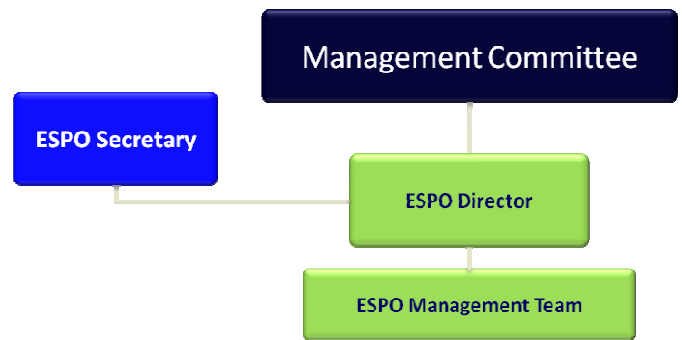


**Revised Joint Committee Model for ESPO**  
 (Extracted from Business Strategy Review Phase 3 Report)

**Governance**

*1 Management Arrangements*

ESPO staff are employed by the Servicing Authority. In the past, a direct reporting line for the Director of ESPO to the Chief Executive of the Servicing Authority has not been supported. It is recommended that the ESPO Director should formally report to the Chief Executive Officer (Secretary to ESPO) as well as to Members (Management Committee).

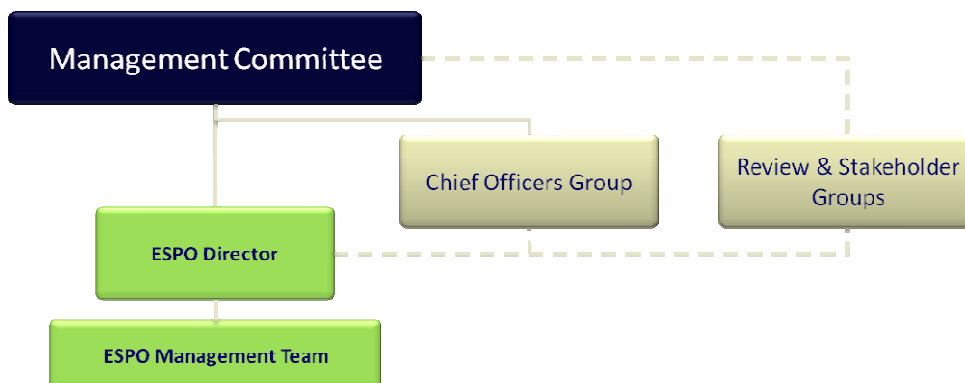


It is important from a performance management and empowerment perspective that the management hierarchy and relationships are sustained.

*2 Governance framework*

ESPO's governance model has been designed to ensure that there is:

- Improved transparency of decision making;
- Improved rigour of risk management and financial control;
- Improved on-going assessment of ESPO's value to the Consortium Authorities;
- A minimum of layers of decision making.



Based upon these considerations, the proposed ESPO governance model will be made up of four key roles:

- Management Committee, which has overall strategic responsibility of ESPO and will comprise political membership;

- ESPO Director, who has the operational / day-to-day responsibility of ESPO and is responsible for implementing Management Committee decisions;
- Chief Officers Group, acting as a forum for executive officer reviews and overseeing the implementation of Management Committee decisions;
- Member scrutiny/review groups and other officer stakeholder groups. Scrutiny/review groups, stakeholder forums (such as the Senior Officer Group) and technical category groups (for example, Energy, Adult Social Care, etc) can be established or continued from existing arrangements and reported to the appropriate level of the governance model.

### *2.1 Management Committee*

#### **Terms of Reference**

- Success of the ESPO brand and operation is the responsibility of all Consortium Authorities.
- Overall responsibility for setting the strategic direction of travel for ESPO.
- Approval of Business Strategy, Business Plan, Contract Procedure Rules, Finance Procedure Rules, Financial Plan and other key strategic and policy documents.
- Consider applications for additional membership to or exit from the Consortium.
- Utilise ESPO to deliver the priorities that exist across Consortium Authorities.
- Generate opportunities for collaboration between Consortium Authorities.
- Review of ESPO's performance to inform strategic decision making by Consortium Authorities.
- Matters referred to the Management Committee by the Chief Officer Group.

#### **Membership**

- 2 designated Councillors from each Consortium Authority, one of whom should be drawn from each Authority's Executive.
- In the event that Councillors cannot make a Management Committee meeting, decision-making responsibilities must be deputised to another councillor of that respective Consortium Authority.
- Rotate the Chair role on an annual basis, though the appointment of a Vice Chair.

### **Frequency of meeting**

- Quarterly.
- Special meetings can also be arranged as and when required.

#### *2.2 Chief Officer Group*

### **Terms of Reference**

- Responsible for overseeing the implementation of Management Committee decisions.
- Providing recommendations to Management Committee for consideration.
- Reviewing proposals, when appropriate, before being passed onto Management Committee for final decisions.
- Reviewing contract review reports referred by the Director, when appropriate.
- Contributing to the definition of priorities that exist across the Consortium Authorities.
- Generate opportunities for collaboration between Consortium Authorities.
- Champion the role of ESPO within their organisations.

### **Membership**

- 1 Chief Officer per Consortium Authority.
- Rotate the Chair role on an annual basis. In the event that a Chief Officer cannot make a Chief Officer Group meeting, decision-making responsibilities must be deputised to another officer from their respective Authority.

### **Frequency of meeting**

- Bi-monthly with the timing of these meetings scheduled to feed into the quarterly Management Committee meetings
- Special meetings can also be arranged as and when required.