

Report to Resources Select Committee

Date of meeting: 10 April 2017

Subject: Consideration of the Transformation Programme

Officer contact for further information: P Maddock

Committee Secretary: Adrian Hendry



Recommendations/Decisions Required:

- (1) To receive an initial presentation from the Head of Transformation, Chief Executive and Leader;**
- (2) To consider the terms of reference and possible work programme for this Select Committee to review the PICK form from Councillor Patel on the scrutiny of the Transformation Programme; and**
- (3) To consider the establishment of:**
 - (i) a sub-group to continue looking at this programme and agree an end date to report back on; or**
 - (ii) to request the formation of a Task and Finish Panel at the next Overview and Scrutiny committee meeting on the 18th April 2017, specifically aimed at defining the objectives, scope and budget of the Transformation programme and the required level and method of scrutiny required**

Report:

1. At its meeting on 28 February 2017 the Overview and Scrutiny Committee (OSC) received a PICK Form (attached) asking that the Transformation Programme be scrutinised. The Committee agreed that the Resources Select Committee be tasked with this scrutiny.
2. It was proposed that that the Resources Select Committee should therefore have a specific role in examining and challenging the progress of the Transformation Programme.
3. A Task and Finish Panel was proposed but the Overview and Scrutiny Committee agreed that the Transformation Programme was a long term body of work not really suited to a short sharp review by a Task and Finish Panel. It was suggested that the Resources Select Committee would be the ideal vehicle to scrutinise the programme on a long term basis.
4. Further discussions having taken place in the interim, the propriety of a Task and Finish Panel needs further consideration, with the specific aim of defining the level and method of scrutiny to be used to assess the Transformation programme as it progresses.
5. The Chairman of the Resources Select Committee agreed to start with a one item special meeting to further explore the best approach to establish the appropriate way forward.
6. The Resources Select Committee will be addressed by the Head of Transformation at this meeting setting out the objectives of the programme, provide a clear understanding of both intended outcomes and the nature of the transformation process. The Leader and the Chief Executive have both also been invited to present their expectations for the programme.

7. All Council members have been informed and invited to this meeting, via the Council Bulletin, to contribute to the discussion. The staff members of the Joint Consultative Committee have also been invited to attend.

8. The two options mentioned in recommendation 3 are briefly described below, outlining membership requirements and ways of working.

Sub-Group

9. A sub group of a Committee should be made of a few members of that Committee who should meet separately from the scheduled meetings and report back on a regular basis on their progress. They should gather evidence and information in relation to the topic through the receipt of data, presentations and by participation in fact finding visits if necessary.

10. At a designated end date the sub-group should prepare a final report with suitable recommendations and conclusions that will be presented to the main Committee and then to the Overview and Scrutiny Committee. A chairman of the sub-group should be appointed to see this task through.

11. As we are at the end of the municipal year the membership should be addressed at the Resource Select Committee's first meeting in the new year (13 July) to ensure a continuation of members for the Sub-group.

Task & Finish Panel

12. A Task and Finish Panel should be formed to fully evaluate and establish:

- a) A clear statement as to the objectives of the programme;
- b) A clear understanding as to the scope of the programme;
- c) A clear understanding as to the budget and financial implications of the programme;
- d) To document proposals for the ongoing scrutiny required to ensure that the programme continues to be:
 - 1) Meeting the programme objectives;
 - 2) Focused on the identified scope;
 - 3) On schedule; and
 - 4) Within budget

13. Task and Finish Panels will be established by the Overview and Scrutiny Committee, and will be restricted to those activities that are issue based, time limited and non-cyclical in character and have clearly defined objectives.

14. Task and Finish Panels will have terms of reference, membership and a work programme approved by the Overview and Scrutiny Committee; have a Chairman and Vice-Chairman appointed by the Overview and Scrutiny Committee; have membership which need not be based on pro-rata rules and be flexible as to the number of Councillors appointed to the membership.

Terms of Reference

15. The following draft Terms of Reference are partly taken from the PICK Form to form a basis of the review to be undertaken. That the Resources Committee scrutinise:

1. The support of the delivery of the Council's Transformation Programme;
2. The overall aims of the Programme;

3. The scope and duration of the programme;
 4. The issues that the programme is designed to address and the specific projects to be included in the programme;
 5. The likely costs of the programme and financial benefits expected;
 6. Any risks arising from the programme and how they were to be addressed;
 7. To hold the Cabinet to account for the quality and impact of projects and initiatives within the Transformation Programme and the achievement of specific outcomes; and
 8. To ensure that the Transformation Programme delivered value for money for the Council.
16. Once began, other points to consider and review would be:
- a) the apparent categorisation of some activities as transformation projects, rather than 'business as usual' activity;
 - b) a report on the workstreams developed for the programme and on progress against specific projects;
 - c) arrangements for the development and approval of new projects related to the programme;
 - d) an assessment of the value for money (projected and actual) being delivered by the programme, through comparison of ongoing investment against actual and anticipated savings;
 - e) the development of proposals for future pre-scrutiny of specific issues arising from the programme (not just key decisions), to ensure wider member awareness of transformation initiatives;
 - f) the nature of the engagement with the Council's key stakeholders in regard to the programme;
 - g) consideration of the sustainability of the programme going forward from the completion of its initial scope and duration;
 - h) a review of how staff are being actively involved and engaged in the programme;
 - i) an assessment of the impact of the programme on residents and service users; and
 - j) the development of arrangements to ensure that Overview and Scrutiny can add value to the programme on an ongoing basis.

Time Scale

17. Any work should be carried out to an agreed time scale in order that any appropriate recommendations, if necessary, could be considered by the Overview and Scrutiny Committee and Cabinet in time for the commencement of the budget setting process for 2017/18.

Resource implications:

Budget provision: To establish the budget for the programme and any savings likely to be made by the implementation of the programme.

Personnel: Any proposed impact on staff and on staffing

Land: Any impact on offices, buildings and land that the Council holds.

Key Decision reference: Leader Portfolio on Transformation Programme 2016/17.