

TASK AND FINISH PANELS

Transformation Task and Finish Panel

Origin:

The scrutiny of the Council's Transformation Programme was proposed by the PICK form considered by the Overview and Scrutiny Committee at their meeting held on 28 February 2017. The O&S Committee agreed that the Resources Select Committee should be tasked with this scrutiny.

The Resources Select Committee met on 10 April 2017 to establish the baseline for the scrutiny of the Council's Transformation Programme.

That meeting agreed that they would like to scrutinise the Programme Management Board and the High Risks Projects that had been identified. They noted that the medium level ones went to the various Select Committees anyway.

They noted that there were two options, either to form a sub group, from a smaller pool of talent to choose from, that would have no formal structure making it more difficult to scrutinise the topic on hand; or to form a Task and Finish Panel. By the general feeling of the meeting it was agreed that it would be better to go to the next Overview and Scrutiny Committee and ask for a Task and Finish Panel to be set up, agreeing that a Task and Finish Panel would be more appropriate.

The Overview and Scrutiny Committee, at their 18 April 2017 meeting agreed to the establishing of an appropriate Task and Finish Panel.

Aims and Objectives:

- (a) To report findings to the Resources Select Committee and the Overview and Scrutiny Committee to submit a final report for consideration by the Committee by end of September 2017;
- (b) To gather evidence and information in relation to the review through the receipt of appropriate data, presentations and by participation in fact-finding visits to other authorities if necessary;
- (c) To have due regard to relevant legislation and the Council's procedures; and
- (d) To consult political groups and independent Councillors during the review process.

Term of Reference:

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

(2) The Panel should also look at the high risk projects that required Council wide co-ordination and were overseen by the Transformation Programme Board; and should also be mindful of having a clear end date to complete their work on.

(3) To consider any other matters that were deemed appropriate.

The Panel

The Overview and Scrutiny Committee appointed the following members to serve on the Panel:

Councillors A Patel (Chairman), S Kane (Vice Chairman), N Avey, R Baldwin, R Bassett, N Bedford, R Brookes, K Chana, D Dorrell, S Heap, L Hughes, M Sartin, B Surtees and H Whitbread

The Lead officer was P Maddock, Assistant Director Accountancy.

The Panel met three times in June, August and September 2017 before reporting to the main O&S Committee in October 2017.

At their first meeting in June 2017, the Panel considered the report that set out to answer the questions posed at the special Resources Select Committee meeting held on 10 April 2017.

There were five questions set out on the main agenda to consider:

1. How best to scrutinise the management of the Transformation Programme;
2. How to best monitor and assess performance of the management of the Transformation Programme;
3. How to identify projects and sub programmes not within the remit of specific Select Committees;
4. How to measure and assess performance of identified projects and sub-programmes not within the remit of specific Select Committees; and
5. Suitable forums for future scrutiny of Transformation Programme.

Mr Bailey the Head of Transformation took the Panel through the report, highlighting that transformation was about change management. It was best looked at as a way of managing that change. It was noted that it was useful to note that transformation was charged with realising four key benefits, that of:

- Recognising what customers' value about our services and placing them at the heart of everything we do;
- Focussing on getting things right first time through joined up services;
- Reducing red tape to simplify how we work; and
- Delivery of resource savings and income generation, to keep Council Tax low

The four drivers for change were detailed in the Corporate Plan 2015/20. They were:

- Our customers and their needs are changing;
- Our customers expect modern, customer focussed services;
- Our customers demand well-managed, value for money services; and
- Our customers want us to reduce our costs and protect front line services.

They noted that the Transformation Programme used the Covalent System. Covalent was a cloud-based performance and project management software that provided real-time visibility and control of strategic and operational performance, project management and risk. The Council had purchased Covalent system licences for all staff, initially for a twelve-month period.

The Panel also closely looked at the costs and benefits of the Transformation programme. This was broken down by Transformation team structure and cost estimates; Benefits from management of the Transformation programme; individual project costs; and individual project benefits: financial and non-financial.

Outcome

Finally the Panel made the following recommendations to the Overview and Scrutiny Committee at their October 2017 meeting which were agreed.

1. That the Overview and Scrutiny Committee receive the five closure reports of the finished (high risks) projects, to enable them to compare lessons learned across projects.
2. That an updated Transformation Programme Project Dossier should be reviewed at each Overview and Scrutiny Committee meeting.
3. That the Head of Transformation should submit an end of year report to the Overview and Scrutiny Committee, (preferably to their March meeting) summarising the project work during that year and setting out any potential areas for scrutiny for the coming year.
4. That details of new projects should be submitted to the relevant select committee for their scrutiny, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.
5. That project closure and benefits realisation reports should be submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.
6. That reporting of projects entering lifecycle stages be included in the Cabinet 'Highlight Report' for information.
7. That arrangements be made for all members of the Select Committees and the Overview and Scrutiny Committee to receive training on transformation and the various elements of the project lifecycle.
8. That members be allowed 'read only' access to the Covalent system for information. The access to be at project level.
9. That the Overview and Scrutiny Committee undertake appropriate scrutiny of

projects and initiatives that concern matters within the service responsibility of the Chief Executive.

10. That the Overview and Scrutiny Committee receive an annual update of the Customer Services Programme from the Head of Customer Service.

11. That existing projects be reported to the relevant Select Committee to be reviewed.