

***Transformation Task and Finish Panel
Thursday, 29th June, 2017***

You are invited to attend the next meeting of **Transformation Task and Finish Panel**, which will be held at:

**Committee Room 2, Civic Offices, High Street, Epping
on Thursday, 29th June, 2017
at 7.30 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

A Hendry, Governance Directorate
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Members:

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

SUBSTITUTE NOMINATION DEADLINE: 6:30pm

- 1. APOLOGIES**
- 2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**
- 3. DECLARATIONS OF INTEREST**

(Director of Governance). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a

matter.

4. TERMS OF REFERENCE (Pages 5 - 10)

The agreed Terms of Reference agreed by the Overview and Scrutiny Committee on 6th June 2017 are attached along with the original PICK form.

5. TRANSFORMATION PROGRAMME

(Chief Executive) To receive a report (*Report to Follow*) on the Transformation Programme outlining its background, scope and the intentions for the Programme.

For benefit of all Members of the T&F Panel, the report should answer the following questions on the Transformation Programme:-

- a) What is the Transformation Programme?
- b) What are the aims and objectives of the Programme?
- c) What is the scope and duration of the Programme?
- d) What are the issues that the Programme is designed to address?
- e) How is the budget for the Transformation Programme currently allocated?
- f) What are the costs associated to the management of the Programme?
- g) Who determines what projects are to be taken forward?
- h) How is this decision made currently?
- i) What is the process of risk management for each project?
- j) How are the financial and non-financial benefits of potential projects calculated?
- k) How are the achievements of specific outcomes of each project currently evaluated?
- l) What are the specific projects that have been determined by the Programme so far?
- m) Which Directorates do these fall under?
- n) What factors determine under which Directorate project will sit?
- o) How and when are projects allocated to the different Directorates?
- p) How and when are the financial arrangements for each project passed over to the different Directorates?
- q) Have all projects identified through the programme been allocated to a Directorate?
- r) If not where do they currently sit?

After receiving this information, the Panel will then have to consider:-

- 1) How to best scrutinize the management of the Transformation programme
- 2) How to best monitor and assess performance of the management of 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
- 5) Suitable forum for future scrutiny of Transformation programme

6. DATE OF NEXT MEETING

To consider a date for the next meeting.

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On 10 April 2017, the Resources Select Committee Resolved that:

“That the Resources Select Committee recommend to the Overview and Scrutiny Committee that a Task and Finish Panel be established to specifically define the objectives, scope and budget of the Transformation Programme.”

It was also agreed that:

“The task and Finish Panel once set up should 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

The Panel should also look at the high risk projects that required Council wide co-ordination and were overseen by the Transformation Programme Board.

The Task and Finish Panel should also be mindful of having a clear end date to complete their work on.”

The Objectives of the Task and Finish Panel therefore are:

1. Gain a full understanding of the purpose and aims of the Transformation programme.
2. Gain a full understanding of the costs associated with the management of the Transformation Programme.
3. Make recommendations to O&S on:
 - (i) How to best scrutinise the management of the Transformation Programme;
 - (ii) How to best monitor and assess performance of the management of Transformation Programme;
 - (iii) How best to identify projects and sub-programmes not within the remit of specific Select Committees;
 - (iv) How to measure and assess performance of identified projects and sub-programmes not within the remit of specific Select Committees;
 - (v) Suitable forum for future scrutiny of the Transformation Programme.

The Terms of Reference therefore should be:

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 design 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.

It was expected that there would be no more than 3 meetings of the Task and Finish Panel:

1. To receive presentation on the programme and then fully scope the objectives of the Panel;
2. To fully debate recommendations to be made to O&S;
3. To conclude debate and document recommendations to O&S.

**Request by Member for Scrutiny Review
2016/17 Work Programme**



Please complete the form below to request consideration of your issue by the Overview and Scrutiny Committee

<p>Proposers Name:</p> <p>Councillor A. Patel</p>	<p>Date of Request</p> <p>30 January 2017</p>
<p>Supporting Councillors (if any):</p> <p>Councillor S. Kane</p>	
<p>Summary of Issue you wish to be scrutinised:</p> <p>This proposal concerns the development of arrangements for Overview and Scrutiny to:</p> <ul style="list-style-type: none"> • support the delivery of the Council’s Transformation Programme; • 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 • ensure that the Transformation Programme delivers value for money for the Council. <p>Background</p> <p>We are concerned that there is currently a perceived lack of awareness and understanding amongst many members of the Council, of the aims and objectives of the authority’s Transformation Programme, particularly around the following issues:</p> <ul style="list-style-type: none"> • the overall aims of the programme; • the scope and duration of the programme; • the issues that the programme is designed to address and the specific projects included in the programme; • the likely costs of the programme and the financial benefits expected from its completion; and • the main risks arising from the programme and how these are being addressed. <p>It is proposed that Overview and Scrutiny should therefore have a specific role in examining and challenging the progress of the Transformation Programme, whilst ensuring that constructive and specific feedback is provided as appropriate.</p> <p>Although it is a matter for the Overview and scrutiny Committee to consider how this request should be handled, in accordance with Paragraph 35 of Article 6 of the Constitution, we would like to suggest that a Task and Finish Panel be established to take forward a review of current activity around the Transformation Programme and the development of proposals for meaningful ongoing overview and scrutiny involvement in the programme. We would propose that the following matters form the basis of the work of such Task and Finish Panel:</p>	

- a presentation by the Chief Executive and the Head of Transformation, setting out the objectives of the Transformation Programme, to provide a clear understanding of both intended outcomes and the nature of the transformation process;
- a report on the scope, duration and milestones of the programme and arrangements for ensuring sustained political support and the avoidance of 'mission creep';
- the apparent categorisation of some activities as transformation projects, rather than 'business as usual' activity;
- a report on the workstreams developed for the programme and on progress against specific projects;
- arrangements for the development and approval of new projects related to the programme;
- 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;
- 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;
- the nature of the engagement with the Council's key stakeholders in regard to the programme;
- consideration of the sustainability of the programme going forward from the completion of its initial scope and duration;
- a review of how staff are being actively involved and engaged in the programme;
- an assessment of the impact of the programme on residents and service users; and
- the development of arrangements to ensure that Overview and Scrutiny can add value to the programme on an ongoing basis.

We would propose that the work of any Task and Finish Panel established in response to this PICK submission, be completed by September 2017, in order that appropriate recommendations (if any) can be considered by the Overview and Scrutiny Committee and the Cabinet in time for the commencement of the budget setting process for 2017/18.

In order for a Task and Finish Panel to deliver its terms of reference efficiently and effectively, it will be important to ensure that the right level of support is in place. In addition to the lead officers and Democratic Services Officers, we would like support to be provided (as appropriate) by individual project managers.

We would also propose that membership of the Task and Finish Panel (when appointed), be maintained as far as possible for 2017/18, so as to ensure continuity in the work of the panel.

NOTE: ENTRIES BELOW RELATE TO ISSUE CATEGORIES OF THE PICK PROCESS. PLEASE REFER TO THE EXPLANATORY NOTES TO THIS FORM FOR FURTHER INFORMATION

Public Interest Justification:

Transformation programmes are likely to attract a high level of public and political interest, so it is important that effective mechanisms are used to provide opportunities to increase understanding of the proposed changes and enable two-way communication and meaningful dialogue.

Impact on the social, economic and environmental well-being of the area:

The Transformation Programme represents the Council's ambition to redesign how it

delivers services and manages operations. The outcome of the proposals is to make interaction with the council and its services easier and more cost-effective.

Council Performance in this area (if known: Red, Amber, Green):

A 'highlight' report on the progress of specific projects within the auspices of the Transformation Programme, is made to the cabinet at each meeting.

Keep in Context (are other reviews taking place in this area?)

No other reviews of the Transformation Programme are known to be taking place.

Office Use:

Pick score:

Considered By OSCC:

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