

SCRUTINY OF THE TRANSFORMATION PROGRAMME



1. Introduction

This report sets out proposals for how the Council's Transformation Programme will be scrutinised by the Co-operative Scrutiny Board and the four Panels during the 2014/15 financial year.

2. Background

2.1. Transformation Programme

During 2013 the Council put in place a number of officer and member arrangements for the development and implementation of the Transformation Programme. The main purpose of the Programme is to address the projected £65m funding gap that the Council would otherwise face by the end of the 2016/17 financial year, whilst continuing to deliver against its values and objectives.

2.2. The Budget Scrutiny Process and Recommendations

The Budget Scrutiny process in January 2014 identified that much of the detail around deliverables, efficiencies and savings targets in the Transformation Programme were not yet available, making full scrutiny of the Programme difficult. In addition, the Business Cases for the five individual programmes were not, at the time of the Budget Scrutiny, completed and could not, therefore, be scrutinised. This situation led to the agreement of the following recommendations:

- Further reassurance is needed concerning the robustness of the figures relating to transformation income, savings and investment prior to the presentation of the 2014-15 budget to Council.
- Information relating to the deliverability of the 2014/15 transformation proposals, which is part of the statutory budget, are made available for scrutiny.
- The assumptions on which the transformation figures for 2015/17 are based, and the risks associated with delivery, should be available for scrutiny.
- The role of the Co-operative Scrutiny Board and its Panels in holding the executive to account for the delivery of the transformation programme in the coming year should be clarified, agreed and published.

3. Scrutiny of the Transformation Programme

3.1. Objectives

The objectives of the proposed approach for the Board and the Panels scrutinising the Transformation Programme are as follows:

- To assist the Council's executive in transforming the Council and, thereby, delivering a balanced budget.
- To hold the executive to account for the quality and impact of specific projects and initiatives within the Transformation Programme.

- To ensure that the Transformation Programme is delivered in a way that is consistent with the Council's values, particularly the need to reflect the views of residents.

3.2. Approach

The Co-operative Scrutiny Board and the four Scrutiny Panels will carry out these objectives by a process of constructive challenge and engagement with lead members and officers. Where appropriate the Board and the Panels may also engage with the Council's partners and other stakeholders.

3.3. Overall Proposal

It is proposed that the Co-operative Scrutiny Board and the four Panels each have a specific role in examining and challenging the progress being made by the Transformation Programme. The Board, with support from the Panels, will lead on this and will ensure that constructive and specific feedback is provided to lead members and officers as appropriate.

3.4. Allocation of work to the Board and the Panels

It is proposed that each of the four Panels and the Board are allocated one of the five programmes as follows:

- The Co-operative Scrutiny Board – Co-operative Centre of Operations
- Your Plymouth – Customer and Service Transformation
- Working Plymouth – People and Organisational Development
- Ambitious Plymouth – Growth, Assets and Municipal Enterprise
- Caring Plymouth – Integrated Approach to Health and Wellbeing

3.5. Information and issues to be scrutinised

The following information should be provided at agreed times to the Board, or Panels, as appropriate:

- a. An initial presentation to the Board on the Transformation Programme showing progress to date, anticipated results/impact over the coming three months and key risks.
- b. The Business Cases for the five work programmes.
- c. Reports on progress against the Business Cases.
- d. An assessment of the Value for Money, both projected and actual, being obtained by the Transformation Programme by comparing the ongoing investment (costs) of the Programme against the actual and anticipated savings.
- e. Pre-decision reports on specific issues requiring executive decisions – these are set out in the Decision Timeline for Transformation document which could be used to decide which issues should be referred to Scrutiny and when this should be.
- f. The nature of engagement with the Council's key stakeholders and the impact, both projected and actual, that this engagement is having on transforming the Council.
- g. An assessment of how the Transformation Programme is being delivered in line with the Council's values i.e. being democratic, responsible, fair and working in partnership.
- h. Reports from relevant Assistant Directors on how the delivery of their Business Plans is assisting in the implementation of the Transformation Programme.
- i. Details of how staff are being involved in the Transformation Programme along with an assessment of the level of engagement.
- j. An assessment of the impact of the Transformation Programme on residents and service users.

3.6. Support to the Board and the Panels

In order for the Board and the Panels to deliver their role efficiently and effectively it is important to ensure that the right level of support is in place. In addition to the DSOs and the Lead Scrutiny Officers, support for this process should come from:

- The Senior Responsible Officer for each Programme
- The individual Programme Managers

3.7. Proposed Timescale

Given the limited number of meetings for the Panels and the Board before the end of this municipal year, the proposed timescale, set out underneath, is split between a shorter programme of work for this year with most of the activity taking place once the new Panels and Board are agreed after the Council's AGM in June.

3.7.1. Municipal year 2013-14

- An initial presentation to the Board (a. above) at its March meeting (12th or 26th).
- Short presentations on the individual business cases to the Panel meetings in March and the Board meeting in April (3.5 (b) above).
- Following these presentations, the Panels and the Boards will draw up terms of reference for short reviews on each of the business cases which will be carried out at the beginning of the next municipal year.
- Pre-decision scrutiny of relevant decisions (if any) at the Board meeting in April (e. above).

3.7.2. Municipal year 2014-15

- Updates (to the Panels and the Board) on each Business Case, followed by the carrying out of the reviews scoped in April (c. above).
- A Value for Money assessment to be provided to the Board at its first meeting in the new municipal year – followed by a short review by the Board (d. above).
- Ongoing pre-decision scrutiny of decisions at the Board or the relevant Panel (3.5 (e) above).
- Short presentations to the Board and each Panel (at early meetings) on the engagement of each of the five programmes with the Council's key stakeholders.
- A presentation on how the Transformation Programme is being delivered in line with the Council's values (g. above) – followed by a review if necessary.
- Regular reports by appropriate Assistant Directors (to be agreed) on how their service areas are implementing the Transformation Programme (h. above) – followed by a review examining the extent to which business plans are being used to assist in the implementation of the Transformation Programme.
- A review into the extent to which staff are being meaningfully and constructively engaged in the delivery of the Transformation Programme.

Once the details of the Board and Panel meetings are confirmed for the next municipal year, a detailed timetable will be produced setting out relevant timelines and responsibilities for the proposals in 3.7.2.

3.8. The Purpose and Impact of the Transformation Programme Scrutiny.

Given its unique role in the Council's governance arrangements, the Board and the four Panels have a distinctive and complementary role to play in scrutinising the Transformation Programme:

- The other parts of the transformation governance arrangements are mainly concerned with decision-making and information provision – the Board and the Panels will be focusing more on impact and outcomes.
- There will be a challenge on whether the Transformation Programme is delivering value for money
- The Board and Panels will be looking at how the Transformation Programme will be mainstreamed into Council services.
- The Board and the Panels will be examining the link between the Transformation Programme and the Council's Values.
- There will be a broader assessment of how the Council is engaging with its partners in order to achieve the Transformation objectives.
- The Board will coordinate the work set out above and provide feedback to the Cabinet/Transformation Advisory Group/Members' Transformation Board.

4. Next Steps

4.1. Municipal Year 2013-14

Once this report has been agreed, the necessary arrangements for the proposed work in 3.7.1. will be put in place.

4.2. Next Municipal Year 2014-15

The arrangements for the proposed work in 3.7.2. will be put in place following the AGM on June 6th.