

# A PLAN FOR THE SCRUTINY OF THE TRANSFORMATION PROGRAMME



## 1. Introduction

- 1.1. This report sets out a series of proposals for developing and agreeing a Plan for the Scrutiny of the Transformation Programme. The aim of such a Plan is to map-out the specific work that the four Panels and the Board will carry out in scrutinising the Programme in the 2014/15 municipal year.
- 1.2. This report also proposes (section 5) a Protocol to ensure that scrutiny of the Transformation Programme is carried out effectively and efficiently.

## 2. Current Arrangements

- 2.1. It was agreed by the Board at its meeting on March 26th that each of the four Panels and the Board should align with one of the five programmes within the Transformation Portfolio as follows:
  - The Board – Co-operative Centre of Operations (CCO)
  - Ambitious Plymouth – Growth, Assets and Municipal Enterprise (GAME)
  - Caring Plymouth – Integrated Health and Wellbeing (IHWB)
  - Working Plymouth – People and Organisational Development (POD)
  - Your Plymouth – Customer and Service Transformation (CST)
- 2.2. It was also agreed that the Board and the four Panels would meet in April to receive presentations from the relevant Programme Managers. The purpose of these presentations is to:
  - ensure that scrutiny members are aware of the key issues within the specific programmes
  - to enable them to seek clarification on key issues from the Programme Manager, and
  - to begin to consider what specific issues they would like to scrutinise in more detail.
- 2.3. The presentations to the Board and the Panels are structured against the following twelve questions:
  - What are the Problems that the Programme is addressing?
  - What are the overall Aims of the Programme?
  - What specific Projects are included in the Programme
  - Are there any obvious issues that are Excluded from the Scope?
  - What are the Costs of the Programme – overall and in 14/15
  - What Financial Benefits are anticipated – overall and in 14/15
  - What are the key Desired Non-Financial Benefits/Outcomes?
  - What are the main Equalities and Diversity issues for the Programme?
  - How are key partners being Engaged in developing the Programme?
  - What are the main Risks and how are they being addressed?
  - What are the next key events or actions for the programme?
  - How specifically can Scrutiny add value to the work of the programme over the next six to twelve months?
- 2.4. Finally, a list of potential work areas for the Board and the Panels was agreed by the Board, as follows:
  - 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.

- The Business Cases for the five work programmes.
- Reports on progress against the Business Cases.
- 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.
- 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.
- 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.
- 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.
- Reports from relevant Assistant Directors on how the delivery of their Business Plans is assisting in the implementation of the Transformation Programme.
- Details of how staff are being involved in the Transformation Programme along with an assessment of the level of engagement.
- An assessment of the impact of the Transformation Programme on residents and service users.

### 3. Developing a scrutiny work programme

3.1. There are two main issues to address in deciding on a work programme:

- What work should the Panels and the Board do?
- How should the work be divided up between the Panels and the Board?

3.2. There are four potential areas of work for the Panel and the Board:

1. Reviews of **specific issues** from the Programmes/Projects
2. Reviews of **cross-cutting issues**
3. Regular updates on a set of **standard agenda items** to each Panel and the Board
4. Carrying out **pre-decision scrutiny** on key decisions

#### Specific Issues

3.3. The Panels and the Board could decide on specific issues from each relevant Programme and scope a series of reviews to start as soon as possible in the new municipal year. It is likely that the specific issues will consist of all, or part of, the individual projects within the Programmes, as follows:

<b>Programme</b>	<b>Projects</b>	<b>Possible review areas</b> (to be discussed and agreed at the 23rd April Board meeting)
<b>Customer and Service Transformation</b>	<ul style="list-style-type: none"> <li>• Service Review</li> <li>• Customer Feedback</li> <li>• Customer Operating Model</li> </ul>	
<b>People and Organisational Development</b>	<ul style="list-style-type: none"> <li>• Accommodation Infrastructure Delivery</li> <li>• Workforce Delivery</li> </ul>	
<b>Growth, Asset and Municipal Enterprise</b>	<ul style="list-style-type: none"> <li>• Waste Collection Rezoning</li> <li>• Expansion of Commercial Waste Services</li> <li>• Category Management – Fleet Services</li> <li>• Commercialisation Project</li> <li>• Street Services Review</li> </ul>	

<b>Programme</b>	<b>Projects</b>	<b>Possible review areas</b> (to be discussed and agreed at the 23rd April Board meeting)
<b>Integrated Health and Well Being</b>	<ul style="list-style-type: none"> <li>• Integrated Commissioning</li> <li>• Integrated Adult Service Delivery (Provisioning)</li> <li>• Children’s and Young Peoples Services</li> <li>• Care Bill</li> </ul>	
<b>Co-operative Centre of Operations</b>	<ul style="list-style-type: none"> <li>• Strategic ‘Brain’</li> <li>• Commissioning &amp; Procurement</li> <li>• Finance &amp; HR (Transaction Centre)</li> <li>• ICT-DELT Migration</li> <li>• FM &amp; Business Support</li> </ul>	

### **Cross-cutting issues**

3.4. As well as carrying out reviews into specific projects, or areas of projects, the Panels and the Board could also carry out reviews into cross-cutting issues. Examples of such issues are:

- Equalities and Diversity
- Engagement with partners, members and service users
- Engagement with, and development of, staff
- Council Values
- Governance and Organisation
- Learning from, and Integration of, the Transformation Programme
- Corporate Reputation/Marketing of the Transformation Programme
- Value for money

3.5. See Appendix A for a proposed method for prioritising cross-cutting issues. The method describes a “Brilliant” Council’s approach to Transformation and then lists a series of “brilliant” descriptors for a range of issues. Members are invited to allocate scores against each descriptor, indicating how important they think that a review of that particular issue would be.

### **Standard Agenda items for the Panels and the Board**

3.6. The following standard agenda items could be discussed at the business meetings of the Board and the Panels:

- a) For each Panel and the Board, relating to each specific programme:
  - Monitoring of financial benefits/savings
  - Monitoring of non-financial benefits
  - Risk management
- b) For the Board, relating to the whole programme:
  - Governance issues
  - Organisational issues

### **Pre-decision Scrutiny**

3.7. As previously agreed with the Transformation Programme portfolio-holder, key issues will be referred to the Board for pre-decision scrutiny.

## **4. The allocation of the work**

- 4.1. In order to ensure continuity and relationship building between each Panel/the Board and the relevant Programme Manager, it seems sensible to continue a link between the Panels/the Board and the Programmes. However, as there are a number of specific areas where the current alignment is not a neat fit (e.g. the non-health CYP issues do not fit well with Caring Plymouth, and the Street Scene issues do not align well with Ambitious Plymouth) it would not be sensible to align reviews of issues coming out of the programmes to the specific panels.
- 4.2. Instead, a more effective use of resources would be for issues for specific reviews to be brought to the Board for discussion and then for membership of reviews to be taken from across all the Panels, with individual members indicating their interest in specific topics. These issues could be both specific issues indicated in 3.3 above, and cross-cutting issues as suggested in 3.4 above.
- 4.3. This approach to reviews could be run alongside the process suggested above (3.5) of each Panel and the Board receiving regular monitoring information on their aligned programme.
- 4.4. This approach has the advantage of:
  - Building relationships between individual Panels/the Board and the relevant Programme Managers so that each Panel and the Board maintains an overview of one specific Programme
  - Focused, consistent monitoring of specific, programme-related performance and finance information
  - Allowing individual members to sit on reviews which are not necessarily covered by their Panel
  - Ensuring, as far as possible, an even workload allocation between the Panels and individual members

## **5. Protocol for effective scrutiny of the Transformation Programme**

- 5.1. In order to ensure that the work programmes of the Board and the Panels are delivered effectively and efficiently, it is important that there is a shared understanding of working arrangements.
- 5.2. A proposed approach is set out below which aims to ensure that the work of the Panels and the Board (once agreed) in scrutinising the Transformation Programme is formally included in all ongoing governance, engagement and information provision arrangements within the Transformation Portfolio Office. The aim of this proposed approach is to ensure that:
  - the scrutiny of the Programme is conducted in a smooth and effective way with all stakeholders working to an agreed framework, and
  - scrutiny is seen as a constructive and essential partner in the Council's overall approach to Transformation.
- 5.3. The proposed approach is based on the view that an effective and robust scrutiny of the Transformation Programme on an ongoing basis will help to ensure that the Programme is able to deliver against its key objectives.
- 5.4. It is proposed that the following set of working arrangements are agreed:
  1. The presumption should be that key documents relating to the planning and delivery of the Transformation Programme should be shared with the Scrutiny Board and Panels. Where this is not considered appropriate, the reasons for this should be made clear. These documents should include:
    - Outline Business Cases
    - Full Business Cases
    - Draft and Final Project Briefs and Plans

- Benefit Realisation Plans
  - Risk Logs
  - Financial monitoring data
  - Monitoring of non-financial outcomes/benefits
  - Communication and Engagement Plans
  - Governance and organisational updates
  - The Forward Plan of Key Decision affecting the Transformation Programme (see 2 below)
2. The Forward Plan of key decisions linked to the Transformation Programme should be shared between the Transformation Portfolio Office and the Board. The Plan should set out the key decisions on a rolling twelve month basis so that the Board and the TPO can arrange relevant scrutiny sessions in a timely way, linking in with relevant Members Transformation Board and Cabinet meeting dates.
  3. The Head of the Portfolio Office and the five Programme Managers should work closely with the Chairs of the Panel and the Board to ensure that the scrutiny process is efficient and effective. Regular meetings should be held between the Chairs and the relevant Programme Managers with agreed outputs including the following:
    - Agreement on the scope of reviews
    - Information requests from the Chairs to the Programme Managers
    - Clarity over the content, timing and likely impact of upcoming key decisions affecting the individual programmes
    - Agreement on which officers and members should attend specific review sessions and regular business meetings
    - Enhanced understanding of specific issues within each programme
  4. Where any queries or issues relating to any of the above, or any other aspect of the scrutiny of the TP, arise, these will be discussed and agreed at the Transformation Advisory Group.

## **6. Recommendations**

- 6.1. It is recommended that members agree that:
  - The current alignment of the Panels and the Board to the five work programmes remains for, a) the purposes of relationship building between the Panel/Board and the Programme Manager, and b) ongoing monitoring of financial and non-financial benefits/outcomes, risks etc.
  - Possible reviews of specific issues from each programme and of cross-cutting issues, based on the presentations given at the April meetings, are discussed and agreed at the April 23<sup>rd</sup> Board meeting, then scoped so that they can be started as soon as possible in the new municipal year.
  - Membership of all the reviews carried out of the Transformation Programme is taken from across all of the Panels with findings reported back to the Board.
  - The above Protocol (sect. 5) is discussed and agreed with the Transformation Portfolio Office.

**Appendix A: Assessment of possible Transformation Programme Cross-crossing reviews.**

	Score each of these on a scale of 1 (low) to 5 (high)			
<b>A Brilliant Council, via its Transformation Programme.....</b>	<b>Priority for PCC (e.g. timing, impact, morale)</b>	<b>Potential Impact of Scrutiny Review</b>	<b>Capability of Scrutiny to carry out the review</b>	<b>Personal Interest</b>
Works with a range of <b>partners</b> to ensure that they are able to deliver services on our behalf				
<b>Engages with staff</b> at all levels and involves them in designing services				
<b>Engages with its customers</b> and involves them in designing services				
Ensures that <b>staff</b> have the right <b>skills</b> to deliver new services in new ways				
Equips its <b>Transformation staff teams</b> with the right <b>skills</b> to make a difference				
Works to <b>minimise its reliance on external consultants</b> by transferring knowledge/skills				
Puts in place arrangements to <b>guarantee minimum service quality</b> during transition				
Thinks creatively about, and looking widely for, ideas on <b>Alternative Service Delivery Vehicles</b> – including staff mutuals				
<b>Engages with the VCS</b> to ensure that the sector is able to bid for, and deliver, services				
Builds up its <b>commissioning and procurement</b> skills so that the best service deliverers are chosen				
<b>Monitors and reports financial benefits</b> and takes mitigation action where necessary				

	Score each of these on a scale of 1 (low) to 5 (high)			
<b>A Brilliant Council, via its Transformation Programme.....</b>	<b>Priority for PCC (e.g. timing, impact, morale)</b>	<b>Potential Impact of Scrutiny Review</b>	<b>Capability of Scrutiny to carry out the review</b>	<b>Personal Interest</b>
<b>Monitors and reports non-financial benefits</b> and takes mitigation action where necessary				
Works hard to understand <b>risks to vulnerable groups</b> as a result of Transformation and takes appropriate, rapid, mitigation actions				
Develops, monitors and manages <b>risk logs</b> and uses this information to improve the impact of Transformation				
<b>Engages with</b> , and involves, <b>members</b> in all important Transformation decisions				
Incorporates <b>corporate Values</b> into all aspects of the Transformation agenda				
Makes decisions within a robust and <b>transparent governance structure</b>				
Actively <b>seeks good practice</b> and innovation from other organisations and areas				
Works hard to <b>maximise the benefits</b> and <b>minimise the costs</b> of Transformation				
<b>Manages its reputation</b> by appropriate management of communications				
Ensures that changes to services as a result of Transformation <b>impact positively on vulnerable communities</b>				
Develops and grows positive <b>leadership skills</b> both internally and with its partners				
Builds up systems to capture <b>key customer intelligence</b> and information				