

Select Committee Agenda



Resources Select Committee Monday, 10th April, 2017

You are invited to attend the next meeting of **Resources Select Committee**, which will be held at:

**Council Chamber, Civic Offices, High Street, Epping
on Monday, 10th April, 2017
at 7.00 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

A Hendry, Directorate of Governance
email: democraticservices@eppingforestdc.gov.uk Tel:
01992 564246

Members:

Councillors S Kane (Chairman), A Patel (Vice-Chairman), N Bedford, A Boyce, D Dorrell, R Gadsby, R Jennings, P Keska, A Mitchell, C Roberts, D Roberts, H Whitbread and J M Whitehouse

SUBSTITUTE NOMINATION DEADLINE:

6.00 pm

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

(Director of Governance) To report the appointment of any substitute members for the meeting.

3. DECLARATIONS OF INTEREST

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

In considering whether to declare a pecuniary or a non-pecuniary interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 9 of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary 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 9 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. TRANSFORMATION PROGRAMME - OVERVIEW & SCRUTINY (Pages 3 - 10)

At its meeting on 28 February 2017, the Overview and Scrutiny Committee considered a scrutiny request submission (PICK form) proposed by Councillor A. Patel, in relation to the development of arrangements for overview and scrutiny to:

- 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.

The proposal of Councillor Patel is attached, along with a covering report. In agreeing the submission, the Committee agreed that this be added to the work programme of the Resources Select Committee for the remainder of the current municipal year and for 2017/18.

To commence appropriate scrutiny activity, the Committee will receive a presentation on the Transformation Programme from the Chief Executive and the Head of Transformation. It is hoped that it will be possible to issue the presentation to members in advance of the meeting, to enable this to inform the scope of the review to be undertaken by the Committee.

5. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.



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.

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**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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