

ES/??/12 Policy and Scrutiny Scoping Document

Committee	Executive Scrutiny Committee	
Topic	Transformation Programme (Mark II)	Ref: ES-SCR-
Objective	<ol style="list-style-type: none"> 1. To understand the overall vision for the Transformation II Programme and the methodology for its delivery. 2. To ensure the governance arrangements are appropriate for a project of this importance and that the maximum benefit to the Council and to public services in Essex is derived from the Transformation II Programme. 	
Reasons for undertaking review	<p>The Transformation Programme is the most ambitious programme of savings and change undertaken by the Council with the potential to radically change the way the Council does its business, and the shape of public services in the County as a whole. The Transformation Programme has been undertaken by the Council in response to rising customer expectations against a backdrop of financial challenge. There is the potential for radical changes within the Authority and Members would wish to explore these in greater detail.</p>	
Method <ul style="list-style-type: none"> • <i>Initial briefing to define scope</i> • <i>Task & Finish Group</i> • <i>Commission</i> • <i>Full Committee</i> 	<p>Initial work will be undertaken by the Full Committee to define the scope.</p> <p>Where necessary work will be referred to individual Policy and Scrutiny Committees.</p>	
Membership <i>Only complete if Task and Finish Group or Commission</i>	Full Committee	

Issues to be addressed

Overall Vision

1. What is the Transformation II Programme and what is it expected to achieve? What is the overall vision for the Council and for public services in Essex?
2. What are the proposed outcomes in terms of customers, performance and cost? What are the alternatives if this is not done?
3. What experience is there available to draw on? How is the Council ensuring that it is learning from others?
4. What are the lessons learned from Transformation I and how have these been built into the project?
5. How will the achievements of Transformation II be monitored and measured?
6. What will the Council look like at the end of the Transformation II programme; and what will public services in Essex look like at the end of programme?

Governance

7. How are the Transformation II projects selected?
8. What are the governance processes, how is their robustness and effectiveness demonstrated?
9. What will be the role of the Transformation Unit during the Programme?
10. What is the role for Members? How will the Council ensure that Members have the right knowledge and skills to carry out this role?
11. What is the role for senior management? How will the Council ensure that senior management have the right skills to carry out their roles?

Sustainability

12. How much will the Programme cost? How much has it already cost?
13. What is the programme for involving partners/stakeholders/the voluntary sector? How is the timeliness of that involvement being demonstrated? What is the impact on them likely to be?

	<p>14. How are risks being identified and managed?</p> <p>15. What if it doesn't deliver?</p> <p>16. What are the long term benefits to the Council of the Transformation II Programme?</p> <p>17. What does success look like and how will it be measured?</p> <p>18. How will progress be reported and transparency demonstrated?</p> <p>19. When will customers see a difference in service provision and how will they know there has been a change?</p> <p>20. What are the plans for reviewing success and who is responsible for undertaking the review?</p> <p>21. What is the communication strategy to engage with the public, staff, Members and partners?</p> <p>22. How is the impact on staff morale and loyalty being managed? What is the strategy for retaining key staff through periods of upheaval and uncertainty? How will what is good be protected?</p> <p>23. How has the Council engaged with staff, partners, Members and the public to date? How does the Council intend to build on this process?</p> <p>24. What are the anticipated benefits to ECC from the Programme?</p> <p>25. How are lessons being learned and the experience taken on board?</p> <p>26. What are the risks associated with the Transformation II programme? How are these being addressed?</p>
<p>Sources of Evidence and witnesses</p>	<p>Initially:</p> <p>Councillor David Finch, Deputy Leader Finance & Transformation Programme</p> <p>Keir Lynch, Executive Director for Transformation</p>
<p>Work Programme</p>	<p>Scoping document agreed by the Committee Chairman and Vice-Chairman: December 2012</p>

Indicators of Success	
Meeting the CfPS Objectives <ul style="list-style-type: none"> • <i>Critical Friend Challenge to Executive</i> • <i>Reflect Public voice and concerns</i> • <i>Own the scrutiny process</i> • <i>Impact on service delivery</i> 	<p>The Committee will be fulfilling its role as a Champion in the Council's Scrutiny process.</p> <p>Action taken by the Committee to monitor the performance of the Transformation Programme will reflect upon both current service delivery and future improvements.</p> <p>The Committee will carry out its role as a critical friend to the Executive.</p>
Diversity and Equality <i>Diversity and Equality issues are to be considered and addressed.</i>	<p>The Transformation II Programme will impact on the public, staff, Members, and partners.</p>
Date agreed by Committee	
Future Action	
Governance Team Officers	Robert Fox, Governance Officer
Service Lead Officer(s)	Keir Lynch, Executive Director for Transformation