

Report to: **Hub Committee**

Date: **16 May 2017**

Title: **T18 REVIEW TASK AND FINISH GROUP
FINAL REPORT**

Portfolio Area: **Strategy & Commissioning**

Wards Affected: **All**

Relevant Scrutiny Committee:

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: **Any recommendations will be presented to the Annual Council meeting on 23 May 2017 for consideration**
(e.g. referral on of recommendation or implementation of substantive decision)

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(on behalf of T18
Review Task &
Finish Group)**

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RECOMMENDATION

That the Hub Committee RECOMMEND to Council that the findings and conclusions of the Task and Finish Group (as outlined at Appendix 1) be noted and, where appropriate, adopted for future significant projects.

1. Executive summary

1.1 In accordance with the adopted terms of reference for this review, the Task and Finish Group is required, in the first instance, to

report its findings and conclusions to the Overview and Scrutiny (Internal) Committee;

- 1.2 The Overview and Scrutiny (Internal) Committee subsequently considered a version of this report at its meeting on 18 April 2017 and unanimously supported the recommendations of the Task and Finish Group (as presented at Appendix 1).

2. Background

- 2.1 During consideration of the Transitional Resources report by the Hub Committee at its meeting on 7 June 2016 (Minute HC 07 refers), the following recommendation was made to the Council

"The Overview and Scrutiny (Internal) Committee be asked to undertake an interim review of the T18 Programme, with the Terms of Reference for this Review being agreed by the Executive Director (Strategy and Commissioning) in consultation with the lead Hub Committee Members for Customer First and Economy".

- 2.2 This recommendation was subsequently approved by the Council at its meeting on 28 June 2016. In the discussion on this report, the point was made by Members that 'the intention of this review was not to apportion any blame to individuals, but to undertake an open and transparent enquiry to ensure that lessons could be learned for the future'.

- 2.3 At its meeting on 19 July 2016, the Overview and Scrutiny (Internal) Committee considered this request (Minute O&S (I) 17(a) refers) and approved the following broad terms of reference for the Review:

"The Overview and Scrutiny (Internal) Committee is requested to undertake an interim review of the T18 programme. In undertaking the review, the Task and Finish Group is asked to focus on the:

- *timescales of the programme and the reasons for these;*
- *capacity during transition;*
- *leadership and continuity from 2104 until present;*
- *approach to project management; and*
- *impact on service delivery.*

The review should be conducted in a way that highlights what went well and what could have been done better, does not allocate blame but provides a report that is based on lessons learnt and how these lessons are being applied."

- 2.4 The Committee nominated Cllrs Davies, Evans, Mott, Musgrave, Ridgers and Yelland to serve on this Task & Finish Group. In addition,

the Group also appointed Cllr Cheadle to join the Review following its first meeting.

3. Outcomes/outputs

- 3.1 The Group met on five occasions and, at its first meeting, nominated Cllr Mott to serve as Chairman;
- 3.2 In addition to these collective Group meetings Members also met in smaller groups to interview key witnesses. These witnesses were identified by virtue of being critically involved either from the offset or during the implementation of the transformation programme;
- 3.3 During the review, the Group was also supported and advised by the Head of Paid Service; the Monitoring Officer; the 151 Officer and the Strategy and Commissioning Senior Case Manager and the Group would like to thank officers for their support and witnesses for their honesty during this Review;
- 3.4 Each of the Group's findings and conclusions are outlined in the Appendix and Group Members are confident that, if each of these are adopted, then some of the issues and problems that were encountered during the Transformation Programme would not reoccur in future projects.

4. Options available and consideration of risk

- 4.1 The Group is of the view that the corporate risks associated with undertaking significant projects will be minimised if the proposed recommendations are adopted.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		The Council Constitution permits the Council to appoint Task & Finish Groups to undertake service reviews in accordance with their approved and clearly defined Terms of reference.
Financial		There are no direct financial implications of the report. The finance workstream of the T18

		Transformation Programme is summarised in Appendix 1.
Risk		The Group considered that a number of associated project management risks will be mitigated by its findings and recommendations being adopted.
Comprehensive Impact Assessment Implications		
Equality and Diversity		There are no equality and diversity implications directly related to this report.
Safeguarding		There are no Safeguarding implications directly related to this report.
Community Safety, Crime and Disorder		There are no Community Safety and Crime and Disorder implications directly related to this report.
Health, Safety and Wellbeing		There are no health, safety and wellbeing implications directly related to this report.
Other implications		

Supporting Information

Appendices:

Appendix 1: T18 Review – Report by the Chairman of the Group, Cllr Caroline Mott

Background Papers:

- Reports and minutes from Special Council's on 4 November 2013, 25 March 2014, 24 June 2014 and 31 March 2015;
- Reports and minutes from Council 22 July 2014, 7 October 2014 and 9 December 2014;
- Reports and minutes from Hub Committee on 12th July 2016; and
- T18 Steering Group notes.