

## Appendix 4 – Scrutinising the Programme

Previous discussions with scrutiny groups have identified key questions to be used when reviewing programmes and projects.

In this appendix, these questions are used to assess the progress of the Strategic Commissioning programme.

- Is there a clear business case?
- Is it still valid?
- Is it being delivered?
- Is the programme running to schedule?
- Is the work being done to the required standard?
- Who is the key contact for members?
- Is the programme resourced and structured appropriately?
- Are risks being addressed?

### ***1. Is there a clear business case? Is it still valid? Is it being delivered?***

A strategic business case has been produced by the programme and agreed by the council -

<https://democracy.cheltenham.gov.uk/mgConvert2PDF.aspx?ID=1034>

Good progress is being made towards delivering the programme's critical success factors:

<b>Success factor</b>	<b>Progress</b>
Consistent approach to commissioning in use by the council and its commissioning partners by April 2012	<p>Our basic approach to commissioning exercises is based on the Gloucestershire model. We are applying it to real commissioning exercises, enabling us to add richness by developing supporting tools and techniques and adapt it to reality. For example we have developed a technique called 'future proofing' to enable stakeholders to imagine how needs, outcomes and services will evolve over future years.</p> <p>We are learning that the model needs to be adapted to the specific circumstances of the exercise.</p> <p>We are working within CBC and with our</p>

	<p>partners to establish a shared approach to supporting processes (e.g. prioritisation and scheduling of exercises, budget pooling).</p> <p>Member involvement in commissioning is being defined by the Cross Party Member's Group. More information on the role of scrutiny in commissioning may be found in appendix 3.</p> <p>At present we expect to meet the target and have a consistent approach in place by April 2012</p>
An organisation structure, which is capable of providing effective support to commissioning exercises, in place at the council's senior leadership level by April 2011	Achieved. The senior leadership structure is in place and all positions in it have been filled. The two new divisions, Commissioning and Resources, are proceeding to decide and implement their own internal structures.
A knowledge and skills development programme in place for members and employees, which enables the council to secure the opportunities presented by commissioning, defined by January 2011 and delivered during 2011/2	A framework for a skills and development programme has been shared with the programme board. Work is continuing to establish needs and to design and deliver an appropriate development programme.
Specific savings of £213K p.a. by 2013/14 as a result of the restructuring of the senior leadership teams	On target to deliver these savings.

The programme's delivery of its strategic objectives:

- Better outcomes for citizens
- A contribution to bridging CBC's medium term financial gap
- Developing a shared view of outcomes and how to pool resources more effectively and efficiently with partners.
- Developing more service options and increased competition by developing the market for delivery

will largely be achieved as a result of individual commissioning exercises. Our ongoing exercises are currently at an early stage and have therefore not yet fully defined their objectives, however:

- The Leisure and Culture Review has developed a set of outcomes and financial targets which will be shared with members and external stakeholders in due course. They are currently being used as a target for

challenging the internal delivery model's capability. The review has done an initial analysis of service options which will be used to inform a 'commissioning strategy'

- The Sustainable Communities project is working on an analysis of needs and defining its intended outcomes.

## ***2. Is the programme running to schedule?***

The target for establishing the organisation's framework for commissioning is April 2012. A number of workstreams are in place to achieve this:

1. Restructure of the senior management team is proceeding according to its schedule and will be complete by 1<sup>st</sup> April 2011
2. Learning & Development is working with officers and members to deliver a knowledge and skills development programme
3. Our Partnership workstream is ensuring that we work with our partners in a consistent way.
4. Our Planning workstream is developing a shared view of commissioning priorities which can be integrated into our corporate plan.

Other workstreams are in place to deliver commissioning exercises focussed on specific outcomes and services. They both use the framework being established by the programme and help to test and extend it:

5. Leisure and Culture
6. Sustainable Communities
7. Joint Waste

## ***3. Is the work being done to the required standard?***

The programme and its related projects and individual commissioning exercises are being managed according to MSP / Prince2 standards.

Commissioning exercises are making use of tools and techniques developed elsewhere. These include a set of criteria to be used by commissioning exercises progressing from one stage to the next.

Where appropriate, key documents, for example the planned Leisure and Culture commissioning strategy, will be subject to gate review.

A further level of external scrutiny and challenge will be added by the involvement of member groups in individual commissioning exercises. A framework for member involvement is being created by the cross party member group. Specific member engagement details will be agreed in the early stages of each exercise.

#### ***4. Who is the key contact for members?***

Member involvement in the programme is focussed through the cross party member group chaired by the Cabinet Member for Corporate Services.

The programme's senior responsible owner is Andrew North, Chief Executive.

#### ***5. Is the programme resourced and structured appropriately?***

##### **Human Resource**

The programme takes part in the corporate approach to workforce resourcing. Along with other major programmes it provides regular updates on its requirements which are then reviewed by the Senior Leadership Team which is responsible for identifying and resolve any shortfalls.

This approach supplements the regular consultation within the programme to plan for and to allocate resource.

##### **Financial Resource**

The core programme is supported by funding of £80,000 agreed by council in December 2010.

It is very likely that individual commissioning exercises will require their own funding, e.g. for external advice and to meet transitional costs. Any needs will be built into the business case for the individual exercise and approved separately.

##### **Programme Structure**

The programme's structure is based on the MSP (Managing Successful Programme) structure. It is led by a programme board ultimately responsible for achieving the benefits of the programme. Membership of programme board is drawn from the Cabinet, Senior Leadership Team, and other expertise within the authority. It is chaired by Andrew North, the Senior Responsible Owner for the programme.

##### **Are risks being addressed?**

Programme risks and monitored and addressed using the council's standard procedures.

Programme board members regularly review the risk profile of the programme, updates are provided to the Senior Leadership Team each month and risk analyses and mitigation strategies have been made available to council. Highest scoring risks are included on the corporate risk register.