



**Democratic Support**

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#coopscrutiny

## **CO-OPERATIVE SCRUTINY BOARD**

Wednesday 23 April 2014  
4.00 pm  
Council House (Next to the Civic Centre)

**Members:**

Councillor James, Chair

Councillor Mrs Aspinall, Vice Chair

Councillors Mrs Beer, Bowie, Darcy, Philippa Davey, Sam Leaves, Murphy, Kate Taylor and Tuffin.

Members are invited to attend the above meeting to consider the items of business overleaf.

**Tracey Lee**

Chief Executive

# CO-OPERATIVE SCRUTINY BOARD

## AGENDA

### PART I – PUBLIC MEETING

#### 1. APOLOGIES

To receive apologies for non-attendance submitted by Cooperative Scrutiny Board Members.

#### 2. DECLARATIONS OF INTEREST

Members will be asked to make any declarations of interest in respect of this agenda.

#### 3. MINUTES (TO FOLLOW)

The Cooperative Scrutiny Board will be asked to agree the minutes of the meeting held on 26 March 2014.

#### 4. CHAIR'S URGENT BUSINESS

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

#### 5. WORK PROGRAMMES (Pages 1 - 8)

To consider and approve work programmes for each of the Panels, to include a progress update from each of the Chairs.

#### 6. TRACKING DECISIONS (Pages 9 - 14)

The Co-operative Scrutiny Board will monitor the progress of its previous decisions.

#### 7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 15 - 16)

To receive new items from the Forward Plan of Key Decisions and Private Business with a view to identifying items for scrutiny.

#### 8. CORPORATE MONITORING REPORT (TO FOLLOW)

The Co-operative Scrutiny Board will consider the Corporate Monitoring report.

#### 9. CORPORATE PLAN PERFORMANCE MONITORING REPORT (TO FOLLOW)

The Co-operative Scrutiny Board will consider the Corporate Plan Performance Monitoring report.

**10. PROGRESS UPDATE BUDGET SCRUTINY  
RECOMMENDATIONS 2013-2014 (TO FOLLOW)**

The Co-operative Scrutiny Board will receive a progress update on the budget scrutiny recommendations 2013 – 2014.

**11. A PLAN FOR THE SCRUTINY OF THE TRANSFORMATION PROGRAMME** (Pages 17 - 24)

The Co-operative Scrutiny Board will receive a plan for the scrutiny of the Transformation Programme.

**12. CALL-INS**

Members will be advised of any executive decisions that have been called in.

**13. URGENT EXECUTIVE DECISIONS**

Members will receive a schedule of executive decisions that have been deemed urgent with the agreement of the Chair of the Cooperative Scrutiny Board.

**14. RECOMMENDATIONS**

To receive and consider recommendations from Panels, Cabinet and Council.

**15. CO-OPERATIVE REVIEW(S)**

The Co-operative Scrutiny Board will be asked to consider co-operative review(s) (if any).

**16. EXEMPT BUSINESS**

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it/they involve the likely disclosure of exempt information as defined in paragraph of part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

**PART II (PRIVATE MEETING)**

**AGENDA**

**MEMBERS OF THE PUBLIC TO NOTE**

that under the law, the Board is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

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# CARING PLYMOUTH

Work Programme 2013 - 2014



**PLYMOUTH**  
CITY COUNCIL

**Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Cooperative Scrutiny Board.**

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Amelia Boulter, Democratic Support Officer, on 01752 304570.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
04.07.13	Urgent Care - accident and emergency improvement plan - NHS111 commissioning	To look at the plans in place for dealing with emergencies	Public Interest	Jerry Clough (Director of Western Locality) (speak to Amanda Nash)
	Public Health	Plans for next 12 – 18 months	New Council Service	Debbie Stark – Interim Joint Director of Public Health Carole Burgoyne – Director for Place
	Healthwatch	What are their plans for the first 12 months of operation?	New Council contract	Vicky Shipway – Chief Executive for Colebrook Society Ltd Craig McArdle – Head of Strategic Commissioning, Adult Social Care
26.09.13	Social Care Budgets	To receive a report on the social care budgets to include delivery plans and update on personalisation.		Dave Simpkins – Interim AD for Joint Commissioning
	Health & Well Being Strategy	To receive a progress report on the development of the Health and Wellbeing Strategy.	To note	Ross Jago – Research and Policy Officer
	Disabled Parking at Derriford Hospital	To look at the plans for disabled parking at Derriford Hospital.	Part of the consultation process prior to plans being submitted to Planning for approval.	Andrew Davis

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
14.11.13	Carers Strategy	To be provided with an update on the strategy.	Strategy due for a refresh in 2013.	Debbie Butcher
	Dementia Strategy	To be provided with an update on the strategy.		Debbie Butcher
	Pledge 90 – Mental Health Review	To receive a further update on the progress on the mental Health Review.	Review of findings.	Craig McArdle
30.01.14	Integrated Transformation Fund	To review the plan prior to submission to the Department of Health on 15.02.14.	Review the plan.	Craig McArdle and Paul O'Sullivan
	Review of Car Parking Charges at Derriford Hospital	To have input into the consultation process on car parking charges at the hospital.		Andrew Davies – Plymouth Hospital Trust
06.03.14	Recommendations from Budget Scrutiny	To review the recommendations made at budget scrutiny	To add any relevant recommendations for action onto the Caring Plymouth Tracking Resolutions	Candice Sainsbury
	Safeguarding Adults Board	To have an understanding on the role of the board	The board to have awareness of other partnerships	Debbie Butcher
	Continuing Health Care	Process/Costs to PCC		
03.04.14	Children's Health	To give the panel an understanding of children's health – - breastfeeding - under 18 conceptions - excess weight - unintentional injuries - vaccinations (MMR and HPV) - smoking in pregnancy	Children's Health previously addressed by the CYP OSP.	Dr Julie Frier
	Review of Car Parking Charges at Derriford Hospital	To have input into the consultation process on car parking charges at the hospital.		Andrew Davies – Plymouth Hospitals Trust
	Plymouth Hospitals NHS Trust Quality Accounts	To have an overview of the quality accounts		Jayne Glynn – Plymouth Hospital Trust
	Transformation	To be given an overview on the scrutiny of the transformation programme.	Overview	Craig Williams – Interim Programme Manager, Integrated Health and Wellbeing

Scrutiny Review Proposals	Description
Health Accountability Forum	The forum is an opportunity for Plymouth Hospitals NHS Trust (PHNT) to answer any questions on any concerns and issues raised by members of the public and members of the Caring Plymouth Panel. The forum may lead to more specific items to be explored further in a Co-operative Review.
Dementia Strategy Review	PID to be produced. Meeting taking place on 22.01.14
Carers Strategy Refresh	PID to be produced. Meeting taking place on 22.01.14

Scrutiny Review Proposals	Description
Pledge 90 – Mental Health Review	In May 2012, Plymouth City Council announced 100 pledges around the 10 priority areas identified in the Corporate Plan. Pledge 90 was to ‘conduct a wide ranging review of the adequacy of mental health service and support in the city alongside mental health providers and charities’. Review took place on 16.12.13.
Maternity Services	

One-off sessions

To cover the relationship between the Health and Wellbeing Board, NEW Devon CCG and Local Area Team to look at roles and responsibilities.

Health Champion Training provided by Public Health.



# CO-OPERATIVE SCRUTINY BOARD

Work Programme 2013 - 2014



**PLYMOUTH**  
CITY COUNCIL

**Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Co-operative Scrutiny Board.**

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Helen Wright, Democratic Support Officer, on 01752 304022.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
<b>07.08.2013</b>	Finance – Capital and Revenue Monitoring (June)	To identify areas of concern (if any).		David Northey, Head of Finance
	FY 2012/13 Performance Position	To identify areas of concern (if any).		Peter Honeywell, Transformation Programmes Manager
	Cabinet Member	Provide an overview of their portfolio.	To identify areas of concern (if any)	Cabinet Member for Public Health and Adult Social Care
<b>21.08.2013</b>	Redevelopment of Civic Centre and future accommodation requirements	Board to consider the proposals before approval by Cabinet on 3 September 2013.	Pre-decision scrutiny	Alwyn Thomas, Project Director for Civic Centre
<b>04.09.2013</b>	Co-operative Council Sustainable Three Year Plan	Board to consider the Plan before approval by City Council.	Pre-decision scrutiny	David Northey, Head of Finance
	Corporate Monitoring including Finance/HR (July)	To identify areas of concern (if any).		David Northey, Head of Finance
	Budget Scrutiny Recommendations (Six Months)	To review the progress of the Board's recommendations.	To monitor progress	Giles Perritt, Head of Policy, Performance and Partnerships
	Cabinet Members	Provide an overview of their portfolio.	To identify areas of concern (if any)	Councillor Vincent Councillor Coker
<b>September 2013</b>	Review of the Devon and Somerset Fire and Rescue Service Draft Plan 2013/14 and 2014/15			Giles Perritt, Head of Policy, Performance and Partnerships
<b>16.10.2013</b>	Corporate Monitoring including Finance/HR (August)	To identify areas of concern (if any).		David Northey, Head of Finance

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Plymouth Plan (Co-operative Review)	Contribute to the policy development of the Plymouth Plan.		Paul Barnard, Assistant Director for Planning Services
	The Brilliant Cooperative Council Sustainable Three Year Plan	Further report setting out the Transformation Programme and its key elements including the governance proposals.	Following up on pre-decision scrutiny	Tracey Lee, Chief Executive and Councillor Evans, Leader
	Cabinet Member	Provide an overview of their portfolio.	To identify areas of concern (if any)	Deputy Leader
13.11.13	Budget Scrutiny Training	Provide basic budget scrutiny training		David Northey, Head of Finance and Giles Perritt, Head of Policy, Performance and Partnerships
15.11.2013	Council Tax Attachment of Earnings	Board to undertake a Cooperative Review to look at the attachment of earnings when people are going into debt to pay council tax.	Co-operative Review	Giles Perritt, Lead Officer
27.11.13	The Brilliant Co-operative Council Corporate Plan Monitoring Report	To identify areas of concern (if any).		Peter Honeywell, Transformation Programmes Manager
	Half Yearly Corporate Monitoring	To identify areas of concern (if any).		David Northey, Head of Finance
	Update on redevelopment of Civic Centre and future accommodation requirements	Encompass further information on the decant arrangements, details of the implementation funding and how customer interface will be managed.		Les Allen, Transformation Programmes Manager
	Cabinet Member	Provide an overview of their portfolio.	To identify areas of concern (if any)	Cabinet Member for Finance
11.12.13	Budget Scrutiny Training	Provide basic budget scrutiny training.		David Northey, Head of Finance and Giles Perritt, Head of Policy, Performance and Partnerships
18.12.13	Cabinet Member	Provide an overview of their portfolio	To identify areas of concern (if any)	Cabinet Member for Cooperatives and Community Development
08.01.14	<b>Budget Scrutiny (Day One)</b>	The Board's recommendations will form part of the consultation process.	Pre decision scrutiny	Giles Perritt, Head of Policy, Performance and Partnerships
13.01.14	<b>Budget Scrutiny (Day Two)</b>	The Board's recommendations will form part of the consultation process.	Pre decision scrutiny	Giles Perritt, Head of Policy, Performance and Partnerships

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
15.01.14	<b>Budget Scrutiny (Day Three)</b>	The Board's recommendations will form part of the consultation process.	Pre-decision scrutiny	Giles Perritt, Head of Policy, Performance and Partnerships
February 2014	Housing Benefit Spare Room Subsidy	To look at the issue of the lack of one bedroom properties within the city thus preventing people wishing to move into this type of property.	Co-operative Review	Giles Perritt, Lead Officer
19.02.14	Corporate Monitoring including Finance/HR (December)	To identify areas of concern (if any).		David Northey, Head of Finance
	Corporate Plan Performance Monitoring Report	To identify areas of concern (if any)		Peter Honeywell, Transformation Programmes Manager
26.03.14	Corporate Monitoring including Finance/HR (January)	To identify areas of concern (if any).		David Northey, Head of Finance
	Transformation Programme	The Board will be provided with an overview of the Business Cases. Identified as a recommendation (10) from Budget Scrutiny.		David Trussler, Interim Strategic Director for Corporate Services
23.04.14	Corporate Monitoring including Finance/HR (March)	To identify areas of concern (if any).		David Northey, Head of Finance
	Budget Scrutiny Recommendations (Twelve Month Review)	To review the progress of the Board's recommendations.	To monitor progress	Giles Perritt, Head of Policy, Performance and Partnerships
	Corporate Plan Performance Monitoring Report	To identify areas of concern (if any)		Peter Honeywell, Transformation Programmes Manager
	A Plan for the Scrutiny of the Transformation Programme	To agree the way forward for the Transformation Programme		Giles Perritt, Head of Policy, Performance and Partnerships
<b>Issues Identified for Scrutiny (no date agreed)</b>				
	City's MPs	To receive an update on the current work of Parliament in particular any issues affecting the City.		Helen Wright, Democratic Support Officer
	ICT Shared Services	Board to consider this issue prior to Cabinet decision.	Pre-decision scrutiny	Malcolm Coe, Assistant Director for Finance, Efficiencies, Technology and Assets
	Plymouth Plan	Board to form part of the consultation process.	Pre-decision scrutiny	Paul Barnard, Assistant Director for Planning Services/Richard Grant, Local Planning Team Leader

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Flood Protection	Identified as a recommendation (15) from Budget Scrutiny.		Anthony Payne, Strategic Director for
	Review of Staff Engagement and Negotiation	Identified as a recommendation (17) from Budget Scrutiny.		Chris Squires, Assistant Director for HR and Organisational Development)
	Fairer Charging	Identified from the Forward Plan of Key Decisions and Private Buses		David Simpkins, Assistant Director for Joint Commissioning and Adult Social Care
	Annual Scrutiny Report	The Board to agree its Annual Scrutiny Report.	To meet the constitutional requirement	Giles Perritt, Head Policy, Performance and Partnerships
	Child Poverty	The Board will receive a 12 month progress update.		Candice Sainsbury, Senior Policy, Performance and Partnership Advisor

**CO-OPERATIVE SCRUTINY BOARD**

Tracking Decisions and Recommendations  
2013 - 2014



Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
18.12.2013 Forward Plan of Key Decisions and Private Business Minute 104	The Board <u>agreed</u> to formally request the Cabinet to re-adopt a four month forward plan of key decisions and private business, in order to facilitate effective pre decision scrutiny	Date:	January 2014
		Officer:	Giles Perritt, Head of Policy, Performance and Partnerships
		Progress:	Awaiting a response from Cabinet regarding this matter.
19.02.2014 Forward Plan of Key Decisions and Private Business Minute 122	The Board <u>agreed</u> to activate the provisional meeting scheduled for 12 March 2014 to consider Fairer Charging.	Date:	February 2014
		Officer:	David Simpkins, Assistant Director for Joint Commissioning and Adult Social Care
		Progress:	This item will be considered at the Cabinet Meeting scheduled for 17 June 2014. The consultation period has been extended until May 2014 and therefore will not be available to be scrutinised until June 2014.
19.02.2014 Corporate Plan Performance Monitoring Report Minute 124	The Board <u>agreed</u> to receive an update on the current position relating to the lobbying of Government, working with LEP and neighbouring authorities at its meeting scheduled for 26 March 2014.	Date:	March 2014
		Officer:	Giles Perritt, Head of Policy, Performance and Partnerships
		Progress:	A verbal report will be provided by the Lead Scrutiny Officer at the Board's meeting scheduled for 26 March 2014.  <b>Completed</b>

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
19.02.2014 Corporate Monitoring Report Minute 125	The Board <u>agreed</u> to seek information relating to the savings that would be achieved in 2014/15 relating to the 131 voluntary release scheme applications.	Date:	March 2014
		Officer:	David Northey, Head of Finance
		Progress:	Information was provided at the Board meeting held on 26 March 2014.  <b>Completed</b>
19.02.2014 Recommendations Minute 127	The Lead Scrutiny Officer advised that the Board's recommendations would be included in the Corporate Plan Performance Monitoring report and progress would be reported to the Board on a quarterly basis.	Date:	June 2014
		Officer:	Giles Perritt, Head of Policy, Performance and Partnerships
		Progress:	Progress against the recommendations would be provided to the Board in the new municipal year 2014/15.
19.02.2014 Co-operative Review Minute 128	The Board <u>agreed</u> to recommend to Cabinet the recommendations as outlined in the Pledge 90 scrutiny review report.	Date:	March 2014/July 2014
	The Board further <u>agreed</u> the Co-operative Review into personal debt as submitted by the Your Plymouth Panel (to be undertaken in the new municipal year 2014/15).	Officer:	Helen Wright, Democratic Support Officer
		Progress:	The Pledge 90 scrutiny review report will be submitted to Cabinet at its meeting on 26 March 2014.  DSO responsible for Your Plymouth Panel has been advised of the Board's approval of the personal debt Co-operative Review.  <b>Completed</b>

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
26.03.2014 Work Programme Minute 133	The Board <u>agreed</u> to consider its Annual Scrutiny Report at the first meeting of the new municipal year.	Date:	March 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Item scheduled for the first meeting of the Board in the new municipal year.  <b>Completed</b>
26.03.2014 Forward Plan of Key Decisions and Private Business Minute 135	The Board <u>agreed</u> that the dates for the following items to be submitted to Cabinet would be scheduled in to the Board's work programme –  <ul style="list-style-type: none"> <li>• Fairer Charging;</li> <li>• Strategic Economic Plan Heart of the South West Local Enterprise Partnership;</li> <li>• Review and Prioritisation of the Capital Programme.</li> </ul>	Date:	March 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	The Fairer Charing item would be submitted to Cabinet on 17 June 2014 and would not be available to scrutinise prior to June 2014.  It had been <u>agreed</u> at Full Council on 31 March 2014 that the review and prioritisation of the capital programme would be included in the Corporate Monitoring report.  The Strategic Economic Plan Heart of the South West Local Enterprise Partnership had been submitted to the Cabinet at its meeting on 11 February 2014.  <b>Completed</b>
26.03.2014 Transformation Programme Minute 138	The Board requested that a list of the 19 project plans was circulated.	Date:	March 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Awaiting a response.

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
26.03.2014  Budget Scrutiny Proposals 2014 - 2015  Minute 140	The Board <u>agreed</u> the Budget Scrutiny Proposals for 2014-2015.	Date:	March 2014
		Officer:	Giles Perritt, Head of Policy, Performance and Partnerships and Phil Morgan Senior Policy, Performance and Partnerships Adviser
		Progress:	Following approval the necessary arrangements would be put in place to action this.  <b>Completed</b>
26.03.2014  Urgent Executive Decisions  Minute 141	The Board <u>agreed</u> that the plans for the coach hub which formed part of the Taylor Maxwell House/Plan for the City Centre decision is included on the Working Plymouth Panel work programme.	Date:	March 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	The DSO responsible for the Working Plymouth Panel has been advised of the Board's request.  <b>Completed</b>
26.03.2014  Recommendations  Minute 142	The Board <u>agreed</u> the recommendations submitted by the Caring Plymouth Panel.	Date:	March 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	The DSO responsible for the Caring Plymouth Panel has been advised of the Board's approval.  <b>Completed</b>



Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
26.03.2014  Co-operative Review Report  Minute 143	The Board <u>agreed</u> that the recommendations outlined in the report are referred to Cabinet for consideration.	Date:	March 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	<p>The DSO responsible for Your Plymouth Panel has been advised of the Board's approval.</p> <p>The Senior DSO (Cabinet) has been advised of the Board's approval of the recommendations and their referral to Cabinet for consideration.</p> <p><b>Completed</b></p>

**Grey** = Completed item.

**Red** = Urgent – item not considered at last meeting or requires an urgent response.

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**CO-OPERATIVE SCRUTINY  
BOARD**

**Forward Plan of Key Decisions and Private Business**



**PLYMOUTH**  
CITY COUNCIL

**LIST OF KEY DECISIONS AND PRIVATE BUSINESS**

<b>Reference</b>	<b>Title</b>	<b>Decision Maker and Date of Decision</b>
I059572	CONCESSION FOR A WIRELESS NETWORK IN PLYMOUTH	Council Leader Between 10 March 2014 and 10 July 2014
I059258	STRATEGIC ECONOMIC PLAN HEART OF THE SOUTH WEST LOCAL ENTERPRISE PARTNERSHIP	Council Leader Between 25 March 2014 and 30 June 2014
I059752	AWARD OF BUILDING CONTRACT FOR LANGAGE EMPLOYMENT UNITS AND TO AGREE ANY ASSOCIATED FINANCIAL INCREASES WITHIN THE CAPITAL PROGRAMME	Council Leader / Cabinet Member for Finance Between 25 March 2014 and 30 June 2014
I059756	REVIEW AND PRIORITISATION OF THE CAPITAL PROGRAMME	Council Leader Between 25 March 2014 and 30 June 2014
I060154	COST AND VOLUME FOR FOSTERING	Cabinet (on the recommendation of Councillor Williams) 29 April 2014
I060197	PURCHASE OF LAND FROM THE MINISTRY OF DEFENCE AT SEATON	Cabinet (on the recommendation of Councillor Lowry) Between 29 April 2014 and 17 June 2014
I060155	AWARD THE CONTRACT FOR THE PROVISION OF LOW ENERGY STREET LIGHTING LUMINAIRES	Cabinet (on the recommendation of Councillor Coker) 29 April 2014
I059467	FAIRER CHARGING	Cabinet (on the recommendation of Councillor McDonald) 17 June 2014

# 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>	

Programme	Projects	Possible review areas (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				

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