

Co-operative Scrutiny Board

Wednesday 23 September 2015

PRESENT:

Councillor Mrs Aspinall, Vice Chair, in the Chair.

Councillor Mrs Bowyer, Vice Chair.

Councillors Mrs Beer, Bowie, Bowyer (substitute for Councillor James), Sam Davey, Jordan, Murphy, Ricketts, Storer and Kate Taylor.

Apology for absence: Councillor James.

Also in attendance: Les Allen (Head of Portfolio Office), Matthew Fairclough-Kay (Transformation Programme Manager), Ross Jago (Performance and Research Officer), Councillor Jon Taylor (Cabinet Member for Transformation and Customer Services) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 5.35 pm.

Note: At a future meeting, the committee will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

33. **APPOINTMENT OF VICE CHAIR**

The Board agreed to appoint Councillor Mrs Bowyer as Chair Vice for this particular meeting.

34. **DECLARATION OF INTEREST**

There were no declarations of interest made by councillors in accordance with the code of conduct in relation to items under consideration at this meeting.

35. **MINUTES**

The Board agreed that the minutes of the meeting held on 19 August 2015 are confirmed as a correct record.

36. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

37. **WORK PROGRAMMES**

The Chair reminded the Chairs that the Panels had been tasked to scrutinise the key actions and performance indicators from the Corporate Plan, on behalf of the Board. The Board needed to be able to proactively monitor these items and would only be able to do so if they had been robustly challenged.

The Board agreed its work programme together with the work programmes for the Ambitious Plymouth Panel and the Working Plymouth Panel.

38. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

The Chair reported the Working Plymouth Panel had requested an additional business meeting to scrutinise the History Centre, prior to this matter being considered at Cabinet on 13 October 2015.

The additional business meeting (scheduled to be held on 30 September 2015) had been agreed under delegated authority by the Lead Officer in consultation with the Chair and Vice Chair.

The Board noted the decision.

39. **TRACKING DECISIONS**

The Board considered its schedule of decisions and noted the latest position.

40. **FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS**

The Board considered the key executive decisions contained within the Forward plan which were due to be discussed at by Cabinet between October 2015 and January 2016. Three new items had been included in the plan, as follows -

- Plymouth History Centre;
- integrated commissioning strategies;
- children's residential placement contract award.

The Chair advised that the Plymouth History Centre was already being scrutinised by the Working Plymouth Panel, the integrated commissioning strategies had been scrutinised by the Caring Plymouth Panel and as was normal practice the Board did not scrutinise contract awards.

41. **TRANSFORMATION PROGRAMME**

Councillor Jon Taylor (Cabinet Member for Transformation and Change), Les Allen (Head of Portfolio Office) and Matthew Fairclough-Kay (Transformation Programme Manager) presented the merge of Co-operative Centre of Operations and the People and Organisation Development transformation programmes which highlighted the following key areas –

- (a) an opportunity had arisen to merge the Co-operative Centre of Operations (CCO) and the People and Organisation Development (P&OD) programmes; the programme had a slimmer structure and had been re-focused on the benefits;

- (b) projects were already working closely together to ensure that the transformation process was carried out in parallel across the programme to produce a common target operating model design and delivery;
- (c) the adopted approach would ensure maximum synergies were found and that efficiencies were driven out in the future;
- (d) the merge of both the programmes had not altered the aims of the Co-operative Centre of Operations programme which included -
 - corporate function transformation;
 - delivery management transformation;
 - Support service transformation;
- (e) by focusing on the financial benefits, the realisation of the overall vision would be delayed; this delay was acceptable as there was a need to focus on the cash savings;
- (f) the aims would be delivered through the establishment of improved services which would support and facilitate a broad range of activities;
- (g) the new People and Organisation Development programme had been aligned to the Co-operative Centre of Operations' blueprint to enable the original outcomes;
- (h) the 'Ulrich' model had been used for both the HR and Finance projects, to ensure the synergies were captured across the project boundaries;
- (i) the scope of the programme included –
 - Human Resources and workforce delivery;
 - Finance;
 - Business Support;
 - Assure;
 - Advise and Enable;
 - Asset and Facility Management;
 - Accommodation and infrastructure;
 - Service Integration Management
 - Smart working;
- (j) following the merge of the programmes, the annual resource cost would reduce by £298,025 from 2015/16 to 2015/17.

In response to questions raised by Members, it was reported that –

- (k) officers were confident that the re-focus of the former Co-operative Centre of Operations (CCO) would improve and deliver the original principles of the programme, although the challenges arising from these work streams could not be under estimated;
- (l) the consequence of merging the two programmes had led to a delay in some of the projects however, this would not result in them being more expensive;
- (m) there had been a slight delay in progressing the HR and Workforce Development project; the focus of the project was to enable HR services to be fit for purpose prior to considering partnering and/or selling its services; work would need to be undertaken to understand the cost base and the type of services that could be offered;
- (n) the 'Ulrich' model (contained in the report) best described the Council's future structure; more services would be provided through self-service and automation, with fewer staff being required for customer contact and transactional processing, specialist advice and services and strategic policy, business partners and client function;
- (o) customers would already be aware of the transformed services that the Council provided; the introduction of the 1st Stop Shop and the delivery of more services through libraries across the City were two examples; work was already underway to relocate the central library to Taylor Maxwell House; services were already being delivered in a different way through Delt Shared Services Ltd and CATER.ed;
- (p) in order to achieve the programme savings, the number of staff would need to be significantly reduced; individuals would be supported through this process by using the career transition scheme which would provide support, access to training, interview and CV skills; the enhanced voluntary redundancy scheme had also been offered to staff undergoing service reviews;
- (q) the new People and Organisation Development programme would focus on a number of outcomes which included an organisation fit for purpose, transformation of corporate and support services to be more efficient and effective, improved internal tools and processes to ensure the services the Council buys or contracts were consistently managed and a workforce that had the right skills and people in place;
- (r) the non-financial benefits of the merged programmes remained the same;

- (s) currently the ratio of desks to staff varied across the authority; it was the aim to introduce a ratio of seven desks per 10 members of staff;
- (t) the information detailed within the report on the improved processing times for new housing benefit claims related to April – August 2015; it was considered that the information provided to the Audit Committee of the worsening position related to 2014/15;
- (u) smart working would represent a cultural shift in managing staff however, there was scope, depending on working patterns to be able to facilitate more people working at home; the Council was currently engaging with other authorities, who had gone through a similar process, to draft a model that best fitted the Council's needs;
- (v) it was considered that it would be more beneficial to invite the Operations Director of Delt Shared Services Ltd to a future meeting of the Board, as he would be able to provide more detailed responses.

The Board agreed –

- (1) to receive –
 - an update report on the progress of the merged People and Organisation Development (P&OD) programme at its meeting scheduled for March 2016;
 - a progress report on the former Co-operative Centre of Operations (CCO) projects following a re-focus, to a future meeting;
 - a report on Delt Shared Services Ltd (detailing the delivery of its existing customers' requirements and the progress made in growing the business);
 - information on the costs, benefits and milestones of the transformation programme at a future meeting;
- (2) to invite the newly appointed Assistant Director for HR and OD to a future meeting of the Board, in order to scrutinise HR smart working policies/strategies.

The Chair thanked officers for attending the meeting.

42. **CALL-INS**

There were no call-ins to consider.

43. **URGENT EXECUTIVE DECISIONS**

There were no urgent executive decisions to consider.

44. **RECOMMENDATIONS**

There were no recommendations to consider.

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

Councillor Ricketts (Chair of the Working Plymouth Panel) presented the report on the Co-operative Scrutiny Review on the Living Streets Programme; the review had taken place over one session at which Members had robustly challenged the Programme. The review had also received good media coverage.

The Board agreed to recommend approval for Cabinet to consider paragraphs 4(d) to (q) contained within the report.

46. **EXEMPT BUSINESS**

There were no items of exempt business to consider.