

Co-operative Scrutiny Board

Wednesday 17 December 2014

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillors Mrs Beer, Bowie, Philippa Davey, Jordan, Sam Leaves, Murphy, Parker-Delaz-Ajete and Kate Taylor.

Apology for absence: Councillor Darcy.

Also in attendance: Rob Pendleton (Programme Manager CCO), Giles Perritt (Assistant Chief Executive), Chris Randall (Head of Finance Operations), Chris Squire (Interim Assistant Director for HR and OD), Councillor Jon Taylor (Cabinet Member for Transformation and Change) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 5.50 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.

95. **DECLARATION OF INTEREST**

There were no declarations of interest made by councillors in accordance with the code of conduct.

96. **MINUTES**

Agreed that the minutes of the meeting held on 19 November 2014 are confirmed as a correct record.

97. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

98. **APPOINTMENT OF CO-OPTED REPRESENTATIVE FOR BUDGET SCRUTINY**

The Board agreed the appointment of Jacky Clift (The Zebra Collective) as a non-voting co-opted representative for the purpose of scrutinising the delivery of co-operative vision within a four year sustainable balanced budget.

99. **WORK PROGRAMMES**

The Board submitted its work programme for consideration together with the work programmes for the Ambitious Plymouth Panel, Caring Plymouth Panel, Working Plymouth Panel and Your Plymouth Panel.

The Board agreed its work programme together with Ambitious Plymouth Panel, Working Plymouth Panel and Your Plymouth Panel.

The Board further agreed the Caring Plymouth Panel's work programme subject to the inclusion of a co-operative review into Plymouth's health economy.

100. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

The Chair reported that the Caring Plymouth Panel and the Ambitious Plymouth Panel had undertaken a co-operative review of the Integrated Commissioning detailed business case, Integrated Community Health and Social Care Delivery detailed business case, Children and Young People full business case and Plymouth Adult and Community Learning Service full business case.

The recommendations arising from the review had been agreed under delegated authority with the lead officer in consultation with the Chair and Vice Chair.

The Board noted the decision taken under delegated authority.

101. **TRACKING DECISIONS**

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

The Board was advised that with regard to minute 84 (19 November 2014) the information relating to occupancy levels and rents had been circulated prior to this meeting.

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

The Board considered the following executive decisions in the Forward Plan which were scheduled to be discussed at Cabinet between January and April 2015 –

- review and prioritisation of the capital programme;
- implementing the Care Act 2014
- Plymouth Employment and Skills Plan;
- residential and nursing care home fair price for care;
- delivering the co-operative visions within a four year sustainable balanced budget and council tax 2015/16.

The Board noted that the Plymouth Employment and Skills Plan was being scrutinised by the Working Plymouth Panel.

103. **CORPORATE MONITORING INCLUDING OVERTIME, AGENCY AND SICKNESS**

The Head of Finance Operations and the Assistant Director for HR and Organisational Development presented the Corporate Monitoring report (including overtime, agency and sickness), which highlighted the following key areas –

- (a) the estimated revenue overspend at the end of the year was £3.112m as at October 2014; there had been a reduction of £0.5m since last reported to the Board;
- (b) management plans were in place to further reduce the overspend; there was the potential to use the contingency fund which had been built into the budget;
- (c) there has been a significant increase in placements for children and young people during the summer; the number of young people placed in independent foster care has reduced by 7 to 67 against an original estimate of 60; residential placements had reduced by 3 to 24 against an original estimate of 18 (a significant number of these placements were high cost due to the complex nature of the children's needs);
- (d) there had also been significant pressure within adult social care which had been created by cost and volume changes and a reduction in income relating in particular to the delay in implementing the Fairer Charing Policy;
- (e) an overspend within the Executive Office of £83,000 had been due to a shortfall on the planned efficiency savings; management were continually reviewing the budgets to identify potential savings to address issues and hold positions vacant where possible; work undertaken by the Co-operative Centre of Operations transformation work stream would result in ongoing sustainable solutions.

Following questions raised by members, it was reported that –

- (f) it was unlikely that there would be additional revenue costs as a result of the recent Ofsted inspection;
- (g) an undertaking was given to provide further information relating to the pressures within the Executive Office which had resulted in an overspend of £83,000;
- (h) within Co-operative Commissioning and Adult Social Care £1.1m of management actions had been identified; this would include reviewing the way resources were allocated through the Resource Allocation System which would ensure a consistent approach; further information relating to this matter would be sought;

- (i) an assurance was given that information on agency staff would be available for Budget Scrutiny in January 2015;
- (j) temporary members of staff employed through Pertemps (the council's agency staff provider), after 12 weeks, receive the same pay as permanent members of staff;
- (k) the containment plans for Children's Social Care referred to in the report were informal departmental documents;
- (l) it was possible to record zero sick days, if this related to a small team of staff who had not taken sick leave during this period of time;
- (m) information would be provided on the number of sick days being taken by staff due to stress related illnesses;
- (n) the overall sickness figure for the authority had reduced with an average of 7.37 sick days per full time equivalent; this was considered to be a favourable figure as the organisation employed a large number of front line staff.

The Board agreed that –

- (1) with regard to (f) above, the information relating to the cost of the recent Ofsted inspection is included on the work programme for the Ambitious Plymouth Panel;
- (2) with regard to (k) above, the containment plans within Children's Social Care are included on the work programme for the Ambitious Plymouth Panel.

The Chair thanked Chris Randall and Chris Squires for attending the meeting.

104. **CO-OPERATIVE CENTRE OF OPERATIONS (CCO) BUSINESS CASE**

Councillor Jon Taylor (Cabinet Member for Transformation and Change) together with Rob Pendleton (Programme Manager) and Giles Perritt (Assistant Chief Executive) provided members with the presentation, which highlighted the following key points –

- (a) as a brilliant co-operative council it needed to assure the delivery of high quality services, regardless of who delivered them and to make strategic decisions which considered the needs of all its residents, customers and partners;
- (b) in order to deliver this, three Co-operative Centre of Operations (CCO) project areas would create a series of capabilities backed by tools, guidelines and support teams; the project areas were -

- evolve, assure, advise and enable;
 - service integration and management;
 - transform;
- (c) in establishing the strategic layer, it would enable the council to make brilliant co-operative decisions with sound advice and smart information; it would help to evolve the council with proactive design, planning and business change functions and assure that the council would comply with standards, learn lessons and continuously improve quality;
- (d) in developing service integration and management capability, it would assist the council to manage services to a consistently high quality, whether in-house, traded, partnered or outsourced and integrate it by providing a bridge between strategy and delivery making decisions live and breathe;
- (e) transforming corporate services would assist in generating income, improving efficiency and reduce the overall cost of delivering services, as well as improving and optimising the quality of HR, Finance, Legal and other support services;
- (f) the CCOs capabilities would -
- ensure consistency of decision making, service delivery and commissioning across the council;
 - co-ordinate and support Subject Matter Experts (SMEs), Change Champions and Knowledge Networks;
 - provide common tools, frameworks, data and processes for use by staff within the directorates and guidance and mentoring ;
- (g) within each of the projects there would be three stages of capability progression which included early, interim and mature states;
- (h) work over the next three months would result in five projects being focused into three complementary, closely-related project areas;
- (i) all the tactical quick win projects would be prioritised and progressed;
- (j) the maturity within the council to manage change from its existing resources would grow as the systems, tools and knowledge were put into place; this would ensure that the CCO would more ably support the other transformation programmes in implementing critical changes that would benefit the city;
- (k) dependencies with other transformation programmes were being actively managed to ensure alignment and support.

Following questions raised by the members, it was reported that –

- (l) there were processes and tools in place to help deliver change in a managed way;
- (m) the council together with its health partners had been successful in securing funding from the Transformation Challenge fund in the sum of £1.4m; discussions would need to be held to agree the spend and split between the partners;
- (n) ICT service were now provided through the joint ICT venture between the council and CCG (Delt Shared Services Ltd); this arrangement benefited the local economy as it enabled jobs and expertise to be retained within the city; other options considered would not have guaranteed this benefit;
- (o) the establishment of the strategic layer would not be a new function; it would be based on the skills and expertise already available within the council;
- (p) there were inherently high risks associated with the five transformation programmes (each programme had a risk register), such as the increased demands on HR, Payroll, Legal and other resources from the Integrated Health and Wellbeing Programme at the same time as CCO was leading the transformation of these departments;
- (q) the assurance function within the service integration and management project would include the arrangements for scrutiny which would continue to hold the executive to account;
- (r) the continued engagement of staff was ensured through regular transformation communications via Staffroom and payslips;
- (s) consultation with members, officers and residents would be built in to the decision making process by seeking their views.

The Board agreed that –

- (1) measures for public consultation and engagement are to be built into the CCO programme;
- (2) the role and function of the decision making network are to be made clearer;
- (3) the CCO programme is reviewed by the Board in three months' time to report on the above and to include the quick wins with timescales and to also present the CCO blue print.

The Chair thanked Councillor Jon Taylor, Giles Perritt and Rob Pendleton for attending the meeting.

105. **CALL-INS**

The Chair advised that the Board had recently heard the call in for the Credit Union School Initiative 'Starter-4-Ten' and after considering the matter, had agreed to implement the decision.

106. **URGENT EXECUTIVE DECISION**

The Chair reported that he had agreed to an urgent executive decision relating to the contract award for domiciliary care.

The incumbent supplier had gone into liquidation providing only nine days' notice of their intention to cease trading. The provider supported over 80 vulnerable adults who required a continuous service. The proposed contractor was based locally, had experience of dealing effectively with similar situations and was well placed to offer the necessary services. The insolvency firm had indicated that they would support this approach.

The Board noted the decision.

107. **RECOMMENDATIONS**

There were no recommendations to consider.

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

The Board agreed and recommended that the co-operative review into problem debt, submitted by the Your Plymouth Panel, is considered by Cabinet.

109. **EXEMPT BUSINESS**

There were no items of exempt business.

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