

## Co-operative Scrutiny Board

Wednesday 18 February 2015

### PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

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

Apology for absence: Councillor Philippa Davey.

Also in attendance: Les Allen (Head of Portfolio), Lesa Annear (Strategic Director for Transformation and Change), Carole Burgoyne (Strategic Director for People) Malcolm Coe (Assistant Director for Finance), Simon Dale (Interim Assistant Director for Street Services), Ross Jago (Performance and Research Officer), Alan Knott (Performance and Research Officer), Chris Squire (Assistant Director for HR and OD), Jon Taylor (Cabinet Member for Transformation and Change) and Helen Wright (Democratic Support Officer)

The meeting started at 4.00 pm and finished at 6.10 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.*

### 114. DECLARATION OF INTEREST

In accordance with the code of conduct In accordance with the code of conduct, Members made the following declarations of interest –

Name	Reason	Interest
Councillor Jordan	Director of Routeways	Personal
Councillor Sam Leaves	Employed by NEW Devon CCG	Disclosable Pecuniary

### 115. MINUTES

Agreed that the minutes of the meetings held on 5 and 17 December 2014 are confirmed as a correct record.

### 116. CHAIR'S URGENT BUSINESS

There are no items of Chair's urgent business.

117. **WORK PROGRAMMES**

The Board submitted its work programme for consideration together with the work programme for Ambitious Plymouth Panel.

The Board agreed its work programme together with Ambitious Plymouth Panel.

The Chair (Councillor Murphy) of Working Plymouth Panel sought clarification on the areas of the Major Events which the Board wished the Panel to scrutinise and whether the Plymouth Employment Skills Plan should be included on its work programme.

The Board agreed that the lead officer will liaise with the Chair of the Working Plymouth Panel on these issues, outside of this forum.

The Board further agreed that that meeting scheduled for 15 April 2015 is changed to a provisional meeting.

118. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

The Chair reported that following the Board's scrutiny of the delivery the co-operative visions within a four year sustainable balanced budget, it agreed a range of recommendations for Cabinet to consider.

The Budget Scrutiny report, including the recommendations were agreed under delegated authority by the Lead Officer in consultation with the Chair and Vice Chair.

The recommendations were considered at the Cabinet meeting on 10 February 2015 (Cabinet responses were outlined in the report attached).

119. **TRACKING DECISIONS**

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

The Vice Chair of the Working Plymouth Panel (Councillor Darcy) sought the Board's approval for an update on the controlled parking zones - on street parking to be provided to the Panel's next meeting.

The Board agreed that a written update is provided to the next meeting of the Working Plymouth Panel as an appendices to the tracking decisions.

120. **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 February and April 2015 –

- review and prioritisation of the capital programme;
- Devonport Market Hall refurbishment;
- Plymouth Employment and Skills Plan;

- phase two of the national Troubled Families Programme;
- residential and nursing care home fair price for care;
- integrated commissioning – contract award for integrated health and social care provision;
- integrated commissioning – approval of Section 75 Agreement.

The Vice Chair raised concerns relating to the lack of scrutiny input in the design of contracts. The Assistant Director for Finance reported on the work that was currently taking place on major contracts and suggested that the Head of Commercial Services was invited to attend a future meeting of the Board.

The Board agreed that Cabinet is further approached to request that the period of the Forward Plan is changed from 28 days to four months to allow sufficient time to scrutinise key decisions.

## 121. **CAPITAL AND REVENUE MONITORING REPORT 2014/15**

The Assistant Director for Finance together with the Assistant Director for HR and Organisational Development presented the Capital and Revenue Monitoring Report 2014/15 (including HR information) as at the end of December 2014, which highlighted the following key areas –

The primary purpose of the report was to detail how the Council was delivering against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements and note the new schemes which had been added to the Capital Programme in this quarter. It also updated Cabinet on the interim staff spend and the numbers.

- (a) the estimated revenue overspend at the end of the financial year was £1.746m (as at December 2014); the overall net spend equated to £206.426m against a budget of £204.680m which was a variance of 0.85%. This needed to be taken in the context of setting £16m of management and net transformation savings in 2014/15 on the back of balancing the 2013/14 revenue budget where £17.8m of net revenue reductions had been successfully delivered;
- (b) the key pressure points were still in Adult Social Care where, although client numbers were broadly in line with the set budget, the average cost per care package per client was significantly higher (which reflected the more complex needs of clients that the Council were supporting);
- (c) within the Children Social Care, the number of children placed with independent fostering agencies had increased by 11 to 83 which was above the budgeted target of 60; residential placements had increased by 4 to 28 against a target of 19 budgeted placement with a significant number of these placements being high cost due to the complex nature of these children's needs;

- (d) there were a number of processes and strategies in place to address the rising numbers of children in care and escalated action to deliver further savings from the Council's transformation programme were being worked up, in order to address the in-year forecasted overspend;
- (e) there had been an improvement of £1.957m since the previous quarter;
- (f) the latest Capital budget which covered 2014-18 was £210.154m which had been approved at Full Council on 24 November 2014; the revised Capital budget was £237.406m;
- (g) within the overall funding 'envelope' the approved Capital Programme of projects totalled £128.999m.

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

- (h) during the Budget Scrutiny process the Board had been advised that £500k of the £1m contingency fund had been used to reduce the overall variance; it was likely that the remaining £500k of the contingency fund would be used;
- (i) although the position as at the end of January 2015 had improved (£1.3m variance), it would be a challenge to balance the budget without the need to use monies from the working balance;
- (j) the number of interim appointments had now reduced from six to five;
- (k) it was difficult to categorise whether the stress related absence (13%) was work related as often individual's home life had an impact on their working life;
- (l) an assurance was given that the following information would be provided -
  - a comparison of the types of absence in different organisations, including maintained schools, would be provided to the next meeting of the Board on 11 March 2015;
  - details of the estimated cost of 'back filling' posts by using agency staff, in order to cover for staff absence;
  - on the number of occupational health referrals taking place and the length of time it was taking for staff to be referred;

- (m) the management development programme and the work place wellbeing charter would help to identify those members of staff who were suffering from stress; initiatives such as the Step Jockey Challenge helped with the physical health and wellbeing of staff;
- (n) the data from the Staff Survey was currently being analysed, in order to take the appropriate action.

The Board agreed that Caring Plymouth Panel would consider high-cost care packages and identify drivers for high costs at a business meeting in the new municipal year.

The Chair thanked the officers for attending and took the opportunity to wish Malcolm Coe (Assistant Director for Finance) the best of luck for the future.

## 122. **COST BENEFITS OF TRANSFORMATION PROGRAMME**

Lesa Annear (Strategic Director for Transformation and Change), Carole Burgoyne (Strategic Director for People), Les Allen (Head of Portfolio), Simon Dale (Interim Assistant Director for Street Services and Councillor Jon Taylor (Cabinet Member for Transformation, presented the Transformation Portfolio Scope and Benefits Changes report, which highlighted the following key areas –

- (a) the Transformation Programme had commenced with outline business cases which contained details of the scope and potential benefits of each programme; the programmes had since evolved with some changing in both scope and size (the programmes would continue to develop and evolve over the forthcoming years);
- (b) the programmes would also realise ‘soft’ (non-financial) benefits; this had recently been achieved through the successful implementation of the waste re-organisation initiative which had a benefit to the Council as a whole;
- (c) the first year of the Transformation Programme had seen the development of the capability of the organisation; in order to achieve this staff had been appointed from across the authority, as well as interim appointments; this had allowed the Council to embed expertise and knowledge as well as re-skilling staff which helped shape it to become more commercially minded;
- (d) it was forecast that the Programme would exceed the financial benefits, set as targets, for this financial year.

Following questions from the Board, it was reported that –

- (d) an assurance was provided that reports, in the future, would be in a simpler format;

- (e) a range of options were being considered as part of the integrated transport project, such as better use of work space, servicing of police vehicles and partnership working with other local authorities;
- (f) self-reported wellbeing – people with a low happiness score could be helped through a range of measures such as access to leisure facilities which would help to improve fitness levels and preventative measures such as the 4-4-54 initiative;
- (g) based on the legislation and guidance provided to date, the Council was in the same position as many other local authorities in making arrangements for the implementation of the Care Act;
- (h) adult social services staff were due to transfer to Plymouth Community Healthcare on 1 April 2015; members of staff had been fully engaged from the start of the process; the project remained on target for implementation date;
- (i) the CCO programme would provide support on the work being undertaken on the 2015 election process and the wider implementation of the ModGov software package;
- (j) although local elections took place on a yearly basis, there was a real need to ensure that the Council was providing an efficient and effective service, whilst encouraging more people to become engaged with the process;
- (k) the role of the interim appointments had been vital in embedding the expertise and knowledge in the organisation that was required to ensure that it was more commercially minded;
- (l) an explanation would be provided relating to the wording in the report relating to ‘assessment of the current organisation to identify what the organisation was currently effective at and where there was scope for improvement’.

The Chair thanked the Cabinet Member for Transformation and officers for attending.

### 123. **CORPORATE PERFORMANCE REPORT QUARTER 3 2014/15**

Alan Knott (Performance and Research Officer) presented the corporate plan performance monitoring quarter 3 report 2014/15, which highlighted the following key points –

- (a) the quarter 3 report outlined progress and emerging trends of the Corporate Plan and progress of the new 50 Pledges;

- (b) the majority of the Corporate Plan 'key actions' were on target to achieve their milestones so that the outcomes were completed by the end of 2016/17;
- (c) of the 42 key actions -
  - one (K29) (not on target) (RED);
  - one (K15) was being reported as a risk but mitigation was in place (AMBER);
  - 40 had completed their quarterly milestones;
- (d) of the 25 performance measures tracking outcomes of the Corporate Plan, the majority were performing well however P17 and P19 were below target (these measures related to the percentage of residents who believe they can influence decisions affecting their local area and children's safeguarding timings of assessments; action was being taken to find better ways of improving the measure;
- (e) sixteen measures were performing well; the remaining five (P10, P18, P13) measures were performing well and this had remained very consistent compared to previous quarters; the remaining nine (P10, P11, P16, P19, P20, P21, P22, P23 and P25) were 15 percent or less below target and were not being escalated for action; there was one performance measure which was still to be developed and no data currently existed.

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

- (f) Pledge 19 was yet to be completed, although work was underway to review its implementation and Pledge 6 had not been completed (due end of February 2015);
- (h) work was still ongoing to put in place arrangements to hold a partnership session on introducing systems leadership to tackle hate crime (K29 key action);
- (i) the data used for Pledge 17 (percent of residents who believe they can influence decisions affecting their local area) was based on historical surveys such as the 'place survey'.

The Chair thanked Alan Knott (Performance and Research Officer) for attending the meeting.

#### 124. **CALL-INS**

The Chair advised the Board that a decision had been called in by Councillors Nicholson, James and Dr Salter on the approval to proceed with disposal of public open spaces following consideration of objections received following notice of the intention to dispose of land.

The meeting to hear this call in would be held on Friday 27 February 2015 at 4pm.

125. **URGENT EXECUTIVE DECISIONS**

The Chair reported that he had signed an urgent executive decision relating to an uplift to accommodation and infrastructure Civic Centre Decant Project.

The decision had been urgent due to the need to re-tender and let tenders across multiple capital projects (as detailed in the decision). All the projects were interdependent and by delaying the decision would have resulted in repercussions across many of the Council's projects and had considerable cost implications.

As tender returns were received and evaluated at the end of December 2014, officer had taken the first opportunity to gain capital approval in principal in mid January 2015 and had requested an urgent decision as soon as was practicable.

The Board noted the decision.

126. **RECOMMENDATIONS**

There were no recommendations to consider.

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

There were no co-operative reviews to consider.

128. **EXEMPT BUSINESS**

There were no items of exempt business.