

## **OVERVIEW AND PERFORMANCE SCRUTINY FORUM**

**Tuesday, 8th September, 2015**

Present:-

Councillor P Gilby (Chair)

Councillors	J Barr	Councillors	Derbyshire
	Borrell		Dyke
	Callan		Miles
	Catt		Perkins
	V Diouf		Sarvent
	Slack		

T Gilby ++  
Huckle +++++

Karen Brown, Business Transformation Manager +++  
Donna Cairns, Committee and Scrutiny Co-ordinator  
Anita Cunningham, Policy and Scrutiny Officer  
James Drury, Executive Director ++  
Michael Rich, Executive Director ++

+ Attended for Minute Nos. 1-3  
++ Attended for Minute Nos. 1-6  
+++ Attended for Minute Nos. 4-5  
++++Attended for Minute Nos. 4-6

### **13 DECLARATIONS OF MEMBERS' AND OFFICERS INTERESTS RELATING TO ITEMS ON THE AGENDA**

No declarations were received.

### **14 APOLOGIES FOR ABSENCE**

No apologies for absence were received.

15 **DEPUTY LEADER AND CABINET MEMBER FOR PLANNING -  
COUNCIL CORPORATE PLAN - PROGRESS REPORT**

The Deputy Leader and Cabinet Member for Planning and the Executive Director, Michael Rich, presented a report on the progress made in the delivery of the Council Plan (formerly referred to as the Corporate Plan) during the first quarter of 2015/16.

The progress report was part of the initial delivery of the new Performance Management Framework that was approved by Cabinet in July 2015.

The Executive Director advised that, after the first quarter, 28 of the 35 Council Plan projects to be delivered during 2015/16 remained on track for full delivery during the year. Six projects had an amber status due to current or potential complications which could delay implementation. Details of the progress achieved on all of the projects were appended to the report.

The Executive Director highlighted some of the risks and delays in the implementation of the projects with an amber status and the next steps in investigating and enacting mitigating actions to tackle these.

Members asked whether any options for the use of the current Queen's Park Sports Centre land had already been developed. The Deputy Leader advised that consultation activity would be carried out before any options were proposed so that the views of the public would inform their development.

Members discussed the new challenge mechanism for the Council's performance management and asked how this was likely to be developed. The Executive Director explained that the new approach was to review performance quarterly rather than annually and to cover a range of performance indicators to monitor how well the Council is achieving organisational priorities, considering key management information such as governance indicators, income streams and risk management. The next quarter's review would begin to look at the deliverables for year two of the Council Plan.

It was agreed that the Cabinet report relating to the approval of the new performance management framework would be shared with the Committee members.

The Deputy Leader also invited the Chairs of the Overview and Performance Scrutiny Forum to take part in the Corporate Performance Review meetings. It was noted that the Performance Management mechanism would be discussed further at the next meeting of the Overview and Performance Scrutiny Forum.

Members asked whether the local proposals regarding devolution were identified as a risk in the implementation of the Council Plan. The Executive Director advised that the Council Plan explicitly recognised the need for the Council to work with partners, including those the devolution proposals were being developed with, such as the Combined Authorities and Local Enterprise Partnerships. The Executive Director recognised that the Council's recent work in contributing to the devolution proposals could have impacted upon the progress in the management of some of the Council Plan priority projects in the short term. However he explained that the delivery of many of the Council Plan projects depended upon the Council being engaged with these partnerships as they were likely to be the routes via which regeneration funding could be accessed.

Members asked whether the recent Government announcements on the new national living wage had any impact on the Council Plan priority project to introduce the living wage, which would match a rate recommended by the Living Wage Foundation. The Deputy Leader confirmed that the Council was still committed to introducing the living wage and that the new national living wage was not expected to have an effect on this project as this proposed rate would be lower than the living wage which would be adopted by the Council.

The Deputy Leader advised that work was on-going to assess the number of staff that would be affected by the introduction of the living wage, particularly in relation to pay differentials. Members commented that its introduction could have an impact at several grade levels within different services and could result in much greater staffing costs. The Executive Director advised that the Council was considering how other local authorities had introduced the living wage to learn lessons from how this could be controlled.

Members thanked the Deputy Leader and the Executive Director for providing the progress report and answering their questions.

## **RESOLVED –**

That the progress report be noted.

## 16 **CABINET MEMBER FOR BUSINESS TRANSFORMATION - GREAT PLACE, GREAT SERVICE - PROGRESS REPORT**

The Cabinet Member for Business Transformation and the Executive Director, James Drury, gave a presentation on the progress with the Great Place: Great Service (GP:GS) programme. The presentation included a commentary on the work achieved so far and the following priority projects proposed for this year:

- Establishing solid foundations
- Smarter working
- Estate rationalisation
- Commercialisation
- Procurement

### *Establishing solid foundations*

The Executive Director explained that the GP:GS programme needed to be supported by solid foundations which would inform and support the changes or investments that may be required with the Council. This included the development of an Operating Model that would guide the way the Council works including support for decision making and the Council's vision and values. Members commented that this work may be relevant to the recommendation of the Enterprise and Wellbeing Scrutiny Committee to review integrated working across the Council. This was discussed further under the Work Programme agenda item.

To establish the foundations of the GP:GS programme, strategies were being developed which would cover Customer Services, ICT and Procurement. The Executive Director described the focus and aims of the development of the Customer Services Strategy. This work was being carried out in negotiation with arvato as this was likely to impact on them, for example the performance indicators would be reviewed in order to measure quality as well as volumes. The development of the ICT Strategy and the Procurement Strategy were discussed further under their separate agenda items.

### *Smarter working*

These projects included the flexible working arrangements, the proposals for the Town Hall restack and improved telephony and printing access.

### *Estate rationalisation*

This would be an on-going area of work, to make the best use of the Council's assets and to increase the Council's rental income.

### *Commercialisation*

The GP:GS Board had approved the appointment of an officer Trading Board for supporting and approving trading activities to expand or create services on a commercial basis to make money for the Council. Depending on the level of risk, proposals may be referred to the GP:GS Board for approval. The Board would consider business cases considering the costs and benefits to the Council of any such proposal. Officers had received training from the Association for Public Service Excellence on the preparation of business cases.

### *Procurement*

The proposals for the procurement service were discussed further under its separate agenda item.

The GP:GS programme and updated business case were due to be considered by the GP:GS Board in September, before being submitted to Cabinet and Full Council.

Members asked about whether there was a positive attitude from staff in relation to the changes that had already taken place and those proposed for the future. The Executive Director advised that lessons learned workshops had taken place with staff which had suggested that there was general acceptance amongst Council staff that some changes were necessary but there were concerns about uncertainty and the pace of the implementation of the changes. Members agreed that transparency and consultation with staff were important to ensure that their suggestions and concerns would be listened to and that responses would be given when decisions are made.

Members supported the aims of the Customer Service Strategy, including the principle that the customer is never in the wrong place. Members agreed that it was important to assess the demand for services so that resources could be targeted efficiently and effectively.

Members were encouraged to speak to the Cabinet Member or the Executive Director if they wished to find out more about any aspect of the

GP:GS programme or to speak to the Chairs of the Forum if they wished for a particular matter to be covered in future reports to the Forum.

Members thanked the Cabinet Member for Business Transformation and the Executive Director for the presentation and for answering their questions.

### **RESOLVED –**

- (1) That the hard work put into the GP:GS programme and the benefits of bringing GP:GS within the Business Transformation team be recognised.
- (2) That the overall approach to the GP:GS programme development and the proposed priority projects be supported.

### **17 CABINET MEMBER FOR BUSINESS TRANSFORMATION - CHESTERFIELD PROCUREMENT SERVICE - PROGRESS REPORT**

The Cabinet Member for Business Transformation and the Business Transformation Manager presented a report on the proposals for the future of the Council's procurement service.

The report explained the challenges that the Council's current procurement service faced and outlined the future service needs which included the management of day to day procurements, ensuring legal compliance with regulations and the Council's constitution at all times, and more strategic goals to deliver efficiency savings and smarter methods of working. A new E-tendering platform also needed to be introduced, which was a requirement of the EU Procurement Directive 2015.

The Business Transformation Manager discussed the need for a Procurement Strategy to be adopted to enhance the service. The Strategy would seek to ensure legal compliance, such as upholding the requirements of the Social Value Act 2012, and compliance with the transparency agenda, as well as including the Council's principles such as conditions for the use of local labour or suppliers.

A comprehensive procurement forward plan was proposed in order to move away from the current reactionary process and to allow sufficient time for more contracts to be put to open tender to ensure best value would be obtained and to look for opportunities for rationalisation and the

potential for shared procurement across the Council's services or with local partners.

The Business Transformation Manager advised that training would be provided for key officers and members on the procurement process and contract management.

The Business Transformation Manager advised the Committee of the options that had been explored for the future provision of the procurement service, having analysed how different models could best meet the Council's future procurement needs.

The options included joining a shared service with an established public sector partner, such as the NHS, creating a new shared service with another local authority partner such as Derbyshire County Council, increasing in-house capacity and staffing resource, or putting out a full specification and market test for the service.

The recommended option was to join the shared service with the NHS, based at Chesterfield Royal Hospital, which would be able to support the delivery of the strategic elements of the service needs as well as the day-to-day service management.

Members asked whether this option offered the best value to the Council and if shared services in other areas had been explored. They also asked whether there was much overlap in the services being procured by the NHS compared to the Council.

The Business Transformation Manager advised that the cost of this NHS procurement service was such good value that the viability of the cost was challenged to ensure it was realistic. It was confirmed that the other Councils already using the service had not been required to pay any additional costs, however it was still recommended that a pool be held in reserve from the savings made to mitigate the risk of any additional future costs. The Business Transformation Manager advised that the Council did not have the resources to investigate shared procurement services in a wider area and this was not thought necessary as this local service offered good value and had the added benefit of contributing to the local economy, which Members supported.

It was also confirmed that the NHS shared service was used by Bolsover District Council, Derbyshire Dales District Council and North East Derbyshire District Council, so this service had a lot of local authority

experience and had also received positive feedback from these service users.

The possibility of a shared service with Derbyshire County Council was not recommended as it was a more costly option and would only include the day-to-day management of the service.

Members asked whether small businesses and community organisations would be offered training or support in accessing the tendering or procurement process. The Business Transformation Manager confirmed that support would be available and advised that the NHS shared service had a registry service for small businesses which improves their ease of access.

Members thanked the Cabinet Member for Business Transformation and the Business Transformation Manager for providing the progress report and for answering their questions.

#### **RESOLVED –**

- (1) That the current position of the Council's procurement service be noted.
- (2) That the proposal for joining a shared procurement service with the NHS Chesterfield Royal Hospital be supported.

#### **18 CABINET MEMBER FOR BUSINESS TRANSFORMATION - ICT STRATEGY AND ACTION PLAN - PROGRESS REPORT**

The Cabinet Member for Business Transformation and the Executive Director, James Drury, gave a presentation on the progress of the development of the ICT Strategy and Action Plan.

The Executive Director reported that the vision of the Strategy was that ICT should be a key enabler for the development, delivery and transformation of Chesterfield Borough Council and the services it delivers. The new Strategy would focus on service and business outcomes rather than on the delivery of technology for its own sake. The Executive Director advised that the current ICT provision and day-to-day service also needed to be improved in the short term and an action plan was being designed to monitor this as well as looking at longer term strategic improvements aligned with the Council's corporate priorities.



The development of the new ICT strategy included aiming for increased corporate control as well as officer governance around commissioning, procurement and budget control.

The significance of data and information assurance and security would also be reflected in the Strategy as challenges were constantly developing and the regulations were becoming stricter.

The Executive Director advised that open standards and the use of standardised systems, where appropriate, would be important features to ensure that the Council's ICT systems would allow for secure and efficient shared working and information exchange with partners, such as the Department for Work and Pensions for benefits systems.

The Executive Director explained that the Strategy development was required to take into account the context in which it would operate, including the pace of advancement in technology; the range of people using the Council's ICT and their expectations; new threats to security, and the increased value of information.

The key themes of the Strategy would link with other elements of the Great Place: Great Service programme through supporting the channel shift of customer service to online or digital services; business transformation; and workforce mobility and capability.

The Executive Director advised that the Strategy development should be completed by December 2015. The draft Strategy could be made available to Members of the Forum on request.

Members asked whether the Council has sufficient ICT expertise in-house to ensure the Council is getting the best service from the partnership arrangement with arvato, rather than relying on their advice alone. The Executive Director advised that the Council was in a stronger position than it used to be and that there are officers who have sufficient expertise and knowledge to devise the strategic level approach to the ICT service however at a technical level, there are occasions when arvato's advice has to be relied upon.

Where this may not be appropriate, the Council could consider obtaining independent advice on a case-by-case basis on these specialist areas. The Executive Director believed it would not be possible for one officer of the Council to have specialist knowledge and experience in all areas of

ICT provision and that it may be more cost-effective to obtain expert advice as required.

Members discussed that it was important for sufficient time to be allowed to design the specifications and to analyse the requirements for ICT services before new technology or software is introduced and that staff would need support and training to embrace new ways of working.

Members commented that equalities issues needed to be addressed within the Strategy as technology offers opportunities to address some inequalities in society, such as access issues for people with some types of disabilities, however there was also the danger for other people with particular needs to be excluded. The Executive Director confirmed that a full Equalities Impact Assessment would be completed alongside the Strategy development.

Members agreed that the pace of change with technology was a challenge for the development of the Strategy and for the design of ICT services. Members supported the approach and direction of travel being taken with the development of the Strategy. Members also agreed that this was an important project for the Council that needed to be done well to underpin the Council's priority projects and the delivery of services to a high standard, which needed to be progressed with caution.

Members thanked the Cabinet Member for Business Transformation and the Executive Director for the presentation and for answering their questions.

#### **RESOLVED –**

- (1) That the progress report and the work achieved to date be noted.
- (2) That the overall approach to the ICT Strategy development and direction of travel be supported and progressed with caution.
- (3) That the comments of the Overview and Performance Scrutiny Forum be taken into consideration in the development of the ICT Strategy.

## 19 **CORPORATE MEMBER DEVELOPMENT PROGRAMME FOR OVERVIEW AND SCRUTINY**

The Policy and Scrutiny Officer submitted a report to share with the Forum a proposed development programme to enable continued elected member learning and development of the overview and scrutiny role.

The draft Member Development Programme included scheduled development sessions and activities for 2015/16, other ongoing development opportunities and optional further development opportunities.

The Member Development Programme for Overview and Scrutiny was proposed to form part of the Corporate Member Development Programme for all elected Members.

Councillor Derbyshire had been appointed by the Forum, as a representative of the Overview and Scrutiny Committees, together with Councillor P Gilby, to take part in the Corporate Member Development Group that would monitor the delivery of this programme. The Policy and Scrutiny Officer was also a member of this group.

The Policy and Scrutiny Officer confirmed that topics from development sessions that had been held in recent years, before the current term of office for new Members, had also been incorporated into the draft programme.

Members requested that the information provided through the sessions could be made available to Members who could not attend the specific dates scheduled.

Members also requested that the training session on the budget be split into shorter sections to be scheduled throughout the year in line with the budget process timetable.

Members' comments that all the training in the Members' induction programme could be improved by being spread out over a longer period to avoid members being overwhelmed with a lot of information would be passed on to the Corporate Member Development Group.

**RESOLVED –**

That the draft Member Development Programme for Overview and Scrutiny be supported taking into account the comments made by Members.

**20 FORWARD PLAN**

The Forward Plan was considered by the Forum.

It was noted that a report on Non-Key Decision 41 on the Public Private Partnerships (PPP) would be considered at the next meeting of the Forum.

**RESOLVED –**

That the Forward Plan be noted.

**21 SCRUTINY MONITORING**

The Forum considered the Implementation Monitoring Report for Scrutiny Committee Recommendations.

The Forum received and considered a progress monitoring report on ICT (OP5). Members discussed the comments made by the Executive Director in relation to this subject at Minute No.18 above and noted that the appointment of the new Client Officer who provided additional ICT knowledge had made a positive difference to the Council's position.

Members agreed that it was not appropriate for the Council to employ one individual officer as an ICT specialist to represent all the Council's ICT needs and requirements as such specialist knowledge was too broad for a single person. Members agreed that the recommendation should be amended and that rewording of the recommendation should be considered at the next meeting of the Forum.

**RESOLVED –**

- (1) That the Scrutiny Monitoring Report be agreed.
- (2) That an amendment to the recommendation on ICT (reference OP5) be considered at the next Forum meeting.

## 22 **SCRUTINY PROJECT GROUP PROGRESS UPDATES**

The draft scope for the Project Group on Concessions on Fees and Charges was submitted to the Forum for comment and approval.

Councillor Jean Barr, as Lead Member of the Project Group on Concessions on Fees and Charges, advised the Committee that a full report on the group's work and recommendations was scheduled for consideration at the next Forum Meeting.

The Chair commented that the group had stimulated a lot of positive discussion about its work amongst Members, particularly those who had given evidence to the group. The Chair also reminded all Members to ensure Project Group scopes are signed-off by the relevant committee Chair(s) and Policy and Scrutiny Officer before submission to committee for approval.

### **RESOLVED –**

- (1) That the Project Group on Concessions on Fees and Charges scoping document be approved.
- (2) That it be noted the report of the Project Group on Concessions on Fees and Charges is scheduled for consideration at the next meeting.

## 23 **WORK PROGRAMME FOR THE OVERVIEW AND PERFORMANCE SCRUTINY FORUM**

The Work Programme for the Overview and Performance Scrutiny Forum was considered.

The Policy and Scrutiny Officer and the Committee and Scrutiny Co-Ordinator, Brian Offiler, submitted a report to provide supporting information on the recommendation from the Enterprise and Wellbeing Scrutiny Committee, held on 23 April 2015 at Minute No. 70, that the Forum consider undertaking an evaluation of the impact and effectiveness of integrated working across different service teams across the Council and to recommend to the Cabinet that this be a joint review between Cabinet and Scrutiny.

Members discussed that the development of an Operating Model as part of the Great Place: Great Service (GP:GS) programme, as referred to

under an earlier agenda item, was likely to consider this issue and could be reviewed by the Forum as part of the consideration of further GP:GS progress reports. Whether this approach to this issue was sufficient would be reconsidered after the next GP:GS progress reports. The Forum would consider, through these progress reports, whether the issue raised was being sufficiently addressed and review the matter again in 6 months.

As this recommendation had arisen from the experience of the Leisure, Sport and Cultural Activities Scrutiny Project Group, Members also considered whether the new Health and Wellbeing Group that was being established by the Council may be in a position to consider the integrated working of the leisure and environment service areas, and any other relevant services, in relation to the promotion of health and wellbeing. The Executive Director would be requested to present a report on this new Health and Wellbeing Group and to discuss as part of this report whether this issue would be relevant to it.

Members discussed that the Leisure, Sport and Cultural Activities Scrutiny Project Group had covered a wide remit and that it may benefit from a more targeted focus. It was agreed that the Enterprise and Wellbeing Scrutiny Committee would be recommended to reconsider the scope of this project group.

The Forum considered the appointment of a Project Group on Public Space Protection Orders. It was agreed that more information was required on the proposal and the issues that may be raised in relation to Public Space Protection Orders. A briefing report would be requested to be considered at the next Forum meeting.

The Forum also considered the appointment of a Project Group on how the Council Plan was working at addressing deprivation in the borough. It was agreed that the Executive Director would be asked to discuss this issue in the next report on the monitoring of performance of the Council Plan.

## **RESOLVED –**

- (1) That the Work Programme be approved.
- (2) That a report on the purpose and function of the Council's new Health and Wellbeing Group be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum if it will be available by that time.

- (3) That a progress report on the new Performance Management Framework be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum.
- (4) That a progress report on the Public Private Partnership (PPP) Performance be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum.
- (5) That the report of the Project Group on Concessions on Fees and Charges be added to the agenda for the next meeting of the Overview and Performance Scrutiny Forum.
- (6) That a briefing report on Public Space Protection Orders be considered at the next meeting of the Overview and Performance Scrutiny Forum.
- (7) That the recommendation of the Enterprise and Wellbeing Scrutiny Committee be considered under future GPGS progress reports on the Operating Model and reviewed again in 6 months.
- (8) That the Enterprise and Wellbeing Scrutiny Committee be recommended to consider reviewing the scope of the Leisure, Sport and Cultural Activities Scrutiny Project Group.

## **24 OVERVIEW AND SCRUTINY DEVELOPMENTS**

The Policy and Scrutiny Officer and the Committee and Scrutiny Co-Ordinator, Brian Offiler, submitted a report to provide supporting information on the recommendation from the Enterprise and Wellbeing Scrutiny Committee held on 23 April 2015 at Minute No. 70, that the Forum considers adopting the continued use of the scrutiny approach used by the Leisure, Sport and Cultural Activities Project Group for other Project Group work.

It was discussed that this method of working involved the Scrutiny Project Group meeting 'real-time' with the decision-making process and project management as it progressed which enabled scrutiny to take place at a point when issues could be addressed.

The Forum supported the Chairs raising this method of working with the Corporate Scrutiny Review Project Board to seek support for it from across the Council.

The Forum also considered the recommendation of the Community, Customer and Organisational Scrutiny Committee held 7 July which requested the Forum to consider the wider involvement of scrutiny in county wide health scrutiny (lead by Derbyshire County Council's Overview and Scrutiny Committee on Health). Members agreed that this could be considered following the receipt of the report on the role and function of the Council's new Health and Wellbeing Group.

**RESOLVED –**

- (1) That the 'real-time' scrutiny approach be supported and raised by the Chairs with the Corporate Scrutiny Review Project Board to recommend its adoption as a corporate approach.
- (2) That the Council's scrutiny function's involvement in county-wide health scrutiny be considered following the receipt of the report on the Council's new Health and Wellbeing Group.

**25 MINUTES**

The Minutes of the meeting of the Overview and Performance Scrutiny Forum held on 16 June 2015 were presented.

**RESOLVED –**

That the Minutes be approved as a correct record and signed by the Chair.