



Confident Capable Council Scrutiny Panel Meeting

Minutes – 5 September 2013

Attendance

Members of the Panel

Cllr Rita Potter (chair)
Cllr Alan Bolshaw
Cllr Craig Collingswood
Cllr Christopher Haynes
Cllr Jasbir Jaspal
Cllr Milkinder Jaspal
Cllr Zahid Hussain Shah
Cllr Paul Singh
Cllr Jacqueline Sweetman
Cllr Mrs Wendy Thompson
Cllr Martin Waite

Other Councillors

None

Staff

Keith Ireland	Strategic Director (Delivery)
David Kane	Head of Finance (Delivery)
Huw McKee	Programme Director FutureWorks
Simon Aldis	Project Manager (Delivery)
Deborah Breedon	Scrutiny Officer (Office of the Chief Executive)

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

- 1. Apologies**
Apologies for absence were received from Cllr Jasbinder Kaur Dehar
- 2. Declarations of interest**
There were no declarations of interest received.
- 3. Minutes of the previous meeting (18 July 2013)**
Resolved:
That the minutes of the meeting held on 18 July 2013 be approved as a correct record and signed by the Chair.

4. **Matters arising**

Minute 5 resolved that a report on the rationalisation of Council owned property be added to the 2013/14 work programme. Scrutiny panel were advised that the report focus would be 'Progress update - Phase 1 FutureSpace relating to Community Hubs' and the report would be submitted to the Scrutiny Board.

5. **Scrutiny Panel Work Programme 2013/14**

Deb Breedon provided the panel with an update of the 2013-14 work programme, Cllr Mrs Wendy Thompson requested that the Civic Centre Work Group should inform the Confident Capable Council Panel and that the work group findings should not be taken as pre-decision scrutiny.

Resolved:

1. That the report be noted.
2. That the Civic Centre Work Group findings should inform the Confident Capable Council Scrutiny Panel and not be taken as pre-decision scrutiny.
3. That a meeting of the Confident Capable Council Scrutiny Panel be agreed on Thursday 10 October 2013 at 18:00 HRS.

DISCUSSION ITEMS

6. **Budget Update and Review**

Keith Ireland provided a report that brought to Panel's attention information about the Council's finances that had recently been reported to the Cabinet and Cabinet (Resources) Panel.

Members were advised of the circumstances that had led to overspends being identified and of the subsequent actions that had been taken.

Keith Ireland clarified that there had been an Education and Enterprise budget overspend essentially caused by an accounting anomaly relating to controllable and non-controllable budgets and that every step was being taken to put things right.

An overspend had also been identified in Property Services relating to controllable and non-controllable recharges, this was considered by Panel members to be an historical, systemic failure, one of the possible causes of this being lack of management and lack of proper practices.

Panel members were advised that a thorough investigation was being undertaken by audit and that the outcome of the investigation would be reported to the Audit Committee in due course. Cllr Mrs Wendy Thompson indicated that it was good that the unexpected variation in budget had been picked up and was being addressed. She stressed that it was essential to have clear explanations and to take action to rectify the cause.

Keith Ireland confirmed that several measures were being put in place to help the situation such as: Corporate Landlord, Agresso, and CIPFA budget training.

Resolved:

1. The Panel considered the arrangements for ensuring adequate identification and management of budget risks and for Budget planning and forecasting for future years.

7. **FutureWorks Programme- progress**

Huw McKee provided information on the FutureWorks Target Operating Model (TOM) as the blueprint for future delivery of finance, HR, procurement, payroll and some support services from April 2014 onwards.

Members were provided with an update on recent programme progress and given an overview of the approach being taken by the programme for benefits realisation. Members considered the proposed approach to implementing the TOM, including timescales for the key implementation phases.

In response to questioning Keith Ireland confirmed that:

- there is a lot of modelling going on aligned to channel shift
- the non-interactive process, which goes end to end without going anywhere else, will enable customers to link to the back office functions in one action
- there are 6 phases to the programme that will be monitored carefully
- savings may have been underestimated on the multilayers of self service
- Human Resource (HR), procurement, payroll systems and some support services are amongst self-service functions from April 2014

There followed discussion about the durability of the flexi time system and the need for a system to monitor management of staff and work output to encourage a high performance culture and organisational savings.

Keith Ireland advised that the FutureWorks programme will work in parallel with a further programme led by HR to progress the high performance culture including an external training programme to support and develop management skills and technical developments to support management systems. He advised that the first tranche of 30 managers from Executive Directors to senior management teams had started the training programme. He clarified that many senior managers are professional technical specialists and that they may not necessarily have the right skills to lead and manage the service, the new management structures reflect this and the training will develop managers to lead and deliver the service.

Resolved that:

1. The Panel endorsed the FutureWorks Target Operating Model as the blueprint for delivery of finance, HR, procurement, payroll and some support services by April 2014.
2. The Panel noted the high level approach and timescales for implementing the Target Operating Model which will now form the basis for detailed implementation plans.
3. The Panel welcome the first phase for implementing the Target Operating Model, including the appointment of a leadership team by the Director for Delivery through delegated authority.
4. The Panel welcome the progress made by the programme since the

last update report in July 2013.

5. The Panel endorsed the approach being taken to ensure that the programme benefits are identified, monitored and delivered.

EXCLUSION OF PRESS AND PUBLIC

8. Exclusion of press and public

Resolved:

That in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) of business as they involve the likely disclosure of exempt information falling within the paragraphs of Schedule 12A of the Act set out below:

<i>Item No.</i>	<i>Title</i>	<i>Applicable paragraph</i>
	Creating a Council Temporary Staffing Agency – The Business Case	4

Part 2 – exempt items, closed to the press and public

9. **Creating a Council temporary staffing agency**

Keith Ireland provided a summary of the proposals and options for improving value for money in respect to the future provision of such staffing resources by creating a temporary staffing agency.

There followed a period of questioning during which time it was confirmed that a final due diligence exercise would be conducted on the financial projections and accounting treatment for the Agency prior to the proposed soft launch in November 2013.

Resolved:

1. That the comments of the Scrutiny Panel be taken into account and incorporated into the final version of the business case.
2. That a briefing paper be circulated relating to the due diligence exercise conducted on the final business case for the Agency prior to the proposed soft launch in November 2013.