

BUSINESS AND TRANSFORMATION SCRUTINY PANEL

THURSDAY 26 OCTOBER 2017 AT 10.00AM

PRESENT: Councillor Mrs Riddle (Chairman), Councillors Allison, Mrs Birks, Mrs Bowman, Mrs Glendinning, Mallinson J, Robson and Watson.

ALSO PRESENT: Councillor Dr Tickner – Deputy Leader, and Finance, Governance and Resources Portfolio Holder

OFFICERS: Deputy Chief Executive
Corporate Director of Governance and Regulatory Services
Chief Finance Officer
Policy and Communications Manager

BTSP.28/17 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of the Town Clerk and Chief Executive.

BTSP.29/17 DECLARATIONS OF INTEREST

There were no declarations of interest affecting the business to be transacted at the meeting.

BTSP.30/17 PUBLIC AND PRESS

RESOLVED - It was agreed that the items of business in Part A be dealt with in public and Part B be dealt with in private.

BTSP.31/17 MINUTES OF PREVIOUS MEETINGS

RESOLVED – That the minutes of meeting held on 14 September 2017 be approved.

BTSP.32/17 CALL - IN OF DECISIONS

There were no items which had been the subject of call-in.

BTSP.33/17 OVERVIEW REPORT AND WORK PROGRAMME

The Policy and Communications Manager presented report OS.20/17 providing an overview of matters relating to the work of the Business and Transformation Scrutiny Panel.

The Notice of Executive Key Decisions had been published on 22 September 2017. The following items included in the Notice fell within the Panel's remit:

Items which have been included in the Panel's Work Programme:

KD.23/17 – Budget Process 2018/19 (December meeting)

Items which have not been included in the Panel's Work Programme:

KD.22/17 – ICT Replacement Programme 2017/18 – Release of Capital Scheme Monies

KD.28/17 – Polling Station Review 2017/18

KD.29/17 – Land and Property Transaction – Land at Low Harker Dene

The Chairman gave a verbal update on the progress made through the Community Asset Transfer Policy Task and Finish Group. She explained that the Group had met with the Policy and Performance Officer and had compared various policies from other authorities. It was felt that a simpler, plain English policy was the best way forward.

The Chairman proposed that a draft Policy be submitted to the Panel at their meeting on 5 December with recommendations from the Panel being made to the Executive on 18 December. It was recognised that the Community Asset Transfer was a cross cutting matter and it was proposed that the Task and Finish Group be opened up to the other Scrutiny Panels and membership would be sought through the November meeting of the Scrutiny Chairs Group.

The Panel's work programme was attached to the report as appendix 1. The Panel discussed the heavy agenda for the December meeting and agreed to move the Customer Services report and the Flood Update report to January 2018. They also agreed that the Community Asset Transfer Policy be added to the work programme for December.

RESOLVED – 1) That the Overview Report incorporating the Work Programme and Key Decision items relevant to the Business and Transformation Scrutiny Panel (OS.20/17) be noted.

2) That the update on the Community Asset Transfer Policy Task and Finish Group be welcomed and that the Task and Finish Group be opened up to Members of the Health and Wellbeing Scrutiny Panel and the Economic Growth Scrutiny Panel.

3) That the Business and Transformation Scrutiny Panel's work programme be amended as follows:

- Community Asset Transfer Policy be added on the 5 December 2017
- Customer Services moved from 5 December 2017 to 4 January 2018
- Flood Update report moved from 5 December 2017 to 4 January 2018

BTSP.34/17 SMT SUB GROUPS

(a) Transformation

The Deputy Chief Executive presented report CE.14/17 which detailed the work of the Business and Transformation Board which was a sub group of the Senior Management Team (SMT).

The Deputy Chief Executive informed the Panel that the purpose of the Business and Transformation Board was to oversee corporate programme management, corporate standards for project management, the progress of Smarter Service Delivery, ICT projects and other related works as determined by SMT.

The Board was chaired by the Town Clerk and Chief Executive and the terms of reference and membership had been attached to the report for Members' information. The report set out the work which was being undertaken by the Board and information on which projects were due to be scrutinised by the Panel at a future date.

In considering the report Members raised the following comments and questions:

- When would the new Corporate Plan and the Competency Framework be available for scrutiny by the Panel?

The Deputy Chief Executive responded that both areas of work were at an early stage and a timescale had not yet been established.

- Members felt that the report was difficult to understand, had too much jargon, was complicated and there was concern that the core membership was top heavy. Members asked for clarity with regard to the Corporate Programme Board and the Smarter Services Delivery Board.

The Deputy Chief Executive clarified that the two Boards had been replaced with the Business and Transformation Board. He took on board comments regarding the use of jargon language in the document. The intention of the new SMT Sub Groups was to include service managers and draw together work so opportunities were not missed and work was not duplicated.

- How would the Management Competency Framework be used and monitored?

The Deputy Chief Executive responded that the Framework was already monitored through performance appraisals and used by managers to identify opportunities and training needs. The Framework provided Managers with a variety of skills for good leadership, motivation and to equip them in dealing with change within the organisation.

- Would it be possible for the Council's Project Managers Handbook to be scrutinised by the Panel in December alongside the Corporate Programme report.

The Policy and Communications Manager reported that the Handbook was being updated and if a draft of the document was ready in time for the December meeting it would be submitted to the Panel. If it was not ready it would be included in the Panel's Work Programme for a future meeting.

- The report stated that a Targeting Operating Model (TOM) was not suitable for the authority; however the Terms of Reference for the Transformation Board included designing a TOM as one of their initial tasks.

This observation was gratefully received and the terms of the reference will be amended.

RESOLVED – 1) That the SMT Sub Group – Transformation report (CE.14/17) be noted;

2) That the following matters be added to the Panel's work Programme:

- Council's Project Handbook on 5 December 2017 if available
- Customer Services Charter on 4 January 2018

(b) Business Management and Development

The Corporate Director of Governance and Regulatory Services presented report GD.70/17 which detailed the work of the Business Management and Development Senior Management Team (SMT) Sub Group.

The Corporate Director reported that he chaired the Sub Group which was primarily tasked with taking care of operational matters, looking for improvements where possible and considering commercial opportunities for the Council. The report set out the membership of the Sub-Group, the Task Groups and their remits which came under the sub group and the work areas which were being undertaken.

In considering the report Members raised the following comments and questions:

- The Panel thanked the Corporate Director for his clear, well set out report which had given the Panel the information they needed to consider their future work programming.

- A Member asked for further information with regard to the electronic voting system and how it would deal with recorded votes. He felt that any system should allow those watching Council meetings to be able to see clearly, as they do now, who had voted.

The Corporate Director responded that there were many options available for voting systems and they could be tailored to the Council's requirements. Any system which was considered would have to be able to deal with recorded votes as it was a legislative requirement for the budget meeting.

- It had been previously recommended that a review of the budget process be undertaken to simplify the process where possible and make the information easier to understand, Members asked for an update on this work.

The Chief Finance Officer responded that work had been undertaken with the Communications Team on the consultation documents to make them easier to understand how money comes into the authority and where money was spent. It was hoped that a presentation would be given to the Panel in December utilising the work that had been carried out. Officers were still working on the budget monitoring process.

- A Member asked for further information regarding the potential for Crowd Funding.

The Corporate Director explained that the SMT Sub Group was encouraged to be free thinking and make suggestions for further investigation. The feasibility of Crowd Funding would be considered and if there was the potential for a project it would be brought to the Panel for Members scrutiny and input.

- Members understood that income from Building Control was ring fenced but it had been included in the Commercial Strategy/Income/Savings section of the table.

The Corporate Director confirmed that the income from Building Control was ring fenced but there were opportunities for the Service to increase their income and grow the service they delivered and move to becoming self-funding.

In discussing the tasks in the report the Panel agreed that it would be most beneficial for Officers to submit reports on tasks and projects at the point that they were ready for Members input and would not be scheduled into the Work Programme at this time.

RESOLVED – 1) That the Corporate Director of Governance and Regulatory Services be thanked for his clear, well-structured and informative report on the SMT Sub Group – Business Management and Development (GD.70/17);

2) That reports on individual projects from the Business Management and Development Sub Group be submitted to the Panel at the appropriate time for Members input.

BTSP.35/17 CORPORATE RISK REGISTER

The Deputy Chief Executive presented report CS.39/17 which provided an update on the Corporate Risk Register.

The Deputy Chief Executive reminded the Panel that the Corporate Risk Management Group (CRMG) was responsible for delivering and reviewing the Risk Management Strategy, maintaining and improving risk management processes and monitoring and advising on the Council's Corporate Risk Register.

It was recognised that the City Council's Risk Management Policy and Risk Management Strategy both needed to be reviewed and updated. The review was underway and was being

considered alongside work being led by internal audit which focused on the Council's approach to assurance.

The Deputy Chief Executive informed the Panel that there was a Risk Management sub group of the Business Management Board which met monthly and focused on risks at an operational/directorate level. Issues raised at the sub group could be escalated to the CRMG when deemed appropriate. Following discussions at the Risk Management sub group additional training had been arranged for officers, through the City Council insurers and the training would take place in October and November.

In considering the report Members raised the following comments and questions:

- The Panel asked that amendments to the Register, within the previous quarter, be clearly identified in each report.
- Was the Regeneration Strategy being aligned with the Medium Term Financial Plan and Budget? If so would this take place before or after the approval of the Strategy?

The Deputy Chief Executive explained that the Regeneration Strategy was under development and would not be fully aligned with the forthcoming Budget. The MTFP was updated on an annual basis and it would be aligned with the Strategy once it was agreed.

- The Panel asked for an update on the Economic Strategy and its process through the committee structure and the withdrawal of the University of Cumbria from the Business Interaction Centre.

The Deputy Chief Executive responded that the Economic Strategy had been substantially refreshed and the committee process for the adoption of the Strategy would be a matter for Members determination.

With regard to the Business Interaction Centre (BIC), the Corporate Director informed the Panel that the University of Cumbria would cease to operate within the BIC in December and the Council would, in the short term, lease space to the existing tenants. Work was being undertaken on the future of the BIC and information was being gathered on the operating costs and potential income. There had been significant interest in the BIC and it was an important part of the economic growth of Carlisle. The matter was being closely scrutinised and monitored by the Economic Growth Scrutiny Panel.

- Was the new Leisure Contract tied to the development of new facilities at the Sands Centre or was there room for negotiations?

The Deputy Chief Executive clarified the current status as set out in the report explaining that the previous contract with GLL ended in November 2017 and the new contract took full account of the Sands project and closure of the Pools. The matter had been discussed in some detail at the previous meeting of the Health and Wellbeing Scrutiny Panel and had centred on the new Leisure Contract. Further work on the proposals and design would need to be undertaken and then considered by the Executive. Full costings and designs would go through the committee process at the appropriate time.

The Chairman asked if the risks, as set out in the Risk Register, had been considered by the Health and Wellbeing Panel. The Deputy Chief Executive explained that all of the information within the risk had been included in the Health and Wellbeing report but it had not been set out in the same format as the Risk Register report.

RESOLVED – 1) That the Corporate Risk Register (CS.39/17) be noted;

2) That future Corporate Risk Register reports clearly identified amendments to the Register which had happened within the previous quarter.

3) That future reports to all Scrutiny Panels include the relevant risk register information in the same format as presented in the Risk register report where appropriate.

(The meeting ended at 11.01am)