



Democratic Support

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#coopscrutiny

CO-OPERATIVE SCRUTINY BOARD SUPPLEMENT PACK I

Wednesday 23 April 2014
4.00 pm
Council House (Next to the Civic Centre)

Members:

Councillor James, Chair

Councillor Mrs Aspinall, Vice Chair

Councillors Mrs Beer, Bowie, Darcy, Philippa Davey, Sam Leaves, Murphy, Kate Taylor and Tuffin.

Please find attached additional information for your consideration under agenda items 3, 8 and 10.

Tracey Lee

Chief Executive

CO-OPERATIVE SCRUTINY BOARD

3. MINUTES (Pages 1 - 8)

The Cooperative Scrutiny Board will be asked to agree the minutes of the meeting held on 26 March 2014.

8. CORPORATE MONITORING REPORT (Pages 9 - 18)

The Co-operative Scrutiny Board will consider the Corporate Monitoring report.

10. PROGRESS UPDATE BUDGET SCRUTINY RECOMMENDATIONS 2013-2014 (Pages 19 - 28)

The Co-operative Scrutiny Board will receive a progress update on the budget scrutiny recommendations 2013 – 2014.

Co-operative Scrutiny Board

Wednesday 26 March 2014

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillors Mrs Beer, Darcy, Philippa Davey, Sam Leaves, Murphy, Kate Taylor and Tuffin.

Also in attendance: Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), Patrick Hartop (Senior Policy, Performance and Partnerships Officer), Phil Morgan (Senior Policy, Performance and Partnerships Officer), David Northey (Head of Finance), Giles Perritt (Head of Policy, Performance and Partnerships), David Trussler (Interim Strategic Director for Corporate Services), Councillor Williams (Cabinet Member for Children and Young People) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 6.20 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.

130. **DECLARATION OF INTEREST**

In accordance with the code of conduct, Councillor Samantha Leaves, declared a personal interest as she was employed by NEW Devon Clinical Commissioning Group Western Locality.

131. **MINUTES**

Agreed the minutes of the meeting held on 19 February 2014 are confirmed, subject to the amendment to Councillor Jon Taylor's name (minute 117 refers).

132. **CHAIR'S URGENT BUSINESS**

The Chair raised concerns relating to information being circulated at short notice. This situation did not afford councillors the opportunity to fully read the information and as such unable to make informed decisions.

A discussion took place relating to the specific reasons as to why the reports and information were provided as 'to follow items'. Whilst every effort was made to circulate information in a timely manner, there were occasions when this was not always possible to achieve. It was stressed that this was in no part the fault of the Democratic Support Unit.

The Board agreed that this issue is raised with the Council Management Team, an action plan is drafted to address these issues and the Scrutiny Lead Officer report back to its next meeting.

The Chair informed the Board that there had been the following three urgent executive key decisions –

- preparation for and implementation of the Council's Transformation programme;
- Plan for the City Centre;
- Taylor Maxwell House, 165-171 Armada Way and 67-85 Mayflower Street, Plymouth.

The Chair advised that he had requested officers to attend this meeting to provide an overview relating to the Plan for the City Centre and Taylor Maxwell House.

(In accordance with Section 100(B)(4)(b) of the Local Government Act, 1972, the Chair brought forward the above item for urgent consideration because of the need to inform Members).

133. **WORK PROGRAMMES**

The work programmes of the Co-operative Scrutiny Board and the Caring Plymouth Panel were submitted for consideration and approval.

The Board agreed its work programme together with the Caring Plymouth Panel's work programme.

134. **TRACKING DECISIONS**

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

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

The Board considered the following executive key decisions in the Forward Plan which were scheduled to be discussed at the Cabinet meetings between 10 March 2014 and 10 July 2014 –

- concession for a wireless network in Plymouth;
- disposal of land for development at Plymouth International medical and Technology Park;
- fairer charging;
- review of local development scheme and Plymouth Plan programme;
- award of the Plymouth Strategic Material Recycling Facility contract and approve of the city wide roll out of doorstep glass recycling;
- designation of Ham and Radford Woods as local nature reserves and an extension to Efford march local nature reserve;
- children's centre contract award;
- Strategic Economic Plan Heard of the South West Local Enterprise Partnership;

- award of building contract for Langage employment units and to agree any associated financial increases within the capital programme;
- review and prioritisation of the capital programme.

The Board agreed that the fairer charging item would be scheduled into the Board's work programme for consideration (this item would be submitted to Cabinet on 17 June 2013 and would not be available to scrutinise prior to June 2014).

It had been agreed at Full Council on 31 March 2014 that the review and prioritisation of the capital programme would be included in the Corporate Monitoring report, which was submitted to the Board on a monthly basis.

136. **CALL-INS**

There were no call-ins to consider.

Order of Business

With the permission of the Chair, the order of business on the agenda was amended, as set out below in the minutes.

137. **CORPORATE PERFORMANCE MONITORING UPDATE (K40)**

The Board received an overview of the work being undertaken to achieve key action 40, relating the lobbying of Government, working with LEPs and neighbouring authorities. The Board was advised that -

- (a) the Plymouth and South West Peninsula City Deal had been signed in January 2014; this had been achieved as a result of working with the Council's partners, local authorities and major businesses across the region;
- (b) key elements of the Deal included –
 - the creation of over 10,000 jobs, growth for 25,000 businesses and the release of land by the Ministry of Defence at Devonport's South Yard. This area would be transformed into a marine industries production campus;
 - a substantial business support package to assist existing businesses to flourish and attract new investors;
 - investing in the skills and providing support for young people;
- (d) the Council together with other local authorities and LEPs, had been lobbying Government regarding rail resilience across the region; both the Leader and Chief Executive had provided evidence to the Transport Select Committee at Westminster;

- (e) the Council was also lobbying Government to secure the future of the Naval Base at Devonport relating to the proposed reduction in the fleet over the next 10 years;
- (f) the Council was entering into a new phase of working with Government by adopting an intensive lobbying strategy.

The Chair thanked Patrick Hartop (Senior Policy, Performance and Partnerships Officer) for his overview.

138. **CORPORATE MONITORING REPORT**

The Board received the Corporate Monitoring report which outlined the finance monitoring position of the Council as at February 2014. The Head of Finance provided an overview of the report, which outlined the following key areas –

- (a) the revenue forecast year end overspend was £0.885m;
- (b) a worsening position had been reported for Joint Commissioning and Adult Social Care, which was attributed to the following –
 - unexpected sustained pressures, winter and summer ‘spikes’ from Derriford Hospital;
 - an increase in the overall number and cost of Supported Living Learning Disability clients (with increasing complexities of needs and increases to care home fees);
 - ongoing utility pressure following rebasing of consumption at the Life Centre;
- (c) there had been a total of 131 expressions of interest which had been received relating to the voluntary release scheme; 46 were currently being processed and the costs should these applicants wish to continue with the process would be £0.321m;
- (d) to date a total of 55 employees had left the authority, as a result of redundancies, at a cost of £0.806m during this year;
- (e) there had been a slight increase in the number of days sickness, 8.49 days, against a target of 7.59 days.

In response to a question raised by Members it was anticipated that a balanced budget (within £200k) would be achieved at the year end.

139. **TRANSFORMATION PROGRAMME**

The Cabinet Member for Children and Young People (with responsibility for Transformation) together with the Interim Strategic Director for Corporate Services provided an overview of the proposed Transformation Programme including the Outline Business Cases for the five elements of the Programme. The Board was advised that –

- (a) the Council faced an indicative funding shortfall of £64.5m over the next three years, which had forced it to fundamentally transform the way in which it undertook its business and demanded a new approach to sustainable budget setting;
- (b) the role of scrutiny was vital in providing both support and critical challenge; as part of this process it was important for the Board to undertake pre decision scrutiny, as well as having an overview of how projects overlapped and key decisions flowing from this process; in order to assist with this work, resourcing capacity had been built into this process, whereby the appropriate level of support would be provided by the programme leads;
- (c) financial information relating to the Transformation Programme would be included within the Corporate Monitoring report which was submitted to the Board on a monthly basis;
- (d) an undertaking was given to provide the list of 19 projects contained within the Outline Business Cases;
- (e) during 2014-15 it was intended that a minimum of 75 percent of all resources utilised across the Transformation programmes and project would be provided by existing staff who would be supported through comprehensive training and mentoring facilitated by expert external resources.

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

- (f) forty-seven members of staff were currently employed with a total of 17 vacancies (which would be filled); a number of senior consultants were also employed, although this number would reduce with capacity being built with the Council's own staff;
- (g) formal training programmes were in place for staff which included 'on the job' training;
- (h) the performance and risks associated with the Programme were closely monitored on a monthly basis by the Transformation Portfolio Board (this information was broken down on a project by project basis);
- (i) the final considerations of the Fairness Commission would be taken on board;
- (j) as with any Council decision, equality impact assessments would be undertaken as and when required as projects were developed for implementation.

The Chair thanked the Cabinet Member for Children and Young People and the Interim Strategic Director for Corporate Services for attending the meeting.

140. **BUDGET SCRUTINY PROPOSALS 2014-2015**

The Board received a report on the budget scrutiny proposals 2014-2015 which outlined proposals for changing how the council's budget would be scrutinised during 2014/15 with a view to making the process more effective and efficient. The Senior Policy, Performance and Partnership Officer provided an overview of the report, which outlined the following key areas –

- (a) this had been the first time that a three year budget had been scrutinised in order to address the £65m funding gap;
- (b) concerns had been raised by members relating to the difficulties in assessing and understanding some of the budget information within tight timescales;
- (c) the objectives of the proposed approach were as follows, to –
 - hold the executive to account throughout 2014/15 year over the delivery of the savings and efficiency targets set out in the three year budget;
 - add value to the existing Council processes of budget setting and monitoring by ensuring that the views of all stakeholders (partners, staff and residents) were captured and used to challenge the Council's budget throughout the year;
 - constructively challenge the Council's proposals for the second and third years of the current three year budget cycle;
- (d) a proposed approach had been drafted to address the following key issues –
 - what information should the Board receive to help it scrutinise the budget?
 - when should this information be provided?
 - who should provide it?
 - what is the purpose of the information?
- (e) the provision and assessment of the relevant information during the year should enable the Board, by the end of December, to select specific issues that it wished to scrutinise in further detail at the Budget Scrutiny sessions; it was anticipated that this would result in a shorter budget scrutiny event.

The Board agreed to implement the proposals as outlined in the report.

141. **URGENT EXECUTIVE DECISIONS**

The Assistant Director for Strategic Planning and Infrastructure provided the 'vision' for the Plan for the City Centre and Taylor Maxwell House 165 -171 Armada Way and 67-85 Mayflower Street, Plymouth.

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

- (a) a number of sites had been scoped relating to the relocation of the Bretonside bus station but this site (Mayflower West car park) had been identified as being deliverable;
- (b) there were no plans to demolish the shops on either side of the entrance to the proposed coach hub, in order to widen the access; initial 'tracking' analysis had been undertaken which showed easy access to the site (the bridge and its supporting stanchions would be removed);
- (c) initial discussions had been held with both coach operators and passenger groups relating to the proposed relocation of the bus station; both parties supported the design and had expressed a wish to be involved with the process;
- (d) following the completion of a 'demand' analysis relating to the provision of the IMAX cinema facility within the City, the analysis had shown that there was a demand (this included the proposed cinema complex at the Home Park development);
- (e) it was anticipated that the demolitions works for the Mayflower West car park would be completed by the end of September 2014;
- (f) there were a number of bus services that currently used Bretonside, however under the proposals, these services would need to be relocated; it was proposed to create one extra stop along the viaduct and a bus stop at St Andrews Cross; these works would be complete prior to any construction works of the scheme being started;
- (g) an undertaking was given to investigate the feasibility of using the drop off zone outside of the Theatre Royal, as a designated bus stop, in order to alleviate the congestion along Royal Parade;
- (h) following consideration of the proposals by Cabinet, it had recommended that the Working Plymouth Panel scrutinised the plans for the coach hub.

The Board noted the decisions.

142. **RECOMMENDATIONS**

The Board endorsed and agreed the recommendations as submitted by the Caring Plymouth Panel.

143. **CO-OPERATIVE REVIEW**

The Board agreed that the recommendations outlined in the unauthorised encampments scrutiny report are referred to Cabinet for consideration.

144. **EXEMPT BUSINESS**

There were no items of exempt urgent business.

PROVISIONAL OUTTURN POSITION

Co-operative Scrutiny Board 23rd April 2014

Revenue Monitoring Position

Directorate	2013/14 Council Approved Budget	2013/14 Budget Virements	2013/14 Latest Budget	Provisional Outturn	Forecast Year End Overspend / (Underspend)	Movement in Month
	£m	£m	£m	£m	£m	£m
People	129.749	0.734	130.483	131.345	0.862	0.067
Place	41.908	1.121	43.029	42.787	(0.242)	(0.275)
Corporate Services	29.883	1.113	30.996	30.682	(0.314)	(0.047)
Chief Executive's Office	1.991	0.234	2.225	2.320	0.095	0.095
Corporate Items	9.029	(3.202)	5.827	5.484	(0.343)	(0.667)
TOTAL	212.560	0.000	212.560	212.618	0.058	(0.827)

Key Issues and Corrective Actions taken

Issue	Variation £m	Direction of Travel	Management Corrective Action
<p>PEOPLE – Joint Commissioning & Adult Social Care. The current overspend can be attributed to unexpected sustained pressures including winter and summer “spikes” from Derriford Hospital being on black and red alert for longer than in previous years, an increase in the overall number and cost of Supported Living Learning Disability clients with increasing complexity of need and the increase to care home fees.</p>	2.141	Worse	<ul style="list-style-type: none"> • A Project Review Team has been assembled including a commissioned Social Work Service to target high cost packages of care and other internal resources are targeting the remaining legacy packages of care. Progress is monitored on a fortnightly basis at Adult Social Care Management Team meetings. • Additional controls on approval limits for Care packages, escalation to senior management of any new high cost packages such as Residential Care for challenge and approval • The new multi-agency Care Co-ordination Team went live in September 2013. Health and Social Care resources are deployed to avoid inappropriate admissions to Hospital and to return people to Community based support rather than Residential and Nursing Care. The new joint Reablement service contract commenced in December 2013 • Maximising ODPH Grant Funding and negotiating additional income from the North, East & Western Locality Clinical Commissioning Group to support the Care Co-ordination Team including the new reablement service and step down beds.

<p>PEOPLE – Children’s Social Care. The current overspend can be attributed to pressures on continuing increases in children in care and complexity of placements together with risks around Delivery Plans.</p>	0.272	Improved	<ul style="list-style-type: none"> • Maximising grant funding. • Maximising joint funding for complex residential placements. • Quarterly Star Chambers have been arranged to cease all non-essential expenditure. • Reconfiguration of service delivery to drive out efficiencies.
<p>PEOPLE – Homes & Communities. Underspend as result of management actions.</p>	(0.900)	Improved	<ul style="list-style-type: none"> • Department is projecting a underspend as a result of sustained budget management actions through prevention and holding vacant post.
<p>PEOPLE – Education, Learning and Family Support. Maximisation of grant and saving on pooled budget requirements.</p>	(0.670)	Improved	<ul style="list-style-type: none"> • Sustained management action to reduce non-essential expenditure and maximise grant income.
<p>PLACE – Economic Development. Pressure on commercial rents on lease renewals and rent reviews together with rent free incentives required in order to attract tenants and increased void periods. City Centre ground lease income is reducing due to increase in vacant city centre retail units and falling rents on the geared head leases at rent reviews and lease renewals. This is offset by some savings within other parts of ED (20k) – Review of income opportunities from tourist information centres (75k) - Analysis of improved collection rates and existing provisions only 50k top up required so residual 75k released this year. (10k) additional income from commercial estate through increasing income streams</p>	0.063	Improved	<ul style="list-style-type: none"> • Management are aware of pressures and looking at ways of maximising income and reducing costs. • Continue to maximise income across all of the Commercial Estate. • Reviewing contingencies and trading functions

<p>PLACE – Transport & Infrastructure. There are various pressures within Transport and (excluding street lighting energy) it is hoped can these be contained within existing budgets for 13/14. Budgets and forecasts will continue to be reviewed and any material variations will be reported as they are identified.</p>	(0.094)	Improved	<ul style="list-style-type: none"> The street lighting energy cost pressure has reduced from £450k to £385k because of very favourable energy prices over the summer period. Winter energy prices are due soon and will be built into future forecasts. The remaining £400k cost pressure has been offset by the corporate £300k contingency and £100k of other income (committed at DMT on 10/7/13).
<p>PLACE - Environmental Services. Mercury Abatement 70k cost Recyclable commodity Prices are hitting a low period due to market conditions. However, better glass prices on the spot market has increased income from recyclables Staff rationalisation in addition to delivery plan target Reduced maintenance costs of plant & equipment Decreased income from Cemeteries and Crematoriums based on same period last year.</p>	(0.250)	Improved	<ul style="list-style-type: none"> The new vehicles and plant ordered this year are beginning to show savings on defects and short term hire. Reduced spend on Private contractors, due to maximising are own workforce capacity. Increased levels of Income from new landscaping schemes, Nature Reserves, as well as some additional funding from Greenspace challenge and Tree Partnership.
<p>PLACE – Planning & Directorate Business Support. Savings realised from improved income projections, however element to be carried forward due to being work in progress. Savings identified due to vacancy savings, however offset by increased scanning costs.</p>	0.038	Worse	<ul style="list-style-type: none"> Budget managers to continue to review budgets for potential savings. There has been an improvement in income from building control and pre application planning advice

<p>CORP SERVICES – FETA.</p> <p>VFM & Efficiencies – Increased HB provision 400K due to a decrease in collection rates</p> <p>Technology - Photocopier rentals pressure of 164k, offset by lower usage charges (89k), maintenance contracts (28k) and proactive management actions.</p> <p>Further staff savings identified across Finance & Procurement, revised project server figures and ICT Capitalisation, offset by Corporate Lanlord pressures within repairs & maintenance.</p>	(0.000)	Improved	<ul style="list-style-type: none"> • HB Subsidy experienced a fall off in receipts in February and March '14 • To achieve a forecasted nil variance at year end, 1.050m of management action savings have been enacted including staff rationalisation across all services; reduction in spend on assets through Corporate Landlord and improvements in both procurement and contract management. • Management continued to review expenditure and challenge down where appropriate in order to deliver a balanced budget.
<p>CORP SERVICES – D&G.</p> <p>Legal Services – Fees income pressure of 89k, and salary variations including temporary staff (86k), offset by land charge income and other savings (20k)</p> <p>Democracy & Governance – small salary variance, delivery plan pressures and management actions (99k)</p> <p>Insurance & Risk – small salary and other variations (15k)</p> <p>Registration Service – salary variations 10k</p> <p>Lord Mayoralty 18k in respect of vacancy saving, offset by (18k) in member support.</p> <p>Coroner – Pressure relating to delivery plan offset by other small variations 36K</p> <p>Management & Support – Pressures relating to delivery plans and small salary variation 75k</p>	(0.013)	Same	<ul style="list-style-type: none"> • Management continued to review expenditure and challenge down where appropriate and look to maximise income opportunities where possible. • Action plans established to reduce overspend and deliver a balanced budget.

<p>CORP SERVICES – HR&OD Favourable variations achieved due to a reduction in training, salary savings across services, reduction in recruitment and advertising and pockets of activity where additional activity was achieved.</p>	(0.144)	Improved	<ul style="list-style-type: none"> • Management continued to review expenditure and challenge down where appropriate and maximised income opportunities where possible.
<p>CORP SERVICES – Customer Services Salary savings identified in Library Services (196K), following vacant posts and restructure</p>	(0.196)	Improved	<ul style="list-style-type: none"> • Management continued to review expenditure and challenge down where appropriate and maximised income opportunities where possible.
<p>EXEC OFFICE – Policy, Performance & Partnerships. Variations in respect of vacancies carried across department, however offset by pressures due to delivery of Fariness Commission and supported activity as well as support to City Deal bid.</p>	0.015	Worse	<ul style="list-style-type: none"> • One-off charges
<p>EXEC OFFICE – Departmental Management. Variations due additional support provided to Departments and Members in excess of planned activity. Additional temporary staff required covering sick and peak periods of activity and unable to recharge other departments as previously thought.</p>	0.081	Worse	<ul style="list-style-type: none"> • One-off charges

<p>CORP ITEMS - Other Corporate Items & Capital Financing.</p> <p>Redundancy / VRS top-up 451K</p> <p>Review of Borrowing Portfolio (658K)</p> <p>Hoe Concert funding 400K</p> <p>Pressures due to unachieved delivery plans;</p> <p>Procurement 490K</p> <p>Senior Management restructure 403K</p> <p>ICT Shared Services 500K</p> <p>Customer Services Transformation 250K</p> <p>Offset by Management Actions;</p> <p>Corporate Review of Contingency (1200K) one-off allocation</p> <p>Corporate review of revenue contingency (500K)</p> <p>Business Rates pooling surplus (479K)</p>	(0.343)	Improved	<ul style="list-style-type: none"> • Treasury Management will continue to review Portfolio where possible to minimise borrowing costs. • 14/15 Management Action to reduce cost of borrowing by £1.000m has been bought forward to current year to provide part year saving of £0.592m • Procurement: full year target of £2.100m leaves £0.490m unachieved. Management continue to review to reduce the shortfall. • Senior Management Restructure: In year residual against full year target of £0.960 (full year base achieved for future years). • ICT: Timing around DELT implementation. • Customer Services Transformation: Delays with implementation of Customer Services Transformation Programme, management continue to develop an alternative delivery plan to reduce and deliver target. • Corporate review of contingency – Council Tax collection rates have been retained above estimate following introduction of Council Tax Support scheme; Business rates pooling has generated revenue surplus in 2013/14.
Total Major Variances	(0.000)		

WORKFORCE: HEADCOUNT (NUMBER OF EMPLOYEES)																		
	Mar-14																	
Establishment Report (Headcount)	Mar-10	Mar-11	Mar-12	Mar-13	Change 2012/13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Change in rolling 12 months
Council Wide	4,751	4,713	4,155	3,838	(249)	3,909	3,924	3,862	3,837	3,816	3,781	3,791	3,708	3,706	3,702	3,701	3,670	(239)
Executive Office																		
Corporate Communications					0	12	12	12	12	12	12	12	12	12	11	11	11	(1)
Policy, Performance and Partnerships					0	24	23	24	25	26	27	27	28	28	28	28	21	(3)
Total					(3)	36	35	36	37	38	39	39	40	40	39	39	32	(4.00)
Corporate Services																		
Customer Services					15	222	217	213	215	213	202	200	206	204	196	198	194	(28)
Law, Democracy and Governance					0	101	103	104	102	101	102	101	102	103	103	103	101	0
Finance, Efficiencies, Technology & Asst					(66)	623	629	611	604	597	604	616	621	623	621	616	602	(21)
Human Resources and Organisational Dev					(30)	91	89	89	89	89	88	86	85	86	82	82	78	(13)
Portfolio Transformation															16	16	36	36
Total (inc Management and Support)					(82)	1,039	1,040	1,019	1,012	1,001	996	1,005	1,016	1,018	1,020	1,017	1,012	(26.00)
People																		
Childrens Social Care					(21)	333	330	320	320	324	311	307	304	307	307	320	317	(16)
Education, Learning & Families					178	856	852	832	828	819	803	807	806	803	802	808	810	(46)
Homes & Communities					105	288	294	291	292	293	295	296	295	295	294	294	292	4
Joint Commissioning & Adult Social Care					(123)	494	483	481	476	471	473	477	395	396	391	378	358	(136)
Public Health							13	13	13	14	14	14	13	13	14	13	19	19
Total (inc Management and Support)					(115)	1,975	1,979	1,944	1,936	1,927	1,901	1,906	1,818	1,819	1,813	1,818	1,800	(85.00)
Place																		
Business Team (Place)					0	9	8	8	8	8	8	8	8	8	8	8	8	(1)
Economic Development					1	119	119	119	118	118	118	120	120	117	117	118	117	(2)
Environmental Services (Street Services)					(29)	471	481	476	471	468	465	460	456	454	450	448	448	(23)
Planning (Strategic Planning Infrastructure)					5	88	90	89	88	89	88	88	84	83	86	87	91	3
Transport & Infrastructure					46	169	170	169	165	165	164	162	163	164	166	163	159	(10)
Total (inc Management and Support)					25	858	869	862	851	849	844	840	833	828	829	826	825	(33.00)

AVERAGE NUMBER OF DAYS SICK PER FULL TIME EQUIVALENT (FTE)

Mar-14

Directorate	Department	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Target	Threshold
Corporate Services	Law, Democracy and Governance	8.42	7.14	6.60	7.01	7.41	0.00	6.16	6.34	5.84	4.86	6.12	5.59	9.00	10.50
	Finance, Efficiencies, Technology & Asst	9.47	9.05	8.94	8.95	8.18	7.22	7.02	6.62	6.72	6.49	6.77	6.31	9.00	10.50
	Human Resources and Organisational Dev	9.10	8.90	8.84	8.54	8.02	6.97	6.51	6.03	5.25	3.83	3.82	3.03	7.00	9.00
	Customer Services	6.84	6.56	6.71	7.22	6.91	7.15	7.82	7.78	8.48	6.37	6.19	6.66	7.00	9.00
	DIRECTORATE TOTAL (inc Management and Support)	8.77	8.29	8.18	8.30	7.80	7.11	7.02	6.76	6.84	5.92	6.20	5.75	8.50	
Executive Office	Policy, Performance and Partnerships	7.98	8.22	7.17	6.25	7.26	6.38	5.64	5.40	4.71	2.94	3.42	3.48	7.00	8.00
	Corporate Communications	5.58	5.00	3.42	1.58	0.50	0.50	0.58	0.58	0.92	0.55	0.55	0.55	7.00	8.00
	EXECUTIVE OFFICE TOTAL (inc Management and Support)	6.93	6.84	5.68	4.52	4.87	4.46	3.98	3.86	3.49	2.29	2.50	2.55	7.00	
People	Joint Commissioning & Adult Social Care	13.14	12.38	11.75	12.01	11.72	11.06	10.24	9.90	9.87	8.16	9.55	8.33	11.00	12.00
	Homes & Communities	7.45	7.18	6.68	6.82	6.78	6.50	6.77	6.95	7.11	6.21	7.24	5.97	7.00	8.00
	Childrens Social Care	10.39	10.32	10.46	10.74	11.16	11.07	10.10	9.97	10.49	9.17	11.10	9.82	9.00	10.50
	Education, Learning & Families	8.88	7.91	7.98	8.13	7.86	7.76	7.94	7.65	7.13	5.98	6.68	5.82	7.00	9.00
	Office of the Director of Public Health										3.94	4.27	3.77		
	DIRECTORATE TOTAL (excluding Schools, inc Management and Support)	10.06	9.43	9.14	9.33	9.25	9.02	8.74	8.55	8.45	7.21	8.36	7.28	9.45	
Place	Planning (Strategic Planning Infrastructure)	4.26	4.73	4.74	5.09	4.58	5.13	5.64	6.09	5.64	4.86	5.59	4.39	7.00	9.00
	Business Team (Place)	16.02	22.30	22.30	22.30	22.13	18.98	21.63	20.97	17.82	14.35	15.20	10.59	7.00	7.00
	Environmental Services (Street Services)	9.80	9.77	8.96	8.78	7.28	7.50	7.46	7.44	7.49	6.18	7.57	6.82	9.00	10.00
	Economic Development	6.12	6.49	4.58	4.33	4.37	4.20	4.09	3.72	4.07	4.06	3.85	3.90	7.00	9.00
	Transport & Infrastructure	6.86	3.46	7.53	8.07	8.39	7.45	7.60	9.21	10.70	11.40	14.04	12.65	9.00	10.50
	DIRECTORATE TOTAL	8.32	8.39	7.80	7.78	6.91	6.89	6.92	7.18	7.49	6.70	8.01	7.15	8.50	
COUNCIL TOTAL (excluding Schools)		9.24	8.83	8.50	8.61	8.22	7.90	7.76	7.66	7.70	6.68	7.59	6.79	8.49	

BUDGET SCRUTINY RECOMMENDATIONS

Progress – April 2014



**Progress report on recommendations made by the Overview and Scrutiny Management Board
following Budget Scrutiny 2013 - 2014**

	Recommendation	To	Cabinet Response February 2013	Progress Update August 2013	Progress Update April 2014
I	Ask strategic partners operating in the city to be explicit about their plans to support the city in its priority for economic growth and job creation.	Leader	Support the recommendation, although work is already underway. Growth and Health and Wellbeing Boards currently addressing city priorities with partners. Revised Corporate Plan will summarise progress in July 2013	Businesses and partners are showing their commitment to the job creation and growth agendas in a number of ways. Many companies have signed up to the 1000 Club which has now helped over 1,000 people get in to work or employability training. There have also been hard investment decisions – such as that of Akkeron Group, Hymec, God TV for example – and the Growth Board has explicitly committed to the growth agenda by agreeing that the Local Economic Strategy (LES) review will be about furthering the growth agenda; by December 2013 there will be a reviewed LES which clearly identifies not only growth objectives / projects but who specifically will take responsibility for delivering them. In many instances it will not be the Council, but other organisations within, and outside of, the Growth Board.	Action completed. The Council has produced its Local Economic Strategy and has secured the City Deal package. The 1,000 Club has achieved its membership target.

	Recommendation	To	Cabinet Response February 2013	Progress Update August 2013	Progress Update April 2014
2	Bring forward proposals for greater member involvement in capital prioritisation.	Leader	Agreed. Cabinet member for Finance has agreed to a review of capital programme arrangements by April 2013	Action complete.	Action completed.
3	Consult with the Scrutiny Management Board prior to putting in place revised strategic partnership arrangements for the city.	Chief Executive	Agreed – pre-decision scrutiny by April 2013	The revised partnership arrangements are currently being developed and this work is being actively managed by the Chief Executive and CMT.	This action is ongoing. One Plymouth has been established and acts as a discussion forum for the city's strategic leaders.
4	Discuss with the Scrutiny Management Board how scrutiny of future years' financial and service planning can be better undertaken to reflect the major challenges facing local government.	Chief Executive	Agreed – Leader, Cabinet and CMT will work with Scrutiny Management Board to review financial and service planning arrangements.	It is agreed that the scrutiny approach to future budget challenge will be discussed at the 04 th September 2013 Co-operative Scrutiny Board.	Action completed. The Board agreed and delivered its approach to budget scrutiny in January 2014.

	Recommendation	To	Cabinet Response February 2013	Progress Update August 2013	Progress Update April 2014
5	Publish targets for sickness and absence management by service for the coming year	Chief Executive	Agreed – revised targets will form part of performance monitoring for the new municipal year from May 2013	HR and OD provide scrutiny and services with regular breakdowns on performance against these targets. These figures are also available online.	Action completed. This information is included in the regular monitoring reports brought to the Board.
6	Ensure that plans to address staff engagement are prepared as part of the service planning process, include targets and timescales, and are available for scrutiny.	Chief Executive	This is a commitment already made to scrutiny, and will form part of service planning arrangements from April 2013	Four engagement strands (political, staff, customer / community and partners) will be running through the service planning and blue print development as part of the on-going work that frames our values around everything we do. Benchmarks are available from existing staff surveys; however we will be looking to undertake more targeted work as part of the overall OD approach.	Action completed. The corporate Business Planning Guidance, agreed in February 2014, contains guidance on how services should engage with all of their stakeholders in developing their services. Engagement in the Transformation Programme is being carried out within each Programme and will be monitored by Scrutiny.
7	Ensure that appropriate performance measures are in place for each service that support city priorities, and that Directors are held accountable for them.	Chief Executive	Agreed – this process is already underway and will form part of performance management arrangements from May 2013	A proposed Corporate Plan Performance Monitoring report for quarter 2 is being submitted to Cabinet 12 th November 2013 and Co-operative Scrutiny Board on the 27 th November for approval.	Action completed. A revised corporate performance management framework has been agreed and is being implemented. Regular monitoring reports are taken to the Board.

	Recommendation	To	Cabinet Response February 2013	Progress Update August 2013	Progress Update April 2014
8	Translate the commitment of the Plymouth Hospitals NHS Trust to supporting the economic growth agenda in the city to specific partnership plans encompassing issues such as recruitment, supply chain management, apprenticeships and commercialisation of research and development.	Plymouth Hospitals NHS Trust	Recommend Management Board ask the Growth Board to consider the best way to take this recommendation forward	Ann James Chief Executive of Plymouth Hospitals NHS Trust, is now an active member of the Growth Board, and partnership work continues to progress in this area.	This work is ongoing.
9	Commit to working with partners to ensure appropriate resources are in place to secure the future of the Sexual Assault Referral Centre in Plymouth, and of the city's domestic abuse services.	Devon and Cornwall Police	Cabinet endorse this recommendation to the Police and Crime Commissioner in respect of domestic abuse services, but suggest given previous NHS commitments, that the Sexual Assault Referral Centre Funding issue is raised with the appropriate health agency.	For 2013/14, funding has been secured from the Police & Crime Commissioner for the partnership element of the budget required for Domestic Abuse service commissioning, as agreed by Cabinet. We are awaiting confirmation of the Police & Crime Commissioner's commissioning intentions for 2014/15 onwards. Health and Police are re-commissioning the SARC, and the Council continues to keep a watching brief on this.	This work is ongoing. We have had confirmation of the Police & Crime Commissioner's commissioning intentions for 2014/15 which has provided funding to 'Safer Plymouth' (CSP) meaning the partnership element of the budget required for Domestic Abuse Services commissioning for 2014/15 remains unchanged/secure. Health and Police are re-commissioning the SARC again for 2014/15, and the Council continues to keep a watching brief on this.

	Recommendation	To	Cabinet Response February 2013	Progress Update August 2013	Progress Update April 2014
10	Ensure that appropriate partnership protocols are in place to monitor and manage mental health provision in the city through the coming year.	Plymouth Community Healthcare	Recommend Management Board ask the Health and Wellbeing Board to consider the best way to take this recommendation forward	In July 2013 Caring Plymouth received a paper outlining the mental health review which will deliver pledge 90. The review will be overseen by the Cabinet Member for Public Health and Adult Social Care. A working group has been established from across health and social care services to support the day to day implementation. The review began in July 2013 and will be concluded by December 2013 with a draft report being submitted to Caring Plymouth on the 14 th November 2013.	Action completed. Pledge 90 has been delivered with a report going to Cabinet in March 2014.
11	Engage with the City Council over estate management in the city.	Devon and Somerset Fire and Rescue Service	Cabinet believes that there are greater priorities for joint work with DSFRS than estate management	On-going procurement discussions are being held with the Devon & Somerset Fire & Rescue Service to ensure closer links with the Devon Procurement Partnership (DPP) and for other collaborative spend.	Ongoing action. Liaison with the blue-light services is part of the POD Transformation Programme.
12	Publish figures illustrating the impact of local procurement commitments on spend in the city	Cabinet Member for Finance	Agreed, will be reported from April 2013	Action complete.	Action completed.

	Recommendation	To	Cabinet Response February 2013	Progress Update August 2013	Progress Update April 2014
13	Plans for improving capacity in the community and voluntary sector are published, explicitly addressing concerns about leadership and sustainability across the sector	Cabinet Member for Co-operatives and Community Development	Already a commitment covered by the community and voluntary sector review	The Council has reviewed and re-commissioned its contract for Voluntary and Community Sector infrastructure in line with co-operative values. This has revamped the way we commission this work to redefine the leadership required and give greater focus on supporting grass roots community organisations. Further work is underway to improve our policies on Civil Society and neighbourhood working. Scrutiny is assisting in the development of the Civil Society policy.	Action completed. A co-production event with over 60 community & voluntary sector groups was held in January to shape future commissioning of volunteering and sector support services. Feedback has been circulated and development is ongoing. Civil Society Policy is under development and consideration is being given to the Fairness commission recommendation: "That an external, independent expert undertakes a critical review of Plymouth's voluntary and community sector and provides recommendations to strengthen it".
14	The service plan for Public Health's first year as part of the Council is brought to the Management Board by the Director for Public Health, demonstrating how the transition will enhance city responses to health objectives	Cabinet Member for Public Health and Adult Social Care	Agreed, this work already scheduled as part of Public Health Transition Plan from April 2013	This was taken to Caring Plymouth on 4 July 2013.	Action completed.

	Recommendation	To	Cabinet Response February 2013	Progress Update August 2013	Progress Update April 2014
15	Firm plans are prepared showing how the city will address specific flood risks to the city where households have been flooded, and strategic transport infrastructure into the city has been affected.	Cabinet Member for Environment	Flood plans already in place, further capital investment subject to corporate prioritisation through Capital Programme Board, along with other city priorities	At the local level we are working with South West Water (SWW) and the Environment Agency (EA) to minimise flood risk issues across the city. Projects are being developed to address flooding in areas such as Colebrook and other known areas with a prevalence to flood, such as Arnold's Point Seawall adjacent to Embankment road and the improvement of infrastructure such as the renovation of Millbay tanks. These are being funded with funding support from the Flood Defence Grant. Work is being taken forward to identify and deliver further schemes across the city for funding year 14/15, working in collaboration with EA and SWW.	Action completed. The work undertaken by the Council and its partners prevented serious flooding in Plymouth in the recent storms.

	Recommendation	To	Cabinet Response February 2013	Progress Update August 2013	Progress Update April 2014
16	Publish Digital Plymouth plan with milestones and targets for digital inclusion, and demonstrating partner buy-in.	Leader	Work already scheduled for Growth and Prosperity Overview and Scrutiny Panel	<p>The Digital Plymouth Group will use the Plymouth Plan to create a cross cutting digital strategy for the city. Plymouth has excellent connectivity - it is one of the top ten locations in the UK for Superfast Broadband therefore the priority is on maximising web and ICT exploitation. As part of this strategy Plymouth City Council has initiated the creation of the largest digital inclusion project of its kind in the country by bringing together a strong partnership of funding partners including: Plymouth City Council, BT, Plymouth Community Homes, Plymouth NHS, Job Centre Plus, schools FE and HE. The project aims to directly create 2,500 new regular internet users over three years while also enabling 10,000 new users through wider partnerships.</p>	<p>Action completed.</p> <p>The Digital Plymouth Group has produced an action plan with milestones to 2020 as one of the seven priority strands of the Local Economic Strategy Review which in turn will form the Plymouth Plan.</p> <p>Digital Inclusion Project delivery is on target but in addition to training, the project has started to work at a systemic level working through PCC, Jobcentre Plus, and Plymouth Community Homes to provide better diagnosis and signposting to local ICT skills provision. Through this more strategic approach Plymouth is being taken forward as a pathfinder in a Big Lottery bid which could bring more resource to the city.</p> <p>Following an open procurement PCC has awarded a concession contract to BT to deliver free, 24/7 public Wi-Fi to areas of Plymouth. Plymouth is now one of a small number of cities that can offer this service which has the potential to benefit: tourism, digital inclusion, local business, improve the local provision of 4G, and enable future city technologies such as intelligent transport.</p>

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