

Public Document Pack



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CABINET

DATE: TUESDAY 10 AUGUST 2010
TIME: 2.00 PM
PLACE: WARSPITE ROOM, COUNCIL HOUSE

Members –

Councillor Mrs Pengelly, Chair
Councillor Fry, Vice Chair
Councillors Bowyer, Brookshaw, Jordan, Michael Leaves, Sam Leaves, Monahan,
Mrs Watkins and Wigans

Members are invited to attend the above meeting to consider the items of business overleaf

Members and Officers are requested to sign the attendance list at the meeting.

BARRY KEEL
CHIEF EXECUTIVE

CABINET

PART I (PUBLIC MEETING)

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES

To receive apologies for non-attendance submitted by Cabinet Members.

2. DECLARATIONS OF INTEREST

Cabinet Members will be asked to make any declarations of interest in respect of items on this agenda.

3. MINUTES

(Pages 1 - 4)

To sign and confirm as a correct record the minutes of the meeting held on 13 July 2010

4. QUESTIONS FROM THE PUBLIC

To receive questions from the public in accordance with the Constitution.

Questions, of no longer than 50 words, can be submitted to the Democratic Support Unit, Corporate Support Department, Plymouth City Council, Civic Centre, Plymouth, PL1 2AA, or email to democraticsupport@plymouth.gov.uk. Any questions must be received at least 5 clear working days before the date of the meeting.

5. CHAIR'S URGENT BUSINESS

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

CABINET MEMBERS: COUNCILLORS BOWYER AND SAM LEAVES

6. JOINT PERFORMANCE AND FINANCE REPORT

(Pages 5 - 50)

Lead Officers: CMT

CABINET MEMBER: COUNCILLOR BOWYER

7. ACCOMMODATION STRATEGY BUSINESS CASE (Pages 51 - 60)

CMT Lead Officer: Director for Corporate Support

8. EXEMPT BUSINESS

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II (PRIVATE MEETING)

MEMBERS OF THE PUBLIC TO NOTE

That under the law, the Committee is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

CABINET MEMBER: COUNCILLOR BOWYER

9. ACCOMMODATION STRATEGY BUSINESS CASE (E3) (Pages 61 - 68)

CMT Lead Officer: Director for Corporate Support

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Cabinet**Tuesday 13 July 2010****PRESENT:**

Councillor Mrs Pengelly, in the Chair.

Councillor Fry, Vice Chair.

Councillors Brookshaw, Jordan, Michael Leaves, Sam Leaves, Monahan, Mrs Watkins and Wigans.

Apologies for absence: Councillors Bowyer

The meeting started at 2.00 pm and finished at 2.00 pm.

Note: At a future meeting, the Cabinet 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.

19. **DECLARATIONS OF INTEREST**

The following declarations of interest were made in accordance with the Code of Conduct from Members in relation to items under consideration at this meeting –

Name	Item	Declaration	Reason
Councillor Michael Leaves	minute 26 – Residential Care: update on modernization of older peoples' services 2005-2015	Personal and Prejudicial	owns a nursing home
Councillor Sam Leaves	minute 26 – Residential Care: update on modernization of older peoples' services 2005-2015	Personal and Prejudicial	relative owns a nursing home
Councillor Jordan	minute 30 – contract award – supply of temporary agency staff	Personal	a relative works for a bidder

20. **MINUTES**

The minutes of the meeting held on 8 June 2010 were signed as a correct record.

21. **QUESTIONS FROM THE PUBLIC**

There were no questions from the public for this meeting.

22. **CHAIR'S URGENT BUSINESS**

There were no items of chair's urgent business.

23. **LOCAL DEVELOPMENT FRAMEWORK: ADOPTION OF PLANNING OBLIGATIONS AND AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT, FIRST REVIEW**

The Director for Development and Regeneration submitted a written report.

Agreed to –

- (1) recommend to Full Council that the Planning Obligations and Affordable Housing Supplementary Planning Document First Review, including the revised Table 3.3 as circulated at the Cabinet meeting, be formally adopted;
- (2) delegate authority to the Assistant Director for Development (Planning Services) to approve the final publication version of the Supplementary Planning Document First Revision;
- (3) comply with the requirements of part 5 of the Town and Country Planning (Local Development) (England) Regulations 2004, as amended.

24. **REVIEW OF LOCAL DEVELOPMENT SCHEME**

The Director for Development and Regeneration submitted a written report.

Agreed to approve the revision to Plymouth City Council's Local Development Scheme, to take effect from 24 July 2010, pursuant to Regulation 11 of the Town and Country Planning (Local Development) (England) Regulations 2004, as amended.

25. **MODERNISATION OF SHORT BREAK SERVICES FOR PEOPLE WITH A LEARNING DISABILITY**

The Director for Community Services submitted a written report.

Agreed that –

- (1) consultation commence with service users and carers (using advocacy services and external facilitation where appropriate) and dedicated social work professionals about re-provision of short break services in the city;
- (2) the successful capital bid to South West Regional Improvement and Efficiency Partnership provides the opportunity to also consult on combining residential short breaks onto one site and we recommend that the consultation takes this proposal into account;
- (3) consultation with staff and other stakeholders is commenced on the proposal;

- (4) the results of the consultation in relation to short breaks are reviewed by the Learning Disability Partnership Board;
- (5) Health and Adult Social Care Overview and Scrutiny Panel are asked to review the proposal at the beginning of the consultation and review the outcomes prior to them being presented to Cabinet;
- (6) alternative management arrangements are explored for Colwill through a partnership approach with the independent and/or voluntary and community sector, adopting the same approach as outlined above.

26. **RESIDENTIAL CARE: UPDATE ON MODERNISATION OF OLDER PEOPLES' SERVICES 2005 - 2015**

The Director for Community Services submitted a written report.

Agreed -

- (1) that consultation with users and carers (using advocacy services where appropriate) and dedicated social work professionals about residential provision in the City and the use of Frank Cowl House for this purpose is commenced. Their views will be taken into account regarding any decisions concerning the de-commissioning of Frank Cowl House and the re-provision of alternative services;
- (2) to begin consultation with staff about the use of Frank Cowl House;
- (3) to offer residents of Frank Cowl House as part of the consultation first choice of the extra care accommodation developed in Devonport;
- (4) to work with all users / carers and the long-stay residents of Frank Cowl House on an individual basis to listen to their views and ensure that appropriate service provision is in place to meet their needs;
- (5) that the results of consultations in relation to Frank Cowl House are reviewed at Health and Adult Social Care Overview and Scrutiny Panel and that they are asked to review the proposal at the beginning of the consultation and review the outcomes prior to them being presented to Cabinet;
- (6) to put plans in place to consult at Stirling House with users and carers and follow the same process as outlined in number five;

- (7) to explore partnerships to re-provide an improved facility for Dementia care and similarly to consult with users and carers adopting the same approach as outlined above;
- (8) to invite the Health and Adult Social Care Overview and Scrutiny Panel to visit the units as part of the scrutiny process.

27. **FAIRER CONTRIBUTIONS POLICY, CHARGING WITHIN A PERSONALISED SYSTEM**

The Director for Community Services submitted a written report.

Agreed to consult on the new guidance on charging for non-residential Adult Social Care services and to request that the Health and Adult Social Care Overview and Scrutiny Panel review the outcomes of the consultation prior to them being presented to Cabinet.

28. **LGA AWARD**

The Leader offered congratulations and thanks to all Cabinet Members, Councillors, Directors and Members of staff for their hard work and team effort which resulted in Plymouth City Council winning 'Best Achieving Council of the Year Award 2010' at the recent Local Government Association awards.

29. **EXEMPT BUSINESS**

Agreed that under Section 100(A)(4) of the Local Government Act, 1972, the press and public are excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

30. **CONTRACT AWARD - SUPPLY OF TEMPORARY AGENCY STAFF (E3)**

A report was submitted by the Director for Corporate Support.

Agreed that a corporate managed vendor contract for the supply of temporary agency staff be awarded according to the reports recommendations. The contract is to be for up to seven years (three years initially with an option for the authority to extend for up to a further four years subject to the supplier's satisfactory performance).

CITY OF PLYMOUTH

Subject: Joint Performance and Finance Report
Committee: Cabinet
Date: 10 August 2010
Cabinet Member: Councillor Bowyer and Councillor S Leaves
CMT Member: CMT
Author: David Northey, Head of Finance, Patrick Hartop, Policy and Performance Officer
Contact: Tel: (01752) (30)4566
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patrick.hartop@plymouth.gov.uk
Ref: SW/Fin0610
Part: I

Executive Summary:

This report outlines the performance and finance monitoring position of the Council as at the end of the first quarter, June 2010.

The primary purpose of this report is to detail how the Council is delivering against its key performance indicators in terms of performance, and its financial measures using its capital and revenue resources. It is deliberately strategic in focussing on key areas of performance, expenditure, and risk, and includes under each Departmental Business section a scorecard, incorporating a summary of performance.

At this stage, the Council is forecasting a revenue overspend at year end of £5.727m against a net revenue budget of £201.824m (2.84%). Main variations relate to

- Children's Services £3.195m:
Increased placement numbers within the Independent Sector and the increased use of high-cost Residential provision accounts for £2.974m;
- Community Services £2.435m:
In Adult Social Care there is an adverse variation of £1.635m mainly due to Learning Disability Services offset by savings within domiciliary care. An adverse variation of £0.800m within Environmental Services is due to increased repairs and maintenance vehicles costs, Trade Waste income being lower than budgeted and an increase in vehicle and plant hire costs. This has been partly offset by a decrease in waste arisings and management actions.

The Council's best assessment of the impact of Government action to date and potential future action is a required in year reduction of £4m, over and above existing over-heating in the budget.

The latest approved Capital Programme for the year is £93.315m. Actual spend to the end of June 2010 is £9.835m. New schemes totalling £0.596m are being recommended for inclusion into the programme by the Capital Delivery Board.

Further pressure is expected on the capital programme where there has been an announcement of a 25% cut in the 2010/11 Local transport Plan Integrated block settlement, equating to £0.870m and withdrawal of Sport England Grant of £0.750m. In addition, the Government has announced the withdrawal of the BSF programme representing a potential loss of up to £70m of future capital investment to 5 of the city's secondary schools.

Corporate Plan 2010-2013

This quarterly report is fundamentally linked to delivering the priorities within Council's corporate plan.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

Resource implications are referred to throughout the report and an update on the implications for the medium term for both revenue and capital is included. It is intended that the Medium Term Financial Forecast will be updated regularly throughout the year to take account of the variances and pressures identified through the quarterly reports.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

N/a

Recommendations & Reasons for recommended action:

That Cabinet approve:

1. The allocation of a £4m reduction across departments to the 2010/11 budget to reflect the Council's assessment of the impact of Government Action.
2. The principle that the Council will increase charges to reflect the VAT increases from Jan 2011 except where this conflicts with other Council priorities.
3. The changes to the capital programme (as detailed in sections 5.1 and 5.2), including new approvals of £0.596m, leading to a revised programme of £100.415m.
4. The Officer action taken to freeze Transport schemes in 2010/11 to the value of £0.870m pending a complete review of the capital programme.
5. The pay award provision be removed from departmental budgets and held under corporate items to meet the costs of redundancies and other budget pressures.
6. Directors progressing urgently further delivery plans to address the remaining shortfall in 2010/11.

Alternative options considered and reasons for recommended action:

Actions are recommended in response to specific variances in either performance and / or finances identified throughout the report.

Background papers:

- Plymouth City Council Corporate Plan 2010-13
 - 2010/11 Budget Papers
 - Plymouth City Council Medium Term Financial Strategy – revised June 2010
-

Sign off:

Fin	MC 1011. 003	Leg	DVS 1149	HR	N/A	AM	N/A	IT	N/A	Strat Proc	N/A
Originating SMT Member: Malcolm Coe, AD Finance, Assets & Efficiencies											

**Plymouth City Council
Performance and Finance Monitoring – 2010/11
Figures up to and including 30 June 2010**

1. Introduction

- 1.1 The Council continues to improve its financial and performance management arrangements, placing greater ownership and accountability on departmental management teams in relation to improving performance and delivering against budget. This is the first quarterly report for 2010/11 and includes a new style 'scorecard' within the Directorate reports. The score cards focus on the areas of concern, and details actions being undertaken to remedy the shortfalls. A balanced scorecard for key Human Resources indicators for the Council, for departments and for budget holders is being developed and will be ready for the next quarterly report.
- 1.2 This report reviews the Council's performance for the period 1 April 2010 to 30 June 2010.
- 1.3 The report contains the following sections and Appendices

Section 'A' – Executive Summary Performance

Section 'B' – Executive Summary Finance

- Revenue
- Income Summary
- Capital
- VFM

Section 'C' – Departmental Performance & Finance Report

- Department scorecards
- Department Budget Delivery Plans
- Department Risk items
- Departmental Medium Term Issues
- Corporate Items and Cross Cutting Issues

Section 'D' – Concluding Remarks

Section 'E' - Recommendations

Appendices

Appendix A – Finance Monitoring Summary Graph

Appendix B – Update on Government Grants Position

Appendix C –Departmental Target Budget Reductions

Appendix D - Capital

SECTION A - EXECUTIVE SUMMARY PERFORMANCE

2. Performance

- 2.1 A performance summary is provided for departments in a scorecard format along with budget variances. The narrative within the scorecard is intended to provide a high level overview with a focus on explaining corrective action where required. The scorecards use a RAG (red, amber, green) traffic light system to indicate current performance.

RAG rating key:

Budgets			
●	0% - 0.8% overspend / 0% - 1.8% under spend	●	0.8% - 0.99% overspend / 1.8% - 1.99% under spend
●	1% or more overspend / 2% or more under spend		
Measures – an average of all measures that sit within Departments			
●	Indicators are on track	●	the AVERAGE of all indicators is up to 15% off target
●	The AVERAGE of all indicators is more than 15% off target		

Key performance issues to note

2.2 Development (Pages 25&26)

Planning

Major regeneration activity supported by the LDF continues and all planning application indicators have improved performance in the first quarter of this year and are performing well.

Strategic Housing

Eight affordable homes have been delivered in the first quarter of this year which, while relatively modest, is normal given that developments usually complete towards the end of the year. The target of 237 for the year is expected to be achieved. 335 new homes were achieved in 2009/10 against a target of 226

2.3 Children's Services (Page 16&17)

Social Care

For the second year running there were over 3,000 referrals to CSC in 2009/10. This continues an increasing trend over the last 4 years and is consistent with the first three months of 2010/11. Compared to last year, the number of Children with a Child Protection plan had increased by 86%. On the 31st March 2010 we reported 352 Children with a plan, for June this year we report 363 a further increase. We report higher numbers than both our statistical neighbours and the national average. The number of children in care, year on year has risen by 12%. On the 31st March 2010 we looked after 437 children and young people, compared to 389 the previous year. In June this year this number rose to 447. Together with many other local Authorities we have experienced a rise in the number of presenting 16 and 17 year old young people as a result of the G v Southwark Judgement. We report higher numbers than both our statistical neighbours and the national average.

2.4 Community Services (Pages 20&21)

Environmental Services

The recycling target continues to under perform despite the introduction of the kerbside garden waste collection service. The June figures stands at 36.79% which is over 2 percentage points better than June 2009 when the figure stood at 34.69% and better than the annual target for 2010/11 of 36%. However, the June target, which is seasonally adjusted, stands at 42%. Additional initiatives are currently being considered to improve current recycling performance. The waste landfill target has started the year strongly with 57.73% of waste to landfill against the annual target of 60%. June's performance is nearly 2 percentage points better than June last year where the figure stood at 59.25%.

Adult Social Care

The latest Adult Social Care performance report for 2009/10 indicates that Plymouth has made substantial progress in shifting its balance of care from residential to home care over the last two years; 65% **more** adults and older people are now helped at home (2,445 more), 30% **less** adults and older people cared for in permanent care homes (473 less), 262% **more** direct payment users (354 more), 18% **more** home care users (289 more), 18% **more** intensive home care packages to avert institutional care (75 more) and a higher level of user satisfaction with the quality of home care surveys than in a similar council (2009 survey). The latest performance figures for June indicate underperformance in achieving outcomes for people with learning difficulties. Both supporting adults with learning difficulties into accommodation and employment are underperforming. Current performance for the accommodation indicator stands at 3.8% against a cumulative annual target of 75% and the employment indicator stands at 0.2% against a cumulative annual target of 5.9%. To achieve both targets, the rate of reviews must increase, missing data needs to be rectified and more clients that have been in established voluntary work need to be found paid employment. An action plan is being developed with the Learning Disability Partnership Manager to address missing data issues and increase the rate of reviews.

SECTION B EXECUTIVE SUMMARY – FINANCE

3. General Fund Revenue Budget

- 3.1 Table 1 shows the revenue monitoring position for each Directorate for the period up to 30 June 2010.

Table 1

DEPARTMENT	Latest Approved Budget	Latest Forecast Outturn	Monitoring Variation to 30 June	
	£000	£000	£000	%
Director for Children and Young People	52,459	55,654	3,195	6.09%
Director for Community Services	112,857	115,292	2,435	2.16%
Director for Development and Regeneration	16,193	16,223	30	0.18%
Director for Corporate Support	32,697	32,764	67	0.2%
Chief Executive	1,830	1,830	0	0.0%
Corporate Items and Capital Financing	(14,212)	(14,212)	0	0.0%
TOTAL	201,824	207,551	5,727	2.84%

- 3.2 The financial management budget variance tolerance levels of no more than 1% over or -2% under remain in place for 2010/11. The movement for the first quarter compared to last financial year is shown in graphical form in Appendix A. The variance of 2.84% at the end of June is outside of the agreed tolerance level.
- 3.3 Further details of the variations are outlined in the individual Directors reports in Section C of this report. The major variations are as follows:

Children's Services - Increased placement numbers within the Independent Sector and the increased use of high-cost Residential provision accounts for £2.974m of the total forecast overspend of £3.195m

Community Services

Adult Health & Social Care £1.635m

Street Services £0.800m

The Adult Social Care adverse variation of £1.635m is mainly due to Learning Disability Services offset by savings within domiciliary care. The adverse variation of £0.800m within Environmental Services is due to increased repairs and maintenance vehicles costs, Trade Waste income being lower than budgeted and an increase in vehicle and plant hire costs. This has been partly offset by a decrease in waste arisings and management actions.

3.4 Government Announcements on Public Sector Funding

A new Comprehensive Spending Review will be announced in October 2010. This will be a challenging framework which will significantly reduce the level of revenue and capital spending available for Local Authorities over the next 4 years.

In addition, the Government has recently announced a series of in year spending reductions for 2010/11. These reductions, in the main, relate to grant funding. There are also a number of changes to policy, enacted by Government, that will impact on spend for the Council.

An analysis of key grants that have either been reduced or removed is detailed in Appendix B. The key 2010/11 revenue reductions for Plymouth are:

	£000
Reduction in Area Based Grant	1,802
Withdrawal of Housing and Planning Delivery Grant	375
Removal of Free Swimming Grant	141
	<u>2,318</u>

In addition to this, the Performance Reward Grant linked to delivery of Local Area Agreement targets has been reduced by 50%. The Council had been relying on some of this reward grant to deliver a balanced budget in 2010/11, for example, a specific delivery plan within Chief Executive's department linked to the Local Strategic Partnership and planned spend on partnership working in Children's Services.

Considering all of the known grant reductions and policy changes, the Corporate Management Team is recommending targets to reduce in year revenue spend by circa £4m. This reduction has been prioritised to ensure that we drive greater efficiency from back office functions, thus protecting core front line spend. Cross cutting groups are meeting to drive out higher percentage savings across the board in areas such as Business Support and Policy and Performance.

Appendix C details the recommended in year revenue spend reductions by department which are summarised in table 2 below:

Table 2

Department	2010/11 Required Reductions £000
Children & Young People	1,181
Community Services	1,596
Development & Regeneration	238
Corporate Support	820
Chief Executives	150
Totals	3,985

Directors, with their management teams, are developing new Delivery Plans in order to deliver a balanced budget for 2010/11. These new delivery plans will meet the required in year spending reductions as well as address identified in year budget pressures. To date additional plans totalling £0.654m have been identified.

4 Income Summary

- 4.1 The position on income collection across the Council as at 30 June 2010 is shown in Table 3 below:

Table 3

Type of debt	AE Quartile	Budgeted income 2010/11*	Actual % 2009/10	Year end Target % 2010/11	Year end Projection 2010/11
Council Tax	4	£94m	95.2	96.5	96.5
NNDR	2	£81m	96.0	97.5	97.5
Sundry Debt [^]	n/a	£46m#	85.0	92.5	92.5
Commercial Rent	n/a	£5m#	86.0	90.0	90.0
Trade Waste	n/a	£1m#	83.0	94.0	94.0
Adult Residential Care	n/a	£9m#	92.0	94.0	94.0

Sundry debt fluctuates during the year. Figures shown are an average per annum for a rolling 12 month period

[^]Does not include debt which has been raised in the last 30 days

- 4.2 Despite the challenging climate, all of our key income streams are currently forecasted as being on target. This continues the trend of the last two financial years where the Council has provided greater focus in this area.
- 4.3 Our in year collection of Council Tax and NNDR at the end of June 2010 was above our profiled target and greater than that achieved at the same point in each of the last two financial years.
- 4.4 Sundry debt remains a challenge but, having broken down the core streams of Commercial Rent, Trade Waste and Adult Residential Care, we are working alongside departments in adopting corporate income collection processes to enable greater collection rates.
- 4.5 The standard rate of VAT will increase to 20% with effect from 4 January 2011. The Council must charge and account for VAT on all the taxable services it supplies, collecting the income effectively as an agent of the Government. It is therefore recommended that the increase be passed on in full to the Council's customers, unless this would conflict with other Council priorities. The increase in the VAT rate is, therefore, likely to have very little impact on the financial position of the Council.

5. Capital Position

5.1 The latest position on the capital budget is summarised in Table 4 below:

Table 4

Department	Original Approved Budget £000	Slippage from 2009/10 £000	New Approvals £000	Re-profiling £000	Variations £000	Latest Forecast £000
Children and Young People	34,641	3,848	20	24	691	39,224
Community Services	29,237	(208)	510	0	(13)	29,526
Corporate Support	500	320	0	0	0	820
Development & Regeneration	28,937	2,918	66	64	(1,140)	30,845
Total Capital Programme	93,315	6,878	596	88	(462)	100,415

5.2 The revised 2010/11 forecast at the end of June is £100.415m and expenditure to the end of June is £9.835m, representing 9.79% of the capital budget. The new approvals to the programme of £0.596m have been considered by the Capital Delivery Board who are recommending inclusion into the Capital Programme:

New Approvals

	£000
Leigham Primary School - safer route to school (fully grant funded)	50
Community Transport booking system (grant funded)	16
Reading Recovery Unit at Courtlands School (revenue)	20
Libraries improved automatic booking system (unsupported borrowing)	356
Mountwise Adizone sports facility (grant funded)	<u>154</u>
Total	<u>596</u>

Further detail of the other variations on the capital programme is outlined in Appendix D.

5.3 Funding

The capital schemes for 2010/11 are planned to be funded as shown in Table 5 (adjusted for the grant reduction detailed in 5.4.2):

Table 5

Funding Source	£000
Capital Receipts	9,488
Unsupported Borrowing	25,617
Supported Borrowing	4,919
Grants & Contributions	57,232
S106 / Tariff / Revenue	3,159
Total	100,415

5.4 Funding Issues:

5.4.1 **Capital Receipts**

The current programme requires £9.488m of capital receipts in 2010/11. The estimated usable capital receipts (including £2.3m brought forward) is £7.7m leaving a potential shortfall of £1.8m at the end of the financial year, which will be funded by short-term unsupported borrowing. The revenue impact of any short-term borrowing will be financed from a capital financing reserve of £0.975m which has been set aside to meet the anticipated timing differences between the realisation of capital receipts and the funding of the capital programme.

5.4.2 **Local Transport Plan Single Capital Pot (SCP)**

Announcement of a 25% cut in 2010/11 Integrated block settlement, funded from grant equating to (£0.870m). Corresponding potential reductions have been identified by officers against 10 approved projects and at this stage this planned expenditure has been frozen. Scheme details are shown in Appendix D.

5.4.3 **BSF**

Whilst not previously included in the Capital Programme, it should be noted that the Government have recently announced the withdrawal of the BSF programme, representing the potential loss of up to approximately £70m of future Capital investment to 5 Secondary Schools in the city. Further details around investment for the two academy schools within the original programme are pending.

5.4.4 **New Growth Point allocation 2010/11**

Confirmation has now been received regarding the Council's allocation for New Growth Point (NGP) grant funding for 2010/11 - the Life Centre, and several schemes within Development are due to be partly funded from these monies.

5.4.5 **Free Swimming Capital Modernisation Grant**

The Government has now withdrawn this capital grant initiative and therefore the Council's application for £0.75m capital grant will not be considered. This was part of the funding for the Life Centre for 2010/11 and at this point until officers have identified other funding sources it will have to be assumed as being replaced with unsupported borrowing which at this stage would create an additional revenue pressure.

5.4.6 Cabinet are requested to note the funding changes that have been identified to date, consider the current frozen Transport expenditure and note that officers are conducting a comprehensive review of the programme to identify the effect of funding changes.

5.5 Capital – Medium Term Forecast

5.5.1 The latest Medium Term Capital Programme is shown in Table 6 which shows the current and next five financial years on an annual basis, and then future years as a block. The potential programme reflects the fact that indicative Transport supported borrowing allocations have been received for the period to 2014/15, and there is an amount included for the major eastern corridor transport scheme for 2015/16 onwards. Given the current uncertainty around capital funding, this is only a very indicative programme and there are likely to be changes to these estimates.

5.5.2 It is anticipated that the next Comprehensive Spending Review in October will provide more information on capital funding for future years and this will inform the development and revision of the capital programme.

Table 6

Department	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	Future Years £000	Total £000
Childrens and Young People	39,224	17,413	15,052					71,689
Community Services	29,526	13,242	271					43,039
Development and Regeneration	30,845	13,676	6,221	6,535	7,656	13,200	88,000	166,133
Corporate Support	820	1,000	500	500				2,820
Total	100,415	45,331	22,044	7,035	7,656	13,200	88,000	283,681

5.5.3 The planned funding of the medium term programme is as follows:

	£000
Capital Receipts	24,981
Unsupported Borrowing	29,267
Supported Borrowing	29,162
Grants and Contributions	167,492
S106/ Tariff / Revenue	<u>32,779</u>
	<u>283,681</u>

5.6 Projects Under Development

5.6.1 The following schemes “under development” are not in the approved Capital programme and will require further progress reports and information to be returned to Capital Delivery Board in due course. Any costs associated with the development of these proposals continue to be charged to revenue and can only be capitalised if capital approval for the scheme is received in year.

5.6.2 **“Basic Need” for Primary School Places**

Due to a significant increase in recent birth rates, there will be a requirement to provide an increased number of Primary spaces in future years. An initial appraisal is currently being undertaken and will be the subject of a future report.

5.6.3 **Corporate Accommodation Strategy**

The Corporate Accommodation Strategy has been reviewed by Corporate Management Team and is subject to a separate report on this agenda. Any resulting approvals will be incorporated within the next Cabinet monitoring report.

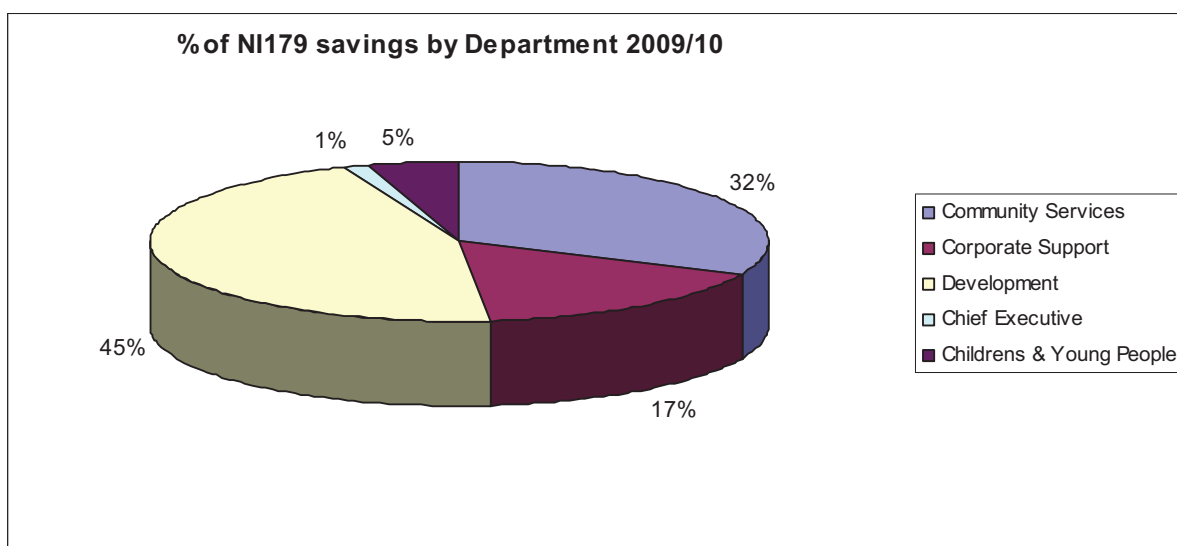
6. VFM Statement

6.1 NI179 – Measuring and reporting Value for Money gains

The Authority continues to encourage initiatives for identifying VFM efficiency gains with good success. The reporting of NI179 gains has improved substantially across the Council through development of a monitored VFM programme. The programme has ensured that governance of the VFM monitoring process has been enhanced to ensure that gains are audited before inclusion, thus ensuring compliance with NI179 Guidance from DCLG. This process now avoids any ambiguity around whether the efficiency should be included as cashable and count against the NI179 target. In addition, all cashable efficiency savings will be reported against plans to achieve budget targets as well as general efficiencies to improve services to customers.

6.2 Previous Financial Year

The final NI179 efficiency return for 2009/10 has been submitted to DCLG. An efficiency total of £9.931m has been identified through initiatives carried out across the Council for financial year 2009/10 and is broken down by Directorate as follows:



6.3 Current Financial Year

Work is progressing well across all departments to identify the cashable elements of additional efficiencies required to meet our 3-year VFM target - forecast required by DCLG in October 2010. In-year plans already include £0.8m identified as NI179 service efficiencies and a roll-forward of £9.9m for year-on-year efficiencies - current total of £10.7m against an in-year target of £14.0m.

In-year budget planning efficiencies of £9.9m and further in-year cuts of £4.0m (imposed by the new Government) could provide further efficiencies of another £13.9m. Therefore, work is currently ongoing to identify which of these efficiencies can be scored against NI179.

Finally, the Authority has to make up a shortfall of £2.0m to ensure the revised 3-year cumulative target for NI179 of £31.4m is attained overall. Consequently, if all budget planning and Government-imposed efficiencies are met, there is potential to exceed the revised NI179 cumulative target by some £8.6m. Even so, a minimum of £5.3m NI 179 efficiencies needs to be identified this financial year in order to meet our 3-year cumulative target set by DCLG.

6.4 VFM Programme

A programme of major projects has been identified that will contribute to the efficiency targets for the Council in 2010/11 these include:

Procure 2 Pay

This project aims to deliver better control of expenditure across the Authority through development of a more efficient and effective purchasing process.

Order to Cash/Debtor Management

This project is currently in its initiation stages but its aim will be to improve cash collection and standardise debtor management processes across the Council.

Single Point of Contact (SPOC) for Corporate Support

This project has been initiated to provide better Value for Money for internal customers of the Corporate Support service areas through provision of a single point of contact.

SECTION C – DEPARTMENTAL PERFORMANCE & FINANCE REPORT

7. Children's Services

7.1 General Fund Revenue Monitoring – Forecast is an overspend of £3.195m

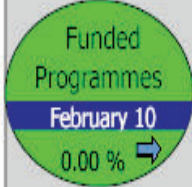
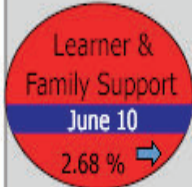

The latest forecast is £55.654m against an approved budget of £52.459m, representing a forecast year end adverse variance of £3.195m (6.09%).

Further explanation is reported in the scorecard.

Services for Children & Young People Quarterly Budget & Performance Report 1/2

L(Fin)3 Net revenue budget -
Childrens Services Monthly
June 10 6.19 % ➡

Monthly Service Budgets	Performance	Comments
		<p>Responsible Officer: Mairead MacNeil</p> <p>Finance - The Children in Care placement budget continues to be a pressure, resulting in a year end forecast overspend of £2.945m. This is mainly due to a significant rise of high cost Residential packages within the Independent Sector during the later part of 2009/10, continuing into 2010/11 as shown below. There are currently 24 children in residential placements against a budgeted number of 14 and there are currently 52 in Independent foster care against a budget of 39 placements.</p> <p>Performance - For the second year running there were over 3,000 referrals to CSC in 2009/10. This continues an increasing trend over the last 4 years and is consistent with the first three months of 2010/11. Compared to last year, the number of Children with a Child Protection plan had increased by 86%. On the 31st March 2010 we reported 352 Children with a plan, for June this year we report 363 a further increase. We report higher numbers than both our statistical neighbours and the national average. The number of children in care, year on year has risen by 12%. On the 31st March 2010 we looked after 437 children and young people, compared to 389 the previous year. In June this year this number rose to 447. Together with many other local Authorities we have experienced a rise in the number of presenting 16 and 17 year old young people as a result of the G v Southwark Judgement. We report higher numbers than both our statistical neighbours and the national average.</p>
		<p>Responsible Officer: Claire Cordory-Oatway</p> <p>There are no material financial variations to report at this stage.</p>
		<p>Responsible Officer: Colin Moore</p> <p>NI 117 NEET narrowly missed the target for 2009/10. the promotion of apprenticeships in the private, public and voluntary sector has started to have an impact on reaching the annual target. An in year update will be provided in the next report. At the same time youth unemployment has dropped from the period April to June with 1950 18-24 year old claimants counted in June compared to 2090 in April. The figure is also lower than for June 2009 when there were 2300 claimants</p>
Human Resources		

Services for Children & Young People Quarterly Report 2/2		
Monthly Service Budgets	Performance	Comments
		<p>Responsible Officer:</p> <p>There are no material financial variations to report at this stage.</p>
	 	<p>Responsible Officer: Maggie Carter</p> <p>We currently have an overspend of £250,000 due to an increase in demand for Transport within the Pupil Access Service. This is due to more Early Years placements requiring 1:1 escorts, more children in mainstream schools who had previously attended Special Schools and a higher number of children with greater needs.</p> <p>Despite a significant reduction in the year on year % of pupils who feel bullied, 35.2% felt they had been bullied once or more in the last year, this is significantly higher than the national average. The 2009 Tellus 4 Survey of Plymouth schools, Children and Young People felt they were more likely to be bullied at school than elsewhere. However, 55% of children felt that bullying was being dealt with quite well or very well. NI 54 – Parental Experiences of services for disabled children improved in Plymouth for 2009/10 and we compare favourably against the national average and statistical neighbours.</p>
Schools		<p>Responsible Officer: Gareth Simmons</p> <p>The Council receives funding for Schools through the Dedicated Schools Grant (DSG) which funds expenditure either directly through the Individual Schools Budget (ISB) or incurred by the Council on behalf of schools. Any over or underspends on the DSG are carried forward. The ISB element has been distributed in accordance with the schools funding formula and the overall DSG has been approved by the Schools Forum. The schools budget for 2010/11 was set at £140.037m (estimated DSG of £141.139m after academy recoupment plus £0.350m brought forward from 2011/12 budget less £1.452m deficit brought forward from 2009/10). The final DSG was announced as £141.208m, providing an additional £0.069m. Schools Forum approval will be sought to use the additional allocation to reduce the commitment for 2011/12 by adjusting the £0.350 brought forward from 2011/12 to £0.281m.</p>
Human Resources		

7.2 Progress against 2010/11 Delivery Plans

Table 7

Delivery Plan No.	Description	2010/11 £m	RAG rating
1	Review of admin across the Council	0.100	Green
2	Seek additional contribution towards the Cost of Building Schools for the future	0.300	Green
3	Additional Contributions from DSG for pensions and EOTAS	0.343	Green
4	Remove Concessionary Fares 16+	0.022	Amber
5	Savings Target to be achieved by reducing staff in high performing areas/link with locality working funding & Review of senior management within Lifelong Learning	0.150	Amber
6	Charge ICAN (speech and language needs) services to Early Years Grant	0.080	Amber
7	Seek Performance Reward Grant for partnership projects - including youth service & grants to voluntary sector	0.091	Red
8	Review of Early Years grants	0.050	Amber
9	Family support	0.085	Amber
10	Reduced Wrap Around packages for permanency placements and reduce secure bed nights	0.133	Amber
11	Multi-Systemic Therapy Contract (consider ceasing contract) value £140k in 10/11. Dept of Health currently part fund	0.000	Amber
12	Negotiate savings in Connexions contract	0.100	Green
13	No inflation Allocated. in social care where linked with Fostering Network rates (frozen at 09/10 levels)	0.129	Green
	Delivery Plans within original 2010/11 Budget	1.583	

Progress against the original delivery plans set to deliver a balanced budget are mostly on track. A Commissioning and Finance Delivery Board, chaired by the Director of Services for Children and Young People has been set up and will meet monthly to drive, not only the original delivery plans (£1.5m), but also efficiencies set by management (£1.0m) and new delivery plans set in response to the government funding reductions and also in year budget pressures (£4.3m).

Delivery plans will be monitored under key programme themes and plans to contribute towards next year continue to be developed and discussed with key partners, such as schools.

7.3 Key High Level Risks

- Achieving financial performance within Children Social care budget delivery continues to be a challenge whilst ensuring that safeguarding issues are not compromised
- Delivery plans at risk due to staggered implementation.
- Reducing the number of Court ordered Parent & Child assessment placements.
- Continual recruitment of experienced Social Work staff in order to provide a robust service.
- Insufficient growth in the Foster Care community to place children locally.

7.4 Departmental Medium Term Financial issues

The key medium term issues for the department are:

- Maintaining front line services during a financially challenging climate.
- Achieving the Delivery Plans
- Integration with Health partners

8. Community Services


8.1 Community Services Forecast is an Overspend of £2.435m

The latest forecast is £115.292m against an approved budget of £112.857m, representing a forecast year end adverse variance of £2.435 (2.16%).




Further explanation is reported in the scorecard.

Community Services Quarterly Budget & Performance Report 1/2

L(Fin)3 Net revenue budget -
Community Services Monthly
June 10 2.16 % ↑

Monthly Service Budgets	Performance	Comments
		<p>Responsible Officer: Pete Aley</p> <p>There are no material variations to report</p> <p>Following rejection of funding for a new gypsy site alternative funding is being explored.</p>
		<p>Responsible Officer: Jayne Donovan</p> <p>£0.8m net overspend mainly due to increased repair and maintenance of vehicle costs in the refuse and street scene operations. Trade Waste income is lower than budgeted and vehicle and plant hire costs have increased in Domestic Refuse and Street Cleansing.</p> <p>The recycling target continues to under perform despite the introduction of the kerbside garden waste collection service. The June figures stands at 36.79% which is over 2 percentage points better than June 2009 when the figure stood at 34.69% and better than the annual target for 2010/11 of 36%. However, the June target, which is seasonally adjusted stands at 42%. Additional initiatives are currently being considered to improve current recycling performance. The waste landfill target has started the year strongly with 57.73% of waste to landfill against the annual target of 60%. June's performance is nearly 2 percentage points better than June last year where the figure stood at 59.25%.</p>
		<p>Responsible Officer: James Coulton</p> <p>The latest forecast shows a nil variation against budget. Previous months declared savings of £0.130 are now allocated to departmental delivery plan targets.</p> <p>Life Centre</p> <p>The Life Centre construction phase is well underway and currently on budget to meet the projected timescale for an autumn 2011 opening</p> <p>Leisure Management</p> <p>The competitive tendering process has commenced with the prospective leisure management operators and this process will continue. Initial discussions indicate a preference to accelerate the procurement process and bring forward the contract commencement date. This may have favourable budget implications.</p>
Human Resources		

Community Services Quarterly Report 2/2

Monthly Service Budgets	Performance	Comments
		<p>There are no material variations to report. This service is currently subject to a restructure.</p>
 		<p>Responsible Officer: Pam Marsden</p> <p>£1.635m net overspend. Service demand for complex needs clients continues with a number of transfers from NHS Continuing Health Care, for young people reaching 18 years of age and for young adults, particularly within the Learning Disability Service. Older people placements in to long stay residential and nursing care have increased, mainly for older people mental health where the cost of care is higher. Domiciliary care is currently under utilized. The key variations are:</p> <ul style="list-style-type: none"> • Learning Disability Service - £1.785m overspend due to demand and increase in complex needs, with 6 new placements and 10 increased packages. • Mental Health Services - £0.205m net overspend due to demand • Older People and Physical /Sensory Disabilities - £0.122m overspend due to demand • Domiciliary Care - £0.477 net under spend due to reduction in take up of service. A review of Transitions procedures are also being undertaken to ensure care meets clients basic needs <p>The latest Adult Social Care performance report for 2009/10 indicates that Plymouth has made substantial progress in shifting its balance of care from residential to home care over the last two years; 65% more adults and older people are now helped at home (2,445 more), 30% less adults and older people cared for in permanent care homes (473 less), 262% more direct payment users (354 more), 18% more home care users (289 more), 18% more intensive home care packages to avert institutional care (75 more) and a higher level of user satisfaction with the quality of home care surveys than in a similar council (2009 survey). The latest performance figures for June indicate underperformance in achieving outcomes for people with learning difficulties. Both supporting adults with learning difficulties into accommodation and employment are underperforming. Current performance for the accommodation indicator stands at 3.8% against a cumulative annual target of 75% and the employment indicator stands at 0.2% against a cumulative annual target of 5.9%. To achieve both targets, the rate of reviews must increase, missing data needs to be rectified and more clients that have been in established voluntary work need to be found paid employment. An action plan is being developed with the Learning Disabilities Partnership Manager to address missing data issues and increase the rate of reviews.</p>

Human Resources

8.2 Progress against 2010/11 Delivery Plans

Table 8

Delivery Plan No.	Description	2010/11 £m	RAG rating
1	Review of admin across the Council (anticipated savings in this department)	0.503	GREEN
2	Review of staffing establishment within specialist teams and occupational therapy services	0.604	GREEN
3	Contract Inflation - NIL contract inflation awarded for 2010/11 where no prior agreement in place	1.000	GREEN
4	Review of Service Provision for Older People residential care and physical disability day care	0.176	AMBER
5	In House Dom Care - redevelopment of in house services to focus on intermediate and rehabilitation enabling a greater through put of service users and prevent over usage of residential care	0.250	GREEN
6	Developing the personalisation RAS and reshaping block contract to recognise changes in support services	0.870	RED
7	Learning Disability Services: efficiency savings through reviewing day care costs and applying a commissioning framework to ensure consistent unit costs	0.272	AMBER
8	Fair Access to Care: to review the current eligibility criteria to ensure more rigorous application plus the full year effect of panels and specific case reviews in 2009/10	1.410	GREEN
9	Modernisation of Short Breaks for LD (Welby)	0.148	AMBER
10	Review of Library Service including the School Library Service is underway with a view to identifying future shape of service and levels of delivery. Specifically the School Library Service is reliant on a minimum level of buy in to remain viable.	0.040	AMBER
11	Leisure Management Review. Outsourcing of management of sport and leisure facilities will seek efficiencies in running the new Life Centre and other facilities	Commercially Sensitive	AMBER
12	Category Management and Buyer Roll Out. To consider the scope for supporting the corporate roll out within Community Services to drive procurement savings from control of demand, improvements to process in addition to procurement savings	TBC	TBC
	Delivery Plans within original 2010/11 Budget	5.273	

Community Services is largely on track to delivery £5.273m of delivery plans contained in the underlying budget. The Adult Social Care personalisation Resource Allocation System will be challenging to achieve. It is not possible to finalise the savings to be achieved by the Leisure Management Review at this time as any value will be commercial sensitive. Progress for the Leisure Management project is monitored by the Leisure Management Board.

A further £0.429m of additional delivery plans have already been identified to address reductions arising from Government reductions in funding as follows:

- Free swimming - 8 months saving Free Swimming Initiative (£0.130m)
- Non committed funds and other grants (£0.238m)
- Deletion of posts (£0.061m)

Furthermore, Adult Social Care are currently drawing up delivery plans to address in year budget pressures and these will be presented to the next Adult Social Care Programme Board.

8.3 Key High Level Risks

The key financial risks during 20010/11 across Community Services are summarised below:

- Achieving Adult Social Care Delivery Plans and associated budget reductions without compromising safeguarding issues and ensuring sufficient scope to develop the market successfully to meet the requirements of the personalisation agenda
- Growth in demography and increasing levels of long term care needs for high dependency within Adult Social Care
- Impact on social care of the Primary Care Trust QIPP efficiencies
- Environmental Services - Managing expectations of enhanced level of service against the current budget, particular in the service area of Waste Collection Street Scene.
- Increase Vehicle Hire, Repair & Fuel costs
- Increase costs due to unforeseen repairs and maintenance in parks. E.g. Plymbridge Woods, Jennycliff etc.
- Mount Edgcumbe – a projected overspend has been highlighted to the Joint Committee with officers of both constituent authorities working to present options to reduce the overspend.

8.4 Departmental Medium Term Financial issues

The key medium term issues for the department are:

- Maintaining front line services during a financially challenging climate.
- Achieving the challenging Adult Social Care Transformation with reductions without compromising safeguarding issues.
- Growth in demography and increasing levels of long term care needs for high dependency
- Integration with Health partners
- Municipal Waste Management Strategy (MWMS) identified that waste management costs would increase significantly due to the need to procure a

waste disposal facility. This equates to £8m per annum (2011-2013), reducing to a £6m annual increase (2014-2039).

- In the short term, the Authority also faces additional budgetary pressures to implement new recycling initiatives, buy LATS credits, fund increased landfill tax (£8 per tonne each year), and fund contributions to the 'balancing fund' account created to meet the £215m shortfall. These have already been reflected in the Medium Term Financial Forecast.

9. Development and Regeneration


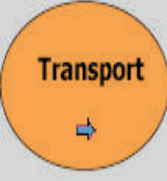


9.1 Development and Regeneration – Forecast overspend of £0.030m (0.18%)

The latest forecast is £16.223m against a latest approved budget of £16.193m, representing a forecast year end adverse variance of £0.030m (0.18%).

Further explanation is reported in the scorecard.






Development Quarterly Budget & Performance Report 1-2

L(Fin)3 Net revenue budget -
Development Monthly
June 10 0.17 % ↓

Monthly Service Budgets	Performance	Comments
 	<p>Responsible Officer: Clive Perkin</p> <p>The forecast overspend of £0.114m is a net figure arising from various pressures totalling £0.114m being partially offset by savings on the Street Lighting contract of (£0.100m) and the new requirement to produce Surface Water Flood Management Plans which is estimated at this stage to cost £0.100m.</p> <p>All but one of the annual indicators for 2009/10 was met. We are, however, making progress with the School Travel Plan Initiative delivered with Children's Services but the future external funding stream will not continue</p>	
	<p>Responsible Officer: Gill Peele</p> <p>No variation forecast at this stage</p>	
	<p>Responsible Officer: David Draffan</p> <p>The forecast underspend of (£0.157m) is a net figure which mainly relates to the improvement in the Commercial Rent income forecast for the remainder of the year.</p> <p>The job seekers allowance claimant count shows a positive decline of 5.4% over the last quarter with numbers declining from 6312 to 5980. This compares favourably with 2009 when the figure stood at 6558</p>	

Human Resources

Development Quarterly Budget & Performance Report 2/2

Monthly Service Budgets	Performance	Comments
 		<p>Responsible Officer: Paul Barnard</p> <p>The forecast overspend of £0.073m does not include the loss of Planning Delivery Grant through in-year Government cuts of £0.375m which is being addressed as a corporate exercise. Other variations include £0.197m of reduced building control income and other net pressures of £0.069m, partially offset by reduced expenditure totalling £0.193m mainly arising LDF public examination savings.</p> <p>Major regeneration activity supported by the LDF continues and all planning application indicators have improved performance in the first quarter of this year and are performing well.</p>
 		<p>Responsible Officer: Stuart Palmer</p> <p>No variation forecast at this stage.</p> <p>8 affordable homes have been delivered in the first quarter of this year which, while relatively modest, is normal given that developments usually complete towards the end of the year. The target of 237 for the year is expected to be achieved. 335 new homes were achieved in 2009/10 against a target of 226</p>
		<p>Responsible Officer: Sue Lorne</p> <p>No variation forecast at this stage</p>
<p>Human Resources</p>		

9.2 Progress against 2010/11 Delivery Plans

Table 9

Delivery Plan No.	Description	2010/11 £m	RAG rating
1	Review of admin across the Council (anticipated savings in this department)	TBC	AMBER
2	General efficiencies across the department incl reductions in consultancy, services & supplies and business support	0.342	GREEN
3	Streamlining of the LDF through merging of the remaining Area Action Plans and Development Plan Documents and reprogramming of the Core Strategy	0.133	GREEN
4	Implement improvements to the Planning Application Service by introducing a development enquiry service	0.055	AMBER
5	Rationalisation of the existing on street car parking charging regime, with the combination of ongoing improvements to parking provision, and increasing hourly rates	0.085	AMBER
6	Rationalisation of the existing off street car parking charging regime, together with a package of investment and service improvements	0.110	AMBER
7	General savings across all revenue budgets within Strategy, Sustainable transport and Network Management & car parking back office	0.178	GREEN
8	Introduce mobile CCTV Enforcement to reduce bus lane and school vicinity parking offences	0.020	AMBER
9	Following Stock Transfer further clarity on the retained housing service via an initial review has realised some efficiencies, including increasing external funding and income and refocusing services on areas of need - further reviews will release expected efficiencies throughout the year	0.202	GREEN
	Delivery Plans within original 2010/11 Budget	1.125	

9 new core delivery plans totalling £1.125m were set within the 2010/11 revenue budget for Development. A further £0.125m of specific new delivery plans around the Council's strategic housing functions have been identified as at the end of June, together with a variety of planned income generating actions within Economic Development:

- Raglan Court - Tenancy Support Worker - this post gained Supporting People funding so the income has offset the salary costs for this post for one year (£0.029m)
- Homelessness assessment - we have an options review underway to seek efficiencies in how we carry out the statutory homelessness assessment duties (£0.031m)
- Full use of the income from licensing HMO properties to offset costs of this part of the service (£0.020m).
- Enabling Fees - for every new affordable home delivered with our RSL partners a fee is charged as an on cost to aid the development process budget. More affordable homes have been delivered and as a consequence additional income can be anticipated (£0.045m).
- Economic Development – Review a range of activities within this service area to maximise income generation e.g. Estate management income (£TBC)

The above will contribute towards the requirement to reduce departmental revenue spend by a further £0.238m in 2010/11.

9.3 Key High Level Risks

- Heavy reliance on income generation which is affected by market forces e.g. car-parking
- Achievement of challenging VFM targets
- Direct and indirect implications of cessation/reductions in Government grants (Rev & Cap)
- Revenue costs of developing schemes not always chargeable to capital
- Requirement to invest to develop schemes which are 'ready to go' when the economic situation improves as growth is a key priority for the Council
- Some previously recurring grants have been utilised to cover the cost of core service provision e.g. New Growth Points funding

9.4 Departmental Medium Term Financial issues




- Housing capital grants to continue the affordable housing programme this year have not been reduced, however further HCA investment in affordable housing is unclear, and will be determined through the Comprehensive Spending Review. Nationally the 2010/11 programme of £2.4 Billion has been reduced by £450m. No information is yet available on the future of Private Sector Housing Grants.
- Resourcing a long term growth agenda rather than reacting to short term delivery needs will be challenging in the current economic climate.
- Loss of external funding through grants will impact on areas of core service in future e.g. Housing Planning Delivery Grant

10. Corporate Support



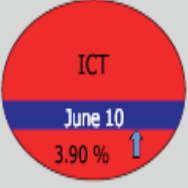

10.1 General Fund Revenue Monitoring— Forecast overspend of £0.067m (0.20%)

The latest forecast is £32.764m against a latest approved budget of £32.697m, representing a forecast year end adverse variance of £0.067m (0.20%).

Further explanation is reported in the scorecard.

Corporate Support Quarterly Budget & Performance Report 1/2		L(Fin)3 Net revenue budget - Corporate Support Monthly June 10 0.20 % ↑
Monthly Service Budgets	Performance	Comment
	<p>Responsible Officer: Malcolm Coe</p> <p>The forecast underspend of (£0.169m) has arisen in this large area of the service due to a favourable variation on external audit fees of (£0.050m), an adverse variation of £0.106m in capital and assets and (£0.225m) forecast underspend in VFM & Efficiencies relating mainly to salary variations.</p> <p>The N179 VFM target of £9.2m for 2009/10 has been exceeded with efficiencies gains of £9.931m submitted to DCLG. Work is progressing well across all departments to identify the cashable elements of additional efficiencies required to meet our 3-year VFM target - forecast required by DCLG in October 2010. The 2010/11 in year target for efficiencies is £14m. In-year plans already include £0.8m identified as NI179 service efficiencies. In-year budget planning efficiencies of £9.9m and further in-year reductions of £4.0m following Government action could provide further efficiencies of up to £13.9m.</p>	
	<p>Responsible Officer: Tim Howes</p> <p>A modest adverse net variation of £0.024m is forecast in this area</p>	
	<p>Responsible Officer: Mark Grimley</p> <p>No variation forecast at this stage.</p>	
Human Resources		

Corporate Support Quarterly Budget & Performance Report 2/2

Monthly Service Budgets	Performance	Comment
		<p>Responsible Officer: John-Paul Sanders</p> <p>The Customer Services and Business Transformation Service is projecting a (£0.023m) under spend due to the level of vacant posts as at the end of June.</p> <p>78.57% of Stage Two complaints were answered within the 25 day time limit against a target of 100%, which is a slight drop on the end of year actual of 80.65%.</p>
		<p>Responsible Officer: Neville Cannon</p> <p>This area of the service is forecast to overspend by £0.234m mainly due to increased costs of system support and software support maintenance contracts and pressure on achieving the vacancy saving target in this area</p>
		
<p>Human Resources</p>		

10.2 Progress against 2010/11 Delivery Plans

Table 10

Delivery Plan No.	Description	2010/11 £m	RAG rating
1	Review of administration (savings for Corporate Support)	0.060	AMBER
2	Pilot the 'Buyer Roll out across Corporate Support	0.050	AMBER
3	Rationalise management structures of Revs & Bens & customer services	0.100	GREEN
4	Finance restructure – reduction in management posts	0.200	GREEN
5	Generate efficiencies through better use of SAP	0.050	GREEN
6	IT investment / improvement plan to generate efficiencies	TBC	RED
7	Review and restructuring of Democracy & Governance	TBC	AMBER
8	Move more services into the Customer Contact Centre	TBC	RED
	Delivery Plans within original 2010/11 Budget	0.460	

8 core delivery plans totalling £0.460m were set within the 2010/11 revenue budget for Corporate Support. The department was broadly on target to achieve a balanced budget before the recommended reduced in-year spending reductions £0.820m required. Additional delivery plans of £0.100m have already been identified and further plans will continue to be developed to achieve the necessary in year cut:

- Reduce internal and external audit costs (£0.050m)
- Increased savings target on salaries in Revenues and Benefits (£0.050m)

At this stage delivery plans have focused on continuing to increase the efficiency of the overall department through specific targeted work across Revenues and Benefits and the Contact Centre, and through reducing the number of points of contacts into the whole department. All initiatives are aimed at improving services to our customers whilst reducing costs.

10.3 Key High Level Risks

- ICT Investment Programme ~ capacity to address the Council transformational change agenda e.g. technology required for an effective customer contact centre amongst others
- Challenge of improving support services whilst managing down spend
- HR ensuring that expertise is retained and redundancy costs are minimised
- Capacity within the department to support the Councils change agenda




10.4 Departmental Medium Term Financial issues

- The Comprehensive Spending Review (CSR) for the whole council is awaited in October to determine the financial envelope within which the medium term financial issues can be considered
- Accommodation Strategy
- Current SLA agreements with PCH end on 31 March 2011.

11. Chief Executive

11.1 Chief Executives Departmental – Forecast is as per Latest Approved Budget of £1.830m

Although there are variances on individual budget lines, Chief Executives are not forecasting any overall variance on the budget for 2010/11.

Assistant Chief Executive Quarterly Budget & Performance Report		L(Fin)3 Net revenue budget CEX Monthly June 10 0.00 % ↓
Monthly Service Budgets	Performance	Comments
		<p>Responsible Officer: Richard Longford</p>
 		<p>Responsible Officer: Giles Perritt</p> <p>Financial monitoring is reported as amber as although the budget is on track, there is currently pressure to achieve 2010/11 delivery plans.</p> <p>CLG have announced that the Place Survey planned for this autumn has been suspended. The council will not be required to report against the 13 National Indicators previously measured by the Survey.</p>
Human Resources		

11.2 Progress against 2010/11 Delivery Plans

Table 11

Delivery Plan No.	Description	2010/11 £m	RAG rating
1	Review of admin across the council (anticipated savings in this department)	TBC	AMBER
2	Deletion of post and amalgamation of functions across existing staffing	0.067	GREEN
3	LSP back office costs met from Performance Reward Grant	0.285	AMBER
4	General efficiencies across department	0.060	AMBER
	Delivery Plans within original 2010/11 Budget	0.412	

Delivery plan savings of £0.412m were built into the approved budget. £0.067m of these savings have been achieved in full, with the remaining £0.345m currently identified as amber, in part due to the reduced allocation of performance reward grant following the Governments announcement to restrict the grant in future years.

11.3 Key High Level Risks

The key financial risk facing Chief Executives during 2010/11 are summarised below;

- Transformational Change Team costs of £0.094m currently expected to be met from reserves, however no agreement yet in place meaning a potential pressure to overall budget.
- Performance Reward Grant Shortfall of £0.070m.
- Potential shortfall in LSP Partner contributions to LSP back office £0.050m.

11.4 Departmental Medium Term Financial issues

The key medium term issues for the department are:

- Identifying alternative funding for LSP back office.
- Completion of review of LSP back office.
- Continued reduction in non salary costs.

12. Corporate Items and Cross Cutting Issues

12.1 No variation is reported on the Corporate Items Revenue Budget but attention is drawn to the following comments:

Table 12

Service	Latest Approved Budget £000	Forecast £000	Variation £000m	Variation %
Other Corporate Items	(23,896)	(23,896)	0	0
Major Projects	(916)	(916)	0	0
Capital Financing	10,599	10,599	0	0
Totals	(14,213)	(14,213)	0	0

12.2 Capital Financing Budget /Treasury Management

12.2.1 Budget savings of (£0.670m) are required against the capital financing budget. At the end of June savings of (£0.158m) have been achieved. Officers continue to explore options to achieve further savings in line with the treasury management strategy and approved delivery plan.

12.2.2 Table 13 below shows the Council's borrowing and investment position at 30 June 2010.

Table 13

	Principal O/S 1 April 2010 £000	Principal O/S 30 June 2010 £000	Average Rate %
PWLB (Public Works Loan Board)	28,889	62,555	5.3702
Market Loans	130,000	130,000	4.4202
Bonds	83	83	1.7220
Temporary Loans	73,650	46,900	0.3147
Total Borrowing:	232,622	239,538	3.8635
Devon debt	33,937	0	0
Total Loan debt	266,559	239,538	3.8635
Add PFI	33,156	33,156	8.7300
Total Debt 30/06/10	299,715	272,694	
Investments	153,051	142,401	1.913

12.2.3 During the period, officers successfully negotiated the transfer of pre LGR debt of £33.665m to the City Council. This will contribute savings of (£0.128m) towards the delivery plan target. Further savings are anticipated in terms of a reduced MRP for the year and Officers are currently reviewing the MRP for the year following the final outturn position 2009/10.

- 12.2.4 Officers are currently reviewing options for rescheduling of PWLB debt to generate further savings in conjunction with our treasury advisors, Arlingclose.
- 12.2.5 The average rate of interest achieved on new deposits so far this year is 1.1143% compared to a budget rate of 1%, contributing £0.030m towards the delivery plan savings. The underlying bank base rate remains at 0.45%.
- 12.2.6 During the period, the Council received a further dividend of 6.27p totalling £197,829.64 (including interest of £9,597.24) in respect of deposits in Heritable Bank bringing the total amount recovered to date to £1.238m or 41.25%. Recovery of monies in Glitnir and Landsbanki remain subject to court proceedings. The cost of the continuing external legal advice will be met in the first instance from the Icelandic bank reserve.

12.3 Other Corporate Items

This budget contains the costs of items which cannot easily be allocated to departments, such as enhanced Superannuation costs, transfers to reserves and provisions and the general contingency as well as income from support service recharges and Area Based Grant.

Pay Award

The Council has budgeted for a 1% pay award which is in department's budgets and equates to circa £1m. At this stage it is recommended that this is clawed back and held corporately as a reserve to meet the costs of redundancies and other pressures and pending the outcome of the national pay negotiations.

Contingency

The budget currently includes a contingency provision of £0.500m. It is assumed that this will be spent in full during the year.

Insurance Provision

Based on current projections there is potentially a pressure on the Insurance Fund. However, there can be large fluctuations in claims numbers, costs and movements in reserves during the year. Any shortfall on this fund could be met from the insurance reserve in the first instance.

Reserves

At the 1 April 2010, the Council's earmarked reserves stood at £19.310m. A detailed review of all the reserves will be undertaken over the next quarter in the light of future Government pressures and policy changes.

Area Based Grant

Area Based Grant (ABG) is an unringfenced Government grant. As such the income is held within the Corporate Items budget. The Council was originally notified that it would receive £21.920m ABG for 2010/11. As part of the Government announcement of 10 June 2010, the Council was subsequently advised that it would receive a cut of £1.802m or 0.6% in its ABG allocation for 2010/11. No variance against corporate items is reported as the reduction in grant has been taken into account in the £4m budget reductions targets allocated to departments.

12.4 Major Projects

- BSF- There will be revenue savings from the reduced requirement for the BSF team for this financial year. These are currently being quantified and will be reflected in the next quarterly monitoring report.
- Carefirst- In February 2010 Cabinet approved arrangements for the introduction and updating of Carefirst across the Council. The Carefirst Board meets monthly to manage progress delivery of the project. The project has continued to address wider service transformation and improvements, behaviours and cultures within services. This will enable us to fully utilise the system and get the maximum benefits, both for safeguarding, operationally and for financial efficiencies.

Total Carefirst costs for 2010/11 stand at £1.426m against resources of £1.259. The in year shortfall of £0.167m, will be managed by the reprofiling of expenditure where appropriate and cash releasing efficiencies in operational processes following successful re-engineering of procedures as carefirst is implemented.

- Residual costs of Stock transfer- The stock transfer residual costs budget assumes the transfer of £2m from the HRA Working Balance during the year. Following closure of the accounts for 2009/10 the HRA Working Balance at 31 March stood at only £1.7m, a shortfall of £0.300m. However Officers are still awaiting special determinations from the Government for HRA subsidy and Item 8 Interest charges which may impact on the final position.

There is a further potential unfunded liability of approximately £0.300m on the budget. Officers will review the liabilities in the light of the final outturn position for 2009/10 and adjust departmental budgets as appropriate during the next monitoring period, reporting an updated position in the next monitoring report.

12.5 Key High Level Risks

- Continuing low interest rates and restricted counter party list impacting on the ability to achieve target rates of return and meet delivery plan savings

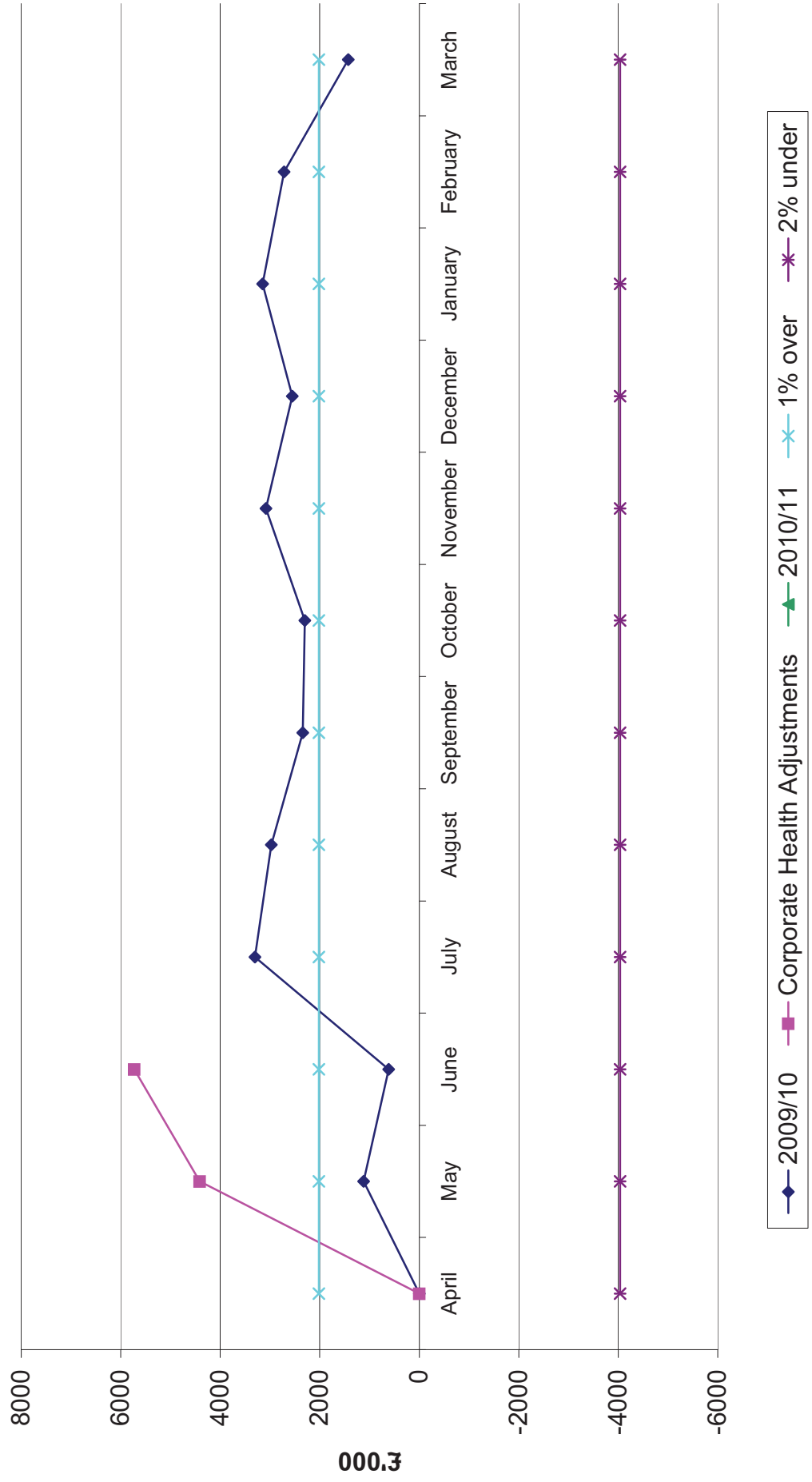
SECTION D – CONCLUDING REMARKS

- 13.1 In order to set a balanced budget for 2010/11, each Department was required to identify a number of departmental delivery plans and Appendix A of the budget report, presented to Cabinet on 10 February 2010, outlined the risks to the budget, rating these in the usual traffic light system of Red/Amber/Green. The departmental reports in Section C continue to outline the key risks to the achievement of departmental budgets and issues impacting on future years.
- 13.2 After the first quarter of the year the Council is forecasting a revenue overspend at year end of £5.727m against a net revenue budget of £201.824m (2.84%). Directors are required to take action to bring their budgets back to a break even position by year end.
- 13.3 The Government has recently announced a series of in year spending reductions for 2010/11. These reductions, in the main, relate to grant funding. There are also a number of changes to policy, enacted by Government, that will impact on spend for the Council. In response to this each department has received an additional in year budget saving target with an overall target to reduce budgets by a further £4m in 2010/11.
- 13.4 New departmental delivery plans totalling £0.654m have already been identified and reported on in this report. These will be closely monitored throughout the year, and further plans will continue to be added in response to budget pressures and revised target budgets.
- 13.5 Moving forward, a new Comprehensive Spending Review will also be announced in October 2010 which will continue to significantly reduce the level of revenue and capital spending available for Local Authorities in future years. The Medium Term Financial Strategy (MTFS) as approved by Cabinet in June 2010 included a forecast of a potential revenue funding gap by 2013/14 of circa £30m if no compensating action was taken. This forecast, based on latest Government announcements, is still broadly of the right order.
- 13.6 The Corporate Management Team is working with the Cabinet to develop a transformational change programme that fundamentally challenges the organisation's culture, structure and approach to service delivery.
- 13.7 Further pressure is expected on the capital programme where there has been an announcement of a 25% cut in the 2010/11 Local Transport Plan Integrated block settlement, equating to £0.870m and withdrawal of Sport England Grant of £0.750m. In addition, the Government has announced the withdrawal of the BSF programme representing a potential loss of up to £70m of future capital investment to 5 of the city's secondary schools.

SECTION E – RECOMMENDATIONS

- 14.1 The allocation of a £4m reduction across departments to the 2010/11 budget to reflect the Council's assessment of the impact of Government Action.
- 14.2 The principle that the Council will increase charges to reflect the VAT increases from Jan 1 2011 except where this conflicts with other Council priorities.
- 14.3 The changes to the capital programme (as detailed in sections 5.1 and 5.2), including new approvals of £0.596m, leading to a revised programme of £100.415m.
- 14.4 The Officer action taken to freeze Transport schemes in 2010/11 to the value of £0.870m pending a complete review of the capital programme.
- 14.5 The pay award provision be removed from departmental budgets and held under corporate items to meet the costs of redundancies and other budget pressures.
- 14.6 Directors progressing urgently further delivery plans to address the remaining shortfall in 2010/11.

General Fund Monitoring Comparison 2009/10 & 2010/11



Government Reductions in REVENUE Grants & Funding Streams within Area Based Grant 2010/2011

	2010/2011 Allocation	Advised Reductions @ 05.07.10		2010/2011 Revised Indicative Allocation
		Specific Grants	Area Based Grant	
	£m	£m	£m	£m
<u>Specific Grants</u>				
Department for Education				
Indicative Dedicated Schools Grant	145.517	0.000	0.000	145.517
Sure Start	6.114	0.000	0.000	6.114
Schools Development Grant	10.319	0.000	0.000	10.319
Department of Health				
Social Care Reform Grant	1.243	0.000	0.000	1.243
Department for Transport				
Kickstart (Specific Grant)	0.000	0.000	0.000	0.000
Communities & Local Government				
HPDG	0.375	-0.375		0.000
Totals for Specific Grants	163.568	-0.375	0.000	163.193

Area Based Grant

	£m	£m	£m	£m
Department for Education				
24% reduction against overall ABG allocation for DfE	6.443	0.000	-1.544	4.899
Department of Health				
Area Based Grant	6.206	0.000	0.000	6.206
Home Office				
Area Based Grant	0.364	0.000	-0.028	0.336
Communities & Local Government				
Supporting People Administration -£0.119 / Cohesion -£0.018	8.505	0.000	-0.137	8.368
Department for Environment, Food and Rural Affairs				
Area Based Grant	0.035	0.000	0.000	0.035
Department for Transport				
Department of Transport - Reduction in Road Safety Grant	0.367	0.000	-0.093	0.274
Totals for Area Based Grants	21.920	0.000	-1.802	20.118

Other Departmental and Cross Service Grants

Formula Grant	106.022	0.000	0.000	106.022
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Total Main Revenue Grants

	291.510	-0.375	-1.802	289.333
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Government Reductions in Other Grants & Funding Streams 2010/2011**Communities & Local Government**

Performance Reward Grant (potential 50/50 *Revenue Element only* - please also see 50% allocated to capital)* see below

	0.621	-0.323	0.000	0.298
<u>Department for Culture Media and Sport</u>				
Over 60's Swimming	0.073	-0.049	0.000	0.024
Under 16 's Swimming	0.138	-0.092	0.000	0.046
Totals for Other Grants & Funding Streams	0.832	-0.464	0.000	0.368

Total Grants and Funding Streams

	292.342	-0.839	-1.802	289.701
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Funder	Current Status
Dept for Education	Generations Together (MIF) fund advising 50% reduction beyond September. However, written confirmation received from Department of Education that Plymouth funding unaffected.3
Dept for Education	Think Family Grant - Ringfencing removed on this and a number of other DfE grants, potentially placing those areas at risk.
Youth Justice Board	Yearly allocations not yet confirmed in writing, awaiting confirmation from YJB
Dept for Education	Awaiting Confirmation 'Youth Capital Fund' funding. Only 1st Quarter (25%) funding for 2010/11 has been confirmed as receivable at this stage - £35k. The remainder of the years funding is yet to be confirmed.
Dept for Education	Awaiting Confirmation 'IS Grant - Contact Point' funding. Only 1st Quarter (25%) funding for 2010/11 has been confirmed as receivable at this stage £21k. The remainder of the years funding is yet to be confirmed.
GOSW	Awaiting Confirmation 'Social Inclusion element' of Migrant Impact Funding. Only 1st 6 months funding for 2010/11 has been confirmed as receivable at this stage £234k. The remainder of the years funding is yet to be confirmed.
Communities & Local Government	Performance Reward Grant - advised 50% reduction in grant. Based on latest performance indicators anticipated grant of £1.75m will now be due. This is split 50:50 revenue:capital. Authorities are encouraged to submit one claim for full amount towards end of January/early February 2011. PRG is allocated by the LSP Executive. Amount shown above represents assumed PRG in Council's budgets and the revised allocations submitted to LSP on 28 July.

Government Reductions in CAPITAL Grants - advised to date

APPENDIX B

Ring-fencing	2010/2011 Allocation	Advised Reductions @ 05.07.10	2010/2011 Revised Indicative Allocation	Comments
	£m	£m	£m	
Department for Transport				
Integrated Transport Block	- 1.156	-0.870	0.286	
Road Safety Capital Grant	- 0.080	-0.080	0.000	
Other Departmental and Cross Service Grants				
Total	1.236	-0.950	0.286	

Government Reductions in other Grants & Funding Streams 2010/2011

Communities & Local GovernmentPerformance Reward Grant (potential 50/50 **Capital****Element only** - please also see 50% allocated to Revenue)

-	1.750	-0.875	0.875
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Other Notifications

Funder	Current Status
DCLG	Growth Fund - 10/11 Capital Allocations now confirmed at Dec '09 agreed levels - Statement of Intent / Response to DCLG being Co-ordinated by John Dixon Building Schools for the Future, £70m provisional allocation withdrawn (Academies subject to further review)
DCMS	Capital Grant Programme linked to Free Swimming has now been withdrawn by the govt. Therefore £750k previously submitted will now not proceed any further.

Plymouth City Council - 2010/11 Budget Monitoring

Allocation of Revenue Spend reductions by department

	2010/11 Net Budget £000	%age Reduction applied	Reduced Spend £000
Chief Executives			
Policy, Performance & Partnerships	1,304	-8.00%	-104
Business Support - Corporate Comms	575	-8.00%	-46
Department total reduced spend for 2010/11:			-150
Children & Young People			
Policy & Performance	3,120	-8.00%	-250
Business Support	1,802	-8.00%	-144
Children's Social Care	25,523	-1.00%	-255
Learner & Family Support / Lifelong Learning	21,264	-2.50%	-532
Department total reduced spend for 2010/11:			-1,181
Community Services			
Service Strategy & Regulation	1,771	-8.00%	-142
Business Support Community Care	1,717	-8.00%	-137
Adult Social Care & Health	70,999	-1.00%	-710
Culture, Sport & Leisure	10,680	-2.50%	-267
Blue Collar Services	13,613	-2.50%	-340
Department total reduced spend for 2010/11:			-1,596
Corporate Support			
Corporate Support core services	27,639	-2.50%	-691
Customer Services & Revenues & Benefits	4,171	-2.50%	-104
Facilities Management	983	-2.50%	-25
Department total reduced spend for 2010/11:			-820
Development & Regeneration			
Business Support	40	-8.00%	-3
Growth & the Economy	15,632	-1.50%	-234
Department total reduced spend for 2010/11:			-238
TOTAL REDUCED SPEND TARGET FOR 2010/11:			-3,985

CAPITAL PROGRAMME
DETAILED IN MONTH VARIATION ANALYSIS - April to June 2010

Scheme Name		Comments	REPROFILING	VIREMENTS	VARIATIONS
			£000	£000	£000
Provision of refuge island on Mt Gould Rd	Development	Scheme now revenue as below capital threshold			(8)
A386 Realignment	Development	Latest timescale for land compensation claims.	64		(4)
Various schemes	Development				10
Eastern Corridor	Development	Reallocated to cover pressures on East End project		(349)	
East End Community Transport Improvement Scheme	Development	Resources reallocated from Eastern Corridor		349	
LTP SCP. Schemes currently partially or wholly frozen pending review of overall Capital Programme.	Development	25% Reduction of Integrated Block settlement:			
	Development	Highways drainage imps			(150)
	Development	Street Lighting			(70)
	Development	Stoke Air Quality Monitoring			(175)
	Development	Efford Footway & Mutley Plain signing & lining project removed from essential neighbourhood works			(65)
	Development	City Centre congestion reduction budget cut, incl. cancelling the opening up of access to Regent Street from Charles Street			(100)
	Development	Devonport Station accessibility imps			(27)
	Development	Tavistock Rd N Bound bus lane			(7)
	Development	Strategic Cycle Network - deliver on road solutions & proceed with design only for others			(45)
	Development	Plymgo			(7)
LTP SCP settlement cut 10/11	Development	Planned package of projects for transport innovation cancelled			(223)
	Development	Road Safety grant 10/11			(78)
Strategic Housing	Development	Strategic Housing schemes including project management costs reduced in line with available funding			(191)
Mount Edgcombe - Refurbishment of Outbuilding	Community Services				(13)
Efford - Reorganisation (New School for Highfield & Plym View)	Childrens Services	Virement to support cost of Demolition of West Park school re new Shakespeare School (below)		(60)	
Shakespeare School	Childrens Services	Further completion costs identified, including additional expenses associated with asbestos removal for the demolition of West Park School. To be met from unallocated grant and virement from High View school		60	110
Compton School - New Classrooms and Nursery	Childrens Services	Additional contribution from Early Years Sure Start Grant to support new nursery provision. Also addition of school contribution to project.		254	
Early Years	Childrens Services	Contribution to Nursery Provision at Compton (above)		(230)	
Childrens Centres Maintenance	Childrens Services	Contribution to Victoria Road Roof (below) - Children's Centre element.		(80)	
Coombe Dean School - Devolved Capital	Childrens Services	School Revenue contribution			160
Victoria Road School - Roofing Works	Childrens Services	Estimate amended to include approved condition funding and Children's Centre provision. Now full roof replacement at school.		80	100
Extended Schools Grant Provision	Childrens Services	Government Reduction in Extended Schools capital support. Reduction applied against uncommitted budget allocation.			(110)
College Road School - Kitchen	Childrens Services	Additional Funding to provide new kitchen and suitable Hall / Dining facilities (from Schools supported Borrowing per schools forum, School Devolved Capital Contribution and matched funding contributions)		59	180
School Sustainability Projects / Boilers	Childrens Services	Additional funding for projects approved via School Forum, to be met from increased School supported borrowing (£114k) and school Devolved Capital		194	114
School Condition Works	Childrens Services	Virement of matched funding contributions from schools Devolved Capital and other funding in relation to approved projects / bids. Virement of allocation to Victoria Road Roofing works (above)		763	73
School Devolved Capital.	Childrens Services	Contributions from schools delegated funds to meet matched funding requirements of condition works, sustainability and other programme projects.		(1,040)	
Other Services for Children and Young People Movements	Childrens Services		24		64
Total April, May and June variations			88		(462)

CITY OF PLYMOUTH

Subject: Accommodation Strategy Business Case
Committee: Cabinet
Date: 10 August 2010
Cabinet Member: Councillor Bowyer
CMT Member: Director for Corporate Support
Author: Chris Trevitt (Head of Capital & Assets)
Contact: Tel: (01752 (30) 7778
e-mail: chris.trevitt@plymouth.gov.uk
Ref: AS/CT/01
Part: I

Executive Summary:

Further to Cabinet approval of the Accommodation Strategy, 02 June 2009, this report updates on progress to date and provides the business case for consideration on the next phase.

The business case sets out the proposed next phase of implementation which recommends that the council vacates six of its current office bases. To enable this, investment is required in ICT and infrastructure to adapt existing retained accommodation, together with 'exit' costs of vacating existing leased buildings.

Implementing this phase of the Accommodation Strategy will require a capital investment and a 'one off' revenue cost which will generate on-going revenue savings of £1.5m per annum. This investment complies with the council's principles of developing 'invest to save' initiatives to address the revenue budgetary pressures that we face.

Corporate Plan 2010-2013:

The strategy is aligned to and referred to in the Corporate Plan and more particularly CIP's 1, 2, 13 and 14 delivering the key improvement of improving efficiency and value for money through the effective use of resources as well as improving customer service, informing and involving residents and supporting staff to perform better.

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

The Accommodation Strategy business case will require up front investment with a view to achieving longer term savings. This is the first specific individual project for consideration under the Strategy previously approved. Human Resources, ICT and Finance are fully aligned regarding this strategy. Approval of the recommendations will contribute towards bridging the council's future revenue funding gap.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

There are no implications for these areas.

Recommendations & Reasons for recommended action:

Approval of the business case is recommended as a way to reduce the council's future accommodation costs. It will also improve communications and improve the customers' experience of visiting our core buildings. Specifically, it is recommended that:

- a) Cabinet approve this stage of the Accommodation Strategy, i.e. vacating six satellite offices and focussing on three core office accommodation bases of Civic Centre, Windsor House and Midland House;
- b) Cabinet approve the capital investment and one-off revenue costs required to enable implementation of this stage of the strategy;
- c) Capital funding required is, where feasible, drawn from the council's existing investment portfolio, hence minimising further borrowing requirements;
- d) Revenue savings generated in 2011/12 are used to fund the revenue costs of exiting existing lease agreements early. Any cashflow issues in terms of timing, or net revenue shortfall in 2011/12, to be met from the council's accommodation reserve.
- e) A corporate provision is created into which each 'invest to save' scheme is required to make future financial contributions;
- f) From 2012/13 onwards, 10% of the revenue benefit from this invest to save scheme, (i.e. £152k per annum), is contributed to the council's corporate invest to save provision

Alternative options considered and reasons for recommended action:

Do nothing. This will continue the inefficient use of accommodation. Revenue budget reductions would have to be achieved elsewhere in spending departments.

Background papers:

Accommodation Strategy – June 2009

Resources & Performance Overview & Scrutiny Committee presentations – 26 November 2009 & 18 March 2010

Sign off:

Fin	CDR/CorS 1011001	Leg	DVS 1147	HR	MG/K G/30 0710	Corp Prop	CJT/053 /290710	IT	JM	Strat Proc	N/A
Originating SMT Member – Malcolm Coe											

1. Introduction

- 1.1 The Accommodation Strategy for the council's future use of its office accommodation was approved by Cabinet in June 2009. The strategy was developed in partnership between Corporate Property, ICT and Human Resources.
- 1.2 The Strategy included an implementation plan for adoption of a minimum 8 desks per 10 staff ratio throughout the corporate office estate. The primary objectives and benefits are to:
- Rationalise the number of buildings that the council owns and leases;
 - Generate significant year on year revenue savings;
 - Improve the office environment for our customers;
 - Improve the office environment for our staff;
 - Improve communication and cross departmental working;
 - Modernise our office bases and IT infrastructure;
 - Generate secondary savings such as reducing the carbon that the council produces and reducing the backlog of required repairs;
 - Ensure that we get the maximum possible value from the use of our assets
- 1.3 The Accommodation Strategy primarily focuses on the core office accommodation utilised by the council. This approach was adopted to ensure that we achieve significant change, and savings, in a structured way over a short to medium time period. There is further scope to extend the principles of the strategy through considering a wider range of the council's, and partners, buildings. Such enhancements will be subject to separate business cases and option appraisals building on lessons learnt as we progress.
- 1.4 Doing nothing is not an option. The council is changing the shape of its workforce and needs to ensure that its accommodation matches the current and future business needs. For example, staff transferring to Plymouth Community Homes, the development of Academy Schools and transfer of our Highways function to Amey. We need a strategy that proactively plans for the future as opposed to reacting to individual changes to staff teams within individual office basis.

2. Progress on implementation

- 2.1 The Director for Corporate Support and Cabinet Member for Finance, Property, People & Governance have been appointed as Lead Director and Lead Member.
- 2.2 A detailed Business case has been drawn up to fully evaluate the potential costs and benefits available. Limited external support has been used to test the robustness of this business case using experience from similar public sector office rationalisation schemes.
- 2.3 We have piloted the new flexible accommodation principles in a live environment with the finance service, (within the Finance, Assets & Efficiencies department), on floor 5 of the Civic Centre. We deliberately chose an office based group of staff to test out the feasibility of the 8 desks for 10 staff principles fully.

- 2.4 The pilot was designed with the involvement of the staff, unions and health and safety representative, and went live at the end of November 2009. It has proved a huge success with key feedback messages being:
- staff have taken greater ownership and greater pride in their working environment;
 - empowering staff to design their own office layout, (with overarching guidelines and clear budget), has significantly improved morale and overall team working;
 - communication has improved through the removal of physical barriers;
 - less paperwork is generated and less e-mails sent through adopting a more structured approach to maintaining electronic information;
 - other financial savings have been identified such as rationalisation of printers and reduced number of personal computers;
 - the office environment 'feels' different, with visitors to floor 5 commenting on the 'professionalism' of the office and 'customer focus' of the staff;
 - An overflow/quiet working area has proved successful in terms of the quiet working but proved largely unnecessary for overflow purposes;
 - 8 desks to 10 people is easily achievable amongst full time office based staff. Given the staff group involved, this indicates that a lower ratio of workstations could be achieved generating further financial savings and benefits
- 2.5 The key challenge from the pilot was the lessons learnt around ICT. The existing ICT infrastructure was stretched to support the flexible working around PCs which caused performance issues in the initial months of operation. A temporary solution has been implemented to support floor 5, but relevant investment is required before this is rolled out across the council.
- 2.6 Flexible working entails people's IT software requirements built around the 'person' and accessed through a central server, as opposed to individual versions of software, (and associated licences), on stand alone machines. Staff can access the same front end ICT systems needed to undertake their work regardless of which building, or which individual machine, they are working on. The benefits of this approach are fundamental to the success of the Accommodation Strategy as this enables staff to work more flexibly, reduces ICT support and licence costs and changes the culture of staff being tied to one machine in one location.

3. Business Case

- 3.1 The business case has been built around decanting staff out of nine current buildings into three core, professional office and client contact bases: Civic Centre, Windsor House and Midland House.
- 3.2 This will deliver revenue savings of £1.52 million per annum together with the cultural change for staff delivered via the improved working environment. We will design and invest in our remaining buildings to provide an improved environment for our clients and visitors. Also a more modernised IT infrastructure will be provided giving the potential for future changes and savings.
- 3.3 There will be a capital investment and one-off revenue costs required to enable the council to withdraw from the six office bases.

3.4 A cross departmental working group will be set up to determine the final locations for particular service areas and design the building layouts as required by clients and staff in those individual services.

3.5 The proposal is to terminate leases on:

- Ballard House,
- Dean Hill office,
- Fairbairn House and
- Pearl Assurance House

and vacate our existing owned buildings of Chaucer House and the former Southway Community College site.

3.6 The capital investment contains investment in ICT covering improvements to the servers required to deliver the flexibility and storage capacity to support flexible working, telephony, network cabling and a required data centre in Windsor House. Other core costs include:

- Essential investment to solve existing building issues at Windsor House and Civic Centre (for example, improvements to air circulation);
- Set workspace up to provide greater flexibility in accordance with the strategy;
- Buy out costs to exit existing lease arrangements;
- Physical cost of moving staff between locations into the new 'hot desking' environment;
- Demolition and disposal costs of council owned buildings

3.7 The business case minimises the costs associated with new furniture and equipment through, wherever reasonable and practical, reusing existing stock into newly designed accommodation layouts.

3.8 The primary revenue saving is generated from reducing rental & running costs no longer required on the vacated buildings. These are tangible costs which are largely within our control to reduce. There will also be secondary revenue savings, yet to be quantified, in relation to an overall reduction in IT support costs, savings in printing and stationery and reduced licence fees. In contrast, there is a risk of some reduced income from third parties and partners that currently utilise space in our buildings. Additional savings will be identified, and arising risks managed as part of a risk management process, as implementation of the strategy progresses.

3.9 Other than tangible financial savings, further benefits are generated with £5.5 million of backlog maintenance removed, 300 tonnes of CO2 emissions saved and potential capital receipts in the order of £1 million generated.

3.10 The projected cashflow on when capital investment is required compared to the timing of revenue benefits received is as follows:

(k)	10/11	11/12	12/13	13/14	14/15	15/16	Total
Capital investment	992	5398	60				6450
Capital Receipt				(500)	(500)		(1000)
Revenue Cost		800					800
Revenue saving	(30)	(715)	(1520)	(1520)	(1520)	(1520)	(6825)
Total	962	5483	(1460)	(2020)	(2020)	(1520)	(575)
Cumulative	962	6445	4985	2965	945	(575)	(575)

3.11 The implementation programme has flexibility to accommodate any potential changes brought about by unforeseen events which may require substitution of different buildings if circumstances change. For example, exploring further opportunities for shared assets with health and changes to circumstances surrounding the marketability of the Civic Centre.

4. Timescales and key dates

- 4.1 Proposed accommodation and staff moves of this nature require careful planning and effective project management. The principles of the Accommodation Strategy have been discussed at Corporate Management Team and each Departmental Management Team. There is wholesale support and 'buy in' for what we are trying to achieve.
- 4.2 The project to date has, predominately, been lead through the Corporate Support Directorate. However, having proven that the business case is achievable and beneficial to the council, relevant Assistant Directors from Community Services, Children's Services and Development and Regeneration, as well as front line staff, need to be fully involved in designing and implementing the solution within the prescribed time and budget constraints.
- 4.3 An integral part of the delivery programme surrounds communications with staff and trades unions. A communications plan will be implemented which focuses initially on staff within those buildings to be vacated to establish critical customer needs that will be affected by the rationalisation. Further consultation will then be carried out with all staff groups likely to be impacted by the implementation of the strategy.
- 4.4 The 2010/11 budget reductions that have been announced by Government over recent weeks and the indications of a very challenging Comprehensive Spending Review in October 2010, has placed greater emphasis on the need for finding alternative ways of working in order to protect front line service delivery.

- 4.5 The Accommodation Strategy will not only generate financial savings, but will improve the front line and support services that we provide. The council needs to maintain focus and momentum to implement the strategy at an appropriate pace whilst managing risks and considering all of the relevant associated policy and business needs.
- 4.6 The timescale for implementation will begin once formal approval is gained. As early as September 2010, the office in Dean Hill will be vacated.

5. Funding options and costs

- 5.1 The primary costs in enabling the implementation of this stage are capital costs. The Corporate Management Team has previously discussed the need to consider valid 'invest to save' cases with Cabinet Planning.
- 5.2 The payback of this investment of £1.52m revenue savings per annum significantly outweigh the required revenue costs of exiting existing lease arrangements and any revenue costs associated with having to borrow the necessary capital investment.
- 5.3 The revenue savings accrued from the strategy are perpetual and not time limited. Revenue costs required to implement the Strategy during 2011/12 will be, in the main, offset by revenue savings generated in that year. Any timing issues around revenue costs vs revenue savings generated will be managed through the use of the council's existing accommodation reserve (primary purpose of this reserve is to manage the costs associated with the Civic Centre building)
- 5.4 An alternative option to borrowing would be to utilise the cash balances that the council currently holds. Returns on cashflow and investments are, in the current economic climate, very low. The council's current Treasury Management strategy restricts investment to a handful of secure organisations for which 12 month investments are attracting an interest rate of less than 1.8%.
- 5.5 In terms of value for money, it would be more cost effective, in the short to medium term, to fund the £6.45m required through reducing our investment portfolio as opposed to increasing our borrowing.
- 5.6 The principle of 'invest to save' is, in the main, to address the revenue financial challenges that we face in the next few years. However, it is important to retain the flexibility of invest to save as a core business tool for years to come. With this in mind, it is proposed that any approval of an invest to save scheme will seek a repayment contribution back into the council's invest to save provision.
- 5.7 For the Accommodation Strategy, bearing in mind the immediate pressures faced in 2010/11 and 2012/13, it is proposed that 10% of net annual revenue savings, (i.e. £152k per annum from 2012/13 onwards), will be reinvested into the council's invest to save provision.

6. Recommendations

- 6.1 It is recommended that:

- a) Cabinet approve this stage of the Accommodation Strategy, i.e. vacating six satellite offices and focussing on three core office accommodation bases of Civic Centre, Windsor House and Midland House;
- b) Cabinet approve the capital investment and one-off revenue costs required to enable implementation of this stage of the strategy;
- c) Capital funding required is, where feasible, drawn from the council's existing investment portfolio, hence minimising further borrowing requirements;
- d) Revenue savings generated in 2011/12 are used to fund the revenue costs of exiting existing lease agreements early. Any cashflow issues in terms of timing, or net revenue shortfall in 2011/12, to be met from the council's accommodation reserve.
- e) A corporate provision is created into which each 'invest to save' scheme is required to make future financial contributions;
- f) From 2012/13 onwards, 10% of the revenue benefit from this invest to save scheme, (i.e. £152k per annum), is contributed to the council's corporate invest to save provision

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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