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COUNCIL OF THE YEAR



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Date: 16 November 2011

Please ask for: Ross Johnston, Democratic Support Officer
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SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

Date: Thursday 24 November 2011
Time: 10am
Venue: Warspite Room, Council House

Members:

Councillor James, Chair

Councillor Lowry, Vice Chair

Councillors Berrow, Casey, Delbridge, Evans, Lock, Murphy, Rennie, Reynolds, Stark and Stevens.

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.

Please note that unless the chair of the meeting agrees, mobile phones should be switched off and speech, video and photographic equipment should not be used in meetings.

Barry Keel
Chief Executive

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES AND SUBSTITUTIONS

To receive apologies for non-attendance by panel members and to note the attendance of substitutes in accordance with the Constitution.

2. DECLARATIONS OF INTEREST

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

3. MINUTES (Pages 1 - 4)

To confirm the minutes of the Support Services Overview and Scrutiny Panel held on 27 October 2011.

4. CHAIR'S URGENT BUSINESS

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

5. SICKNESS POLICY REVIEW - PRESENT AND PRODUCTIVE WORKFORCE (Pages 5 - 22)

To receive a report from the Assistant Director for HR and Organisational Development on the present and productive workforce.

6. APPRAISAL REPORT (Pages 23 - 32)

To receive a report from the Assistant Director for HR and Organisational Development on appraisals for staff and agency staff.

7. VALUE FOR MONEY (VFM) UPDATE

The panel will receive a verbal update on the ethos of VFM across the council.

8. EXTRACT FROM PERFORMANCE AND FINANCE REPORT (Pages 33 - 62)

To receive an extract from the Performance and Finance report.

9. BI-ANNUAL SCRUTINY REPORT (Pages 63 - 70)

The panel will receive a copy of the bi-annual scrutiny report.

10. TRACKING RESOLUTIONS AND FEEDBACK FROM OVERVIEW AND SCRUTINY MANAGEMENT BOARD (Pages 71 - 104)

To receive a copy of the panel's tracking resolutions and any feedback from the Overview and Scrutiny Management Board on issues which concern this panel.

11. WORK PROGRAMME (Pages 105 - 106)

To receive the panel's work programme for 2011/2012.

12. 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 (they) involve the likely disclosure of exempt information as defined in paragraph(s) of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

NIL.

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Support Services Overview and Scrutiny Panel

Thursday 27 October 2011

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall (substitute for Councillor Lowry), Vice Chair.

Councillors Berrow, Casey, Evans, Lock, Murphy, Rennie, Stark and Stevens.

Co-opted Representatives: Janet Isaac, University of Plymouth

Apologies for absence: Councillors Delbridge, Lowry and Reynolds.

Also in attendance: Councillor Ian Bowyer – Cabinet Member for Finance, Property and People, Chris Trevitt – Head of Capital and Assets, Paul Chapman – Head of Value for Money and Efficiencies and Ross Johnston – Democratic Support Officer.

The meeting started at 2.30 pm and finished at 3.10 pm.

Note: At a future meeting, the committee will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

40. **APPOINTMENT OF VICE CHAIR**

Agreed that Councillor Aspinall is appointed as Vice Chair of the Panel for this particular meeting.

41. **DECLARATIONS OF INTEREST**

There were no declarations of interest in accordance with the code of conduct.

42. **MINUTES**

Agreed that the minutes of the meeting held on 15 September 2011 are approved as a correct record subject to minute 30 (h) reading as follows –

“As the traffic impact assessment did not include Saturdays and the bus timetable information was inaccurate both should be revised with the information provided at a future meeting, however, as the project had an impact on budgetary savings the process should be accelerated”.

43. **CHAIR'S URGENT BUSINESS**

The Chair informed members that at the panel's meeting on 23 November 2011 a scrutiny training session had been arranged to commence at 9am, one hour prior to the panel meeting.

44. **RELOCATION OF THE REGISTER OFFICE TO POUNDS HOUSE**

Councillor Bowyer, Cabinet Member for Finance, Property and People and Chris Trevitt, Head of Capital and Assets, were in attendance to provide an update on the Relocation of the Register Office to Pounds House.

The Chair informed councillors that he had received an email 20 minutes prior to the meeting explaining that the Traffic Impact Assessment (TIA), requested at the meeting on 15 September 2011, had not been completed. The highway traffic count system had failed after only two hours of data logging at the last Plymouth Argyle home match on 22 October 2011.

Due to the TIA not being completed the Chair proposed that the item be deferred until the next meeting of the panel.

Panel members commented that –

- (a) it was disappointing that this information had not been fed back to the Chair before today, as the meeting could have been postponed earlier; this would have ensured that members had not unnecessarily attended the meeting;
- (b) the scrutiny process was not being taken seriously by officers.

With regard to the report, members raised concerns regarding the following -

- (c) the updated bus timetable information requested at the panel's meeting on 15 September 2011 had not been submitted;
- (d) the Traffic Impact Assessment report submitted was too technical, provided no clear information and was a waste of public money;
- (e) the instructions given to Hydrock Byways and Highways to undertake the TIA;
- (f) the information provided on the distance from bus stops on Outland Road to Pounds House did not explain how the distance was calculated;
- (g) the information contained in Appendix C did not include dates or quantify the data presented;
- (h) the report referred to the capacity of three junctions when there were only two existing junctions;
- (i) the Equalities Impact Assessment (EIA) did not have a date and stated that there was no adverse impact on disability despite floor two at Pounds House not being accessible to persons with disabilities.

Members further commented that –

- (j) the entrance to Pounds Park from Outland Road was a safety issue and was only accessible from one direction due to the prohibition of right hand turns on Outland Road;
- (k) given that the Coroner's Service was to be co-located with the Register Office, it would have been prudent for the survey conducted with customers of the Register Office to have been conducted with customers of the Coroners Service and for them to have been included in the TIA;
- (l) Coroners' inquests were often held in the Council House which had a displacement effect on other meetings sometimes leading to uncalculated costs.

It was agreed that –

- (1) the item is deferred until a future meeting of the panel to be scheduled for 23 November 2011 at 4pm (this panel meeting is in addition to the already scheduled meeting at 10am on the same date);
- (2) a revised bus timetable report to remove the previous inaccuracies is submitted to the panel;
- (3) the author of the EIA is invited to attend the panel meeting on 23 November 2011;
- (4) a representative of Hydrock Byways and Highways is invited to attend the panel meeting on 23 November 2011;
- (5) a list of questions is agreed by members in consultation with the Chair and Paul Chapman, Lead Officer, to be answered by Chris Trevitt, Head of Capital and Assets, prior to the meeting on 23 November 2011.

45. **IMPACT OF THE RESTRUCTURE IN REVENUES AND BENEFITS, CUSTOMER SERVICES, CASHIERS AND INCOMES AND CREDITORS TASK AND FINISH GROUP**

The Chair informed members that the task and finish group set up to review the impact of the restructure in Revenues and Benefits, Customer Services, Cashiers and Incomes and Creditors had been postponed from 27 and 28 October 2011; this had been due to the sensitive nature of the restructure and the fact that the restructure's implementation date had been postponed from 1 September 2011 to 1 November 2011.

Agreed that –

- (1) the Chair in consultation with Councillor Lowry, Vice-Chair, and Paul

Chapman, Lead Officer, agree the dates of the task and finish group;

- (2) the Labour group members nominated to sit on the task and finish group are Councillors Casey, Murphy and Rennie.

46. **TRACKING RESOLUTIONS AND FEEDBACK FROM OVERVIEW AND SCRUTINY MANAGEMENT BOARD**

This item was not discussed.

47. **WORK PROGRAMME**

This item was not discussed.

48. **EXEMPT BUSINESS**

There were no items of exempt business.

PLYMOUTH CITY COUNCIL

Subject: Present and Productive workforce
 Committee: Support Services Overview & Scrutiny Panel
 Date: 24 November 2011
 Cabinet Member: Councillor Bowyer
 CMT Member: Director for Corporate Support
 Author: Jane McGuire, Senior Human Resources Advisor
 Contact: Alison Mills, Head of HR Corporate Functions
 Ref:
 Key Decision: No
 Part: PART I

Executive Summary:

This paper is at the request of the Support Services OSP to review Plymouth City Council's sickness policy and procedure.

The paper provides:

1. An overview of the average number of days taken by employees in each directorate.
2. Actions already taken to reduce sickness absence in the future
3. Information on long term sickness - how is this dealt with by the Authority
4. Figures on the absence of staff as a result of work related stress
5. Future actions planned to continue to reduce sickness absences

Please note that all statistics quoted are for October 2011.

1. An overview of the average number of days taken by employees in each directorate

The council-wide average days sickness per FTE (based on the previous rolling 12 months) has consistently fallen each month.

See appendix I.

1.1 Data excluding schools

1.1.1 In 12 months (November 2010 to October 2011) the average number of work days lost to absence per employee fell from 12.88 days to 10.12 days. A reduction on average of 2.76 days per employee which is a saving of approximately £474k.

1.1.2 The average days sickness per full time equivalent employee has dropped for each of the following directorates:

- Community Services has fallen from 15.06 days to 12.79 days; a reduction of 15%
- Corporate Support has fallen from 13.1 days to 7.71 days; a reduction of 41%
- Development and Regeneration has fallen from 11.29 days to 7.62 days; a reduction of 32%
- Services for Children and Young People has fallen from 11.07 days to 9.67 days; a reduction of 12%

1.1.3 The only directorate which has seen an increase in average sickness is in the Chief Executive's unit where sickness has risen from 5.64 days to 8.51 days. This is due to any long term sickness impacting more significantly on the very small number of staff in that directorate.

1.2 Data including schools

In the last 12 months the average number of work days lost to absence per employee in schools fell from 7.42 days to 7.14 days. A reduction of 4%.

1.3 Council Target

1.3.1 The Council-wide target is 6 days.

A recent CBI 'Absence and workplace health survey 2011' quoted the overall average rate of absence to be 6.5 days per employee. *"Average levels of absence climb with organisation size. SMEs average under five days of absence per employee, larger employers average over seven days. While average absence levels remain higher in the public sector than in the private sector, 2010 saw the gap narrow"*.¹

1.3.2 According to the CBI report, the average number of days lost to sickness in the public sector in 2010 was 8.1 days per employee. Private sector average is 5.9 days per employee giving the overall average of 6.5 days.

2. Actions taken to reduce sickness absence in the future:

2.1 Management Information

2.1.1 Human Resources and Organisational Development provide Directors, Assistant Directors and managers with detailed information of sickness within their teams on a monthly basis. A monthly report highlights the 'Top 100' cases and HR Advisers provide relevant data to managers to ensure that these cases are being actively managed in the most appropriate way.

2.1.2 Management information has been improved with timely reports published on Staff Room that include establishment, sickness and accident information by directorate. This empowers managers to confidently tackle emerging issues in their service areas.

See Appendix 2: Sickness Dashboards.

¹ CBI Absence and workplace health survey 2011

2.2 Sickness Panels to consider pertinent sickness cases

2.2.1 Quarterly sickness panels are chaired by the Assistant Director for Human Resources and Organisational Development and/or his Heads of Department. These panels challenge senior managers who have high sickness levels within their directorate to agree action plans to bring sickness levels down. To date 18 managers have attended to discuss 35 sickness cases. The next round of panels is scheduled for January 2012.

2.2.2 Departments have also put into place their own interventions to reduce sickness. Examples of this include:

- Departments holding their own sickness panels / challenge sessions
- Setting all supervisors and managers a specific appraisal objective about the need to bring sickness levels down
- Briefing and coaching sessions to ensure managers and supervisors know the tools available to manage sickness effectively

2.3 Case management

Between 1 April 2011 and 31 October 2011 the following actions have been taken to conclude sickness absence cases.

- 18 ill-health retirements
- 14 on-going ill-health retirement cases currently with our occupational health provider (IMASS)
- 9 capability dismissals
- 1 capability meeting resulting in a return to work following long term (8 months) sickness
- 6 disciplinary warnings issued
- 6 capability hearings scheduled for November

2.4 Clearer Policies

A new Capability Policy has been developed. The policy is written in the new corporate style making the procedure clear, simple and less detailed. The new policy is designed to encourage managers to focus on the wellbeing of their staff and to ensure early and supportive interventions are put into place, the aim being to manage and minimise future absences.

2.5 Wellbeing

2.5.1 Improved employee wellbeing is proven to contribute to healthier and more engaged employees who are both present and productive. Wellbeing focuses on three priority areas: being healthy, resilient and connected.

2.5.2 The first employee Wellbeing Fair was held on 5 October 2011. The Fair included 20 independent exhibitors providing one to one advice and information which focussed on one of the three priority areas. It was a very popular event attracting 300 employees and the feedback received from both employees and exhibitors was very positive. Colleagues learnt new skills at the event and a number of follow on actions have already taken effect that will help to promote wellbeing and minimise the risk of future absences, including:

- 155 employees had their blood pressure checked, out of those 8 were referred to their GP

- 13 people put their names forward to the quit smoking via the Plymouth Stop Smoking Service. 9 of those 13 staff have already begun their stop smoking support sessions.

2.5.3 The Wellbeing Plan also includes focused interventions for employees working in locations outside the city centre. A recent example was an occupational health day at Prince Rock on 7 November 2011 when the lead OH Nurse from IMASS spent a day learning about the service and also offering quick health checks for employees.

2.6 Employee Assistance Programme

2.6.1 A new Employee Assistance Programme (EAP) has been launched. The service is available 24 hours a day 7 days a week. The service includes:

- Access to online articles
- A wide range of interactive assessments and online training courses to help employees evaluate their general health and wellbeing.
- Locate resources for adoption, childcare, education, and elder care.
- Send instant messages to a work-life consultants or counsellors for support.
- Access a counselling service without the need for a management referral to Occupational Health.

2.6.2 The advisory teams continue to work with service areas to promote and target the EAP at teams going through significant changes or challenges, as well as working to generally increase the level of awareness of the service and the benefits it offers.

2.7 Occupational Health Contract

2.7.1 Occupational Health referrals have been streamlined. We now have a quick on-line appointment system and timely turnaround of reports. This enables;

- Employees to get back to work more quickly, or to
- Help the manager to make adjustments to keep the employee at work and avoid absence entirely.
- Give the manager the information needed to move that employee into a different role or out of the organisation if appropriate, or to

2.7.2 The system has been almost universally well received and robustly supported by employees, managers, Human Resources Advisers and Trade Union representatives.

2.8 Wellbeing Survey

Employees working for Park Services were recently invited to take part in a survey to understand which health issues they would like to receive more advice on. Over 40 staff took part and the top issues that concerned those employees were related to men's health advice, including providing quick tests such as blood pressure. This information has been included in the development of the Wellbeing Action Plan and has already been used to inform a pilot occupational health day planned in November at Prince Rock.

3. Information on long term sickness - how is this dealt with by the authority?

3.1 Long term sickness is defined as an absence over 4 weeks. Long term absences are pro-actively managed by the following:

- Regular contact with the employee either over the phone, and home visits by the line manager.
- Referral to Occupational Health to determine the likely return to work date, and whether reasonable adjustments would help aid the employee to return earlier.
- Where the employee is unlikely to return to their substantive post within a reasonable amount of time, consideration is given to redeploying the employee on a temporary or permanent basis.
- Where no options for redeployment exist and/or the medical advice is that the condition will prevent the employee returning to work within a reasonable timeframe, then the employee will be capability dismissed or ill-health retired.

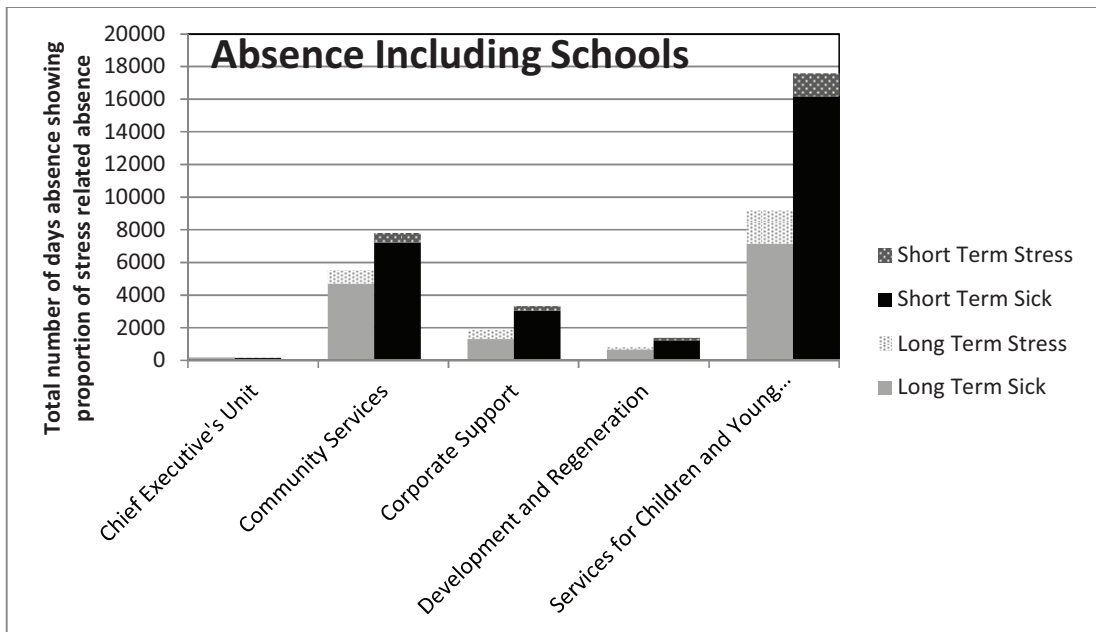
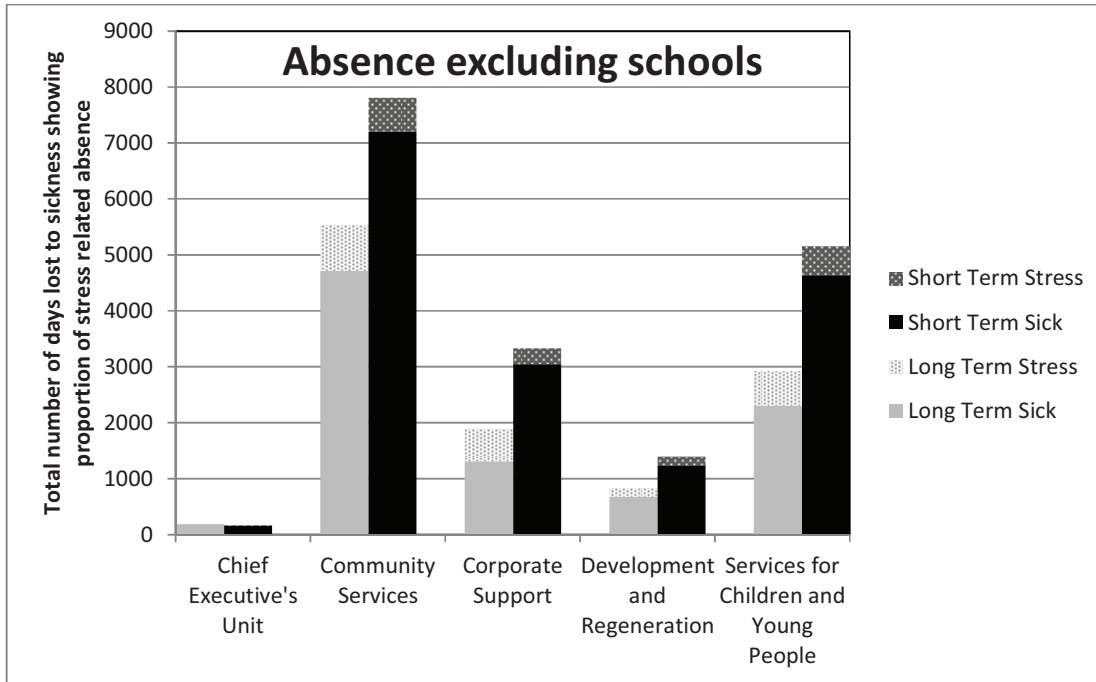
3.2 Approximately 9,000 days per year are lost to long term sickness. This includes all types of absences including stress.

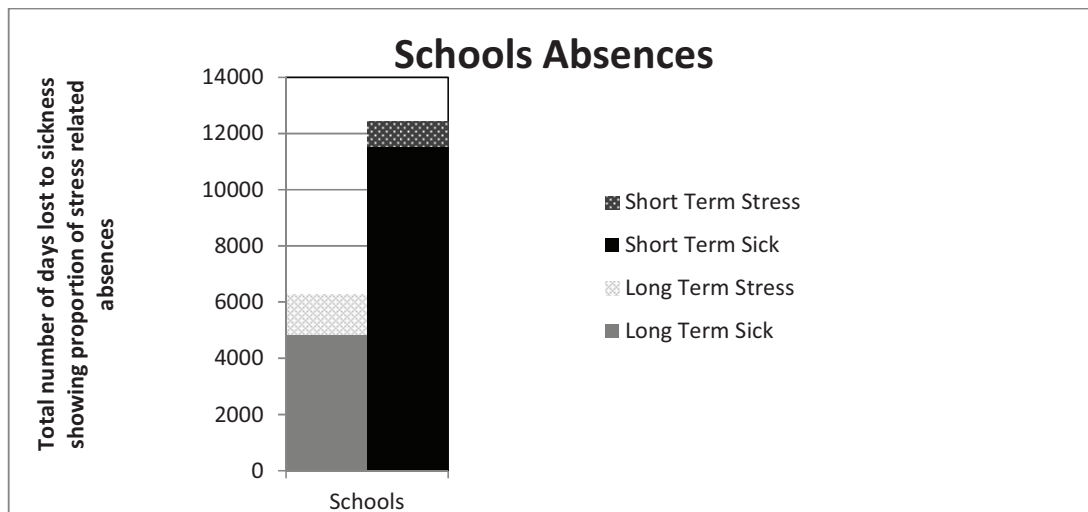
4. Figures on the absence of staff as a result of work related stress

4.1 Absences relating to mental health issues (stress, anxiety, depression etc.) are recorded by the manager. If that absence is specifically work-related the manager advises the Health, Safety and Wellbeing Team for further investigation. There have not been any incidents of work related stress recorded in this way that have led to absence. However, we believe that this is not likely to be a true reflection of the profile of work-related mental health absences as many cases have an element of work and home stressors that will not have been recorded as solely work-related. As a result, we are tackling the problem using a holistic approach, looking at all mental health absences and treating the employee as a whole rather than just in their role as an employee.

4.2 As we migrate to the new payroll system and Dynamics we will investigate options to improve the data we hold regarding work related stress as a part of the overall mental health absence.

4.3 The bar charts below represent TOTAL number of sick days. The shaded area is the proportion of the overall total days sickness related to stress/anxiety and depression.





5. Future Actions

5.1 2012 Challenge

The Health, Safety and Wellbeing team are working in partnership with our Sports Development Unit and Plymouth Hospitals NHS Trust on an exciting initiative open to employees of PCC and the NHS. Our challenge is to get 2012 employees in Plymouth physically active before the Olympic opening ceremony.

5.2 Resilience

5.2.1 A new approach to delivering stress management training has been developed, focussing on building resilience. This has been successfully delivered in discrete teams and is informing a revision of our core stress risk assessment training. This programme is offered to schools where we have the highest number of stress related sickness absences.

5.2.2 In November a Stress Management Competency Road show was held, hosted by 'Business Health Network' and the NHS. Managers from across the Council were invited to join and network with other managers from NHS and other local organisations.

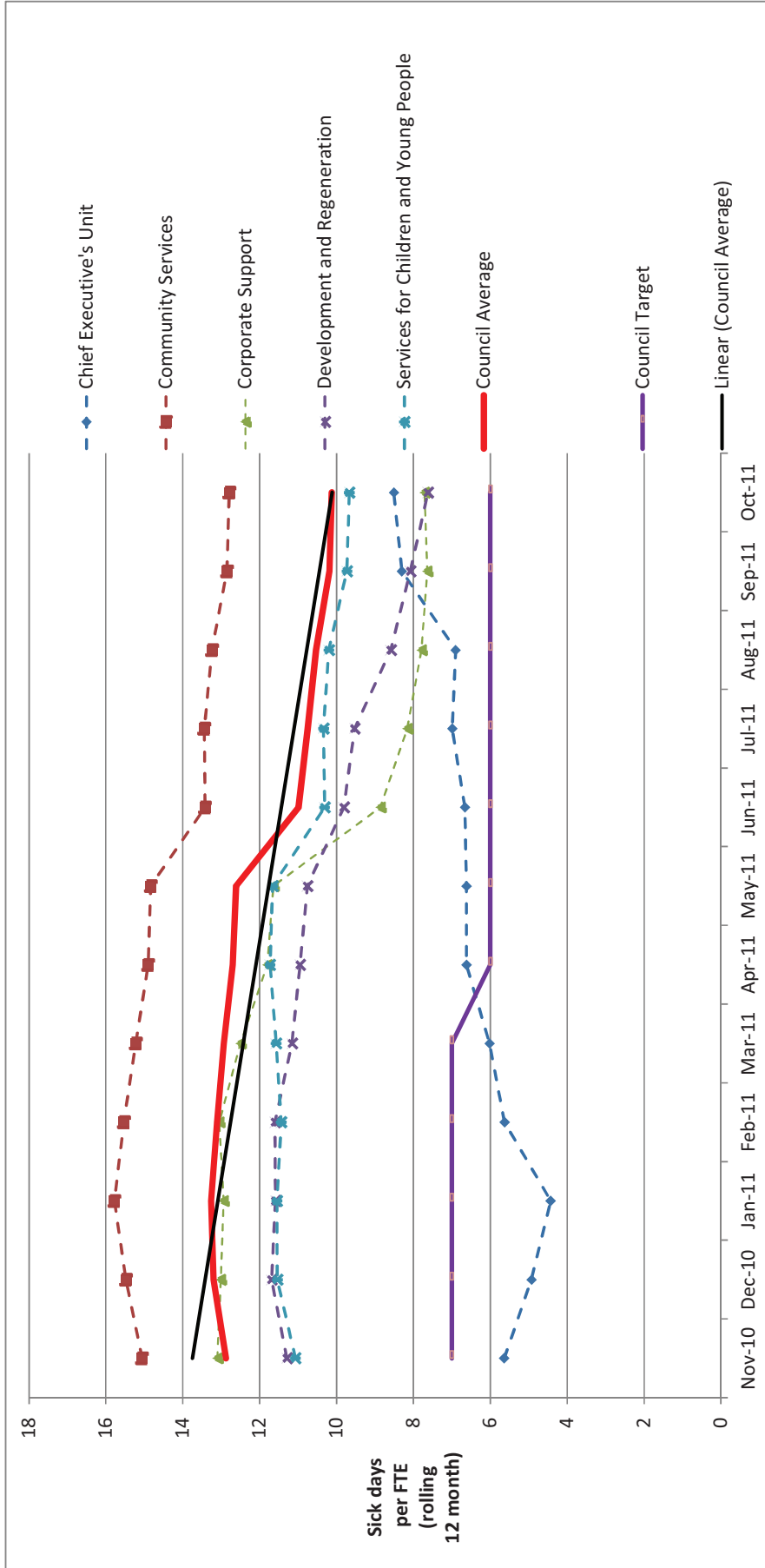
5.3 In the pipeline

Managing the wellbeing of our employees to reduce future sickness absence is a priority for all managers. To support managers in their role the following initiatives are taking place;

- A full review of health and safety performance standards is almost complete. This is part of an on-going review of policies and procedures to make them more user-friendly.
- Calendar of Wellbeing focus issues, including road-shows to take information out to our harder to reach employees
- Improved mental health training/awareness is being investigated to support staff to identify mental health issues and know how to signpost people or otherwise support them.

- Staff Room pages on wellbeing being updated and improved
- Using occupational information to target training/intervention where it is most needed e.g. heavy use of referrals in one service area for back pain would lead to better targeted training on manual handling or workstation assessments for that service area, rather than a more generalised approach.
- Wider promotion of the sickness targets and current spend on sickness absence to the workforce. Articles are planned for Staff Room and 'Managers Brief' a monthly report used to cascade important information to all employees. This is to ensure that all employees understand the importance of looking after their health to help them to be present and productive in the future.

APPENDIX I COUNCIL SICKNESS TRENDS



APPENDIX 2
COUNCIL SICKNESS DASHBOARDS

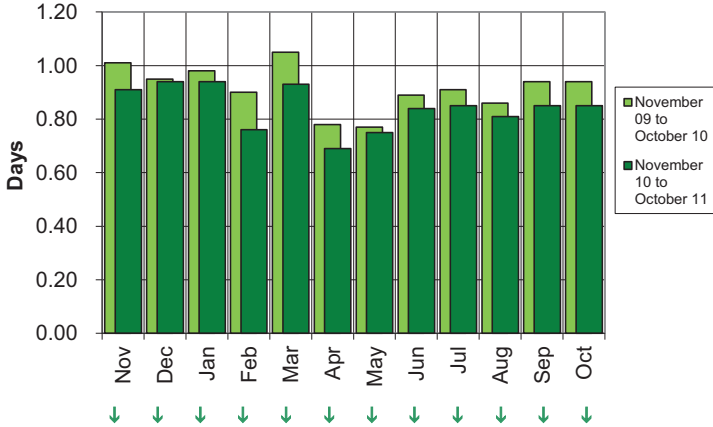
Page 15 Council Wide Sickness (Excl Schools)

October 2011

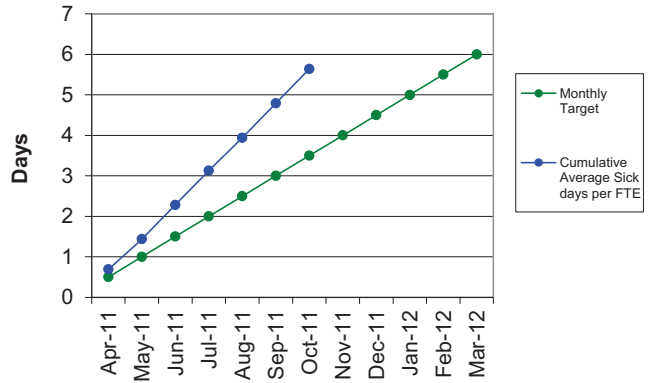
Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
Chief Executive's Unit	422.50	182.00	8.51	3.67	3.36	2.51	↓
Community Services	15,018.08	8,572.17	12.79	7.30	5.06	5.00	↓
Corporate Support	5,820.99	3,255.72	7.71	4.31	3.05	2.95	↓
Development and Regeneration	2,513.56	1,402.98	7.62	4.25	3.01	2.91	↓
Services for Children and Young People	9,077.14	4,895.14	9.67	5.22	3.82	3.57	↓
Council Wide Total	32,852.27	18,308.01	10.12	5.64	4.00	3.86	↓

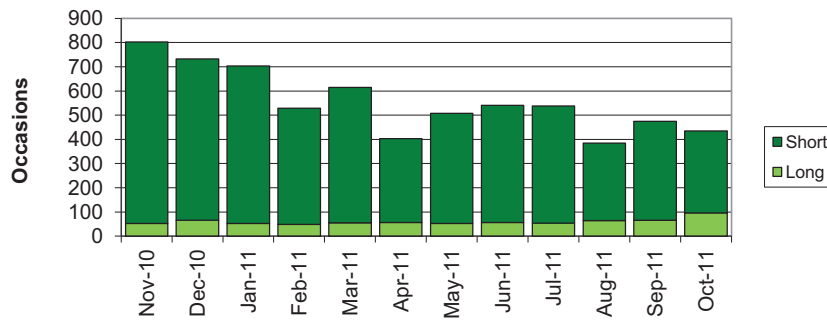
**Rolling Year
Average Sick days per FTE**



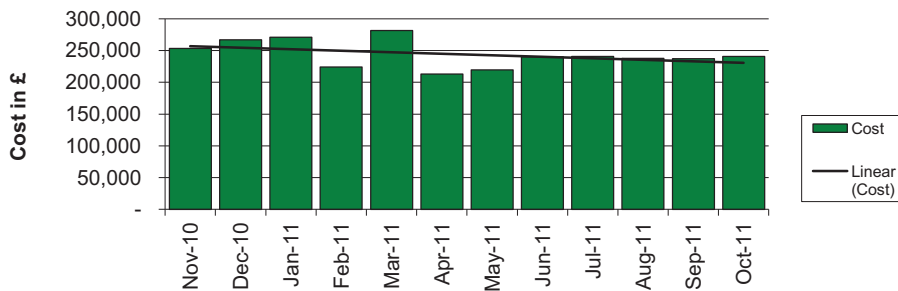
**Financial Year to Date
Cumulative Average Sick Days per FTE**



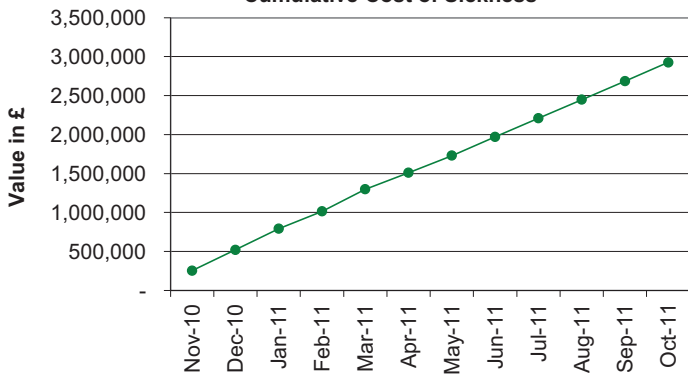
Comparison of Long and Short Term Sickness Occasions



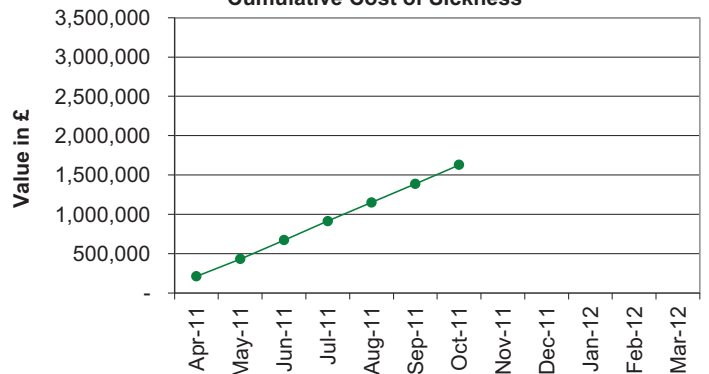
Cost of Absence



**Rolling Year
Cumulative Cost of Sickness**



**Financial Year to Date
Cumulative Cost of Sickness**



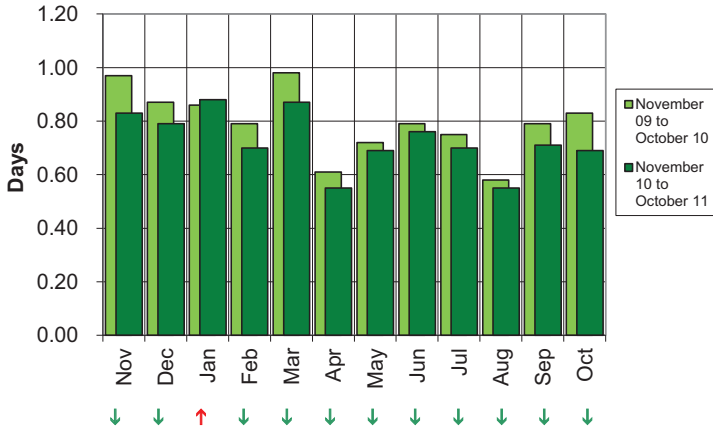
Page 16 Council Wide Sickness (Incl Schools)

October 2011

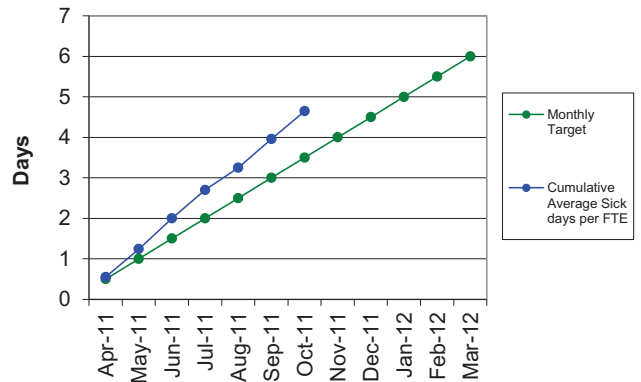
Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
Chief Executive's Unit	422.50	182.00	8.51	3.67	3.36	2.51	↓
Community Services	15,018.08	8,572.17	12.79	7.30	5.06	5.00	↓
Corporate Support	5,820.99	3,255.72	7.71	4.31	3.05	2.95	↓
Development and Regeneration	2,513.56	1,402.98	7.62	4.25	3.01	2.91	↓
Services for Children and Young People	29,473.42	14,962.67	7.77	3.94	3.07	2.70	↓
Council Wide Total	53,248.55	28,375.54	8.73	4.65	3.45	3.18	↓

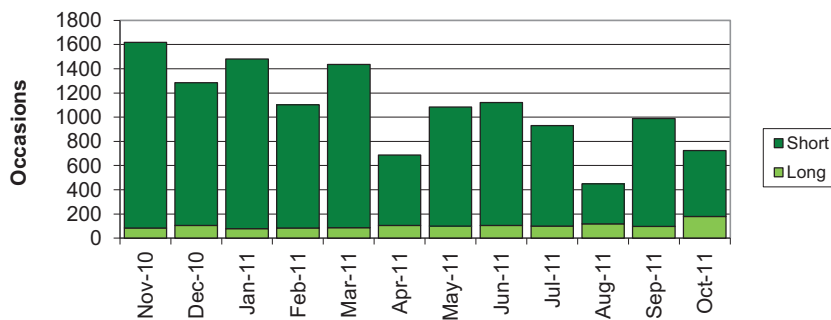
**Rolling Year
Average Sick days per FTE**



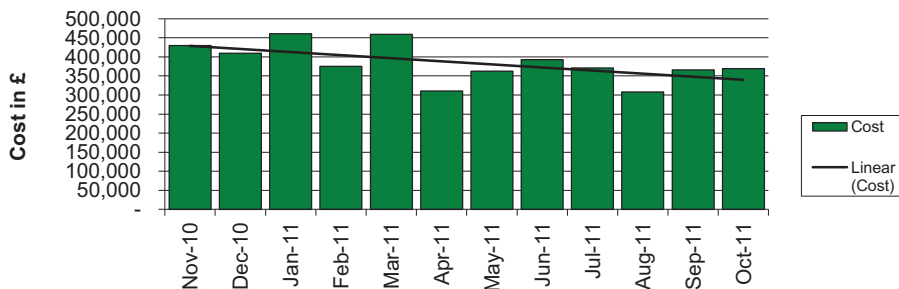
**Financial Year to Date
Cumulative Average Sick Days per FTE**



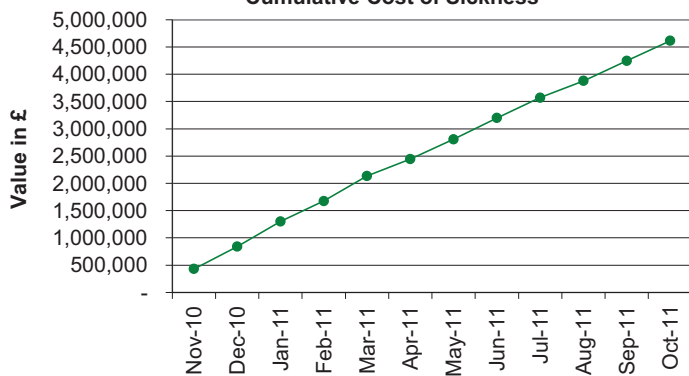
Comparison of Long and Short Term Sickness Occasions



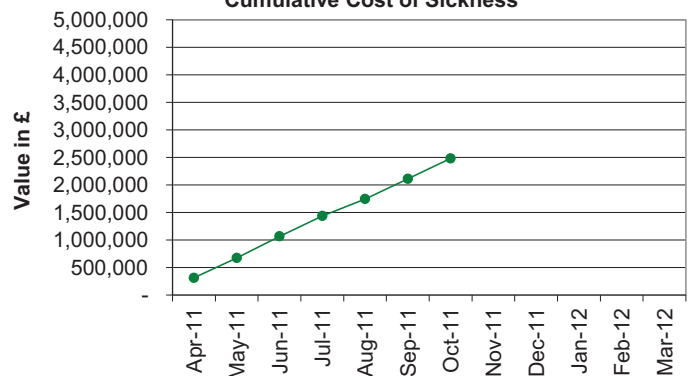
Cost of Absence



**Rolling Year
Cumulative Cost of Sickness**



**Financial Year to Date
Cumulative Cost of Sickness**

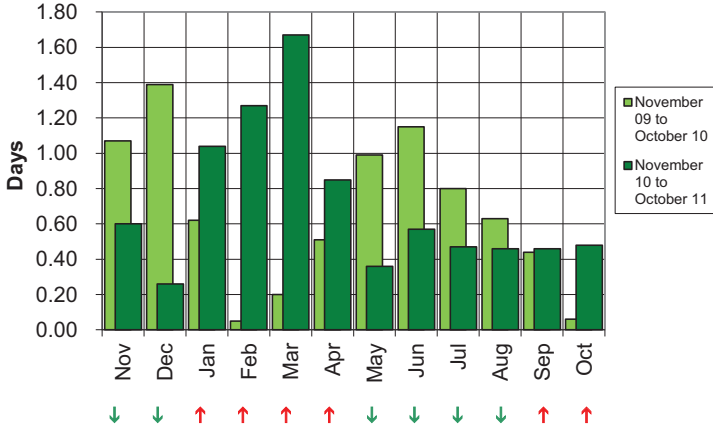


October 2011

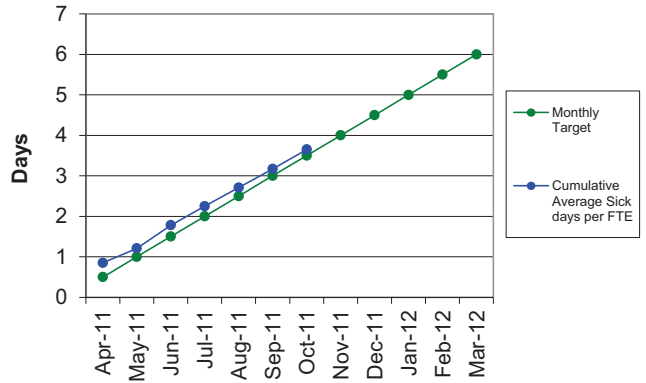
Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	61.00	22.00	30.50	11.00	12.06	7.53	↓
CareFirst	67.00	60.00	9.05	8.11	3.58	5.55	↑
Corporate Communications	65.50	60.00	5.46	5.00	2.16	3.42	↑
Management & Support (Chief Executives)	-	-	-	-	-	-	↔
Policy Performance and Partnership	229.00	40.00	8.73	1.52	3.45	1.04	↓
Chief Executive's Unit Total	422.50	182.00	8.51	3.67	3.36	2.51	↓

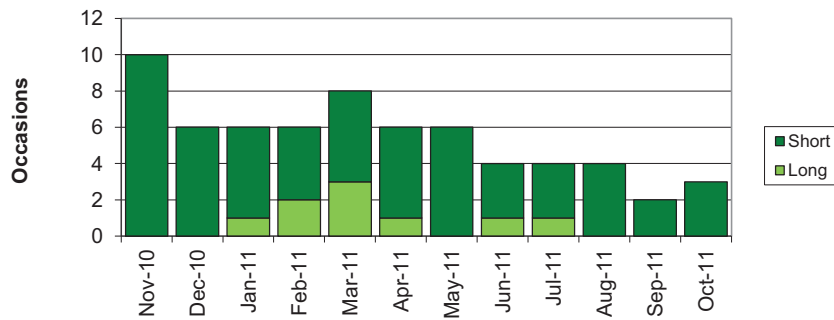
Rolling Year
Average Sick days per FTE



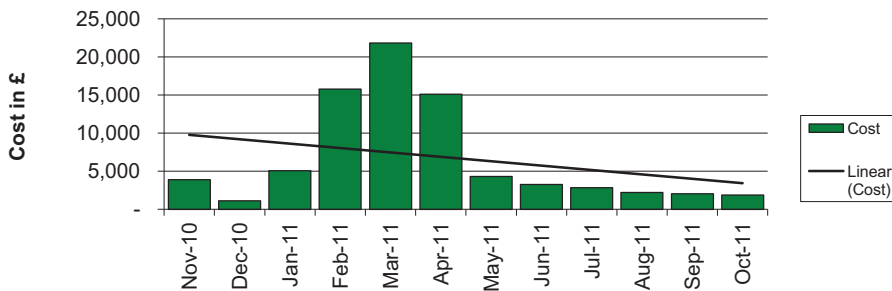
Financial Year to Date
Cumulative Average Sick Days per FTE



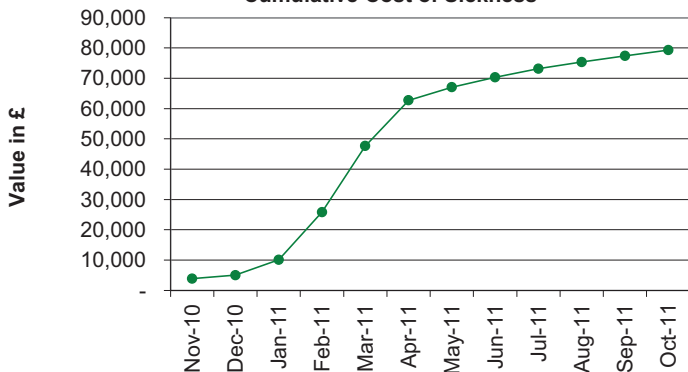
Comparison of Long and Short Term Sickness Occasions



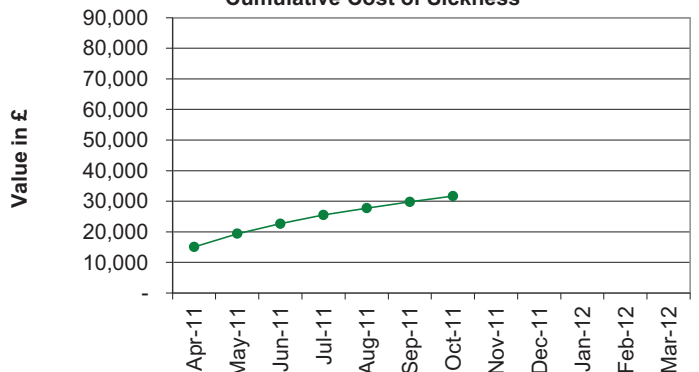
Cost of Absence



Rolling Year
Cumulative Cost of Sickness



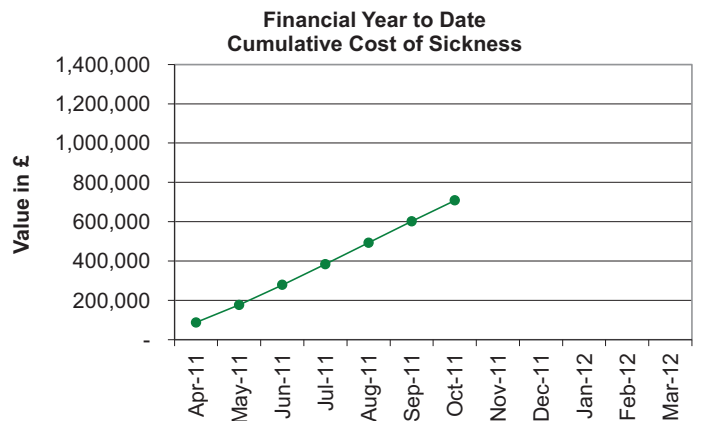
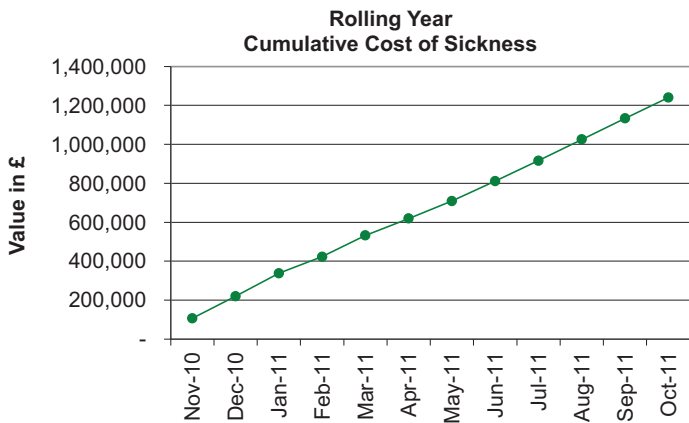
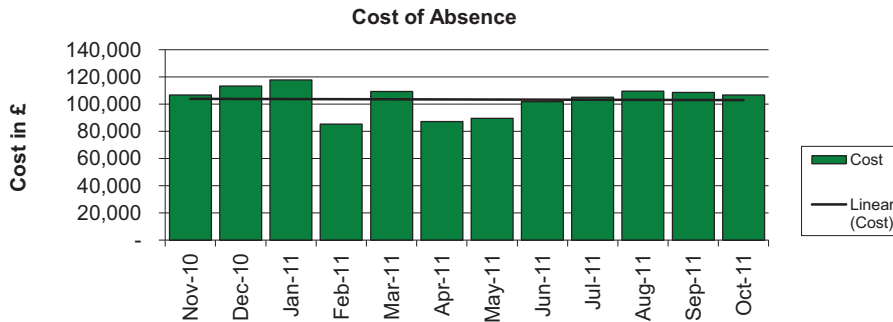
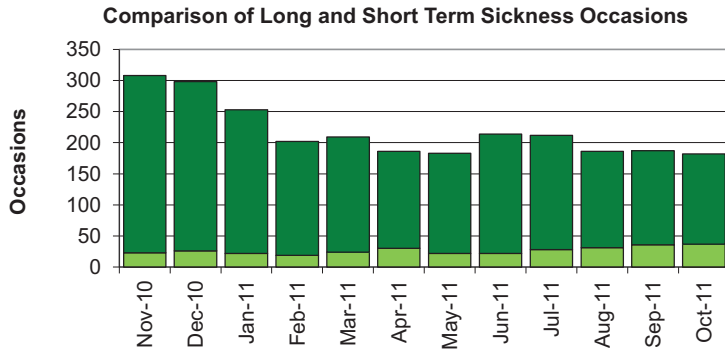
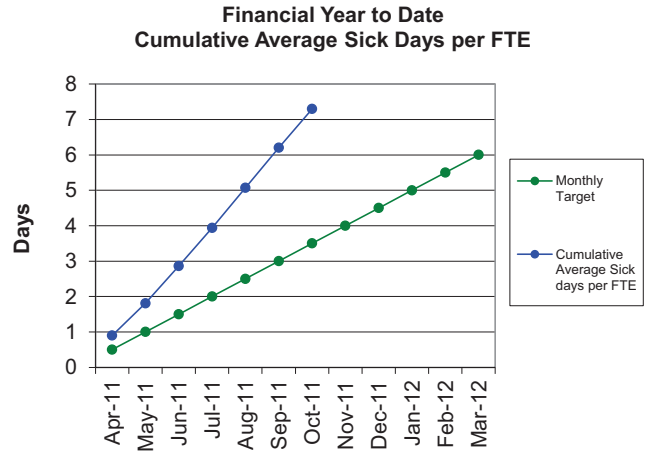
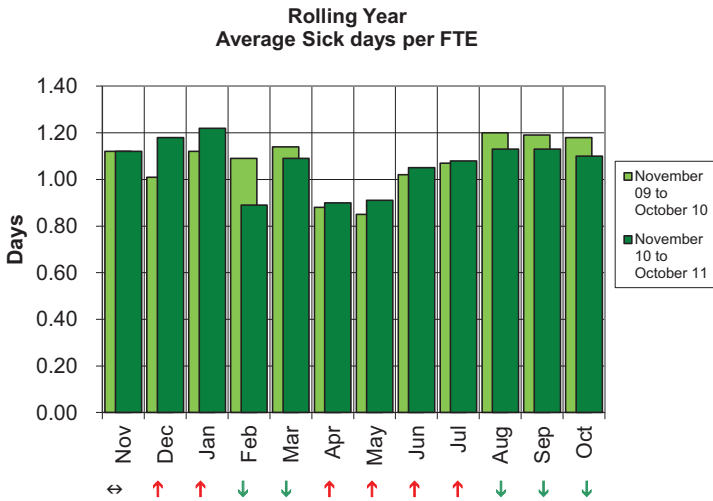
Financial Year to Date
Cumulative Cost of Sickness



October 2011

Working Days Lost

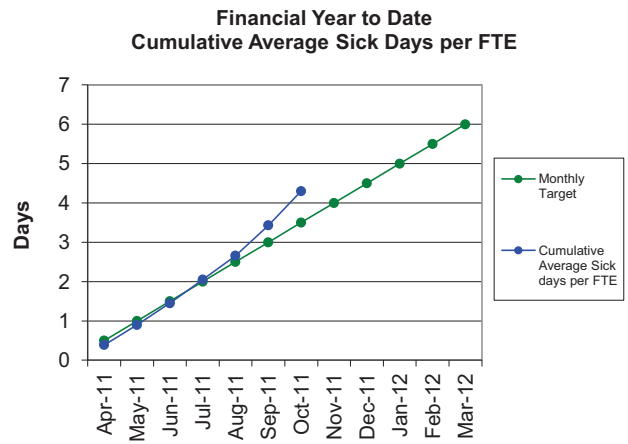
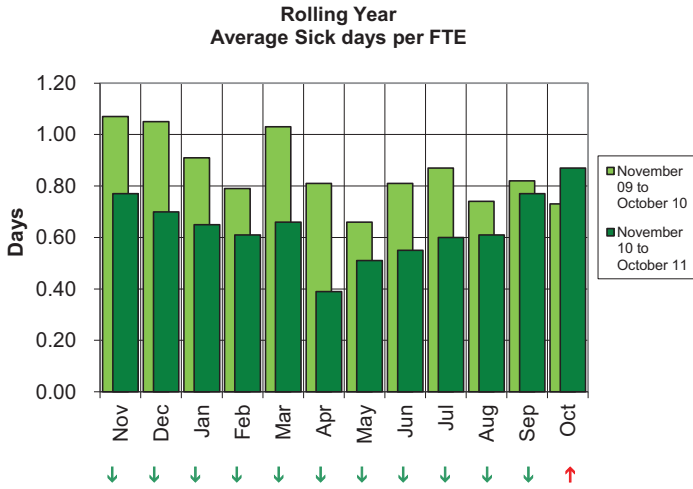
Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	-	-	-	-	-	-	↔
Adult Social Care	6,780.86	3,926.92	14.07	8.15	5.56	5.58	↑
Culture Sport & Leisure	1,412.79	821.24	7.09	4.12	2.80	2.82	↑
Environmental Services	6,673.93	3,791.01	14.17	8.05	5.60	5.51	↓
Safer Communities	150.50	33.00	7.68	1.68	3.03	1.15	↓
Community Services Total	15,018.08	8,572.17	12.79	7.30	5.06	5.00	↓



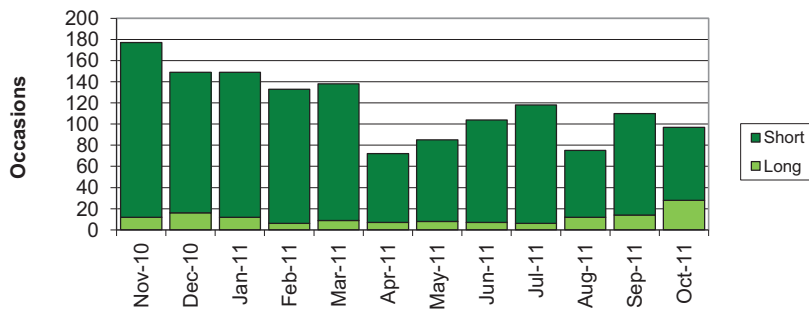
October 2011

Working Days Lost

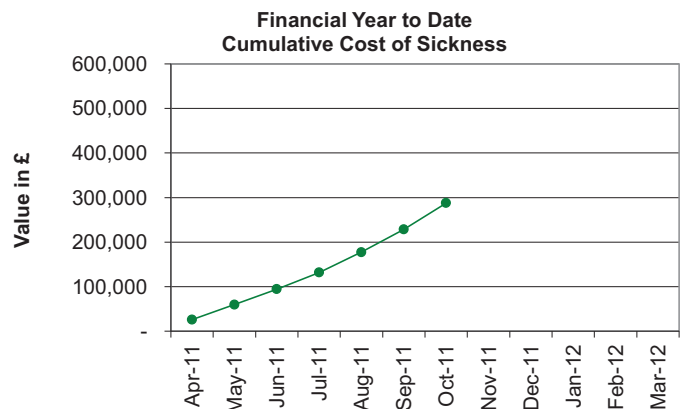
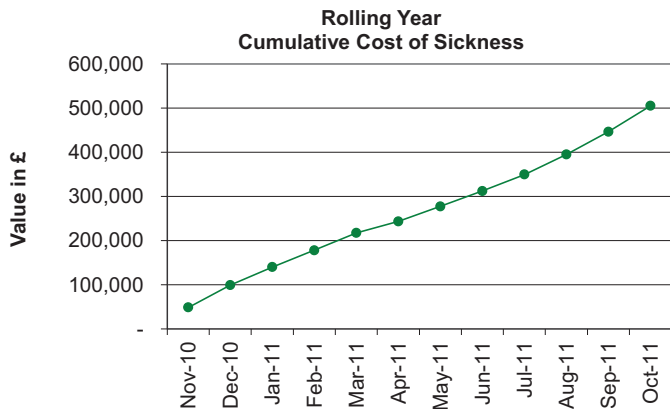
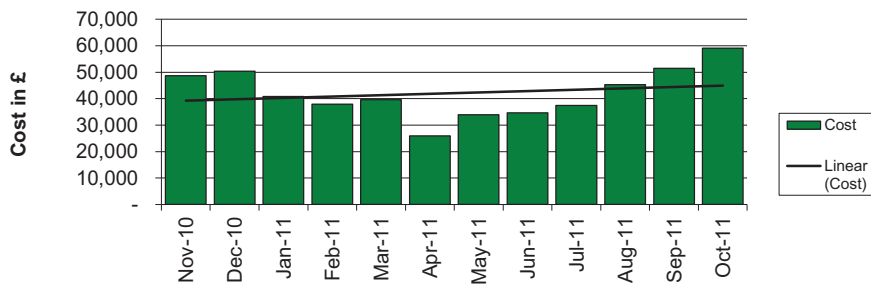
Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	-	-	-	-	-	-	↔
Customer Svcs & Business Transformation	768.40	449.40	10.20	5.96	4.03	4.09	↑
Democracy and Governance	828.81	509.40	9.70	5.96	3.83	4.08	↑
Finance Assets and Efficiency	3,273.52	1,711.73	7.63	3.99	3.02	2.73	↓
Human Resources and Organisational Dev	436.00	263.19	4.88	2.95	1.93	2.02	↑
ICT	511.26	322.00	6.91	4.35	2.73	2.98	↑
Management & Support (Corp. Support)	3.00	-	3.00	-	1.19	-	↓
Corporate Support Total	5,820.99	3,255.72	7.71	4.31	3.05	2.95	↓



Comparison of Long and Short Term Sickness Occasions



Cost of Absence

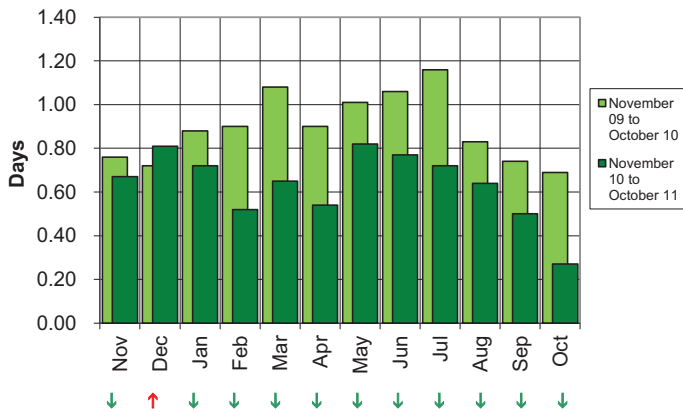


October 2011

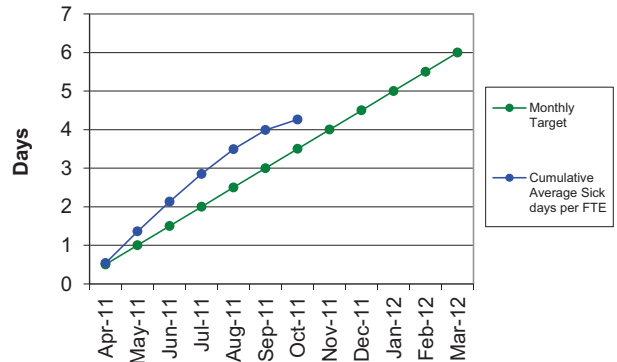
Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	13.00	-	13.00	-	5.14	-	↓
Devonport Regeneration Comm Partnership	-	-	-	-	-	-	↔
Economic Development	218.50	150.50	5.61	3.87	2.22	2.65	↑
Planning Services	411.90	236.70	5.94	3.41	2.35	2.34	↓
Strategic Housing	785.36	429.28	7.38	4.03	2.92	2.76	↓
Transport and Highways	1,075.80	586.50	10.57	5.76	4.18	3.95	↓
Waste PFI	-	-	-	-	-	-	↔
Business Team (Dev & Reg)	9.00	-	0.96	-	0.38	-	↓
Development and Regeneration Total	2,513.56	1,402.98	7.62	4.25	3.01	2.91	↓

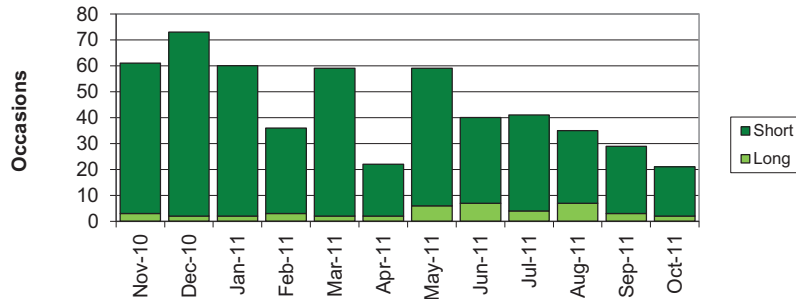
**Rolling Year
Average Sick days per FTE**



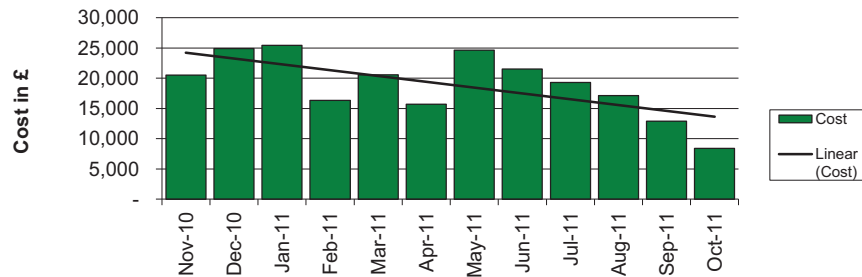
**Financial Year to Date
Cumulative Average Sick Days per FTE**



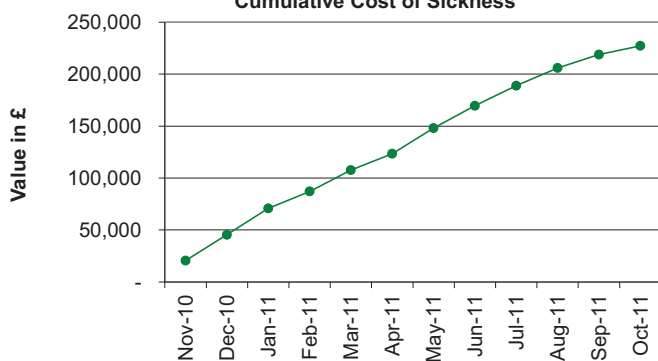
Comparison of Long and Short Term Sickness Occasions



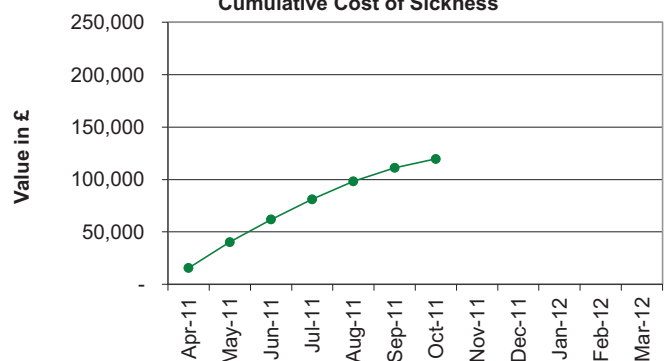
Cost of Absence



**Rolling Year
Cumulative Cost of Sickness**



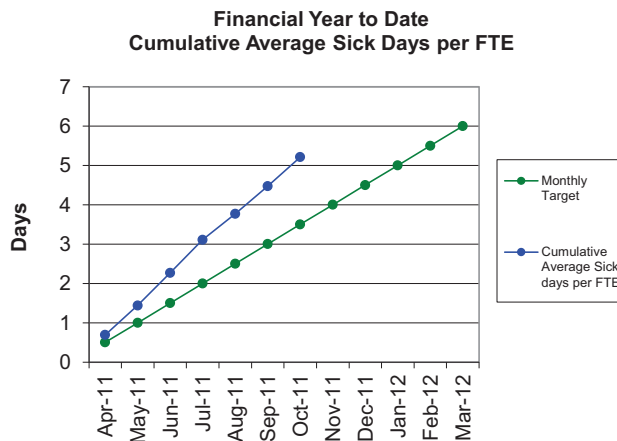
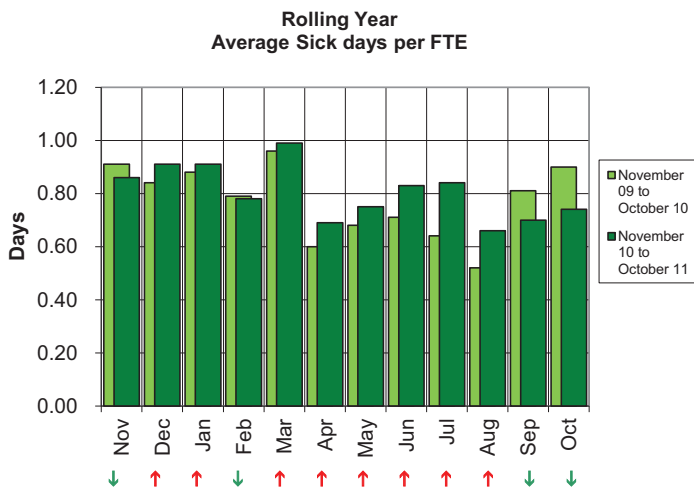
**Financial Year to Date
Cumulative Cost of Sickness**



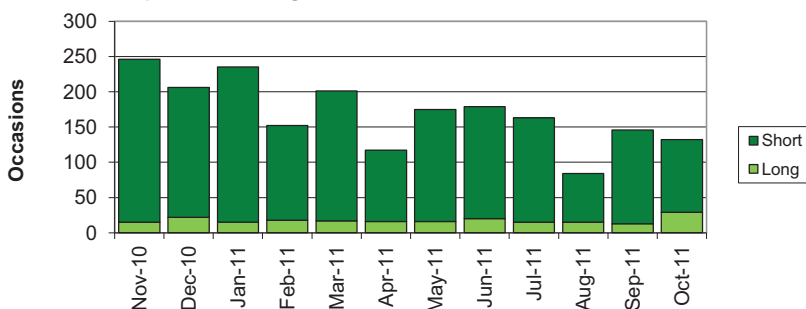
October 2011

Working Days Lost

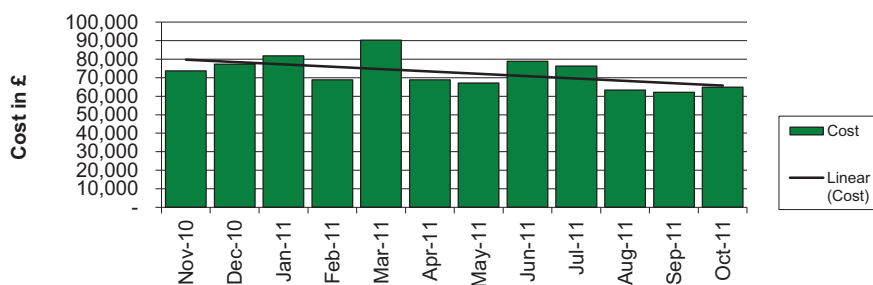
Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	-	-	-	-	-	-	↔
Building Schools for the Future	73.00	39.00	14.60	7.80	5.77	5.34	↓
Childrens Social Care	3,312.74	1,706.32	10.28	5.29	4.06	3.63	↓
Commissioning	77.47	43.97	5.69	3.23	2.25	2.21	↓
Commissioning Policy and Performance	12.00	3.00	4.00	1.00	1.58	0.68	↓
Learner & Family Support	3,439.70	1,911.64	9.80	5.45	3.87	3.73	↓
Lifelong Learning	2,162.23	1,191.21	8.92	4.91	3.52	3.37	↓
Services for Children and Young People Total	9,077.14	4,895.14	9.67	5.22	3.82	3.57	↓



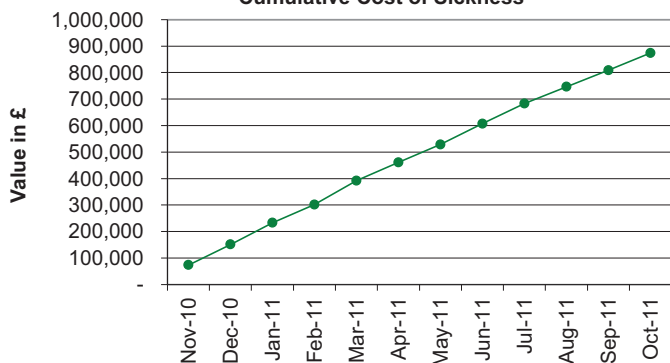
Comparison of Long and Short Term Sickness Occasions



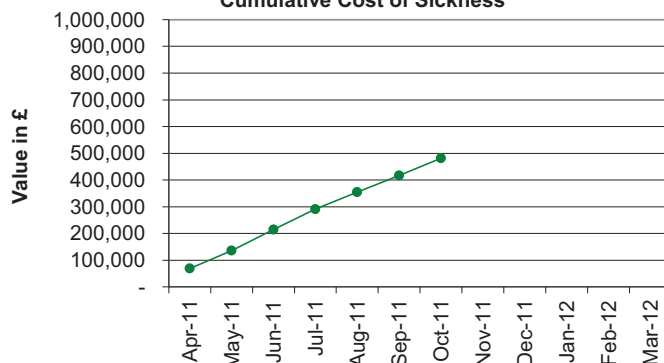
Cost of Absence



Rolling Year Cumulative Cost of Sickness

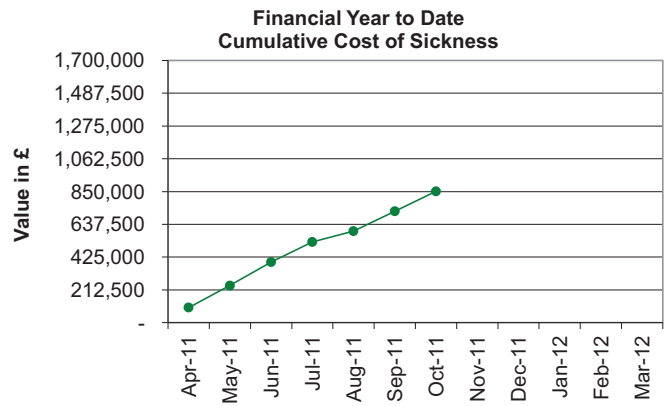
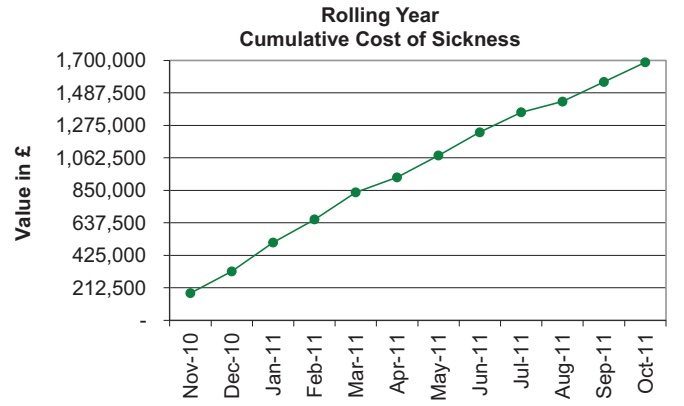
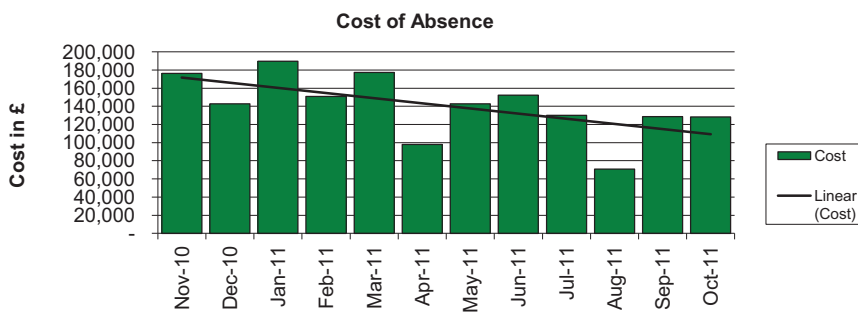
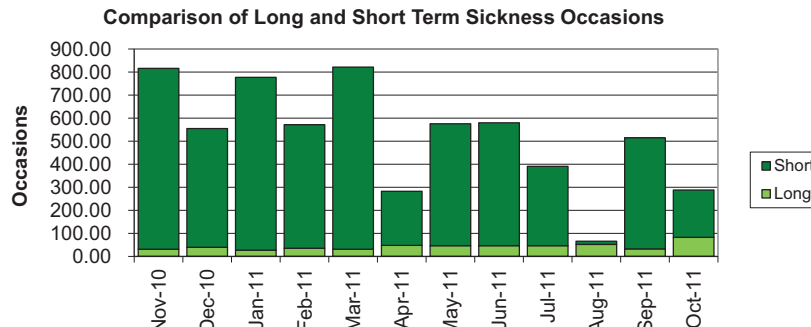
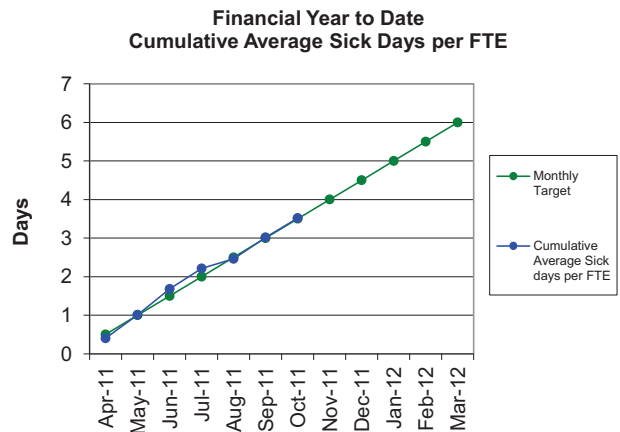
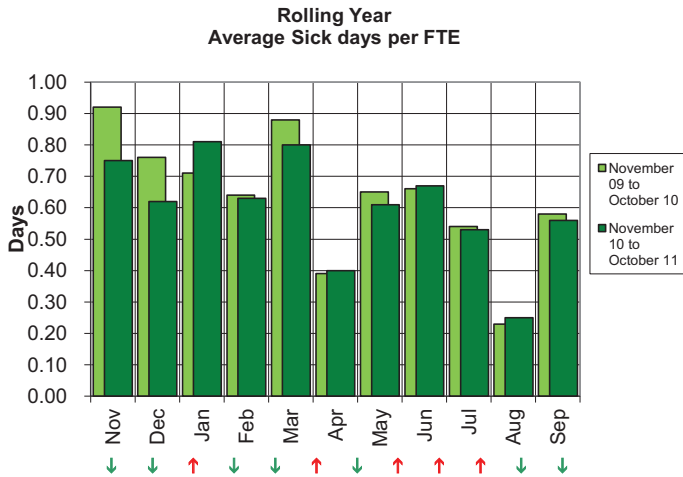


Financial Year to Date Cumulative Cost of Sickness



Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
Special School	3,575.45	1,970.46	10.67	5.88	4.22	4.03	↓
Primary School	11,517.89	5,678.32	7.09	3.49	2.80	2.39	↓
Secondary School / Community College	1,742.85	699.81	5.01	2.01	1.98	1.38	↓
Church School	2,045.36	918.99	5.42	2.43	2.14	1.67	↓
Nursery School	763.80	338.79	15.45	6.85	6.11	4.69	↓
Junior School	439.92	258.61	8.23	4.84	3.25	3.31	↑
Infant School	141.60	76.50	3.04	1.64	1.20	1.13	↓
Woodview Campus	169.41	126.05	8.64	6.43	3.42	4.41	↑
Schools Total	20,396.28	10,067.53	7.14	3.53	2.82	2.42	↓



CITY OF PLYMOUTH

Subject: Appraisals Report
Committee: Support Services Overview & Scrutiny Panel
Date: 24th November 2011
Cabinet Member: Councillor Bowyer
CMT Member: Assistant Director Human Resources & Organisational Development
Author: Eve Skuse, Head Organisational Development
Contact: Tel: 01752 307565 Civic Centre
E-mail: eve.skuse@plymouth.gov.uk
Ref:
Key Decision: No
Part: I

I. Executive Summary:

- 1.1 This report provides an overview of appraisals conducted 1st April – 30th September 2011. At the close of the appraisal window 31st August, 89% of appraisals had been entered onto the system and by the end of September (the absolute internal deadline for the incremental pay process) a return rate of 96.9% had been achieved – up 2.5 % on last year’s appraisals return.
 - 1.2 This increase reflects improving systems, managers increasing confidence and awareness of the council’s appraisals process and specific adjustments made to appraisals processes and support mechanisms for Passenger Assistants and PACLS staff.
 - 1.3 Outstanding appraisals are largely located in Customer Services, Finance, Assets and Efficiencies and Policy and Performance where significant restructures have taken place.
 - 1.4 As at the end September 2011, 122 appraisals were outstanding. 47 missing appraisals were for staff not at the top of the band and therefore potentially due an increment.
 - 1.5 As of 31st October 2011, 72 appraisals are outstanding and 22 of those relate to staff not at the top of band. By the 24th November, it is expected there will be no outstanding appraisals for staff not at top of band and, where due, increments will have been back-dated to 1st October 2011.
 - 1.6 The distribution of appraisals ratings mirrors that of last year however it does not fully follow a typical bell curve (A typical distribution would be around 70 – 80% appraisals “meeting expectations” and 10 – 20% either “exceeding” or not “meeting expectations”).
 - 1.7 Whilst the level of staff “exceeding expectations” falls within norms at 12%, the level of staff “not meeting expectations” is only 3.4% which is low.
-

2. Continuous Improvement Appraisals Process 2010

- 2.1 A collective agreement is in place which commits to an annual appraisal for those staff covered by the agreement (excepting those on long term sickness absence or maternity leave). Increments, which are applied in October, are subject to a satisfactory appraisal.
- 2.2 The 2011 appraisal period opened on 1st April 2011 with a deadline of 31st August 2011 (to meet the payroll deadlines for the awarding of incremental pay). Leading up to the opening of the appraisals window and as part of the commitment to continuous improvement the scheme was reviewed and minor improvements made to avoid a repeat of any learning issues that occurred the previous year.
- 2.3 In February and March 2011, lead-in communications reminded managers of the requirement to complete appraisals, and directed managers to the updated webpages and “frequently asked questions” pages, training materials and to the Organisational Development and eHR teams who were ready to support managers with any queries they had.
- 2.4 The Organisational Development team also met with managers with low appraisal rates in 2010 to offer support to enable them to improve the return rate in 2011.
- 2.5 In 2010 managers had limited access to enter and record appraisals information as the e-form facility was only made available part-way through the window. For this reason, in 2010, the appraisals window was extended to 30th September 2010.
- 2.6 This year Managers were able to enter appraisals online throughout the appraisals window via the “Manager Online” system or via E-Form software. An analysis of the return rates was produced on a monthly basis throughout the period and circulated to senior management for further distribution within their teams.

3. Embedding of Appraisals Process

- 3.1 At the close of the appraisal window on 31st August 2011, 89% of appraisals had been entered onto the system and by the end of September (the absolute internal deadline for the incremental pay process) a return rate of 96.9% had been achieved – up 2.5% on last year’s appraisals return.
- 3.2 This increase reflects improving systems, managers increasing confidence and awareness of the Council’s appraisals process and specific adjustments made to appraisals processes and support mechanisms for Passenger Assistants and PACLS staff.

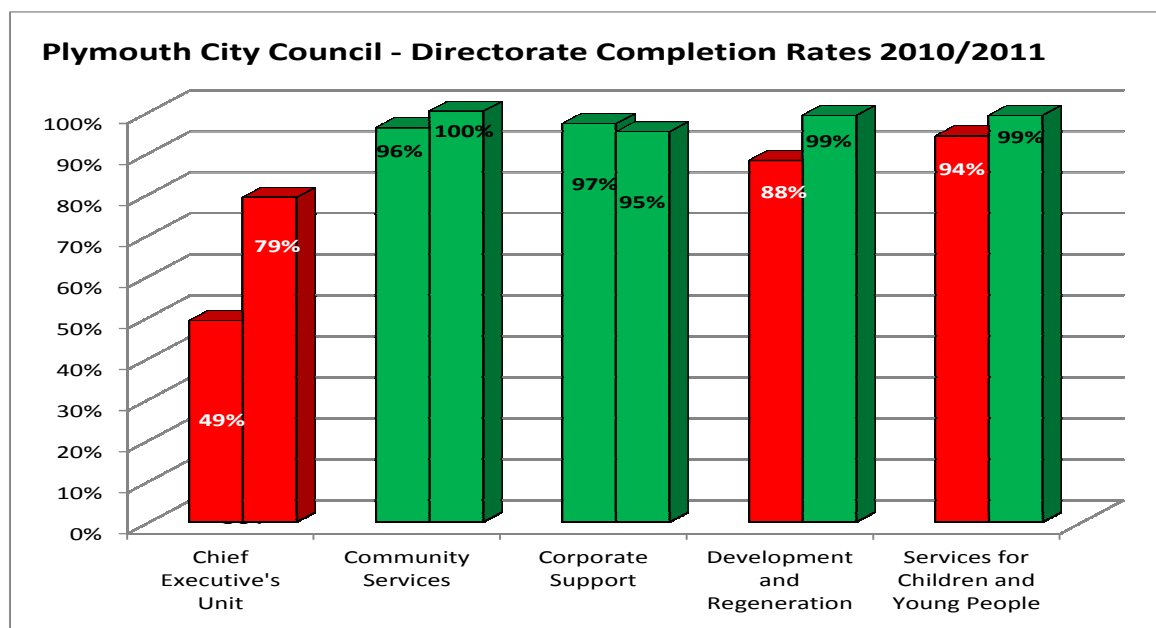
3.3 Table I reflects the Council’s overall appraisal completion rates as at 30th September 2011.

Table I		
Total Staff (excluding schools)	4,329	
Appraisals Not Possible (e.g. maternity)	366	8% of all staff
Appraisals Conducted	3,841	96.9% of available staff
Not Conducted	122	3.1% of available staff

- 3.4 Almost exclusively, the 122 staff who did not receive an appraisal between April and September 2011 came from Customer Services, Finance, Assets and Efficiencies and Policy and Performance where large-scale re-organisations took place. In many cases managers left the organisation before appraisals were conducted or entered onto the system.

- 3.5 In future in the lead-up to appraisals, managers in areas anticipating reorganisations will be encouraged to think about how they will manage appraisals within the “window” – this may mean considering joint appraisals or use 360 degree feedback to ensure the “new” manager has the information they need to conduct an appraisal.
- 3.6 Overall, 55 managers from across the Council did not complete 100% of their appraisals in the 2011 appraisals window. 4 have since left the Council and 12 have not yet been appraised themselves. Of the remaining 39 managers who did not complete 100% of their appraisals,, 18% Exceeded Expectations, 79% Met Expectations and only 3% (one person) Did Not Meet Expectations.
- 3.7 This is being explored further with the relevant Assistant Directors. The Council expects managers to complete appraisals, and where this is not the case, it expects this is factored into that manager’s appraisal – this could result in a poor competency score for the “develops others” competency and ultimately a downgrade to Does Not meet Expectations by the Assistant Director of HR/OD.
- 3.8 **Table 2** reflects the return rates by directorates as at the end of October 2011. Community Services are to be commended as they achieved an exceptional return rate with only five appraisals missing out of over fourteen hundred.

Table 2



- 3.9 If we refer to **Table 3** and compare return rates by Job Type (see table below) it becomes apparent that whilst the largest number of missing appraisals are for Semi-Professionals and Customer Facing Workers, the largest “percentage” missing appraisals are at Strategic Leader level. This is a smaller group and feedback suggests that appraisals took place but were not entered into the system in some cases. The reasons for this are currently being explored with the relevant groups and any issues addressed.

Table 3

Job Type	No	% total number staff by job type
Semi Professional	51	5
Customer Facing Workers	22	2
Professional	17	3
Strategic Leader	10	32
Technical Manager	10	4
Operational Leader	5	7
Manager	4	1
Supervisor	2	1
Frontline Workers	1	0.2
Total Missing	122	

3.10 The level of queries directed to the help-desk and the numbers of system generated errors is reducing year-on-year. As in previous years, the types of queries will be analysed and interventions identified to assist managers to bridge any learning gaps.

3.11 Despite lead-in communications and reminders about the importance of planning, to achieve a high return, over 70% appraisals are entered into the system within the last 8 weeks of the appraisal window.

4 Application of Increments

4.1 94% employees covered by the Council's appraisal scheme and not at the top of their band were awarded an increment in October whilst a further 4% did not receive an increment because of a poor appraisal. The Organisational Development team followed up the outstanding appraisals following the closure of the appraisal window, at which point there were 122 missing appraisals.

4.2 As of 14th November 2011, 72 appraisals are outstanding and 22 of those relate to staff not at the top of band. By the 24th November, it is expected there will be no outstanding appraisals for staff not at top of band and, where due, increments will have been back-dated to 1st October 2011 and will have been paid in November payroll.

5. Quality of Appraisals

5.1 The time taken to complete appraisals is reducing as managers and staff better understand the competency framework and trust the appraisals system and manage and focus discussions more effectively.

5.2 486 managers conducted and entered appraisals – an average eight appraisals per manager. Supervisors tend to have the largest teams and carry out the largest number of appraisals and if we focus solely on this group, they each complete an average 21 appraisals – quite a challenging number of appraisals to deliver.

Table 4

	Manager No's	%age	Appraisals	Average
Managers	209	67	1,709	8
Technical Managers	102	41	1,212	12
Operational Leaders	65	89	400	6
Strategic Leaders	30	97	142	5
Professionals	29	5	57	2
Supervisors	9	5	185	21
Semi Professionals	8	1	22	3
Leavers	34	-	114	3
Totals	486		3,841	8

- 5.3 HR Advisers are following up with the groups affected to explore alternative arrangements and ensure the quality of the appraisal does not suffer where a manager conducts a large number of appraisals. In the 2010 Staff Survey, which took place following the first full year of the new system, 77% of staff indicated they felt that their appraisal was accurate and fair and only 8% disagreed.
- 5.4 As appraisals data was entered onto the system it was validated and potential anomalies were highlighted. Organisational Development scanned for duplicate entries and conflicts in the application of appraisals ratings. (For example, where an individual fails to satisfy the minimum level for any competency they should not meet expectations, and where an individual meets the minimum competency levels and objectives, they should either meet or exceed expectations).
- 5.5 Where identified, anomalies were challenged with managers and corrections made and Human Resources and Organisational Development picked up and manually corrected 12 entries where a user input error would have led to an increment being withheld.

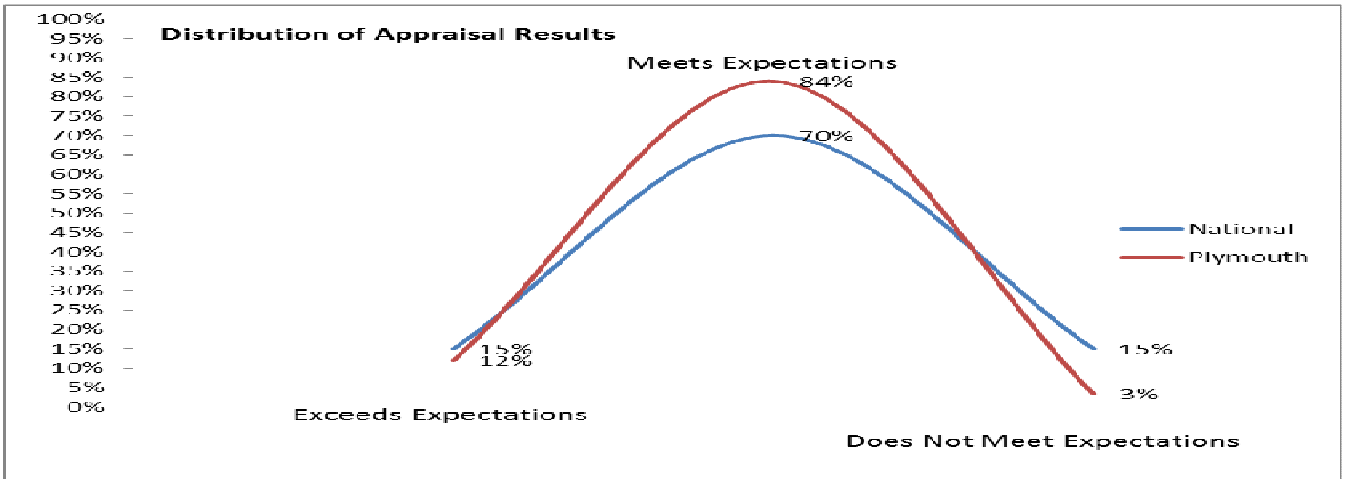
6. Distribution Appraisals Ratings

- 6.1 At the outset of the scheme, in 2009 all “Appraising Managers” were trained to use the Council’s scheme and this has helped maintain consistency in how managers apply appraisal ratings.
- 6.2 Organisations with embedded appraisals systems expect to see a bell curve of approximately 70% meeting expectations, and 15% either not meeting or exceeding expectations. The Council’s distribution of appraisals ratings has been plotted to highlight anomalies and work is on-going to better understand, challenge and address disparities.
- 6.3 **Tables 5 & 6** Reflect the Council’s distribution of ratings for 2011 appraisals, (post validation and as at the 30th September) and compare against a typical national distribution.

Table 5

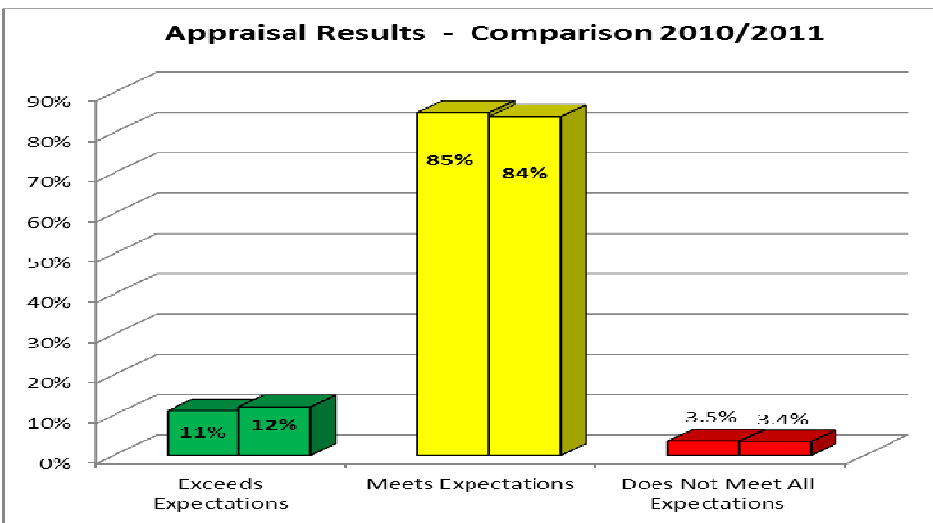
	Number	2011 %	2010%
Exceeded Expectations	473	12	11
Met Expectations	3,238	84	85
Did Not Meet Expectations	130	3.4	3.5

Table 6



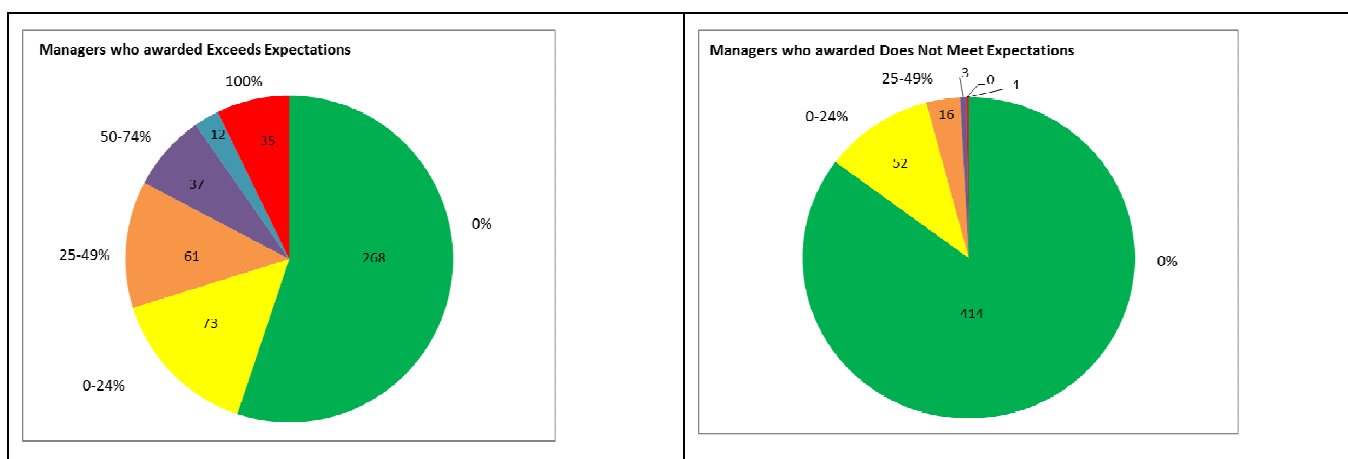
6.4 **Table 7** compares 2011 results (on right) with those 2010 closely and notes that the distribution has only marginally changed. The level of poor performers has not increased since 2010, however, if we compare against a normal distribution (between 10 -15%), a disproportionately low number staff do not meet expectations. The Organisational Development team expects some correlation between appraisals distribution and performance against service indicators.

Table 7



- 6.5 The 2010 employee survey feedback suggested the quality of management has significantly improved, (10% higher level satisfaction since last survey). This data suggests that managers could set the bars for satisfactory performance higher. It also indicates that some managers may lack the confidence and skill to effectively identify, challenge and address poor performance.
- 6.6 Organisational Development is developing a management development programme to assist managers to build their confidence, knowledge and skills and next year, based on findings from appraisals we will be able to measure the impact these interventions have had. This programme will likely use a blended learning approach and aims to maximise impact whilst minimising cost and disruption to services.
- 6.7 The representations below in **Table 8** illustrate that the bell curve depicted in table 7 is not replicated by the distribution of appraising managers' appraisal ratings. Instead, there are some managers in the organisation who confirm that a high proportion of their staff exceed expectations, whilst managers in other areas confirm no one is meeting expectations.
- 6.8 268 or 59% do not believe they have any high achievers in their department whilst 17% believe that at least 50% of their team are high achievers and 7% believe everyone is a high achiever. Conversely, 85% appraising managers do not believe they have any poor performers.
- 6.9 This information is helpful in better understanding the council's pockets of good and poor performance and will be used in conjunction with other performance data to ensure as true a picture of a team and a service area's performance as possible and to improve the consistency of application of appraisals standards.
- 6.10 This again links to the issues raised earlier of ensuring consistency in the quality of the appraisal results managers are awarding their staff and the validity of the information that we gain from the appraisal system.

Table 8



- 6.11 Of the 130 staff who did not meet expectations this year, 80% improved their performance to a satisfactory standard whilst 26, or 20%, also failed to meet expectations in 2010. Of those 26 who still did not meet expectations, 6 attracted improved competency ratings on last year, 11 attracted the same and 6 attracted worse scores. A summary of the areas affected is shown in **Table 9**.

Table 9

Department	Number of poor performers – two years running
Children's Social Care	2
Democracy and Governance	1
Environmental Services	4
Finance Assets and Efficiency	6
Human Resources and Org. Development	2
ICT	2
Learner & Family Support	6
Strategic Housing	2
Transport and Highways	1
Grand Total	26

- 6.12 It should be possible, and is critical to the council's overall performance for poor performance issues to be addressed in a twelve month period.
- 6.13 Human Resources & Organisational Development is reviewing its' capability framework to ensure it supports managers to do this, and as mentioned earlier is developing a management Development programme which will build manager skills and touch on appraisal distribution.
- 6.14 **Table 10** compares appraisal rating by job type and reflects a higher than expected proportion of Operational Leaders (mainly tier 4 managers) and a disproportionately low proportion of Supervisors and Front-line Workers "Exceeding Expectations".
- 6.15 In addition whilst each job type, bar one, consistently identifies between 1 – 4% poor performers, the Supervisor job type is the exception where the level of poor performers increased from 6% in 2010 to 17% in 2011 – an increase of 11%. To ensure fair application standards, this trend is being explored with the affected departments with Supervisor roles in their structures.

Table 10

Job Type	"Does Not Meet" Appraisal Rating				"Exceeds" Appraisal Rating			
	No.	%age 2011	%age 2010	Increase on 2010	No.	%age 2011	%age 2010	Increase on 2010
Strategic Leader	1	3	0	3	5	16	19	-3
Operational Leader	1	1	3	-2	24	33	27	6
Manager	5	2	2	0	47	15	18	-3
Professional	16	3	5	-2	70	12	17	-5
Technical Manager	2	1	1	0	27	11	13	-2
Semi-Professional	24	3	4	-1	130	14	13	1
Supervisor	33	17	6	11	12	6	6	0
Customer Facing Worker	28	2	1	1	139	10	9	1
Front-Line Worker	20	4	9	-5	19	4	5	-1

- 6.16 At appraisal, managers highlight individual development needs and explore how these might be met. When entering appraisals ratings they are able to enter limited learning plan information, even though few do (9%). Because most managers record learning plans on their own spread-sheets and only record training course information on HR SAP, the current employment database, the council struggles to analyse the amount of development taking place, and its' impact.

7. Appraisals for Agency Staff

- 7.1 The Agency Worker Regulations, which came into force on 1st October 2011, gave Agency Workers the right to comparable pay including incremental salary progression where included in the pay structure and holiday entitlements as enjoyed by our contracted Council staff, once they have passed twelve week continuous service.
- 7.2 The Council currently has around 750 Agency Workers on its' books, and 146 agency workers (or 19%) have been with the council for more than six months. The largest concentrations by service area are in Environmental Services, Adult Social Care and Democracy & Governance.
- 7.3 Up until now Agency Workers have not been covered by the Competency Framework and Appraisals Framework however as a significant number will work for the council for a reasonable period, to aid their effectiveness in their job role they need to understand the culture and expectations of them which allows them to adjust their own behaviours to mirror the council's expectations.
- 7.4 It is therefore proposed that a modified version of the Council's Induction and Competency & Appraisals frameworks is extended to this group of workers. Modifications are necessary as the Council is not the employer and does not currently hold Agency worker information and the scheme must be simple to maintain due to the transitory nature of the relationship.
- 7.5 Additionally it is fairer for all workers, including employees, to be appraised under the same system and assists the authority in administering incremental pay. Furthermore, it would be of benefit to the authority to have a centrally recorded assessment of their period of employment, especially in cases where they may be re-hired. The key principles of the proposed process which is currently being consulted on are set out below:

Process

- 7.6 The Council will match the Job type and the role once a role has been placed with the Agency (currently Pertemps). This will identify the competency levels the worker must meet. This will be straightforward as nearly all Agency workers carry out an established role that has already been job typed.
- 7.7 On commencement with the Council, the Agency will be responsible for ensuring the worker is familiar with information on the Council's Competency Framework. Even though this is the Agency's responsibility this information will be covered by the Council.
- 7.8 An appraisal will be conducted once the Agency Worker has been with the Council for six months. The Agency is responsible for reminding Manager around 5 months continuous service that an appraisal is due. This period of six month continuous service will take into account the Agency Worker Regulations Guidance, which states that a break of up to six weeks can be taken between assignments at a comparable level within the Council and still count as continuous service.
- 7.9 Six months is thought a reasonable time for a worker to adjust to and evidence how they are meeting the competency levels. This time period is consistent with when an appraisal would be carried out for a newly contracted member of staff.
- 7.10 Managers will be held responsible for holding the appraisal and notifying the Agency of the rating and whether to apply the increment or not. This decision will depend on the appraisal rating and whether the appraisal takes place within the appraisal window.
- 7.11 As poor performance issues affecting Agency Workers are generally addressed immediately they happen often resulting in the Agency Worker's replacement, increments will rarely be withheld because of poor performance. From then on, for as long as the worker continues to work for the council, an appraisal will need to be carried out every year within the appraisals window.

Appendix I: Appraisals Summary Rates (September 2011)

September 2011 27/10/2011	Staff (Occupied Job Roles)	Not Possible	Completed	Not Completed	% Completed (Of Possible)	Exceeds Expectations	Meets Expectations	Does Not Meet Expectations
Chief Executive's Unit								
Management & Support	4	0	1	3	25	0	1	0
CareFirst	8	0	8	0	100	1	7	0
Corporate Communications	12	0	12	0	100	0	12	0
Policy, Performance & Partnership	29	1	16	12	57	6	10	0
	53	1	37	15	71	7	30	0
		2	71	29		19	81	0
Community Services								
Management & Support	2	0	1	1	50	0	1	0
Adult Social Care	639	18	619	2	100	33	572	14
Culture Sport & Leisure	290	6	282	2	99	15	267	0
Environmental Services	483	19	463	1	100	27	422	14
Safer Communities	20	2	18	0	100	2	16	0
	1,434	45	1,383	6	100	77	1,278	28
		3	100	0		6	92	2
Corporate Support								
Management & Support	2	0	1	1	50	0	1	0
Customer Services & Business Transformation	93	7	59	27	69	8	51	0
Democracy & Governance	103	10	90	3	97	15	72	3
Finance, Assets & Efficiency	628	26	571	31	95	56	493	22
Human Resources & Organisational Development	101	2	98	1	99	20	76	2
ICT	79	7	68	4	94	11	47	10
	1,006	52	887	67	93	110	740	37
		5	93	7		12	83	4
Development and Regeneration								
Management & Support	1	0	0	1	0	0	0	0
Business Team	12	1	11	0	100	3	8	0
Economic Development	39	3	35	1	97	0	34	1
Planning Services	75	9	66	0	100	17	48	1
Strategic Housing	114	8	106	0	100	15	86	5
Transport & Highways	109	7	102	0	100	25	73	4
Waste PFI	2	0	1	1	50	1	0	0
	352	28	321	3	99	61	249	11
		8	99	1		19	78	3
Services for Children and Young People								
Management & Support	1	0	0	1	0	0	0	0
Building Schools for the Future	4	0	4	0	100	2	2	0
Children's Social Care	385	51	329	5	99	63	260	6
Commissioning, Policy & Performance	19	0	14	5	74	6	8	0
Learner & Family Support	693	91	592	10	98	79	471	42
Lifelong Learning	382	98	274	10	96	68	200	6
	1,484	240	1,213	31	98	218	941	54
		16	98	2		18	78	4
Total	4,329	366	3,841	122	96.9	473	3,238	130
		8	97	3		12	84	3.4

Subject:	Extract from Performance and Finance Report (including Capital Programme update) approved by Cabinet on 15 November 2011
Committee:	Support Services OSP
Date:	24 November 2011
Cabinet Member:	Councillor Bowyer and Councillor Ricketts
CMT Member:	CMT
Author:	David Northey, Head of Finance Patrick Hartop, Policy and Performance Officer
Contact:	Tel: (01752) (30)4942 e-mail: david.northey@plymouth.gov.uk patrick.hartop@plymouth.gov.uk
Ref:	fin/djn1111
Key Decision:	No
Part:	I

Executive Summary:

This report is the second monitoring report for 2011/12 and outlines the performance and finance monitoring position of the Council as at the end of September 2011.

The primary purpose of this report is to detail how the Council is delivering against its key 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 balanced scorecard detailing key issues.

Performance summary

Performance indicators used in this report represent Plymouth City Council's contribution to delivering the citywide priorities of Growth, Aspiration, Inequalities and Value for Communities.

Examples of positive outcomes include:

- National Non Domestic rate collection (NNDR) is above target
- Council Tax collection rates remain strong at 54.04%

Areas requiring close scrutiny are:

- The cumulative average time to process new Housing and Council Tax Benefit claims is currently 28.9 days against an annual target of 20 days. Performance has slightly improved since the first quarter when it stood at 29.7 days.

As stated in the first quarter report, the performance of the authority cannot be viewed in isolation from what is happening to the global economy, and the knock-on effect to the local Plymouth economy. Consumer confidence remains at its lowest for the past few years; the UK economy is dependent on the success of its European trading partners; much now depends on the success of the agreement drawn up by European Leaders to bail out failing national economies and underpin the future of the Euro. One immediate and obvious impact of the current economic issues could see a further increase in the number of benefit claims. Further strains on local businesses could also result in pressure on rate payments with an impact on our income collection rates.

Finance summary – Revenue Corporate Support & CEx

The Council is forecasting a revenue underspend at year end of £0.089m (previous report overspend £0.210m) against a net revenue budget of £32.303m (0.27%).

Corporate Support is showing an over spend of £0.019m; Chief Executive an under spend of £0.108m; this has improved by £0.299m in the three months from June 2011.

Good progress has been made against the £6.376m revenue delivery plans set for 2011/12. Where there has been slippage in implementation, Directors have brought forward other actions to compensate. There does however remain risk regarding the scale of change that we are implementing across the council. RAG rated delivery plans are detailed within the report.

During the last three months, CMT has undertaken a full review of all Council reserves; working balance; reserves; and provisions. As a result, this report includes a recommendation to transfer some un-used balances into the revenue “invest-to-save” reserve which was created last year. There is a further recommendation to allocate this increased reserve to ICT investment and road repairs.

Finance summary - Capital

Following approval at Full Council in October 2011, the Capital Programme for the year was increased through approved new expenditure of £3.247m. Projects included the purchase of Plymouth Argyle Football Ground for £1.681m; Refurbishment of Armada Way Toilets for £0.500m; School projects for £1.066m. However, with further schemes and re-profiling being recommended to the next Full Council, the projected Capital Spend for 2011/12 reduces to a proposed £85.679m. The main variation reflects updated profiling of forecast expenditure on the two Academy Projects, which were initially assumed to be delivered during 2011/12.

Through this report, we are seeking approval to merge the monies held in the Capital Receipt Reserve into the regular capital receipts programme. This will allow additional, already approved, capital schemes to be funded from capital receipts rather than unsupported borrowing, which will relieve pressure on revenue funding.

Corporate Plan 2011-2014:

This quarterly report is fundamentally linked to delivering the priorities within Council’s corporate plan. Allocating limited resources to key priorities will maximise the benefits to the residents of Plymouth

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

Robust and accurate financial monitoring underpins the Council’s Medium Term Financial Plan. The Council’s Medium Term Financial Forecast is updated regularly based on on-going monitoring information.

Other Implications: e.g. Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. Equality Impact Assessments have been undertaken on the delivery plans that underpin the 2011/12 budget.

Recommendations & Reasons for recommended action:

That Cabinet:-

1. Approve the variations to capital spend and re-profiling as detailed in Table 5
2. Cabinet recommend to Full Council the new capital schemes for investment as detailed in Table 6 amounting to £0.128m additional capital spend for 2011/12 and £1.795 for future years
3. Approve the consolidation of the Capital Receipt Reserve balance of £19.056m into the regular capital receipts programme.
4. Approve the budget virements as detailed in Table 8 of the report
5. Approve the consolidation of unrequired reserves, value £0.462m into the Invest-to-Save reserve.
6. Recommend to Full Council that the revised Revenue Invest-to-Save reserve be allocated £1.3m to the provision of an ICT Data Centre at Windsor; £1.3m to road

Background papers:

- Sustainable Community Strategy
- 2011 Plymouth City Council Corporate Plan
- 2011/12 Budget Setting papers published in December 2010
- Joint Performance and Finance Report – August 2011

Sign off:

Fin		Leg		HR	MG	Corp Prop		IT		Strat Proc	
Originating SMT Member M Coe											

**Extract from - Performance and Finance Monitoring – 2011/12
Quarter 2 to 30 September 2011**

I. Introduction

- I.1 With diminishing financial resources, it is fundamentally important that the Council maintains a clear focus on delivering progress against the identified corporate and city priorities.
- I.2 A challenging set of revenue budget delivery plans have been approved for 2011/12 in order to deliver a balanced budget. Capital grants have been significantly reduced heightening the importance of clear prioritisation of spend linked to delivering tangible outcomes.
- I.3 Performance and Finance information, and associated Delivery Plans, are owned by Directors and their Management Teams. Much progress has been made in recent years to ensure that cross cutting priorities are delivered and that finance is allocated to areas of most importance to the public (e.g. protecting the delivery of front line services)
- I.4 This report outlines the progress against key performance indicators, forecasts the year end revenue position, provides details of progress against delivery plans and recommend updates to the council's capital programme and revenue reserves. This is the second quarterly report of the year, and the period of this report covers April to the end of September 2011.
- I.5 A score card has been included within each Directorate report which focuses on exception reporting and identifying remedial action to be taken where necessary.
- I.6 This report contains the following sections and Appendices:-

Section 'A' – Executive Summary - Performance

Section 'B' – Executive Summary - Finance

- Revenue
- Income
- Capital

Section 'C' – Executive Summary – Human Resources

Section 'D' – Departmental Performance & Finance Report

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

Section 'E' - Concluding Remarks

Appendices

- Appendix A – Finance Monitoring Summary Graph.
- Appendix B – Capital
- Appendix C – Departmental Delivery Plans

SECTION A - EXECUTIVE SUMMARY PERFORMANCE









Performance Management arrangements

2.1 The performance indicators used in this report represent Plymouth City Council's contribution to delivering the citywide priorities of Growth, Aspiration, Inequalities and Value for Communities. The indicators are arranged over 3 levels and are defined as follows;

Level 1 - is a small basket of strategic indicators that track progress towards achieving Plymouth's long term vision. Targets are set for the next ten years. *Example: Increase Life Expectancy*

Level 2 - are high level outcome indicators that support delivery of Level 1. In many cases the indicators need to be delivered in partnership. Targets are set on a 3 year rolling basis. *Example: Housing decency - Number of Category 1 Hazards removed*

Level 3 - are single agency indicators that either support Levels 1 and 2 or are business critical to the organisation. Targets are set on a 3 year rolling basis. *Example: % people from health deprived neighbourhoods accessing Sports Development activities*

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		
RAG Rating key -Measures – an average of all measures that sit within Departments			
	Indicators are on track		Overall rating is up to 15% off target
	Overall rating is more than 15% off target		No data available. Baseline data and targets are yet to be agreed
	No indicators set for this service		

2nd quarter performance headlines

Corporate Support

- 2.2 National Non Domestic Rates (NNDR) collection is above target at the end of September, standing at 65.85% against the in-year target of 60.65%.
- 2.3 Council Tax collection narrowly missed the in-year target during this period, recording 54.04% against a target of 54.28%
- 2.4 Sickness absences continue with a downward trend towards the Council's target of 6 days per FTE. New policies and procedures, as well as a focus on employee health are having the desired impact.
- 2.5 The cumulative average time to process new Housing and Council Tax Benefit claims is currently 28.9 days against an annual target of 20 days. Performance has slightly improved since the first quarter when it stood at 29.7 days. The new structure in the Revenue & Benefits department takes effect from 1st November; this will have a clear focus on driving service improvement.

Chief Executive

- 2.8 A period of public consultation is being planned for the Council's budget plans 2012/13. 'Priorities Our Pounds' will run between 11th October and 7th November.

3. General Fund Revenue Budget

3.1

Table I- End of year revenue forecasts

DIRECTORATE	Council Approved Budget Feb '11 £000	Latest Approved Budget £000	Latest Forecast Outturn £000	Monitoring Variation June 2011 £000	Monitoring Variation Sept 2011 £000	Movement in Quarter £000	
CORPORATE SUPPORT	27,400	27,814	27,833	210	19	(191)	0.1%
CHIEF EXECUTIVE	1,508	2,492	2,384	0	(108)	(108)	-4.5%
CORPORATE ITEMS	3,693	1,997	1,997	0	0	0	0.0%
GENERAL FUND BUDGETS	32,601	32,303	32,214	210	(89)	(299)	-0.3%

3.2 Further details of the variations are outlined in the individual Directors reports in Section D of this report. The more significant variation is summarised below:

3.2.1 Corporate Support:

There have been delays in implementing the staff restructure within Democracy and Governance Services. However the resultant over spend has been offset by other savings. Restructures across Revenues and Benefits, Customer Services and changes in Finance Management have resulted in Delivery Plan targets being exceeded for 2011/12.

3.3 Delivery Plan Update

In setting the budget for 2011/12, departmental delivery plans totalling £15.742m were agreed in order to achieve a balanced budget. Overall, significant progress has been made across the majority of these plans. The Red / Amber / Green (RAG) rating applied in this report have been robustly challenged

Inevitably, throughout the year, original Delivery Plans will change due to changes in circumstances. Some will overachieve whereas others will not generate the savings target anticipated. Where such variations occur, initially it is the responsibility of the sponsoring department to develop and implement alternative budget delivery plans and actions. Major variations to delivery plans will be reported within individual departmental sections.

Only where there is no planned remedial action to address a non performing delivery plan will a forecasted overspend be reported. However, overspends can also occur in the event of unforeseen budget pressures such as a significant increase in service demand or loss of income stream. Similarly, underspends are identified where 'over' delivery of plans have been achieved, (or forecasted), surplus income achieved or a reduction in service demand identified.

Table 2 below summarises the progress against the published, (December 2010), revenue budget delivery plans by department.

DIRECTORATE	Total Delivery Plans	Red	Amber	Green
COMMUNITY SERVICES	5,376	120	2,526	2,730
CORPORATE SUPPORT	400	100	300	-
CORPORATE ITEMS	600	295	-	305
Total Delivery Plans	6,376	515	2,826	3,035
% Total Delivery Plans	100.0%	8.1%	33.7%	47.6%

Overall, progress against this challenging agenda is encouraging, with over 90% of plans rated as Green or Amber status. A detailed breakdown, by department can be seen at **Appendix C**.

We must continue to work on achieving all of the delivery plans for the current year, not only to achieve our budget for the year, but also because the majority of the current plans roll forward and underpin the budgets for the coming two years.

CMT are holding Budget Challenge Sessions by Directorate to review current and future plans. Cabinet Members must also continue to challenge all Directors.

4 Income Summary

- 4.1 As previous reported, continuing to improve income collection rates remains a challenge within the current economic environment. Whereas significant progress has been made in improving the in- year Council Tax collection target and Sundry Debtors target in recent years, such improvement becomes more difficult to sustain each year. However, we remain ambitious and constantly review alternative, more effective ways of joining up and collecting income owed to the Council.
- 4.2 Progress made against 2011/12 income collection targets as at 30 September 2011 is shown in table 3 below:

Table 3 – Income Collection performance

Type of debt	Budgeted income 2011/12	Year to date Target % 2011/12	Year to date Actual % 2011/12	Achieved % 2010/11	Year end Target % 2011/12
Council Tax	£93m	54.3	54.0	96.1	96.5
NNDR	£86m	60.7	65.9	97.3	97.5
Sundry Debt	£61m	95.0	93.0	92.5	95.0

- 4.3 We are confident, given the current performance of collection rates for both Council Tax and NNDR that the year-end target will be achieved. However, Sundry Debtor collection rates are currently (marginally) below the ambitious improvement targets set at 95%. We will continue to explore opportunities for increasing this collection rate such as, wherever possible, encouraging pre-payment for goods and services.

- 5.1 In the quarterly report June 2011, the 2011/12 Capital Programme stood at £102.975m. Following approval of new schemes at Full Council in October 2011, the current capital programme for 2011/12 is **£106.222**.

This increase of £3.247m is shown in Table 4. The table also sets out the additional schemes approved for our Capital Medium Term Financial Forecast (MTFF) which cover the period to 2014/15.

Table 4 – Schemes Approved at July & October Council Meetings

£000	£000	£000	£000	Schemes Approved at July & October Councils
11/12	12/13	13/14	14/15	
1,681	-	-	-	Purchase of Argyle Football Ground
500	-	-	-	Refurbishment of Armada Way Toilets
-	3,148	-	-	MRF Upgrade (increased provision)
566	1,235	2,512	629	Wave 2 Primary School Basic Need Projects
500	1,000	-	-	Boringdon School
-	(601)	-	1,000	School Condition Works
3,247	4,782	2,512	1,629	Total of Schemes Approved

- 5.2 Due to timing around the delivery of capital spend, and variations due to project slippage, changes in priorities, contractor performance, ability to achieve capital receipt etc. we are now reporting the following changes to the timing of capital spend over the next four financial years:

Table 5 – Recommended Variations to Capital Spend

£000	£000	£000	£000	Re-profiling / Other Variations
11/12	12/13	13/14	14/15	
(18,897)	8,472	10,425	-	<u>Academies Re-profiling</u> Re-profiling of forecast expenditure on Academy projects. This will be updated as more detailed information becomes available, following design work etc
(2,000)	2,000	-	-	<u>Plymouth Life Centre Re-profiling</u> A timetable for the re-provision of ice and arena facilities has now been agreed in line with the OJEU procurement process.
625	391	(1,016)	-	<u>Other Re-profiling</u> Details in Appendix B
(399)	-	-	-	<u>Variations & Virements</u> Details in Appendix B
(20,671)	10,863	9,409	0	Total Re-profiling / Other Variations

- 5.3 The Capital Delivery Board has recently considered, and prioritised, a number of other new capital investment projects that deliver outcomes against corporate priorities. These schemes will be presented for approval at the next Full Council meeting in December 2011.

Table 6 – New Schemes for recommendation to Full Council (Dec 2011)

£000 11/12	£000 12/13	£000 13/14	£000 14/15	Schemes to be Approved at December Council
-	1,571	-	-	Academies – additional funding from Central Gov't
74	-	-	-	Prospect Row Play Area
30	-	-	-	Environmental Survey Works
-	50	-	-	St Budeaux Multi Use Games Area (MUGA)
24	-	-	-	Bretonside & Notte St Improvement Works
-	174	-	-	Traffic Improvements
128	1,795	0	0	Total of new Schemes for approval Dec 2011

- 5.4 The Capital Programme is always subject to variations, due to a number of different factors. The further revision of the 2011/12 programme will move the latest known position to £85.679m.

	£m
Programme following approvals at Full Council October 2011	106.222
Re-profiling for approval at November Cabinet (Table 5)	(20.272)
Variations for approval at November Cabinet (Table 5)	(0.399)
New Schemes for approval at December Council (Table 6)	0.128
Revised (Latest Forecast)	85.679

Capital Expenditure to Date

- 5.5 To date, we have accrued actual spend of £34.350m which equates to 40.1% spend against the revised estimated annual spend of £85.679. Departments are confident that they will be able to deliver the vast majority of the approved capital programme in year however further amendments will be considered by the Capital Delivery Board, fed up to Cabinet and recommended to Full Council, as appropriate.

Recommendations:

1. Cabinet approve the re-profiling and variations to capital spend as detailed in Table 5.
2. Cabinet recommend to Full Council the new capital schemes for investment as detailed in Table 6 amounting to £0.128m additional capital spend for 2011/12 and £1.795 for future years

- 5.6 There has been extreme pressure on the council’s ability to generate capital receipts over the last couple of years due to falling property and land prices. The current Medium Term capital programme assumes generation of £34.7m new receipts up to, and including, 2014/15.
- 5.7 The council received a net capital receipt of £19.056m (including notional interest) in relation to the one-off sale of Plymouth CityBus in 2009. This is currently held separately in a Capital Receipt Reserve. To date, this receipt has not been applied to the general Capital Receipts Programme.
- 5.8 During September 2011, CMT, as part of the 2012/13 budget setting process, undertook a full review of all reserve and provision balances. We currently hold the balance of £19.056m in a separate Capital Receipt Reserve. In order to fund our ambitious Medium Term Capital Programme it is necessary to consolidate this reserve balance into the general Capital Receipts Programme. Therefore, for transparency purposes, we now propose to incorporate this one off receipt within the overall projected capital receipts of the Council.
- 5.9 This amalgamation will allow a number of projects which are currently funded by unsupported borrowing to be funded from capital receipts. This will reduce the level of borrowing, reduce the cost of borrowing, and therefore relieve pressure on revenue funding.
- 5.10 Following this consolidation, the capital receipts now available to fund the programme (RAG rated) from the disposal of land and buildings are as follows:

Disposal of Land / Buildings	£m
2010/11 B/fwd	0
2011/12 Rec’d to Date	0.402
Capital Receipt Reserve transfer	19.056
2011/12 Estimated to be Rec’d	1.685
2012/13 Estimated Receipts	6.682
2013/14 Estimated Receipts	4.569
2014/15 Estimated Receipts	1.001
	33.395
Total	33.395

- 5.11 The Council uses capital receipts as part of its funding streams; however the timing of when the capital receipts are paid into the Council does not always match up with when we wish to apply them to schemes. This mismatch on timing between capital receipts generated and capital receipts requirement has been flagged up consistently in previous reports. As such, any temporary shortfall of required capital receipts will need to be funded by short-term unsupported borrowing that would be financed from the Capital Finance Reserve or the working balance, until such time as additional capital receipts are generated.
- 5.12 Given the current economic climate it is likely that the potential capital receipts level may not be realised due to lower values being achieved, or sales delayed, and officers are constantly reviewing the position to achieve maximum returns. To fully fund our Medium Term Forecast, we require total Capital Receipts of £34.767m; our RAG rated receipts schedule currently projects receipts of £33.395m, leaving a shortfall of £1.372m

- 5.13 Projecting forward the above changes across the next three financial years provides an initial capital programme as detailed in Table 7. This is the programme based on known projects and funding streams. The council will remain proactive at optimising external grant funding wherever possible in order to continue significant capital investment in the city. The Council has adopted a four year Capital MTFP aligning it with the number of years over which the revenue MTFP is based. The programme will grow in future years when we receive more certainty around future funding streams.

Table 7 – Capital Medium Term Forecast & Funding

	2011/12 Revised £000	2012/13 Revised £000	2013/14 Revised £000	2014/15 Revised £000	Total £000
Children’s Services	19,551	22,231	12,937	1,629	56,348
Community Services	27,866	4,532	183	337	32,918
Corporate Support	11,040	3,622	500	0	15,162
Development & Regeneration	27,222	12,569	6,523	7,371	53,685
	85,679	42,954	20,143	9,337	158,113

Funding Source	£m
Capital Receipts	34.767
Unsupported Borrowing	24.774
Supported Borrowing	0.324
Grants, Contributions & S106	96.729
Revenue & Funds	1.519
Total	158.113

SECTION C – EXECUTIVE SUMMARY – HUMAN RESOURCES

Human Resources Key Messages

- 6.1 The total wage bill for the Council (including on-costs) is around £130 million. Each year the Council’s budget includes a savings target of 3% for ‘vacancy savings’ which is naturally achieved from vacant positions and natural turnover of staff.
- 6.2 HR indicators monitor establishment, sickness and agency spend and details are now included on the departmental score cards. This section summarises the position across the Council as a whole, excluding schools, as at the end of September 2011.
- 6.3 **Key facts and figures are;**
- We currently have 3421.3 FTE central employees in post.

- Control of agency staff has improved, following the award of the temporary workers' (Pertemps), contract in 2010. Corporately a threshold of 5% of the total wage bill has been set, to monitor the use of agency staffing. Agency Spend is currently 4.93% of the monthly wage bill;
- Sickness – there have been improvements throughout the council at reporting absences providing much better management information. A rigorous target of 6 working days per FTE per year has been set. However, actual sickness levels at the end of September 2011 are 10.18 working days per FTE for the last rolling 12 months. There is a corporate drive to significantly reduce this level and HR is working closely with departments to consistently address proactive management of absence.

6.4 The Council aims to reduce the direct and in-direct costs of the workforce through:

- Natural turnover
- Planned retirements / use of temporary contracts
- Recruitment controls and improving redeployment opportunities
- Reducing the overheads of the workforce (direct and indirect)
- Negotiated workforce reductions
- Modernisation and workforce re-modelling
- Maintaining capacity and improving productivity (which will also require some investment from the Council in skills, training and support)
- Reducing the overall size of the workforce

Redundancies and Voluntary Release:

6.5 At the end of September 2011, over the past 12 months, 70 people left the Authority for reason of redundancy and 53 people who were at risk of redundancy were redeployed.

6.6 The voluntary release scheme will result in a total of 85 people leaving the Authority before the end of the year.

6.7 The Council's target is to improve our rate of re-deployment to only one out of eight people being made redundant during 2011/12 through improved redeployment and vacancies created through the Voluntary Release Scheme.

6.8 The Council currently has £2.6m put aside in a specific reserve to fund the costs of redundancies and voluntary releases brought about by reducing the overall workforce.

Review of Terms and Conditions

6.9 The collective agreement was agreed and signed by the trade unions on 14 September 2011. This is delayed from the original implementation date of 1 April 2011.

6.10 Implementation is taking place in accordance with the implementation timetable.

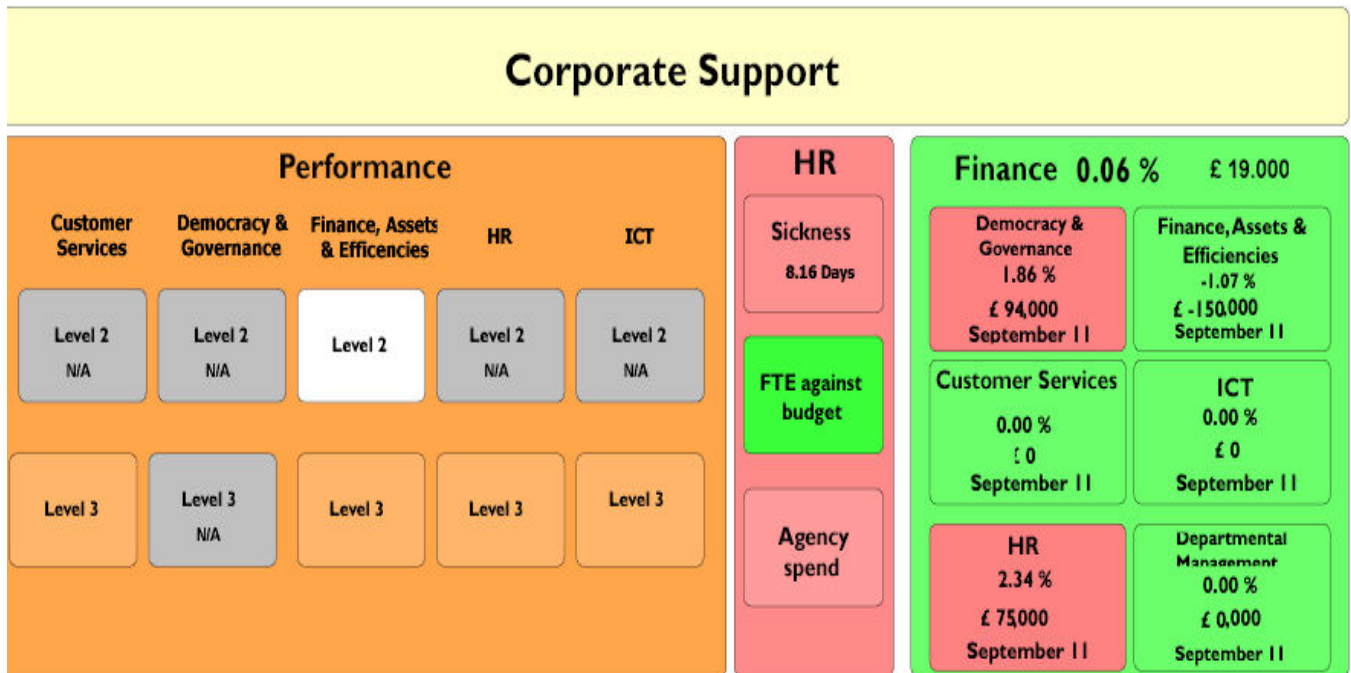
Senior Management Review

6.11 The new directorate structure was agreed by Full Council on 10 October 2011. This will reduce the number of directorates to three on 1 January 2012. Director level appointments are delegated to the Appointments Panel that will sit in November 2011.

6.12 Consultation has commenced on the next phase, which will involve changes to the assistant director structure. Recommendations on the new structure will be submitted to Full Council on 5 December 2011.

10. Corporate Support

10.1 Scorecard - General Fund Revenue Forecast is an over spend of £0.019m



Responsible Officers: JP Sanders / Tim Howes / Malcolm Coe / Mark Grimley / Neville Cannon

Customer Services

Social Care complaints performance has improved significantly due to increased focus and assistance from colleagues in Legal services helping with the very heavy court case burden. However a review of the resources for this service are required, and will be presented to CMT, as there has been a steady increase in workloads. The non social care complaints performance was consistent through the month - however this will take careful handling over the next few months as responsibilities for this are handed over following restructure. Work in both areas is subject to new guidelines and policies coming from central government and the Information Commissioner. In addition the structure of the various Ombudsman is also subject to change as well, which we are monitoring.

Finance Assets and Efficiencies

The cumulative average time to process new Housing and Council Tax Benefit claims is currently 28.9 days against an annual target of 20 days. Performance has slightly improved since the first quarter when it stood at 29.7 days. The on-going restructure and an increasing workload which is now nearly 31,000 representing a 10% increase over the last year has had an impact on performance. The restructure will go live from 1st November and it is anticipated that performance will improve in the 3rd and 4th quarters once the team has bedded down.

National Non Domestic Rate collection (NNDR) is above target at the end of September standing at 65.85% against the in year target of 60.65%. Council Tax collection narrowly missed the in year target during this period recording 54.04% against a target of 54.28%.

The forecasted financial savings of £0.150m relates to an over-achievement of 2011/12 budget delivery plans, primarily regarding reducing staff costs.

HR and Organisational Development

Sickness absence continues to have a downward trend towards the Council's target of 6 days per FTE. New policies and procedures, as well as a focus on employee health is having the desired impact. Further management interventions and targeted programmes at key staff will continue. Staff are being encouraged to take up the winter vaccine against influenza.

Agency spend is marginally above tolerances, this is predominantly temporary capacity during restructures and time-limited project work that is more cost-effective for short-term engagements.

The Council is on target for the number of apprenticeships created to support work-based learning and skills.

ICT

Following last month's dip in availability of core systems, performance has resumed and is now above target.

Performance across the year in terms of numbers of Freedom of Information requests processed has improved. However, we are still below target and therefore further work along with process reviews are required to enable us to meet all expectations.

In respect of numbers of Subject Access Requests processed, quarterly performance had increased in July and August. However, a dip in September's performance was due to staff absence.

Democracy and Governance

Through ongoing efficiency savings and reductions in general running expenses in legal services, Officers have reduced the deficit figures. Officers are continuing to review options to cover the now reducing forecast adverse variation of £0.094m.

People Management

Agency spend is measured as a percentage of our overall monthly spend on wages (salary including on-costs plus agency costs). Agency spend stands at 5.42% of the overall wage bill for Corporate Support which is an increase of 1.11% from the previous month.

The Council has set a target of 6 working days per FTE. Sickness levels at the end of September are 8.16 working days per FTE for the last rolling 12 months, which is a decrease of 0.02 days per FTE from the previous month.

The council wide sickness statistics are 10.18 days per FTE for the last rolling 12 months.

10.2 Delivery Plan Update

Corporate Support Services has direct Delivery Plans totalling 2.360m for 2011/12. The table below shows the summary position by Red Amber and Green rating (RAG). The detailed Delivery plan is attached as Appendix C

Service	Red £000	Amber £000	Green £000	Total £000
FAE/Customer Services	0	0	1,100	1,100
HR	0	0	400	400
Democracy & Gov.	0	380	130	510
ICT	0	50	250	300
Senior Management	0	0	0	50
Total	0	430	1,830	2,360

There has been slippage in some delivery plans. That said, this is a marked improvement on the position reported at the end of the 1st quarter. Overall, progress is encouraging with either some plans being bought forward or alternative actions put in place.

Cross Cutting Delivery Plans

In addition to the above there are indirect (cross-cutting) Delivery Plans within Corporate Support totalling £3.016m to be achieved through savings across the Council. The plans are being driven by Theme groups comprising of cross departmental representatives. Examples include:

- Delivering the accommodation strategy
- Driving savings from strategic procurement and
- Negotiating revised terms and conditions across the council

Service Lead	Red £000	Amber £000	Green £000	Total £000
FAE	0	1,246	850	2,096
Customer Services	0	100	0	100
HR	70	700	0	770
Democracy & Gov.	50	0	0	50
Total	120	2,096	850	3,016

Again, there has been a lot of improvement within this area; in particular we are starting to see tangible savings from the Procure 2 Pay (P2P) project.

10.3 Risks and Issues

- Challenge of improving support services whilst managing down spend and meeting delivery plan savings targets;
- Capacity within the department to support the Council's change agenda and challenging financial targets
- Ensuring that expertise is retained throughout the service and redundancy costs are minimised
- Accommodation Strategy – risk of not achieving required revenue long term savings through delays in obtaining a long term solution for the future of the Civic Centre.
- Any delay in the implementation of the new Customer Relationship Management system will delay the move of services into the Customer Service team and subsequent cross cutting delivery plan.

10.4 Medium Term Issues

Significant investment in ICT is still needed in order to facilitate much of the transformational change required across the council. Progress has been made through the accommodation strategy, and further efficiencies will be realised from next year following Full Council approval to invest in the SAP replacement payroll system.

The continued trend in Schools converting to academy status will have a significant impact on corporate support. The department will need flexibility in order to scale down services and overheads should less schools commission our services.

On-going economic issues could lead to a sustained increase in Benefits claimants, increasing workloads for a team that has reduced in size. In addition uncertainties about Universal Credit and the future delivery of benefits and the shape of NNDR reforms will hamper future planning.

Customer Services transformational change to provide cost effective service and to facilitate cross cutting efficiencies is dependent on the adoption and implementation of our single Customer Relationship Management system - Microsoft Dynamics.

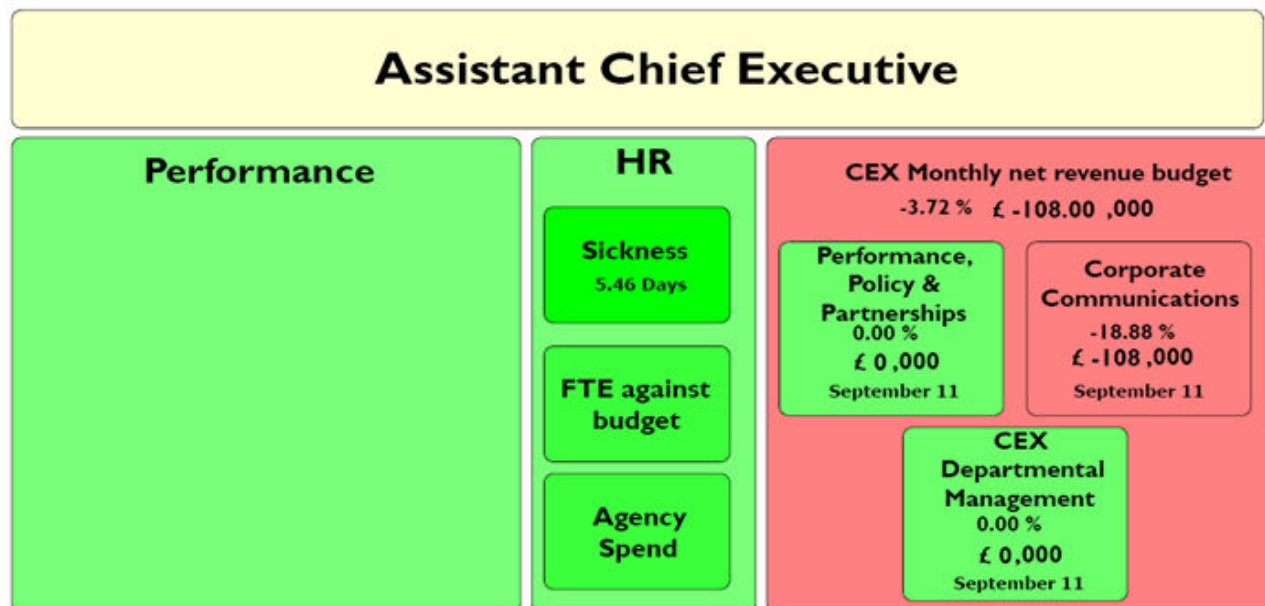
10.5 Invest to Save

Accommodation Strategy - The project is progressing well with several vacated premises generating £400k savings to date. On-going delays around the future of the Civic remain a challenge.

Procurement Category Management – we are now engaged with our advisors Agilysis and workshops and meetings with key personnel and DMTs are well progressed. A budget benefit realisation mechanism has now been approved by CMT and to date we have realised savings in excess of £350k. A monthly report is now being produced and savings signed off by each Directorate.

11. Chief Executive

11.1 Scorecard - General Fund Revenue Forecast is an underspend of £0.108m



Responsible Officers: Ian Gallin, Giles Perrit, Richard Longford

Chief Executive

The overall position in Chief Executives is currently forecasting £0.108m underspend. The Corporate Communications Unit has been working towards achieving the Chief Executive's Department's element of the Printing, Publicity and Advertising cross-cutting Delivery Plan. The mechanism for capturing these savings across the authority has still to be agreed hence the Delivery Plan is continuing to be reported as 'Red' and therefore the savings are now being declared as a monitoring variation.

Performance & Policy

Performance & Policy units across the Council have been merged into one unit within Chief Executives as part of a delivery plan. The implementation date for this new structure was 1st September 2011 and therefore the salary savings achieved from this process have now been established.

People Management

The Council has set a target of 6 working days per FTE. Sickness levels at the end of September are 5.46 working days per FTE for the last rolling 12 months, which is a slight increase of 0.10 days per FTE from the previous quarter..

The council wide sickness statistics are 10.18 days per FTE for the last rolling 12 months.

11.2 Delivery Plan Update

Chief Executive's has a total Delivery Plan of £0.4m for 2011/12. There is one direct delivery plan for the department and three delivery plans that will be delivered across all departments. The table below shows the summary position by Red Amber and Green rating (RAG). The detailed Delivery plan is contained in Appendix C.

Service	Red £000	Amber £000	Green £000	Total £000
Performance & intelligence	0	100	0	100
Consultation	0	100	0	100
Corporate Subscriptions	0	100	0	100
Printing, publicity & Advertising	100	0	0	100
Total	100	300	0	400

Printing, Publicity and Advertising – RED

This is where we will challenge the current demand across the council and rationalise future publicity & advertising activity. The notional saving for the department is based on reducing 25% of total council expenditure. Agreement needs to be reached on how savings are removed from departments. The aim is for savings to be driven out by the new process for approving publications.

11.3 Risks and Issues

- The success in the Printing, Publicity and Advertising delivery plan is reliant on staff changing attitudes and ways of working.

11.4 Medium Term Issues

- Civil protection unit talks are still on-going with regard to the peninsular wide unit

12. Corporate Items and Cross Cutting Issues

Revenue budget forecasted out-turn

- 12.1 As with the previous quarter's report, no variation is currently forecast on the corporate items budget, despite a challenging target to deliver just under £1m of savings from treasury management activities. Whilst there have been some favourable one off items during the year so far, the ability to achieve significant returns from our cashflow investments are impaired by continuing low interest rates. The impact of this plus increased borrowing to support our increasing Capital Programme, is reflected in the Red rated delivery plan status. We are showing £295k as red against the delivery plan total of £600k

The Treasury Management Board is still focussed on delivering a break even budget at year end.

Capital Financing Budget /Treasury Management

- 12.2 Since the last quarterly report credit conditions have deteriorated with problems with sovereign debt in the Eurozone and credit rating downgrades for a number of banks. As a result of this the decision was made to reduce credit risk by using available cash flow to repay short-term borrowing on maturity. At 30 September 2011 the Council's borrowing stood at £213.598 compared to £261.408 at 30 June 2011. All borrowing activity during the year has remained within the approved borrowing limits. Investment at 30 September 2011 stood at £95.913m down from £162,109 at 30 June 2011.

Maturity limits on Investments were also reduced with the majority of deposits made in liquid call accounts. The average rate on investments taken in the period 1 April 2011 to 30 September 2012 was 1.0246% compared to a target rate for new deposits in the year of 1%. All investment activity has been undertaken in accordance with the approved strategy and counter party limits.

- 12.3 The Treasury Management Board continues to meet regularly to discuss the actions in respect of borrowing and investments in accordance with the approved strategy. Credit conditions have had an impact on savings achieved against the overall £0.924m target although borrowing and investment decisions made earlier in the year had achieved savings of £0.305m. This together with reductions in Minimum Revenue Provision (MRP) and other interest have resulted in total savings of £0.688m. The Treasury Management board continues to review options to achieve the shortfall in savings against target of £0.236m.

- **Debt Rescheduling**

Movements in gilts over the first half of the year have reduced PWLB loan interest rates meaning that there have been no opportunities to date to achieve savings from the repayment or rescheduling of long-term debt. It is unlikely that in the current climate interest rates will move in a favourable direction but PWLB rates continue to be monitored by Council officers and our Treasury management advisors Arlingclose to take any opportunity to make revenue savings as and when this occurs.

- **Investments**

Council Officers and Arlingclose will monitor credit conditions and further deposits will be made in line with the Council's Treasury Management strategy when conditions are appropriate for such investments.

- **Reserves**

The calculation of the impairment on Icelandic deposits in 2009/10 allowed for accrued interest to be credited to revenue over the next few years. This accrued interest resulted in a transfer of £0.324m to the Icelandic Bank reserve in 2010/11 to cover the possibility of an increase in impairment. The anticipated repayment of Icelandic bank investments is now looking more favourable than 12 months ago and this reserve may not be required.

Icelandic Bank Update

- 12.4 The Council continues to receive regular dividend payments in respect of its investment in Heritable bank with the following dividends received in the period April – September 2011:

	Principal £000	Interest £000	Total £000
April 2011	187	10	197
July 2011	122	6	128

Further, we can confirm the receipt of the next dividend at the end of October 2011:

October 2011	126	6	132
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This brings the total amount recovered to date to £2.037m (64.6%)

- 12.5 Investments in Landsbanki (£4m) and Glitnir (£6m) remain subject to court proceedings. The Council is expecting its claim to be heard by the Icelandic Courts in September 2011, with a decision likely either late October or early November 2011. If the outcome is known after publication of this report, an update will be given in a timely manner to Council as appropriate.

Based on the test case hearings, the Council is hopeful that its claims will receive priority creditor status and 100% of monies in Glitnir will be recovered, with recovery of money in Landsbanki at 95%.

The Council continues to work with Bevan Brittan solicitors and the LGA continues to actively pursue the recovery of its total investments.

Contingency

- 12.6 Standard practice is to set a revenue contingency budget which is held within Corporate Items. For 2011/12 this is £0.500m and, at this stage, although there are no commitments against contingency, it is assumed that the budget will be used in full during the year.

Budget Virements

- 12.7 The Council's net budget requirement was set by Council at its meeting on 28 February 2011 at £208.237m. Amendments to this overall budget can only be made by Full Council. During the year there will be several movements in budget allocations across services/departments as part of the delivery of the day to day business of the Council. Movements in the budget are continually tracked and an audit trail held for budget control purposes. In addition, Financial Regulations require all budget virements in excess of £100,000 to be approved by Cabinet.
- 12.8 Cabinet are now requested to approve the budget virements detailed in Table 9. All of these virements balance to zero with the overall council net revenue budget remaining at £208.237m

Virements over £100k	£000's			
	Carry forwards	Delivery Plans	Other	Total virements
DIRECTORATE				
CHILDREN AND YOUNG PEOPLE SERVICES	0	(406)	0	(406)
COMMUNITY SERVICES	0	127	(203)	(76)
DEVELOPMENT & REGENERATION	100	0	107	207
CORPORATE SUPPORT	300	175	550	1,025
CHIEF EXECUTIVE	0	105	0	105
CORPORATE ITEMS	(400)	0	(454)	(854)
TOTAL	0	0	0	0

A brief explanation of these virements is as follows:

Carry forwards

- 12.9 As part of the Corporate adjustments at closedown, monies were approved for carry forward to 2011/12. These were £100k to support Development & Regeneration fund the America's Cup, and £300k to Corporate Support for the cost of urgent ex-school demolitions. These demolitions were urgent due to on-going Health & Safety concerns relating to vandalism of both sites. The funds were being held within Corporate Items.

Budget Delivery Plan (including Disaggregation of Business Support)

- 12.10 In the previous quarter's report, we advised that the Chief Executives delivery plan contains an action to deliver a new Corporate Policy and Performance service. This involves the transfer of functions, budgets and staff from both Children's Services and Community Services business support and strategy units to the Chief Executive department.

Other

- 12.11 As part of the management of the Carefirst project a movement of budget has been made from Community Services to Corporate items. There has also been a transfer of budget re flood water management from corporate items to the service area within Development, as well as a transfer of the Centralised Repairs budget from Corporate Items to Capital & Assets which sits within Corporate support.
- 12.12 Further virements will be required going forward, and will be reported in the quarterly reports as required.

Insurances

- 12.13 As reported last time, over the past quarter, the savings on service budgets have been clawed back from departments and held within corporate items pending the annual review of reserves and provisions at year end.

Working Balance

- 12.14 The Council's working balance stood at £11.518m at 1 April 2011. This equates to 5.2% of the Council's net revenue spend for 2011/12 and remains in line with the medium term financial strategy to maintain a working balance of at least 5%.

- 12.15 In September 2010, as part of the 2011/12 Budget setting process, the Council approved the creation of a revenue “Invest-to-Save” Reserve in the value of £2.262m. During September 2011, CMT has undertaken a further review of all reserves and recognised that certain existing reserves are no longer required, and should be used to augment the Invest-to-Save reserve.

	£m
Invest-to-Save reserve balance June 2011	2.262
CIP reserve no longer required	353
Chief Executive 2010/11 Carry-forward	12
Corporate Capital Database 2010/11 Carry-forward	31
Corporate Support 2010/11 Carry-forward	66
Invest-to-Save reserve balance September 2011	2.724

- 12.16 Following discussions with Cabinet Members, CMT further recommend that the Revenue Invest-to-Save reserve is used to fund the purchase of an ICT Data Centre at Windsor House, at £1.3m; and used to fund road repairs in the city in the sum of £1.3m

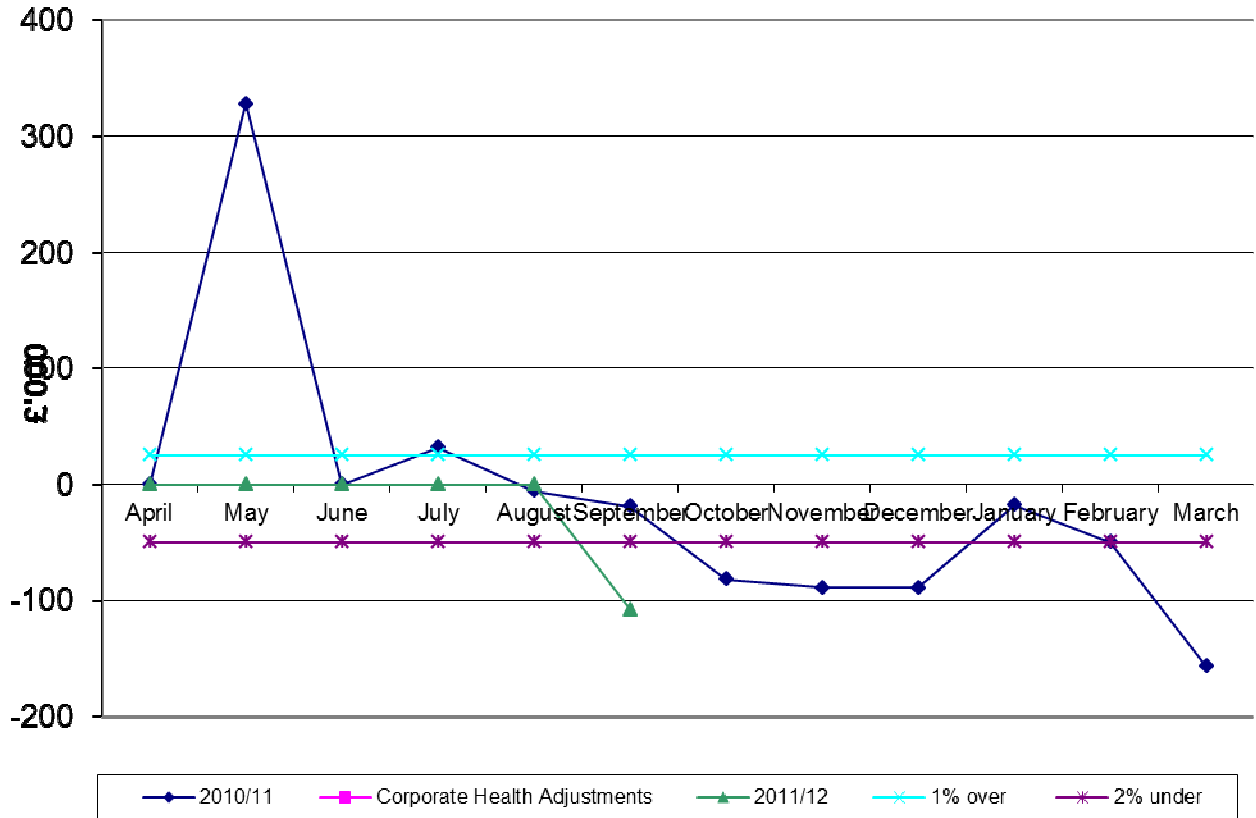
- 12.17 The Council continues, as do most organisations, to place more reliance on the continuing availability of its ICT systems. Access to information, and the increasing use of hosted systems means that additional measures need to be taken to meet these operational needs, and to comply with the Civil Contingency Act 2004. The Council has previously agreed to build a data centre facility at Windsor House. The £1.3m now being sought will provide the additional equipment necessary to furnish this facility and to operate in this new, more resilient manner.

- 12.18 Plymouth roads, as in other cities across the country, have suffered due to recent extreme winter temperatures and resultant heavy frosts. Thaws have left the roads damaged with “potholes”. Following a successful resurfacing and patching programme on the road network this financial year, additional funding of £1.3m has been allocated to deal with further phases of resurfacing. This money will help address the problem, and will be prioritised as required to best serve the city.

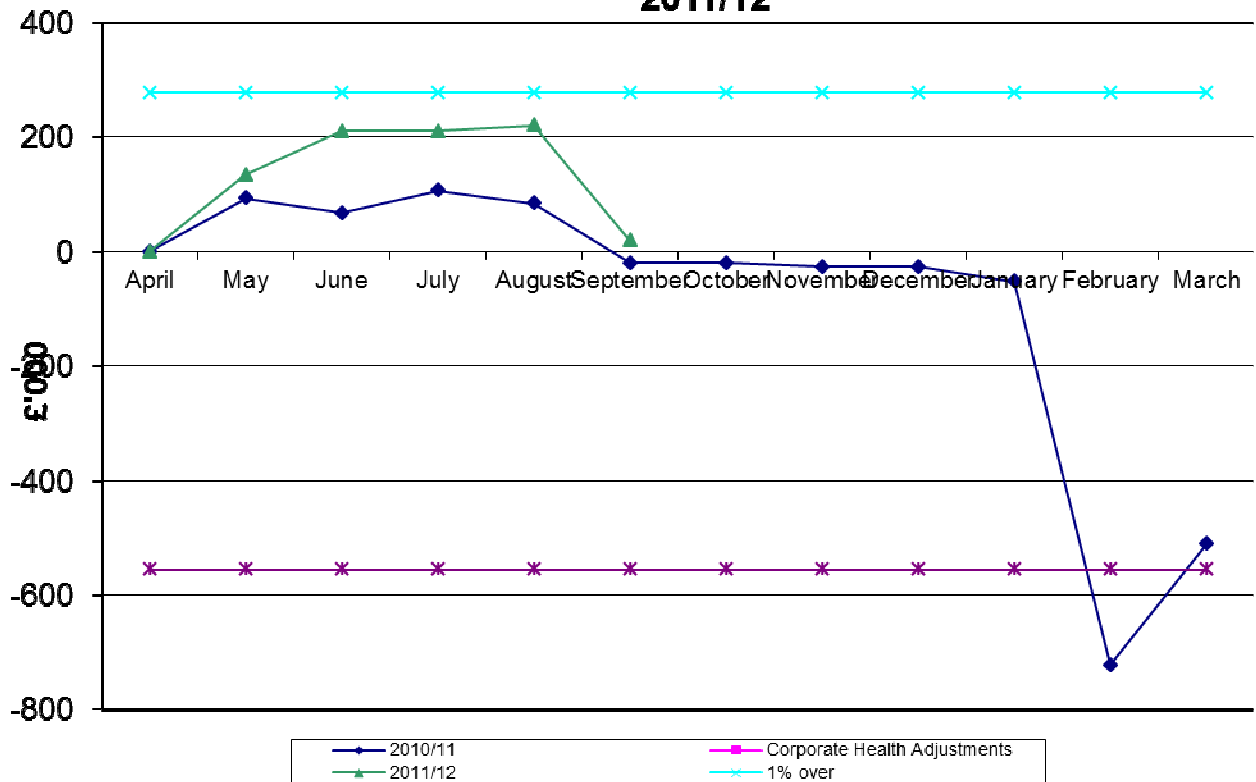
SECTION E - CONCLUDING REMARKS

- 13.1 2011/12 is the first full year of significant public sector funding reductions under the new Comprehensive Spending Review. The council has prioritised reduced funding in order to continue to protect front line priority services.
- 13.2 2011/12 is year one of our three year budget, in which we need to achieve budget savings of £30m by 2013/14. It is imperative that the current year Delivery Plans are achieved in-year as they roll forward to underpin the budget for the next two years.
- 13.3 In total, the council has embarked on £15.742m of revenue budget delivery plans for the current year. Where possible, we have engaged in cross departmental officer groups to generate significant spending reductions in areas such as accommodation, business support and procurement.
- 13.4 Despite reduced funding, the council remains committed to improving services and has revised its performance management framework to ensure that key focus is maintained on performance measures that contribute most towards the council and wider city's priorities.
- 13.5 There are no critical issues to report on finance this time around, although there are some areas of variance within individual departments that require close scrutiny.
- 13.6 Revenue budgets are currently forecasting an end of year overspend of £0.569m. Departments will continue to bring forward new delivery plans in order to address this overspend.
- 13.7 During the second quarter, the percentage of Delivery Plans which are rated Green or Amber has increased from 84.5% to 89.5%. The remaining Red rated plans have therefore reduced from 15.5% to 10.5%.
- 13.8 The council still has an ambitious capital investment programme. With the inclusion of £19.1m for two academy schools, the projected capital spend over the next four years is in excess of £158m.
- 13.9 We face unprecedented reductions in future funding, and are continually receiving details of new Central Government initiatives. Officers are compiling appropriate responses to consultation documents for areas such as NNDR reform; Council Tax benefit reform. CMT has commissioned an officer working group to look at our planning for and response to welfare reform and related issues. The group's aims will include:
- Influencing National policy on welfare reform and related issues
 - Ensuring effective services for our customers most affected by the reforms
 - Recommending budget priorities in response to reforms
 - Planning medium-term strategy in response to reforms.
- 13.10 Officers are now working hard to put together the revenue budgets for 2012/13 to 2014/15. The draft budget will be signed off by Cabinet at the end of November, in preparation for our public scrutiny sessions scheduled for mid-January 2012.

Chief Exec Monitoring Comparison 2010/11 & 2011/12



Corporate Support Monitoring Comparison 2010/11 & 2011/12



Capital Programme – Variations and Re-profiling

Section 5.3 Table 6 cross-refers

£000	£000	£000	£000	Re-profiling for Approval
11/12	12/13	13/14	14/15	
785	236	(1,021)		<u>Basic Need</u> - Reprofiting of Basic Need (Wave 1) project expenditure based on revised cashflows. This will enable the provision of required school places for September 2012.
(197)	197			<u>Tor Bridge (Estover) Campus</u> – Reprofiting of forecast expenditure to revised cash flow. Project remains on time and within budget.
40	(45)	5		<u>Plymouth Life Centre</u> – Reprofiting of internal cost budgets to be used to fund the FF&E.
(81)	81			<u>Horsham & Staddiscombe</u> - An opportunity of additional funding from the Football Association for the Staddiscombe element of the project has led to the works being postponed in order that this can be explored.
(359)	359			<u>Corporate Accommodation Strategy</u> – Reprofiting of resources required for 2011/12 arising from changes in planned Business Case proposals.
(58)	58			<u>Woolwell & Mt Wise</u> - Rescheduling of improvements to Mutton Cove bus stop and to Woolwell roundabout.
(51)	51			<u>Royal Parade Crossing</u> – Reprofiting of the phase 2 works of this scheme into 2012/13.
4	(4)			<u>Leachate Treatment Works</u> - reprofiling.
(351)	351			<u>A386 George Junction</u> – potential compensation payments.
2,500	(2,500)			<u>East End Major Transport project</u> – cost of land acquisitions.
(1,607)	1,607			<u>Chelson Meadow</u> – Reprofiting of restoration works following detailed contractor negotiations.
625	391	(1,016)	0	Total Re-profiling for Approval

£000	£000	£000	£000	Other Variations for Approval
11/12	12/13	13/14	14/15	
(190)				<u>Devolved Capital for New Start Academies</u> – Reduction to the latest forecast in respect of these secondary allocations, which will now be paid directly to the schools rather than the Council.
33				<u>Additional School Contributions</u> – An increase to the programme in respect of school matched funding for projects, where this funding is sourced from revenue or other external means.
(57)				<u>Primary Capital Programme</u> - Saving achieved in Demolition Works at West Park School. Expenditure is reported as part of the Shakespeare school delivery.
(400)				<u>Devolved Capital Forecast</u> - This reflects the removal of centrally held devolved capital funding. This will be used to support the advanced profile of Basic Need expenditure as approved by the Schools Forum.
(31)				<u>Plymouth High School for Girls</u> – Minibus and mobile equipment.
(10)				<u>Devonport High School for Boys</u> – Boundary fence and gates.
19				<u>Eggbuckland Vale</u> – Car park resurfacing.
9				<u>Longcause</u> – Sports hall.
9				<u>Beaumont Park</u> - Variation re the installation of equipment (including benches) at Beaumont Park.
235				<u>Accommodation Strategy</u> – changes to the original works, ie, kitchen equipment and heating improvements at Martins Gate Referral Units and capitalised maintenance works at Windsor House, all funded from revenue contributions.
(28)				<u>ECO Homes - Garrison Close & Riverside</u> – Changes to the original scheme forecast.
30				<u>Smart Ticketing</u> - An increase to the current Smart Ticketing scheme which will be met by a contribution from Devon County Council.
(18)				<u>Strategic Property Acquisition</u> – Reduction on original estimate of fees.
(399)	0	0	0	Other Variations for Approval

Corporate Support Services Delivery Plans Sept '11

Appendix C

	Balancing the budget : Areas for savings, efficiency gains or increase income	Delivery plan Savings		Progress Update	Revised R/A/G
		2011/12	Budget		
		£000	Risk		
1	Finance: further refinement of the staff structure	100	9	Savings will be achieved in 2011/12 following the final changes to the Finance Management plus additional in-year vacancies	G
2	Corporate Property: Management restructure and efficiency savings on Facilities Management	100	6	Consultation with the Unions completed in February 2011. 3 Posts were removed in June 2011 and the £100k 2011/12 savings have started to be realised.	G
3	Cashiers: Revise and refine the council's approach to cash collection	100	12	Cashiers closed. Combined with plans 4, 5 & 7. We are now midway through the restructure process and new structure will be implemented from 1 September, with full savings coming on stream once staff are either redeployed or drop out of the PCC process.	G
4	Debt Management: better co-ordination of existing processes. Challenge the effective use of legal services / bailiffs etc	100	9	Combined with plans 3, 5 & 7. We are now midway through the restructure process and new structure will be implemented from 1 September, with full savings coming on stream once staff are either redeployed or drop out of the PCC process.	G
5	Income Generation: increase selling of support services externally and explore the potential for advertising on corporate assets	50	12	Combined with plans 3, 4 & 7. We are now midway through the restructure process and new structure will be implemented from 1 September, with full savings coming on stream once staff are either redeployed or drop out of the PCC process.	G
6	Audit Fee: Negotiate a reduction in external and internal audit scope and associated fees	50	6	Revised fee negotiated. Financial savings have been delivered. No FTE impact.	G
24*	Benefits Subsidy: Improvements to Housing Benefits subsidy claim to maximise income from benefit overpayments.	300	6	Joint work between finance and revs & bens has reduced our financial liability to DWP in respect of 2008/09 and 2009/10 claims. Improved processes to maximise HB subsidy claim. This financial saving is achievable based on current monitoring information.	G
7	Customer Services & Revenues & Benefits: integration of services, including Single Point of Contact & increased use of the Council website	300	12	Combined with plans 3, 4 & 5. We are now midway through the restructure process and new structure will be implemented from 1 September, with full savings coming on stream once staff are either redeployed or drop out of the PCC process.	G
8	Human Resources: staff restructure (relies on e-transactions, shared services & investment). To include a review of Trade Union Facilities	50	9	5.2 FTE reduction July 2011 further savings to be achieved through SharePoint and a new payroll database	G
9	Training & Development: review the provision of training throughout the department / council	350	12	Saving target includes ICT training team (£250k).	G
10	Democratic Services: reduce the level of Civic engagements and restructure the democratic support service	200	16	2 posts advertised and filled and Admin Support reorganised which allows deletion of 2 vacant posts. Consultation to begin on deletion of posts - additional pressures through delay in approving new Constitution and Scrutiny structure after June '11	A
11	Legal Services: Restructure the service and reduce support in non-critical areas	230	16	Discussion with finance over rationalisation of debt underway but delays have adversely impacted on elements of budget savings. Legal Services are therefore revisiting its delivery plan to find alternative delivery methods.	A
12	Registration Service: challenge the structure and increase fees and charges	80	9	New fees and charges introduced, time lag due to advance bookings. Nationality checking being introduced as additional income stream.	G
13	ICT Support: Reduce support provided to departments and minimise duplication across the council (will need some ICT investment)	150	12	Departmental systems, infrastructure and telephony reviewed for duplication and reduced where appropriate. Further projected savings identified with replacement of legacy systems with enterprise solutions.	G
14	ICT direct costs: Reduce licence costs, lease costs, phone rentals, licences etc	100	9	Significant savings achieved by improved analysis and robust challenge of existing hardware and software licence portfolio.	G
15	Data Quality Project. Reduction in duplication across different systems	50	16	Awaiting investment in dynamics and data matching software to be agreed. The savings from this investment will accrue across other departments from operational savings.	A
16	Senior Management: Reduce Senior management structure/ costs by 20%	0	6	No plans in place to achieve this saving to date. Assessed as 'Green' (not Red) as no requirement for financial savings to be made in 2011	G
16a*	Senior Management: Accelerate implementation of Sen Man restructure	50	12	Requirement to bring 2013/14 savings forward to commence in 2011/12. No plans in place yet to achieve this saving hence risk assessed as red.	G
CORPORATE SUPPORT DIRECT TOTALS:		2,360			

Publicly Cross-Cutting: Savings delivered on behalf of, or reliant on, other departments

2011/12

17	Procurement: Procure To Pay / Buyer roll out. Driving efficiencies out of external purchasing	850	16	Buyers now in place for Corporate Support, Community Services, Children's and Development - processes revised and updated. Beginning to realise financial savings. Savings vs target will be closely monitored throughout the year.	G
17a	Corporate Support: Procurement *	381		Added target as part of the 2011/12 final budget setting process in February 2011. Proposed contingency of £400k from 2010/11 end of year adjustments.	A
18	Customer Contact Centre: bring in services from other departments into contact centre. Improve service & reduce costs	100	12	Social Care complaints now successfully moved and finalising plan to move car park telephone queries progressing well. Implementation of Microsoft Dynamics CRM critical to moving other services - progress dependent on installation of latest version of Dynamics which is behind schedule.	A
19	Employee Terms & Conditions: review and revise Terms and Conditions across the whole council *	700		At least £400k of the £700k savings target at risk due to delay in implementing the new Terms and Conditions.	A
20	Workforce Management: remove duplication with staff based within departments	70	8	Staff still within departments - next step requires CMT buy-in to moving resources into one co-ordinated organisational team	R
21	Print and Document Services (PADS) - consider options for future service delivery and/or increase productivity	0	20	Intending to undertake options appraisal back end of 2011/12. No financial or staff savings planned for next financial year	G
22	Accommodation Strategy	715	12	Vacated several satellite offices generating £350k under phase 1 from actions to date. Risk of not achieving £750k in 2011/12 due to delay in selling the Civic. Bringing forward Phase 2 asset disposals to mitigate this risk.	A
		150	12		A
23	Business Support: restructure across the Council - anticipated savings attributable to Corporate Support	50	9	This plan is aimed at saving significant sums of money across all departments through a comprehensive restructure of Business Support. No tangible plans in place as to how this will be achieved - hence assessed as 'Red'	R
CORPORATE SUPPORT INDIRECT TOTAL:		3,016			
TOTAL DELIVERY PLANS CORPORATE SUPPORT		5,376			

Chief Executive Delivery Plans Sep '11

Appendix C

	Delivery Plan savings	Budget	Progress Update	Revised			
					2011/12	RAG	R/A/G
					£000		
Balancing the budget : Areas for savings, efficiency gains or increase income							
1	Performance and Intelligence: rationalise performance management, completion of government returns and data analysis across the council. 1/3rd of total planned savings applied to Chief Executives at this early stage of development	100	G	Lots of good work has been carried out to restructure in order to realise this DP within the timescales originally set - this has now been successfully implemented. The DP is still being reported as Amber as there is still a slight shortfall in achieving the targets originally set, however other ways on delivering these savings are being reviewed within the Department.	A		
2	Performance and Intelligence: Impact of losing the Performance Reward Grant. Overall restructure linked to Item 1 above	0	G	Risk assessment included in PID. Main risks highlighted here	G		
CHIEF EXECUTIVE DIRECT PLANS TOTAL:		100					
Savings delivered on behalf of, or reliant on, other departments							
2	Consultation: Better joined up / rationalised small team of dedicated consultation staff. Look at duplication between departments and ensure consultation activity is relevant and required	100	G	Although the restructure above addressed this action there is still a question over whether this activity is still being carried out within Departments, therefore the DP is resported as Red.	A		
3	Corporate Subscriptions: challenging the need for subscriptions to professional organisations. Joining up subscriptions and/or removing non essential spend.	100	G	Departments requested to submit business plans. These indicate a substantial saving compared to previous years could be achieved in 11/12, exceeding budget targets but some departments are yet to respond. These savings will not be directly cashable. Final position will not be known until year end but will be monitored during the year.	A		
4	Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on reducing 25% of total council spend.	100	A	Agreement needs to be reached on how savings are removed from departments. Savings are being driven out by the new process for approving publications but this will not deliver the corporate savings of £400k. To be raised/discussed at SMT	R		
CHIEF EXECUTIVE INDIRECT PLANS TOTAL:		300					
TOTAL OF ALL DELIVERY PLANS FOR CHIEF EXECUTIVES:		400					

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PLYMOUTH CITY COUNCIL

Subject:	Bi-annual Scrutiny Report
Committee:	Support Services Overview and Scrutiny Panel
Date:	24 November 2011
Cabinet Member:	-
CMT Member:	Adam Broome (Director for Corporate Support) Ian Gallin (Assistant Chief Executive)
Author:	Paul Chapman, Head of Value for Money and Efficiencies
Contact:	Tel: 01752 304878 e-mail: paul.chapman@plymouth.gov.uk
Ref:	SS-OSP 111/12
Key Decision:	No
Part:	1

Executive Summary:

This report sets out a review of the Support Services Overview and Scrutiny Panel for the period June 2011 to October 2011.

Corporate Plan 2011-2014:

The Support Services Overview and Scrutiny Panel provide strategic scrutiny of the following City and Council Priorities and key areas:

- Value for Communities
-

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

None

**Other Implications: e.g. Community Safety, Health and Safety, Risk Management and
Equality, Diversity and Community Cohesion:**

None

Recommendations & Reasons for recommended action:

That the report is noted.

Alternative options considered and reasons for recommended action:

N/A

Background papers:

Support Services OSP Terms of Reference (Appendix one)
Support Services OSP minutes

Sign off: N/A

Support Services Overview and Scrutiny Panel Bi-Annual report 2011-2012

1. Introduction

1.1 This report describes the work of the Support Services Overview and Scrutiny Panel during the period June 2011 – October 2011. This includes the following meetings:

- a) 23 June 2011
- b) 21 July 2011
- c) 15 September 2011
- d) 27 October 2011

2. Scope of the Support Services Overview and Scrutiny Panel

2.1 The Support Services Overview and Scrutiny Panel is primarily concerned with the strategic scrutiny of the following City and Council Priorities and key areas:

- “Value for Communities” (Achieve efficiency through transforming our service delivery and support arrangements, and our approach to customers)

2.2 The Support Services Overview and Scrutiny Panel is primarily concerned with scrutinising the strategic and operational activities of the following council directorates:

- Chief Executives Directorate
- Corporate Support Directorate

2.2 The Panel, through effective strategic and operational scrutiny, supports the following cabinet members and CMT officers:

Councillor Ian Bowyer, Cabinet Member for Finance, Property and People
Councillor Richard Ball, Cabinet Member for Customer Services
Councillor Steven Ricketts, Cabinet Member for Performance, Transformation and Governance
Adam Broome, Director for Corporate Support
Ian Gallin, Assistant Chief Executive

2.3 The panel has a budget of £2,000 to support its scrutiny work.

3. Membership of the Panel

3.1 The membership of the panel and members attendance for the period June 2011 – October 2011 is contained in table 1:

Table 1:

June – September 2011	Name	Attendance (4 meetings)
Councillor (Chair)	James	3
Councillor (Vice Chair)	Lowry	2
Councillor	Berrow	4
Councillor	Casey	4
Councillor	Delbridge	2
Councillor	Evans	4
Councillor	Lock	2
Councillor	Murphy	4
Councillor	Rennie	2
Councillor	Reynolds	0
Councillor	Stark	4
Councillor	Stevens	3
Co-opted representative	Janet Isaac	3
Lead Officer	Paul Chapman	4
Democratic Support	Ross Johnston	4

3.2 Table 2 shows the members who have substituted on the Support Services OSP in the period June 2011 – October 2011:

Table 2:

June – September 2011	Name	Attendance (4 meetings)
Councillor	Mrs Aspinall	2
Councillor	Browne	1
Councillor	Mrs Dolan	1
Councillor	Penberthy	1
Councillor	Thompson	1
Councillor	Wildy	2

4. Key achievements

4.1 The panel believes it has made a positive and constructive contribution to support the strategic and operational overview of the Chief Executive's and Corporate Support Directorates, in particular the following achievements should be noted:

- The Panel agreed to appoint Janet Isaac from the University of Plymouth as a co-opted representative to the panel for the municipal year.
- The panel continued to scrutinise the Value for Money programme and recommended to the Overview and Scrutiny Management Board that departmental delivery plans are shared with

the relevant scrutiny panels so that value for money in each service area can be monitored to identify where efficiencies have been achieved.

- Further scrutiny of Value for Money at the meeting on 15 September 2011 led to members questioning the incentives for staff to recognise and deliver value for money benefits and therefore agreed that Paul Chapman, Lead Officer would report back to a future meeting on providing staff incentive programmes or reward and recognition schemes to assist in the delivery of value for money.
- The Panel continued to monitor the progress of the Corporate Accommodation Strategy through Phase one and into Phase two and identified the relocation of the Register Office to Pounds House as a vital part in the delivery of Phase two. Further reviews of this project were agreed that would focus primarily on scrutinising the future use of Pounds House, the accessibility into Pounds House and the consultation with users of the Register Office and Coroners Service.
- Following further reviews of the relocation of the Register Office to Pounds House it was agreed by members that they would review bus destination and origin figures on bus journeys to and from Pounds House and a Traffic Impact Assessment, Equality Impact Assessment and traffic modelling on the impact of users of Outland Road and Peverell Park Road.
- In order to assist with the scrutiny into the relocation of the Register Office to Pounds House it was agreed that the author of the Equalities Impact Assessment and a representative of Hydrock Byways and Highways would be invited to attend a future meeting of the panel.
- Panel members comprehensively undertook to review strategic workforce issues within the Human Resources department including:
 - Staff Terms and Conditions
 - Senior Management Restructure
 - Redeployment PolicyFollowing this review it was agreed that members would scrutinise further HR issues at a future meeting.
- Following the transfer of many of Plymouth's schools to Academy status the panel scrutinised the implications of the transfers and agreed that further scrutiny of this issue should be undertaken. The panel also recommended that Cabinet undertake urgent discussions with Cornwall Council, Devon County Council and Torbay Council to minimise the difficulties that the exodus of local authority maintained schools to become Academies is causing Plymouth and its neighbouring authorities.
- Further scrutiny into the transfer of school academies brought about a resolution that a meeting be set up between Cllr David James, Chair (SS OSP), Cllr Mark Lowry, Vice-Chair (SS OSP), Paul Chapman, Lead Officer (SS OSP), Cllr Nicky Wildy, Chair (CYP OSP), Cllr David Stark, Vice-Chair (CYP OSP), Claire Oatway, Lead Officer (CYP OSP), Colin Moore, Assistant Director for Lifelong Learning and Mark Grimley, Assistant Director for Human Resources and Organisational Development to discuss School Academy Transfers and decide upon how each scrutiny panel would review the topic and in what format.

This meeting took place on 17 October 2011 and it was agreed that the Support Services OSP would continue to monitor and review issues that affect the council's ability to support schools from a resource perspective (e.g. Staff and finance) and the Children and Young People OSP would maintain looking at statutory issues that effect children. It was agreed that:

1. A briefing report would be provided to panel members by the Children and Young People's lead Officer.

2. Paul Chapman and Claire Oatway, Lead Officers, would review the panels' Terms of Reference and ensure that they were clear on each panels' remit.

- Following the Overview and Scrutiny Management Board on 29 June 2011 reviewing the Council's Forward Plan it was suggested that the Support Services OSP should undertake pre-decision scrutiny of the Local Carbon Framework. On 15 September 2011 the panel scrutinised the framework and agreed that they supported the report's recommendation to undertake 'Phase 2' of the Local Carbon Frameworks development as a programme of engagement and consultation prior to the production of the final Local Carbon Framework report in late 2011.

5. On the horizon

5.1 Having received an overview of the Corporate Support Directorate and reviewed the City and Council priorities at its first meeting of the municipal year the panel updated its work programme which sets out the following issues to be scrutinised in second half of the municipal year:

- Relocation of the Register Office to Pounds House (Accommodation Strategy)
- Embedding Value for Money ethos across the council
- Staff Sickness Review
- Appraisal Review
- Management of Agency Staff
- Performance and Finance Report
- Social Networking and Communications

5.2 Panel members are encouraged at each meeting to identify additional areas of council business to scrutinise under the agenda item 'work programme'.

6. Recommendations

6.1 That the progress of the Support Services Overview and Scrutiny panel is noted by the Overview and Scrutiny Management Board.

Paul Chapman
Lead Officer, Support Services Overview and Scrutiny Panel

Support Services Overview and Scrutiny Panel

Terms of Reference

- To review new and existing policies and consider how they may be improved and developed;
- To monitor the budget and performance of the Cabinet Member, Department and partners to ensure that the priorities for the area are being delivered upon;
- To monitor performance against the relevant Corporate Improvement Priorities;
- To review Policies within the Budget and Policy Framework;
- To consider Equality Impact Assessments against new and existing policies;
- To investigate local issues to find out how the council and its partners can improve to meet the needs of local people;
- To make recommendations about service delivery to the Cabinet (via the Board)
- To review and scrutinise the performance of partner organisations
- To set up Ad-Hoc Working Groups as and when required;
- To produce quarterly progress reports to go to the management board

Policy Areas

- Business Transformation
- Finance
- ICT
- Human Resources and Organisational Development
- Democracy and Governance
- Assistant Chief Executive
- Policy and Performance
- Communications

Cabinet Members

- Finance, property and people
- Customer services
- Transformation, performance and governance

Directorate

- Chief Executive's
- Corporate Support

Corporate Priorities

- Monitor performance against the relevant corporate priorities

LSP Link

- LSP Support

Membership

The Chair of the Panel shall serve on the Overview and Scrutiny Management Board. The Support Services Overview and Scrutiny Panel will be chaired by a Member of the majority political group with the vice-chair from the opposition political group. All Members of the panel will adhere to the general rules of Overview and Scrutiny.

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TRACKING RESOLUTIONS

Support Services Overview and Scrutiny Panel

Date/Minute Number	Resolution	Explanation/Minute	Officer	Progress	Target Date
18 21.07.11 (1)	the sickness policy and a report on sickness figures are to be submitted to a future panel meeting;	Members discussed this issue during an item on staff terms and conditions.	Mark Grimley, Assistant Director for Human Resources and Organisational Development.	Included on the work programme and scheduled to be an agenda item at the meeting on 24 November 2011.	24 November 2011
18 21.07.11 (2)	a report on appraisal completion rates by directorate is to be submitted to a future panel meeting;	Members discussed this issue during an item on staff terms and conditions.	Mark Grimley, Assistant Director for Human Resources and Organisational Development.	Included on the work programme and scheduled to be an agenda item at the meeting on 24 November 2011.	24 November 2011
18 21.07.11 (3)	following agency staff not receiving an appraisal a position statement on the management of agency staff and their capabilities is submitted to a future panel meeting;	Members discussed this issue during an item on staff terms and conditions.	Mark Grimley, Assistant Director for Human Resources and Organisational Development.	Included on the work programme and scheduled to be an agenda item at the meeting on 24 November 2011.	24 November 2011
22 21.07.11	an email would be sent to all panel members stating the destination and origin figures of buses going to and from Pounds House; this would be balanced out against bus company figures for the Register Office's current location on Lockyer Street;	Following a further update about Pounds House and a request for a Traffic Impact Assessment., members also requested to receive details on local bus routes that visited the area.	Chris Trevitt, Head of Capital and Assets	Email sent to members on 5 September 2011.	
30 15.09.11 (1)	the traffic impact assessment results submitted on 14 September 2011 be emailed to all members.	Following the report being verbalised at the 15.09.11 meetings members requested to receive the report via email.	Chris Trevitt, Head of Capital and Assets	This was included as an agenda item on 27 October 2011 and circulated with the agenda.	27 October 2011

30 15.09.11 (2)	an Equalities Impact Assessment should be undertaken and submitted to the meeting on 27 October 2011.	No EIA had been undertaken as part of the report and members requested this information to be provided.	Chris Trevitt, Head of Capital and Assets	This was included on the agenda for 27 October 2011.	27 October 2011
30 15.09.11 (3)	a more comprehensive Traffic Impact Assessment should be completed and submitted to the meeting on 27 October 2011.	The verbal TIA was not satisfactorily completed and members requested that data provided in October be compiled on a Saturday during a Plymouth Argyle home match.	Chris Trevitt, Head of Capital and Assets	As with the two items above this was an agenda item for 27 October 2011- it was not submitted. The item was again deferred until 24 November 2011 where the TIA would be re-submitted.	27 October 2011
31 15.09.11 And 35 15.09.11	<u>Agreed</u> that a meeting be set up between Cllr David James, Chair (SS OSP), Cllr Mark Lowry, Vice-Chair (SS OSP), Paul Chapman, Lead Officer (SS OSP), Cllr Nicky Wildy, Chair (CYP OSP), Cllr David Stark, Vice-Chair (CYP OSP), Claire Oatway, Lead Officer (CYP OSP), Colin Moore, Assistant Director for Lifelong Learning and Mark Grimley, Assistant Director for Human Resources and Organisational Development to discuss School Academy Transfers and decide upon how each scrutiny panel would review the topic and in what format.	Members were concerned that this issue may be being scrutinised by two panels and agreed that Chairs, Vice-Chairs and Lead Officers would meet to ensure that there was no duplication and or issues being overlooked.	Ross Johnston, Democratic Support Officer	Meeting was set up and took place on 17 October 2011 and it was agreed that the SS OSP review issues that effect the council e.g. Staff and finance and the CYP OSP maintain looking at statutory issues that effect children. Agreed that – 1. A briefing report would be provided to panel members. This was emailed to all members on 16 November 2011 and annexed to the Tracking Resolutions document. 2. Paul Chapman and Claire Oatway, Lead Officers, review the panels' TofR and ensure that they were clear on each panels' remit.	

32 15.09.11	Paul Chapman, Lead Officer would provide an emailed response to all members regarding the following issues – <ul style="list-style-type: none"> • SWDWP findings on carbon emissions; • population figures in Plymouth; • the procurement process; • Plymouth City Council's attempts to reduce CO2; 	As part of the Local Carbon Framework update members had many questions that were not able to be answered on the day and requested an update be provided by email.	Paul Chapman, Head of VFM and Efficiencies	This information was forwarded to all members via email on 16 November 2011 and annexed to the Tracking Resolutions document.	15 November 2011
34 15.09.11	that 'figures on reminder letters being sent to customers' is provided to all members in writing and Paul Chapman, Lead Officer would check if this information had been provided since the last meeting.	Members were concerned that figures requested at a previous meeting had not been provided.	Paul Chapman, Head of VFM and Efficiencies	Email sent by Rob Batten to Councillor Pauline Murphy on 3 October 2011. Forwarded to all members on 2 November 2011.	
35 15.09.11 (1)	Paul Chapman, Lead Officer provide a written response to all members on the following issues – <ul style="list-style-type: none"> • why has the Lord Mayor's budget not been delivered; • regarding 3 Elliot Terrace – what are the figures on how much was expected to be achieved and what is the reality of the achievements; 	In response to VFM and budget targets not being met members requested that figures in Democracy and Governance and in particular the Lord Mayor's budget be provided via email.	Paul Chapman, Head of VFM and Efficiencies	This information was forwarded to all members via email on 16 November 2011 and annexed to Tracking Resolutions document.	15 November 2011
35 15.09.11 (2)	Paul Chapman, Lead Officer report back to the November meeting on providing staff incentive programmes or reward and recognition schemes to assist in the delivery of VFM. In undertaking the research attention should be given to the Leicester City Council model and private sector incentive schemes.	In response to VFM progress and a lack of staff incentive schemes members requested Paul Chapman to research staff incentive schemes in both public and private sectors.	Paul Chapman, Head of VFM and Efficiencies	Included on the work programme and scheduled to be an agenda item at the meeting on 24 November 2011.	24 November 2011

44 27.10.11 (1)	Further to 22 21.07.11 above a revised bus timetable report to remove the previous inaccuracies is submitted to the panel;	This was requested as part of the 'relocation of register office' item in response to the information not being provided following the meeting on 15.9.11.	Chris Trevitt, Head of Capital and Assets	Requested at the meeting and emailed to Chris Trevitt on 2 November 2011. This information was emailed to all members on 16 November 2011 and annexed to the Tracking Resolutions document.	15 November 2011
44 27.10.11 (2)	the author of the EIA is invited to attend the panel meeting on 23 November 2011;	Members were concerned about the EIA submitted and requested to be able to question the author	Ross Johnston, Democratic Support Officer	Request sent by email via Chris Trevitt on 2 November 2011. Chris Trevitt confirmed on 10 November 2011 that he was the author in conjunction with Darin Halifax. Bronwyn Prosser, Social Inclusion Manager would attend the meeting on 24 November.	24 November 2011
44 27.10.11 (3)	a representative of Hydrock Byways and Highways is invited to attend the panel meeting on 23 November 2011;	Members were concerned about the TIA and report submitted and requested to be able to question Hydrock	Ross Johnston, Democratic Support Office	Request sent by email via Chris Trevitt on 2 November 2011. Chris Trevitt confirmed on 4 November 2011 that Mark Rowe, Hydrock, would be in attendance at the meeting on 24 November 2011.	24 November 2011

44 27.10.11 (4)	a list of questions is agreed by members in consultation with the Chair and Paul Chapman, Lead Officer, to be answered by Chris Trevitt, Head of Capital and Assets, prior to the meeting on 24 November 2011.	Some members were concerned that their requests were not being answered and so a list of questions and requests relating to the 'relocation of the register office' was agreed with the Chair.	Ross Johnston, Democratic Support Officer Paul Chapman, Head of VFM and Efficiencies Chris Trevitt, Head of Capital and Assets	Questions agreed with all involved members and Chair and sent to Chris Trevitt on 2 November 2011. Answers were provided in a report format and emailed to all members on 16 November 2011 and annexed to the Tracking Resolutions document.	16 November 2011
45 27.10.11	the Chair in consultation with Councillor Lowry, Vice-Chair, and Paul Chapman, Lead Officer, agree the dates of the task and finish group;	Members confirmed that the T&F group had been postponed and would be arranged in early 2012.	Ross Johnston, Democratic Support Officer		End of February 2012

Overview and Scrutiny Management Board

Date/min number	Resolution / Recommendation	Explanation / Minute	Response	Explanation

Grey = Completed (once completed resolutions have been noted by the panel they will be removed from this document)

Red = Urgent – item not considered at last meeting or requires an urgent response

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SUPPORT SERVICES OVERVIEW & SCRUTINY PANEL

Annex to the Tracking Resolutions



I. School Academy Transfer (Resolution 31 15.09.11)

Plymouth's Position

In 2008, Plymouth set in place its policy direction for all schools to develop autonomy, either through the formation of a Trust or academy status. This strategy for change, known as Investment for Children, outlines the Council's plans for maintaining the school estate. The strategy was adopted by the Full Council in December 2008 and it remains the Council's policy for all schools to develop independence through vertical networks of schools serving their localities.

Plymouth set up two academies under the "old style" academy route in September 2010; the Marine Academy Plymouth (MAP) and All Saints Academy, Plymouth (ASAP).

Since January 2011 a number of other schools in the city have also considered the opportunities the Academies Act 2010 brings and have successfully applied to the Secretary of State to convert to academy status. Currently a number of schools are discussing options for the future to date we have 1 Junior School and 1 Primary School who have indicated to both the LA and the DfE their intention to move to Academy status. Old Priory Junior School will convert to Academy status on 1 February 2012 and Elburton Primary School is currently in the process of consultation with a possible conversion date of 1 April 2012. Mount Street Primary School was in the process of agreeing a date for conversion, but has recently contacted the DfE to put the conversion on hold due to illness of key staff at the school. See Appendix A for the up to date position on schools regarding academy status.

Traded Services

The Services 4 Schools directory formerly known as Trading Fair is the reference source of traded services for headteachers and governing bodies. It lays out details of services that the Council offers to support leadership, management and raising attainment in schools. The directory, which is prepared annually, also includes services which can be subscribed to for a three-year contract period.

Academies have access to this method of purchasing services, without procurement arrangements. Whilst the Council endeavours to continue to deliver these traded services to all schools, regardless of their status, it is dependant on buy-back. Therefore, the provision of some services is vulnerable, and potential costs to the Council for redundancies could be considerable. Each Department within the Council will be considering which traded services are deemed necessary and practical to continue to offer.

Appendix B attached is a list of the Services being offered to schools in the 2012/13 Directory.

Impact

The impact of academy conversion can be broken down into the following areas:

- 1) Recoupment of the central Dedicated Schools Grant (DSG)
- 2) Reduction in the LA Formula grant
- 3) Lost income from selling services traditionally offered through 'Trading Fair'

1) Recoupment of the central Dedicated Schools Grant (DSG)

There have been 11 schools transfer to academy status since the Academies Act 2010. The analysis of the financial impact on the DSG was reported to Schools Forum on the DSG monitoring report and 4th July (agenda item 6). This report indicated the position for 2011/12 is that the academies impact on the DSG has been managed by a favourable method of calculating the individual schools recoupment in respect of NNDR and charging for additional services previously provided for free by the council. Taking account of these factors the net position on the DSG this year is marginally positive. This may not however be maintained in the future.

2) Reduction in the LA Formula grant

The LA Formula grant has been reduced by £629,489 as part of the national top slice of local authority funding to cover the LA element of the Local Authority Central Spend Equivalent Grant (LACSEG) paid to academies. This was reported to Overview and Scrutiny on the 24th March 2011. The reduction for Plymouth has not been significant and the reductions in staff that may be brought about from this reduction are reported in the Services action plans as this has been absorbed in the councils overall budget reductions. The government has consulted on different arrangements for reducing the LA formula grant and there is a potential that the method of calculating this may be changed. If this were to happen the situation may be significantly different. Academies have benefitted from £3.9m additional funding through their LACSEG. The calculation of the funding has meant that elements of Children's Social Care and the Directors salary have formed part of this calculation, which would make it impossible through sold services to achieve a level of income which is comparable to the level of funding removed. Local Authorities across the country are lobbying the government regarding the calculation to ensure only those elements which legitimately apply are considered as part of the calculation for the LACSEG.

3) Lost income from selling services traditionally offered through 'Trading Fair'

The final impact is in the take up of traded services and indeed the take up of additional services that schools haven't traditionally bought into. Analysis suggests that whilst there has been additional services sold the buy back from academies through trading fair has reduced. On average schools who have converted to Academy status have achieved a 43% buy back rate. It is too early for this analysis to be considered as a trend as this is only based on a single buy back period. The new Services 4 Schools directory (previously Trading Fair) will be published in the autumn term 2011; greater clarity will then be available on the percentage buy back from schools in the spring term 2012.

The department where the impact through loss of income appears to have been most significant has been Corporate Support. Schools that move to Academy Status can no longer access Creditors, Debtors and Cash Collection services and Insurance due to their independence from the City Council, although the impact on council staff cannot be measured as they have recently undergone a restructure of this service. Audit Services have been impacted as Academy schools are moving to buying services from private providers, likewise there has been some impact on HR services but again due to restructure the services provided now, cannot be measured against services provided prior to schools converting to Academies due to the transformational change in the council and the way services are now provided.

Appendix C attached shows the income received from schools for 2010/11 and 2011/12 broken down into Departments of the Council. The income for 2011/12 is shown as income from services traditionally traded within the Council and those new services sold to academies only.

Future Plans

The restructure of the City Council will support the provision of core/statutory services for both the people and schools within the city. A flexible approach will then be taken regarding the provision of sold services enabling service providers to respond to the level of buy back through additional staffing linked to that service. This will enable services to be provided without the cost of redundancies, thus limiting the risk to the Council.

Services for 2012/13 are being sold for 1 year only, but it is intended to sell services for the future for a two year period for 2013 – 2015 to give stability for both services within the council and schools/academies.

It is recommended that an update report be provided to the Support Services Overview & Scrutiny Panel in April 2012, when a clearer picture on the level of buy back and income for 2012/2013 will be known.

APPENDIX A (School Academy Transfers)

Academies**From September 2010 to April 2012**

Old Style Academies	Time frame	Current Status
Marine Academy Plymouth	1 September 2010	Opened
All Saints Academy Plymouth	1 September 2010	Opened
New Style Academies 2011		
New Style Academies 2011	Time frame	Current Status
Oreston Community Academy	1 January 2011	Opened
Devonport High School for Boys	1 March 2011	Opened
Devonport High School for Girls	1 April 2011	Opened
Lipson Community College	1 April 2011	Opened
Stoke Damerel Community College	1 April 2011	Opened
Hele's School	1 April 2011	Opened
Coombe Dean School	1 April 2011	Opened
Plymstock School	1 April 2011	Opened
Ridgeway School	1 April 2011	Opened
Tor Bridge High	1 August 2011	Opened
New Style Academies 2012		
New Style Academies 2012	Time frame	Current Status
Old Priory Junior School	1 February 2012	Letter received from DfE
Elburton Primary School	Possibly 1 April 2012	School out to consultation currently- Letter received from GB
Mount Street Primary School	No date agreed – on hold	The School have contacted the LA and the DfE to inform that the conversion is on hold due to illness of key staff.

**DIRECTORY OF SERVICES 4 SCHOOLS
APRIL 2012 TO MARCH 2013**

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APPENDIX C (School Academy Transfers)

	2010/11 Income	2011/12 Income (Excluding Academies)	2011/12 Academy Income	2011/12 Overall Income
Chief Executive Department				
Corporate Communications	13,200	12,667	583	13,250
Department for Children & Young People				
Governor Development Team	37,418	44,571	8,836	53,407
Education Welfare Service			100,888	100,888
Free Schools Eligibility			8,333	8,333
Admission Team			57,357	57,357
Selection Process			18,000	18,000
Safeguarding			3,467	3,467
Playing for Success		6,750		6,750
Plymouth Life Education Service	51,724	51,001		51,001
LL School Improvement Offer		77,225		77,225
LL School Improvement Offer (Academies)			15,600	15,600
Department for Community Services				
PSLS New 1 Year Standard Package Subscription			6,993	6,993
PSLS New 2 Year Standard Package Subscription				0
PSLS New 3 Year Standard Package Subscription				0
PSLS New 1 Year Light Package & Topics Subscription				0
PSLS New 2 Year Light Package & Topics Subscription				0
PSLS New 3 Year Light Package & Topics Subscription	418,834	321,820	5,443	327,263
PSLS New 1 Year Light Package Advisory & Topics Subscription				0
PSLS New 2 Year Light Package Advisory & Topics Subscription				0
PSLS New 3 Year Light Package Advisory & Topics Subscription				0
PSLS Existing Subscription - Year 2 of 3 & 3			42,333	42,333
PSLS Existing Subscription - Year 3 of 3 & 3			8,152	8,152
Department for Corporate Support				
General Incomes and Debt Collection Service	9,339	7,869		7,869
Cash Collection and Processing Service (Cashier Services)				0
Cash Collection and Processing Service (Securicor)				0
E Returns Cash Collection & Process Service (Cashiers)	58,143	42,439		42,439
E Returns Cash Collection & Process Service (Securicor)				0
E-Return IT Support (tokens)				0

Creditors Payments Service	63,019	52,264		52,264
Licences Copyright/ERA/PPL/PTS/PVS/MPLC	90,453	61,293	33,038	94,331
Internal Audit	69,249	51,880		51,880
Legal Services 80%	36,050	32,235	1,400	33,635
Legal Services 20%	9,013	8,059		8,059
Schools Accountancy - Consortium				0
Schools Accountancy Team Level 1	210,857	184,209		184,209
Schools Accountancy Team Level 2				0
Schools Accountancy Team Secondary				0
Human Resources - Advisory & Administration Services	236,461	251,898		251,898
Human Resources - Payroll and Pension Services	323,330	205,878		205,878
Human Resources - Academy Services			41,330	41,330
Risk Management and Insurance Services - Main Programme				0
Risk Management and Insurance Services - Playground Inspection Service	1,152,353	781,419		781,419
Risk Management and Insurance Services - Balance of Risk				0
Risk Management and Insurance Services - Motor Insurance				0
Joint Partnerships				
Communication and Skills Resource Bank & Dyspraxia Resource Base	1,360	1,148		1,148
TEBP - Enterprise and Education Business Learning Activities (Secondary) Basic	14,427			0
TEBP - Enterprise and Education Business Learning Activities (Secondary) Comprehensive		3,135		3,135
TEBP - Seymour House Learning Centre (Primary)				0
				0
Devon Sport Levy	5,079	1,527	3,570	5,097
Centre of Faiths & Cultural Diversity	17,975	14,200		14,200
Grand Total	2,818,284	2,213,487	355,323	2,568,810

APPENDIX D (School Academy Transfers)

DHSB				St Boniface			
Debtor No:				Debtor No: 000100	dr		cr
001580		dr	cr				
1322/3701/15				1323/3701/15			
1322/6306/15				1323/6306/15			
1322/7113/15				1323/7113/15			
2890/8125				2890/8125			
Invoice No				Invoice No:			

JKCC		dr	cr	Stoke Damerel	dr		cr
Debtor No:				Debtor No: 010071			
005042							
1303/3701/15				1312/3701/15			
1303/6306/15				1312/6306/15			
1303/7113/15				1312/7113/15			
2890/8125				2890/8125			
Invoice No				Invoice No:			

Lipson C.C.		dr	cr	Tamarside	dr		cr
Debtor No:				Debtor No: 005203			
010072							
1304/3701/15				1313/3701/15			
1304/6306/15				1313/6306/15			
1304/7113/15				1313/7113/15			
2890/8125				2890/8125			
Invoice No:				Invoice No:			

Ridgeway				Widewell Pry			
Debtor No:				Debtor No: 036158	dr		cr
002214		dr	cr				
1309/3701/15				1398/3701/10			
1309/6306/15				1398/6306/10			
1309/7113/15				1398/7113/10			
2890/8125				2890/8125			
Invoice No				Invoice No:			

2. Local Carbon Framework (Resolution 32 15.09.11)

Further to the Scrutiny panel meeting on 15th September 2011, answers were requested to a number of questions that were raised. The questions with relevant answers are listed below.

At the SS OSP meeting the Panel requested the following:

- **The information gathered by the SWDWP on carbon emissions and offsetting carbon.**

Calculating the Carbon Footprint – processes used.

‘Carbon footprinting’ is currently the most commonly used, easiest to act upon, easiest to understand and the simplest and most accurate methodology for the assessment of the impact of emissions on climate change. However, it is important to be aware of the broader ‘greenhouse gas’ footprints which also impact on waste management footprints due to the production, in landfill, of gases such as methane which have a significant higher impact on atmospheric global warming. Both have been considered in this process.

It is also important to understand the complexity of the calculations. Both gross and net emissions would be considered in the process which would also review direct and indirect production. The carbon footprint of the energy produced would therefore be considered alongside the more embodied footprint associated with construction and the day to day management issues such as the transfer of the waste by road.

The use of an accredited calculator is also essential. Throughout the process to date the carbon footprint has been calculated using the Environment Agency’s Waste Resources Assessment Toolkit for the Environment (or WRATE). This WRATE model carbon assessment considers and includes: environmental impacts and benefits of resources used during construction and operation; transport impacts; operational emissions; and energy consumption and generation (including offsetting use of virgin resources). The total environmental carbon equivalent impact of each solution is calculated by summing all impacts and benefits to arrive at a net position.

The WRATE toolkit is recognised by DECC as a formal means of assessing the carbon footprint of waste processes.

Embedding the Process in the PFI Project

At the outset of the PFI project in 2007/08, the SWDWP undertook an options appraisal which considered various waste treatment technologies and combinations for the partnership's future waste treatment solution. This options appraisal considered the life-cycle carbon impact of the various solutions and the do-nothing staying with landfill option using the Environment Agency's Waste Resources Assessment Toolkit for the Environment (WRATE) standard assessment software.

As part of the procurement each bidder provided a detailed WRATE assessment for their solution onto which SWDWP transport impacts were added. This allowed the environmental impact and benefit of each solution to be evaluated and scored as part of the assessment of tenders prior to award.

The Calculated Footprint

As part of the planning application MVV have submitted full details of their carbon impact within the environmental statement and this is being assessment by statutory consultees.

In this respect, the predicted carbon footprint of the plant, set out in the MVV's planning application, suggests that 34,625tCO₂ will be offset generating energy from the waste itself.

A further 38,879 tCO₂ saved by not putting waste in landfill. These calculations include an assessment of the carbon footprint of the current transport requirements and the future collection and delivery requirements.

Using the respected WRATE calculation MVV's overall prediction will **reduce** the city's carbon footprint by 73, 504 tCO₂ a year from the commencement of operations or 1,840,000 tCO₂ over the 25 year life of the plant.

Savings:

The MVV calculations currently represent a five per cent saving on Plymouth's baseline carbon footprint. When included in the monitoring of the city's overall carbon footprint, it would represent significant contribution to the reduction targets currently set at 20% by 2013, 60% by 2020 and 80% by 2050.

These savings are compared against the baseline carbon footprint of 1,501,000 for 2005. Issued annually (but two years in arrears) by DECC, the most up to date set of estimated emissions (for 2009) can be found on the DECC website at <http://www.decc.gov.uk/assets/decc/11/stats/climate-change/2751-local-and-regional-co2-emissions-estimates.xls>

- **With regard to the incinerator:**

- **What impact will the increased levels of carbon have?**

MVV's WRATE assessment included within their planning application demonstrates that their solution has a net carbon reduction not an increase.

- **When will the impact happen?**

The carbon footprint benefits associated with offsetting the equivalent energy production via fossil fuels will occur from operational commencement of the facility scheduled from late 2014 subject to planning approval. The net benefits of changes in the transport of the waste will also be felt immediately.

The impact in terms of monitoring, the figures will therefore be reflected in DECC's annual estimate figures from 2014 onwards although it should be noted that the DECC figures are published 22 months in arrears in most cases. It may therefore be 2016 before the figures are made public.

The overall carbon benefit resulting from diverting waste from landfill is more complicated and will occur progressing over a longer period due to the fact that the greenhouse gas impacts from landfill emissions occur over a much longer period of time – often 15 to 20 years.

- **There has been a reduction in tonnes of CO₂ per head in the last few years but how much can this reduction per head be attributed to an increase in population?**

The per capita carbon footprint of the City of Plymouth is also recorded by DECC ; with figures published in the same set of statistics (see above).

Again the calculation has been revised in 2011 to reflect more accurate means of data collection. The 2009 figures released in September 2011 reveal that the per capita carbon footprint has also fallen consistently from 6.1 tpc (tonnes per capita) in 2005 (the baseline) to 5.0 tpc in 2009.

This is significant as Plymouth's Local Area Agreement set targets of a 6.8% reduction by 2010 and a 13.8% reduction by 2011. The reduction of 18.04% recorded for 2009 suggests that the target has been exceeded by 4.24% two years ahead of schedule. No further targets have been set for the per capita carbon footprint but the measure is included as a Priority indicator at Level 1 for the city.

The DECC figures use mid year population estimates in 000s to calculate the estimated per capita footprints:

$$\frac{\text{Overall carbon footprint in tCO}_2}{\text{Mid year population estimate}} = \text{per capita carbon footprint}$$

The impact of the additional 9000 residents recorded since 2005 can be calculated by taking the average carbon footprint per resident in 2005 (Popn of 248,000 divided by 1,501,000 tCO₂) and comparing this with the same average for 2009 (Popn of 257,000 divided by 1,283,000 tCO₂) and comparing the difference.

These figures show that the average footprint in 2005 was 0.165 tpc compared to 0.2 tpc in 2009 or an increase of 0.035 tpc.

However, care should be taken when using this figure as a comparison as different lifestyles result in different carbon footprints. The complexity of these influences should be taken in to account as we cannot measure the individual carbon footprints of the 9000 new residents. Nor can we account for any changes in behaviour within the resident population. If the additional 9000 were all to follow a high carbon lifestyle it is possible they would add to the city's carbon footprint but, equally, if all 9000 were to apply carbon reduction lifestyles the footprint could fall. With this in mind the average footprint is the safest and most accurate way of comparing the impact of population growth.

There were also two other questions in the LCF item:

- **Procurement**

Within the revised contract standing orders, which has to be approved by full Council as part of the constitution, clause 17 Low Value/Low Risk Procurements (<£75k), details the following:

“The operational procurement team will source at least three written quotations, one of which shall be from a local supplier, where possible”

Pending approval of Contract Standing Orders by full Council, the operational Buyer team are currently adhering to this principle. In fact, in approximately 85% of low value/low risk procurements the Buyer team is sourcing all 3 quotes from local suppliers. The intent, through our Sell2Plymouth portal, is to enable all registered suppliers to quote for appropriate work thus enabling PCC to access all registered local suppliers. This principle is also being adopted for larger procurements where the local Supplier base is sufficient to meet our needs. If not, then suppliers are also encouraged to increase their local footprint to support provision of the contract.

With regard to compensating for increased Carbon consumption, the Procurement team have developed an advisory note for all procuring managers. The note states that the way to mitigate the potential for increases in Carbon consumption is to ensure, during the development of the

scope of work, that reduction of carbon consumption is part of the performance indicators used to measure the success of a contract.

Furthermore, we are encouraging carbon reduction reporting to be an area where suppliers are required to provide regular evidence in their reporting for PCC contracts. For example, during the re-provision of the stationery contract, we will be requesting that suppliers provide monthly, in management reports, evidence on reducing their packaging and fuel consumption etc. in delivery. This is an area being developed jointly through the carbon reduction manager and the sustainability and strategic procurement teams. A carbon reduction standard will eventually be incorporated within contract specifications stated in the ITT documentation. Standards will be set by departments through discussion with the Carbon Manager, as they define their scope of works.

PCC's actions to reduce CO2

Monitoring and Targets

Plymouth is unusual as it has a surprisingly low carbon footprint for an industrialised western city. It is this fact that has prompted the inclusion of retaining this low carbon footprint in the priorities for the city's growth and in the inclusion of two priority indicators – one on the per capita carbon footprint and one on the carbon footprint of leading public sector organisations.

To assist in continuity the annual carbon dioxide estimates issued by DECC are used to inform Plymouth's carbon footprint calculations and the city's progress towards the adopted targets of a 20% reduction by 2013, 60% by 2020 and 80% by 2050 in line with the national aspirations introduced by the Labour Government and enhanced by the new Coalition. (See web page above, data entry lines 1763 to 1767).

The figures issued in 2011 for the year 2009 have been revised to take account of improved data accuracy and have resulted in amendments to the 2005 baseline carbon footprint – increasing it from 1,489,000 tCO₂ to 1,501,000 tCO₂.

The reductions recorded between 2005 and 2008 continued in 2009 when the overall carbon footprint was recorded as 1,283,000 tCO₂ – a 14.53% reduction overall.

Although the national indicators have been withdrawn, it is expected that the measurement of carbon footprints will continue as part of the Government drive towards a greener economy and new means of reporting progress are expected in the draft sustainability indicators due for consultative publication in November this year.

Actions Taken

Since 2007 the City Council has taken a leading role in tackling climate change and reducing emissions from a local authority perspective. It was acknowledged early on that, even with a concerted effort, local authorities can only contribute between 8% and 13% of the actions required to tackle climate change on a local basis and that interaction with the rest of the city would be vital to ensure success.

The focus, which is increasingly on cost effectiveness, leadership, partnership working, communication and knowledge transfer, has enabled the Council as a corporate body to lead by example within the local community. The result is national recognition for the actions taken at both corporate and citywide levels and a reputation as one of the UK's leading local authorities in this respect. This approach is now being taken forward with the city's inclusion of a focus on a low carbon economy in numerous local economic development projects.

The actions undertaken since 2007 are extensive but can be summarised as :

(1) Corporate – here the emphasis has been on cost effective resource management, savings and leadership by example.

- 2007/08** : Adopted in to the Carbon Trust's Local Authority Carbon Management Scheme.
- 2008** : The Council's initial carbon footprint is established.
- 2008** : PCC's Local Carbon Management Plan adopted with 26 projects implemented across the Council. (See <http://www.plymouth.gov.uk/260308lacmfinalsubmission.pdf>)
- 2009** : Carbon Manager appointed to lead on corporate actions.
- 2010** : Action is taken to calculate the extent to which the Carbon Reduction Commitment will impact on the City Council. Ongoing actions to reduce our carbon footprint.
- 2010** : SALIX funding secured of £ 487,000 to finance energy efficiency measures that will generate savings of £140,000 and 800 tCO₂ per year.
- 2010** : Sustainable Transport group set up to reduce CO₂ from transport (see <http://www.plymouth.gov.uk/homepage/environmentandplanning/sustainableplymouth/sustainabletransport.htm>).
- 2011** : The Carbon Management Plan is revised to reflect a potential saving of 8.100 tCO₂ and £1.5 million from March 2015. An executive summary of the plan can be found in the Corporate Asset Management Plan (<http://www.plymouth.gov.uk/mgInternet/mgConvert2PDF.aspx?ID=27972>)
- 2011** : Council achieves CEMARS (ISO14064) accreditation for its CRC calculations and audit process. See <http://www.plymouth.gov.uk/internalnewsitem?newsid=268650>.
The audit confirms a reduction of CO₂ of 8.5 % from the corporate estate and schools in 2010/11 from 2009/10 levels.

The action on reducing emissions is also reflected closely in the work of the Housing Strategy Team (on home energy and the application of grant support through CESP, Cosy Devon and Warm Front) and through the strategic support of the Planning Department (through the LDF) and Economic Development (through links with business). Examples here include :

- The application of a CESP partnership project in Barne Barton which impacts on 351 properties managed by four social housing companies.
- The application of various measures including external cladding, energy advice, solar PV installation, G rated boiler replacement and flat roof insulation.
- The application of a funding package amounting to £1.75 million.
- Research in to the application of Green Deal and its implications for Plymouth.
- Research in to the skills needed to support a low carbon economy.

(2) Citywide – here the emphasis has been on self help, guidance, reassurance and knowledge transfer. In many cases we have taken our lead from the needs of the local business community and have taken action using the extensive networks of expert contacts drawn up over the years.

- 2008** : Partnership support given to the City's Climate Change Framework
See http://www.plymouth.gov.uk/climate_change_strategy.pdf
- 2008 (Dec)** : Citywide targets of a 20% reduction in emissions by 2013, 60% by 2020 and 80% by 2050 adopted.
- 2009 (June)** : Council leads launch of the 186 Low Carbon Network for Local Businesses.

- 2009 (Dec)** : City's Climate Change Commission established (requested by the Wealthy Theme Group of the LSP). This 'forum' draws on the internationally recognised expertise available to us through Plymouth's leading research, academic and business networks.
- 2009 (Dec)** : Partnership support given to the City's Climate Change Action Plan.
See http://www.plymouth.gov.uk/acting_on_climate_change.pdf
- 2009/2011** : Ongoing series of seminars, workshops and training. To date 72 companies have trained in basic carbon accounting. Over 175 have attended seminars ranging from media interaction to tackling the CRC.
- 2010** : Our link with business secures one of 9 national pilot projects for a Local Carbon Framework with an associated series of events. Publication due January 2012.
- 2010** : 186 Network meets its target of 186 members. Membership is now over 200.
- Ongoing individual** : Interaction with local businesses and business networks to identify and reduce corporate carbon footprints.
Monitoring of reduction in emissions (N1185 and 186).
Contribution to calculations for Priority indicators.
Planning of the 2011 Winter programme of events culminating in March 2012 with national Climate Change Week.

Outcomes are often difficult to quantify in the field of carbon management but, to date, the Council has supported the achievement of gold standard awards in sustainable tourism (Jurys Inn), budget savings in asset management amounting to over £60K in a single assessment (PCT) and travel (Devon & Cornwall Probation Service), strategic planning (MOD, Babcock Marine, the Police and the University), skills development and the award of the Carbon Trust Standard (Theatre Royal and TR2).

Whilst the recently recorded reductions in the city's carbon footprint are likely to have been influenced by the recession and the pressures of energy price rises, we have been advised by DECC that the City Council's interaction with the local business community has significantly advanced understanding of the impact of carbon footprints and that, in time, this influence will also contribute to the reduction targets and that the co-ordination of advice and support is one of the most effective actions a local authority can take to lead on this issue. With this in mind we are now being stated as a national case study.

3. Value for Money update (Resolution 35 15.09.11)

Response to questions (received on 3 November 2011) raised at a previous meeting

1) Why has the Lord Mayor's budget not been delivered?

The Lord Mayor's annual budget is c. £167,000 (staffing, printing and postage, Lord Mayor's allowance, vehicle costs etc) and has a current under spend (to end October 2011) of £11,383.

The savings to be realised from this budget included a £26,000 reduction in staffing costs. Of this, £16,000 has been achieved for this financial year as follows:

- The Democratic Support section and the Lord Mayor's Office each used to employ one Administrative Assistant. Now, one Administrative Assistant supports both offices.
- The Lord Mayor's Secretary post has been reduced from a full time to a part time post (3.5 days/week).

The remaining £10,000 staff savings will not be realised in full this year, but will be made in 2012/2013.

The Special Functions budget is £73,000. Special functions include: Lord Mayor's Choosing events, Remembrance Sunday Service on the Hoe, homecoming and freedom parades, Lord Mayor's Day, Lord Mayor's Carol Service, the Fishing Feast and hospitality.

Over the past 2 years, concentrated efforts have been made to ensure that the budget for each function is not overspent. In all cases, except one, the special functions have been delivered within budget. The exception is the cost of hosting the 3 Commando homecoming parade, estimated at £12,500 (final costs currently being assessed). This will be a budget overspend of £7,500.

It should be noted that, in previous years, the budget allocated to the Fishing Feast was £3,750. This year, the venue and other arrangements were changed and the net cost is now £0 (and feedback from this year's event was almost entirely complimentary.)

The Lord Mayor's hospitality budget is £20,000/annum. Target saving is £10,000. Expenditure to date is £4,000.

2) Regarding 3 Elliot Terrace income - what are the figures on how much was expected to be achieved and what is the reality of the achievements?

The licence agreement with the Lord Chancellor's office achieves an income of £6,000 a year.

The delegated decision taken in February this year stated that, 'If the number of tours continues at its current level (20 - 30 guided tours conducted each year) this will produce an annual income of around £2,000 which will contribute to the income target set. The number of tours cannot be accurately forecast as the number of guided tours may diminish once charges are introduced.'

The number of paid for tours has been 5 to-date which has achieved an income of £490. No marketing of guided tours at Elliot Terrace has yet been undertaken but this is scheduled to take place by the end of the financial year.

One of the reasons for introducing charges was to cease the practice of the council subsidising tours as the Mace Bearer's time and the housekeeper's time, as well as the cost of refreshments, were not charged for. The Lord Mayor may still choose to offer guided tours to local and community groups and the cost of this is deducted from the Lord Mayor's hospitality budget.

4. Relocation of the Register Office (Resolution 44 27.10.11 (1))

Bus Routes to Pounds house

Citybus

Citybus operate services throughout Plymouth and beyond the boundary area. For the purpose of this study only services that operate in and around the City Centre were taken into account, all information was issued from City Bus.

A total of 41 buses cover the Plymouth City Centre areas. From these buses the following seven services were found to operate directly along Outland Road, one along the Peverell Park Road and a further six deliver along Alma Road which roughly equates to 32% of the total service Citybus provide and can be utilised for Pounds House visitors and staff.

1. The No 34 is the most frequent service which operates in both directions every 30 minutes. The service has multiple buses to maintain the schedule from Derriford down through the Taviskock Road, Outland Road and onto the City Centre.

Areas of service

City Centre
Royal William Yard
Stonehouse
Torpoint Ferry
Stoke
Crownhill
Derriford

2. In and around the area are a further five buses. These buses are referred to as the school buses as they operate primarily during schools times, but are not restricted to school pupils only.

101

102

109

110 – This bus terminates on Outland Road at the Devonport High school for Girls.

115 - This bus terminates on Outland Road at the Devonport High school for Girls.

These five services operate twice a day at 08:25 and again at 16:02.

116 – This bus starts on Outland Road at the Devonport High School for Girls 15:45 and 15:55 from Devonport High School for boys.

3. No's 43, 29, 43A, and 43B St Budeaux, Weston Mill, Camels Head and Albert Gate areas all stop along Alma Road..
4. The 35 service from Ham Green – City Centre operates every 15 mins with stops down through Peverell Park road.

First Devon and Cornwall

From the information supplied by the First Devon and Cornwall help centre. FD&C operate a total of 22 buses in and around the City centre, routes out of Plymouth, i.e. Torquay, Paignton and Cornwall has not been included. From the twenty two buses, two services operate directly along Outland Road with the third exiting down Peverell Park Road a further six buses deliver to the West side of the park with stops along Alma Road and the Milehouse Junction, this roughly equates to 41% of FD&C's service that can be utilised by Pounds House visitors and staff.

1. The No 83 operates from Yelverton and Tavistock past Derriford along Outland Road and into the City centre, this service runs every 30 minutes.
2. PRI is the Park and Ride service from the George Junction into the City centre, this service operates regularly along Outland Road stopping at the Milehouse park and ride stop.
3. The No 81c misses part of Outland road and turns down Peverell Park Road as with the Tesco bus highlighted above. Again Central Park and Pounds House can be accessed via the pedestrian path leading from Peverell Park Road.

No 1, 1a, 4, 76, 81,81c all operate a service from the St Budeaux, Weston Mill, Camels Head and Albert Gate areas to stops along Alma Road, some of these services cover the Saltash and Truro areas.

5. Relocation of the Register Office (Resolution 44 27.10.11 (2))

Further to the Scrutiny panel meeting on 27 October 2011, answers were requested to a number of questions that were raised.

The questions with relevant answers are listed below

1. What type of vehicles access the register office?

Current customers arrive at the Lockyer Street building via bicycle, motorbike, car, van and some limousines. However stretch limousines have difficulty entering and exiting the car park. There are no allocated parking spaces for limousines.

2. How often do limousines, stretch hummers etc. access the register office? Has the trade been consulted?

On average there is about one limousine per week arriving for ceremonies. Companies have been consulted, please see question 6.

3. Will transferring the service to Pounds House impact on these vehicles – what safety issues would this raise to users of Outland Road? Will stretch vehicles only be able access Pounds House by turning right against the traffic?

Improvements are being made to the access on to Outland Road which will allow the limousines to turn left into the access road. The access road itself is also being widened and the island area outside the building will also be altered to allow the vehicles to continue around and exit safely up the access road.

4. In the report it mentions different types of vehicles LV, HV – what are all the vehicles? What criteria are used to assess these?

LV are light goods vehicles, which includes all vehicles up to 3.5 tonnes gross vehicle weight. These include car delivery vans, small pick up vans and three wheeled goods vans.

HV are heavy goods vehicles and these include rigid vehicles over 3.5 tonnes gross vehicle weight with two or more axles including larger ambulances, tractors, larger vans, articulated lorries, public service vehicles and works buses

5. What advice is given to customers saying that they will turn up in a limousine at the current Register Office – if the Register Office is moved to Pounds House would the advice be any different?

Current advice given to customers who are arriving via a limousine is as follows:
'Stretch limos are not likely to be able to get in and out of the car park, the drivers often choose to park in the road outside the office. Please ask the company to ensure that the vehicle is suitable for the road and facilities.'

Although we have removed the metal poles at the entrance and exit to the car park, the exit from the car park is tight. Some limousines turn in the car park to exit through the entrance which is dangerous to pedestrians and oncoming vehicles.

Advice to customers would be different, as follows:

'There are drop off and parking facilities for limousines at the entrance to the building. Please ask the company to ensure that the vehicle is suitable for the road and facilities.'

6. There is a requirement to establish from limousine companies (at least 3) whether they can access and exit Pounds House.

Four companies that provide wedding cars and limousines have been contacted and the feedback is as follows:

- Devon Cars – they have no problem with the existing access on to Outland Road, but require the works to the island area outside the building referred to in question 3 to be done
 - West Country Limo's – they have accessed the site previously and for the large hummers would require the works at both the entrance on Outland Road and the island to be done
 - All star cars – they have accessed the site previously and would need the works to the entrance and island to be done for the larger vehicles. They do not access Lockyer Street due to previously damaging their cars.
 - DMJ cars – have accessed the site previously and it is the island outside the house that would need to be altered for the larger vehicles
7. Ensure that Coroners Office customers are considered as part of the traffic assessment. How many members of the public attend the coroner's office on average each week, what means of transport do they use to reach the current venue? Presumable harsh winter weather has an impact on sudden deaths and there is a seasonal variation, any statistical records for summer and winter would be helpful.

Customer numbers at the Coroner's office each week are approximately 50. They generally use personal cars to access the venue and these have been considered as part of the Traffic Impact Assessment.

Deaths are generally recorded at the Hospital so any seasonal increase will impact there rather than at the Coroner's Office. However statistical evidence shows that there is no seasonal variation.

8. How many coroners' inquests are currently held in house?

From 1st January 2011 to 1st November 2011 the Coroners inquests were held in the following locations:

The Crescent 266
Warspite Room 6
Marlborough Room 11
Council Chambers 6
Reception room 2

9. Why was AMEY not asked to do the TIA and write the report?

AMEY were asked first but could not comply with the required timescales.

10. The Council previously had an excellent computerised traffic modelling system – where is this and why has it not been used?

The traffic modelling system has been used by Hydrock as part of their impact assessment.

11. As part of the traffic modelling there are 2 points:
- 11.1. What would be the effect of ending the prohibition of right hand turns on Outland Road?
 - 11.2. If the prohibition was ended what impact would there be if limousines etc. were to turn right into Pounds House.

There are no proposals to end the prohibition of right hand turns from Outland Road. This is considered too dangerous. The impact of Limousines turning right would be the same as other vehicles in terms of cutting across the oncoming traffic.

12. What were the brief/instructions given by the council to Hydrock for undertaking the TIA? This query is in response to 1.1.1 where it states "This technical report has been produced by Hydrock Byways & Highways Limited on behalf of Plymouth City Council (PCC) to support the proposal to relocate the existing coroner and Registry office's from The Crescent and Lockyer Street respectively to new premises at the Grade II listed Pounds House, Outland Road, Plymouth". Members request to see a copy of the instructions given to Hydrock.

A copy of the order/instruction to Hydrock is attached as Appendix A. The instruction was to carry out the relevant traffic modelling and surveys. This was to be an independent piece of work and no instruction was given to support the proposal.

13. Coroners meetings in the Council House displace other meetings, often member meetings; this cost is at present calculated at £0. How is the calculation made? Why can't the Magistrate Court or Crown Court house the larger hearings? The cost of the coroner's court accommodation is paid by PCC and as a result no recharge is made for the use of the meeting rooms. The courts are not used primarily because of the lack of availability. There would also be a cost to PCC (quote £150 per day for a single court room – jury and interview facilities would be additional)

14. The distance figures provided from bus stops to Pounds House – what was the actual routes that were used, they weren't published. Members request to see the published routes, how they were calculated e.g. Through the use of a pedometer etc.

The routes used were the shortest possible pedestrian routes and calculated off the council's global positioning system. A map showing the actual routes used is attached as Appendix B.

APPENDIX A (Relocation of the Register Office)

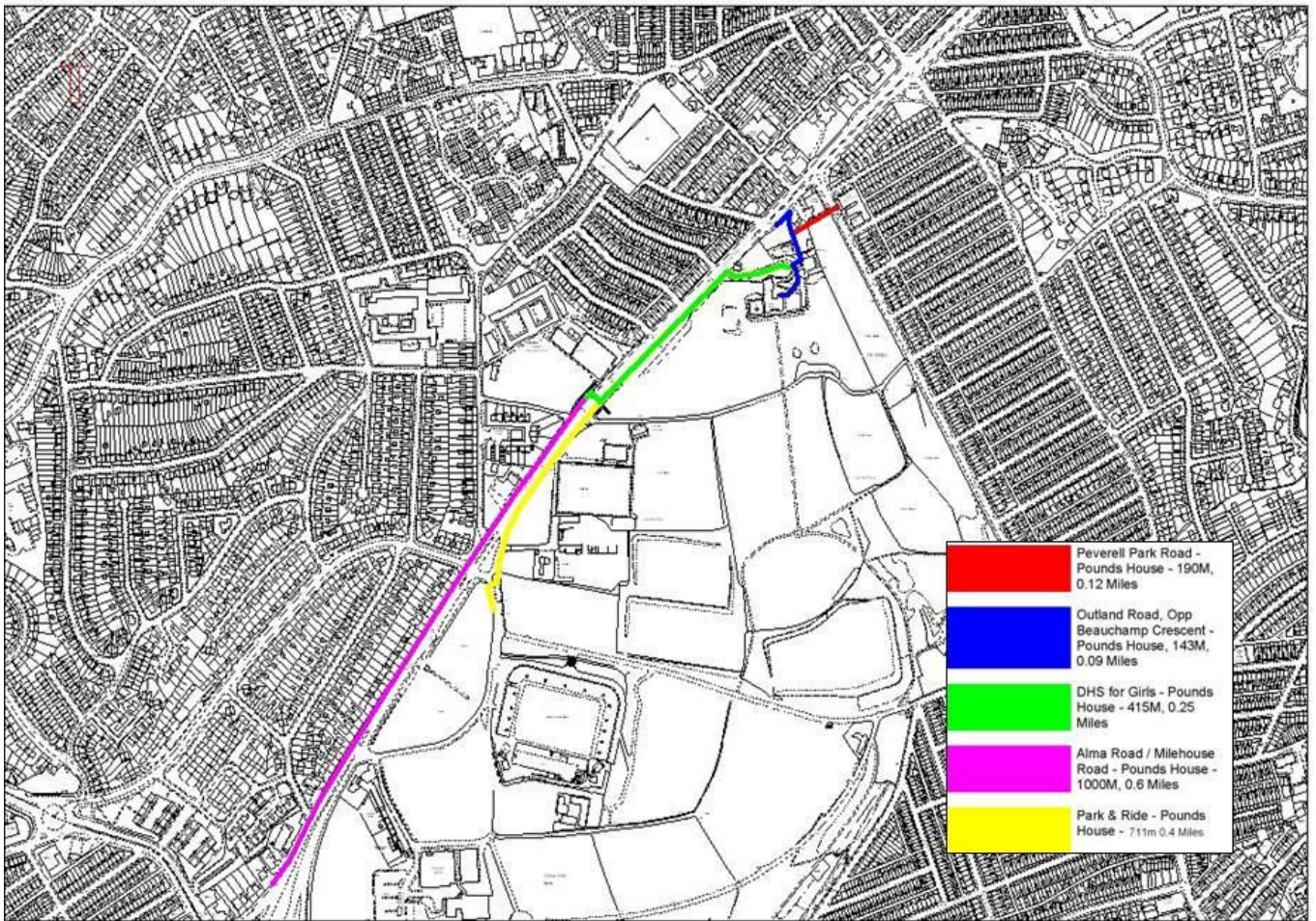
CORPORATE SUPPORT - PURCHASE REQUISITION

(PLEASE USE THIS FORM FOR ITEMS/SERVICES NOT ON CIVICA CATALOGUES)

Requestor Name: Philip Walker	Department: Corporate Support Section: Projects	Date: 02-08-11
<p>Item/Service Description (attach specification and/or any quotations already received)</p> <p>To commission Hydrock Byways & Highways to undertake a series of road traffic surveys and produce a PICADY modelling of the junctions.</p> <p>This work is required urgently as requested by the councillor to assist them in decision making at the next scrutiny meeting on the 15th September, therefore time was a major factor in selecting this contractor.</p> <p>Please contact Phil Walker immediately if there is any problem raising this order 0797 9415253 internal 5488</p> <p><u>Works</u></p> <ol style="list-style-type: none"> 1. PICADY modelling using LinSig3 on the following Junctions Outlands Road/ Segrave Road/ Lyndhurst Road junction. 2. PICADY modelling to Venn Lane. 3. Traffic survey to all of the above Junctions 4. Os mapping, meeting and Expenses 5. All to be complete no later than 14th September 2011. <p>This contractor has worked for PCC on many contracts before and is also used by our in-house highway team.</p> <p>Project: Pounds House 01326/11</p> <p>Requisition: 312405 Purchase Order Number: 647021671</p>		
Quantity: 1		Ordering frequency: 1
<p>Graham Fincham Transportation Director Hydrock Byways & Highways 2 East Pool Tolvaddon Energy Park Camborne Cornwall TR14 OHX</p> <p>01209 719037 FAX 0870838 1079 grahamfincham@hydrokbh.com</p>		Delivery Date: asap

Authorising Manager (Name only no signature required) Joan Chilcott	Cost centre 8166	Account code (Subject Detail Code) 0508	Classification Code 4917	
	Previous cost	Previous supplier (Creditor No)	Date of Previous Purchase	Qty of Previous Purchase

APPENDIX B.I (Relocation of the Register Office)



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Scale 1:6448

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Proposed work programme	J	J	A	S	O	N	D	J	F	M	A
School Academy Transfer update		21		15							
Staff sickness review						24					
Appraisal Process review						24					
Management of agency staff						24					
Democracy and Governance											
Coroner's Service review				15							
Member Learning and Development											
Assistant Chief Executive											
Local Strategic Partnership Resource Plan											
Policy and Performance											
Local Carbon Framework Review				15							
Other Issues											
Budget and Performance Report	23					24					
Review Data Sharing between agencies (referred by O&S Management Board 2010/11 – OSMB 97a (2) refers)											
City and Council Priorities											
Value for Communities											
Task and Finish Groups											
Revenues and Benefits, Cashiers, Incomes and Creditors and Customer Services				TBC							

Key:

New Item

Deleted Item
