

Public Document Pack



Bob Coomber
Interim Chief Executive

Plymouth City Council
Civic Centre
Plymouth PL1 2AA

www.plymouth.gov.uk/democracy

Date: 21 June 2012

Please ask for: Ross Johnston, Democratic Support Officer
T: 01752 307990 E: ross.johnston@plymouth.gov.uk

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

Date: Monday 2 July 2012

Time: 3.30 pm

Venue: Warspite Room, Council House

Members:

Councillor Murphy, Chair

Councillor Bowyer, Vice Chair

Councillors Casey, Churchill, Gordon, James, Martin Leaves, Parker, Rennie, 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.

Bob Coomber
Interim Chief Executive

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

AGENDA

PART I – PUBLIC MEETING

1. TO NOTE THE CHAIR AND VICE-CHAIR

The panel will note the appointment of the Chair and Vice Chair for the municipal year 2012 - 2013.

2. APOLOGIES AND SUBSTITUTIONS

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

3. CHAIR'S INTRODUCTION AND WELCOME

Councillor Murphy, Chair will give an introduction to the panel and welcome all members.

4. DECLARATIONS OF INTEREST

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

5. APPOINTMENT OF CO-OPTED REPRESENTATIVES

The panel will consider the appointment of co-opted representatives and/or confirm existing co-opted representatives.

6. MINUTES

(Pages 1 - 6)

To confirm the minutes of the Support Services Overview and Scrutiny Panel held on 15 March 2012.

7. CHAIR'S URGENT BUSINESS

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

8. TERMS OF REFERENCE

(Pages 7 - 10)

The panel will review its Terms of Reference.

9. OCCUPATIONAL HEALTH AND SICKNESS ABSENCE (Pages 11 - 26)

The panel will receive a report from the Assistant Director for HR and Organisational Development reviewing other authorities' occupational health and sickness absence.

10. EXTRACT FROM PERFORMANCE AND FINANCE REPORT (INCLUDING CAPITAL PROGRAMME UPDATE) (Pages 27 - 52)

To receive an extract from the Performance and Finance report.

11. CORPORATE SERVICES DEPARTMENTAL OVERVIEW

The Director for Corporate Services will provide an update to the panel showing the structure of Corporate Services as well as highlighting future projects and plans.

12. EXECUTIVE OFFICE DEPARTMENTAL OVERVIEW

The Head of Policy, Performances and Partnerships will provide an update to the panel showing the structure of the Executive Office as well as highlighting future projects and plans.

13. TRACKING RESOLUTIONS AND FEEDBACK FROM OVERVIEW AND SCRUTINY MANAGEMENT BOARD (Pages 53 - 54)

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.

14. WORK PROGRAMME 2012 - 2013 (Pages 55 - 56)

To receive the panel's draft work programme for 2012 - 2013.

15. FUTURE DATES AND TIMES OF MEETINGS

The panel is asked to note the dates of future meetings for the municipal year 2012 - 2013. All meetings will commence at 3:30pm –

Monday 6 August 2012
Monday 1 October 2012
Monday 19 November 2012
Monday 11 February 2013
Monday 8 April 2013

16. 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.

Support Services Overview and Scrutiny Panel

Thursday 15 March 2012

PRESENT:

Councillor Lowry, in the Chair.

Councillor Berrow, Vice Chair.

Councillors Browne (substitute for Councillor James), Casey, McDonald (substitute for Councillor Evans), Murphy, Rennie, Stark and Stevens.

Co-opted Representative: Janet Isaac, University of Plymouth

Apologies for absence: Councillors Evans and James

Also in attendance: Councillor Ian Bowyer – Cabinet Member for Finance, Property and People, Mark Grimley, Assistant Director for Human Resources and Organisational Development, David Northey – Head of Finance and Ross Johnston – Democratic Support Officer.

The meeting started at 10.00 am and finished at 11.00 am.

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.

75. **APPOINTMENT OF VICE-CHAIR**

Agreed that Councillor Berrow is appointed as Vice-Chair for this meeting.

76. **DECLARATIONS OF INTEREST**

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

77. **CHAIR'S URGENT BUSINESS**

Postponement of Sickness and Occupational Health Services Review

With regard to minute 79 - Sickness and Occupational Health Services Review the Chair proposed that, as a result of a written report not being submitted and the panel's dissatisfaction with the proposed option of a powerpoint presentation, this item be postponed.

Agreed that the Sickness and Occupational Health Services Review is postponed until a future meeting of the panel.

78. **UNISON DERECOGNITION**

Ian Bowyer, Cabinet Member for Finance, Property and People and Mark Grimley, Assistant Director for Human Resources and Organisational Development presented a report on Unison derecognition. The panel were informed that –

- (a) more than six months had past since the decision to derecognise Unison was taken on 18 August 2011;
- (b) the decision was taken for the right reasons at the right time and achieved the right outcome, which resulted in the three Unions agreeing and signing the Collective Agreement on 16 September 2011;
- (c) the Collective Agreement was the conclusion of intense negotiations and consultations with the three recognised trade unions in respect of changes to employee terms and conditions.

Following questions from members it was reported that –

- (d) all parties involved in the negotiations acted in a constructive manner and the council acted correctly at all times;
- (e) looking forward the council and Unison had made steps to improve relations and deal with underlying issues in a positive fashion, this had resulted in –
 - additional time had been allocated to Unison representatives working for the council;
 - a joint commitment to future collective bargaining;
- (f) the council's relationship with both GMB and Unite unions had been a key factor in brokering a deal that led to the implementation of the Collective Agreement.

79. **SICKNESS AND OCCUPATIONAL HEALTH SERVICES REVIEW**

With regard to minute 77 this item was postponed.

80. **VALUE FOR MONEY (VFM) UPDATE**

Ian Bowyer, Cabinet Member for Finance, Property and People and David Northey, Head of Finance provided the panel with a presentation on VFM. The panel were informed that –

- (a) the VFM programme was initially set up in response to National Indicator 179 and had ensured the council had a plan and commitment to deliver VFM and achieve savings and efficiencies;
- (b) there were three major projects being delivered by the council that

aimed to achieve improved VFM. These were the Accommodation Strategy, the Procurement project and carbon management;

- (c) the Accommodation Strategy was now in its second phase and was progressing well with current revenue savings being £529k per annum;
- (d) the procurement project incorporated both the purchase to pay (P2P) and Category Management projects, which aimed to deliver more control of expenditure across the council and over the course of a three year programme achieve savings of £3.6m by 2013 – 2014;
- (e) the procurement service now had six dedicated buyers in place and purchasing had become more effective through this system and had realised savings of £510k for 2011 – 2012;
- (f) the Category Management project focused on higher spend purchasing above £75k and throughout its operation savings were estimated to be £339k in 2012 – 2013 rising to £1.165m in 2013 – 2014;
- (g) the Council had made a commitment to deliver an ambitious ICT shared services programme, which was being headed up by Neville Cannon, in an attempt to deliver efficient services that can be utilised by other businesses and organisations;
- (h) the VFM team were reviewing CIPFA reports on a number of departments within Corporate Services to identify if any service improvements could be made;
- (i) one area that required review and improvements identified from the CIPFA reports was the council's property costs and energy consumption;
- (j) the council were far exceeding its target in the Carbon Management Plan, which had been assisted by the development of the Plymouth Life Centre and implementation of the Accommodation Strategy.

Following questions by councillors it was reported that –

- (k) the council had the cost of securing buildings once they had been vacated unless they were being demolished, this cost was considered necessary especially on sites such as the Former Pluss Factory Site, Clittaford Road, Southway, which was currently being marketed for sale;
- (l) currently the Schools Library Service was located at Chaucer Primary School and until this service was relocated to a suitable building the school site would not be demolished;
- (m) the council had a responsibility to become more efficient and in order to help achieve this the council's online transactions would be

improved;

- (n) the council were on course to deliver 95 per cent of its budget delivery plans and were identifying further areas to achieve the remaining 5 per cent of the £15m savings for 2011 – 2012.

Agreed that –

- (1) a copy of the Powerpoint presentation is emailed to all those present at the meeting;
- (2) any future Powerpoint presentations are provided to panel members via email prior to the meeting.

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

The panel received the task and finish group report on the Impact of the Restructure in Revenues and Benefits, Customer Services, Cashiers and Incomes and Cashiers.

Councillors were informed that the Overview and Scrutiny Management Board approved the recommendations contained in the report and agreed to add two further recommendations which would be considered by Cabinet on 27 March 2012.

Agreed that –

- (1) Ross Johnston, Democratic Support Officer would email a copy of the Overview and Scrutiny Management Board minutes from 29 February 2012 to all panel members;
- (2) an update on the staffing levels within the Adult Social Care and Proof of Concept Teams is requested.

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

The panel noted its tracking resolutions document.

83. **WORK PROGRAMME**

The panel noted its work programme for 2011-2012 and agreed to request that the Overview and Scrutiny Management Board –

- (1) a review of the Shared Services work programme is include on the Support Services OSP work programme for 2012-2013;
- (2) approve a Task and Finish Group to undertake a review of the value for money ethos across the council.

84. **MINUTES**

Agreed that the minutes of the meeting held on 9 February 2012 are confirmed as a correct record.

85. **EXEMPT BUSINESS**

There were no items of exempt business.

This page is intentionally left blank

SUPPORT SERVICES OSP

Terms of reference



The role of the Support Services OSP is:

- 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

Business Areas

Corporate Services

- Finance, Efficiencies, Technology and Assets Department
 - Finance and Accounting
 - ICT Services, including Carefirst and other departmental ICT staff
 - Facilities and Estate Management (Corporate Estate)
 - Property Maintenance
 - Asset Register
 - Sustainability and Carbon Management (for the Council)
 - Value for Money and Efficiencies
 - Procurement
 - Council Tax
 - Revenues and Benefits
 - Finance Transaction Centre
- Democracy and Governance Department
 - Coroner
 - Democratic Support
 - Civic Support and Lord Mayor's Office
 - Electoral Services
 - Legal Services
 - Registration Service
 - Risk and Insurance
- Customer Services Department
 - Customer Services
 - Counter Services

- First Stop and Reception
- Contact Centre
- Customer Services (including co-ordination of Freedom of Information (FOI) requests)
- Corporate Complaints
- Library Services (including the Schools' library service)
- Human Resources and Organisational Development Department
 - Human Resources Operations
 - Payroll and Pensions
 - Health, Safety and Wellbeing
 - Organisational Development
 - Training (including ICT training)
 - Workforce Development Strategy and Coordination (including departmental specific development activities)
 - Recruitment and Talent
 - Organisational Transformation and Review
- ICT Shared Services Programme

Executive Office

- Policy, Performance and Partnerships
 - Executive Office Support
 - Civil Protection
 - Partnerships
 - Policy and Performance
 - Business Planning
 - Information and Intelligence
 - Scrutiny Co-ordination
- Corporate Communications
 - Press and PR
 - Internal and external communications
 - Design and Branding
 - Website

Cabinet Members

- Leader of the Council
- Deputy Leader of the Council
- Finance

Directorate

- Executive Office
- Corporate Services

City and Council Priorities

- Monitor performance against the relevant city and council 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.

This page is intentionally left blank

PLYMOUTH CITY COUNCIL

Subject:	Occupational health and sickness absence
Committee:	Support Services Overview & Scrutiny Panel
Date:	2 July 2012
Cabinet Member:	Councillor Peter Smith
CMT Member:	Adam Broome (Director for Corporate Services)
Author:	Emma Rose, Head of Health, Safety and Wellbeing
Contact:	Tel: 01752 312571 e-mail: emma.rose@plymouth.gov.uk
Ref:	
Key Decision:	No
Part:	I

Purpose of the report:

Support Services OSP requested a review of Plymouth City Council's occupational health (OH) services and link to sickness absence levels. This report provides:

1. Background information for OH and sickness absence
 2. An overview of the Council's OH service
 3. Performance management of OH services
 4. Benchmarking: national, family group and region (OH investment and sickness)
 5. Future developments
-

Corporate Plan 2012-2015:

Occupational health services support our employees to be fit, healthy and productive and as such, contribute to the delivery of the Council's priorities.

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

The occupational health contracts were awarded through a full tender process and commenced January 2011. Subject to the terms of the contracts, they run for three years with an option to extend for a further two.

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

- Elements of the occupational health contract cover requirements that are required by specific legislation. An example of this is health surveillance. The Council also has a legal duty to ensure that, as far as reasonable practicable, employees are not exposed to risks to their health and safety; the occupational health contracts help the council to meet this duty.
- Steps taken to monitor employees' health contribute to good risk management and support the Council in the event of a claim.
- We work with our occupational health providers on interventions with the aim of reducing health inequalities that may exist within our organisation.

I Recommendations & Reasons for recommended action:

That the panel note the contents of this report

Alternative options considered and reasons for recommended action:

Not applicable

Background papers:

Sickness Absence in the UK Labour Market – May 2012, ONS

<http://www.ons.gov.uk/ons/rel/lmac/sickness-absence-in-the-labour-market/2012/rpt-sickness-absence-in-the-labour-market---2012.html#tab-Sickness-absence-in-the-UK-labour-market>

Healthy Returns? Absence and workplace health survey 2011 –May 2011, CBI

<https://www.axapphealthcare.co.uk/uk-business/business-resource-centre/industry-news/cbi-pfizer-absence-and-workplace-health-survey>

Sign off:

Fin		Leg		HR	MG	Corp Prop		IT		Strat Proc	
-----	--	-----	--	----	----	-----------	--	----	--	------------	--

Originating SMT Member: Mark Grimley

Have you consulted the Cabinet Member(s) named on the report? Yes

I. Background information for OH and sickness absence

- 1.1 Occupational Health (OH) is a specialist branch of medicine concerned with the effects of work and the work environment on health, and of health on work. By assessing risks to health, OH professionals aim to protect, preserve and promote optimum health in the working age population. OH does not replace seeing a GP for advice about medical problems, though some recommendations for improving health may be offered by OH nurses and doctors
- 1.2 The longer employees remain off work, the harder it becomes for them to be reintegrated into the workplace, with all the associated costs in human and financial terms if they drop out of the workforce. Early interventions and effective use of occupational health services have an essential role to play to help employees to get back to work more quickly, help managers make adjustments to keep employees in work and avoid absence entirely, and give managers the information needed to move that employee into a different role or out of the organisation if appropriate
- 1.3 Figures released in May 2012¹ by the office of National Statistics (ONS) demonstrate a downward trend in the days lost due to sickness absence across the United Kingdom (UK) during 2011. The days lost during 2011 is down more than a quarter compared with the same period in 1993. Some of the headline data is included in table 1 below:

Table 1 – UK data released May 2012¹

Average days lost per person 1993	7.2
Average days lost per person 2011	4.5
Most common reason for absence	Minor illness (coughs, colds, flu)
Most days lost (more than a quarter)	Musculoskeletal problems
Percentage of hours lost – private sector	1.6% (4.2 days)
Percentage of hours lost – public sector	2.6% (6.8 days)

- 1.4 The same report attributes the difference between private and public sector sickness absence levels to:
 - a) type of job in each sector. For example, those working in caring, leisure and other service occupations lost the highest percentage of hours in 2011, at 2.7 per cent
 - b) higher proportion of females employed in the public sector. Women have consistently higher sickness absence rates than men (2.3% compared with 1.5% in 2011)
 - c) pressure for private sector staff to make up lost time. This affects the calculation of percentage of hours lost as it is based on the number of contracted hours worked.
 - d) individuals within the private sector are less likely to be paid when they are absent due to sickness
 - e) Larger employers (>500 employees) across both the public and private sector have a higher sickness absence rate than smaller employers.

¹ Sickness Absence in the UK Labour Market – May 2012

² OH and sickness absence and workplace health survey 2011 – May 2011

1.5 The most recent CBI absence survey report² in May 2011 demonstrates that overall absence rates in the UK have remained stable since the record low at the depths of the recession. There was concern that there could be a significant rise after that low in 2009, but the most recent survey evidences that progress made in recent years has been maintained. This suggests that improved workplace management of absence and occupational health, rather than fear of job loss during a recession, was behind the progress made in the last few years. This UK wide finding is reflected in the Council's sickness absence figures and occupational health activity over the same period and is further explained in the following section.

2. Overview of the Council's OH Service

2.1 IMASS were appointed as the Council's occupational health provider following a tendering process at the end of 2010, when the existing contract was expiring. IMASS is an independent company operating nationally with its Head Office in Plymouth. They are engaged by the Council to provide professional and objective advice to both us as the employer and to the employee. During the tender process, we reviewed and refined our delivery of occupational health services. As a result, the provision was split between IMASS (occupational health provider) and Workplace Options (employee assistance programme provider). This decision was taken to provide the best service at the lowest cost. The services are arranged as follows:

2.2 IMASS

- Pre-employment checks
- Occupational health referrals
- Work-based assessments
- Occupational vaccination programmes
- Health surveillance e.g. driver medicals, hearing tests
- Ill health retirement assessments
- Ergonomic assessments
- Sickness absence reviews
- Real-time web based access for managers
- Telephone triage to get the best and quickest route for each individual

2.3 Workplace Options

- 24hr/7day telephone and web access
- Telephone counselling (6 sessions per year per employee included in contract price)
- Confidential self-referral at no additional cost
- Online CBT sessions
- Management support helpline
- Web and telephone based lifestyle advice and guidance
- Debt management services
- Online toolkits

² Healthy returns? Absence and workplace health survey 2011 – May 2011
SSOP OH and sickness Jun 2012 FINAL 20.06.12

2.4 A summary of the main benefits of the arrangements compared with the previous contract are:

- Direct access to counselling services 24 hours, 7 days a week without the need for management referral
- Pre-employment checks streamlined and considerably cheaper
- Occupational health referrals online, giving real time access to managers
- Health assessments are triggered at the employment stage
- Triage system ensures the most appropriate and quickest access to services
- Timely turnaround of reports

3. Performance management

3.1 Analysis provided at appendix I demonstrates that the Council's investment in the provision of improved occupational health services correlates with a substantial reduction in sickness absence since the new contract commenced in January 2011. Occupational health services make a significant contribution but it is acknowledged that other interventions such as improved management of cases play a vital part.

3.2 The occupational health and employee assistance programme contracts are managed by the Head of Health Safety and Wellbeing. In order to maintain and improve the performance of our occupational health services, key performance indicators are defined and monitored closely during quarterly contract meetings. Future demands on the Council and supplier are also considered and any complaints and compliments are recorded, investigated and corrective actions are put into place.

3.3 The KPI's for the occupational health contract are:

- a) Response time from initial contact
 - target 85% = <2days actual = 86%
- b) Initial contact to occupational health nurse (OHN) appointment
 - target 85% = <7 days actual = 71%
- c) Initial contact to occupational health physician (OHP) appointment
 - target 85% = < 12 days actual = 98%
- d) Turnaround time from appointment to report
 - target 85% = <5days actual = 95%
- e) Pre-employment screening initial response
 - Target 85% = <2 days actual = 98%
- f) Pre-employment screening completion
 - Target 85% = <10 days actual = 95%

3.4 Resource problems in August and September 2011 brought the KPI's down and resulted in the OHN KPI not meeting the target in 2011/12. However, the KPIs' have continued to improve and this year all KPIs have remained above the target of 85%.

4. Benchmarking: family group and region (OH cost and sickness)

4.1 Summary

4.1.1 The Council has increased the investment in OH services over the last 3 years, but remains below the average in the cost per head for OH although the services have improved during the new contracts. Annual average sickness absence levels have improved over the last 3 years, particularly in relation to non-school staff. A report was provided to the support services overview and scrutiny panel (SSOSP) on 24 November 2011 that reviewed the Council's sickness absence data for the rolling year to October 2011. The council-wide average days lost per full time equivalent (FTE) due to sickness for non-school staff had consistently fallen from 12.88 days in November 2010 to 10.12 days in October 2011. However, the level for all staff is 9.0 days and this remains above the average (8.5 days) compared with similar local authorities and above the Council's target of 6 days. Dashboard reports are published monthly on Staffroom that give managers and employees information about sickness absence. The most recent dashboards by directorate are included as appendices 2a - e.

4.2 Benchmarking Sources

4.2.1 The Council participates in benchmarking groups to compare performance across a range of indicators, including occupational health and sickness absence. These groups compare us to similar authorities across the country and are commonly referred to as family groups. The draft 2011/12 CIPFA benchmarking is shown at appendix 3.

4.2.2 The Health, Safety and Wellbeing Team participate in a benchmarking club that compares more detail than CIPFA on a variety of indicators, including occupational health. The results of the most recent exercise on occupational health in February 2012 (appendix 4) show very similar results to the CIPFA survey, but provide more detail on the relative cost and type of service provided. We also participate in a regional health, safety and wellbeing panel and those results are given at appendix 5.

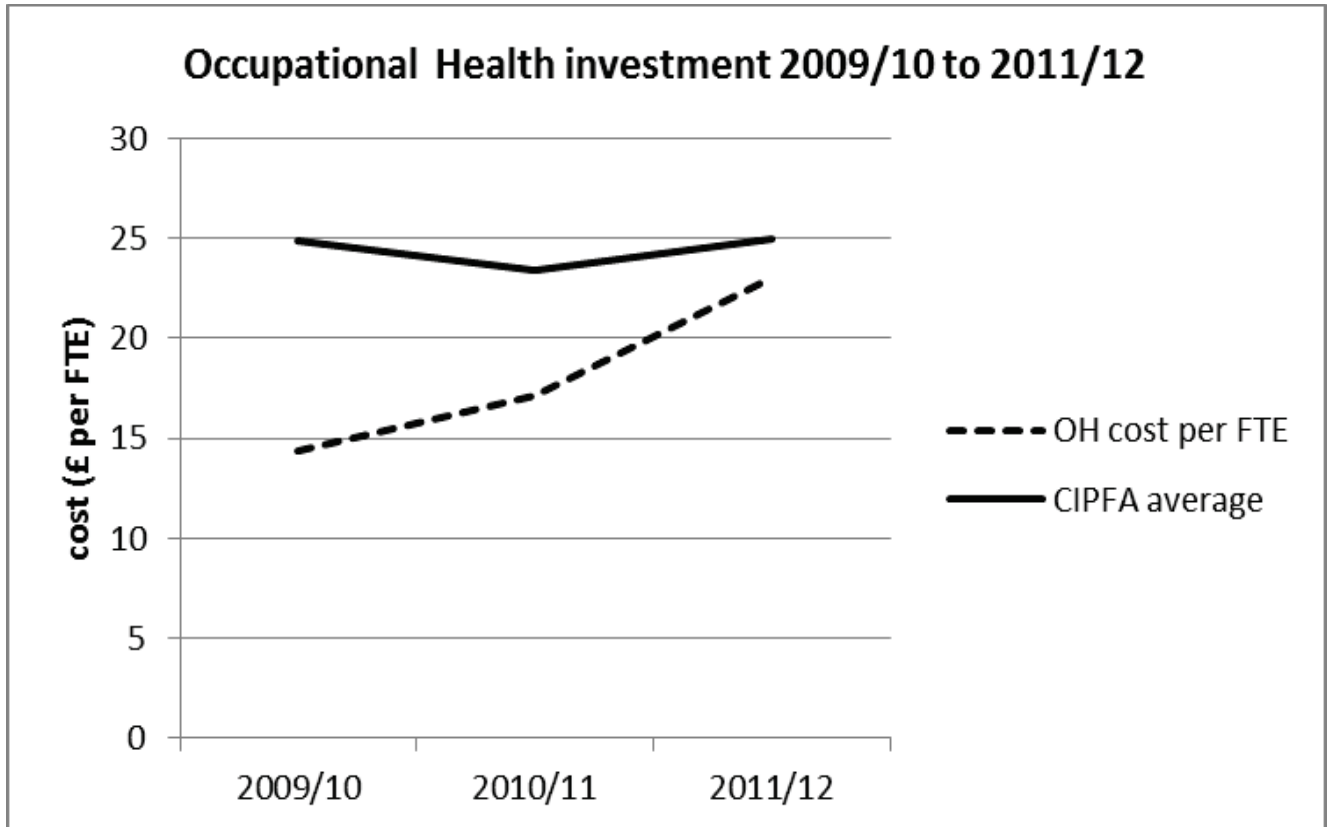
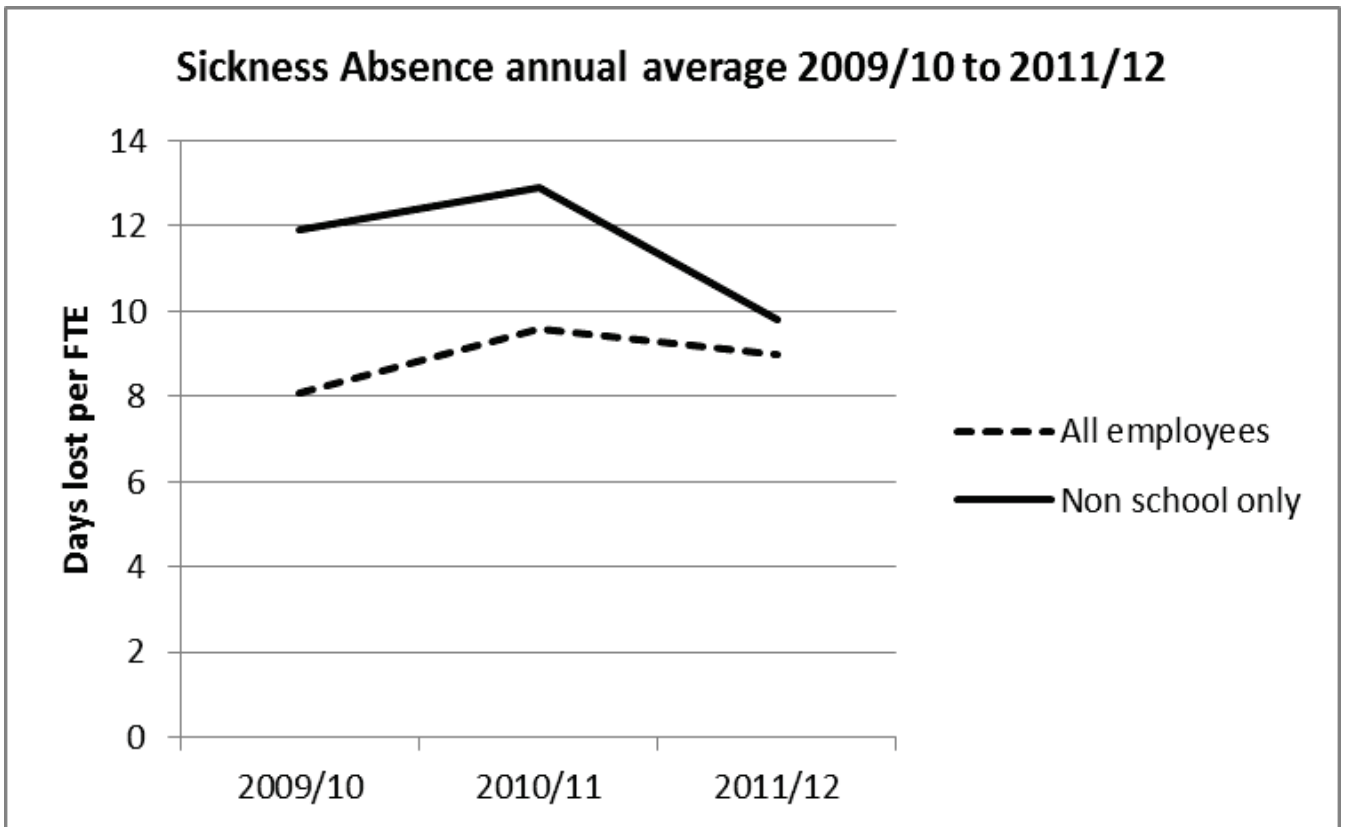
4.2.3 These sources demonstrate that the Councils' sickness absence is at or slightly above the average number of days lost due to sickness absence and slightly below the average cost per head for occupational health services.

5. Future developments

5.1 Aside from continuing to analyse trends and focus on priority areas for intervention, the following programmes are underway:

- a) A flu vaccination programme is being designed for this coming autumn to help to bring down the amount of short term absence during flu season.
- b) Work is being scoped with local GP's to improve the interaction between the Council, GPs and our occupational health provider as we all have the same goal to improve the health of the working age population.
- c) An programme of improved occupational health awareness training is under development.
- d) Management development training is being enhanced

APPENDIX I – Sickness absence vs occupational health investment

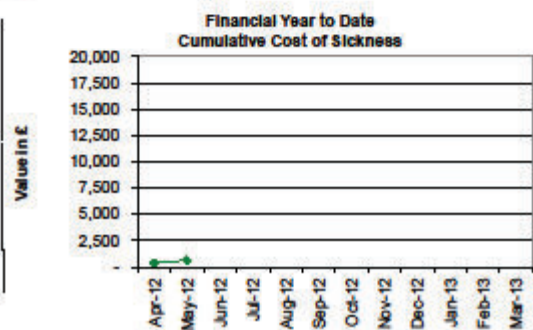
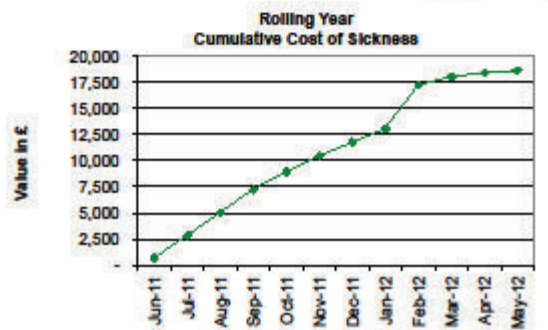
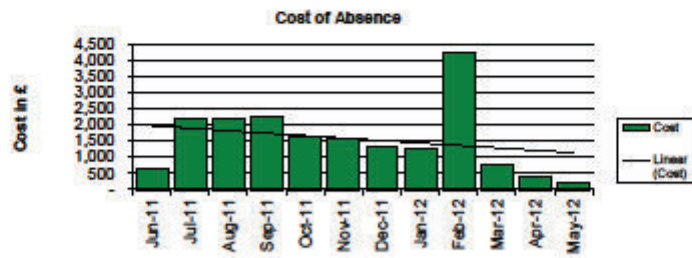
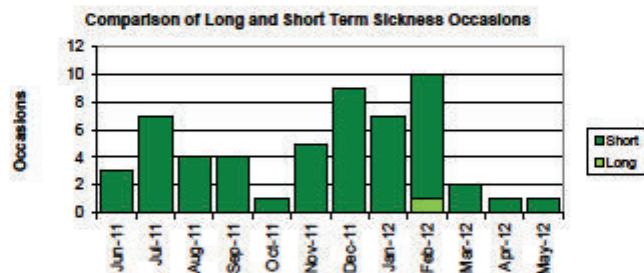
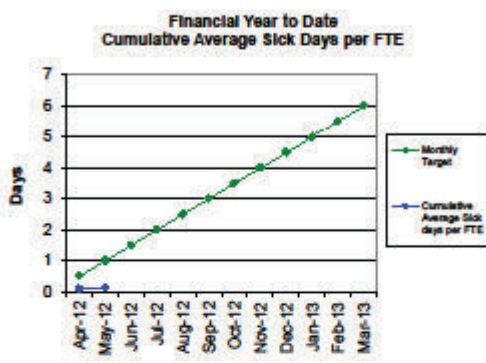
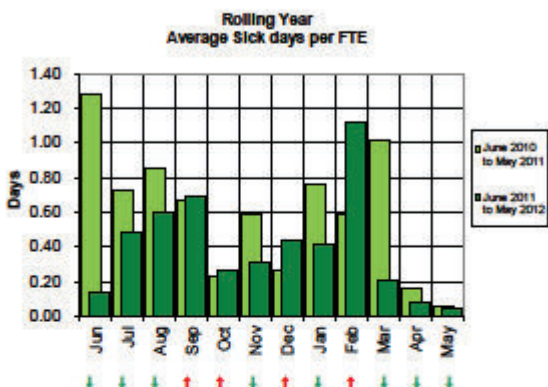


APPENDIX 2a – Executive Office dashboard report (sickness absence)

Executive Office
May 2012

Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	-	-	-	-	-	-	↔
Corporate Communications	45.50	-	3.79	-	1.48	-	↓
Management & Support (Chief Executives)	3.00	-	1.00	-	0.39	-	↓
Policy, Performance and Partnerships	136.00	5.00	5.78	0.21	2.25	0.51	↓
Executive Office Total	184.50	5.00	4.79	0.13	1.86	0.31	↓

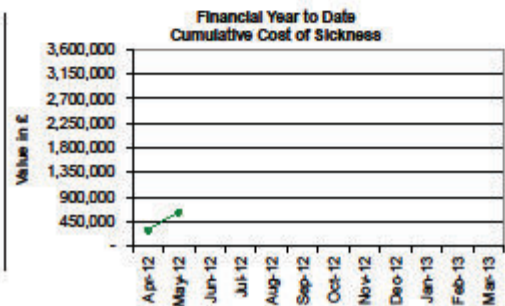
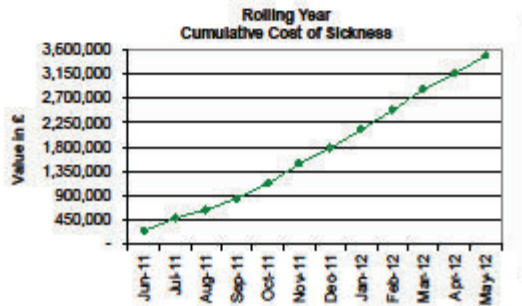
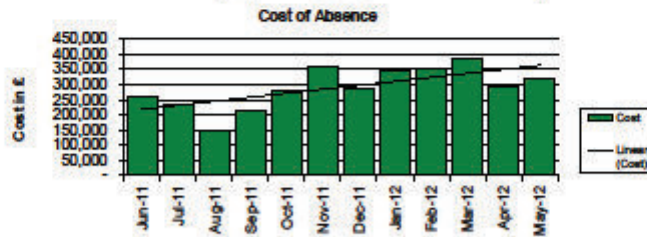
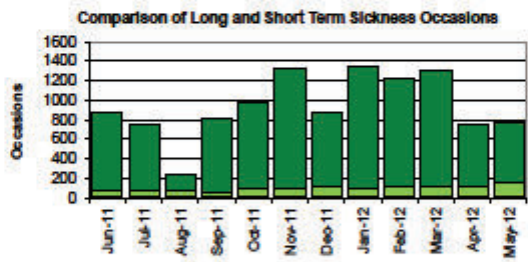
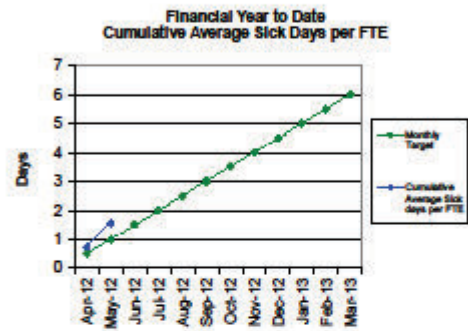
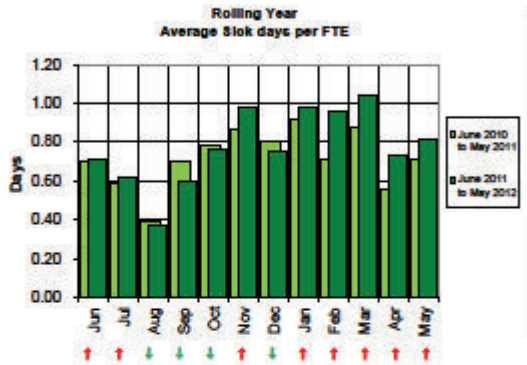


APPENDIX 2b – People dashboard report (sickness absence)

People
May 2012

Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	-	-	-	-	-	-	↔
Childrens Social Care	3,056.86	502.81	10.27	1.69	4.00	4.02	↑
Education, Learning & Families	3,926.61	689.29	7.58	1.33	2.95	3.17	↑
Homes & Communities	2,019.53	256.83	9.51	1.21	3.70	2.88	↓
Joint Commissioning & Adult Social Care	6,442.52	1,165.44	14.10	2.55	5.49	6.07	↑
Lifelong Learning	-	-	-	-	-	-	↔
Programmes Director	8.00	-	2.00	-	0.78	-	↓
Schools	24,142.33	3,955.46	8.76	1.44	3.41	3.42	↑
People Total	39,595.85	6,569.83	9.33	1.55	3.63	3.68	↑

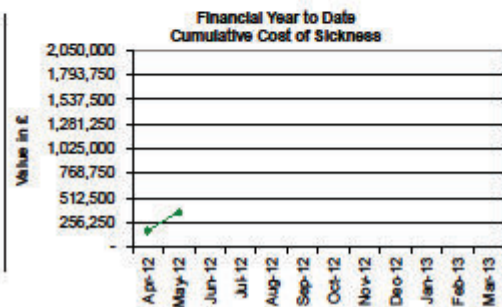
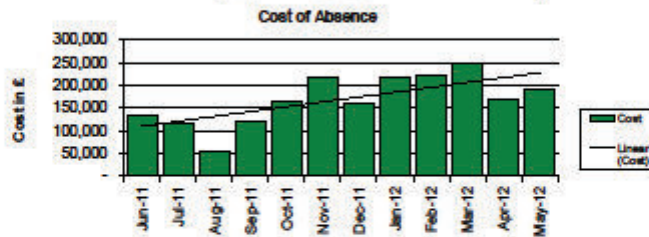
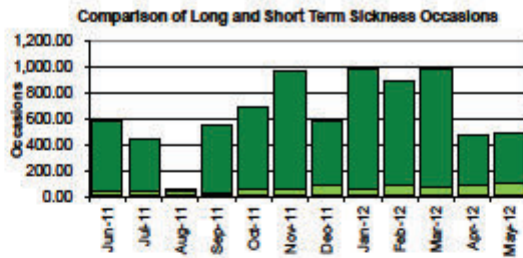
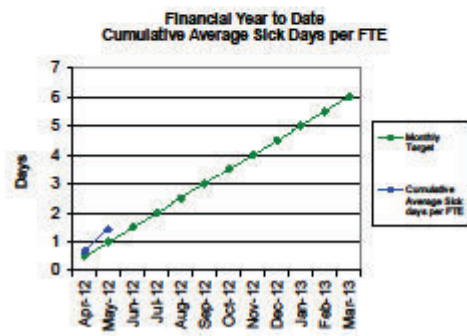
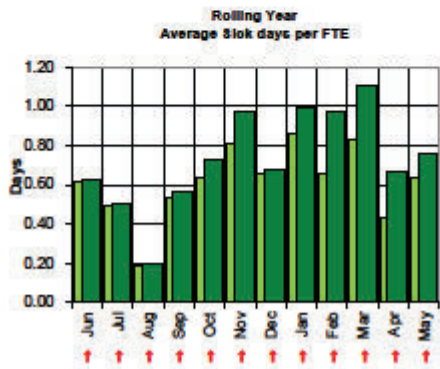


APPENDIX 2c – Schools dashboard report (sickness absence)

Schools
May 2012

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	4,436.74	639.51	12.98	1.87	5.05	4.46	↓
Primary School	13,400.11	2,131.76	8.47	1.35	3.29	3.21	↓
Secondary School / Community College	2,292.93	515.13	6.79	1.53	2.64	3.63	↑
Church School	2,639.30	501.96	7.11	1.35	2.77	3.22	↑
Nursery School	648.47	87.00	13.54	1.82	5.27	4.33	↓
Junior School	466.90	28.96	16.27	1.01	6.33	2.40	↓
Infant School	228.47	51.14	5.54	1.24	2.15	2.95	↑
Woodview Campus	29.41	-	5.64	-	2.19	-	↓
Schools Total	24,142.33	3,955.46	8.76	1.44	3.41	3.42	↑

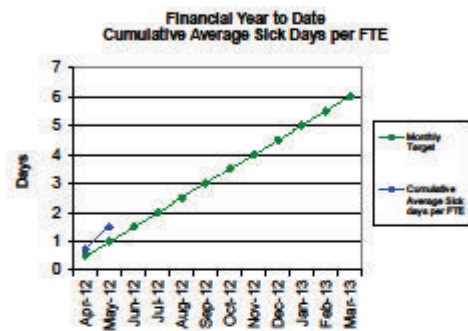
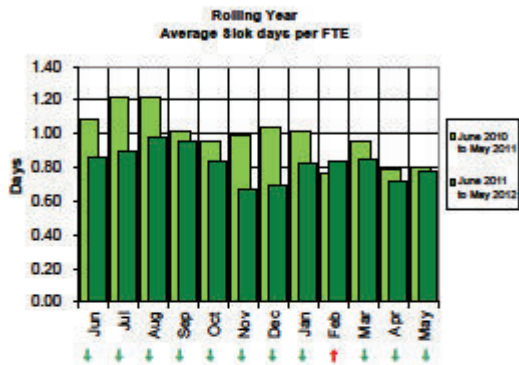


APPENDIX 2d – Place dashboard report (sickness absence)

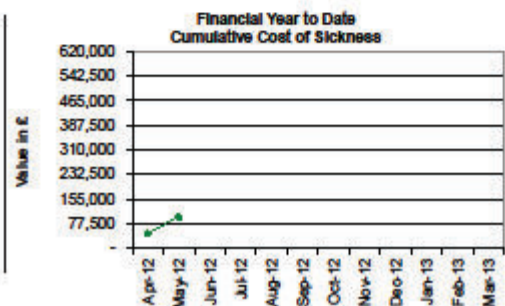
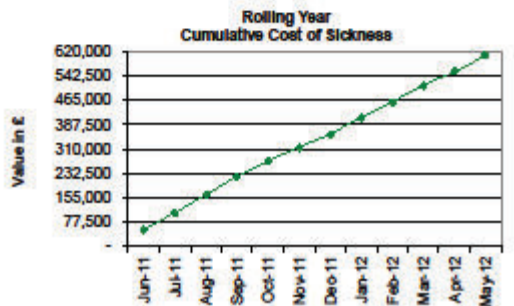
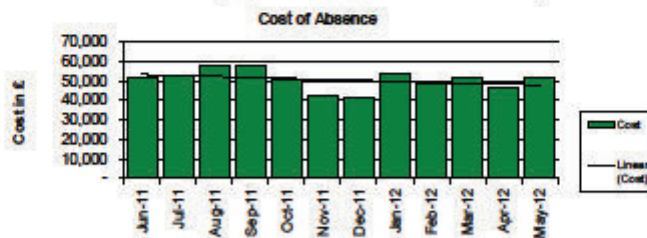
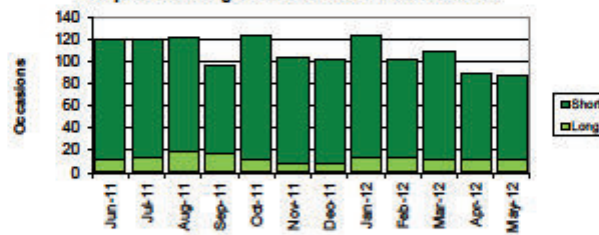
Place
May 2012

Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	-	-	-	-	-	-	**
Business Team (Dev & Reg)	9.00	-	1.16	-	0.45	-	↓
Economic Development	779.34	112.50	7.46	1.08	2.90	2.56	↓
Environmental Services	5,539.42	807.25	11.51	1.68	4.48	3.99	↓
Planning Services	255.60	36.60	3.38	0.48	1.32	1.15	↓
Strategic Housing	-	-	-	-	-	-	**
Transport & Infrastructure	1,192.32	220.50	10.29	1.90	4.01	4.53	↑
Waste PFI	-	-	-	-	-	-	**
Place Total	7,775.68	1,176.85	9.87	1.49	3.84	3.56	↓



Comparison of Long and Short Term Sickness Occasions

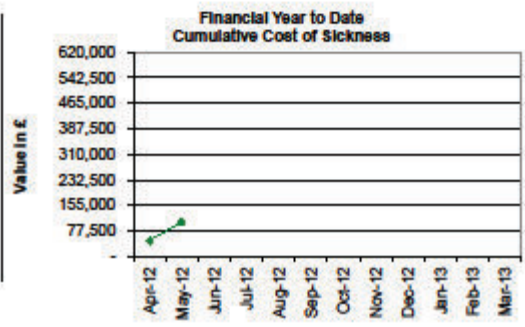
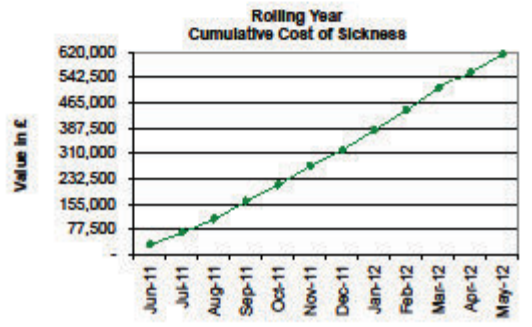
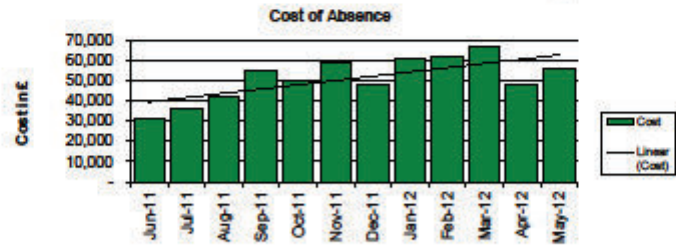
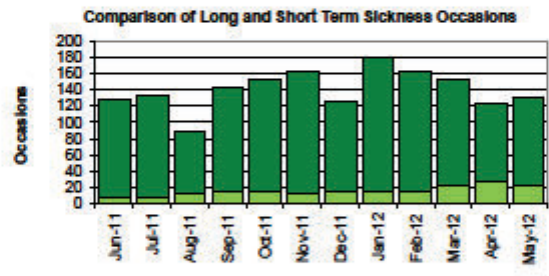
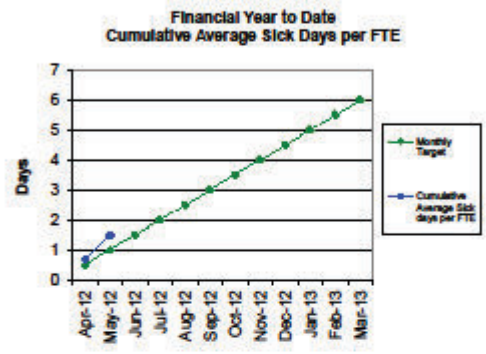
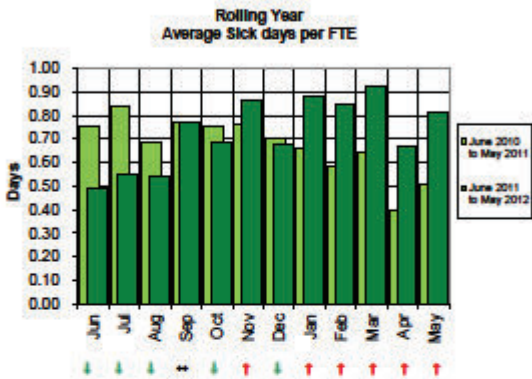


APPENDIX 2e – Corporate Services dashboard report (sickness absence)

Corporate Services
May 2012

Working Days Lost

Directorate	Total Number of Days		Average FTE		Percentage		Direction of Travel
	Rolling Year	FYTD	Rolling Year	FYTD	Rolling Year	FYTD	
	-	-	-	-	-	-	**
Customer Services	1,069.09	153.96	7.34	1.06	2.85	2.52	↓
Democracy and Governance	993.62	199.31	11.67	2.34	4.54	5.58	↑
Finance, Efficiency, Technology & Asst	4,444.02	745.58	8.86	1.49	3.45	3.54	↑
Human Resources and Organisational Dev	791.52	147.52	7.59	1.42	2.95	3.37	↑
Management & Support (Corp Services)	10.00	-	10.00	-	3.89	-	↓
Corporate Services Total	7,308.25	1,246.37	8.70	1.48	3.39	3.53	↑

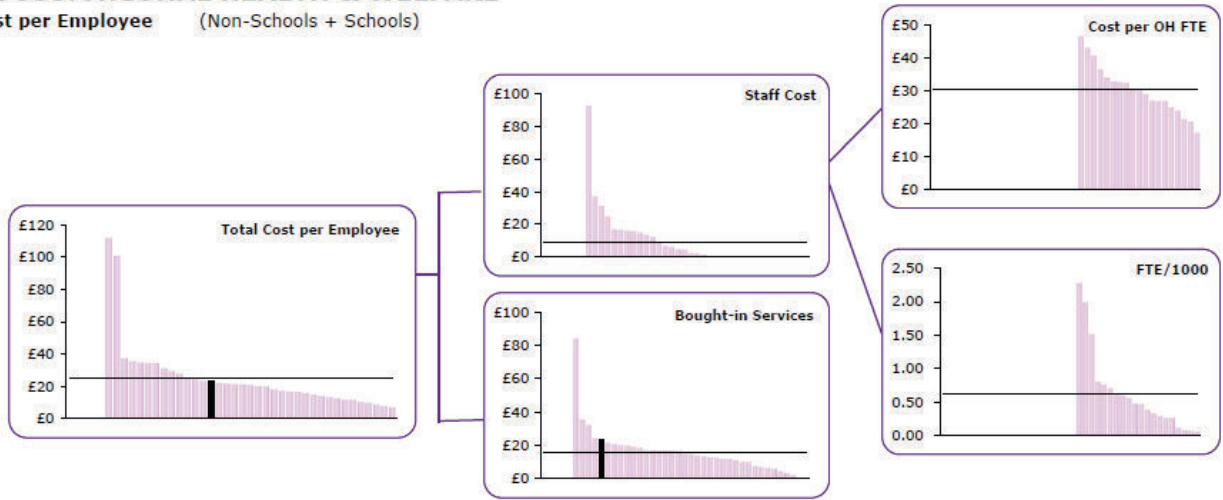


APPENDIX 3 – CIPFA 2012 draft benchmarking

This benchmarking club has 41 members that are Unitary, County Councils and Police forces

12. OCCUPATIONAL HEALTH & WELFARE

Cost per Employee (Non-Schools + Schools)



Employee Headcount 8,306

OH FTE NA

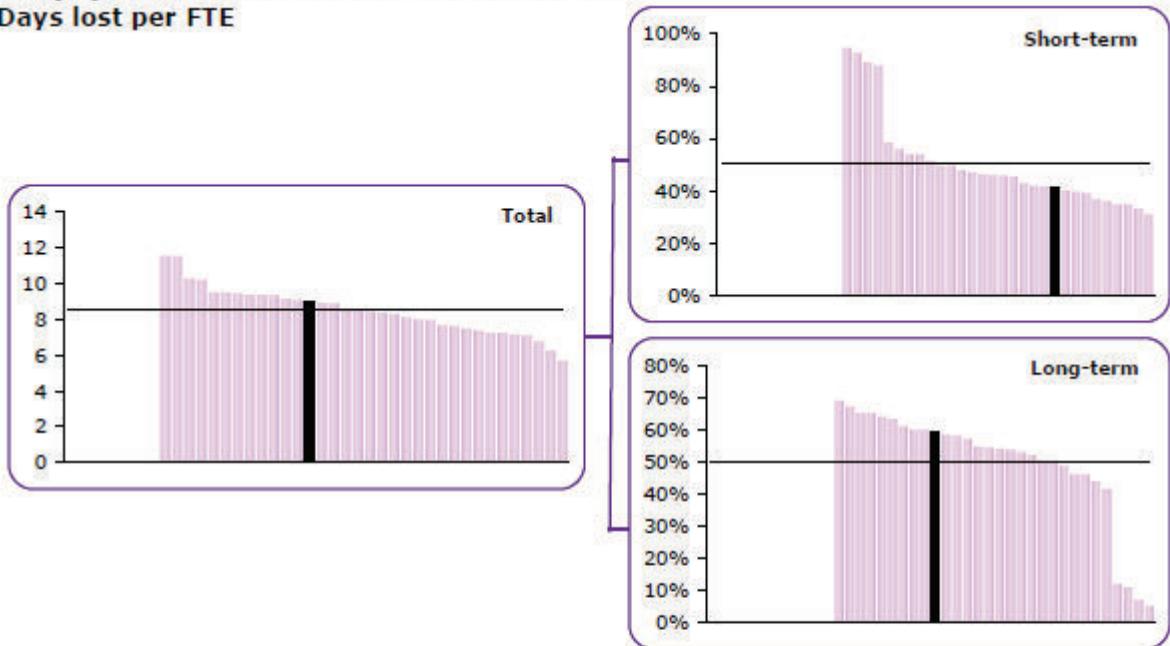
Staff Cost £k	0
Bought-in £k	194.84
Total cost £k	194.84

Cost per Employee

	Avg
£0	£9
£23	£16
£23	£25

6. (a) Sickness Absence All Staff

Days lost per FTE



	%	Avg
Short-term	41%	50%
Long-term	59%	50%

Total days/ FTE	9.0	8.5
-----------------	-----	-----

APPENDIX 4 – Family Group Benchmarking February 2012

These unitary authorities are part of an informal benchmarking group for health, safety and wellbeing services.

LA	OH Provider	Annual Cost per employee (£)
Leicester	External	15
Nottingham*	Internal	15
Derby	Internal	15
Stoke-on-Trent	External	19
Plymouth	External	20 (18)
Average		23
Peterborough	Internal	35
Coventry	Internal	42 (30)

Notes:

- Those providing an internal OH service purchase occupational health physician support when needed e.g. for ill health retirements or difficult medical cases
- annual cost per employee based on headcount rather than FTE
- figures for Coventry and Plymouth include counselling services, figures in brackets are OH only

* Cost for OH to employees, but NCC also sell OH services and overall state that they make a profit.

APPENDIX 5 – Regional Benchmarking 2011

nb 2011/12 benchmarking is currently underway

Local Authority	Occupational Health	Average Sick Days per FTE 2010/11
Somerset	External	8.9
Shropshire	External	9.2
Cornwall	In House	9.4
Plymouth	External	9.6
Average		9.6
Devon	In House	9.8
Exeter	External	10.6

This page is intentionally left blank

CITY OF PLYMOUTH

Subject: Support Services Extract - Performance and Finance Report
(including Capital Programme update)

Committee: Support Services Overview & Scrutiny Panel

Date: 2 July 2012

Cabinet Member: Councillor Lowry

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/djn06/12

Key Decision: No

Part: I

Executive Summary:

This report is the final monitoring, or outturn, report for 2011/12 and details the final performance and finance monitoring position of the Council as at the end of March 2012.

The primary purpose of this report is to detail how the Council has delivered 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 a section detailing key issues.

With effect from 1 January 2012, the Council restructured its Directorates to move from five to three, with a corresponding reduction in Directors. However, for comparison purposes, this report continues to monitor against the "old" five directorate model.

Finance summary – Revenue

The final position for the year for Corporate Support Services, assuming the transfers to and from reserves as proposed in the report are approved, is net spend of £31.864m giving a surplus of £0.850m.

Finance summary - Capital

The 27 February 2012 Council approved a revised Capital Programme for Corporate Support Services for 2011/12 of £7.662m. The final outturn position for 2011/12 is £6.375m which is 83% of the final approved programme, which is within the financial target of 80% capital expenditure achieved within the year.

Corporate Plan 2012-2015:

This quarterly report is fundamentally linked to delivering the priorities within the 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**

The Medium Term Financial Forecast will now be updated to take account of the outturn position as detailed in this report and reported to Cabinet with this report.

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

In considering the budget variations for the year, Directors will identify any potential risks to delivering the budget in future years. These will be monitored as part of the corporate reporting process.

Recommendations & Reasons for recommended action:

That Cabinet:-

1. note the provisional outturn position as at 31 March 2012
 2. Recommend no departmental budget under or over spends be carried forward in 2012/13, other than those previously agreed by Cabinet.
 3. note the position on the Treasury Management activities for the year and that a full report on the Council's performance against its borrowing and investment strategies, including the statutory performance indicators will be presented to Audit Committee on 21 June 2012 and Council on 30 July 2012
 4. note the position regarding the Icelandic Banks
-

Alternative options considered and reasons for recommended action:

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

Background papers:

- Sustainable Community Strategy
- 2012 Plymouth City Council Corporate Plan
- Joint Performance and Finance Report – February 2012

Plymouth City Council
Performance and Finance Monitoring – 2011/12
Quarter 4 Outturn at 31 March 2012

I. Introduction

- 1.1 This report reviews the Council's Support Services performance for the year ended 31 March 2012 and is written in the context of the Medium Term Financial Strategy (MTFS).
- 1.2 The Budget report 2012/13 (Appendix A budget robustness) outlined a number of financial risks that the Council potentially faces over the short to medium term. It is therefore appropriate that as part of reporting the final position for 2011/12 further consideration is now given to future levels of the Working Balance and reserves and, as is normal practice at this time of year, the Director for Corporate Services, as the Council's Section 151 Officer, is recommending a number of adjustments to provisions and reserves within the report.
- 1.3 The financial information being presented today reflects the Council's management structure prior to the new three directorate model. We have continued to report in this way to ensure consistency and easier comparisons with previous reports in the year, plus the budget reports. The new director structures will be reported on with effect from the first quarterly report of 2012/13.
- 1.4 The outturn figures will now feed into the Council's formal Statement of Accounts, which will include the balance sheet position. The annual accounts this year will again be produced on an International Financial Reporting Basis (IFRS).
- 1.5 The Accounts and Audit Regulations were revised last year and the Director for Corporate Services, as the Council's Section 151 Officer, is now required to formally approve the accounts by 30 June 2012. The external auditor is required to audit the accounts by 30 September – the statutory deadline for their publication; the Audit Committee will be formally asked to approve the final accounts for the year following completion of the audit
- 1.6 The performance data in this report presents the latest position on information currently available.
- 1.7 The Council is also required to produce an end of year report on its treasury management activities for the year, comparing these to the approved borrowing and investment strategies. This report is required to be scrutinised by Audit Committee and approved by Full Council. Section D of this report therefore provides Cabinet with an overview of the treasury management activities during the year which will form the basis of the formal strategy review
- 1.8 This report contains the following sections and Appendices:-

Section 'A' – Executive Summary - Performance

Section 'B' – Executive Summary – Finance

- Revenue
- Capital

Section 'C' – Executive Summary – Human Resources

Section 'D' – Departmental Performance & Finance Report

Section 'E' – Treasury Management

Section 'F' - Concluding Remarks

Appendices:

Appendix A	
Appendix B	
Appendix C	Net spend per service
Appendix D	
Appendix E	Reserves
Appendix F	Provisions

SECTION A - EXECUTIVE SUMMARY PERFORMANCE

2. Performance Management arrangements

2.1 The council monitors 96 level 2 and 3 indicators that contribute towards achieving Plymouth's four priorities of Growth, Aspiration, Inequality and Value for Communities. This year 50% of indicators met target with 59% showing actual improvement between 2010/11 and 2011/12. Critical performance issues are raised in the summary below. More details are provided in section D of this report.

2.2 Corporate Support

Improvements to Revenues and Benefits processing times are starting to materialise. The service will continue to reduce processing times and the service is now looking at achieving an overall target of 15 days by August 2012 (compared to 30 days as at the beginning of 2011). For the third year in a row, the actual percentage of income collected for Council Tax has improved and now stands at 96.30%.

Critical performance issues raised in this report will be priorities for action in the new Corporate Plan 2012-15

SECTION B - EXECUTIVE SUMMARY – FINANCE

3. General Fund Revenue Budget

- 3.1 Council approved a Support Services' net revenue budget of £32.714m for 2011/12 at its meeting on 28 February 2011. Table 1 below provides a summary of the Council's overall revenue expenditure and compares the draft outturn with the latest approved budget.

Table 1 End of year revenue outturn NB Brackets () reflect a favourable variation

Fund	Latest Approved Budget £000	Final position for the year £000	Budget Variation for year £000	% variation
General Fund	32,714	31,864	(850)	(2.59)%

- 3.3 The individual Directors reports in section B give more detail of the reasons for the variations on their budget. A more detailed breakdown of the actual spend by service is included at Appendix C

Table 2 End of year revenue outturn by department

Department	Latest Approved Budget £000	Actual 2011/12 £000	Variance prior to adjustments £000	Corporate Health and other adjustments proposed £000	Adjusted Outturn for year £000	Variation to budget £000
Corporate Support	29,566	29,428	(138)	6	29,434	(132)
Chief Executive	2,611	2,636	25	0	2,636	25
Corporate Items	537	(362)	(899)	156	(206)	(743)
Total	32,714	31,702	(1,012)	162	31,864	(850)

4 2011/12 Financial Health Review

- 4.1 The budget variation targets of no more than 1% overspend or 2% underspend remained in place for 2011/12 with the quarterly monitoring reports continuing to report individual departmental variances. The graphs at Appendix A track the full movement during the year both overall and by each Directorate. This has been supplemented this year by detailed departmental performance scorecards which brought together variations in both budget and performance with the narrative within the scorecards intended to provide a high level overview with a focus on explaining corrective action where required. The scorecards used

a simple traffic light system to indicate performance overall. Although reporting has been on a quarterly basis, monthly scorecards were submitted to CMT and Cabinet Planning.

- 4.2 As part of consideration of the outturn position, and before officially ‘closing the accounts’, it is necessary to review the Council’s overall financial health position, looking not only at the outturn position for the year, but reviewing the adequacy of reserves and provisions in the light of pressures identified over the short to medium term. Decisions made feed into the Council’s statutory Statement of Accounts which is subject to external audit. The following transfers to provisions have already been reflected in the outturn figures.

Increase to Bad Debt Provision	£0.325m
Reduction to Insurance Provision	£(0.325m)

These transfers have been met from the Corporate Items budget.

- 4.3 As an integral part of the financial health review the Director for Corporate Services and Corporate Management Team (CMT) are recommending the following transfers to/from provisions and reserves, which amount to £0.735m:

4.4 Transfer to Bad Debt Provision £0.279m

In the current uncertain economic climate, we have taken a further forensic approach to our review of bad debts, and are recommending that further provision is set aside against aging debts.

4.5 Transfers to/from Reserves

a. Transfer to Plymouth Life Centre Dowry £0.150m

The approved budget for 2012/13 does not include any allocated resource towards the cost of future running repairs to the new Plymouth Life Centre. We need to ensure we put aside monies each year to avoid facing the requirement to fund large sums of money in the future, as the building matures and repairs are needed.

b. Transfer to Pay Settlement Reserve- £0.350m

The Council continues to progress towards settlements of potential equal pay claims following due diligence. An anticipated amount of £1.8million remains the Council’s recommended reserve amount for potential liabilities. The transfer to reserves of £0.350m provides a total of £0.7m towards this sum within the council’s reserves.

c. Transfer to Schools PFI Reserve £0.200m

In the current economic climate, the investment returns the Council is able to achieve are falling short of the targets required when the PFI scheme was secured. It is therefore prudent that we allocate this notional sum and look to further increases in the coming years.

d. Balance Sheet Offset £(0.244m)

Following a full review of our balance sheet accounts we are able to release the sum of £0.244m as being previous year balances no longer required.

5. Capital Programme

5.1

Table 3 – Capital Outturn 2011/12

Directorates	Budget Report Feb 12	Movement in Period		2011/12 Outturn	Outturn as % of Budget Report
		Reprofiling	Variations		
	£000	£000	£000	£000	
Corporate Support	7,662	(1,202)	(85)	6,375	83%

Table 4 Capital Medium Term Forecast

5.5 The Council has adopted a four year Capital MTF (current year plus three) aligning it with the number of years over which the revenue MTF is based. The programme will grow in future years when we receive more certainty around future funding streams.

New Approved Scheme	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	Total £000
Design & Implement Modernised Ways of Working (approved at April Council)	1,000	750	750	500	3,000
North Prospect Library (approved under delegated powers)	0	75	0	0	75
Total	1,000	825	750	500	3,075

Table 5 - Capital Medium Term Forecast by Directorate

	2012/13 Revised £000	2013/14 Revised £000	2014/15 Revised £000	2015/16 Revised £000	Total £000
Corporate Support	8,750	1,271	750	500	11,271

SECTION C – EXECUTIVE SUMMARY – HUMAN RESOURCES

6. Human Resources Key Messages

- 6.1 A major review of terms and conditions took place in 2011/12 and new local terms and conditions, 'the Plymouth Book' were agreed in September 2011. Implementation took place in accordance with an agreed timetable.
- 6.2 At the end of March 2012, there were 4155 employees (3248.5 FTE) compared to 4713 employees (3671.6 FTE) in March 2011. This is a reduction of 558 employees (423.1 FTE).
- 6.3 Corporately, a threshold of 5% of the total wage bill has been set, to monitor the use of agency staff. The % fluctuates during the year, but based on the total actual salary spend for 2011/12, 4.88% was spent on agency staff.
- 6.4 Sickness absence continues with a downward trend towards the council's target of 6 days per FTE. The sickness outturn for 2012/13 is 9.78 days per FTE (excluding schools) compared to 12.92 days per FTE for 2011/12. This is a reduction of 3.14 days per FTE.
- 6.5 During 2011/12 (April 2011-March 2012), 68 people have been made redundant and left the Authority.
- 6.6 A total of 160 joined the redeployment register between 01/04/11 and 31/03/12 for the following reasons:-

End of apprenticeship	6
Capability	1
Ill Health	5
Redundancy	130
Other (e.g. disciplinary outcome, end of particular temp contracts)	18
Total	160

- 6.7 54 people were redeployed within 2011/2012 and assistance was give to 1 person to start their own business.
- 6.8 An additional 34 people are classed as 'no longer at risk', but were provided alternative employment by some other means i.e. funding extended / slotted in to other roles.
- 6.9 A 'time limited' voluntary release scheme operated during part of 2011/12, and 85 choose to leave the authority.
- 6.10 At the end of 2011-2012, a 100% completion rate for appraisals had been achieved. 97% of staff had met or exceeded expectations, with only 30% not meeting expectations.
- 6.11 The Interim Staff Survey results in 2011 showed an increase in staff engagement of 5% to 62%. Every department registered an increase in staff engagement compared to 2010.
- 6.12 A Senior Management Review took place for the top two layers of management, Directors and Assistant Directors, with implementation in January 2012 and March 2012 respectively.

SECTION D – DEPARTMENTAL PERFORMANCE & FINANCE REPORT

7. Corporate Support

7.1 Revenue Position – 2011/12 Year-end

Latest Approved Budget	Actual Outturn	Corporate Health Adjs	Final Outturn	2011/12	Variance – Adv/(Fav)
£000	£000	£000	£000	CORPORATE SUPPORT	£000
180	176		176	Departmental Management	(4)
13,939	13,972		13,972	Finance, Assets & Efficiencies	33
3,231	3,191		3,191	HR & Organisational Development	(40)
5,439	5,439		5,439	ICT Information Systems	0
2,072	1,976		1,976	Customer Services	(96)
5,062	4,931		4,931	Democracy & Governance	(131)
(357)	(257)	6	(251)	Budget Savings	106
29,566	29,428	6	29,434	TOTAL GENERAL FUND	(132)

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

Customer Services

Customer Service performance has been excellent in Q4 as the new structure bedded in quicker than anticipated and individual frontline staff performed well across the range of services we deliver. We have had a record quarter for compliments. Main reception continues to struggle with ever increasing face to face visitors caused by the economic situation. All information measures continue to be a concern, but the initial Information Lead Officer Group (ILOG) meeting has set a platform for a renewed focus on improving corporate performance across these areas.

Libraries continue to outperform the national average and 2012/13 sees a number of new customer focussed initiatives, such as the Our Health pilot where customers get information to help manage their condition.

Democracy and Governance

Close monitoring and review of all budget heads has enabled the forecasts to be met despite the unforeseen budget pressures. An additional benefit has been the ability of the Legal service to increase their fee income through shared working/services. The year-end figures shows an overall underspend of £0.131m against budget.

ICT

The provisional capital outturn for ICT Information Systems is £0.605m which is 80.77% of the latest approved budget of £0.749m.

Availability of the top 14 services has consistently remained above target throughout the year. A bug in the Microsoft software affected performance for March 2012, however relevant fixes have addressed this problem.

HR

An average of 9.78 days per FTE across the Council is the sickness absence outturn for 2011/12. This is an improvement of 2.14 days per employee compared with 2010/11 where the end of year outturn was 12.92 days.

Finance, Assets and Efficiencies

Improvements to Revenues and Benefits processing times are starting to materialise. The backlog of 'change in notification' cases, which stood at 2,600 when the new structure was implemented in November 2011, has now been cleared. We have absorbed a significant increase in service demand brought about by the economic environment and response to a successful benefit take up campaign. The new structure, coupled with a detailed improvement plan for the service, will continue to reduce processing times and we are now looking at achieving an overall target of 15 days by August 2012 (compared to 30 days as at the beginning of 2011/12). The financial target for reducing spend across the service has been achieved and exceeded. The provisional capital outturn for Finance, Assets & Efficiencies is £5.020m which is 83.53% of the latest approved budget of £6.010m.

Core income targets for the year have been narrowly missed. However, for the third year in a row, the actual percentage of income collected for Council Tax has improved.

7.2 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.

7.3 Medium Term Issues

HR

The Council is replacing its HR and Payroll systems and has entered into contracts for the implementation of these new systems. The proposal is to go live during the middle of 2012/13.

Finance, Efficiencies, Technology and Assets (FETA)

Provision has been made in the revenue budget to meet the costs of the routine maintenance of the Council's operational buildings. Improvement works are charged to the capital budget. The asset management strategy identifies that there is a significant backlog in maintenance obligations. Risks include health and safety issues that may arise during the year and the uncertainties over the future of the Civic Centre.

The national economic climate is having an impact on the local authority. This may result in reduced collection rates for the Authority.

ICT continues working on vital projects such as HR Payroll, new way of working roll-out, the building of the new data centre, the designing and provisioning of services to facilitate the co-location with Health, and the planning for an eventual move out of the Civic Centre.

Within revenues and benefits department, officers are working closely with central government and DWP and other local authorities to ensure as smooth a transition as possible to the new ways of processing benefit claims. This is part of the Government's Welfare Reform initiative, with a proposed implementation date of April 2013.

Democracy & Governance

There are potential pressures for 12/13 and beyond around known and potential elections. For example, if a referendum on executive arrangements for the Council is "Yes" for a Mayor then there has to be a full election within 6 months, with the costs associated with this a pressure to revenue budget.

8. Executive Office

8.1 Revenue Position – 2011/12 Year-end

Latest Approved Budget	Actual Outturn	Corporate Health Adjs	Final Outturn	2011/12	Variance – Adv/(Fav)
£000	£000	£000	£000	DEVELOPMENT & REGENERATION	£000
479	438		438	Departmental	(41)
1,661	1,720		1,720	Performance & Policy	59
471	478		478	Corporate Communications	7
0	0	0	0	Budget Savings	0
2,611	2,636	0	2,636	TOTAL GENERAL FUND	25

Responsible Officers: Giles Perrit, Richard Longford

Chief Executive

The final outturn position for the Executive office is a minor over spend of £0.025m detailed above.

9. Corporate Items and Cross Cutting Issues**Revenue budget forecasted out-turn****9.1 Corporate Items - Revenue Budget Monitoring – underspend (£0.899m), prior to corporate health adjustments**

A summary of the main variations for the year is outlined below:

	£000
Capital Financing - other	(389)
Low paid employees pay award, not used	(200)
Enhanced superannuation	(55)
Support Service recharges	(61)
NNDR Refunds from revaluation	(148)
Contingency	(500)
Additional bad debt provision	325
Insurance provision	(325)
Carbon Reduction Commitment CRC 2011/12	240
Additional Pension contributions	297
Insurance premium savings	(144)
Other variances	61
TOTAL VARIANCE	(899)

Further details on the main variations are given below.

(a) Capital Financing Budget – favourable variation (£0.389m)

In accordance with the Code of Practice on Treasury Management the Council is required to formally report on its Treasury Management activities for the year, providing information on the progress and outcomes against the Treasury Management Strategy. This report will be presented to Audit Committee on 21 June 2012. A summary of the treasury management activity for the year, including more detail on the implications for the revenue account, is given in section D of this report.

(b) Low paid pay award – (£0.200m)

Included in the 2011/12 budget was an allowance for “low paid” employees to receive a one-off pay increase of a flat £250. This was following guidance from central government. As we were unsure of the timing of the award, the money was set aside in corporate items rather than being charged to each department. This award was not actioned as advice changed and we maintained our pay freeze across all levels of staff.

(c) Carbon reduction Commitment levy – £0.240m

This was the first year of the government's new levy on carbon reduction. The cost was not included in the budget as it was not clear how and when the charge would first be implemented. The total charge for the city is estimated at £.400m but we have ensured the schools and academies have taken their share at £0.160m. we are working with Salix to progress green schemes to reduce both the council's and the schools' future exposure to the levy.

(d) Additional pension contributions - £0.297m

The Council is subject to a rolling three year valuation of its pension fund. This valuation sets the level of pension contributions required from both employees and the council. At the end of 2011/12 being the first of the three years, the pension administrator has advised us of an in-year funding gap of £0.297m. This is expected to be repeated in the next two years also.

(e) Additional transfer to bad debt provision £0.325m offset by reduction in insurance provision £(0.325m)

Section E – Treasury Management

10. Treasury Management Activity

- 10.1 The Council is required to formally report on its Treasury Management activities for the year, providing information on the progress and outcomes against the Treasury Management Strategy. This report will be presented to Audit Committee on 27 June 2012. However, Treasury Management activity forms an integral part of the Council's budget and this section summarises the main financial implications for the year.
- 10.2 The Council's borrowings and investments at the end of March 2012 are shown below. In accordance with the Council's treasury management strategy no long term borrowing was taken in 11/12 with any borrowing requirement met from short-term borrowing and internal balances to reduce credit risk. At 31 March 2012, the Council's investments had reduced from £165.802m to £62.486m and its borrowings from £286.383m to £206.398m. A further £21.89m of deposits had been made on behalf of the Heart of the South West Local Enterprise Partnership (LEP) with Plymouth City Council acting as the accountable body for the Growing Places Fund.
- 10.3 The Council received investment interest of £2.08m and paid out £9.234m in interest against borrowings during the year as shown in the table below. External interest payments increased as a result of short-term borrowing taken for part of the year as an alternative to using internal balances to meet cashflow requirements. The use of short-term borrowing allowed for increased investment income from cashflow and longer-dated deposits increasing investment income.

Table 7

	2010/11 Budget £000	2010/11 Outturn £000	Variance £000
External Interest payable	8,872	9,234	362
External Interest receivable	(1,593)	(2,080)	(487)
Net Interest payable for year	7,279	7,154	(125)

Borrowing

- 10.4 The Council's loans at 31 March 2012 were:

	Principal O/S £000	Average Rate %
PWLB (Public Works Loan Board)	61,315	5.4001
Market Loans	130,000	4.4202
Bonds	83	1.1668
Temporary Loans	15,000	0.2900
Total Borrowing @ 31/03/12	206,398	4.4098
PFI	31,017	
Finance Leases	2,585	
Total Debt 31/03/12	240,000	

10.5 The borrowing limits for 2011/12, originally approved by Council in March 2011 were as follows:

- Authorised limits £368m
- Operational Boundary £343m

The revised prudential indicators, as presented to Cabinet on the 7 February 2012 and subsequently approved by Full Council on 27 February 2012, reduced the limits to fall in line with the Council's strategy to reduce debt when credit conditions worsened as was the case during the second half of the year. The approved updated limits were as follows:

- Authorised limits £291m
- Operational Boundary £271m

10.6 The maximum debt outstanding in 2011/12 was £325.959m on 11 April 2011 (including £31.753m for the PFI scheme and £3.263m of Finance Leases). This was within both the authorised limit and the operational boundary. Following the reduction in borrowing limits in February 2012 the maximum debt outstanding reached £241.414m on 20 March 2012. This was again within both the updated authorised limit and operational boundary.

10.7 Overall Debt Performance for the year

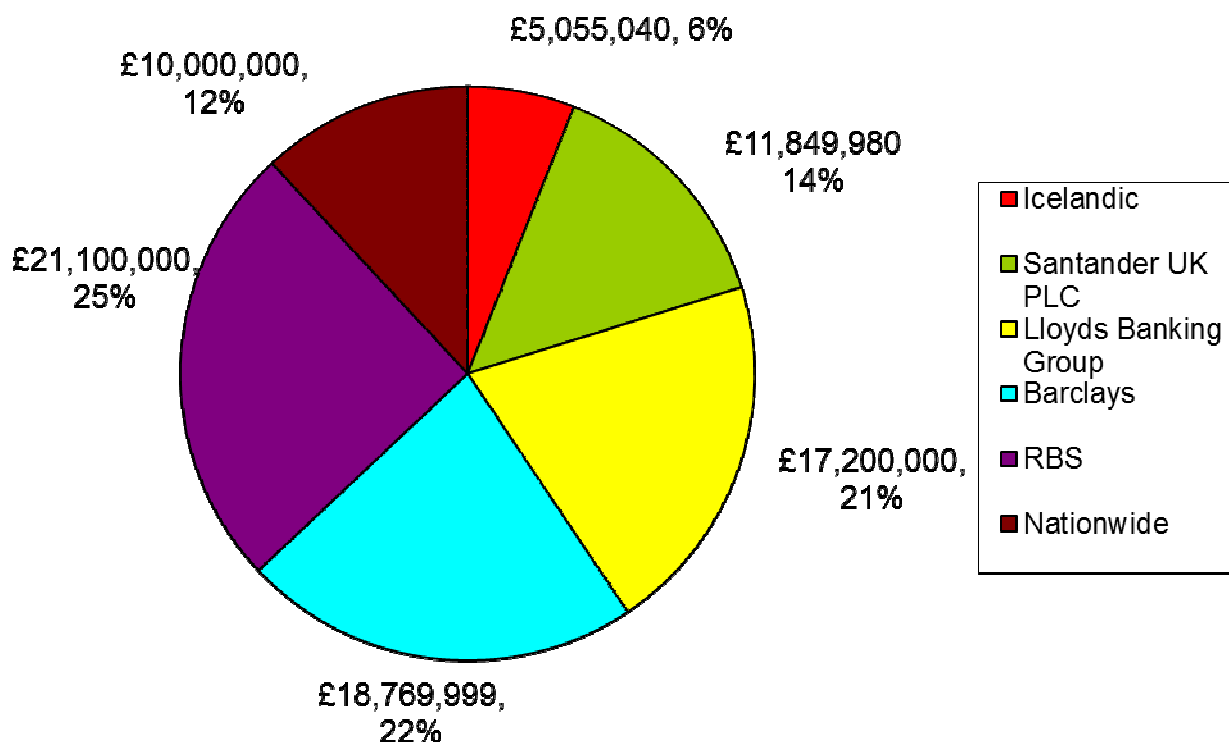
The average interest rate on the Council's borrowing has increased over the course of the year from 3.3222% to 4.4098%. This rate reflects the position at the end of each financial year (i.e. at 31 March for 2011 and 2012). The increase in rates is due to the repayment of low rate short-term loans using internal balances as credit conditions worsened over the second half of the year. Loan transactions were taken at various times throughout the year at various rates and, taking all transactions in the year, the overall average borrowing rate for 2011/12 was 3.9652% compared with a rate of 3.5476% for 2010/11.

Investments

10.8 At 31 March 2012 the Council's investments stood at £62.586m with a further £21.49m invested on behalf of the Heart of the South West LEP. This has reduced from £165.802m at 31 March 2011 due to the repayment of short-term loans and the use of internal balances to cover the capital financing requirement.

10.9 Investments are made short term to cover cash flow and liquidity requirements and longer term to maximise and guarantee future income. There were no longer term deposits taken during February/March with investment limited to the use of call accounts to manage cash flow.

**DEPOSITS BY BANK/GROUP AT 31st MARCH 2012 -
Total Deposits £83,975,019.18**



10.10 Overall Investment performance for the year

During 2011/12 the Council invested for a range of periods from overnight to 15 months, dependent on the Council's cash flows, officer's interest rate view and the interest rates on offer, and the economic climate. The Council's treasury management officers work to a benchmark rate of return, the 7 day London Interbank Bid (LIBID) rate – which is the rate which can be achieved on the London interbank market for cash deposits of 7 days and is regarded as the standard benchmark. The 7 day rate is calculated on a daily basis and averaged for the year. Table 10 below compares the average return achieved by the in-house team with the benchmark. An average rate of 1.02978% was achieved for new investments (including investments made on behalf of the LEP) in the year against a budget of 1%.

Table 8

	Average Investment	Benchmark Rate %	Actual Return %
Internally Managed	£127.035m	0.54	1.3647

The table shows that the internal performance exceeded the benchmark for the year, despite the restricted investment counterparty list and tighter limitations placed on deposits in the second half of the year.

10.11 Icelandic Banks Update

The latest position on the recoveries of monies invested in the Icelandic banks is as follows:

10.12 Heritable Bank £3m

The Council received further dividends totaling 17.81p in the £ in 2011/12, made up of principal of £0.534m and interest of £0.027m, bringing total dividends paid to 31st March 2012 to 67.92%.

10.13 Glitnir £6m

In March 2012 the council received £5.033m made up of principal of £4.742m and interest of £0.291m.

10.14 Landsbanki £4m

In February 2012 the Council's receipt amounted to £1.230m made up of principal of £1.165m and interest of £0.065m.

10.15 The Council continues to pursue the recovery of the outstanding monies through the Icelandic Courts in partnership with the LGA.

10.16 The cost of the continuing external legal advice has been met from the Council's internal reserve set up for Icelandic bank issues. A sum of £0.020m has been incurred in 2011/12.

10.17 Impairment of Icelandic bank deposits

In the 09-10 Accounts impairment was calculated based on an estimate of future collections. At this point the impairment of the deposits was calculated as £5,903,956.28. To cover this impairment a capital direction was applied for and agreed to the value of £5.7m. This allowed the Council to capitalise this expenditure and spread the charge to revenue over 20 years. The remaining balance of £203,956.28 was met by a transfer from the internal Icelandic Bank reserve. This reserve had been created to cover Icelandic legal costs and losses on recovery of the Icelandic deposits. Following the receipt of dividends in 2011-12 and 2012-13 this impairment has been recalculated and reduced by £767,371.45 so the impairment is in line with the unrecovered deposits. This reduction means that part of the accounting entries made in 2009-10 can be reversed resulting in a transfer back to the Icelandic bank reserve of £203,956.28 increasing the balance in this reserve to £563,886.77. The remaining adjustment £563,415.17 reduces the Council's borrowing requirement and the annual revenue charge over the next 18 years. Any additional receipts prior to the publication of the 11-12 will result in an amendment to these accounts and a further reduction in the impairment.

REVENUE IMPLICATIONS OF TREASURY MANAGEMENT

10.18 The expenditure arising from the Council's borrowing and lending accrues to the revenue accounts. This includes interest payable and receivable, the minimum revenue provision (for debt repayment), and premiums and discounts written out to revenue from previous debt rescheduling. Some of the interest receivable is passed onto specific accounts where this interest has accrued from the investment of surplus balances for these services. The balance (net cost) is met by the General Fund. Table 11 below shows the income and expenditure arising from these transactions in 2011/12.

- 10.19 The net cost of capital financing to the General Fund in 2011/12 reduced by £0.388m from the 2011/12 budget due to a reduction in MRP of £0.267m, reduced treasury management costs of £0.190m and other cost increases of £0.039m. The MRP is a statutory charge to revenue based on the Council's capital expenditure financed from borrowing. The reduction in treasury management costs is due to use of low rate short term borrowing as an alternative to the use of internal balances to fund capital expenditure and a reduction in debt management costs. Additional MRP and interest payments resulted from PFI schemes however this was matched by grant funding.

Summary of Capital Financing Costs 2011/12

Table 9

	2011/12 Budget £000	2011/12 Outturn £000	Variance £000
External Interest payments	8,872	9,234	362
Interest payable (PFI)	0	2,773	2,773
External Interest received	(1,593)	(2,080)	(487)
Interest transferred to other accounts	50	140	90
Premiums / Discounts written out to Revenue	(189)	(189)	0
Debt Management Expenses	130	115	(15)
Treasury Management Cost	7,270	9,993	2,723
Minimum Revenue Provision	7,285	7,018	(267)
Minimum Revenue Provision (PFI)	0	737	737
Recharges for unsupported borrowing	(1,588)	(1,512)	76
Recovered from trading Accounts	(3,332)	(3,480)	(148)
PFI Grant	0	(3,510)	(3,510)
Net Cost to General Fund	9,635	9,246	(389)

SECTION F - CONCLUDING REMARKS

- 11.1 This report represents a review of the Council's Corporate Support Services performance for 2011/12. It is the financial position as at 31 March 2012. It has also considered the financial health of the Council looking at levels of reserves and provisions against the background of the Medium Term Financial Strategy.
- 11.2 Council continues to be facing a series of challenging issues into the medium term.
- 11.3 In response to this, the Corporate Management Team is working with the Cabinet to develop a change programme that fundamentally challenges the organisation's culture, structure and approach to service delivery. This change programme will continue to progress and be reported on throughout 2012/13.
- 11.4 An improved corporate reporting process, focusing on a greater integration of performance and finance information, including partnership performance, is being developed by Officers. A return to quarterly reporting of joint finance and performance information proved successful during 2010/11 and 2011/12. The formal joint reports will continue to be supplemented by monthly scorecards to Corporate and Departmental Management teams demonstrating progress. The emphasis needs to be one of looking forward: updating the MTFS regularly as things change will ensure we are able to proactively plan for the future.
- 11.5 Our result for 2011/12 shows we have come very close to achieving the very challenging budget. We have been able to maintain our Working Balance at £11.3m representing 5.5% of our 2012/13 net budget spend requirement. This is in line with both our MTFS and Unitary Treasurer comparators.
- 11.6 As stated in our revised June 2012 Medium Term Financial Strategy (MTFS), following the new political administration taking control in May 2012, we will need to flex our future resource allocations to meet our revised priorities.

NET SPEND PER SERVICE 2011/12

Service	Latest Approved Budget 2011/12	Outturn prior to Transfers to and from reserves	Corporate Health and other Adjustments	Final Outturn 2011/12
Chief Executive				
Departmental Management	479	438		438
Policy Performance & Partners	1661	1719		1720
Corporate Communications	471	479		479
Chief Executive Budget Savings	0	0		0
Chief Executive Suspense	0	0		0
	2,611	2,636	0	2,636
Corporate Items				
Other Corporate Items	-9500	-9812	156	-9656
Capital Financing	9635	9245		9245
Accountable bodies	0	0		0
Major Projects	203	205		205
Corporate Items Budget Savings	200	0		0
	537	-362	156	-206
Corporate Support				
Departmental Management	180	177		177
Finance, Assets & Efficiencies	13939	13972		13972
HR Organisational Development	3231	3191		3191
ICT information Systems	5439	5439		5439
Customer Services	2072	1976		1976
Democracy and Governance	5062	4931		4931
Corporate supp Budget Savings	-357	-258	6	-252
Corporate Resources Suspense	0	0		0
	29566	29428	6	29434
Total General Fund budget Corporate Support Services	32,715	31,702	162	31,864

Movement in Reserves Summary 2011/12

High Level Summary group	Balance as at 31/3/2011	Transfers to Reserves 11/12	Transfers from Reserves 11/12	Balance as at 31/03/2012
Trading Account & other statutory reserves	(228)	(3,136)	2,932	(432)
Education/schools Earmarked reserves	(8,947)	(4,686)	7,958	(5,675)
Commuted maintenance	(1,227)	(15)	267	(975)
Earmarked General Reserves	(20,046)	(4,843)	9,248	(15,641)
Other Ring fenced Reserves	(2,221)	(244)	1,157	(1,308)
Other Reserves	(489)	(196)	160	(525)
Working balance	(11,412)	0	113	(11,299)
	(44,570)	(13,120)	21,834	(35,856)

All figures in £000

Summary group	Balance as at 31/3/2011	Transfers to Reserves 11/12	Transfers from Reserves 11/12	Balance as at 31/03/2012	Purpose of Reserve
Trading Account & other statutory reserves					
Off Street Parking	0	(1,164)	1,064	(100)	Represents Accumulated trading position
On Street Parking	0	(1,703)	1,703	0	Represents Accumulated trading position
City Market	(1)	(174)	143	(32)	Represents Accumulated trading position
Taxis	(56)	(76)	0	(132)	Represents Accumulated trading position
Street Trading	(111)	0	22	(89)	Represents Accumulated trading position
Land Charges Development Fund	(60)	(19)	0	(79)	To fund improvements in the LLC service
Education/schools Earmarked reserves					
Education Carry Forwards	(1,939)	(2)	1,923	(18)	Schools ringfenced resources mainly from grants
School Budget Share	(5,540)	(4,449)	5,540	(4,449)	Previously shown as a separate reserve. Represents schools balances under delegated budgets
PFI reserves	(1,468)	(212)	495	(1,185)	PFI credits towards the schools PFI contract at Wood View are received in equal instalments over the course of the contract. This reserve enables the matching of the credits to actual expenditure incurred from year to year.
Beechwood Campus Drs Surgery Reserve	0	(23)	0	(23)	
Commuted Maintenance	(1,227)	(15)	267	(975)	Revenue contribution from developers /section 106 agreements to provide for future maintenance over a period of years
Earmarked General Reserves					
Accommodation Reserve	(1,812)	(116)	554	(1,374)	To meet costs of repairs to Office Accommodation. The fund will be used to support the wider accommodation strategy.
Planning LDF Reserve	0	(62)	0	(62)	The reserve relates to the reprofiling of the LDF timetable and specifically to the costs of the Derriford & Seaton Area Action Plan Public Examination, which is now scheduled to take place in 2012/13
Insurance and Risk Management Reserves	(951)	(269)	36	(1,184)	To meet any unforeseen/increased costs of insurance claims or works to minimise insurance risk. The fund is available to meet the costs of urgent health and safety works that cannot be contained within existing budgets.
Budget Carry Forwards	(1,269)	(239)	287	(1,221)	
JE contingency	(52)	0	0	(52)	Utilised in 2010/11 budget to fund successful appeals
Pensions Fund	(1,088)	0	0	(1,088)	Following the triennial pensions review the council's contribution rate has been held at current levels for the next three years. However, this is on the understanding that contributions into the fund remain at least at 10/11 levels. Any shortfall will require a one off lump sum payment in year 3. Given further outsourcing, transfer of schools to academies and the anticipated reduction in workforce, it is likely that a shortfall will be incurred.
Redundancies	(2,610)	(1,600)	1,585	(2,625)	To meet potential costs of redundancies, including strain payments to the pension fund
Urban Enterprise Fund	(523)	0	166	(357)	Match funding to ensure that Plymouth gains access to the European funding available to the region to support Urban Enterprise

CIP	(498)	0	450	(48)	Fund used to support the Councils Corporate Priorities. The commitments against this fund will be reviewed as part of the budget and performance monitoring process and any surplus balance will be transferred to the Invest to Save Reserve.
Capital Reserve	(975)	0	0	(975)	To be used to support the capital programme and potential shortfall in capital receipts
Job Evaluation/Equal Pay	(350)	(350)	0	(700)	The Council continues to progress towards settlements of potential equal pay claims following due diligence. An anticipated amount of £1.8million remains the Council's recommended reserve amount for potential liabilities. The transfer to reserves of £0.350m provides a total of £0.7m towards this sum within the council's reserves.
Strategy for Change	0	0	0	0	Reserve balance transferred to invest to save reserve following suspension of BSF programme by the Government
Invest to Save Reserve	(2,262)	(517)	1,479	(1,300)	Reserve set up using balances released from other reserves. To be used to support/pump prime invest to save initiatives to deliver budget savings over the medium term.
Recovery costs - Icelandic Banks	(380)	(204)	20	(564)	Allowance for investment losses of the money invested in the Icelandic banks. Reserve currently meeting the ongoing legal costs and borrowing costs from utilising the capitalisation direction in 09/10.
Grants carryforward	(3,071)	(1,192)	3,071	(1,192)	Under IFRS all grant income must be released to revenue unless there are pay back conditions attached. Previously unspent balances at year end would have been carried forward as a creditor accrual. This is no longer permitted and authorities are required to use their locally approved reserve mechanisms to carry balances forward. This reserve therefore reflects unspent balances on ringfenced grant income at the year end, where there are continuing commitments.
Waste Reserve	(2,400)	0	800	(1,600)	Reserve set up to proactively provide and manage the future budget shortfall due to increasing landfill tax liability pending the new energy from waste plant becoming operational.
Stock Transfer residual liabilities	(1,005)	0	0	(1,005)	Budget provision 2010/11 outturn for Americas Cup, schools demolitions and procurement contingency.
corp health adjs (budget c/f 2010/11)	(800)	0	800	0	Funds set aside for future life centre landlord maintenance required by Sport England Funding agreement
Life Centre Dowry	0	(150)	0	(150)	
Mortgage Rescue Scheme Reserve	0	(144)	0	(144)	
Other Ringfenced Reserves					
DRCP	(1,173)	(7)	939	(241)	Reserve set aside to meet future expenditure in Devonport, in lieu of grant funding in 2007/08, and fund DNM post
Tamar house - Commercial rents sinking fund	(58)	(237)	8	(287)	RDA rents sinking fund Tamar House
Plymouth CDC Legacy Reserve	(412)	0	166	(246)	Reserve set up to continue the activities previously provided by the Company including branding of the city as part of Positively Plymouth. The reserve includes funds provided by RDA and HCA.
A386 Park & Ride Leased Spaces	(578)	0	44	(534)	Upfront payment from PCT for leased spaces at George Park & Ride site. Released to revenue annually in lieu of rental income.
Other Reserves	(489)	(196)	160	(525)	All reserves have been reviewed and confirmed as required to meet specific policy commitments
Sub Total Earmarked Reserves	(33,158)	(13,121)	21,722	(24,557)	
Working Balance	(11,412)	0	113	(11,299)	General Balance available to meet unforeseen expenditure. This balance represents 6% of net revenue expenditure and is in line with Unitary Council averages
Total Reserves	(44,570)	(13,121)	21,835	(35,856)	

Movement in Provisions 2011/12

Provision	Balance at 31/03/11	Provisions made in year	Provisions used in year	Balance at 31/03/12
Insurance Fund	(6,373)	(2,011)	1998	(6,386)
Redundancy Provision	(178)	(107)	178	(107)
VAT Repayments	0	(397)	0	(397)
CiTC Information Fine Provision	0	(60)	0	(60)
Backdated Equal pay claims* ¹	(3,328)	0	6	(3,322)
Rents Collection Account * ²	(171)	0	0	(171)
Liability for BMW Landfill Usage	(737)	(640)	737	(640)
Total General Provisions	(10,785)	(3,215)	2,919	(11,081)
Total Provisions For Bad Debts	(10,851)	(1,083)	708	(11,226)

Notes**Redundancy Provision**

Provision for staff who have been issued with redundancy notice but who have not yet left the authority.

Back dated equal pay claims *1

Please note this provision is made up of two separate elements:

- 1.Claims submitted prior to 31 March 2008- provision funded from Capitalisation Direction- balance £1.485m
- 2.Claims submitted from 1 April 2008- charged to accounts in accordance with statutory accounting requirements but backed out via Regulations to a (negative) back dated equal pay Reserve Account (£1.843m). The actual costs of equal pay claims are not required to be charged to the revenue account until actual payments are made.

Rents Collection Account *2

A new provision has been set up in year relating to prepaid housing rents retained by the authority on stock transfer. Former tenants continue to have a claim against the Council for refund of these amounts. The balance on the provision was previously carried in the

This page is intentionally left blank

TRACKING RESOLUTIONS

Support Services Overview and Scrutiny Panel

Date/Minute Number	Resolution	Explanation/Minute	Officer	Progress	Target Date
77. 15.03.12	Agreed that the Sickness and Occupational Health Services Review is postponed until a future meeting of the panel.	Councillor Lowry postponed this item with the approval of the panel until a future meeting as it was felt that a presentation was not adequate for members to consider this issue.	Mark Grimley, Assistant Director for Human Resources and Organisational Development	This item has been added onto the panel's work programme for 2012 – 2013.	
80. 15.03.12	the Shared Services programme is added to the panel's work programme to be scrutinised at a future meeting;	Members wished to review the shared services programme.	Adam Broome, Neville Cannon and other Ads.	This item has been added onto the panel's work programme for 2012 – 2013.	
81. 15.03.12	Ross Johnston, Democratic Support Officer would email a copy of the Overview and Scrutiny Management Board minutes to all panel members;	In response to the further recommendations and discussion at O&S MB, members wished to see the full set of minutes.	Ross Johnston, Democratic Support Officer	This item was emailed to all members on 21 March 2012.	
81. 15.03.12	all panel members would be provided with an update on the staffing levels within the Adult Social Care and Proof of Concept Teams.	Members commented that the T&F group report had identified some very serious issues and wished to be updated on the concerns identified in the ASC and POC teams.	JP Sanders, Assistant Director for Customer Services David Northey, Head of Finance	Update emailed to all panel members on 13 April 2012.	

Overview and Scrutiny Management Board

Date/min number	Resolution / Recommendation	Explanation / Minute	Response	Explanation
68 9.2.12	the panel request that the Overview and Scrutiny Management Board recommend that Cabinet consider how future 'invest to save' schemes supported by robust business cases are to be financed;	The panel agreed the recommendation contained within the Invest to Save Projects report.	This recommendation was endorsed and agreed by the Overview and Scrutiny Management Board on 28 March 2012.	
83. 15.03.12	<p>The panel noted its work programme for 2011-2012 and <u>agreed</u> to request that the Overview and Scrutiny Management Board be recommended to –</p> <p>1. include on the Support Services OSP work programme for 2012-2013 a review of the Shared Services programme;</p> <p>2. approve that a Task and Finish Group is formed to undertake a review of the value for money ethos across the council.</p>	<p>1. Members wished to review the shared services programme.</p> <p>2. During the VFM update members heard that energy consumption was a concern for the council and wished to explore this further in a task and finish group that would look into the value for money ethos across the council.</p>	The two recommendations were endorsed and agreed by the Overview and Scrutiny Management Board on 28 March 2012.	

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

Work Programme 2012 - 2013

Proposed work programme	J	J	A	S	O	N	D	J	F	M	A
Finance, Efficiencies, Technology and Assets											
Shared Services Programme Review											
Customer Services											
Review Revenues and Benefits Service (Follow on from SS OSP T&F Group)					1						
Human Resources and Organisational Development											
School Academy Transfer update											
Review other authorities' occupational health services and sickness (referred by Audit Committee on 16.12.11)		2									
Democracy and Governance											
Corporate Communications											
Policy, Performance and Partnerships											
Other Issues											
Budget and Performance Report											
City and Council Priorities											
Value for Communities											
Task and Finish Groups											
Value for money ethos											

Key:

New Item = #

Deleted Item = >>

This page is intentionally left blank