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Date: 27 July 2012

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SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

Date: Monday 6 August 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.

Bob Coomber

Interim Chief Executive

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES AND SUBSTITUTIONS

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

2. DECLARATIONS OF INTEREST

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

3. MINUTES (Pages 1 - 8)

To confirm the minutes of the Support Services Overview and Scrutiny Panel held on 2 July 2012.

4. CHAIR'S URGENT BUSINESS

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

5. SICKNESS POLICY REVIEW (Pages 9 - 24)

The panel will receive a report from the Assistant Director for HR and Organisational Development on an occupational health and sickness absence update.

6. SHARED SERVICES AND ICT UPDATE (Pages 25 - 60)

The panel will receive a report from the Assistant Director for Finance, Efficiencies, Technology and Assets and the Programme Director for ICT Shared Services on an update on ICT Investment (including Shared Services).

7. SCHOOL ACADEMY TRANSFER UPDATE (Pages 61 - 64)

The panel will receive a briefing report from the School Organisation, Access and Services to Schools Manager giving an update on Academies and Trust Schools.

8. TRACKING RESOLUTIONS AND FEEDBACK FROM OVERVIEW AND SCRUTINY MANAGEMENT BOARD (Pages 65 - 66)

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.

9. WORK PROGRAMME (Pages 67 - 68)

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

10. EXEMPT BUSINESS

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

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

NIL.

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Support Services Overview and Scrutiny Panel

Monday 2 July 2012

PRESENT:

Councillor Murphy, in the Chair.

Councillor Bowyer, Vice-Chair.

Councillors Mrs Aspinall, Casey, Churchill, Gordon, James, Martin Leaves, Parker, Rennie and Stark.

Apology for absence: Councillor Stevens.

Also in attendance: Councillor Evans, Leader of the Council, Councillor Peter Smith, Deputy Leader, Councillor Lowry, Cabinet Member for Finance, Adam Broome, Director for Corporate Services, Malcolm Coe, Assistant Director for Finance, Efficiencies, Technology and Assets, Giles Perritt, Head of Policy, Performance and Partnerships, Martine Collins, Revenues and Benefits Service Manager, Emma Rose, Head of Health, Safety and Wellbeing, Simon Arthurs, Strategic Finance Manager (Lead Officer) and Katey Johns, Democratic Support Officer.

The meeting started at 3.30 pm and finished at 5.45 pm.

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

1. TO NOTE THE CHAIR AND VICE-CHAIR

The panel noted the appointment of Councillor Murphy as Chair and Councillor Bowyer as Vice-Chair.

2. CHAIR'S INTRODUCTION AND WELCOME

The Chair welcomed all those present to the first meeting of the new municipal year for the Support Services Overview and Scrutiny Panel. She commented that she was looking forward to the year ahead and was confident that, working together, the panel would be able to deliver successful and effective scrutiny. In order to get the best out of meetings members were asked to –

- keep questions clear and to the point and directly related to the item under consideration; and
- be courteous to each other and to the officers attending the meetings.

In addition, the Chair drew members' attention to the glossary of abbreviations that had been circulated at her request advising that that this would now be a regular feature on the panel's agenda.

3. **DECLARATIONS OF INTEREST**

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

4. **APPOINTMENT OF CO-OPTED REPRESENTATIVES**

Agreed that co-opted representatives would be appointed as and when required.

5. **MINUTES**

Agreed the minutes of the meeting held on 15 March 2012.

6. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

7. **TERMS OF REFERENCE**

The panel noted its terms of reference, as submitted, subject to the replacement of "production of quarterly progress reports" with "production of bi-annual progress reports" being recommended to the Overview and Scrutiny Management Board.

8. **OCCUPATIONAL HEALTH AND SICKNESS ABSENCE**

Councillor Peter Smith, Deputy Leader, and Emma Rose, Head of Health Safety and Wellbeing were in attendance to present a report on Occupational Health and Sickness Absence. The report provided –

- background information for OH and sickness absence;
- an overview of the Council's OH service;
- details of OH services performance management;
- information on benchmarking: family group and region (OH investment and sickness); and
- details of future developments.

The Deputy Leader commented that sickness absence was recognised as having a negative impact on productivity and staff morale and work was in hand to improve attendance in a number of ways, such as –

- improved reporting mechanism;
- tracking emerging issues;
- enhanced case management;
- investment in OH (change of provider);
- improved pre-employment screening;
- confidential employee assistance;
- introduction of an employee flu vaccination programme.

He further added that whilst sickness levels had reduced by an average of 3.8 days, from 12.8 days per year per full-time equivalent to 9 days, this was still thought to be too high and work would continue to drive this figure down.

In response to questions raised, the panel heard that –

- (a) a business case had been prepared in respect of the flu vaccination programme which was actually an invest to save scheme. The cost of the initial outlay for the vaccines would be £4,000 but the total cost would depend on the uptake as the scheme would be voluntary, not compulsory. The plan would be to target high risk employees in the first instance in order to maintain business continuity and then rolled out to other employees. It was anticipated that the scheme would prevent up to 60% of employees taking time off sick;
- (b) a review panel had been established in order to address the top 100 sickness absence employees. Managers were called before the panel and asked to explain how sickness absence cases in their area had been managed and what additional steps could be taken to improve attendance or otherwise conclude a case;
- (c) referrals to OH were made within the first four weeks, depending on the case;
- (d) the Bradford Factor score system was used to monitor sickness absence and this method would look at the total number of occasions of sickness combined with the total number of days off work – the more occasions of sickness combined with a high number of days, the higher the score;
- (e) whilst figures from the Office of National Statistics indicated that a fifth more of employees taking sickness absence were female, the primary reason for this was not due to childcare issues but due to the nature of the work that they undertook;
- (f) a breakdown of sickness absence between administrative staff and manual workers was available and could be provided;
- (g) full absence management training was available to managers, however, a programme of enhanced training to better enable managers to tackle problems earlier on was also being rolled out;
- (h) planned sickness absences such as for surgical procedures were included, however reasonable adjustments were made and discussion took place with the employee to bring them back to work as soon as possible even if that meant them taking on a different role until they were fully fit;
- (i) the authority was not responsible for paying agency staff.

Agreed that a further update report is submitted to the next meeting to include –

- the Sickness Absence Policy;
- the action plan to address the top 100 sickness absence employees;
- a breakdown of sickness absence between administrative staff and manual workers;
- information on what the private sector is doing to tackle sickness absence;
- supporting evidence from the flu vaccination scheme business case.

9. **EXTRACT FROM PERFORMANCE AND FINANCE REPORT
(INCLUDING CAPITAL PROGRAMME UPDATE)**

Councillor Lowry, Cabinet Member for Finance, was in attendance to present an extract from the Performance and Finance Report, along with Simon Arthurs, Strategic Finance Manager (Lead Officer). The report detailed how the Council had delivered against its key indicators in terms of performance and its financial measures using its capital and revenue resources.

Members were informed –

- (a) that the report was historic as it detailed the final performance and finance monitoring position of the Council as at the end of March 2012;
- (b) that improvements to revenues and benefits processing times were starting to materialise and further details on this were available in the presentation provided under minute 10 below;
- (c) of recent Treasury Management Activity, including an update on current investments and the Icelandic Bank situation.

In response to questions raised, the panel heard that –

- (d) it was hoped that the panel would take up the opportunity for pre-decision scrutiny;
- (e) the Cabinet Member supported the panel's request for monthly finance and performance updates and would keep challenging officers to bring this to fruition;
- (f) with regard to the Capital Programme, details of membership and how targets for delivery would be set and monitored would be provided before the next meeting;
- (g) in terms of ICT, major work was under way to deliver £3m of investment in customer transformation. The initial phase of this project was to make sure the Council's own internal systems (of which there were 227) were joined up prior to looking at sharing information with other service providers such as health.

10. **CORPORATE SERVICES DEPARTMENTAL OVERVIEW**

Councillor Peter Smith, Deputy Leader, Councillor Lowry, Cabinet Member for Finance, Adam Broome, Director for Corporate Services, Malcolm Coe, Assistant Director for Finance, Efficiencies, Technology and Assets, and Martine Collins, Revenues and Benefits Service Manager, were in attendance to present the panel with an overview of the Corporate Services Department functions and challenges.

Members heard details of -

- the Welfare Reform Act and its implications for Plymouth;
- Revenues and Benefits performance;
- how the council had modernised and streamlined the way it procured its goods and services;
- the current situation with regard to shared services and the vision for the future;
- ICT provision;
- Human Resources and Organisational Development;
- Invest to Save Projects;
- progress made on the Accommodation Strategy.

The Director for Corporate Services reported that Welfare Reform had also been identified as a possible work programme item by the Customers and Communities Overview and Scrutiny Panel. Councillor Mrs Aspinall advised that Welfare Reform would be looked at by the Overview and Scrutiny Management Board.

The Chair thanked the Cabinet Members and the officers for their attendance advising that the panel would not be asking questions at this time but would instead use the information presented to help inform the panel's discussions around setting its work programme.

11. **EXECUTIVE OFFICE DEPARTMENTAL OVERVIEW**

Councillor Evans, Leader of the Council, Giles Perritt, Head of Policy, Performance and Partnerships, and Richard Longford, Head of Communications, were in attendance to provide the panel with an overview of the Chief Executive's office functions and challenges.

Members were informed that –

- (a) the Chief Executive's department provided support to functions that were not delegated to any of the council's three directorates, namely –
 - Corporate / Senior Management Team decision and agenda planning;
 - policy, performance and partnerships;
 - emergency planning and business continuity;
 - communications;
- (b) the department comprised a total of 52 full time equivalent staff and had a

budget of £2.54m;

(c) in terms of challenges –

- with less regulation and fewer regional bodies there would be a greater need for partnership working and service transformation;
- significant changes in terms of communication and access to information, such as increasing use of social media (facebook and twitter);
- increasing public engagement by making democratic process more accessible and transparent and taking greater account of public feedback;
- incentivising ideas for cuts and efficiencies.

The Chair thanked the Leader of the Council and the officers for their attendance advising that the panel would not be asking questions at this time but would instead use the information presented to help inform the panel's discussions around setting its work programme.

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

The panel noted its tracking resolutions document.

13. **WORK PROGRAMME 2012 - 2013** (Pages 1 - 2)

The Chair commented that she would welcome input from the whole panel with regard to populating the Support Services' work programme. Members were advised that they could put forward issues at any time outside of the business meetings by contacting the Chair direct via e-mail, telephone or in person outside of meetings or Democratic Support who would then arrange for their consideration at the next agenda setting meeting.

Having considered the issues presented to the panel in respect of Health and Sickness Absence, Corporate Services and the Council's Executive Office, the panel's Lead Officer summarised the key areas of concern which had been identified. This information is attached as a supplement to these minutes.

Agreed that the panel's work programme for 2012-13 is recommended to the Overview and Scrutiny Management Board for approval as follows –

- Shared Services – Task and Finish;
- ICT – update;
- Accommodation – update;
- HR Workforce – update (see minute 8 above);
- Community Engagement – update;
- Revenues and Benefits Service – update (as part of performance monitoring report);
- Carbon Management – update.

14. **FUTURE DATES AND TIMES OF MEETINGS**

The panel noted the dates of future meetings for the municipal year 2012-13 as follows –

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

All meetings commencing at 3.30 pm.

15. **EXEMPT BUSINESS**

There were no items of exempt business.

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PLYMOUTH CITY COUNCIL

Subject: Occupational health & sickness absence update
Committee: Support Services Overview & Scrutiny Panel
Date: Monday 6 August 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:

A review of Plymouth City Council's occupational health (OH) services and link to sickness absence levels was provided to Support Services OSP on 2 July 2012. As a result, SSOP requested an update report covering the following:

1. sickness absence policy;
2. action plan to address the top 100 sickness absence employees;
3. breakdown of sickness absence between administrative staff and manual workers;
4. information on what the private sector is doing to tackle sickness absence;
5. supporting evidence from the flu vaccination scheme business case.

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**

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

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:

Absence Management Annual Survey Report 2011 – Oct 2011, CIPD in partnership with Simplyhealth
<http://www.cipd.co.uk/hr-resources/survey-reports/absence-management-2011.aspx>

Immunisation against Infectious Disease (Chapter 19 influenza) – Department of Health, 3 Nov 2011
http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_131001.pdf

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											

1. Background

A report to SSOP on 2 July 2012 reviewed the Council's occupational health provision and the link to sickness absence. It was agreed at the meeting that a quarterly update would be made to SSOP on progress in improving attendance. In addition to this regular update, SSOP asked five specific questions with the request that they were answered in a report to the August meeting. This is the purpose of this report and the headings below reflect each of the five questions.

2. Policy

2.1 SSOP asked to see the council policy for sickness absence; the managing attendance guide and is included at appendix 1 and the capability policy as appendix 2.

3. Top 100 cases

3.1 SSOP asked to see the action plan to address the top 100 sickness absence employees. The current actions are:

- a) HR Advisers meet with departmental management teams on a regular basis to discuss the approach in their service areas for colleagues appearing on the overall top 100 list, both for total number of days off in the last 12 months and Bradford score
- b) HR Advisers meet with line managers for those cases in the top 100 to support individual wellbeing plans to resolve cases. The content of those plans cannot be discussed in this paper as they involve confidential personal information.
- c) Cases in the top 100 that are not showing a clear improvement or path to resolution are nominated for an independent panel meeting led by the HR Management team.

4. Sickness absence by job type

4.1 SSOP asked for a breakdown of sickness absence by administrative staff and manual workers. This is not a standard report provided by our current software systems. We are in the process of switching to a new, comprehensive HR software system and as a result we do not have the resources to be able to give high priority to bespoke report writing within the existing system. We are confident that the new system will provide us with more accurate information and an ability to more easily produce reports, in order to further focus our resources on priority areas to improve attendance.

5. Private Sector

5.1 SSOP asked officers to conduct more research into what the private sector is doing to reduce sickness absence and to consider if any good practice could be used to inform the council's approach.

5.2 The Chartered Institute of Personnel and Development (CIPD) conducts an annual absence management survey across all sectors in the UK¹. The most recent report was published in October 2011 and is based on 592 responses. The private services sector is reported as having 2 days per year fewer absences per employee, per year than public services sector (7.1 days compared with 9.1 days).

¹ Absence Management Annual Survey Report 2011 – Oct 2011, CIPD in partnership with Simplyhealth

<http://www.cipd.co.uk/hr-resources/survey-reports/absence-management-2011.aspx>

- 5.3 The key differences identified between private and public sector organisations are:
- a) Pay restrictions – the private sector is far more likely to restrict pay as a means of managing attendance, with 54% reporting that they use this as a means to manage short term absence and 52% for long term absence. 26% of public services sector organisations use pay restrictions for short term absences and 33% for long term. It is not stated in the survey how pay is restricted in any of these cases, although it is stated that 87% of private services sector organisations have occupational sick pay schemes that pay OSP at full salary rate for the first 3 days of absence.
 - b) Private medical insurance – 41% of the private services sector respondents provide medical insurance to their employees, compared with 5% of public sector organisations.
 - c) Attendance bonuses or incentives – 18% of private services sector organisations provide incentives and bonuses for attendance, compared with 5% of public sector organisations.

6. Flu vaccination pilot scheme

- 6.1 SSOP asked to see the evidence of the effectiveness of flu vaccinations. This formed part of the evidence supporting the business case for the pilot scheme to provide flu vaccinations for council employees this year. The Department of Health publishes 'Immunisation against Infectious Disease' (widely known as the 'Green Book') which is the standard for medical practitioners in the UK. Chapter 19² of the book deals with flu vaccinations and states:
- 6.2 *"...influenza vaccines have been found to give around 60-70% protection against infection ... Protection afforded by the vaccine is known to last for at least one influenza season..."*
- 6.3 To err on the side of caution, the lower figure (60% protection) was used in the business case.

² Immunisation against Infectious Disease (Chapter 19 influenza) – Department of Health, 3 Nov 2011
http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_131001.pdf

MANAGING ATTENDANCE (sickness) GUIDE

Human Resources and Organisational Development



PLYMOUTH
CITY COUNCIL

Overview	Approved by
<p>The purpose of this guide is to promote the wellbeing of employees, to ensure a safe working environment and to recognise the need for clear, fair and consistent procedures when managing attendance.</p> <p>All managers are to follow this guide to provide fair and consistent attendance management across the Council. Managing attendance is complex and it is therefore not possible to document how to handle every situation. This guide sets out the usual steps to follow, however there may be additional actions which need to be taken according to the circumstances of each specific situation.</p>	<p>HRMT</p> <hr/> <p>Date</p> <p>December 2011</p>
In Scope	
All employees	
Key Principles	
<p>Sickness reporting</p> <ul style="list-style-type: none"> ▪ On the first day of sickness, the employee should telephone their line manager at the earliest opportunity, normally within 20 minutes of the time they were due to start work, or in accordance with departmental guidelines, where different. Only in an exceptional case should the employee ask a third party to telephone on their behalf and where this does happen, the employee should make direct contact with the line manager as soon as reasonably practicable. It is not acceptable to report sickness absence by written communication, such as email or text message. ▪ The employee will be asked to provide basic information as to the nature of their sickness or injury and to indicate how long they think their absence may last. ▪ Wherever possible, the employee must inform their line manager whether there are any critical tasks/meetings that need to be cancelled or undertaken in their absence. ▪ Where the employee is in a period of self-certification, they should call in sick each day, unless instructed otherwise. ▪ Where the non-attendance is a result of an accident or injury at work, the employee must state that this is the case and follow the accident reporting procedures in line with the health and safety accident reporting flowchart. <p>Fit notes</p> <ul style="list-style-type: none"> ▪ Where the employee has been sick for more than seven consecutive days (including non-working days), a fit note from the employee's doctor must be provided. Fit notes should be sent to the line manager promptly and in any event, at latest, within one week of being issued. ▪ If the fit note states that the employee 'may be fit for work', the employee may be able to return to work if adjustments are made in accordance with the medical advice. Adjustments may allow the employee to return to restricted duties (in the short term) and should therefore be given full consideration. If it is not reasonably practicable for the employee to return to work in line with any such medical restrictions, they will remain off sick until they have recovered sufficiently to return to work. ▪ The Fit Note should state whether the doctor needs to see the employee again before they return to work. 	

- Employees should return to work as soon as they feel well enough. If they propose to return before a fit note runs out, the agreement of the line manager is required.
- Employees who are sick during a period of annual leave should notify their line manager of the situation as soon as possible. Annual leave may be reinstated only where a doctor's fit note is produced promptly, and in any event within a maximum of seven working days of the first day of absence. The employee will then be regarded as being on sick leave from the date of the doctor's fit note. The cost of this sick note will be met by the Council. It is not permissible for employees to use the self-certification process in respect of any period of holiday leave they wish to have reinstated due to sickness.
- If any period of absence is not covered by the self-certification process and there is no doctor's fit note in force, this period will be unpaid and may also lead to disciplinary action being considered.

Maintaining contact during long term sickness (4 weeks or more)

- The line manager will arrange to keep in touch with the employee by telephone, email or face to face. Face to face meetings can take place in private at the workplace or at another appropriate location. Keeping in touch prevents the employee from feeling isolated and enables the Council to understand more about the nature and likely duration of the illness and any steps that may be taken to assist and support the employee to return to work.
- Managers should consider whether the employee should be referred to occupational health, in particular if there is a concern that there may be an underlying health issue.
- The purpose of the Occupational Health referral is to seek advice on matters such as the employee's health, the likelihood of a return to work, the timescale for any return, the impact the medical condition has upon their continuing ability to work, any reasonable adjustments that may be appropriate, or whether advice should be taken to determine if ill health retirement is an option.
- The referral may be made at any point, when it becomes apparent that the absence will be long-term. Managers do not have to wait until the absence reaches 4 weeks before making a referral.

Return to work discussion (see [Sickness Absence Form](#))

- Employees are required to attend a return to work meeting after all periods of absence. This should take place on the day the employee returns or as soon as possible thereafter.
- Line managers will decide whether to undertake a risk assessment to ensure the employee will not endanger their health, or the health of others, by carrying out their work.
- If there is a concern about the employee's fitness to work, a line manager may send an employee home, requesting that the employee obtains a statement from their doctor or making a referral to Occupational Health to advise as to fitness to work. Managers should take advice from a HR advisor before taking such steps.

Monitoring sickness absence

- The attendance of all employees is monitored, so that areas of concern are identified and dealt with appropriately and in a timely manner. Line managers will meet with employees who have met a threshold (see below) to discuss and identify ways to help the employee improve their attendance levels.

The following thresholds will result in an employee being required to attend a Wellbeing Meeting:

- A total of 5 working days/shifts or the equivalent of one working week, on one or more occasions in a rolling 3 month period
- 3 Separate periods of absence in a 3 month period
- 5 days or more in a rolling 12 month period

Please note that thresholds are pro-rated for part time employees.

The Wellbeing Meeting (see [Wellbeing Meeting Form](#))

Wellbeing meetings are held once a sickness threshold has been met, and focus on discussing the reasons for absence and what support may be needed to help the employee improve their attendance at work.

A wellbeing meeting can take place at the same time as a return to work meeting.

An individual attendance plan will be put into place to encourage improved attendance, which will be

reviewed regularly by the line manager and the employee. The plan may include adjustments (such as changes to hours or duties) to help improve the attendance levels of the employee, and/or a referral to Occupational Health (if appropriate).

The plan will be put in writing by the line manager and a copy will be placed onto the employee's personal file.

The line manager will review the plan as appropriate, such as at one to one sessions or during supervision. If the employee has further sickness absence that meets or exceeds a threshold for a second time within a rolling 12 months, a further wellbeing meeting will take place.

Continued absences following a wellbeing meeting

If the employee is absent again following the wellbeing meeting, the manager should review the employee's rolling 12 months' absence history from the date of the most recent absence. If the employee still meets one or more sickness thresholds, a further wellbeing meeting should be held.

This further meeting is to decide whether any additional steps or support may be implemented to help the employee to improve their attendance levels.

If there is an underlying health condition or a potential disability, the employee should be referred to occupational health (if they haven't been referred already). At this point the manager must ensure they have explored all reasonable options with the employee to help their attendance to improve. The outcomes of this meeting will depend on the level of the attendance and surrounding circumstances, and may include the following:

- Allow the employee a further opportunity to improve their attendance levels, offering support and assistance as appropriate.
- Implement such adjustments as are reasonable for employees who have or may have a disability.
- If the level of absence is unsustainable and improvement does not appear likely in the foreseeable future (particularly where the absence is negatively impacting on the employee's colleagues or department), the line manager may invoke the capability policy. In cases where an employee is still on their probation, and has more than five days sickness absence they will be managed under the Probationary Policy.

The following information will often be used for the purposes of the capability process: return to work discussion forms, wellbeing meeting notes and attendance plan, and Occupational Health reports and/or other relevant medical reports.

Phased return to work

If a phased return to work is appropriate, a programme should be drawn up by the line manager and employee, supported as appropriate by Occupational Health or the employee's doctor (normally through the issue of a fit note). These programmes are designed to gradually increase the employee's working hours and range of tasks until they are working their full normal duties.

A phased return programme should be specific in outlining the hours that are to be worked each week. The phased return will normally last between 2 and 8 weeks. In an exceptional case, a longer period may be considered, however if the programme lasts longer than 8 weeks the employees' pay may need to be temporarily reduced if the employee is unable to work their full contractual hours.

A [phased return to work form](#) detailing the agreed hours / duties must be completed, and a copy forwarded to the payroll team to enable accurate sickness recording and monitoring. For payroll purposes, a monthly submission should be made.

All phased return to work programmes should be put in writing and a copy kept on the employee's personal file.

The minimum number of hours an employee can work on a phased return is normally a half-day e.g. if an employee works 5 hours a day, they must do a minimum of 2.5 hours a day.

Under no circumstances should an employee accrue flexitime or time off in lieu when they are on a phased return to work programme.

Should unrelated periods of sickness occur (i.e. causing the employee to be absent during their agreed hours), the sickness should be reported. Payroll will input these additional absences.

If at the end of the phased return to work the employee has been unable to return to normal working

hours and duties, a wellbeing meeting will take place to determine if the case needs to transfer to the capability policy or whether further medical advice is required before further decisions should be made.

Reasonable adjustments

Reasonable adjustments may be required to assist and support an employee to return to and stay in work. Adjustments may be part of a phased return to work or may be a permanent change in the role. Any adjustments must be discussed and agreed by both the line manager and the employee, with HR and medical input as appropriate. There should be regular reviews to ensure that the adjustments remain necessary and continue to be effective, and to consider whether any additional adjustments may be appropriate.

Redeployment

Redeployment of the employee may be considered in appropriate circumstances, which include the following;

- The medical advice indicates that the employee will be unable to return to work within a reasonable timescale;
- The medical advice indicates that the employee is unlikely to be able to maintain employment in their current post;
- The medical advice recommends that adjustments are made but the line manager is unable to reasonably accommodate such adjustments.

Where this takes place, the employee will join the redeployment register for a reasonable timeframe, usually one month, and will be sent details of vacancies. It is the employee's responsibility to identify and apply for suitable vacancies. The employee has to demonstrate that they meet the essential requirements of any job for which they wish to be considered, or that they could do so with reasonable training.

As part of the redeployment process, an Occupational Health referral may be arranged to determine whether any potential role is suitable in the light of the employee's medical condition and whether any adjustments may be required.

Where a role appears suitable, the employee will be offered a trial period in the new role. During the trial the employee will remain on their existing salary unless the hours are substantially lower. If appointed to the new post following the trial period, the normal salary arrangements for that post will apply.

If an employee is not successful in finding a suitable alternative employment, the manager may convene a final capability hearing to review the case. Advice should be sought from the HR Adviser prior arranging such a meeting.

Ill health retirement

If an independent occupational health physician recommends retirement on the grounds of ill health, the line manager will arrange a meeting to discuss this with the employee. It is not possible to obtain an estimate of benefits until ill health retirement has been approved.

Elective surgery

Employees should apply for annual leave when they wish to have elective surgery (elective means that the employee chooses to have the treatment when it has not specifically been recommended on medical grounds). Annual leave should cover the time in hospital and the planned recuperation period following surgery.

Where an individual has surgery for reconstruction or to improve their appearance due to a disfigurement, or as a result of injury or illness, then sick pay will be paid in accordance with the usual arrangements. Line managers are entitled to ask for evidence of appointments, such as appointment cards, and letters that outline the expected recovery period.

Occupational health

Should the employee decline an appointment for Occupational Health assessment and advice, or following an appointment, decline the provision of an Occupational Health report, it may be necessary to make decisions about the employee's future employment without the benefit of such medical evidence.

If an employee agrees to the appointment and then fails to attend without notice or without good reason, and a cancellation charge is made, this cost may be passed on to the employee or disciplinary action may be considered.

Failure to comply with managing attendance procedure

Employees who fail to follow the notification procedures and / or provide misleading or false statements in relation to their health or any matter relating to sickness absence may face deductions in pay, withdrawal of self-certification and/or disciplinary action.

Other relevant guide/policies	Relevant legislation
Capability Policy Disciplinary Policy Sickness Absence Form Wellbeing Meeting Form Guide to pro-rating	Employment Rights Act 1996 Equality Act 2010

CAPABILITY POLICY

Human Resources and Organisational Development



PLYMOUTH
CITY COUNCIL

1. Policy	Approved by
<p>Plymouth City Council is committed to continuous improvement to ensure excellent service delivery. Improvement is dependent on the ability of employees to achieve and maintain expected standards of performance. Employees are expected to be competent and able to undertake the duties of the post for which they are employed.</p> <p>This document provides a formal framework to encourage improvement amongst employees whose performance or attendance is regarded as unsatisfactory or unsustainable. It also sets out the steps to follow where consideration may need to be given to terminating employment on the ground of capability.</p>	<p>HR and OD Management Team</p> <hr/> <p>Date</p> <p>December 2011</p>
2. In Scope	
<p>Situations covered by this policy are:</p> <ul style="list-style-type: none"> ▪ unsatisfactory performance related to skills / abilities; ▪ unsatisfactory performance related to health, whether due to inability to meet the required standards of performance for the role or due to attendance (sickness absence) 	
3. Out of Scope	
<ul style="list-style-type: none"> ▪ Employees in their probationary period: please refer to the probation policy and procedure. ▪ Action or Dismissal on the ground of Some Other Substantial Reason. ▪ Action or Dismissal on the ground of the employee's conduct: please refer to the Disciplinary Policy. 	
4. Key Principles	
<p>In the first instance and where appropriate, capability issues should normally be dealt with informally under the Managing Individual Performance Guide or Managing Attendance (Sickness) Guide.</p> <p>There are three stages to the formal capability procedure:</p> <p>STEP 1: Investigation, recommendation and if appropriate, preparation for hearing.</p> <p>STEP 2: The hearing, which can relate to:</p> <p style="padding-left: 40px;"><i>Unsatisfactory performance related to skills: (section 2.1) and / or</i> <i>Unsatisfactory performance related to health: (section 2.2).</i></p>	

STEP 3: The right to appeal

Consideration of suspension

In exceptional circumstances it may be necessary to consider suspending an employee, for example, where their attendance or performance at work is placing them or others at risk, is affecting the delivery of service, or where there is a risk that these things may happen. In such circumstances, suspension may be deemed necessary or desirable whilst an investigation and / or hearing is conducted. Any decision to suspend will normally be made by the Assistant Director or delegated officer in consultation with an HR Adviser.

Suspension is always on normal contractual pay and is not itself any form of sanction, nor does the fact of suspension give rise to any implication that formal action will or should be taken against the employee on the ground of capability. The reasons for suspension must be stated in writing to the employee using the [standard suspension letter](#). This letter should set out the reasons for the suspension and any restrictions which apply to the employee during the period of suspension.

The right to be accompanied

Suspension and Investigatory Meetings: the manager will normally permit the employee to be accompanied at such a meeting, provided it is practical and reasonable to do so in the circumstances and it does not cause undue delay to the process.

Formal Hearings: the employee has the right to be accompanied by a companion who is either a trade union representative or a workplace colleague.

The companion can:

- Put forward the employee's case, by making representations, questioning management witnesses and calling evidence on behalf of the employee, sum up the employee's case at the conclusion of the evidence, and respond on the employee's behalf to any view expressed at the hearing.

The companion is not permitted to answer questions posed directly to the employee in relation to the capability issues under consideration.

Conflict of interest

If any person involved in the formal process (whether at the investigatory, hearing or appeal stages) believes that they may have a conflict of interest or that there is any good reason why they should not be involved in the process, they should seek immediate guidance from a HR advisor.

5. Step 1 – Investigation, Recommendation and Preparation

Investigation and Recommendation

An investigation will be conducted by an appropriate manager (often the line manager), to gather evidence relating to the capability issues, to compile a report and to make a recommendation as to next steps. Managers should refer to the [Managing Investigations Guide](#).

Following the preparation of the investigation report, the case will be reviewed by a more senior manager and a decision will be reached as to whether a formal hearing is necessary.

The employee must co-operate with the investigation process. Willful refusal to do so may be regarded as a disciplinary offence and may result in disciplinary action being taken. If the employee wishes to submit any evidence during the process, they should do so during the course of the

investigation so that this information can be taken into account. If the employee fails to submit such evidence at the investigation stage, it is possible that the Chair of the formal hearing will refuse to accept it, unless there are extenuating circumstances which adequately explain why evidence was not submitted earlier or the Chair takes the view that due its relevance, the evidence must be heard in any event.

If, at any stage during the investigation process, it appears that the matter is one of conduct rather than capability, the investigation should transfer to the [Disciplinary Policy](#).

Preparation for hearings

Formal hearings are normally chaired by a senior manager, supported by a HR Adviser. A note taker will be in attendance.

The employee will be notified of the specific capability issues, the potential gravity of the situation (and specifically whether dismissal may be a consideration), the arrangements for the hearing, and provided with a copy of the investigation report and any supporting evidence no less than 5 working days in advance of the hearing. The employee should be told which witnesses management have asked to attend. Similarly, the employee should notify management in advance of the hearing of any witnesses he intends to call to give evidence.

Management will endeavour to set the meeting for a mutually convenient date within a reasonable timescale. Once the date has been set, an application by the employee to change the date of the meeting may be accepted if there is good reason. A second and final date will be offered, usually not more than five working days after the original date. Save where there are particular extenuating circumstances, no further changes to the timing of the meeting will be offered and the employee will be informed that if they do not attend, the meeting may go ahead in their absence.

If the employee fails to attend the hearing, advice from a HR Adviser should be sought. A decision may be made to proceed without the attendance of the employee, on the basis of the evidence available. In cases where the employee has trade union representation, they may present the employee's case in the employee's absence (provided the employee has given them authority to do so) and in any case, the employee will be permitted to make written representations.

6. Step 2 – The Hearing

Hearing outcomes

The potential outcome of a capability hearing is one of the following:

- No formal action, first advisory notice, final advisory notice, dismissal (with notice)

2.1 Unsatisfactory performance related to skills

Formal hearings are held where an employee has failed to reach the required standards of performance following a performance improvement plan and/or where an employee's level of performance amounts to a serious shortfall, often involving a risk to themselves, their colleagues, service users or other third parties or to members of the public.

The purpose of the hearing is to:

- Consider the evidence as to the employee's standards of performance against targets and objectives.
- Consider the impact of the individual's performance on the service, colleagues, customers, service users and other relevant third parties.
- Consider the extent of any support provided to date and whether and to what extent it

would be reasonable to provide further support.

- Consider any mitigating circumstances.
- Determine what, if any action should be taken.

A further outcome of a capability hearing (save where the outcome is dismissal) will normally be to issue an appropriate advisory notice, detailing matters such as the following:

- How and why the employee has underperformed.
- Any targets, standards and/or competencies to be achieved by the employee and details of the applicable timescales for such improvement.
- Information as to any adjustments, training, supervision or support to be offered to the employee.
- Details of any performance monitoring arrangements and information as to the dates on which any further performance reviews will take place
- The likely consequences of failing to meet the required standards of performance.

A performance capability hearing will not normally result in a dismissal unless one or more previous advisory notices have been given. While the standard process will be to issue a first and a final advisory notice before dismissal is a consideration, it may not be appropriate to do so in every case. If dismissal is a potential consideration without having first issued a first and a final advisory notice, advice should be sought from a HR adviser.

In cases of very serious performance issues which appear to be the result of misconduct as opposed to capability, or gross negligence (misconduct) the case should be dealt with under the Disciplinary Policy.

2.2 Unsatisfactory performance or attendance relating to health

Formal hearings are likely to be held in the following circumstances:

- Where an employee has been absent from work due to long term sickness and is unable to return to work, either in the foreseeable future or at all.
- Where an employee's high levels of sickness absence (in terms of frequency or duration, or both) and has therefore not met the required levels of attendance and / or performance.
- Where an employee is able to attend work regularly but is unable to perform to the required standards due to issues relating to his health.

The purpose of the hearing is to:

- Consider the evidence as to the employee's standards of attendance and / or performance.
- Consider the impact the employee's health may have had on their levels of attendance and / or performance.
- Consider the extent of any adjustments or support provided to date, the effectiveness of such measures and whether and to what extent it would be reasonable to provide further adjustments or support to encourage or enable the employee to meet the required standards.
- Where appropriate, consider any medical advice (eg from Occupational Health or the employee's medical advisors).
- Consider the wider impact of the employee's attendance or performance issues, such as the effects on the employee's colleagues, department or service, clients, service users or other relevant third parties.
- Determine whether the employee has a medical condition which amounts, or is likely to amount to a disability. If so, consider whether and to what extent reasonable adjustments have been put in place to accommodate the needs of the employee, the effectiveness of such adjustments and whether and to what extent further adjustments may reasonably be made.

- Where appropriate, discuss with the employee the possibility of redeployment.
- Determine what, if any, action should be taken.

A further outcome of a capability hearing (save where the outcome is dismissal) will normally be to issue an appropriate advisory notice, detailing matters such as the following:

- How and why the employee has failed to meet the required standards of attendance and / or performance.
- Any targets, standards and / or competencies to be achieved by the employee and details of the applicable timescales for such improvement.
- Information as to any adjustments, training, supervision or support to be offered to the employee.
- Details of any attendance or performance monitoring arrangements and information as to the dates on which any further reviews will take place
- The likely consequences of failing to meet the required standards of attendance and / or performance.

A health-related capability hearing will not normally result in a dismissal unless one or more previous advisory notices have been given. While the standard process will be to issue a first and a final advisory notice before dismissal is a consideration, it may not be appropriate to do so in every case. If dismissal is a potential consideration without having first issued a first and a final advisory notice, advice should be sought from a HR adviser.

An example of a case where consideration may be given to dismissal without prior advisory notices having been issued is where there is clear medical evidence that the employee will not be able to return to work in either the short or longer term and that no adjustment or support is likely to change this.

In cases of very serious performance issues which appear to be the result of misconduct as opposed to capability, or gross negligence (misconduct) the case should be dealt with under the Disciplinary Policy.

Further Guidance as to Hearing Outcomes

In addition to the four main outcomes set out above, the following guidance should be noted:

- Where there is no underlying health condition which could be considered to be a disability, a first or final advisory notice may be issued in the first instance, depending on the circumstances. The employee will be advised as to how their absences and / or performance will be monitored in the future and under what circumstances consideration may be given to further action being taken under the this policy.
- Where the employee has or is likely to have a disability and reasonable adjustments have not improved attendance or performance, an advisory notice can be issued which details any alternative measures agreed at the hearing (e.g. a reduction in hours, amendments to duties or transfer into an alternative position within the department). The effectiveness of such further measures will be monitored and the employee advised under what circumstances consideration may be given to further action being taken under this policy.
- A further potential outcome of a capability hearing for a disabled employee may be that they wish to seek alternative employment or early/flexible retirement. If the employee wishes to be considered for alternative roles they will be placed in the redeployment register for at least one month to seek alternative employment. Failure to find alternative employment will normally lead to a further capability hearing.
- An employee may be dismissed on the ground of capability where appropriate. Examples of such cases will include the following:

- The employee is unfit / unsuitable due to medical reasons to fulfil the duties of his post and is likely to remain so for the foreseeable future, even, in the case of disabled employee, with reasonable adjustments being made.
- The employee is unfit / unsuitable due to medical reasons to fulfil the duties of any suitable alternative role which is available to him and is likely to remain so for the foreseeable future, even, in the case of a disabled employee, with reasonable adjustments being made.
- All reasonable attempts to support the employee in their role have been unsuccessful in enabling the employee to meet the required standards of attendance and / or performance.

Employees in the pension scheme can be considered for capability ill-health retirement if they meet the relevant criteria.

7.

RIGHT OF APPEAL

All employees have the right to appeal against the outcome of a formal capability hearing. Please refer to the Appeals Policy (General) and Appeals Policy (Dismissal).

8. Other relevant guide/policies

Relevant legislation

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Probation Policy ▪ Individual Performance Management Guide ▪ Managing Attendance (Sickness) Guide ▪ Disciplinary Policy ▪ Redeployment Support Pack ▪ Appeals Policy (General) ▪ Appeals Policy (Dismissal) | <ul style="list-style-type: none"> ▪ Employment Rights Act 1996 ▪ Equality Act 2010 |
|---|---|

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Subject: Update on ICT Investment
Committee: Support Services OSP
Date: 6 August 2012
Cabinet Member: Cllr Peter Smith
CMT Member: Adam Broome
Author: Mel Gwynn, Neville Cannon, Mark Grimley
Contact: Tel: 01752 30 4452
Mel.Gwynn@plymouth.gov.uk
Ref: MG/I
Key Decision: No
Part: I

Purpose of the report:

To give

- An understanding of the scope of the shared service proposal, the strategy, delivery timeline and the proposed partners
- An understanding of the improvements being made within ICT, the scope for savings and the strategy for rationalising the number of systems and ensuring data is secure and customer's experiences improved
- An update on the HR payroll project delivery and benefits the project is to bring

Corporate Plan 2012-2015:

Value for communities – Investments will enable the Council to improve service efficiency, the quality of management information and speed of service.

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

These projects are within resources currently allocated

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

- Risk Management – Contributes to the Councils risk management strategy through the reduction to the impact of a loss to the Civic Centre Data Centre through improved resilience, faster recovery times and newer equipment.
 - Equality, Diversity and Community - improved access channels will allow greater flexibility in the way our customers interface with the council
-

Recommendations & Reasons for recommended action:

Report is an update so recommendation to note the report

Alternative options considered and reasons for recommended action:

Background papers:

Sign off:

Fin		Leg		HR		Corp Prop		IT		Strat Proc	
Originating SMT Member											
Have you consulted the Cabinet Member(s) named on the report? No											

1.0 Shared Services Update

1.1 It is becoming increasingly clear that the level of cuts being requested of the public sector is likely to force upon it a change of operating model. We have already seen the requirement for social care and health to work more closely together to bring about better outcomes at reduced cost. The danger of not doing so means that demand for services will, at some future point, consume the councils' entire revenue budget. This has been most recently highlighted in the report, by the LGA 26 June 2012, "*Funding outlook for councils from 2010/11 to 2019/20: Preliminary Modelling*".

1.2 It has already been said time and time again that better information sharing leads to better outcomes. This is never more true than when it comes to children's safety. Every report into child abuse scandals has highlighted this requirement.

1.3 Sharing services for many has simply meant asset consolidation, sharing some sort of communal asset so that 'salami slicing' can once again be used to deliver some savings. Whilst not entirely inappropriate, what we are trying to achieve goes way beyond this simplistic approach.

Scope

1.4 The scope of Plymouth's approach to shared services is of national interest, and is eagerly being watched by several national bodies. We are seeking to established a 'place- based' service bringing together cross-sectoral partners who have a vested interest in maintaining and growing high GVA adding jobs in Plymouth and the wider region. This helps maintain and grow the local economy as well as providing a more cost efficient service, but it also facilitates better information sharing and underpins the type of business process reengineering necessary to radically improve service delivery and enable a cost effective front-line service to be delivered.

1.5 We are seeking not to limit the ultimate scope of the project but to ensure that we work with those agencies who value what Plymouth has proved itself capable of delivering. That is to say a high quality, highly available and cost effective, professional service.

1.6 The overall objectives of embarking on such a programme of activity should not simply be taken with the view to reduce costs. Evidence has shown that where this is the sole reason for adoption both shared services and out-sourcing have generally failed to deliver. The reasons for this are multiple, but the most significant factor appears to be that contracts are too tightly focused on cost and then the required activity to improve services, customer satisfaction or deliver organisational change comes through as change control items incurring further considerable expense.

Strategy

1.7 The strategy is to create a joint venture vehicle that will ease the capital burden on the council, enable the transfer of risk, and to provide on-going benefits to the council and the partners from its continued growth and success. It will seek to offer standardised services at very competitive rates and allow the client base to determine added value from the supply of further projects as necessary. It will seek to work to the benefit of the entire customer base in developing new efficient and effective processes combining the best of technology with process redesign and cultural change.

1.8 This approach has already proved itself highly effective within Children's Services and the use of CareFirst.

1.9 The leveraging of the Microsoft strategy has already yielded benefits in that the service currently being rolled out is seen by many as being leading edge and for our geography highly

important in giving us the scope to build the talent pool available to all organisations within the south west.

- 1.10 It has also brought us success with our potential client base as they have seen the advantages that our internally developed service now offers. We are rolling out the largest Microsoft Lync implementation outside of the USA, and we are even hosting visits from private companies such as Debenhams PLC. Plymouth is the only council represented on the Microsoft Product Strategy Board, our counterparts are multinational companies and household names. We should be proud of what we have quietly achieved.

Partners

- 1.11 Our ideal client base is any public sector organisation in Plymouth and Devon. We have already had a successful project with the University and I would hope that one day we can progress matters with them again. But for now our focus is on delivering the business case to bring over Public Health, NHS Plymouth and Sentinel CiC.
- 1.12 We are also having discussions with Plymouth Community Healthcare CiC and other District Councils within Devon, of which many have already visited and have expressed interest. A number of these organisations have already signed a Memorandum of Understanding (MOU) and want to work with us to develop the business case for this exciting opportunity.
- 1.13 We are also seeking to partner a number of private sector companies in building a city-wide data centre strategy that will see the creation of upwards of 20 new, high GVA jobs, as well as underpinning the future expansion of some of our most successful high-tech companies. We have the support of other organisations within the city for this including the Chamber of Commerce, Babcock and the Land Registry. Again this approach is attracting national and international interest as a possible model for the future growth and governance for similar city based projects.
- 1.14 Initial contacts have been made with the Association of Colleges and the 157 Group with a view to establish links with the FE sector who wish to take forward the shared services agenda. While projects are progressing elsewhere in the UK there are currently no shared service projects west of a line drawn between Weymouth and Bristol. There is national appetite within this sector to fund projects that can deliver best practice lessons to a wider audience.

Delivery timeline

- 1.15 There are two key gateways in attempting to deliver this project by April 2014. The first is to have a gateway in December 2012 to have the business case agreed with the partners before proceeding with and significant resource commitment and to finalise the technical designs.
- 1.16 The second gateway is to be ready by May 2013 which is to approve the designs, and the service levels so that the implementation phase, migrating systems, placing orders for communications circuits etc. can begin to ensure operations can start prior to financial year 2014/15.

So far we have the MOUs signed, legal advice has been taken as to the most appropriate governance structure for the joint venture vehicle and we are determining the benefits from the business case.

Independent consultants have already validated our design approach and stated that our service is the best technical solution for NHS Plymouth.

1.17 Benefits and Risks

As already stated these types of projects should not simply be driven by a cost reduction approach. Those that have, have already shown their fragility and failed to deliver the desired reductions. It should also be noted that a recent NAO report and stated that many central government initiatives have failed to deliver. The overriding factor here is that they have all assumed that everyone else will come to them and take on their spare capacity, and sharing has not been mandated.

This has not been Plymouth's approach.

We have sought to build a service that is fit for the Council's needs, we have demonstrated the value of our technical approach, and sought to build a coalition of the willing, without recourse to whom ultimately runs the operation.

This has brought success and means that we can expand in an incremental fashion and not incur the level of transition costs borne by those in central government.

However the benefits case starts with delivering lower costs through economies of scale as well as reduced duplication. But more fundamentally for many it also derives service improvement, reduced risk of failure, and an improved recovery capability.

For the Council we receive a contribution to our overheads while covering the variable costs directly. The Council should expect to see a 10% reduction in its like-for-like ICT costs while continuing to see an improved service.

The city should see an easier way to share data appropriately and securely and thus new delivery strategies will become possible, delivering better services to citizens.

The service could be extended to cover co-operatives, thereby ensuring the continued, secure flow of data while freeing them to continue with their directly customer facing work.

This should help continued performance monitoring and contract management where required.

Furthermore with standardised processes and better discipline in using fewer systems the frontline should see increased efficiency and hence better able to manage demand.

There are of course some risks.

A lack of coordinated leadership is probably the greatest risk to the success of this approach. This could create 'hokey cokey' partners. That is to say partners who are not fully committed and who see themselves as using their involvement as constant leverage to skew priorities.

It could also pull in a number of directions the strategic intent of the new venture. This would have to be mitigated by the careful drawing up of the Article of Memorandum and the governance of the company structure.

Also a failure to accept the need to standardise would reduce the overall level of benefit realisation. Full customisation for all clients could mean the costs rise.

All of these risks remain in place should outsourcing or a move to 'cloud' based services be considered. The added disadvantage would be that a more hard-nosed commercial culture may be applied and any dividends wouldn't accrue back to the Council as a shareholder.

There are also obstacles around fear of loss of control and that this decision would require a long-term view of the best way forward for the city first, and individual organisations, potentially, second.

All of these risks pale when compared to the risk of failing to recognise the need for radical change.

2.0 ICT Improvements being made

ICT is not just a support service; it has become a critical, pivotal service. If it is unavailable, the organisation cannot operate. It has the ability to transform the way services are organised and delivered. It has a fundamental role to play in improving efficiency, reducing cost across the organisation and underpinning the organisational change programme.

The cost of supplying ICT services has continued to fall over the years but the use and introduction of new services has increased. The Council has recognised this by continuing to invest in ICT.

PCC has had a £500,000 annual ICT investment programme which is assigned to keep the lights on. This year's investment is targeted at replacing aged infrastructure as well as ensuring key building blocks are in place to support the future transformation and rationalisation programmes.

This year's programme includes;

- Replacement of servers that can no longer be supported including the infrastructure that currently supports libraries public access PC's.
- Replacement of core infrastructure including monitoring tools to ensure appropriate capacity and event management of the services. This will provide improved service availability through early warnings, improved management and forecasting allowing ICT to be more proactive and focus on service development rather than fire fighting.

A review of access devices includes projects such as Blackberry replacement, bring your own devices and other client technologies which will allow increased flexibility of working and energy savings.

- Implementation of a protective monitoring toolset and data leakage protection will help ensure we are keeping our information safe from unauthorised access and enable us to connect to other services such as NHS, DWP and the youth justice board.
- The installation of core enterprise applications to support Business Intelligence (Reporting), Records and Document Management, Application consolidation (CRM Dynamics) and Systems Integration will ensure we make more appropriate use of the information we hold. It will help enable accuracy of information, ease of use and the tell us once agenda giving improved customer services.

Funding has also been allocated to setup and migrate to a new data centre. The current data centre is now over 25 years old and all the ICT services are housed in the Civic Centre. The new data centre will provide added resilience and Disaster Recovery which mitigates a key corporate risk. Scope for expansion has been built into the design to support new requirements and the shared services agenda.

The delivery of the technologies to support the corporate accommodation strategy and future shared service agenda, including upgrading all PC's to a secure Windows 7 operating system, the rationalisation of desktop applications and versions and the implementation of Lync telephony and unified communications has allowed improved and more efficient and consistent working practices through hot desking.

These programmes are all on target to be completed by the end of this financial year.

2.1 **Scope for savings via rationalisation of ICT**

The transformation programme will build on the foundations laid out in this year's programme.

Plymouth City Council has 277 line of business applications operating across all departments.

This current model of ICT infrastructure has grown through business needs and demands. Services tend to have fit-for-purpose applications to support their specific needs however there is a high overhead in maintaining such a broad architecture, often with complex interfaces and nearly always duplicating data and information between systems.

Analysis of the 277 applications indicated that, under the proposed infrastructure, nearly 30% of the existing applications could be consolidated into the proposed core infrastructure. This would reduce the need for hardware, licence costs and maintenance overheads. (Appendix A, Table A2)

Over the period of this investment, a number of the existing systems will be considered for major upgrades, replacements or new hardware requirements. Both options incur capital cost and have on-going revenue implications. The proposed solution puts in place a core infrastructure where migration of data to a single platform would provide better value for money as the time and development required would be considerably shorter, along with a reduced on-going capital need for hardware and licence costs.

System duplication in function also occurs between platforms for functions and information stored. This results in duplication of physical effort (input of data). Additionally, this essentially means the Council has a number of different ways of working such as document storage, performance reporting etc that results in increased overheads, variable data quality and duplication of maintenance costs. A common example is the number of applications that store customer information. A single source of customer information, including names, addresses and service use would provide a single place to maintain and greater customer information. This will also reduce the risk to the Council in respect of potential data breaches through greater control over personal information sets. Another example is the number of telephone systems being maintained through legacy systems and new ways of working. The proposal is to reduce these down to two core systems – a business system (Lync) and customer call system (Avaya, with the intention to move to Lync).

System gaps are also present in the current way of operating. A number of departments would benefit through the additional infrastructure proposed. At present there are a number of reporting tools attached to specific applications. This provides performance information from a single source but does not necessarily correspond or correlate performance information where data is held in different systems. Furthermore, common applications for electronic document storage and self-service (for employees, customers and managers) would provide greater efficiency and reduce overheads in processing time, storage costs and 'transportation' (the time taken between transactions until it is complete).

Total cost of ownership is the method of calculating the cost of adopting particular systems and ways of working. At present, multiple systems, often specialised for an area of work, require specific training programmes and knowledge. This means that the ICT training programme is required to design and deliver specific training for each package that the Council operates, including refresher courses for upgrades requiring further time-out from the workplace for employees. The proposed infrastructure will provide a core of applications with a common way of operating, including look and feel, and a more cost-effective way to train staff through generic application training, online training and webinars with reduced out-of-work training requirements. For the ICT function, there will be less need for application-specific training required to maintain the system and upgrades due to the reduced number of systems being supported.

In January 2012, City Council approved the allocation of £3million in capital to invest in developing a core infrastructure subject to a full business case being presented to Cabinet. The business case will be presented to the Cabinet on 11 September 2012 for consideration and will set out:

- The components of a core infrastructure that will enable customer service transformation and a modernisation and efficiency programme
- The opportunity for application consolidation onto the core infrastructure
- The development of a core suite of self-service applications to reduce internal costs
- The opportunities for transformation of services and service redesign in every department over the next 2 – 3 years.

The business case will establish a start-up phase of the project between September 2012 and February 2013 to further investigate the priority areas for modernisation and efficiencies in each department, migrating onto the opportunities of the current platform and developing a means to migrate to the new platform within the next 3 years.

The first of these systems and departments to migrate will be human resources and organisational development.

2.2 **Data Security**

Plymouth City Council has always taken data security seriously but through the rationalisation of systems allowing a single version of data and as reduced number of systems to manage improvements will be made. The organisation is compliant with nationally agreed standards and regularly audited on both. Recommended improvements from the auditors include the Protective monitoring solution which will be delivered as part of this year's programme. These compliance programmes are mandated from organisations such as the DWP and banks, without them we would not be able to communicate with other government agencies or take credit card payments.

A redesign of our public facing internet service will ensure we meet current best practice.

2.3 **Customer experience**

These investments and the future transformation programme will support a much improved, joined up, customer experience enabling improved service efficiency, the quality of management information, speed of service delivery including increased self-service opportunities

Investments will enable the Council to improve service efficiency, the quality of management information and speed of service through multiple access channels.

3.0 HR payroll project – delivery and benefits

The Council has approved a £2 million project within the capital programme to replace the existing SAP system (HR and payroll) and migrate the functions onto the new Microsoft ERP platform. This will also begin to consolidate a range of employee data from across the organisation to improve efficiency and monitoring.

The project has completed the analysis and design phase and has now progressed to the build and test phases of the project before parallel systems are turned on in September 2012, with a view to a full go-live in November 2012.

The project itself is 2 months behind schedule due to functionality gaps in the core element of 'absence and attendance'. Whilst the functional specification requirements were met by the product (Microsoft Dynamics AX) additional development (programming) was required to adapt to the complex local government terms and conditions, and rules within the system. However, the new functionality for absence and attendance is functionality that is not currently present within our existing system (SAP) and will provide an enhancement to managing absence (sickness, holidays, and flexitime) and attendance (training course monitoring, electronic timesheets etc). This in turn provides greater organisational efficiency in payroll processing and accuracy.

The HR and payroll project is the first major system used across the whole organisation that will, with the additional investment in the core infrastructure in 2013/14, provide a significantly reduced overhead to the organisation for people management. This includes a reduction in paper files, more on-line self-service, electronic payslips, online course bookings, online appraisals and greater transparency around vacancies and the establishment. All of these are currently manual processes requiring paper records.

Self-service for employees and their managers will also ensure that changes to personal details, equalities data and requests will be the responsibility of the employee, reducing the need for additional resource centrally. This also has the benefit of employees owning their data and information and keeping this up to date.

Behind the HR and payroll project, we are also now making links to the future programme and emerging architecture to maintain the integrity of systems and reduce administration. For example, the Council's 'Active Directory' (list of ICT users, permissions and telephone book) are now driven from the HR records rather than maintained separately in another database. This is part of creating a core record which reduces administration, maintains data integrity and provides a consistent, single source of data information for reporting purposes.

The HR and payroll project will also take advantage of other existing systems integration with the Microsoft suite, for example, utilising the case management system from customer services to manage employee case management, health and safety records and CRB checking service.

For customers, particularly schools, there is the benefit that self-service will mean that they will get instant visibility of changes to payroll, check the payroll system at their convenience and reduce the need for manual inputting of paper forms – therefore eliminating the need for process and potential processing errors or loss. Having said that, the Council's payroll team performs excellent for accuracy and this is a service enhancement, it is not intended to fix a 'problem'.

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SHARED SERVICES

Neville Cannon

Programme Director for ICT Shared Services

SO WHAT ARE WE TALKING ABOUT?



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Innovation

From Wikipedia, the free encyclopedia

For other uses, see [Innovation \(disambiguation\)](#).

Innovation is the creation of better or more effective [products](#), [processes](#), [services](#), [technologies](#), or [ideas](#) that are accepted by [markets](#), [governments](#), and [society](#). Innovation differs from [invention](#) in that innovation refers to the use of a new idea or method, whereas invention refers more directly to the creation of the idea or method itself.

IT'S NOT ROCKET SCIENCE



We know what needs to be done, but often are unable to bring all the pieces together

$$\begin{aligned} \ddot{x} &= \frac{1}{M-mt} \{mc_x + F_n(\rho - \rho_{atm}) e^{-(k/H)(\sqrt{x^2+y^2+z^2}-R)}\} \cos \alpha(t) - g_0 R^2 \frac{x}{(x^2+y^2+z^2)^{3/2}} + \\ & - \frac{c_n(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-(1/H)(\sqrt{x^2+y^2+z^2}-R)} F_x \sqrt{(x^2+y^2+z^2)} + \\ & + \frac{c_a(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-(1/H)(\sqrt{x^2+y^2+z^2}-R)} F_x \times \\ & \times \frac{\dot{x}\{\dot{x} \cos \alpha(t) - \dot{x} \cos \gamma(t)\} - \dot{y}\{\dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t)\} \sqrt{(x^2+y^2+z^2)}}{\sqrt{[\dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t)]^2 + [\dot{z} \cos \alpha(t) - \dot{x} \cos \gamma(t)]^2 + [\dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t)]^2}} + 2\dot{y}\omega + \omega^2 x \\ \ddot{y} &= \frac{1}{M-mt} \{mc_y + F_n(\rho - \rho_{atm}) e^{-(k/H)(\sqrt{x^2+y^2+z^2}-R)}\} \cos \beta(t) - g_0 R^2 \frac{y}{(x^2+y^2+z^2)^{3/2}} + \\ & - \frac{c_n(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-(1/H)(\sqrt{x^2+y^2+z^2}-R)} F_y \sqrt{(x^2+y^2+z^2)} + \\ & + \frac{c_a(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-(1/H)(\sqrt{x^2+y^2+z^2}-R)} F_y \times \\ & \times \frac{\dot{x}\{\dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t)\} - \dot{z}\{\dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t)\} \sqrt{(x^2+y^2+z^2)}}{\sqrt{[\dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t)]^2 + [\dot{z} \cos \alpha(t) - \dot{x} \cos \gamma(t)]^2 + [\dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t)]^2}} - 2\dot{x}\omega + \omega^2 y \\ \ddot{z} &= \frac{1}{M-mt} \{mc_z + F_n(\rho - \rho_{atm}) e^{-(k/H)(\sqrt{x^2+y^2+z^2}-R)}\} \cos \gamma(t) - g_0 R^2 \frac{z}{(x^2+y^2+z^2)^{3/2}} + \\ & - \frac{c_n(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-(1/H)(\sqrt{x^2+y^2+z^2}-R)} F_z \sqrt{(x^2+y^2+z^2)} + \frac{c_a(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 \times \\ & \times e^{-(1/H)(\sqrt{x^2+y^2+z^2}-R)} F_z \frac{\dot{y}\{\dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t)\} - \dot{x}\{\dot{z} \cos \alpha(t) - \dot{x} \cos \gamma(t)\} \sqrt{(x^2+y^2+z^2)}}{\sqrt{[\dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t)]^2 + [\dot{z} \cos \alpha(t) - \dot{x} \cos \gamma(t)]^2 + [\dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t)]^2}} \\ \text{in which: } \chi &= \arccos \frac{\dot{x} \cos \alpha(t) + \dot{y} \cos \beta(t) + \dot{z} \cos \gamma(t)}{\sqrt{(x^2+y^2+z^2)}} \end{aligned}$$

THE CASE FOR CHANGE



- The recent report “Funding outlook for councils from 2010/11 to 2019/20” states *“It is simply the case that the financial outlook for councils will not pay for the services they currently provide by the later years of the decade”*. It goes on to state that the reform must involve a number of components which includes integration with agencies such a health and housing. These reforms must be started now as they will take a number of years to legislate and implement.

Source: Funding outlook for councils from 2010/11 to 2019/20: Preliminary modelling, Local Government Association, June 2012 www.local.gov.uk

A PERFECT STORM



- Every element of public sector facing cuts
- Welfare Reform Act will hit city's most vulnerable and drive up demand
- Acknowledgement that 'salami slicing' won't deliver
- Demand will overrun council budgets in next few years
- Plymouth remains geographically remote from UK
- Our inequalities are worsening



WHAT WOULD YOU DO?

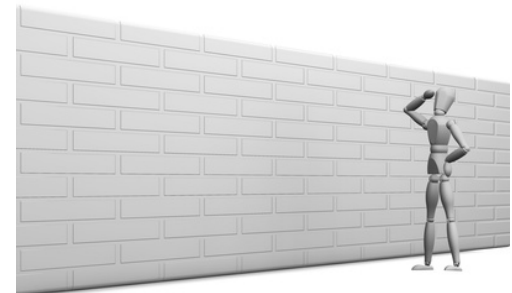
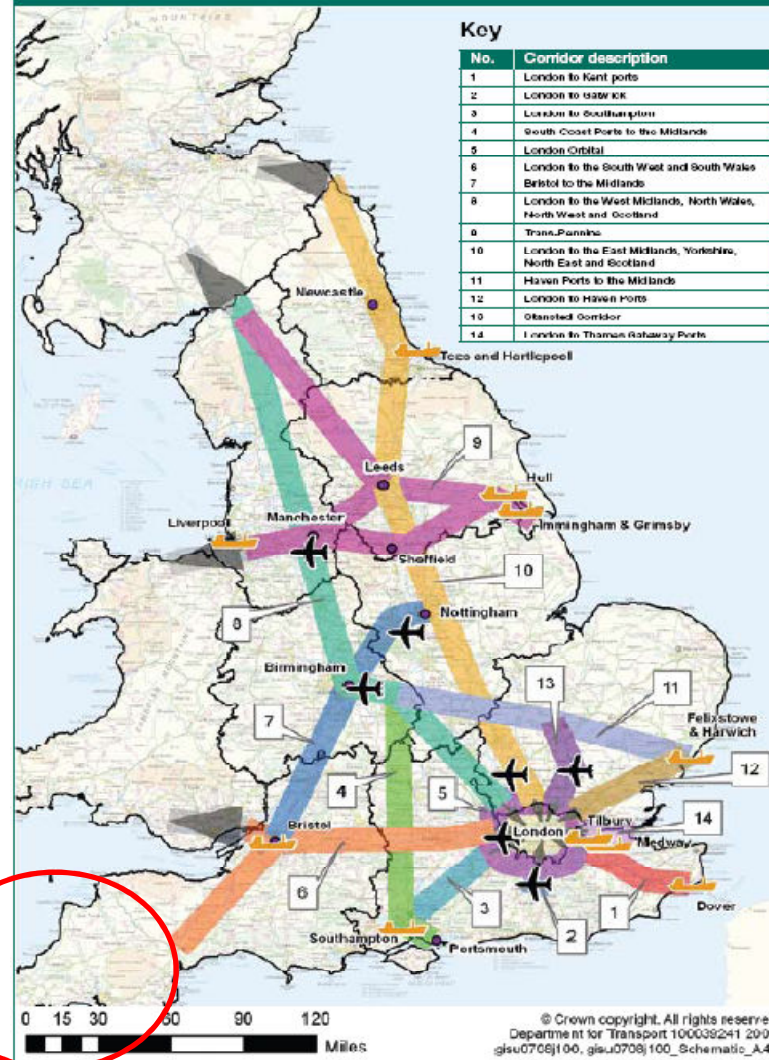


7 Km
=
16
years

STRATEGIC NATIONAL CORRIDORS FOR ENGLAND



Figure 4.1 Strategic National Corridors



BENCHMARKING OF ROAD AND RAIL CONNECTIVITY (English cities outside London)



Cities outside of London ranked in order of population	Connected to the Strategic National Corridor	Fastest proposed Journey Time (minutes) to & from London after HS2 and electrification	Ranking of Vulnerability out of 324	Cities outside of London ranked in order of population	Connected to the Strategic National Corridor	Fastest proposed Journey Time (minutes) to & from London after HS2 and electrification	Ranking of Vulnerability out of 324
Birmingham	Y	49	234	Wolverhampton	Y	75	304
Leeds	Y	80	187	Southampton	Y	76	230
Sheffield	Y	75	266	Portsmouth	Y	99	291
Bradford	Y	109	279	York	Y	113	156
Manchester	Y	73	217	Peterborough	Y	53	220
Liverpool	Y	97	287	Lancaster	Y	135	224
Bristol	Y	77	167	Oxford	Y	50	171
Wakefield	Y	105	268	Preston	Y	108	262
Coventry	Y	57	243	St Albans	Y	19	2
Leicester	Y	53	302	Norwich	N	104	190
Nottingham	Y	55	275	Chester	N	105	168
Newcastle upon Tyne	Y	157	259	Cambridge	Y	123	122
Sunderland	Y	188	308	Salisbury	N	89	79
Kingston upon Hull	Y	146	320	Exeter	Y	123	203
PLYMOUTH	N	192	309	Gloucester	Y	113	218
Brighton and Hove	N	60	140	Chichester	N	88	57
Derby	Y	60	267	Winchester	Y	58	29
Stoke on Trent	Y	65	322	Carlisle	Y	166	233

HELASS, SO WHAT COULD WE DO?



Description	Cat	Met	Impact	Cost	Time	Risk	SCORE	Comment
Fully merged ICT organisations under one entity (e.g. JV)	O	Y	5	4	4	4	20	Complementary peaks'n troughs & multiple synergies
Shared DR/BCP plans & facilities	B	Y	5	6	8	8	29	Reciprocal arrangements
Shared Technical Services organisation	O	Y	5	7	3	4	23	base/commmodity level infrastructure support
Shared Service Desk organisation	O	Y	5	6	3	3	25	peaks'n troughs synergies, single repository, cross-skilling
Shared Operational organisation	O	Y	5	7	3	8	23	Mentor & alert function
Shared Application Support organisation	O	Y	6	4	3	8	28	bespoke / niche issues?
Shared OrderIT strategy	B	Y	5	6	3	8	26	WIP -> x-ref other reference contracts & thought leadership
Common Microsoft platform strategy	T	N	5	2	6	8	24	CRM Dynamics, SharePoint, etc.
Common information / Knowledge Management platform	I	N	6	6	7	8	27	Shared knowledge and enabler for merged functions
Shared data centre facilities	T	Y	6	2	6	3	25	x-ref NC email
Shared Office facilities	B	Y	7	6	4	4	27	enabler for fully merged functions
Shared Plymouth wide network (or network subset)	T	Y	7	3	4	4	25	x-ref NC observation at 21/25 workshop
Shared HR/Payroll systems	A	Y	6	5	3	4	25	Move away from SAP in PCC?
Shared Finance System(s)	A	Y	5	4	4	3	28	Not a business imperative or even aspiration?
Share other Corporate Applications	A	Y	7	5	4	4	29	eMail, FIV, Expenses, Time Management, etc.
Shared Service Management function	O	Y	6	3	3	4	22	Tools, processes & people
Shared ICT procurement function	B	Y	6	6	7	7	28	Economies of scale
Sharing ICT best practice & experience	B	N	5	3	3	3	32	knowledge sharing forum
External delivery entity (e.g. JV)	B	N	9	3	4	4	22	UoP & PCC staff seconded in (x-Ref ACCESS)
Shared simplification, standardisation & automation pgm	B	N	6	3	8	7	26	Remove/reduce bespoke and over-complex components
Shared ITL environment	B	Y	6	3	7	8	27	Common processes (subset of other entries)
Shared Hardware (Server) estate	T	Y	6	3	3	7	23	Virtualise, common strategic supplier, etc.
Shared Hardware (Desktop) model / estate	T	Y	7	7	6	8	26	Common base builds, common roll-out tools & processes, common support structure
Shared Enterprise Architecture (EA) Framework	B	N	6	4	4	7	23	Common strategic vision, strategy & components
Shared Outsourcing contracts & providers	B	Y	6	7	8	8	34	Joint procurement strategy
Shared Print Facility	O	Y	7	6	3	6	24	Physical print room & shared print plan (economies of scale)
Joint ICT commodification programme	B	N	6	5	3	3	23	Reduce bespoke, niche, specialist, etc.
Shared Centralised Remote Geographic Support	O	Y	5	3	4	7	21	Remove local on-site (departmental) presence
Plymouth Outsourcing Model Co-Operative	B	N	5	4	4	8	23	Mixed outsourcing (shared) models
Shared Utility Computing Model	T	N	7	3	3	5	23	PANB models (peaks'n troughs synergies again)
Shared Storage Model	T	Y	5	3	4	4	18	CDP model
Shared Cloud Computing Model	T	N	6	5	3	4	20	Future development, technology not yet mature enough?
Plymouth Common Delivery Platform	B	N	6	3	4	3	20	Int, sw, people, processes, etc.
Shared Web Presence	T	Y	6	3	3	3	21	Internet, Intranet, extranet
Shared E2E Service Management toolset	T	Y	7	3	3	8	23	IBM, CA, BMC, HP, HEAT, Hombell, etc.
Shared mobile working initiative	B	Y	4	7	3	3	21	Mobile workers
Shared home-working initiative	B	Y	4	7	3	3	21	Release office space?
Shared Document Production Facility	B	Y	6	3	3	7	23	UoP capability
Shared Application Development Centre	A	Y	4	4	8	4	15	Mainly packages but some bespoke development
Shared Resource Pool (SRA / standard job definitions)	B	Y	6	5	7	8	30	For ease of cross-skilling and industry standardisation
Increased self service and remote support	B	Y	7	6	8	8	27	Remove stone pages of support
Shared Training function	B	Y	6	6	7	8	29	Share trainers, courses, costs, facilities, etc.
Joint contract (re)negotiation strategy	A	Y	6	5	8	3	26	Re-assess & re-align selected/all existing ICT related contracts
Joint SaaS strategy	A	Y	6	3	3	7	25	Utility/on-demand applications
Technology reuse/standard across UoP & PCC (BeyondIT)	T	Y	5	6	7	7	27	Extend to citizens at EDL?
Joint Service Catalogue	B	N	6	6	7	3	29	"Buy" services from most cost-effective provider
Commodity ICT / skills assessment programme	B	N	6	6	8	8	28	Kenlog Technology programme
ICT Convergence Model	B	N	6	5	3	3	23	3 year programme?
Uniques identification and isolation	B	N	6	6	8	8	32	What MUST remain isolated within UoP & PCC?
Initial/on-going secondment model	O	N	5	6	8	8	29	Initial trial to iron out constraints & obstacles
Joint paper/handcopy elimination programme	T	Y	7	6	4	7	24	Reduce paper trail (x-ref Green Agenda)
ICT enabled property portfolio rationalisation programme	B	Y	8	4	4	4	20	Glasgow ACCESS model
Joint Capacity Planning / Management / Reuse Programme	T	N	5	6	7	8	28	Shared Capacity models (peaks'n troughs)
Plymouth eLearning/Training Programme/Platforms	B	N	6	3	3	3	21	x-ref 42
Shared Offshore Model	B	Y	6	6	8	8	23	Back office functions only
Shared hardware maintenance contract(s)	T	Y	6	6	8	8	28	Polled-up maintenance into single provider
Unit Costing Benchmark Framework	B	N	7	6	7	8	30	On-going unit cost measurement & continuous (internal) benchmark
Joint Service Portfolio Approach	B	N	7	6	7	8	30	Service Catalogue (x-ref 48) is an output of this
Jointly provisioned Extended Service Hours	B	Y	6	6	6	7	27	1600, 24x5, or as agreed

- Impact
- Cost
- Time
- Risk



TANGIBLE BENEFITS



Total current joint annual ICT in scope spend = £13.7m
Theoretical annual fully Shared Service cost saving* = £1.671m

But.....has multiple complex interlinked obstacles, with significant risk, cost and elapsed time to achieve

But.....the sum of the parts MAY be greater than £1.671m?
 $SS_1 + SS_2 + \dots + SS_n > £1.671m \text{ p/a} ?$

ROAD TO IMPROVED OUTCOMES



- Improved joint working
- Holistic view of the city and its people
- New collaborative ventures – Co-operative Council?
- Integrated commissioning and planning?
- Integrated information
- Reduced costs – prioritised spend



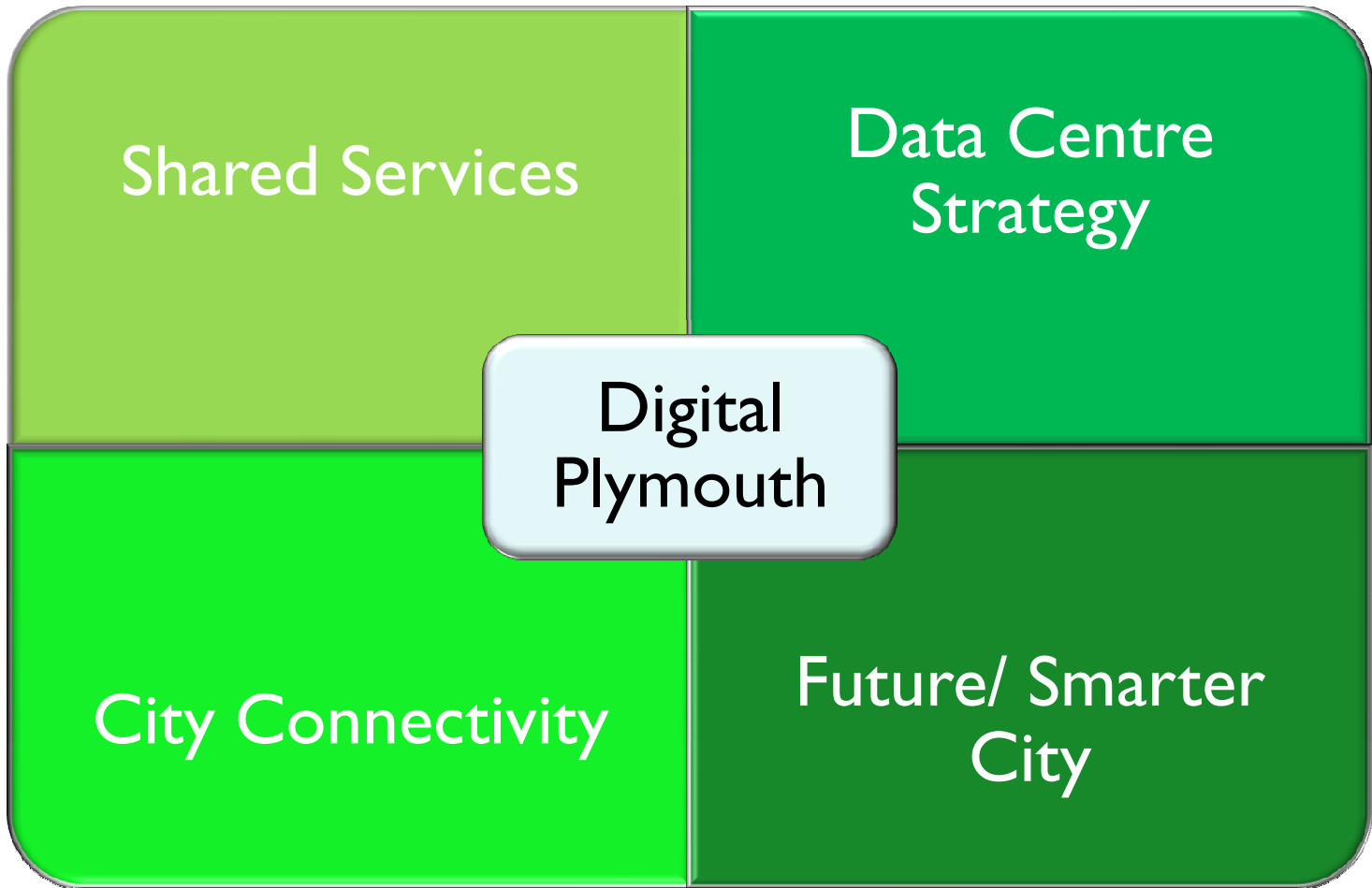
SO WHAT CAN WE DO?



- Look for new operating model for the public sector – better integrated working and joint solutions - Civic Enterprise
- Work with private sector to stimulate growth where possible and leverage joint investments
- Look for those areas where we can make a difference
- Develop a sustainable plan



DIGITAL PLYMOUTH



PLYMOUTH SHARED SERVICES



- Secure maximum jobs and create new ones
- Leverage off existing capital plan
- Work with private sector to city's advantage
- Develop a larger skill pool
- Consolidate estates, lowering costs
- Facilitate redesign public service delivery models
- Build future platform for growth

Build a solution to support the region economically





DELT SW

Working for you and your
area

DELT SW – A new engine for growth

- A shared service offering bringing together the best the public sector has to offer
- Serving the customers and the communities together
- Delivering high quality yet low cost ICT to all

SO WHAT IS THE VISION?

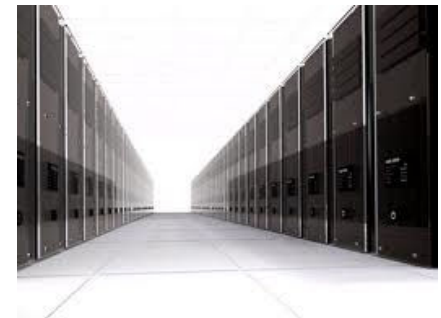
- The city and the wider region benefits from improved service delivery through the integration services and ICT systems that are delivered at lower cost while securing a platform for economic growth through a unified and shared ICT service.



DATA CENTRE STRATEGY



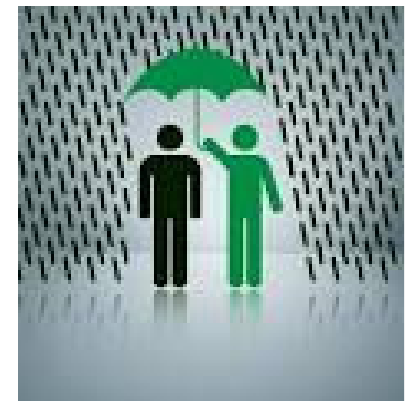
- 3 core businesses want to expand within the city
- Data Centre will create 12+14 jobs over 2 years
- NHS, University and Council all require further data centre investment (why build 3?)
- Shared Services is bringing together other requirements from further afield
- Requires excellent Internet connectivity
- Will provide national best practice interest
- Could provide a platform for Financial industry investment?



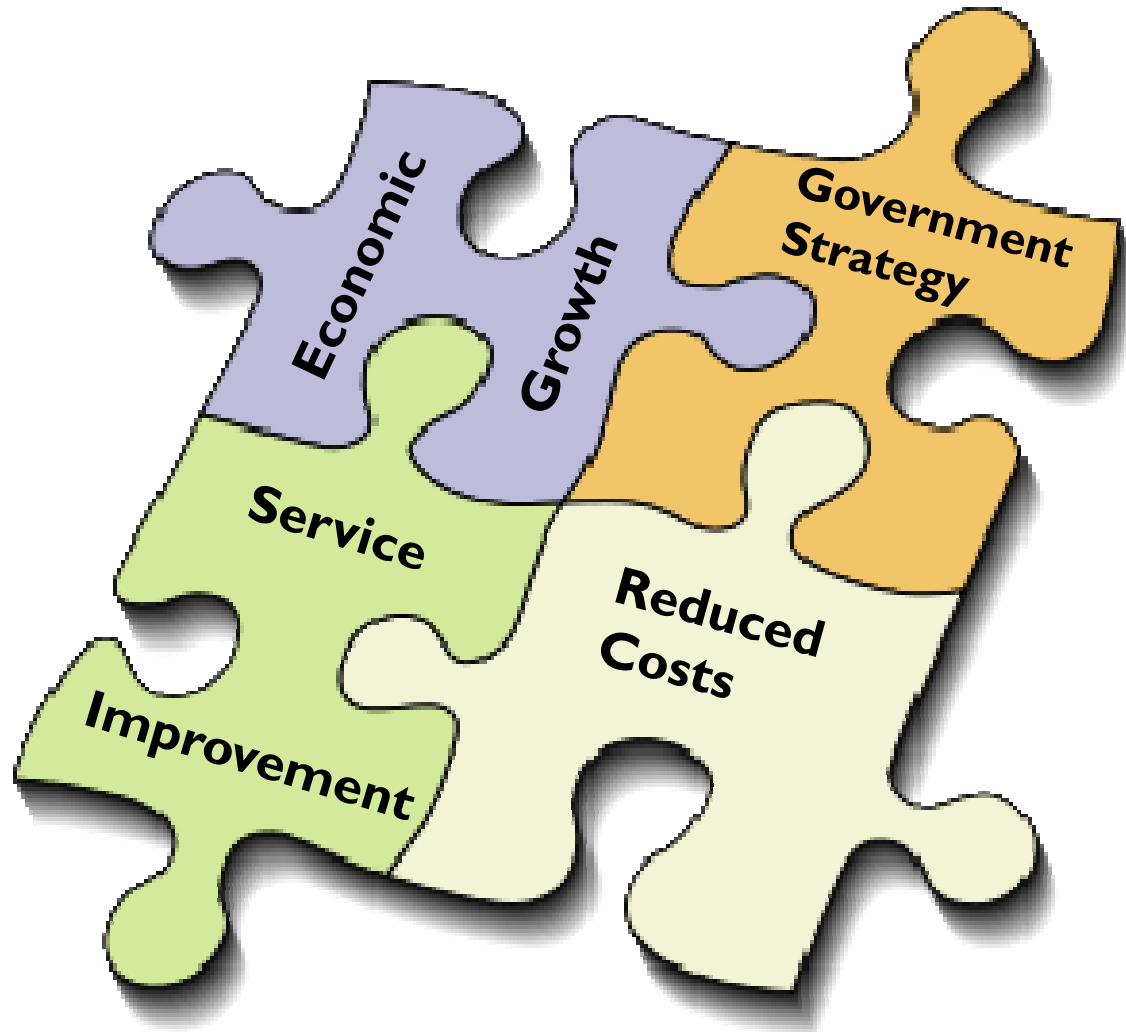
SO WHAT ARE WE DOING?



- Seeking to establish a shared service and provide ICT to organisations facilitating integrated working
- Bringing on board, Public Health, NHS Plymouth, Sentinel CiC
- Discussions with Plymouth Community Healthcare CiC, and others on-going
- Agreeing with a number of District Councils a future Shared Service strategy
- Working with local businesses to support local growth for the city through use of an integrated, city-wide data centre strategy



POTENTIAL GAINS



- **High GVA jobs**
- **Support for local businesses**
- **Consolidated assets**
- **Streamlined Mgt.**
- **Improved joined-up working**
- **Standardised processes**
- **Improved customer experience**

INSPIRATION...



What do you see?



KEY OBJECTIVES



- **Access and connectivity** – deliver a more co-ordinated partnership between the public and private sector to promote digital Plymouth to attract new business
- **Engagement** – to create a digitally embracing council supportive of developing digital skills at all levels within city's citizens and businesses
- **Growth** – to provide the platform and the operating model to protect existing jobs and deliver further growth
- **Investment** – exploit public and private sector investment to maximise benefit to city as a whole
- **Leadership** - to achieve a truly digital city by co-ordinating all city strategies from transport and health to education and public services and develop a joined up digital Plymouth



OBSTACLES TO INCREASED PARTNERSHIP WORKING



EMOTIONAL

- Political resistance
- Self-preservation
- Fear of change
- Surrender of control

CULTURAL

- Organisations not traditional allies

PRACTICAL

- Holding the group together
- Leadership
- Risk
- Speed of action
- Investment availability



THE PRIZE



There will undoubtedly have been any number of 'doubters' or those saying 'yes but...' and despite them great things have been achieved



CAN WE HAVE AMBITION?



Can we demonstrate leadership and ambition on a city-wide scale as others do?

The screenshot shows the Sunderland City Council website. The main article is titled "Sunderland and IBM deal" and discusses a partnership between the council and IBM to boost the economy and introduce innovative technologies. The article includes a quote from Councillor Paul Watson and mentions an investment of £5.7m. A sidebar on the left lists various services like "Your Services", "Advice and Benefits", and "Business".

The screenshot shows the Digital Birmingham website. It features a prominent "HELLO BUSINESS" banner and a headline "intelligent city" with the subtext "Digital Birmingham is the city's partnership working to ensure that the benefits of digital technologies are available to all in the city". The page is organized into sections for "Digital family", "Digital business", and "Digital city", each with a "More" link. A footer contains copyright information for 2012 Digital Birmingham.

The screenshot shows the MDDA Manchester Digital Development Agency website. The page is titled "Digital Strategy" and explains that the strategy aims to create a 'digital masterplan' for the Manchester city-region. It details the plan's goals, such as creating a new 'open access' network and putting in place super-fast broadband. A "Download the latest version of the Digital Strategy here" link is provided, along with a note that the version was approved by the Executive Committee of Manchester City Council on 12 March 2008. The footer includes contact information for MDDA and logos for Manchester City Council, North West Regional Development Agency, and Intelligent Energy.

**THANK YOU
ANY QUESTIONS**



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07919 226908

ACADEMIES AND TRUSTS UPDATE

Support Services OSP – 6 August 2012

People Directorate



Academy Schools

Two types of Academy Schools

Converter Academies: the Governing Body of the school are able to make the decision to convert to an Academy, under OFSTED they will have received a Good or Outstanding judgement.

Sponsored Academies: where a school is felt to be under performing (below floor standards) in the opinion of the Office of the Schools Commissioner (OSC), it is their role to turn around such under-performance and champion the growth of academies through academy sponsors.

From experience the OSC will visit the LA and the schools concerned and make suggestions about who the sponsors might be and the urgency of the conversion.

In all cases the Academy becomes Independent to the LA is funded through the Education Funding Agency (EFA). The Governing Body will be responsible for establishing an Academy Trust (a charitable company limited by guarantee) and they will then enter into the funding agreement with the Secretary of State for running the academy. They will assume new responsibilities for health and safety; all employee related issues including payroll and pensions, admissions and the buildings and site will be leased to the Trust for between 99 and 125 years.

In terms of the relationship the schools are still treated as part of the Plymouth family and they can still purchase services from the LA and the level of buyback has been maintained in many cases. The impact on services longer term is being evaluated currently.

Trust Schools

A Foundation School with a trust still operates as a Local Authority maintained school and continues to teach the national curriculum and be inspected by OFSTED. The Governing Body would assume new responsibilities for health and safety, the employment of staff and would be able to administer their own Admissions but still have to adhere to the Admissions Code. In addition the ownership of the land, buildings and assets would transfer from the Local Authority to the school. Funding is still through the Dedicated Schools Grant and through the local formula.

In terms of the relationship the schools are still part of the Plymouth family and experience to date is that they still look to the LA for support and for the services they require.

Co – operative Trusts

The Co – operative College has worked with the Co – operative Group and schools. Their work has enabled them to develop a distinct co – operative trust model, which enables schools to embed co –operative values into the long term ethos of the school.

Co – operative trust schools combine long term institutional partnerships with a membership structure that enables parents, learners, staff and community organisations to be directly involved in the trust. Stakeholders drawn from these groups are elected to a Forum which holds the Trust to account, helps shape its policies and elects a proportion of trustees.

The stake holding model puts the community at the heart of education provision, based on the belief that it is only through active engagement of communities that the aspirations and expectations of educational achievement can be transformed.

The co – operative trust model is being adapted and adopted by trusts throughout the country, from single school trusts to large community based clusters.

An updated list of the current status of academies and Trusts is attached as Appendix A.

Jayne Gorton

School Organisation, Access and Services to Schools Manager

25 July 2012

Academy and Trust Schools – July 2012

Name of School	Date	Current Status
Primary Academies		
Oreston Primary	January 2011	Converter Academy
Old Priory Junior	February 2012	Converter Academy
Elburton Primary	July 2012	Converter Academy
Hooe Primary School	1 December 2012 or 1 February 2013	Letter received from DfE agreeing to conversion
Secondary Academies		
All Saints Academy Plymouth	September 2010	Sponsored Academy – Church of England/ Marjons and PCC
Marine Academy Plymouth	September 2010	Sponsored Academy – University of Plymouth, Cornwall College and PCC
Devonport High School for Boys	March 2011	Converter Academy
Plymstock	April 2011	Converter Academy
Ridgeway	April 2011	Converter Academy
Heles	April 2011	Converter Academy
Name of School	Date	Current Status
Secondary Academies (cont'd)		

Coombe Dean	April 2011	Converter Academy
Stoke Damerel CC	April 2011	Converter Academy
Lipson CC	April 2011	Converter Academy
Devonport High School for Girls	April 2011	Converter Academy
Tor Bridge High	August 2011	Converter Academy
Primary Foundation		
Widewell Primary	September 2007	Foundation with a Trust
Mount Street	September 2010	Foundation – Co – operative Trust
Morice Town, College Road, Pilgrim and Drake Primary Schools	Govs decision 13 July to move to Trust status from 1.9.12	Foundation – Co – operative Trust
Eggbuckland Vale, Thornbury, Austin Farm, Widey Court, Leigham and Mount Wise Primary Schools	Awaiting Govs decision to go to consultation	PCC notified investigating Foundation – Co – operative Trust status.
Secondary Foundation		
Eggbuckland CC	September 2011	Foundation

TRACKING RESOLUTIONS

Support Services Overview and Scrutiny Panel

Date/Minute Number	Resolution	Explanation/Minute	Officer	Progress	Target Date
There are no outstanding tracking resolutions.					

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

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

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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			6								
Carbon Management update #					1						
Civic Centre update (Accommodation Strategy) #					1						
ICT improvements update #			6								
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			6								
Review other authorities' occupational health services and sickness (referred by Audit Committee on 16.12.11)		2									
Human Resources Workforce Update #											
Sickness Policy Review #			6								
Democracy and Governance											
Corporate Communications											
Social Networking update #											
Policy, Performance and Partnerships											
Community Engagement update #											
Other Issues											
Budget and Performance Report											
City and Council Priorities											

Proposed work programme	J	J	A	S	O	N	D	J	F	M	A
Value for Communities											
Task and Finish Groups											
Value for money ethos											
Shared Services											

Key:

New Item = #

Deleted Item = >>