

# Cabinet

**Tuesday 2 September 2014**

## **PRESENT:**

Councillor Evans, in the Chair.  
Councillor Peter Smith, Vice Chair.  
Councillors Coker, Lowry, Penberthy, Tuffin and Vincent.

Also in attendance: Tracey Lee (Chief Executive), Carole Burgoyne (Strategic Director for People), Simon Dale (Interim Assistant Director for Street Services), David Shepperd (Head of Legal Services), David Trussler (Interim Director for Corporate Services), Stuart Cooper (Project Manager), Stephen Evans (Project Manager), David Northey (Head of Corporate Strategy), Katy Shorten (Strategic Commissioning Manager), David Simpkins (Assistant Director for Co-operative Commissioning and Adult Social Care) and Nicola Kirby (Senior Democratic Support Officer (Cabinet)).

Apologies for absence: Councillor McDonald and Anthony Payne (Strategic Director for Place).

The meeting started at 2.00 pm and finished at 3.10 pm.

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

## 41. **DECLARATIONS OF INTEREST**

There were no declarations of interest made by councillors in accordance with the code of conduct in relation to items under consideration at this meeting.

## 42. **MINUTES**

Agreed the minutes of the meeting held on 12 August 2014.

## 43. **QUESTIONS FROM THE PUBLIC**

There were no questions submitted from members of the public for this meeting.

## 44. **CHAIR'S URGENT BUSINESS**

There were no items of urgent business.

## 45. **CAPITAL AND REVENUE MONITORING REPORT 2014/15**

The Corporate Management Team submitted a report outlining the finance monitoring position of the Council as at the end of June 2014, including the July 2014 spend and profile information.

The report –

- (a) proposed revenue budget variations as detailed in table 4 of the report;
- (b) indicated that the estimated revenue overspend was £4.607m as at July 2014 with key pressures remaining on services associated with looking after elderly and disabled people and children in care;
- (c) advised that further savings would be brought forward from the Council's transformation programme in the coming weeks to address the in year estimated overspend;
- (d) stated that the revised capital programme for 2013/14 to 2016/17 was £216.398m, an increase of £8.728m, following the inclusion of new schemes, re-profiling and variations approved under delegated authority and the inclusion of future years' government grants and other identified income streams;
- (e) set out a proposal for delegated authority to approve any changes to existing schemes on the same terms as existing delegations for new capital schemes and capital programme transfers (virements).

Councillor Lowry (Cabinet Member for Finance) introduced the proposals and indicated that the forecast overspend was the reason why transformation was essential. He also advised that the budget would continue to be monitored on a monthly basis and that meetings had already been held between himself, Councillor Tuffin, Tracey Lee (Chief Executive) and Carole Burgoyne (Strategic Director for People) to ensure that everything possible was being done to ensure that the needs of the adult social care and children's services were being met but that it was being undertaken in the most efficient way.

Councillor Peter Smith (Deputy Leader) referred to the 17 interim appointments that had been made to cover senior management vacancies, to provide capacity for the transformation programme and for other projects. He reported that the Council's ambitious change programme required expertise and extra capacity in addition to the staff needed to run the day to day services and that the majority of staff in transformation were now internal staff.

Councillor Tuffin (Cabinet Member for Health and Adult Social Care) reported that adult social care was a needs led service and that although the service had made extensive savings in the previous year, officers were reviewing the budget again.

Carole Burgoyne indicated that referrals in adults and children had both increased and that officers were continuing to reduce the costs of packages whilst ensuring a high level of quality of care.

Councillor Evans (Council Leader) referred to the comments made in the press on interim staff by Councillor Bowyer and indicated that Councillor Bowyer had been part of the decision making process in the Appointments Panel.

David Northey (Head of Corporate Strategy) also attended the meeting for this item.

Alternative options considered and the reasons for the decision –

As set out in the report.

Agreed that -

- (1) the current revenue monitoring position and the action plans in place to reduce or mitigate the position, are noted;
- (2) the non-delegated revenue budget virements are approved as set out in Table 4 of the report;
- (3) the new schemes added to the Capital Programme by the Leader under delegated authority, totaling £3.866m, are noted;
- (4) the increase in the medium term Capital Programme funding to £216.398m is noted;
- (5) the City Council is Recommended to give the following delegated authority for approval of any changes to existing capital schemes, within the overall affordability envelope, based on a sound rationale -

Up to £200,000	Responsible Finance Officer in consultation with the relevant Cabinet Members
Above £200,000	Leader in consultation with the relevant Cabinet Member(s) (following consultation with the City Council Investment Board)

46. **FULL BUSINESS CASE FOR THE INTRODUCTION OF CATEGORY MANAGEMENT - FLEET SERVICES PROJECT**

Anthony Payne (Strategic Director for Place) submitted a report on the business case, including an options appraisal, for the fleet services project and proposing the introduction of category management which would better utilise the Council's fleet services, reduce the number of vehicles and improve the procurement of them to deliver significant financial savings.

The report also indicated that the preferred option, option 2, –

- (a) would require investments in fleet systems including control and tracker systems;
- (b) would involve the development of the fleet management and maintenance teams;

- (c) would result in the further efficiency of the workshop by improvements to the productivity of the workshop and garage function;
- (d) would require an investment in IT amounting to £118k over a three year period and aimed to provide a total cumulative financial benefit of £2.05m by the end of the financial year 2016/17;
- (e) was the most cost effective and beneficial option.

Councillor Vincent (Cabinet Member for Environment) introduced the proposals and referred to the three proposed work streams associated with option 2, as follows –

- (f) Fleet Management IT (FMIT) - the procurement and installation of both a FMIT system and a vehicle tracking system;
- (g) Finance Management: the monitoring of the procurement and commissioning of vehicular assets amongst the Council;
- (h) Commercialisation: exploration and consideration of additional commercial opportunities that were available to fleet and garage services including examining the potential to work with partner organisations, as well as reviewing the current taxi MOT and licensing policy.

Simon Dale (Interim Assistant Director for Street Services) and Stuart Cooper (Project Manager) attended the meeting for this item and Simon Dale advised that category management was a new initiative for the Council and referred to the benefits from the four way camera system which had already been installed in refuse collection vehicles.

Councillor Evans (Council Leader) referred to the draft minute following the joint scrutiny review that had been held by the Working and Your Plymouth Panels on 28 August 2014 which supported the recommendations within the proposed business case in relation to this item.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed the business case for the introduction of category management for Fleet Services, together with option 2 of the option's appraisal and the associated three work streams.

47. **STRATEGIC BUSINESS CASE - COMMERCIALISATION INITIATIVES**

Anthony Payne (Strategic Director for Place) submitted a report on the strategic business case, including an options appraisal, for implementing a co-ordinated commercialisation project across the Council.

The report indicated that a specific breakdown of exactly how and from where the net additional income target would be achieved, would be developed from the detailed work which would follow across a diverse range of activities as part of the project.

Cabinet Members were advised that the proposed project would enable the Council to operate more commercially by -

- (a) developing a commercial strategy with principles, guidelines, controls and protocols including how benefits would be captured and used;
- (b) increasing the commercial capability of the Council;
- (c) increasing commercial awareness throughout the Council thereby increasing opportunities;
- (d) instilling commercial principles in management;
- (e) considering and deciding the optimum method of delivery, for example an alternative service delivery vehicle and/or delivery within a service area;
- (f) ensuring services were able to compete commercially by considering and understanding the market and costs;
- (g) identifying commercial opportunities through the use of consultants and staff;
- (h) implementing the commercial opportunities at a strategic, tactical or operational level.

The report indicated that the project aimed to increase financial benefit by £3.744m in 2016/17, and £6.666m in total over the three year period with an initial investment of £180k to £200k for additional specialist staff to be funded from the transformation budget, prior to these costs subsequently being funded from the commercialisation income generated.

Councillor Lowry (Cabinet Member for Finance) introduced the proposals and Simon Dale (Interim Assistant Director for Street Services) attended the meeting for this item.

Councillor Evans (Council Leader) referred to the draft minute following the joint scrutiny review that had been held by the Working and Your Plymouth Panels on 28 August 2014 which supported the recommendations within the proposed business case subject to Cabinet reconsidering the delegation of decisions to officers and asking Cabinet to consider the commercialisation strategy at Cabinet, in the interests of openness and transparency.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed -

- (1) the strategic business case for commercialisation with the option 3 coordinated commercialisation project as the preferred option to be taken forward for implementation, subject to the amendment agreed in (2) below);
- (2) that the Council's Commercial Strategy is developed and approved in accordance with the Leader's scheme of delegation;
- (3) the initial work streams and areas for commercialisation investigation as set out in the Commercialisation Work Stream Summary at section 9.3 of the strategic business case;
- (4) that the project will aim to develop further work streams throughout the period of transformation in order to bridge the budget deficit;
- (5) the key principles for capturing financial benefits from commercialisation and the scope of their coverage as set out in the Financial Commercialisation Paper at section 9.1 of the strategic business case, these being in summary that:
  - commercialisation covers both expenditure (for example contract renewals and demand management) and income (for example increased net surplus/profit from existing or new income streams) and may arise as a result of Council working alone or with partners;
  - areas of activity include advertising, sales of goods and services, sponsorship and rentals (from existing assets or capital acquisitions);
  - commercialisation excludes contributions, grants, donations, ring-fenced income and social care income from service users;
  - unplanned and unforeseen 'windfalls' or 'one offs' relating to increased income or cost reductions, irrespective of whether they come about from commercial activity or business as usual must be declared in the monitoring for the Corporate Management Team (CMT) to discuss;
  - CMT and the Transformation Programme Board will agree and own these corporate commercial principles;
  - commercialisation may include cost reductions or increased income in commercial activities or a combination of both in order to improve net position;

- net commercialisation gains, over and above existing approved budgets and agreed budget actions will be captured, including new activities and expansion of and charging for existing activities;
- commercialisation may occur as an ongoing benefit or a one off event;
- any existing and agreed budget action plans to reduce cost or increase net income contained in current budget delivery plans will not be captured;
- commercialisation will apply to revenue, capital and external accounts where applicable;
- any exceptions to the capturing of commercialisation benefits within Municipal Enterprise in the Growth, Assets and Municipal Enterprise programme must be agreed by CMT with a clear rationale.

48. **CREATING A BRILLIANT CO-OPERATIVE STREET SERVICE PROJECT STRATEGIC BUSINESS CASE**

Anthony Payne (Strategic Director for Place) submitted a report on the strategic business case, including an options appraisal, to progress the creation of a Brilliant, Co-operative Street Service Project.

The report indicated that -

- (a) the Street Services Department was currently divided into the following service areas -
  - Street Scene Services comprising waste collection, street cleansing, grounds' maintenance and parks and open spaces;
  - Fleet and Garage Services;
  - Parking and Marine Services;
  - Living Streets and Network Management;
  - Waste Disposal and Contracts;
- (b) the proposed project included the following three work streams -
  - a management restructure, creating a more effective, efficient and transparent model of working across the department which had already started and was due to be completed by 1 October 2014, with predicted savings of around £1.1 million over three years;

- a review of service provision, providing an understanding of existing capacity and cost in the context of statutory, strategic and stakeholder requirements;
  - following from the review, the development of service provision, optimising opportunities to work with partners to provide some services in different ways while focusing on core services to be retained within the Council to make them 'brilliant', which would achieve additional savings;
- (c) 'brilliant' service standards would be achieved through better performance management and intelligence that would enable street services to focus on community priorities, with a locality based service structure, promoting responsibility and accountability and encouraging joint working between voluntary organisations, the community and the Council;
- (d) the development of community capital, with communities from across the city empowered to take ownership of their environment;
- (e) the project required an investment in human, communications and IT resources amounting to around £50k, although additional resources may be required through the project;
- (f) specific actions relating to service provision would be placed before Members and the community prior to change occurring, ensuring that the project retained its democratic focus.

Councillor Evans (Council Leader) referred to the draft minute following the joint scrutiny review that had been held by the Working and Your Plymouth Panels on 28 August 2014 which supported the recommendations within the proposed business case subject to Cabinet reconsidering the delegation of decisions to officers and asking Cabinet to consider any alternative service delivery for street services at Cabinet, in the interests of openness and transparency.

Councillor Vincent (Cabinet Member for Environment) introduced the proposals.

Simon Dale (Interim Assistant Director for Street Services) and Stephen Evans (Project Manager) attended the meeting for this item and Simon Dale highlighted the benefits of bringing departments together with more effective working and interaction to achieve service improvements within reducing resources. Services would also be devolved where possible with closer working with the voluntary and community sectors.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed -



- (1) the strategic business case as submitted subject to the amendment agreed in (4) below;
- (2) that in accordance with the business case, officers undertake a review of existing services to develop an understanding of cost, effectiveness and legal, strategic or customer requirements that may shape any decision about how a service is delivered, and concurrently develop an understanding of what 'brilliant' looks like for stakeholders;
- (3) that in accordance with the business case, officers explore the potential for services to be delivered in a different manner;
- (4) that officers develop alternative service delivery business cases to be approved in accordance with the Leader's scheme of delegation.
- (5) that in accordance with the business case, officers develop services retained within the Council, using co-operative principles to attain 'brilliant' outcomes.

49. **CARERS' STRATEGY 2014-18 AND ACTION PLAN 2014 -2015**

Carole Burgoyne (Strategic Director for People) submitted a report seeking approval of the refreshed Carers' Strategy 2014 – 18 and the associated Action Plan for 2014 – 15 which had been carried out on behalf of the Carers' Strategic Partnership Board, through wide ranging consultation with partners, stakeholders, carers' groups and organisations.

Cabinet Members were advised that there were six outcomes from the strategy as follows which would be monitored through the action plan -

- Recognised and supported as an expert care partner;
- Enjoying a life outside caring;
- Not financially disadvantaged;
- Mentally and physically well; treated with dignity;
- Children will be thriving, protected from inappropriate caring roles;
- Identifying hidden carers.

Councillor Tuffin (Cabinet Member for Health and Adult Social Care) introduced the proposals and highlighted the outcomes from the national strategy. He also advised that monitoring of the action plan would be undertaken by the Carers' Strategic Board, and the Caring Plymouth scrutiny panel in March 2015. The role and work of the Young Carers' Service was highlighted which provided support to 113 young carers in the city. Carole Burgoyne also indicated that the strategy would be implemented with the assistance of health colleagues and General Practitioners.

David Simpkins (Assistant Director for Co-operative Commissioning and Adult Social Care) and Katy Shorten (Strategic Commissioning Manager) attended the meeting for this item and David Simpkins indicated that the rights and needs of carers would be underpinned in new legislation, under the Care Act where carers would be entitled to an assessment and to receive support services in their own right.

Katy Shorten also thanked all participants in the development of the strategy which had been produced in a co-operative way.

Councillor Evans (Council Leader) whilst acknowledging the statutory responsibilities, reminded Cabinet Members that no additional resources had been allocated by government to support them and thanked officers for their work.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed to adopt the Carers Strategy 2014 – 18 and associated Action Plan 2014 – 15.

## 50. **DEMENTIA STRATEGY AND ACTION PLAN 2014-15**

Carole Burgoyne (Strategic Director for People) submitted a report seeking approval of the Joint Clinical Commissioning Group and Plymouth City Council Dementia Strategy 2014 – 15 and the associated Plymouth Action Plan for 2014 – 15, which had been developed in consultation with a wide range of partners and stakeholders as well as people living with dementia and carers.

Cabinet Members were advised that the refreshed strategic document called 'Living Well With Dementia in Plymouth and Devon: Making Progress', set out progress across the whole of the Northern, Eastern and Western Devon Clinical Commissioning Group area, including Plymouth, and included the strategic aims for the next two years as follows, which would be monitored through the action plan -

- Raising awareness and understanding, including developing Dementia Friendly Communities;
- Improving early diagnosis;
- Living well with dementia;
- Ensuring support for carers;
- Continual improvement in quality of care in integrated services.

Councillor Tuffin (Cabinet Member Health and Adult Social Care) introduced the proposals and acknowledged the work done by his predecessor, Councillor McDonald. He advised that the action plan would be monitored by the Caring Plymouth scrutiny panel in March 2015.

David Simpkins (Assistant Director for Co-operative Commissioning and Adult Social Care) and Katy Shorten (Strategic Commissioning Manager) attended the meeting for this item.

Katy Shorten thanked all stakeholders for their input into the document and their joint commitment to take it forward.

Councillor Evans (Council Leader) indicated that the number of people with dementia would rise with earlier diagnosis and he acknowledged the role undertaken by Ian Sherriff in promoting Action for Dementia. On behalf of Cabinet, he thanked Ian Sherriff and the officers for their work. Councillor Tuffin also paid tribute to the work undertaken by the young people at Stoke Damerel School, in relation to dementia.

Alternative options considered and the reasons for the decision –

As set out in the report.

Agreed to adopt the Joint Dementia Strategy 2014 – 15 and associated Plymouth Action Plan 2014 – 15.