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#plymcabinet

Democratic Support

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CABINET

Tuesday 2 September 2014
2.00 pm
Council House (Next to the Civic Centre), Plymouth

Members:

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

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

This agenda acts as notice that Cabinet will be considering business in private if items are included in Part II of the agenda.

This meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing. By entering the Warspite Room and during the course of the meeting, Councillors are consenting to being filmed and to the use of those recordings for webcasting.

By entering the meeting room and using the public seating area, the public are consenting to being filmed and to the use of those recordings for webcasting.

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Tracey Lee
Chief Executive

CABINET

AGENDA

PART I (PUBLIC MEETING)

1. APOLOGIES

To receive apologies for absence submitted by Cabinet Members.

2. DECLARATIONS OF INTEREST (Pages 1 - 2)

Cabinet Members will be asked to make any declarations of interest in respect of items on this agenda. A flowchart providing guidance on interests is attached to assist councillors.

3. MINUTES (Pages 3 - 10)

To sign and confirm as a correct record the minutes of the meeting held on 12 August 2014.

4. QUESTIONS FROM THE PUBLIC

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

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

5. CHAIR'S URGENT BUSINESS

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

6. CAPITAL AND REVENUE MONITORING REPORT 2014/15 (Pages 11 - 24)

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

Approval would be sought to revenue budget variations and officers were proposing to bring forward further savings from the Council's transformation programme in the coming weeks, to address the in year estimated revenue overspend of £4.607m as at July 2014.

Cabinet will also be asked to note the revised capital programme for 2013/14 to 2016/17 of £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.

Approval would also be sought 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).

7. FULL BUSINESS CASE FOR THE 'INTRODUCTION OF CATEGORY MANAGEMENT - FLEET SERVICES PROJECT' (Pages 25 - 70)

Anthony Payne (Strategic Director for Place) will submit a report on the business case for the introduction of category management for fleet services which will 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 will also propose investments in fleet systems including control and tracker systems and the development of the fleet management and maintenance teams.

Background papers to this report can be accessed at the Council's website Council and Democracy/Councillors and Committees/Library/Cabinet background papers or using the following hyperlink –
<http://tinyurl.com/q3d6bmh>

The outcome of the consideration by members of the Working Plymouth Scrutiny Panel on 28 August 2014 will also be submitted.

8. STRATEGIC BUSINESS CASE - COMMERCIALISATION INITIATIVES (Pages 71 - 126)

Anthony Payne (Strategic Director for Place) will submit a report on the strategic business case for implementing a co-ordinated commercialisation project across the Council.

The report will seek delegated authority for the Strategic Director for Place to approve the Commercial Strategy, in consultation with the Cabinet Member for Finance.

Background papers to this report can be accessed at the Council's website Council and Democracy/Councillors and Committees/Library/Cabinet background papers or using the following hyperlink –
<http://tinyurl.com/q3d6bmh>

The outcome of the consideration by members of the Working Plymouth Scrutiny Panel on 28 August 2014 will also be submitted.

9. CREATING A BRILLIANT CO-OPERATIVE STREET SERVICE PROJECT STRATEGIC BUSINESS CASE (Pages 127 - 168)

Anthony Payne (Strategic Director for Place) will submit a report on the strategic business case for change within the Street Services department to progress the aim of creating a Brilliant Co-operative Street Service, which included a review of exiting provision, alongside the ongoing management restructure, in preparation for the implementation of alternative methods of service delivery.

Background papers to this report can be accessed at the Council's website Council and Democracy/Councillors and Committees/Library/Cabinet background papers or using the following hyperlink –

<http://tinyurl.com/q3d6bmh>

The outcome of the consideration by members of the Working Plymouth Scrutiny Panel on 28 August 2014 will also be submitted.

10. CARERS' STRATEGY 2014-18 AND ACTION PLAN 2014 -2015 (Pages 169 - 188)

Carole Burgoyne (Strategic Director for People) will submit 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.

11. DEMENTIA STRATEGY AND ACTION PLAN 2014-15 (Pages 189 - 204)

Carole Burgoyne (Strategic Director for People) will submit 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.

12. EXEMPT BUSINESS

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

(Members of the public to note that, if agreed, you will be asked to leave the meeting).

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

Nil

DECLARING INTERESTS – QUESTIONS TO ASK YOURSELF

What matters are being discussed?

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Does the business relate to or is it likely to affect a disclosable pecuniary interest (DPI)? This will include the interests of a spouse or civil partner (and co-habitees):

- any employment, office, trade, profession or vocation that they carry on for profit or gain
- any sponsorship that they receive including contributions to their expenses as a councillor or the councillor’s election expenses from a Trade Union
- any land licence or tenancy they have in Plymouth
- any current contracts leases or tenancies between the Council and them
- any current contracts leases or tenancies between the Council and any organisation with land in Plymouth in they are a partner, a paid Director, or have a relevant interest in its shares and securities
- any organisation which has land or a place of business in Plymouth and in which they have a relevant interest in its shares or its securities

No

Yes

Declare interest and leave (or obtain a dispensation)

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Does the business affect the well-being or financial position of (or relate to the approval, consent, licence or permission) for:

- a member of your family or
- any person with whom you have a close association; or
- any organisation of which you are a member or are involved in its management (whether or not appointed to that body by the council). This would include membership of a secret society and other similar organisations.

Yes No You can speak and vote

Will it confer an advantage or disadvantage on your family, close associate or an organisation where you have a private interest more than it affects other people living or working in the ward?

Yes No Declare the interest and speak and vote

Speak to Monitoring Officer in advance of the meeting to avoid risk of allegations of corruption or bias

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Cabinet members must declare and give brief details about any conflict of interest* relating to the matter to be decided and leave the room when the matter is being considered. Cabinet members may apply to the Monitoring Officer for a dispensation in respect of any conflict of interest.

*A conflict of interest is a situation in which a councillor’s responsibility to act and take decisions impartially, fairly and on merit without bias may conflict with his/her personal interest in the situation or where s/he may profit personally from the decisions that s/he is about to take.

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Cabinet

Tuesday 12 August 2014

PRESENT:

Councillor Evans, in the Chair.

Councillor Peter Smith, Vice Chair.

Councillors Coker, Lowry, McDonald, Penberthy, Tuffin and Vincent.

Also in attendance: Tracey Lee (Chief Executive), Kelechi Nnoaham (Director of Public Health), Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), Robin Carton (Public Protection Service Manager), Tom Cox (Project Manager, Transformation), Simon Dale (Interim Assistant Director for Street Services), Judith Harwood (Assistant Director for Education, Learning and Families), Candice Sainsbury (Senior Policy, Performance and Partnerships Adviser), John Simpson Waste Services Manager), Jo Siney (Integrated Services Disability Manager) and Nicola Kirby (Democratic Support Officer).

Apologies for absence: Carole Burgoyne (Strategic Director for People), Malcolm Coe (Assistant Director for Finance), Anthony Payne (Strategic Director for Place) and David Trussler (Strategic Director for Transformation and Change).

The meeting started at 2.00 pm and finished at 3.05 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.

33. **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.

34. **MINUTES**

Agreed the minutes of the meeting held on 15 July 2014.

35. **QUESTIONS FROM THE PUBLIC**

One question was submitted by a member of the public for this meeting, in accordance with Part B, paragraph 11 of the Constitution. Mr Sharpe attended the meeting and asked the following question and Councillor Vincent responded as set out below –

Question No	Question By	Cabinet Member	Subject
I (14/15)	Mr Sharpe	Councillor Vincent, Cabinet Member for Environment	Former Downham School Site
<p>A freedom of information request in February 2014, asking to view comments sent by the public to the City Council regarding what they thought should go on the 'to be disposed' Downham School site, Plymstock, was answered, a repeat request over three months later was not. Why?</p>			
<p>Response:</p> <p>The answer to your original request was that 20 comments were received but all related to the proposed sale of the adjoining former school site (for which the Council did not undertake any consultation) and not to the subject of the consultation which was the proposed sale of 0.08 acres of Public Open Space to enable better access to be provided to the retained Open Space to the west. Copies of the redacted comments were sent to you. I can confirm that we have not received any further comments about this site. We are not aware that any question you have asked the Council has not been responded to.</p> <p>An offer has been accepted on the site – see the decision made by the Cabinet Member for Finance in April 2014.</p> <p>The public will have a further opportunity to comment on the use of the former school site if and when a planning application is submitted for the site.</p>			

CHAIR'S URGENT BUSINESS

36. Filming and Reporting Council Meetings and Access to Officer Decisions

Councillor Evans (Council Leader) reported that on 8 August 2014, Eric Pickles (Secretary of State for Communities and Local Government) had written to all council leaders about new regulations under the Local Audit and Accountability Act, which came into force last week and gave the press and public the right to film, to report all council meetings and the right to access information about the more important decisions taken by council officers.

He advised that this council already webcast most of the main meetings and published major decisions taken by officers. Members of the public were not stopped from using social media at meetings and in fact, were encouraged to do so.

The regulations were not necessary (and were not written very clearly) as most councils had already introduced such initiatives without any intervention from central government.

(In accordance with Section 100(B)(4)(b) of the Local Government Act, 1972, the Chair brought forward the above item for urgent consideration because of the need to report the new regulations).

37. **WASTE COLLECTION RE-ORGANISATION BUSINESS CASE**

Anthony Payne (Strategic Director for Place) submitted a report on the waste collection reorganisation business case which included three workstreams -

- the implementation of new collection routes, including changes to collection days for some properties in the City;
- a review of assisted collections users;
- the creation of formal waste collection policies, including a prohibition on the presentation of side waste, delivery charges for replacement bins, the requirement that bins are closed for collection, guidance on contamination and single collection points. a charge for the delivery of replacement containers.

The implementation of more efficient collection routes would save the Council around £368k per annum on crew costs, and a further £220k on vehicle costs.

The project aimed to provide a gross financial benefit over the next three years of £917k at an investment of £117k, resulting in a net benefit to the Council of £800k. This was considered to be a conservative figure, based on a provisional project implementation date of 19 January 2015.

Councillor Vincent (Cabinet Member for Environment) introduced the proposals which would -

- (a) provide a clear policy approach;
- (b) provide better education and presentation of waste;
- (c) result in cleaner streets;
- (d) reduce the council's carbon footprint;
- (e) reduce vehicle costs;
- (f) reduce costs for bin replacement; and
- (g) introduce a charge for the delivery of containers, not for the containers themselves, although service users would be able to collect containers without incurring a charge and reducing waiting times.

Tom Cox (Project Manager, Transformation), Simon Dale (Interim Assistant Director for Street Services), and John Simpson (Waste Services Manager) attended the meeting for this item.

Alternative options considered and reasons for the decision –

As set out in the report.

A joint co-operative review had been undertaken by members of the Working Plymouth and Your Plymouth Scrutiny Panels on 8 August 2014 on the Waste Collection Re-organisation and the draft recommendations were submitted for consideration.

The joint meeting commended the report and the business case to Cabinet for approval subject to the following recommendations. Cabinet responded as follows -

Recommendation 1	That Cabinet carefully consider the impact of the delivery charge for replacement wheeled bins and ensure that it is made as easy as possible for residents to access free alternatives to delivery.
Response: If people were unable to collect the replacement bin themselves, they were encouraged to seek assistance from family, friends or neighbours.	
Recommendation 2	That Cabinet consider the possibility of a reduced cost of delivery for recycling bin replacements.
Response: The cost of delivery for both the bins was the same and there was no reason to differentiate between them.	
Recommendation 3	To ensure that waste operatives can return bins to the correct household and mitigate the risk of bin theft, a facility for residents to clearly make an identifying mark on bins should be considered.
This would be considered, although an identifying mark would be placed on all new bins and the public were encouraged to put house numbers / addresses on existing bins.	
Recommendation 4	That the Cabinet Member for Environment considers the impact of proposed changes within the business case on the licensing of homes in multiple occupancy and ensure that landlords and tenants are fully informed of their responsibilities.
Response: Agreed.	
Recommendation 5	That the Co-operative Scrutiny Board (or delegated panel) receives the project's communications plan when available and ensures that all elected members are able to communicate changes to constituents.
Response: The communication to residents was not the responsibility of ward councillors but was the council's collective responsibility. Officers were asked to ensure that all members were informed of the changes so that they could respond to any questions from their constituents.	

Recommendation 6	That officers, when developing the communications plan in relation to waste collection reorganisation, liaise with housing associations and developers to include waste collection information within home induction packs where possible.
Response: Agreed.	

Cabinet thanked the panels for undertaking this work so quickly and submitting their constructive suggestions. He also thanked the officers, particularly John Simpson and Tom Cox for their work.

Simon Dale indicated that work on the preparation for the proposed changes had already commenced in relation to cleaning up the street scene. Replacement bins and bags would be available from 1 October 2014 from Prince Rock depot and subsequently rolled out to the Chelson Meadow and Weston Mill Household Waste and Recycling Centres. He would also discuss with the Assistant Director for Customer Services the possibility of providing collection points at libraries.

Agreed -

- (1) the business case for the Waste Collection Reorganisation Project attached to this report;
- (2) that officers implement new collection routes, including changes to collection days for the some properties in the City, in accordance with the business case;
- (3) that in accordance with the business case, officers undertake a review of assisted collection users, including using information from partner agencies where appropriate, and implement any changes resulting from the review;
- (4) in accordance with the business case, to delegate responsibility for approval of the waste collection policies, including a charge for the delivery of replacement containers, to the Cabinet Member for the Environment in consultation with the Strategic Director for Place.

38. **AIR QUALITY MANAGEMENT AREA DECLARATION**

Kelechi Nnoaham (Director of Public Health) submitted a report on a proposal to declare a single Air Quality Management Area (AQMA) in accordance with the Environment Act 1995, covering five identified sites not meeting current air quality standards for nitrogen dioxide, and the interlinking roads.

The five sites would be two existing AQMA's in Exeter Street and Mutley Plain, and three additional areas at Royal Parade, the junction of Molesworth Road and Devonport Road in Stoke and the Tavistock Road and Crownhill Road junction.

The declaration of AQMA's meant that the Council had to consider what steps it would implement to improve air quality in these areas. A single AQMA would benefit the Council by enabling it to manage the areas with one encompassing Action Plan and to report to Defra on one AQMA instead of five. A citywide approach would also prevent individual traffic improvements schemes impacting upon other areas.

Councillor Vincent (Cabinet Member for Environment) introduced the proposals and Kelechi Nnoaham indicated that the city was above the England average in protecting the health of the city's citizens from exposure to air pollution from particulate matter and the proposal would enable the council to continue the good work. Councillor Coker (Cabinet Member for Transport) reported that he was fully supportive of the proposal.

Robin Carton (Public Protection Service Manager) attended the meeting for this item.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed that a single Air Quality Management Area is declared covering the following sites not meeting current air quality standards for NO₂, and the interlinking roads –

Exeter Street;
Mutley Plain;
Royal Parade;
the junction of Molesworth Road and Devonport Road, Stoke;
the junction of Tavistock Road and Crownhill Road.

39. **SPECIAL EDUCATIONAL NEEDS AND DISABILITY REFORM**

Carole Burgoyne (Strategic Director for People) submitted a report on the Children and Families Act 2014 which set out a reform programme for the delivery of support and assessment to children and young people with special educational need and disability and their families.

The report identified the new duties in relation to Special Educational Needs and Disability (SEND) and the progress of the local implementation plan for Special Educational Needs in readiness for the new duties commencing on 1 September 2014. The report also proposed spending priorities and the use of the SEND grant to support the changes and transitional period.

Councillor McDonald (Cabinet Member for Children, Young People and Public Health) introduced the proposals and referred to the three areas which would require additional resources to meet the timescales for the new duties which would be met from the SEND –

- (a) an initial IT resource to achieve a central and shared record of information at a cost of £35,000 and an ongoing annual cost of £12,000;

- (b) investment into the children and families element of the Plymouth Online Directory to meet the requirement for accessible and high quality information for families, at a cost of £12,000;
- (c) additional human resources to review the existing 1570 children and young people who currently had a Statement of Special Educational Needs and to move them appropriately to the new Education, Health and Care Plan Framework, at a cost of £390,000 over three years.

Judith Harwood (Assistant Director for Education, Learning and Families), and Jo Siney attended the meeting for this item. Cabinet Members were advised that parents had welcomed the move from a single agency response to a multi-agency response.

Cabinet thanked Jo Siney and her team for their work on and approach to the reforms.

In response to a question about looked after children and the role of corporate parents, Councillor McDonald referred to the stay put programme which encouraged looked after children to stay in their existing residence before moving to total independence.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed -

- (1) that the new duties in relation to Special Educational Needs and Disability are noted;
- (2) the local implementation arrangements;
- (3) the spending priorities proposed and the use of the SEND grant to support the changes and transitional period; and
- (4) that the on-going transformation of the service, required to align services and integrate commissioning, is endorsed.

40. **DRAFT RESPONSE TO PLYMOUTH FAIRNESS COMMISSION**

Tracey Lee (Chief Executive) submitted a report welcoming the final report of the Plymouth Fairness Commission 'Creating the Conditions for Fairness' which was published in March 2014 and presented the Council's draft response to the Commission's recommendations outlined in the report.

Councillor Penberthy (Cabinet Member for Co-operatives, Housing and Community Safety) introduced the proposals and indicated that -

- (a) the commission had undertaken an extensive public consultation;
- (b) he welcomed the principles of fairness and would work with partners to achieve the aims;

- (c) that there were financial implications with the delivery of the commission's recommendations. A commitment of £0.5m per year had been made for the introduction of a living wage and additional costs would be identified during the year and included in the 2015/16 budget;
- (d) the commissioners had volunteered to meet annually for the next five years to monitor and progress the recommendations;
- (e) some of the commission's recommendations had been referred direct to partners who were currently preparing their responses.

Candice Sainsbury (Senior Policy, Performance and Partnerships Adviser), attended the meeting for this item and reported that this was the start of the conversation with partners and new ways to address issues. It was intended that the council and partners would provide feedback to the commission in October 2014.

Cabinet thanked all officers who had engaged with the Fairness Commission and the draft response, the commissioners for their final report and future monitoring, the secretariat of the commission for their assistance and also Candice Sainsbury for her work and enthusiasm.

Cabinet Members asked officers to ensure that a list was maintained showing who / which partner was responsible for the delivery of each recommendation.

Alternative options considered and reasons for the decision –

As set out in the report.

Agreed that the draft response to the recommendations of the Plymouth Fairness Commission is referred to the City Council for approval.

PLYMOUTH CITY COUNCIL

Subject:	Capital and Revenue Monitoring Report 2014/15
Committee:	Cabinet
Date:	2 September 2014
Cabinet Member:	Councillor Lowry
CMT Member:	CMT
Author:	David Northey, Head of Corporate Strategy
Contact details	Tel: 01752 30 5428 email: david.northey@plymouth.gov.uk
Ref:	
Key Decision:	No
Part:	I

Purpose of the report:

This report outlines the finance monitoring position of the Council as at the end of June 2014, updated to incorporate July '14 spend and profile information.

The primary purpose of this report is to detail how the Council is delivering against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements, and approve new schemes to the capital programme.

The estimated revenue overspend is £4.607m as at July 14. The overall net spend equates to £209.387m against a budget of £204.680m, which is a variance of 2.25%. This needs to be read within the context of setting £16m of management and net transformation savings in 2014/15 on the back of balancing the 2013/14 revenue budget where £17.8m of net revenue reductions were successfully delivered.

Key pressure points remain in Adult Social Care where, although client numbers are broadly in line with the set budget, the average cost per care package per client is significantly higher (which reflects the more complex needs of clients that we are supporting). In addition, the number of children within the council's care is approx 40 more than the set budget which equates to an projected overspend of circa £1.45m. A thorough review of all high cost placements is underway and a number of additional actions have been put in place to contain spend on social care in the current year.

The projected council overspend has improved by £1.072m from the position as reported at the end of May '14.

Additional management solutions and escalated action to deliver further savings from the council's transformation programme will be brought to the table over the coming weeks in order to address the in year forecasted overspend.

Table 1: End of year revenue forecast

	Budget £m	Forecast Outturn £m	Variance £m
Total General Fund Budget	204.680	209.287	4.607

The latest capital programme covering 2013/14 to 2016/17 stood at £207.670m which was approved at Full Council on 24 February 2014 (including Tamar Bridge & Torpoint Ferry at £7.445m). Following the approval of new schemes identified in this report, re-profiling and variations, and the inclusion of future years government grants and other identified income streams, (such as increased developer contributions), the revised capital programme for 2013/14 to 2016/17 is £216.398m (an increase of £8.728m)

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

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

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

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan. The Council's Medium Term Financial Forecast is updated regularly based on on-going monitoring information, both on a local and national context.

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

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives to be a Pioneering, Growing, Caring and Confident City.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? No

Recommendations and Reasons for recommended action:

That Cabinet:-

1. Note the current revenue monitoring position and action plans in place to reduce/mitigate;
2. Approve the non-delegated revenue budget virements as set out in Table 4;
3. Note the new schemes added to the Capital Programme, totaling £3.866m, by the Leader under delegated authority;
4. Note the increase in the medium term Capital Programme funding to £216.398m;
5. Recommends that the City Council gives 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)

(Please note that the wording in the above table is the same as that for the existing delegations for new capital schemes and capital programme transfers (virements).)

Alternative options considered and rejected:

None – our Financial Regulations require us to produce regular monitoring of our finance resources.

Published work / information:

2014/15 Budget Reports [Co-operative Council Finance Plan 2014~2017](#)

2014/15 Budget Reports [Delivering the Co-operative Vision within three year sustainable balanced budget](#)

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

Sign off:

Fin	Cr1415.37	Leg	lt2084 0/25/0 7/14	Mon Off	21055/ DVS	HR		Assets		IT		Strat Proc	
Originating SMT Member: Malcolm Coe, AD for Finance													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

Table 2: Revenue Monitoring Position

Directorate	2014/15 Council Approved Budget	2014/15 Budget Virements	2014/15 Budget	Forecast Outturn	Forecast Year End Overspend / (Underspend)	Movement in Month
	£m	£m	£m	£m	£m	£m
Executive Office	3.697	0.013	3.710	3.910	0.200	0.000
Corporate Items	11.008	5.088	16.097	15.843	(0.254)	(0.094)
Transformation and Change	31.335	(1.302)	30.033	30.313	0.280	0.160
People Directorate	122.746	(1.021)	121.725	125.444	3.719	(1.650)
Public Health	0.184	0.010	0.194	0.194	0.000	0.000
Place Directorate	35.710	(2.788)	32.921	33.583	0.662	0.332
TOTAL	204.680	0.000	204.680	209.287	4.607	(1.072)

Table 3: Key Issues and Corrective Actions

Issue	Variation £M	Direction of Travel	Management Corrective Action
<p>PLACE - Economic Development - Rents</p> <p>The economic climate has resulted in lower rent achievable at rent review and lease renewal. There is often a need to offer rent free incentives to attract tenants. Rent void periods are increasing as some units being more difficult to market. City Centre ground lease income is reducing due to increase in vacant city centre retail units. In addition, the Council is exposed to geared head leases, which are outside the Councils control.</p>	0.100	Same	<p>A further and ongoing review of expenditure and options to increase income will continue in order to meet budget by year end</p> <p>A survey of the estate is in progress to identify the priorities for maintaining the stock and meeting contractual obligations to protect the level of rental income.</p>
<p>PLACE - Street Services - Waste Disposal and Car Parking</p> <p>The Energy from Waste (EfW) plant delay and the Materials Recycling Facility (MRF) procurement together have resulted in a net costs of £720k. We will continue to investigate options around the PFI waste credits to mitigate/reduce the associated £400k+ issue.</p> <p>Car Parking Action Plans are now being deferred in 2014/15 resulting in a pressure of £395k.</p> <p>A range of mitigating actions will be been taken, these include expenditure review to reallocate budget, street lighting procurement savings, MRF share of profit in sales above budgeted market rates (50% share as per the contract), bringing forward future action plans where possible.</p>	0.090	Declining	<p>A further and ongoing review of expenditure and options to increase income will continue in order to meet budget by year end</p> <p>MRF Recyclates Market and EfW tonnages continue to be monitored monthly to track any movement</p>

<p>PLACE - Strategic Planning and Infrastructure</p> <p>Estimated part year effect of the restructure</p>	(0.015)	Improving	<p>A further and ongoing review of expenditure and options to increase income will continue in order to meet budget by year end</p> <p>We are expecting increased planning income than currently profiled compared to budgeted level of activity but it is too early to calculate at this stage</p> <p>Continue to review expenditure if this position can be improved further.</p>
<p>PLACE - Business Support</p> <p>Advertising costs of £15k for the vacant Assistant Director for Street Services have been offset against overachieving management actions in Business support.</p>	(0.023)	Improving	<p>Continue to review expenditure if this position can be improved further</p>
<p>PLACE - Management & Support</p> <p>GAME <u>Commercialisation</u></p> <p>Whilst the Trade Waste Service will generate a surplus based on normal operational assumptions the stretch target within GAME commercialisation is proving to be unrealistic given the current market conditions</p> <p>Commercialisation activities are now starting to be generated ahead of the key strategic work and the bringing together of the workstreams for further development but it is unlikely to achieve the overall target in the current year.</p> <p><u>Creating a Brilliant Co-operative Street Service (CBCSS)</u></p> <p>The delay in the start of the EfW has impacted on the timing of the savings arising from restructuring and rezoning.</p>	0.510	Declining	<p>Work is ongoing across all GAME work streams to mitigate the reduced income associated with the commercialisation work stream.</p> <p>Further review of Trade Waste continues with an increase in direct sales being planned from August onwards to increase sales potential and gather crucial intelligence for future marketing and business growth</p> <p>The Strategic Business Case for Commercialisation contains several key workstreams which will be implemented on a prioritised basis to generate further income streams. The overall position on commercialisation is expected to be in the region of £350k with every endeavour to maximise as much income as possible.</p> <p>Analysis of the work completed by EDGE is being actioned to determine which additional savings within CBCSS can be implemented in the current financial year</p>

<p>TRANSFORMATION & CHANGE – Legal Services Pressures due to coroner’s office, legal services for children’s placement and Electoral registration succession £50K.</p>	0.080	Declining	Partially off-set by additional income from Devon & Somerset Fire & Rescue SLA (£50K). Management will undertake further reviews.
<p>TRANSFORMATION & CHANGE – Departmental Management Potential pressure due to shortfall on planned efficiency savings.</p>	0.200	Declining	Managers to continue to review budgets to identify potential savings to address issues.
<p>PEOPLE – Children’s Social Care The current pressure can be attributed to an increase in young people’s placements, including an increase in large sibling groups being accommodated. Residential placements have also increased with a significant number of these placements being high cost due to the complex nature of these children’s needs.</p>	1.450	Improving	<p>Work has continued to manage down the pressure created. In order to mitigate the current pressure the annual round of “Star Chambers” together with a number of key activities to address the issues have been put into place.</p> <p>Further work will be undertaken to review high cost placements, commissioned contracts and maximise partnerships contributions to the cost of care packages.</p>
<p>PEOPLE – Homes and Communities</p>	(0.300)	Improving	Assistant Director and Management team continues to review budgets and maximise resources, grant funding, vacancies and project work allocations
<p>PEOPLE – Co-operative Commissioning & Adult Social Care This is a volatile demand led service that has a statutory duty to respond to the needs of vulnerable people as they arise. Whilst numbers of people in the service in receipt of care packages is fairly static because of an enhanced preventative offer and a tightening of the application of eligibility criterion, in keeping with national trends affecting all Local Authorities, Adult Social Care is seeing an increasing frail elderly population with more complex support needs which is impacting on the average cost of care packages.</p>	2.569	Improving	<p>The Assistant Director and Senior Management Team have implemented a rigorous budget containment plan, reviewed on a fortnightly basis, that is focused on reviews and right sizing of high cost care packages; an analysis and right sizing of direct payments and recovery of unspent pre-paid card balances; ensuring all new work coming into the service is reviewed strictly and consistently against eligibility criteria to ensure our finite resources are prioritised on those people with the highest needs; reviewing of all non-essential expenditure and maximising income.</p> <p>Work is underway to review the way we allocate resources in line with the Care Act requirements. A</p>

			<p>further target to review commissioning spend across the Department has been added.</p> <p>A review of all vacancies across People Directorate prior to implementation of IHWB Transformation. Further maximisation of grand funding has also been taken into account.</p>
<p>CORPORATE ITEMS – Treasury Management Reduced borrowing costs</p>	(0.146)	Improving	<p>Re-profiling the borrowing portfolio and seeking greater returns on investments has delivered a surplus against the required £1m revenue savings on Treasury Management in 2014/15. Management will continue to review the borrowing portfolio for further savings opportunities</p>
<p>CORPORATE ITEMS - Transformation Forecast to underspend slightly against the £5.3m transformation spend budget in 2014/15.</p>	(0.108)	Improving	<p>Management will continue to review all costs for further savings opportunities</p>
<p>EXECUTIVE OFFICE - Potential pressure due to shortfall on planned efficiency savings.</p>	0.200	Same	<p>Managers to continue to review budgets to identify potential savings to address issues.</p>
TOTAL	4.607		

Table 4 Virements description (1)

Description	Detail
Grant/Revenue Budget Carry Forwards	To transfer approved revenue grant carry-forwards from 2013/14 to the relevant service areas in the new year.
Transformation Benefits Distribution	Movement of planned transformation savings from corporate items to departments where benefits will be realised
Employee budgets to Transformation	Movement of salary budgets for employees on secondment to transformation
Procurement targets	Transfer of budgets to offset allocated Procurement savings target in current year and future years
Departmental Movement	Creation of Public Health directorate from net budget within People directorate. Including Civil Protection Unit and Public Protection Service. In addition the Revenues and Benefits service has moved from Finance to Customer Services (nil movement within the Transformation & Change Directorate)

Table 4 Virements detail (2)

Directorate	Grants / Carry FWD £m	Transformation Benefits Distribution £m	Employee Budgets to Transformation £m	Move procuremnt savings £m	Department Movement £m	Total virements £m
Corporate Items	(0.747)	5.148	0.120	0.390	0.000	4.910
Transformation and Change	0.362	(0.959)	(0.120)	(0.390)	0.000	(1.106)
People Directorate	0.374	(1.500)	0.000	0.000	0.168	(0.958)
Public Health	0.011	0.000	0.000	0.000	(0.168)	(0.157)
Place Directorate	0.000	(2.689)	0.000	0.000	0.000	(2.689)
TOTAL	0.000	0.000	0.000	0.000	0.000	0.000

Capital Programme 2013/14 – 2016/17

Our capital programme is critical to the growth of this city and how we operate as a Brilliant Co-operative Council. We have transformed the way we make decisions on capital investments by increasing Member involvement whilst also enabling us to react quickly to new opportunities.

At the Full Council meeting in February 2014, the Capital Programme for 2013/14 to 2016/17 was approved to the value of £207.670m. This includes £7.445m for Tamar Bridge and Torpoint Ferry, so a net council programme of £200.225m.

The capital programme contains an element of change between periods to reflect when activity and expenditure will be incurred, movement in funding occurs to match this. A recent example of this is the History Centre funding announcement which places £9m of funding and spend into the 2017/18 financial year (i.e. outside of the period of our current monitoring arrangements). 2017/18 will be added to our rolling four year capital programme in September 2014 in order to retain a forward looking approach to longer term investment.

New projects added to the Capital Programme, under delegated authority, since February 2014, are detailed in Table 5.

Table 5 New Capital Schemes

New Schemes - Already Approved as Delegated Officer Decision	£m
Gypsy and Traveller Site - The Ride	0.026
Foster Carer Grant	0.038
Hoegate House "gap funding"	0.150
Eggbuckland Play area S106	0.040
Midland House Lifts	0.142
Flood Defence Storm Damage Repair Programme	0.040
Grow Wild	0.150
Total	0.586
New Schemes - Requiring Cabinet Approval	£m
Green Deal	3.000
North Corner Pontoon	0.280
Total	3.280
Overall increase to Capital Programme	3.866

Table 6 shows the income projections analysis for the budget set in February 2014, the revised projections as at the end of July 2014, and the movement between the two. The positive movement of capital funding to £216.398m reflects our success in freeing up resources required for much needed investment in the city.

Table 6 Income Assumptions

BUDGET**CURRENT****MOVEMENT**

	Responsible AD	2013/14	2014/15	2015/16	2016/17	Total
		£'000s	£'000s	£'000s	£'000s	£'000s

UNRINGFENCED:

Capital Receipts	David Draffan	2,806	13,373	10,586	2,026	28,791
Un-ring-fenced Grants	Paul Barnard	15,152	18,426	9,241	7,756	50,574
Sub-total unringfenced resources		17,957	31,799	19,827	9,782	79,366

RINGFENCED:

Loans repaid (investment fund)	Paul Barnard	0	109	679	617	1,405
Ring-fenced Grants	Paul Barnard	23,134	19,404	9,000	15,000	66,538
Unsupported / Internal Borrowing (cash flow)	Malcolm Coe	6,219	15,612	8,374	5,000	35,205
Section 106/Community infrastructure Levy	Paul Barnard	774	2,307	2,000	2,000	7,081
External Contributions	Paul Barnard	1,584	850	500	500	3,434
Internal Funds / Revenue	Malcolm Coe	3,447	2,500	750	500	7,197
Sub-total ringfenced resources		35,158	40,781	21,303	23,617	120,859
Total PCC Programme		53,115	72,580	41,130	33,399	200,225
Tamar Bridge - Cornwall County Council Unsupported borrowing		3,615	2,430	1,400	0	7,445
Total Programme		56,730	75,010	42,530	33,399	207,670

2013/14	2014/15	2015/16	2016/17	Total
£'000s	£'000s	£'000s	£'000s	£'000s

3,114	10,078	9,447	2,237	24,875
11,669	16,180	14,360	7,756	49,965
14,783	26,258	23,807	9,992	74,840

0	1,042	109	636	1,786
22,469	20,193	19,678	4,510	66,851
4,545	9,921	9,721	5,000	29,187
539	10,535	7,142	4,704	22,920
992	956	500	500	2,948
3,889	2,925	3,078	528	10,420
32,434	45,573	40,228	15,878	134,113
47,217	71,832	64,035	25,870	208,953
3,615	2,430	1,400	0	7,445
50,832	74,262	65,435	25,870	216,398

2013/14	2014/15	2015/16	2016/17	Total
£'000s	£'000s	£'000s	£'000s	£'000s

308	-3,295	-1,139	210	-3,916
-3,483	-2,245	5,119	0	-609
-3,175	-5,541	3,980	210	-4,525

0	933	-571	19	381
-665	790	10,678	-10,490	313
-1,674	-5,691	1,347	0	-6,017
-235	8,228	5,142	2,704	15,839
-592	106	0	0	-486
442	425	2,328	28	3,224
-2,724	4,792	18,925	-7,740	13,253
-5,899	-749	22,904	-7,529	8,728
0	0	0	0	0
-5,899	-749	22,904	-7,529	8,728

Spend on Interim Support

Our revised Pay Policy Statement presented to Full Council on 31 March 2014, requires us to report on all interim spend where we have used such support for a period of more than 3 months, with a day rate of more than £500. Table 7 details the position for the first quarter of 2014/15.

Table 7: Use of Interim Support @ June '14

Role	Daily Charge Rate (inc agency fee)	Start Date	Finish Date
Interims covering established PCC posts (currently out to advert)			
Director for Corporate Services	£812.00	12/08/2013	27/10/2014
Assistant Director for Street Services	£652.80	16/12/2013	05/11/2014
Human Resource Director - NHS secondment for 2 days per week	£590.00	07/01/2014	30/09/2014
Head of Portfolio Office - post approved by Appointments Panel	£644.00	14/10/2013	07/11/2014
Head of Business & Technical Architecture - approved by App Panel	£840.83	20/01/2014	24/10/2014
Interims providing capacity to transformation programme			
Programme Manager - Growth, Assets & Municipal Enterprise	£560.55	18/11/2013	19/08/2014
Programme Manager - Integrated Health & Wellbeing	£572.00	25/11/2013	22/11/2014
Programme Manager - Co-operative Centre of Operations	£723.30	14/07/2014	13/10/2014
Programme Manager - Shared Services	£560.00	20/01/2014	30/09/2014
Lead Business & Technical Architect - GAME	£725.00	25/11/2013	22/08/2014
Organisational Development Specialist	£644.83	16/12/2013	15/09/2014
Senior Business Architect - IHWB	£672.00	03/02/2014	01/08/2014
Consultant supporting ICT / DELT	£676.00	05/03/2014	30/09/2014
Business Architect - Co-operative centre of operations	£729.30	22/05/2014	21/08/2014
Interim Project Manager - Customer Services	£580.00	16/06/2014	05/09/2014
Other service specific interims			
Subject Matter Specialist (City Deal specialist surveying)	£616.00	06/05/2014	05/09/2014
Interim Commercial Manager	£600.00	18/03/2014	17/09/2014

We have continued to use interims, primarily to support us in the delivery of our Transformation Programme. Moving forward, we have clear plans to reduce the reliance on interim support, imparting knowledge and development on to internal resources within the council.

As at the end of June 2014, the council is utilising 17 interim posts, (compared to 13 as at March 2014), 5 interims are covering established senior management posts for which the council is currently seeking permanent appointments.

The majority of interims, (10), are adding capacity to our transformation programme which aims to deliver over £30m of net revenue benefit over three years. Spend on all interim posts, as detailed in Table 7, is within the approved revenue budget allocations for 2014/15.

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PLYMOUTH CITY COUNCIL

Subject:	Full Business Case - "Introduction of Category Management – Fleet Services" Project
Committee:	Cabinet
Date:	2 September 2014
Cabinet Member:	Councillor Vincent
CMT Member:	Anthony Payne (Strategic Director for Place)
Author:	Stuart Cooper, Project Manager, Transformation
Contact details:	Email: stuart.cooper@plymouth.gov.uk
Key Decision:	Yes
Part:	I

Purpose of the report:

This report provides an overview of the GAME Programme's "Introduction of Category Management – Fleet Services (ICMFS)" Project.

Plymouth City Council's Fleet and Garage service currently controls most of, and maintains efficiently, the Council's fleet. The procurement of vehicles across the Council is currently the responsibility of individual service areas. The Council's approach to procurement now needs to be addressed. With such a large Fleet having many users, controls and standards of procurement require review.

The project aims to address these issues through three workstreams:

- Fleet Management IT (FMIT) – the procurement and installation of both a FMIT system and a vehicle tracking system. Greater monitoring of the usage of each vehicle within the Fleet is required, in order to ensure that opportunities for financial savings aren't missed and evidence can be produced to challenge usage, in order to realise short-term benefits and quick wins.
- Finance Management – the monitoring of the procurement and commissioning of vehicular assets amongst the Council, in order to ensure maximum value for money is achieved in every aspect of vehicle usage.
- Commercialisation – exploration and consideration of additional commercial opportunities that are available to Fleet and Garage services. Commercialisation of Fleet and Garage services will examine the potential to work with partner organisations, as well as reviewing the current taxi MOT and licensing policy, to generate financial benefits.

Further efficiency of the workshop will be a major deliverable of this project, which will largely revolve around improvements to the productivity of the workshop and garage function.

The project aims to provide a total cumulative financial benefit of £2.05m by the end of financial year 2016/17 at an investment cost of £118k.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

The following, taken from the Business Case, demonstrates the alignment of the project with the Corporate Plan.

A key driver for the Introduction of Category Management is Plymouth's Corporate Plan. This project recognises that a co-operative approach can enable the Council to work in different ways, producing savings while at the same time engaging with stakeholders and improving services. Therefore the project will be:

Democratic

The project proposes that elements of this project will be 'co-designed' and consultation will take place with members of staff within Fleet and Garage along with other service users, throughout the project, providing meaningful opportunities to influence provision. Alongside this, the Council will embrace democratic processes, maintaining a high level of contact with its stakeholders including further opportunities to 'co-design'. Examples of the projects democratic approach will include:

- All-Member briefings with feedback integrated into the project.
- Presentations to Cabinet Members and the Leader of the Council.
- Staff engagement events, for example 'Have Your Say Meetings', providing the opportunity for two way dialogue around elements of the project.

Responsible

The Council is facing a £64.5 million funding gap over the next 3 years, which requires services to be more responsible in their use of resources. In line with addressing this funding gap, a review was undertaken. The project is confident that it can realise savings of at least £300k per year (amounting to a £2.05m cumulative benefit) by introducing Category Management for all Fleet Services, as well as evaluating potential commercial opportunities available to the Fleet and Garage services.

Alongside this, the Council proposes to support the community to improve the safety of Plymouth's roads and reduce the carbon footprint that the Council currently has. The Council are confident that, through the implementation of FMIT and vehicle tracking, the Council can achieve greater efficiencies, safer roads and a much more eco-friendly Council.

The Council has a duty to ensure service cuts are minimised wherever possible, and the Introduction of Category Management – Fleet Services Project will provide monetary savings that will contribute towards the Councils funding gap. The service that the Council provides to its customers will not be negatively affected by the outcome of this project as a majority are internal, it will be significantly improved; however, the service will be more efficient in terms of financial expense and environmental impact.

Fair

This project will take a fair approach. Our communication campaign will ensure that the Council are open and honest with all stakeholders, informing them of the basis for change and providing the opportunity for two way dialogue. Likewise, the Council will be fair in offering all affected members of staff within Fleet and garage the opportunity to express their opinions and co-design elements of the project wherever possible. Additionally, this project will be fair in relation to the customer, ensuring the best value for money approach using public funding is taken. This project will not impact on the service being delivered

to the customers, but will increase service efficiencies and outputs through increased use of meaningful performance management. This project will also create opportunities for members of Fleet and Garage staff to learn the new skills that are necessary for operation within a modern Fleet and Garage environment.

Partners

The project will actively engage with any potential partners that may arise following an in-depth review of the commercialisation workstream associated with this project. For example, the project will:

- Use information from other organisations that have implemented similar projects/products, and learn from their experiences as a form of best practise.
- Engage with organisations such as Plymouth Community Homes, major employers such as NHS, Babcock & the Universities to optimise our resources and to promote a common approach.
- Explore the opportunity to engage and build relationships with neighbouring Councils to realise common benefits with similar services.
- Work co-operatively with partners to ensure that any outcomes of this project will not have an adverse effect on services and deliverables offered elsewhere.

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

- This project requires an investment in IT to implement a new Fleet FMIT system, amounting to £118k over a 3 year period. These costs are outlined in section 3.2 of the Business Case.
- The project will realise a cumulative benefit of £2.05m by the end of financial year 2016/17.

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

This project has a number of benefits:

- It will reduce the Council's carbon footprint.
- It will increase the safety of Plymouth's roads.
- It will reduce the risk of false insurance claims to the Council.
- It will reduce the risk of the Council not addressing its funding shortfall.

Equality and Diversity:

Yes – this document can be located in appendix item I0.2.

Recommendations and Reasons for recommended action:

The Council proposes the following option:

- “Introduction of Category Management - Fleet Services” (option 2 of the Option's Appraisal), to include the 3 workstreams associated with the option, stated previously.

It is the strong belief that Option 2, the Introduction of Category Management in Fleet Services, is the most cost-effective and beneficial option that is to be considered within this document. The reasoning

behind this recommended option is that it provides the optimum value for money in terms of financial input and the savings that can be achieved. As set out in the financial case section of this document, there is significant financial gain from implementing the ICMFS project. These gains/efficiency savings can't be achieved through both of the alternate options.

Our rationale for this recommendation is:

- Reviewing and reforming policies across the service will provide a holistic approach for increasing efficiencies across a number of areas with the Fleet & Garage Service
- This option will provide the potential to make a significant financial contribution towards bridging the funding gap that the Council is currently facing
- The ICMFS project will provide the controls & mechanisms required for a better delivery of the Fleet & garage service
- The ICMFS project will address the relevant capability gaps highlighted with the blueprint
- Valuable information sourced from a report, highlighting the significant financial opportunities that can be realised through the ICMFS project

Alternative options considered and rejected:

The “Do Nothing” option was rejected for the following reasons:

- Opportunities to realise a cumulative benefit of £2.05m by the end of financial year 2016/17 will be missed
- Missed opportunities to increase efficiency relating to vehicle and plant procurement
- Missed opportunities to promote the positive aspects of the Fleet and garage services, such as the decreased carbon footprint and safer roads for the customer
- Missed opportunities to influence driving behaviours by using the data that FMIT would produce, in order to make vehicle usage even more efficient
- Missed opportunities to increase asset efficiency, and the potential savings through selling vehicles off will not be achieved. These assets will continue to depreciate and waste the Council's and taxpayer's money if not addressed

The “Alternative Service Delivery Vehicle (ASDV)” option was rejected for the following reasons:

- The ASDV will realise all benefits through increase efficiencies
- Potential negative staff and political views on alternate methods of delivery, leading to, in extreme cases, confrontational behaviour and actions
- The alternative method of delivery may not provide the service to the Council's desired standard, or to the standard that the Council had originally in place

Published work / information:

No published work has been used in this document.

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Edge Report: Review of Street Services Plymouth City Council	Yes									

Sign off:

Fin	PlaceFES C141500 6-SA- 01/08/20 14	Leg	20911 /MS	Mon Off	21054/ DVS	HR		Assets		IT		Strat Proc	
Originating SMT Member: Simon Dale													
Has the Cabinet Member(s) agreed the content of the report? Yes													



DRAFT Business Case

Programme Name:	<i>Growth, Assets and Municipal Enterprise</i>		
Date:	07/07/14	Version:	V0.01
Projects:	Introduction of Category Management – Fleet Services		
Author:	Stuart Cooper		
Owner (SRO):	Anthony Payne		

Document Control

VERSION HISTORY: (version control e.g. Draft v0.01, v0.02, v0.03 Base line @ v1.0)

Version	Date	Author	Change Ref	Pages Affected
0.01	07/07/2014	Lewis Brewer	First draft	All Pages
0.02	21/07/2014	Stuart Cooper & Richard Hall	Re draft	All Pages
0.03	29/07/2014	Emily Hatcher & Anthony Payne	N/A	All Pages
0.04	29/07/2014	Sue Thomas	N/A	All Pages
0.05	30/07/2014	Lewis Brewer	N/A	All Pages
0.06	31/07/2014	Dalvinder Gill	N/A	All Pages
0.07	31/07/2014	Lewis Brewer	N/A	All Pages
0.08	31/07/2014	Simon Dale & Marc Gorman	N/A	All Pages
0.09	01/08/2014	Stuart Cooper	N/A	All Pages
0.10	08/08/2014	Stuart cooper	Legal and Finance sign off	
0.11	18/08/2014	Lee Bond	Response to Cabinet Planning	All Pages
0.12	19/08/2014	Lewis Brewer	N/A	All Pages
0.13	21/08/2014	Stuart Cooper	Response from Communications	All Pages

FILE LOCATION: (Final version base lined @ v1.0, v2.0, v3.0)

Location	File Address	Date
GAME Programme Folder	S:\Transformation\Programme and Project Folders\4. Growth Asset and Municipal Enterprise Programme\22. GAME_06 ICMFS\04. GAME_06 ICMFS Business Case\03. ICMFS Business Case	07/07/2014

QUALITY REVIEWERS: (General QA and accuracy)

Name	Position	Signature	Date
Simon Dale	Project Executive		
Sue Thomas	Portfolio Office		
Dalvinder Gill	Business Technical Architect		
Simon Arthurs	Programme Accountant		31/07/2014

SIGN OFF:

Name	Position	Signature	Date
Anthony Payne	Senior Responsible Owner		
Sue Thomas	Portfolio Office		
Dalvinder Gill	Business Technical Architect		
Mike Hirst	Portfolio Accountant		

REVIEW AND APPROVAL PROCESS:

EXCEPTIONS/WAIVERS

Detail waiver/ exception	Requested by	Reason	Agreed by	Decision ID
ICT Procurement	Stuart Cooper Anthony Payne Simon Dale	Procurement of Fleet Management IT System	Hugh van Wijk (Head of Business and Technology Architecture)	001

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I. Preface: Transformation background and overview

An introduction to Plymouth City Council’s Transformation Programme

Context

Drivers for Transformation:

The Brilliant Co-operative Council with less resource

On its adoption of a new Corporate Plan in July 2013, the Council set the bar still higher, to become a Brilliant Co-operative Council. This ‘Plan on a Page’ commits the Council to achieving stretching objectives with measurable outcomes, and also sets out a Co-operative vision for the Council, creating a value-driven framework for the way that it will operate as well as the outcomes that it is committed to achieve.

The Corporate Plan was developed using the principles of a Co-operative Council. It is a short and focused document, but does not compromise on its evidence base, and was co-developed with the Cabinet of the Council, before being presented in person by members of the Corporate Management Team to every member of staff throughout the Council at a series of 74 roadshows. The positive results of this commitment to strong communications and engagement were evidenced by 81% of Council staff responding to the workplace survey conducted in October 2013 agreeing that they understand and support the values and objectives set out in the Corporate Plan.



OUR PLAN THE BRILLIANT CO-OPERATIVE COUNCIL

<p>CITY VISION Britain’s Ocean City</p> <p>One of Europe’s most vibrant, waterfront cities where an outstanding quality of life is enjoyed by everyone.</p> <p>CO-OPERATIVE VALUES One team serving our city</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="width: 45%; text-align: center; padding: 5px;"> <p>WE ARE DEMOCRATIC</p> <p>Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.</p> </div> <div style="width: 45%; text-align: center; padding: 5px;"> <p>WE ARE RESPONSIBLE</p> <p>We take responsibility for our actions, care about their impact on others and expect others will do the same.</p> </div> <div style="width: 45%; text-align: center; padding: 5px;"> <p>WE ARE FAIR</p> <p>We will be honest and open in how we act; treat everyone with respect; we will champion fairness and create opportunities.</p> </div> <div style="width: 45%; text-align: center; padding: 5px;"> <p>WE ARE PARTNERS</p> <p>We will provide strong community leadership and work together to deliver our common ambition.</p> </div> </div>	<p>OUR OBJECTIVES Creating a fairer Plymouth where everyone does their bit</p> <table border="1" style="width: 100%; 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#Plymouth 

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The economic, demographic and policy environment affecting a public service is accepted as the most challenging in a generation. At the same time as an aging population is placing increased demand on health and social care services, the UK is facing the longest, deepest and most sustained period of cuts to public services spending at least since World War II. The Council's Medium Term Financial plan identified in June 2013 funding cuts of £33m over the next three years which, when added to essential spend on service delivery amount to an estimated funding shortfall of circa £64.5m from 2014/15 to 2016/17, representing 30% of the Council's overall net revenue budget.

The Council has shown remarkable resilience in addressing reduced funding and increased demand in previous years, removing circa £30m of net revenue spend from 2011/12 to 2013/4 through proactive management and careful planning. However the Council has acknowledged that addressing further savings of the magnitude described above while delivering the ambitions of the Corporate Plan will require a radical change of approach.

Review of existing transformation programmes

The Council commissioned a report in June 2013 to:

- Examine the Council's financial projections and provide expert external validation of our assumptions about costs and income in the medium term
- Review the Council's existing transformation programmes and provide a view as to whether they will deliver against the Corporate Plan
- Provide advice as to how the Council might achieve the maximum possible benefit through a revised approach to transformation

The report validated the Council's current Medium Term Financial Plan based on projections and assumptions jointly agreed, and judged it to be robust, taking into account the complex financial landscape and changing government policy.

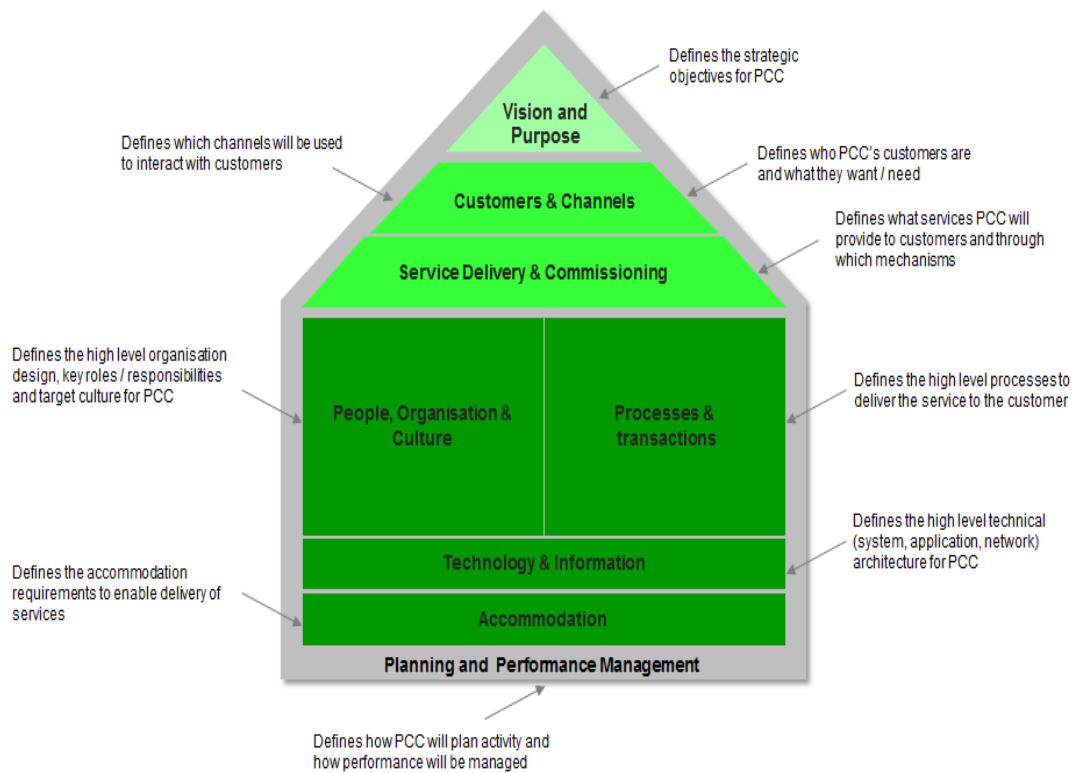
The Council has initiated a number of far-reaching and ambitious change programmes over 2012-13 to address the twin aims of addressing financial constraints and improving service delivery. These include:

- Investment in Customer Transformation and Core ICT infrastructure (Cabinet approval September 2012)
- ICT Shared Services: DELT (Cabinet approval October 2013)
- Redevelopment of the Civic Centre and future accommodation requirements (Cabinet approval September 2013)
- Modernising Adult Social Care Provision (Cabinet approval January and August 2013)
- Co-location with Clinical Commissioning Group at Windsor House (Cabinet approval January 2013)

In addition to feedback and advice about individual programmes, the Council received advice that has been carefully considered, and which has informed the overall design of the Transformation Programme and the content of the business cases for the five programmes.

Vision and Direction: The Blueprint

The Council has responded to concerns that, despite strong support for the Corporate Plan from both officers and members, there was a lack of clarity about how the Corporate Plan translates into practical action and a danger that the Council might be attempting to ‘do the right things, but in the wrong way’. After significant consultation with Members and over 100 staff from all levels and disciplines within the organisation, the Council’s vision for the Brilliant Co-operative Council has been translated into a Blueprint which describes the capabilities which the Council will need in the future. These capabilities will be commissioned by the Council and will result in services being delivered by the Council and a variety of other organisations operating across the public, community and voluntary and private sectors. The components of the Blueprint are illustrated below:



To inform the development of the main components of the Blueprint, a number of principles have been developed co-operatively with Members, senior officers and staff to ensure that the values set out in the Corporate Plan guide how the Blueprint is developed.

Governance and Oversight

The Council has also responded to advice that governance and oversight arrangements for transformation projects would benefit from being strengthened. Whilst ensuring that the Council's existing constitutional arrangements for decision making are unaffected, a number of bodies have been put in place to ensure a co-ordinated approach is taken to oversight of the Transformation programme. The detail of the transformation governance arrangements were considered by the Council's Audit Committee on 13 March 2014 and can be summarised as follows:

Members

- The Co-operative Scrutiny Board and Panels are aligned to the Transformation programmes that match their terms of reference

Officers

- The Transformation Portfolio Board co-ordinates the delivery of the Blueprint, prioritises decisions within and between programmes, ensures effective engagement, ensures overall resourcing and delivery of the programme and recommends Programme Business cases and exceptions. It is chaired by the Chief Executive and comprises Senior Responsible Officers for the Programmes, the Transformation Director, engagement leads, finance and HR Responsible Officers and the Head of the Portfolio Office
- Programmes are led by a Senior Responsible Officer, who is accountable for the successful delivery of the programme, achieving desired outcomes and realising expected benefits and is responsible for chairing the Programme Board and leading the Programme
- Each project within the five Programmes is led by a Project Executive who is accountable to the Senior Responsible Officer for the successful delivery of the Project, and chairs the Project Board.
- The Portfolio Office provides co-ordination and support across all the programmes and projects and ensures that sufficient capacity and capability is in place to deliver the overall programme.

2. Executive Summary

Plymouth City Council's Fleet and Garage service currently controls and maintains the Council's fleet. However, it currently operates with what is believed to be a greater number of vehicles within its fleet, than is necessary.

The procurement of vehicles across the Council is currently the responsibility of individual service areas. The Council's approach to procurement now needs to be addressed. With such a large Fleet having many users, controls and standards of procurement need to be implemented.

The proposed solution includes the Fleet management and maintenance function taking control of all Fleet matters, allowing a holistic view and central support and challenge across the Council. To do this will require some investments in Fleet systems, including control system and tracker systems to allow better visibility and transparency of Fleet assets. The Fleet team will also require development to ensure a performance driven and service orientated culture.

By taking this 'Category Management' approach to Fleet Services, there are some significant financial benefits which will be realised in terms of the Fleet Services function being able to drive;

1. Fewer vehicles (greater utilisation)
2. Reduced vehicle downtime
3. Improved fuel control
4. Better value procurement

Overall these opportunities will deliver significant financial benefits. The project is targeting to deliver at least £300k per annum in savings in the first year and a further £500k in the second year. This will result in an annual revenue reduction of £800k per annum by 2016/17. To deliver this, there is a need for a one off total investment of £118k (i.e. for control, trackers and IT systems). More detailed figures relating to this projects financial plan can be located with section 8, "Financial Case" of this document.

By developing the Fleet management and maintenance teams and making the service financially viable, the service will be better able to compete in the market place. There will also be an opportunity to attract income by delivering Fleet Services to other organisations.

The benefits outlined above are compelling and make internal transformation of the service the most sensible option. Whilst other options such as looking to create an alternative method of delivery were considered, the loss of the efficiency benefits through an alternate service delivery model make this option unattractive given the Council's financial position.

This project should enable Fleet services to be the vanguard for all services that have Fleet usage/requirements and are seeking to implement Category Management as part of their transformation programme.

Other local authorities have gone a step further and integrated their Fleet management operation with their passenger transport operation i.e. the management and coordination of all transport requirements to Children (Home to School) and Adults to Day Care whether these be through internal Fleet Services and drivers or taxis. The creation of a more robust and holistic Integrated Transport operation will provide the platform and opportunity for this to be possible in Plymouth at

a later date, and is proposed to be pursued as a next stage of work. A post of Head of Integrated Transport for the Council has been proposed, similar to other Councils across the country and a Council the size of Plymouth would be expected to possess such.

3. Case for Change

3.1 Current Situation

The procurement of vehicles across the Council is currently the responsibility of individual service areas and it is now in the position where there are in excess of 300 vehicles within the Council's fleet. With such a large Fleet having many owners, controls and procurement of vehicles could be even more effective.

In January 2014, the Council undertook a review of the Street Services Department. The outcome of this review identified significant operational savings and made recommendations on changes to working practices which would deliver reduced costs, increase income and therefore deliver better value for money. The Fleet of vehicles that the Council currently utilises are under a range of ownership (i.e. owned, leasing, short time hire arrangements etc.), with no centralised management team. This provides the Council with the opportunity to holistically manage its Fleet across the Council in terms of requirement, utilisation and ensuring best value across all provided services.

There is now a real opportunity for Fleet services to become accountable for providing a full Fleet Management service and to take control of better Fleet utilisation and fuel use. Achieving this will require improved control, measurement and development of performance data for the Council's Fleet which can be provided by the full introduction of fit for purpose Fleet management system. The review, combined with a range of other internal measures, has identified 3 key areas for improvement that can be incorporated within the "Introduction of Category Management – Fleet Services" (ICMFS) project.

The project aims to address these issues through three workstreams:

- Fleet Management IT (FMIT) – the procurement and installation of both an FMIT system and a vehicle tracking system. Greater monitoring of the usage of each vehicle within the Fleet is required, in order to ensure that opportunities for financial savings aren't missed and evidence can be produced to challenge usage, in order to realise short-term benefits.
- Finance Management – the monitoring of the procurement and commissioning of vehicular assets amongst the Council, in order to ensure maximum value for money is achieved in every aspect of vehicle usage.
- Commercialisation – exploration and consideration of additional commercial opportunities that are available to Fleet and Garage services. Commercialisation of Fleet and Garage services will examine the potential to work with partner organisations, as well as reviewing the current taxi MOT and licensing policy, to generate financial benefits

The evidence for the development of this business case comes in many forms and has been collected over a lengthy period of time to provide justification for this review. One key recommendation of the review is that all Fleet vehicles should be managed by a central unit having control with the benefit of accurate management information over every vehicle. Currently each individual service area has a subjective view over the requirement and utilisation of their vehicles, and could oppose a Fleet reduction. On the other hand, a central Fleet management unit would have control over the whole fleet, and more objectively challenge the data surrounding the usage of vehicles, and can proceed to identify opportunities to drive further efficiency utilising this data. A key objective of this project will be to address this issue, and

establish a central team, under the previously mentioned post of Head of Integrated Transport, across the Council, within the scope of the Co-operative Centre of Operations (CCO) Programme. This new post is reflected in the proposals for the Creation of a Brilliant Co-operative Street Service.

3.2 Benefits and Capabilities

The resulting Transport function will provide the Council with the control and surety that the Council is achieving the best possible value for money from its Fleet asset. By developing the commercial and performance skills of the team, the function will be able to offer a credible challenge to service users and provide advice, innovative solutions and the best possible vehicle specifications, choices and value. There are many opportunities to make the maintenance of vehicles more effective and efficient which will allow a resultant positive impact on the number of spares required across the organisation. With a thorough review across the Council, improved measurement of utilisation then the number of vehicles can be reduced.

These benefits will have some significant financial impacts;

Therefore, net revenue budget reductions will be achieved through a combination of improved efficiency, changes to methods of procurement, and modified management and maintenance of vehicles, whilst maintaining an appropriate and defined quality and standard of service for the public aligned to the Service's vision.

The project aims to deliver at least £300k per annum over the next 3 years through savings & efficiencies on the Category Management element of the project alone. The review has also identified other areas where savings and efficiencies can be realised, as well as additional incomes streams which are yet to be calculated in terms of financial viability, such as the Commercialisation workstream within this project so that services can be offered to other organisations with fleets. This will not be dependent upon the agreement of the Commercialisation Strategic Plan. At this point in time, the Council is currently not competitive, and the ICMFS Project will work towards achieving the goal of becoming more commercially competitive as an organisation.

This project will achieve efficient and effective integrated Fleet management and be the first project to be launched with a Category Management focus within Plymouth City Council with an objective to:

- Provide greater value for money through more effective Fleet commissioning, procurement, management and maintenance
- To establish a central team to purchase/lease, and manage all Fleet and transport assets and activities, to include the identification of members of staff who currently carry out these responsibilities to be formed into an Integrated Transport team.

Investments

This project will require investments in IT software and staff training in order to complete its aims and objectives and these are presented in the table below. The IT software investment cost would be an 'Invest to save' investment and the maintenance of the software would be from ongoing revenue and projected over a 5 year life cycle. There is currently a £10k revenue charge for the existing Fleet Management IT (FMIT) system which this would replace and therefore resulting in a £9k net increase annually, once the initial investments have been made. Initial staff training costs is included in the implementation costs, with key staff developed as trainers for this software package, in order to ensure continuity.

Investment Type	Cost 14/15 £k	Cost 15/16 £k	Cost 16/17 £k	3 Year Total £k
IT Software Investment	91	0	0	91
IT Software Annual Maintenance	19	19	19	57
IT Software Annual Maintenance (saving from existing system)	(10)	(10)	(10)	(30)
Total	100	9	9	118

Benefits

This project will aim to deliver benefits through a number of workstream categories. This project will also deliver the capability to better manage Fleet requirements through improved information management and procurement/maintenance management. This will result in the potential to release benefits, stated in the table below, over a 3 year period, ending in 2017. The table below highlights the area the benefit will come from, the amount that is expected to be achieved, and when the benefit is due to be realised. The figures captured in the table below are estimates based on the assumptions outlined within this document. The success of this project can be evaluated against these figures, as to whether the desired financial outcomes have been realised and exceeded.

The project is targeting to deliver at least £300k in savings in the first year and a further £500k in the second year. This will result in an annual revenue reduction of £800k per annum by 2016/17. To deliver this, there is a need for a one off total investment of £118k (i.e. for control, trackers and IT systems). More detailed figures relating to this projects financial plan can be located with the “8. Financial Case” section of this document.

Benefit	Target 14/15 Qu 2 £k	Target 14/15 Qu 3 £k	Target 14/15 Qu 4 £k	Target 14/15 £k	Target 15/16 £k	Target 16/17 £k	3 Year Total £k
Fleet Utilisation	8	25	37	70	200	200	470
RCV's	27	74	110	211	440	440	1,091
Spot Hire Reduction			3	3	15	15	33
Fuel - Control and Management			6	6	75	75	156
Compete for External Commercial Opportunities					50	100	150
Taxi licencing / MOTs					50	100	150
Total Cumulative Benefit	35	99	156	290	830	930	2,050

4. Strategic Case

4.1 Scope

In Scope

The scope of this project encompasses all vehicles, plant and machinery assets owned, leased, or hired by Plymouth City Council. The project will examine how each of the vehicles within the Council's Fleet are currently being utilised and how they are being maintained in order to establish how many of each type of vehicle are actually required. The evidence produced, in the form of reports, by the FMIT software will be used for challenging service users in the future. Challenges to these users will include additional asset purchases, in order to reduce unnecessary expenditure.

Also within the scope of this project is the implementation of Category Management to the available options across the fleet. This will be done in order to find the most cost effective and sustainable method of obtaining vehicles over the long term. Once achieved, the procurement principles will be used by the centralised vehicle management team.

Project scope also includes the way that vehicles are maintained within the garages, to develop more cost effective solutions for their upkeep. This element of the project will involve, amongst many other initiatives, the utilisation of evening and weekend time slots, when the vehicles aren't in use, to carry out maintenance work. This will incorporate and dovetail with the initiative of changing of maintenance operative shift patterns, which is dependent on and falls under the scope of the CABCSS (Creating a Brilliant Co-operative Street Services) project.

This project will also consider the commercial operating potential of the Fleet management and maintenance services. This will be achieved by utilising the facilities that the Council already has, to provide MOT and servicing to potential customers and partners as a method of improving the income stream of that area.

Additionally, the project will be introducing the installation of vehicle trackers into all Council owned Fleet vehicles and heavy plant vehicles. The use of the new GPS trackers will enable supervisors to track the movement of vehicles in order to ensure they are being used to their full potential, in terms of their time in use by Council employees. Tracking data obtained from this will also verify whether a vehicle is being under-utilised, which will provide the grounds to challenge service users. Additionally, these trackers also provide greater security against theft for Council Fleet vehicles, and will provide the ability of monitoring usage and utilisation.

There is also likely to be the potential for the lessons learnt from the implementation of FMIT and category management to be applied across the Council, relating to most forms of procurement, in the form of best practise.

Furthermore, this project will be reviewing the staff transport policy, in order to ensure that members of staff are undertaking the most cost-effective and efficient method of transport whilst at work, to further contribute towards the Councils goal of reducing its emissions and carbon footprint.

Out of Scope

The responsibility for negotiating the changes to shift patterns to allow for complete utilisation of the workforce Fleet does not fall under this projects scope, as it will be achieved through the “Creating a Brilliant Co-operative Street Services” (CABCSS) project. However, some of the deliverables of this project are dependent upon achieving a more efficient shift schedule and will benefit the management of Fleet services for the whole of the Council. Whilst this project will be delivering the controlled/monitored Fleet of vehicles that Street Services staff will be using, it does not fall under this projects scope to manage the negotiations around changes to terms and conditions.

4.2 Strategic Fit

This project will align with a range of internal and external strategies.

A key driver for the Introduction of Category Management is Plymouth’s Corporate Plan. This project recognises that a co-operative approach can enable the Council to work in different ways, producing savings while at the same time engaging with stakeholders and improving services. Therefore the project will be:

Democratic

The Council propose that elements of this project will be ‘co-designed’ and consultation will take place with members of staff within Fleet and Garage along with other service users, throughout the project, providing meaningful opportunities to influence provision. Alongside this, the Council will embrace democratic processes, maintaining a high level of contact with Councillors including further opportunities to ‘co-design’. Examples of the projects democratic approach will include:

- All-Member briefings with feedback integrated into the project.
- Presentations to Cabinet Members and the Leader of the Council.
- Staff engagement events, for example ‘Have Your Say Meetings’, providing the opportunity for two way dialogue around elements of the project.

Responsible

The Council is facing a £64.5 million funding gap over the next 3 years, which requires services to be more responsible in their use of resources. In line with addressing this funding gap, a review was undertaken. The Council is confident that it can realise savings of at least £300k per year (amounting to a £2.05m cumulative benefit) by introducing Category Management for all Fleet Services, as well as evaluating potential commercial opportunities available to the Fleet and Garage services.

Alongside this, the Council proposes to support the community to improve the safety of Plymouth’s roads and reduce the carbon footprint that the Council currently has. The Council are confident that, through the implementation of FMIT and vehicle tracking, the Council can achieve greater efficiencies, safer roads and a much more eco-friendly Council.

The Council has a duty to ensure service cuts are minimised wherever possible, and the Introduction of Category Management – Fleet Services Project will provide monetary savings that will contribute towards the Councils funding gap. The service that the Council provides to its customers will not be negatively affected by the outcome of this project as a majority are internal, it will be significantly improved; however, the service will be much more efficient in terms of financial expense and environmental impact.

Fair

This project will take a fair approach. Our communication campaign will ensure that the Council are open and honest with all stakeholders, informing them of the basis for change and providing the opportunity for two way dialogue. Likewise, the Council will be fair in offering all affected members of staff within Fleet and garage the opportunity to express their opinions and co-design elements of the project wherever possible. Additionally, this project will be fair in relation to the customer, ensuring the best value for money approach using public funding is taken. This project will not impact on the service being delivered to the customers, but will increase service efficiencies and outputs through increased use of meaningful performance management. This project will also create opportunities for members of Fleet and Garage staff to learn the new skills that are necessary for operation within a modern Fleet and Garage environment.

Partners

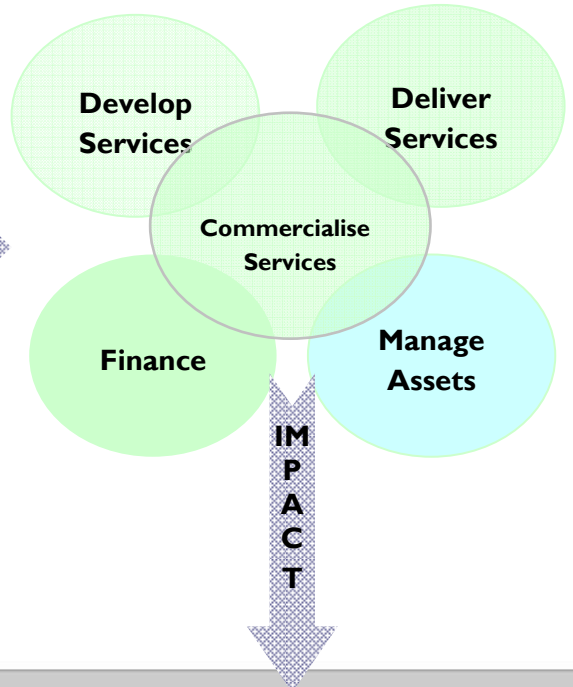
The Council will actively engage with any potential partners that may arise following an in-depth review of the commercialisation workstream associated with this project. For example, the Council will:

- Use information from other organisations that have implemented similar projects/products, and learn from their experiences as a form of best practise.
- Engage with organisations such as Plymouth Community Homes, major employers such as NHS, Babcock & the Universities to optimise our resources and to promote a common approach
- Explore the opportunity to engage and build relationships with neighbouring Councils to realise common benefits with similar services
- Work co-operatively with partners to ensure that any outcomes of this project will not have an adverse effect on services and deliverables offered elsewhere

4.3 Fit/Alignment with Blueprint

The Blueprint has been guided by a set of principles that focused on a number of organisational areas and highlighted a number of capability gaps that required initiatives to fill those gaps.

Blueprint Objectives	Strategic Principle - By 2017 / 18 we will...	Justification*
Vision & Purpose	...be a valued co-operative council ...work as one integrated team with our communities and neighbourhoods to serve our city ...embed a sustainable resource plan that delivers our objectives ...have a high awareness of customer views, needs and preferences, reduce dependency and proactively manage their expectations.	...align with Council's operational strategy ...clear vision together may be added to create for the business ...staff operational capability currently
Customer & Channels	...ensure customer experience, informed and able to influence the council's decision making ...have a realistic, consistent and accurate view of the customer demand on our services.	...ensure good examples of council ...an easier customer 'on park' used as
Commissioning and Service Delivery	...use customer, communities and partners to deliver or commission services to generate public value ...have promised the services we provide - stopping, starting, reconfiguring and accelerating services in our portfolio ...support partners to develop capacity and capability within the market to meet our commissioning objectives	...ensure good examples of council ...an easier customer 'on park' used as
People, Organisation & Culture	...be a leaner, more adaptive organisation employing a creative, innovative, empowered and resilient workforce ...have the right organisation structure, capacity, skills and knowledge to deliver our priorities ...drive change and have a positive culture of collaboration, connectivity and continuous improvement	...ensure good examples of council ...an easier customer 'on park' used as
Process & Transactions	...have removed all non value adding processes ...have simplified, standardised and documented our process and ways of working to be more outcome and cost focused	...ensure good examples of council ...an easier customer 'on park' used as
Technology and Information	...understand what technology and information we need to deliver against our business needs ...use customer, communities and partners to deliver or commission services to generate public value ...have more integrated information (e.g. customer, management) with partners, facilitating better co-operative working	...ensure good examples of council ...an easier customer 'on park' used as
Accommodation	...have the right buildings in the right places to deliver outcomes and support collaboration with partners ...own a proactively sign (operational and non-operational) assets and estate with our priorities, maximising their value for the city ...integrate our planning with partners and communities	...ensure good examples of council ...an easier customer 'on park' used as
Planning and Performance	...use evidence based decision making to drive business and personal performance throughout the organisation ...effectively use measures that drive performance and accountability, focused on a few, rather than many	...ensure good examples of council ...an easier customer 'on park' used as



Blueprint



4.4 Assumptions

This Project will assume the following:

- That where any changes in policy are required, they will be considered without delay to the project
- Where capital investment is identified for improvement to services as identified in the business cases, funding will be available.
- Members will support this project.
- That staff will engage with and understand the need for the changes proposed in the project and are given the opportunity to input into it.
- Red book changes to conditions of service for the 8 Fleet and Garage employees (11 across the Council, who are on red book) are implemented as a part of the “Creating A Brilliant Co-operative Street Services” (CABCSS) projects deliverables
- FMIT investment is approved in a timely manner

4.5 Strategic Risks

The strategic risks are:

- The Council fails to achieve its savings targets, resulting in service provision that is unsustainable. The ICMFS Project is a mitigation to this risk, proposing savings that will contribute to the Council achieving its saving targets while at the same time improving a service , making it more efficient and opening it up to an increase in commercial activity
- The project fails to realise additional benefits through modified driver behaviours, as a result of the data that FMIT will produce. Although the contributions of driver behaviours to this projects financials are minimal, any benefit that has the potential to fail to be realised can be classed as a strategic risk.
- The project fails to properly embed a changed way of working, through the poor communication of change to members of staff, resulting in none-compliance. This will be mitigated by a significant communications campaign, regular engagements and communications of updates and progress to affected members of staff.

4.6 Constraints

There are a range of constraints that may impact on the successful delivery of the project:

- Political support: the Council require political support for changes to terms and conditions of staff within the Fleet and garage service. Without this, the deliverables that are interdependent with those of the CBCSS project will not deliver its financial capabilities and benefits. It will also require political support in altering the Taxi Licensing Policy, in order to promote the use of the Council’s MOT Service for Taxi licensing. This will ensure a consistent control and approach to licensing quality.
- Resource needs: resources are required to ensure that the project is properly staffed and to implement an effective communication plan. Without the human resource element, this project will not be able to deliver the documentation and management, to include communications that will ultimately result in the financial benefits through the projects outcomes.
- Staff support from the Fleet and garage Service. Ultimately, these members of staff will see the most significant changes and they will be directly affected, therefore any potential dispute with them is likely to cause future problems for this project.

4.7 Dependencies

The ICMFS Project is reliant on:

- Pre-requisite good shared planning, judgement and decision-making by the Transformation Programme, stakeholders and ICT Project team;
- Successful implementation of policy changes
- An effective communications plan for informing members of staff of any changes that are to be made, and developing an effective feedback mechanism for the changes where appropriate
- The compliance of Council staff in altering working conditions, such as their working days and hours.
- Constructive involvement from Trade Unions and political parties to ensure that members of staff are satisfied with changes to their working week and potential changes to working conditions.
- Funding and approval for expenditure through political buy-in
- Accurate budgeting, forecasting and accounting, to be monitored periodically and updated
- Robust business intelligence data and information
- Resource availability
- Adherence to scope

This Project will be a part of the overall Transformation Programme, and will be aligned with it. The required outcome is to have Category Management in place by April 2015 in order to fully realise efficiency based benefits.

The most crucial dependency to this project is gaining the authorisation to implement the Fleet Management IT system (FMIT). A waiver relating to the procurement of FMIT has been granted. The successful implementation of FMIT will produce statistical figures for Fleet management, replacement, downtime, fuel usage, behaviours of drivers and the ability to electronically monitor what maintenance work is being carried out, all relating to specific, individual vehicles within the Council's fleet. Plymouth Fleet services on behalf of the Council intend to upgrade its current Fleet management system, as it is over 6 years old and is now out of date, unsupported and is not capable of supporting the requirements for incorporating the Council's Transport Services into an Integrated Transport function. The current contract has been extended with the supplier and is now over due for renewal. This provides the opportunity to procure a new FMIT system that is much more fit for purpose and cost effective.

A further dependency for the project is the need for political buy-in, as this project will affect the working arrangements of a large group of staff, as well as changing how a very integral part of the Council works for the foreseeable future. Additionally, Trade Unions and the workforce will have a significant involvement within this project.

4.8 Opportunities

The ICMFS Project presents the opportunity to:

- Increase the efficiency and cost-effectiveness relating to the procurement of vehicular assets
- Review the current Fleet to ensure that the needs and requirements of current members of staff to complete their jobs are met
- Allow the (successful) changes to procurement and the principles followed to be replicated and enforced across the Council, to produce a more efficient and cost-effective Council.

5. Options Appraisal

Option 1 – Do Nothing / BAU

Option 1	
<p>Do nothing The Fleet & garage services would continue to operate to their current standards</p>	
<p>Key Benefits</p> <ul style="list-style-type: none"> • Fleet and garage services will continue to operate to their current standards • Additional project investment costs of £26k will be avoided. However a FMIT cost would be incurred irrespective of this project • The Council will avoid sensitive issues surrounding changes to terms and conditions changes with the 8 members of Fleet and Garage staff (11 across the Directorate) 	<p>Key Risks</p> <ul style="list-style-type: none"> • The Council faces a £64.5 million funding gap over the next 3 years. Therefore current service provision is arguably not sustainable in its current form • There will be little control over vehicle and plant procurement. The current method of working is unsustainable and would benefit from a thorough review process. • Missed opportunities to promote the positive aspects of the Fleet and garage services, such as the decreased carbon footprint and safer roads for the customer • Missed opportunities to influence driving behaviours by using the data that FMIT would produce, in order to make vehicle usage even more efficient • Currently under-utilised assets will continue to not realise the potential savings that can be achieved through the selling of vehicles. These assets will continue to depreciate if not addressed.
<p>Outcome of options appraisal: It was decided that this option is not viable and a change to the operations must take place in order to deliver the required outcomes</p>	

Through the implementation of Option 1, the Council will continue with the current level spending, and forego the opportunity to realise £2.05m benefits over the 3 year period.

Option 2 – Implement ICMFS Project (Set out in the PID)

Option 2	
Implement ICMFS Implementation of an Integrate Category Management Fleet System	
<p>Key Benefits</p> <ul style="list-style-type: none"> • 300k saving per annum identified from savings & efficiencies over the next 3 years • Provide greater value for money to Plymouth City Council through more effective Fleet commissioning, procurement, management and maintenance • Decreases unnecessary depreciation of assets 	<p>Key Risks</p> <ul style="list-style-type: none"> • Investment in IT is required • Possible IT integration issues • Resistance to installing this type of software (tracking) • Temporary disruption to the current service
<p>Outcome of options appraisal: It was decided that this option is viable and can provide the desired outcomes. <i>Note, this option is already in motion and small, but significant benefits have already been realised.</i></p>	

This option realises £2.05m over the 3 year period, as explained within the Financial Case section of this document.

Option 3 – Alternative Service Delivery Vehicles (ASDV)

Option 3	
ASDV's Looking at an alternative service delivery vehicle	
<p>Key Benefits</p> <ul style="list-style-type: none"> • Potential to reduce costs • Better delivery of service 	<p>Key Risks</p> <ul style="list-style-type: none"> • The ASDV will realise all benefits through increase efficiencies • Potential negative staff and political views on alternate methods of delivery, leading to, in extreme cases, confrontational behaviour and actions • The alternative method of delivery may not provide the service to the Council's desired standard, or to the standard that the Council had originally in place
<p>Outcome of options appraisal: It was decided that this option is not viable currently because the Council would miss out on reaping the efficiencies /benefits for themselves <i>Note, the ASDV option is still a possibility for the Fleet and garage services, and this should be revisited. The Council may seek to do so when all the benefits have been realised on their behalf, and an efficient and effective service has been established.</i></p>	

6. Recommendation

Option(s)	Rationale
Option 2	<ul style="list-style-type: none"> • Provides an holistic approach for increasing efficiencies across a number of areas with the Fleet & Garage Service • Provides the potential to make a contribution towards bridging the funding gap • Provides the controls & mechanisms required for a better delivery of the Fleet & garage service <p>Addresses the relevant capability gaps highlighted with the blueprint</p>

It is the strong belief that Option 2, the Introduction of Category Management in Fleet Services is the most cost-effective and beneficial option that is to be considered within this document. The main tasks that will be involved within this project are set out within the Project Plan of the PID document. Key milestones have been inserted within this document to give an idea of the work involved in achieving the desired outcome, which is realistic and achievable. The reasoning behind this recommended option is that it provides the optimum value for money in terms of financial input and the savings that can be achieved. As set out in the financial case section of this document, there is significant financial gain from implementing the ICMFS project. These gains/efficiency savings can't be achieved through both of the alternate options.

Time pressures relating to the recommended option come in the form of the documentation processes that the project team will need to follow in order for this project to be approved. There will be interdependencies, as previously stated, with the “Creating a Brilliant Co-operative Street Services” (CABCSS) project relating to the changes to terms and conditions of employees which, if opposed, will result in an elongated process and will cause potential delays in the delivery of this project.

The “Do Nothing” option would be the simplest option to follow, but this option would miss out on multiple opportunities for efficiencies and savings to be achieved within the Council’s Fleet and Garage Services. The “Do Nothing” option has been rejected, as it would be too costly for the Council to continue operating with its current Fleet management approach. The Council has the responsibility to ensure that public funding is utilised in the most efficient and effective way.

While the “Alternative Service Delivery Vehicles” (ASDV) option is a potential option for the future, it is currently not a financial or politically suitable path to follow in this circumstance, as the benefits that can be realised in Fleet and garage should come under the Council. The “Alternative Service Delivery Vehicles” Option has been rejected, as it is not financially suitable for the Council to consider an alternative method of delivery, given the Fleet and Garage services current position. Once the service has been fully optimised, there may be the option to delivery this ASDV. Likewise with the “Do Nothing” option, there is an obligation to ensure the Council is using public funding appropriately, and it is the strong belief of the ICMFS Project team that this is currently not an option.

7. Benefits Realisation

This project will plan to realise benefits both during and after the projects time scope, and will be monitored throughout the projects life cycle. Benefits will be captured and recorded as and when they are realised, and reported on to ensure that the project is delivering to the standards set in the Business Case.

The Project will achieve the following benefits:

- A most cost-effective and efficient Fleet and garage service
- Significant savings can be achieved through the decrease in depreciation of Council assets
- More eco-friendly vehicles and driver behaviours through the behaviour management of the IT package, allowing for a decrease in the Council carbon footprint
- A vast opportunity to promote positive key messages to members of staff and members of the community/customers regarding efficiencies and carbon footprint reduction
- A potential decrease in inaccurate insurance claims, as tracking hardware/software will be able to justify vehicle locations
- Safer streets, for both the public and Council members of staff

8. Financial Case

The table below represents the in-depth financial figures associated with the successful implementation of this project, split into the 3 year financial plan that this project will be implemented across.

The funding source for this project will be the Transformational Change budget within the Council, with certain elements of the project being classed as “Invest to save”, which therefore qualified the agreement of a waiver being produced for FMIT. The FMIT procurement element of this project has been classed as “Invest to save”; therefore the funding has already been secured out of the Transformational Change budget.

Description of Change Initiative:	2014/2015 £k	2015/2016 £k	2016/2017 £k
Fleet utilisation	70.84	200.02	200.02
Refuse Collection Vehicles	210.84	440.02	440.02
Spot Hire	3.75	15	15
Fuel control & management	6.25	75	75
External Commercialisation	0	50	100
Taxi Licensing / MOT's	0	50	100
Totals:	291.68	830.04	930.04
Cumulative Totals:	291.68	1,121.72	2,051.76

	2014/15											
	April £k	May £k	June £k	July £k	August £k	September £k	October £k	November £k	December £k	January £k	February £k	March £k
Fleet Utilisation					4.17	4.17	8.33	8.33	8.33	12.50	12.50	12.50
Refuse Collected Vehicles					9.17	18.33	18.33	18.33	36.67	36.67	36.67	36.67
Spot Hire										1.25	1.25	1.25
Fuel Control & Management										2.08	2.08	2.08
Total					13.34	22.50	26.66	26.66	45.00	52.50	52.50	52.50

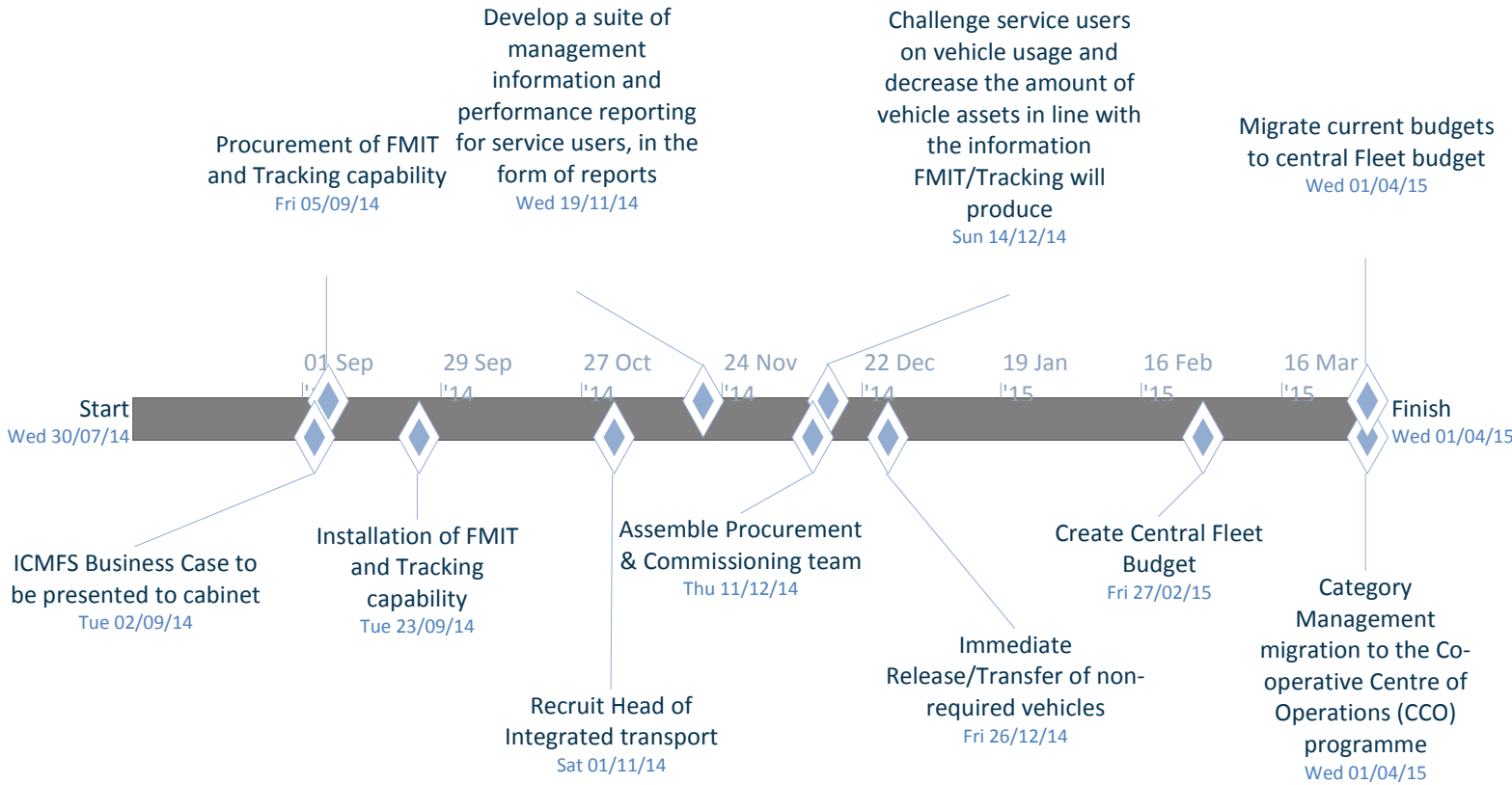
	2015/16

	April £k	May £k	June £k	July £k	August £k	September £k	October £k	November £k	December £k	January £k	February £k	March £k
Fleet Utilisation	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67
Refuse Collection Vehicles	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67
Spot Hire	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Fuel Control & Management	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25
External Commercialisation							8.33	8.33	8.33	8.33	8.33	8.33
Taxi Licensing / MOT's							8.33	8.33	8.33	8.33	8.33	8.33
Totals:	60.84	60.84	60.84	60.84	60.84	60.84	77.50	77.50	77.50	77.50	77.50	77.50

	2016/17											
	April £k	May £k	June £k	July £k	August £k	September £k	October £k	November £k	December £k	January £k	February £k	March £k
Fleet Utilisation	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67
Refuse Collection Vehicles	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67	36.67
Spot Hire	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Fuel Control & Management	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.25
External Commercialisation	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33
Taxi Licensing / MOT's	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33	8.33
Totals:	77.50	77.50	77.50	77.50	77.50	77.50	77.50	77.50	77.50	77.50	77.50	77.50

9. Management Case

9.1 Project Plan



9.2 Key Milestones and Dependencies

Milestone / Deliverable	Date	Dependencies
ICMFS Business Case to be presented to cabinet	02/09/14	Production of a successful Business Case
Procurement of FMIT and Tracking capability	05/09/14	Approval from "Invest to Save"
Installation of FMIT and Tracking capability	23/09/14	Successful Procurement of FMIT and Trackers that meet the specification required
Develop a suite of management information and performance reporting for service users, in the form of reports	19/11/14	Successful Installation of Tracking hardware and FMIT software
Identify underutilised vehicles from reports	25/11/14	
Review requirements for vehicles, compared to the current Fleet capability	25/11/14	
Collect & Review Business Cases for Short Term Hires (STH)	27/11/14	
Immediate release of non-required STH's	28/11/14	Business Cases for STH's are collated
Recruit Head of Integrated transport	01/11/14	Suitable candidate pool
Assemble Procurement & Commissioning team	11/12/14	Suitable candidate pool
Challenge service users on vehicle usage and decrease the amount of vehicle assets in line with the information FMIT/Tracking will produce	14/12/14	FMIT and Trackers producing valid reports relating to vehicle misuse/under-utilisation
Immediate Release/Transfer of non-required vehicles	26/12/14	There is enough evidence to show that vehicles are not being used to their full potential
Create Central Fleet Budget	27/02/15	
Migrate current budgets to central Fleet budget	01/04/15	Minimal resistance to budget management changes, and effective mitigations of any resistance are implemented
Category Management migration to the Co-operative Centre of Operations (CCO) programme	01/04/15	Successful set up of Procurement and Commissioning Team within CCO

9.3 Key Risk Analysis and Risk Management

The key risks to this project, inserted below, have been derived from the Programme level RAID (Risks, Assumptions, Issues, and Dependencies) log.

Risk ID	Description	Likelihood	Impact	Mitigation
GAME_06_RSK_36	Delays in the procurement of the FMIT software system	3	4	02/07/14-Support from the ICMFS project board, linking with business architecture and CCO, to ensure that the CCO programme are aware of all activity. Ensure IT have resources available
GAME_06_RSK_40	User departments not engaged with challenge/performance management process	2	2	02/07/14-Comms and Engagement with other departments
GAME_06_RSK_42	Delays to street scene initiatives relating to shift pattern changes	3	3	02/07/14-Getting clarification surrounding what people currently understand
GAME_06_RSK_43	Deferral of overall levels of benefits realised as a result of slow definition and documentation of integrated transport management and category management processes and procedures	3	1	02/07/14-Identify and document (structure neutral) required processes and procedures. Indicate structural options to Business Architects for review by end Sep'14.
GAME_06_RSK_50	Recruitment process does not find candidate for head of integrated transport unit with sufficient capabilities to deliver project to requirements	3	2	02/07/14- should the recruitment process not find the required quality, an interim will act in their capacity.

9.4 Quality Assurance

<p>Quality Responsibilities</p>	<p>Responsibilities are shared between: Stuart Cooper – Project Manager Simon Dale – Project Executive Alex Hurth – Programme Manager Dalvinder Gill – Business and Technology Architecture Anthony Payne – Senior Responsible Officer Additional governance will be provided at various levels, including the project board, programme board and by Councillors</p>		
Quality Criteria	Quality Tolerance	Quality Method	Quality Check Skills Required
<p>Efficient and effective fleet, minimal downtime of vehicles, increased life-span of vehicles and plant equipment, a customer-focused service from Fleet Support. O-license compliance.</p>	<p>Quality tolerance for this product is low. It is essential that the Fleet is maintained to a good specification, to support all other dependant services and to ensure that Fleet vehicles are fit for purpose.</p>	<p>The following methods will be used ensure quality:</p> <ul style="list-style-type: none"> - Production of management information - Challenge of service users - Changes to budgets 	<p>Quality checks will need to be undertaken by management and frontline staff who have the required skills to identify potential problems and provide solutions. Embed the culture of becoming a Brilliant Co-operative Council into the service provided.</p>

9.5 Change Management

The following cooperative approach to change will be followed:

1. Preparing for change Understand the current situation, the case for change, the future vision, consider what needs to be different
2. Designing the change Involving others, working cooperatively, using co-design principles with stakeholders
3. Making the change Use of change agents where appropriate, monitoring progress, listening to feedback, use lessons learned, sharing success
4. Embedding the change Ensuring the change is sustained and does not revert back to previous state, ongoing measurements and use of performance management data

Some preparation for changes in Street Services started in 2013, when numerous large-scale staff engagement workshops were held with Street Services staff and they provided feedback and ideas for service improvement; including amongst many other things, ideas to further commercialise the Fleet and Garage section. A report published in 2013 also confirmed there was opportunity to improve the management of Council fleet vehicles which would ultimately lead the service to a more efficient, cost-effective and sustainable position, whereby commercialising services could be a consideration in the future.

A cooperative approach to change is essential for this project, particularly in respect of the Fleet and Garage staff that will be directly impacted by numerous changes as result of this project. The approach will reflect the council's cooperative values and keep the customer at the heart of any considerations around proposed service changes.

The project has informally agreed a number of cooperative change commitments that will shape the approach to change, any related engagement activities and will help take the directly-affected staff through the change itself. These commitments are expected to stand throughout the project (through the preparation, design, implementation and embedding phases) and beyond:

- Co-design changes with key stakeholders wherever possible and appropriate
- Seek feedback and advice on change proposals from the parties who have a vested interest or responsibility for those stakeholders the change is likely to impact
- Close feedback loops (to ensure those who provide feedback know what it has been used for)
- Make connections and work collaboratively with other departments and partners as necessary
- Seek to learn lessons and best practice from other internal services and external organisations on their experience of relevant / similar changes
- Create opportunities to listen to those who are affected by the change
- Monitor and measure the effectiveness of the change

One of the critical changes required to achieve project success is the change to shift patterns. Although this project does not include the responsibility for the negotiations, the reaction and engagement of the Fleet and Garage staff that are directly affected, will be a key factor to consider. It will therefore be imperative this project works closely with those who are negotiating the changes, to ensure that messages around the need for the change is clear, and that project plans reflect acknowledge of the period of negotiations and are sympathetic to the likely reactions of staff to this change in their working practices.

The Fleet and Garage culture also needs to change to one that is evidence-based and performance-driven and eventually one that is commercial. This requirement is also supported by the CBCSS and Commercialisation projects which seek a similar culture change within Street Services. The FMIT is integral to achieving this and alongside strong emphasis on staff development and opportunities for co-design, there will be consistent and meaningful staff communication, alongside regular provisions for staff to contribute their thoughts, feelings and suggestions in a meaningful and relevant way.

In order to ensure any changes are embedded and sustained, steps will be developed to ensure the 'previous' operating state cannot be reverted to. This will include the ongoing use of performance metrics and relevant management information which will become a normal part of the services' evidence-based performance management culture in the future.

9.6 Communications and Engagement

Communication of Key Messages

This project aims to be an 'exemplar' of co-operative values, therefore communication and engagement activities will sit at the heart of the approach that we will take.

Key Messages for the Public / Community -

There are numerous opportunities to share positive messages with the community in relation to this project. For example, the project will create a much more sustainable service that is more efficient, cost-effective, better for the environment (through lower carbon emissions) and provides the Council with an increased awareness of driver behaviours which will contribute to safer streets within the city.

Key Messages for Staff

Key messages for Fleet and Garage staff have explained the need for the change and the likely impact on them. There are positive messages for staff as this project seeks to invest in the service and develop staff to progress towards an improved and sustainable position in the future, where commercial expansion can be considered.

All drivers of fleet vehicles will need to be informed of the new vehicle tracking component, and all the positive benefits that it will bring. One key result of this is going to be safeguarding for employees from false insurance claims that have been issued against them. The vehicle tracking capability will support them in these cases, providing evidence to show that certain accusations are false.

Those employees who currently manage fleet budgets will need to be informed of the project intentions and case for change, particularly around the need for a centralised budget and integrated transport unit. Potentially service budgets will need to be remodelled to ensure there are tighter controls on fleet spend and this is likely to impact services across the organisation.

This project will support the changes to working practices in the ongoing restructure, as well as supporting the necessary operational changes. Involving staff in meaningful ways, to enable them to provide input into the project and to feel involved in this transition, is crucial to the success of this project. This project's deliverables are closely linked with the deliverables of the "Creating a Brilliant Co-operative Street Services" project. Amending the working week within street services will allow for the reduced number of vehicles produced from ICMFS to be fully utilised to their maximum level of efficiency.

This project is closely linked to the "Creating a Brilliant Co-operative Street Service" (CABCSS) project, surrounding the changes to working practices within the Garage and Fleet Service

Key Messages for Members

Elements of this project are dependent on political support, and therefore effective communication with key political members of the council is critical to this project's success. This project's interdependency with the CABCSS, in terms of the changes to terms and conditions, relies on political support for the change, and the change itself to be implemented.

Members will be briefed on progress throughout the project and achievement of key deliverables will serve as positive messages that can be shared with the community. It will also be important to inform of the benefits associated with camera and tracking software e.g. improved driver behaviour, increased road safety, reduced number of insurance claim payments etc. which will support Members when speaking with residents in local communities.

Key Messages for Partners

We will actively engage with various partners particularly to learn and share knowledge from those who have implemented FMIT previously, understanding their experiences will enable us make the implementation a success and pre-empt any areas of potential difficulty.

Furthermore, the commercialisation workstream associated with this project will require the identification and consideration of potential commercial partners for the future and close partnership working will be necessary with them to explore the commercial viability of the Council's fleet and garage service.

Key Messages for Stakeholders

A key message grid has been developed; incorporating the key messages that this project will need to deliver and shows which type of stakeholder the message will apply to. This can be located as Appendix item 10.1.

Engagement

The Project will need to engage with members of staff, partners, customers, community and elected members of the Council to ensure all opinions and ideas are captured in helping to build a co-designed service moving into the future.

Staff Engagement

As explained in the "Communication of Key Messages" area above, engagement with Staff will be vital to the success of the project, as almost all the work associated will directly or indirectly affect them. The table below shows the different categories of staff and how they are related to this project, through a RACI breakdown, to ensure they are engaged with in the correct and most efficient way.

Stakeholder	Responsible	Accountable	Consulted	Informed
CMT		X	X	
SMT		X	X	
Trade Unions			X	
Council Staff – Fleet & Garage			X	X
Council Staff – Additional Fleet Users			X	X
Council Staff – Council wide				X
Transformation Programme		X		

Member Engagement

The project will need to utilise the democratic decision making processes available, and be aware of the importance, where appropriate, of ensuring elected member/political engagement throughout the transformation process. This will involve existing opportunities for member engagement and information sharing. Furthermore elected members, where appropriate, will also need to receive feedback from other engagement strands to aide broader understanding of how the Council are using a co-operative approach to engagement throughout the Transformation Programme. This list of elected member stakeholders may change to reflect the scope of the relevant project.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Elected Members	Cabinet		X	X	
	Shadow Cabinet				X
	Member Transformation Board		X	X	
	Council's Scrutiny Function			X	
	Transformation Advisory Group			X	
	MPs				X

Community Engagement

Although there will be little direct impact on the community, this project will present opportunities to inform about the benefits this project will deliver, as many of the changes will have a positive indirect impact on Plymouth residents. Opportunities to promote positive aspects of this project will be presented throughout this project's life cycle.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Community	Members of the Community				X

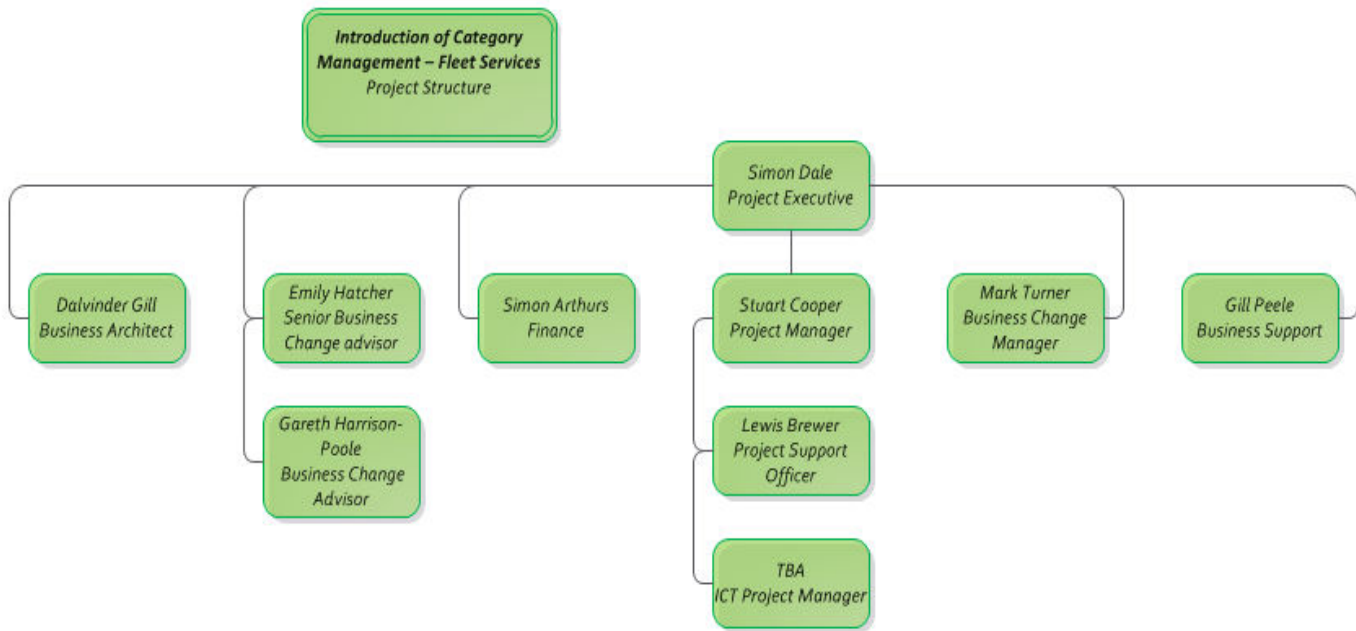
Partner Engagement

We propose to identify and actively engage with potential partners, following an in-depth review of the commercialisation workstream associated with this project. We have already worked with Cornwall Council to review their current FMIT system in order to inform our own procurement decisions and have been learning lessons from their experience.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Partner	Plymouth Community Homes			X	X
	Plymouth University			X	X
	Marjons University			X	X
	Cornwall Council			X	X
	South Ham's & West Devon Council			X	X
	NHS			X	X

9.7 Framework and Methodologies

Project Framework



Programme Management Methodology

This project employs Prince 2 project management methodologies.

Other tools / methodologies / processes / standards / assurance

1. Plymouth City Council Transformation Portfolio Lifecycle has been developed to assure the safe delivery of the projects and programmes in the Transformation Portfolio.
2. Governance is applied across the Projects and Programmes in accordance with the Transformation Start-up pack and subsequent documentation found in the Portfolio Office. See S:\Transformation\Portfolio Office
3. All documents pertaining to the standards, processes, tools, methodologies and assurance to be applied to all Programmes and Projects in the Transformation Portfolio will be found in the Portfolio Office Folder as shown above.

All files for specific Programmes and Projects will be filed by Programme and Project. See S:\Transformation\Programme and Project Folders

10 Appendices**10.1 Key Messages for Stakeholders Grid**

The grid below incorporates the key messages that this project will need to deliver and shows which type of stakeholder the message will apply to. As the project develops, the Communications and Engagement plan will be developed in more detail.

	Key Message	Stakeholder Type			
		Public / Community	Staff	Members	Partners
1	A more efficient service to be provided as a result of better asset management within the Council	X	X	X	
2	A greener and more sustainable service through the cost-effective procurement of newer, more efficient vehicles and the better utilisation of those vehicles	X	X	X	X
3	Savings generated will contribute to the Council's budget shortfall from central government		X	X	
4	Working co-operatively with key members of street services staff to ensure co-designed product		X	X	
5	The main driver for this project is the severe under-utilisation of current assets within the Council's fleet, which needs to be addressed immediately to reduce excessive and unnecessary spending.		X	X	

6	The current service vehicles are unnecessarily costing the Council large sums of money, therefore an increase in efficiency is required		X	X	X
7	This provides the opportunity to improve the quality of vehicles used within our fleet, making them much for efficient and environmentally friendly.	X	X	X	X
8	These changes will impact on current working practices that are in place		X	X	
9	Staff will be provided with the opportunity to feed into the development of the changes, to deliver a co-designed and co-operatively agreed method of working		X	X	
10	Staff will be provided with support and training and development opportunities to help transition with the change to service		X	X	
11	Through the installation of vehicle tracking, the Council can monitor driver behaviours and locations to provide improve efficiencies, as well as security for staff that have false allegations against e.g. accidental damage to cars.		X	X	

10.2 Equality Impact Assessment

STAGE 1: What is being assessed and by whom?	
What is being assessed - including a brief description of aims and objectives?	<p>The Introduction of Category Management – Fleet Services Project contributes to Plymouth’s ‘Brilliant Co-operative Council’s agenda, driving forward provision to create a clean and vibrant environment for residents and supporting the City in its growth. It is structured through three workstreams:</p> <ul style="list-style-type: none"> - Commercialisation - ICT - Finance <p>The project aims to create a much more efficient Fleet and Garage service, and review the current procurement and management policies surrounding the Council’s vehicles.</p> <p>A core element on this project is to procure and implement a Fleet Management IT (FMIT) system that can review current and future utilisations of all Council-owned vehicles, to ensure optimum value for money is achieved through efficiencies and opportunities.</p> <p>This project will also look at how the budgeting and procurement of fleet vehicles currently lies, and will seek methods of producing efficiencies through the centralisation of budget to ensure unnecessary expenditure is eliminated.</p>
Responsible Officer	Anthony Payne
Department and Service	Fleet and Garage Services
Date of Assessment	01/08/2014

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Age	Age does not represent a	No	Positive steps will be taken throughout	N/A

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	significant issue in the delivery of this project		involving service users, partner agencies and Members	
Disability	Disability does not represent a significant issue in the delivery of this project however will need to be cognisant of this in the review of passenger transport	No	Positive steps will be taken throughout involving service users, partner agencies and Members to identify and address disability issues	N/A
Faith, Religion or Belief	As of 2011 Plymouth's breakdown in relation to religion was: No faith: 30% Hindu, Buddhist and Jewish combined less than 1%. Christian 68% Muslim/Islam 1.7%	No Transport will support people irrespective of their faith, religion or belief.	N/A	N/A
Gender - including marriage, pregnancy and maternity	Age does not represent a significant issue in the delivery of this project	No	Positive steps will be taken throughout involving service users, partner agencies and Members	N/A
Gender Reassignment	Gender Reassignment	No	Positive steps will be	N/A

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	does not represent a significant issue in the delivery of this project		taken throughout involving service users, partner agencies and Members	
Race	Race does not represent a significant issue in the delivery of this project	No	Positive steps will be taken throughout involving service users, partner agencies and Members	N/A
Sexual Orientation -including Civil Partnership	Sexual Orientation does not represent a significant issue in the delivery of this project	No	Positive steps will be taken throughout involving service users, partner agencies and Members	N/A
Socio-economic status	Socio-economic status does not represent a significant issue in the delivery of this project however will need to be cognisant of this in the review of passenger transport	No	Positive steps will be taken throughout involving service users, partner agencies and Members to identify and address economic issues	N/A

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
Reduce the inequality gap, particularly in health between communities.	ICMFS has no negative impact on the inequality gap between different communities.	N/A
Good relations between different communities (community cohesion).	ICMFS has no negative impact on the relations between different communities.	N/A
Human Rights	There are no implications for Human Rights. The service will remain universal, ensuring that all users receive equitable and effective provision.	N/A

STAGE 4: Publication			
Director, Assistant Director/Head of Service approving EIA.	Simon Dale	Date	08/08/14

PLYMOUTH CITY COUNCIL

Subject:	Strategic Business Case – Commercialisation Initiatives
Committee:	Cabinet
Date:	2 September 2014
Cabinet Member:	Councillor Lowry
CMT Member:	Anthony Payne (Strategic Director for Place)
Author:	Lee Pundsack, Project Manager, Transformation
Contact details:	Tel: 01752 305976 Email: lee.pundsack@plymouth.gov.uk
Key Decision:	Yes
Part:	I

Purpose of the report:

This report presents a 'strategic business case' for progressing the Commercialisation project across the Council as part of its GAME transformation programme.

This report presents the proposed scope of what will be considered for 'commercialisation' and the key principles for capturing the resultant financial benefits. It does not provide a specific breakdown at this stage of exactly how and where the net commercialisation additional income target of £3.744m in 2016/17 will be achieved as this will be developed from the detailed work which will follow across a diverse range of activities as part of the project. However, it does show some initial areas where a more commercial approach is reaping dividends.

The project proposes to enable the Council to operate more commercially by:

- Developing a commercial strategy with principles, guidelines, controls and protocols including how benefits are to be captured and used
- Increasing the commercial capability of the Council
- Increasing commercial awareness throughout the Council thereby increasing opportunities
- Instilling commercial principles in management
- Considering and deciding the optimum method of delivery eg an alternative service delivery vehicle (ASDV) and/or delivery within service area
- Ensuring services are able to compete commercially by considering and understanding the market and costs
- Identifying commercial opportunities through the use of consultants and staff
- Implementing the commercial opportunities at a strategic, tactical or operational level

This project aims to increase financial benefit by £3.744m in year 2016/17, and £6.666m in total over the three year period.

This Project aims to deliver a capability within the Council that will:

- Deliver a new Commercial capability that aims to deliver an uplift of net income/benefits of £3.744 million in 2016/17 across all current or future commercial activities.
- Improve commercial decision making and entrepreneurship through a commercial strategy that will assist changing the culture and processes across the Council and partners to ensure that all current and future commercial projects generate a financial return or a social return.
- Allow officers and councillors to identify and develop business opportunities
- Give a coordinated view and better control to commercial activities across the Council to ensure every commercial opportunity adds value to the Council's vision, values and objectives.
- Gives us a strategic understanding of the current and the desired future shape of commercial, category and sales management structures within the Council.
- Allow better negotiation of deals and contract renegotiations to mitigate commercial risk, and provide more profitable outcomes.
- Identify a range of partners and potential commercial advantages they can bring in provision of services.
- Give the ability to identify commercial opportunities through the better utilisation of assets.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

The following has been summarised from the strategic business case, demonstrating the alignment of the project with the Corporate Plan.

Democratic

Wherever possible, elements of this project will be 'co-designed', engaging with stakeholders and allowing them meaningful opportunities to influence the project. Alongside this we will embrace the democratic processes, maintaining a high level of contact with councillors.

Responsible

With the Council facing a £64 million funding gap over the next three years, we will have to be more innovative with our available resources. The commercialisation project will play a major part in bridging this funding gap, by identifying and implementing appropriate commercial opportunities from within our services and from utilisation of assets, and from new commercial opportunities. We will ensure we are responsible in our commercial endeavours by assessing the impact any change is like to have on stakeholders.

Fair

We will be honest and open in our plans for commercial activity and will provide opportunity for proposals to be commented on by those customers who are most likely to be impacted by the changes. We will explore opportunities for Plymouth students with relevant skills to be involved in developing our commercial activities and thereby gaining employability skills and practical work experience. We will be fair by ensuring our commercial activities follow the fairer fees and charges policy.

Partners

We propose to actively engage with partners where appropriate. This will improve the outcomes that we achieve and enable us to implement change more effectively by sharing resources and expertise. We will provide more efficient services to our customers and offer a wider portfolio for them to explore. When exploring ASDVs we will work together with the wider community looking to seek outsourcing or co-production opportunities to develop different ways of working where appropriate.

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

This project aims to realise a financial benefit of £3.744m in year three, and £6.666m over the three year period.

	2014/15	2015/16	2016/17
	£m	£m	£m
Annual net additional financial target	0.700	1.522	1.522
<i>Cumulative Financial Target (in year requirement)</i>	<i>0.700</i>	<i>2.222</i>	<i>3.744</i>

To progress this project it will require an initial investment in additional specialist staff of £180k - £200k and will be requested to be funded initially from the transformation budget prior to these costs subsequently being funded from the commercialisation income generated.

These costs are outlined in more detail at section 7 of the Business Case

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

This project will improve the commercial capability and capacity of the Council

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? Yes – as attached as Appendix item 9.4

Recommendations and Reasons for recommended action:

It is recommended that:

- I. That the Strategic Business Case – Commercialisation with the Option 3 Coordinated Commercialisation project as the preferred option be approved and taken forward for implementation.

2. That approval of the Council's Commercial Strategy is delegated by Cabinet to the Strategic Director for Place as the Senior Responsible Officer of the GAME Board, in consultation with the Cabinet Member of Finance.
3. That the initial Workstreams and areas for commercialisation investigation be as set out in Commercialisation Workstream Summary at Appendix 9.3 of the Strategic Business Case.
4. The Project will aim to develop further work streams throughout the period of transformation in order to bridge the budget deficit.
5. That the key principles for capturing financial benefits from commercialisation and the scope of their coverage be as set out in the Financial Commercialisation Paper at Appendix 9.1 of the Strategic Business Case – these being in summary that:
 - Commercialisation covers both expenditure (eg contract renewals and demand management) and income (eg 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 would exclude contributions, grants, donations, ring-fenced income, 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 Corporate Management Team (CMT) to discuss
 - CMT and Transformational Programme Board (TPB) 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, this will include 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 commercialisation benefits within GAME Municipal Enterprise must be agreed by CMT with a clear rationale

Reasons:

By taking commercialisation forward as a project within transformation, it provides the best opportunity to provide a cohesive, coordinated and comprehensive approach to deliver the opportunities identified to date whilst ensuring that the approach fits with the operational blueprint.

Due the diversity of the work areas and opportunities that are encompassed by the Commercialisation project, the associated actions, Workstreams and principles are needed to support and direct the Commercialisation project to ensure that the required benefits can be captured and delivered in a timely fashion. The project recognises that the Council's Fees, Charges and Concessions policy is applicable but primarily directed at domestic customers rather than commercial. All other decisions about new or revised commercial opportunities will be taken in accordance with the Leader's Scheme of Delegation for Executive Functions.

Alternative options considered and rejected:**Option 1** – Do nothing continue as we are

This option has been rejected as it will not help address the future funding gap and the Council would not maximise or deliver its commercial opportunities

Option 2 - Services commercialise themselves

This option has been rejected as there would not be a co-ordinated approach to commercialisation, therefore opportunities would be missed, especially the opportunities to cross sell services. The commercial development of staff would be less effective and services may not have the resource or expertise to implement commercial opportunities

Option 3 – The implementation of a Coordinated Commercialisation project (preferred option)

This option has been proposed as the preferred option as it provides a holistic approach centred around a commercial strategy, whilst putting in place the required building blocks to sustain commerciality within the Council

Published work / information:

None

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Edge Public Solutions – Review of Street Services April 2014	Yes									
GAME Outline Business Case – 24/3/14 v1.3	Yes									

Sign off:

Fin	Corps F FC141 5001- SA- 07/08/ 14	Leg	2088 9/ALT	Mon Off	DVS/ 2093 2	HR		Assets		IT		Strat Proc	
Originating SMT Member; Simon Dale													
Has the Cabinet Member(s) agreed the content of the report? Yes / No													



Strategic Business Case

Programme Name:	<i>Growth, Assets and Municipal Enterprise</i>		
Date:	31/7/14	Version:	V1.03
Projects:	Commercialisation		
Author:	Lee Pundsack		
Owner (SRO):	Anthony Payne		

VERSION HISTORY: (version control e.g. Draft v0.01, v0.02, v0.03 Base line @ v1.0)

Version	Date	Author	Change Ref	Pages Affected
V0.01	16/07/2014	Lee Pundsack	First draft	
V0.02	22/07/2014	Lee Bond	Re draft	14-19
V0.03	24/07/2014	Lee Pundsack	Re draft	13-18, 23-24
V0.04	25/07/2014	Lee Pundsack/ Mark Turner	Inputs from project exec	13-18 Appendix
V0.05	25/07/2014	Lee Bond	Exec summary drafted , new timeline added	13 – 16, 28
V0.06	28/07/2014	Dalvinder Gill	Architectural influence	20-23, 25-27
V0.07	28/07/2014	Mark Turner	Proj exec comments	All
V0.08	29/07/2014	Dalvinder Gill	Additions to Architecture	23
V0.09	29/07/2014	Lee Pundsack	Response to comments from SRO	All
V0.10	31/07/2014	Lee Pundsack/ Mark Turner	Response to comments from SRO/DMT/Legal/Finance/Sue Thomas	All
V0.11	04/08/2014	Lee Bond	Response to Comments From Simon Dale	All
V0.12	06/08/2014	Alex Hurth	Response to Comments from CMT	All
V0.13	07/08/2014	Lee Bond	Response to Comments from Alwyn Thomas	4-6
V0.14	07/08/2014	Lee Bond	Response to Comments From Emily Hatcher	All
V0.15	07/08/2014	Lee Bond	Obtained Legal Sign Off	All
V0.16	07/08/2014	Lee Bond	Response to Monitoring Office Comments	All
V0.17	07/08/2014	Lee Bond	Obtained Monitoring Office Sign off	All
V0.18	07/08/2014	Alex Hurth	Agreed all track changes	All
V0.19	07/08/2014	Lee Bond	Finance sign off	All
V0.20	08/08/2014	Lee Bond	Response to SRO Comments	All
V0.21	08/08/2014	Lee Bond	Response to Portfolio Office comments	All
V0.22	08/08/2014	Lee Bond	Portfolio Office Sign off	All
V1.01	18/08/2014	Lee Pundsack	Response to Cab Planning	All
V1.02	20/08/2014	Lee Bond	Response to Project Exec Comments	All
V1.03	21/08/2014	Lee Pundsack	Response to Comms comments	56-58
V1.04	21/08/14	Lee Pundsack	Response to Democratic support	Contents page

FILE LOCATION: (Final version base lined @ v1.0, v2.0, v3.0)

Location	File Address	Date

QUALITY REVIEWERS: (General QA and accuracy)

Name	Position	Signature	Date
Subject Matter Expert			
Portfolio Office			
Business Technical Architect			
Programme Accountant			

SIGN OFF:

Position	Name		Date
Senior Responsible Owner			
Portfolio Office			
Business and Technology Architecture			
Portfolio Accountant			

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Preface: Transformation background and overview

An introduction to Plymouth City Council’s Transformation Programme

Drivers for Transformation:

The Brilliant Co-operative Council with less resources

On its adoption of a new Corporate Plan in July 2013, the council set the bar still higher, to become a Brilliant Co-operative Council. This ‘Plan on a Page’ commits the Council to achieving stretching objectives with measurable outcomes, and also sets out a Co-operative vision for the Council, creating a value-driven framework for the way that it will operate as well as the outcomes that it is committed to achieve.

The Corporate Plan was developed using the principles of a Co-operative Council. It is a short and focused document, but does not compromise on its evidence base, and was co-developed with the Cabinet of the Council, before being presented in person by members of the Corporate Management Team to every member of staff throughout the council at a series of 74 roadshows. The positive results of this commitment to strong communications and engagement were evidenced by 81% of council staff responding to the workplace survey conducted in October 2013 agreeing that they understand and support the values and objectives set out in the Corporate Plan.



OUR PLAN THE BRILLIANT CO-OPERATIVE COUNCIL

<p>CITY VISION Britain’s Ocean City</p> <p>One of Europe’s most vibrant, waterfront cities where an outstanding quality of life is enjoyed by everyone.</p> <p>CO-OPERATIVE VALUES One team serving our city</p>	<p>OUR OBJECTIVES Creating a fairer Plymouth where everyone does their bit</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #00A68F; color: white; padding: 5px;">PIONEERING PLYMOUTH</td> <td style="width: 25%; background-color: #FFC000; padding: 5px;">GROWING PLYMOUTH</td> <td style="width: 25%; background-color: #E67E22; padding: 5px;">CARING PLYMOUTH</td> <td style="width: 25%; background-color: #4A3979; color: white; padding: 5px;">CONFIDENT PLYMOUTH</td> </tr> <tr> <td style="padding: 5px;">We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.</td> <td style="padding: 5px;">We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.</td> <td style="padding: 5px;">We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.</td> <td style="padding: 5px;">We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.</td> </tr> </table>	PIONEERING PLYMOUTH	GROWING PLYMOUTH	CARING PLYMOUTH	CONFIDENT PLYMOUTH	We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.	We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.	We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.	We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.
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<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; background-color: #0072BC; color: white; border-radius: 50%; padding: 10px; text-align: center;"> <p>WE ARE DEMOCRATIC</p> <p>Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.</p> </div> <div style="width: 50%; background-color: #76C73A; color: white; border-radius: 50%; padding: 10px; text-align: center;"> <p>WE ARE RESPONSIBLE</p> <p>We take responsibility for our actions, care about their impact on others and expect others will do the same.</p> </div> <div style="width: 50%; background-color: #E91E63; color: white; border-radius: 50%; padding: 10px; text-align: center;"> <p>WE ARE FAIR</p> <p>We will be honest and open in how we act; treat everyone with respect; we will champion fairness and create opportunities.</p> </div> <div style="width: 50%; background-color: #F4A460; color: white; border-radius: 50%; padding: 10px; text-align: center;"> <p>WE ARE PARTNERS</p> <p>We will provide strong community leadership and work together to deliver our common ambition.</p> </div> </div>	<p>THE OUTCOMES What we will achieve by this plan</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #00A68F; padding: 5px;"> <ul style="list-style-type: none"> ■ The Council provides and enables brilliant services that strive to exceed customer expectations. ■ Plymouth’s cultural offer provides value to the city. ■ A Council that uses resources wisely. ■ Pioneering in reducing the city’s carbon footprint and leading in environmental and social responsibility. </td> <td style="width: 25%; background-color: #FFC000; padding: 5px;"> <ul style="list-style-type: none"> ■ More decent homes to support the population. ■ A strong economy creating a range of job opportunities. ■ A top performing education system from early years to continuous learning opportunities. ■ Plymouth is an attractive place for investment. </td> <td style="width: 25%; background-color: #E67E22; padding: 5px;"> <ul style="list-style-type: none"> ■ We will prioritise prevention. ■ We will help people take control of their lives and communities. ■ Children, young people and adults are safe and confident in their communities. ■ People are treated with dignity and respect. </td> <td style="width: 25%; background-color: #4A3979; color: white; padding: 5px;"> <ul style="list-style-type: none"> ■ Citizens enjoy living and working in Plymouth. ■ Plymouth’s brand is clear, well known and understood globally. ■ Government and other agencies have confidence in the Council and partners: Plymouth’s voice matters. ■ Our employees are ambassadors for the city and the Council and they are proud of the difference we make. </td> </tr> </table>	<ul style="list-style-type: none"> ■ The Council provides and enables brilliant services that strive to exceed customer expectations. ■ Plymouth’s cultural offer provides value to the city. ■ A Council that uses resources wisely. ■ Pioneering in reducing the city’s carbon footprint and leading in environmental and social responsibility. 	<ul style="list-style-type: none"> ■ More decent homes to support the population. ■ A strong economy creating a range of job opportunities. ■ A top performing education system from early years to continuous learning opportunities. ■ Plymouth is an attractive place for investment. 	<ul style="list-style-type: none"> ■ We will prioritise prevention. ■ We will help people take control of their lives and communities. ■ Children, young people and adults are safe and confident in their communities. ■ People are treated with dignity and respect. 	<ul style="list-style-type: none"> ■ Citizens enjoy living and working in Plymouth. ■ Plymouth’s brand is clear, well known and understood globally. ■ Government and other agencies have confidence in the Council and partners: Plymouth’s voice matters. ■ Our employees are ambassadors for the city and the Council and they are proud of the difference we make.
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The economic, demographic and policy environment affecting public services is accepted as the most challenging in a generation. At the same time as an aging population is placing increased demand on health and social care services, the UK is facing the longest, deepest and most sustained period of cuts to public services spending at least since World War II. The Council’s Medium Term Financial plan identified in June 2013 funding cuts of £33m over the next three years which, when added to essential spend on

service delivery amount to an estimated funding shortfall of circa £64.5m from 2014/15 to 2016/17, representing 30% of the Council's overall net revenue budget.

The Council has shown remarkable resilience in addressing reduced funding and increased demand in previous years, removing circa £30m of net revenue spend from 2011/12 to 2013/4 through proactive management and careful planning. However the Council has acknowledged that addressing further savings of the magnitude described above while delivering the ambitions of the Corporate Plan will require a radical change of approach.

Review of existing transformation programmes

The council commissioned a review in June 2013 to:

- Examine the Council's financial projections and provide expert external validation of our assumptions about costs and income in the medium term
- Review the Council's existing transformation programmes and provide a view as to whether they will deliver against the Corporate Plan
- Provide advice as to how the Council might achieve the maximum possible benefit through a revised approach to transformation

This review validated the Council's current Medium Term Financial Plan based on projections and assumptions jointly agreed, and judged it to be robust, taking into account the complex financial landscape and changing government policy.

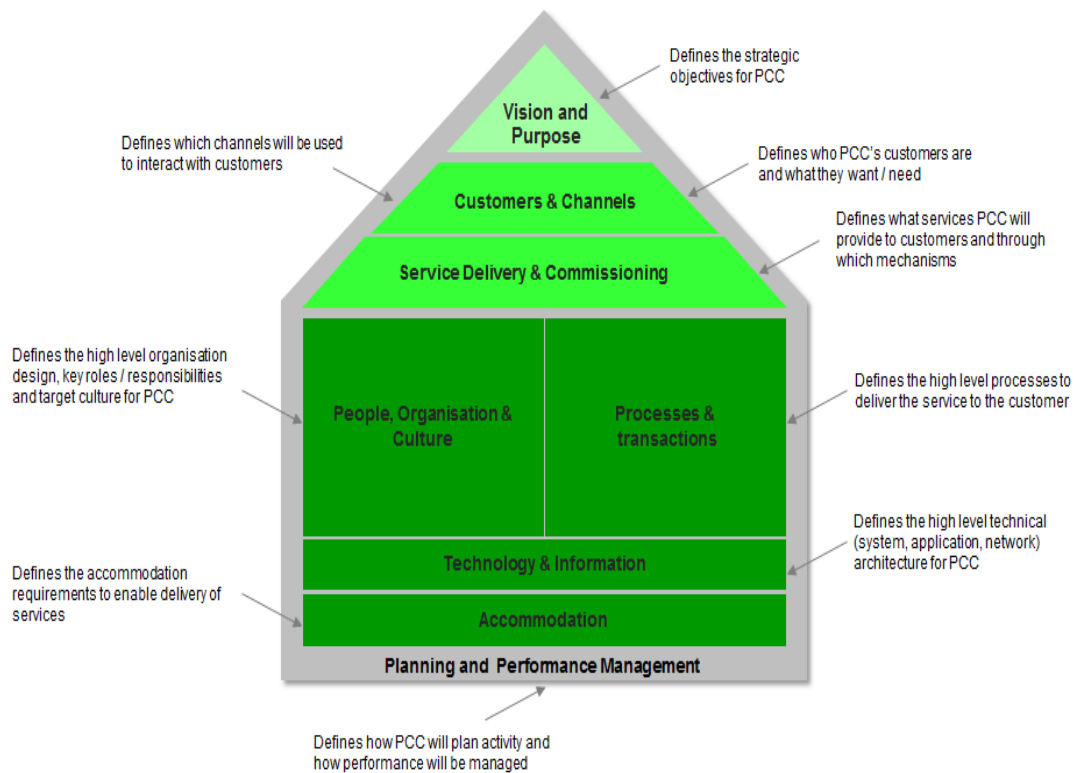
The Council has initiated a number of far-reaching and ambitious change programmes over 2012-13 to address the twin aims of addressing financial constraints and improving service delivery. These include:

- Investment in Customer Transformation and Core ICT infrastructure (Cabinet approval September 2012)
- ICT Shared Services: DELT (Cabinet approval October 2013)
- Modernising Adult Social Care Provision (Cabinet approval January and August 2013)
- Co-location with Clinical Commissioning Group at Windsor House (Cabinet approval January 2013)

In addition to feedback and advice about individual programmes underway, the Council received advice from various sources that has been carefully considered, and which has informed the overall design of the Transformation Programme and the content of the business cases for the five programmes. The Transformation's GAME programme includes a Commercialisation project which is the subject of this strategic business case.

Vision and Direction: The Blueprint

The Council has responded to concerns that, despite strong support for the Corporate Plan from both officers and members, there was a lack of clarity about how the Corporate Plan translates into practical action and a danger that the Council might be attempting to 'do the right things, but in the wrong way'. After significant consultation with Members and over 100 staff from all levels and disciplines within the organisation, the Council's vision for the Brilliant Co-operative Council has been translated into a Blueprint which describes the capabilities which the Council will need in the future. These capabilities will be commissioned by the council and will result in services being delivered by the Council and a variety of other organisations operating across the public, community and voluntary and private sectors. The components of the Blueprint are illustrated below:



To inform the development of the main components of the Blueprint, a number of principles have been developed co-operatively with Members, senior officers and staff to ensure that the values set out in the Corporate Plan guide how the Blueprint is developed.

Governance and Oversight

The Council has also responded to advice that governance and oversight arrangements for transformation projects would benefit from being strengthened. Whilst ensuring that the council's existing constitutional arrangements for decision making are unaffected, a number of bodies have been put in place to ensure a co-ordinated approach is taken to oversight of the Transformation programme. The detail of the transformation governance arrangements were considered by the council's Audit Committee on 13 March 2014 and can be summarised as follows:

Members

- The Co-operative Scrutiny Board and Panels are aligned to the Transformation Board and programmes that match their terms of reference

Officers

- The Transformation Portfolio Board co-ordinates the delivery of the Blueprint, prioritises decisions within and between programmes, ensures effective engagement, ensures overall resourcing and delivery of the programme and recommends Programme Business cases and exceptions. It is chaired by the Chief Executive and comprises Senior Responsible Officers for the Programmes, the Transformation Director, engagement leads, finance and HR Responsible Officers and the Head of the Portfolio Office

- Programmes are led by a Senior Responsible Officer, who is accountable for the successful delivery of the programme, achieving desired outcomes and realising expected benefits and is responsible for chairing the Programme Board and leading the Programme
- Each project within the five Programmes is led by a Project Executive who is accountable to the Senior Responsible Officer for the successful delivery of the Project, and chairs the Project Board.
- The Portfolio Office provides co-ordination and support across all the programmes and projects and ensures that sufficient capacity and capability is in place to deliver the overall programme.

I. Scope of Strategic Business Case and Executive Summary

Scope of this strategic business case

This report presents a 'strategic business case' for progressing a commercialisation project across the Council as part of its transformation programme.

This report presents the further work which has been progressed as part of the GAME transformation programme to identify potential areas and Workstreams across the Council for commercialisation activity with high-level estimates of income potentials where possible. This report also presents the proposed scope of what will be considered for 'commercialisation' and the key principles for capturing the resultant financial benefits. This report does not provide a specific and robust breakdown of exactly how and where the commercialisation income target will be achieved at this stage as this detailed work will follow on from the acceptance of this business case across a diverse range of activities as part of the project.

Executive Summary

Plymouth City Council, understanding the future pressures of a reduced budget and a requirement to consistently improve the quality of service that it provide, commissioned two reviews in 2013 to begin building a clearer picture of what the Council would look like in the future and how it might address the funding gap. These reviews identified the Council's current capabilities and capacity for change and provided a clearer picture of the opportunities and issues to mandate change.

One review posed the following high-level questions to the Council.

- How good is the council currently at a set of activities?
- How good should the council be at these activities in the future?
- What initiatives will close the gap?

The work indicated that there is an opportunity to commercialise services and identified some key areas for development to deliver the following strategic capabilities:

- Development and implementation of a commercial strategy
- Generating Commercial leads and manage revenue
- Maintain Plymouth City Council's income stream
- Oversee and improve delivery across the organisation

The Commercialisation project is now one of a number of the identified transformation projects that intends to change the way that the Council operates. It is required to firstly make savings, and secondly change ways of working by adopting a commercial strategy that would in turn allow for greater efficiency within services as well as expanding the Council's commercial portfolio

From the initial work undertaken in 2013, the commercialisation project has been set an ambitious income generation target of achieving an additional £3.744 million, over 3 years from across the Council.

The reviews and associated reports provide a positive starting point for the project to develop from. There are clear opportunities for Plymouth City Council to take positive steps towards encouraging Growth and inspiring Confidence to the city's residents through the potential successes of the commercialisation project.

This Project aims to deliver a capability within the Council that will:

- Deliver a new Commercial capability that aims to deliver an uplift of net income/benefits of £3.744 million across all current or future commercial activities.
- Improve commercial decision making and entrepreneurship through a commercial strategy that will assist changing the culture and processes across the Council and partners to ensure that all current and future commercial projects generate a financial return or a social return.
- Allow officers and councillors to identify and develop business opportunities
- Give a coordinated view and better control to commercial activities across the Council to ensure every commercial opportunity adds value to the Council's vision, values and objectives.
- Gives us a strategic understanding of the current and the desired future shape of commercial, category and sales management structures within the Council.
- Allow better negotiation of deals and contract renegotiations to mitigate commercial risk, and provide more profitable outcomes.
- Identify a range of partners and potential commercial advantages they can bring in provision of services.
- Give the ability to identify commercial opportunities through the better utilisation of assets.

The scope for the project has been clearly identified as the following,

- In scope - The scope of this project encompasses all service areas within Plymouth City Council. The project will mainly focus around improved income generation from all income streams, better marketing and sales, generation of additional income from new commercial initiatives, and providing a framework for future income generation.
- Out of scope- The negotiation of contracts currently within the People Directorate are not within the scope of this Project and will fall within Integrated Health and Wellbeing Transformation Programme

In achieving its goals the project will be uphold the values embedded in Plymouth's corporate plan:

- We will be **democratic** by giving stakeholders the opportunity to co-design our commercial activities where practical.
- We will be **responsible** by ensuring that the Council are gaining benefit from all their activities and assets.
- We will be **fair** by being honest and open in our plans for commercial activity and will provide opportunity for proposals to be commented on by those customers who are most likely to be impacted by the any changes. We will be fair by ensuring our commercial activities follow the fairer fees and charges policy.
- We will develop partnerships by working with external organisations to gain commercial guidance and where appropriate, work together to make the most of a commercial opportunity.

The project work undertaken to date has identified the following as key risks which will be mitigated and/or managed.

- *Current lack of capacity within services to engage and deliver the project objectives.* The project has identified that there are a limited number of suitable individuals within the Council to help deliver commercialisations benefits; hence the project will need to find or provide suitable extra resources in order to bridge this gap.
- *There is a lack of commercial capability across the Council.* The project has identified that there is a lack of specialist skill sets within the Council to help deliver commercialisations benefits. The project has reviewed its business development options and is proposing the recruitment of a new core commercial team alongside the potential to bring in external expertise where appropriate. There is a need to include these commercial requirements into the P&OD workforce delivery project to ensure plans for staff development incorporate the commercial aspect needed for the organisation in the future.
- *The scale of benefits may not be available to reach the projects targets in the required timeframes.* The project will have to be ambitious and constantly striving to generate new revenue streams. To achieve its targets, there will need to be a rapid initiation of work streams while recognising the Council has limited resources.
- *Delivery of Commercialisation initiatives could impact on core service delivery.* Commercialisation projects will need to ensure that they communicate effectively with business as usual so as not to impact on core service delivery.
- *Council in its current form may not legally be able to generate the surpluses required.* The Council will need to ensure that there is an understanding of the legal position with respect to the generation of surpluses / profit. This may involve the setting up of distinct trading entities or alternative service delivery vehicles (ASDVs).
- *There is a need to ensure that the Commercialisation project aligns to the strategic vision of the Council and its policies.* The project will need to ensure that no commercial opportunities are taken that are in conflict of those aims

The Project has considered 3 viable options:

OPTION 1 – Do nothing continue as we are

- The funding gap would not be filled, or would be addressed through cuts to staff and services
- The Council would not be maximising its commercial opportunities
- Rates, fees and charges may need to be increased

OPTION 2 - Services commercialise themselves

- There would not be a co-ordinated approach to commercialisation, therefore opportunities would be missed, especially the opportunities to cross sell services
- The commercial development of staff would be less effective
- Services may not have the full resource needed to implement commercial opportunities
- The identification of new commercial opportunities would not happen, meaning that many would be missed. This would impact on income generation
- The funding gap may not be bridged

OPTION 3 – The implementation of a Coordinated Commercialisation project (preferred option)

- Increasing commercial awareness and capabilities across the Council by:
 - Developing a commercial strategy
 - Increasing the commercial capability of staff through training
 - Increasing commercial awareness through events and workshops
 - Instilling commercial principles in management including the need to understand costs, pricing, marketing and the concept of “upselling”
 - Investigate the optimum method of delivery eg ASDV and or within service area
- Identify commercial opportunities through the use of consultants and staff
- Implement the commercial opportunities at a strategic, tactical or operational level

It is recommended that Option 3 is implemented as it provides the best opportunity to provide a cohesive, coordinated and comprehensive solution to the issues and opportunities identified in past reports. Option 3 is the only option that fits the requirements of the operational blueprint, with the development and implementation of a commercial strategy providing a long term approach to develop the Council’s commercial capability and deliver additional net income.

Due the diversity of the work areas and opportunities that are encompassed by the project, the following are proposed to support and direct this project to ensure that the required benefits can be captured and in a timely fashion:

1. The approval of the Council’s Commercial Strategy is to be made by the SRO of the GAME Board in consultation with the Cabinet Member with portfolio holder for Finance
2. That the initial Workstreams and areas for commercialisation investigation be as set out in Commercialisation Workstream Summary at Appendix 9.3 which includes Trade Waste, Advertising, Renewable Energy Generation, Cemeteries and Crematoria, Security and Catering Services. It should be noted that Municipal Enterprise and Commercialisation will need to be wider across all areas of Council activity where deemed appropriate.
3. That the key principles for capturing financial benefits from commercialisation and the scope of their coverage be as set out in the Financial Commercialisation Paper at Appendix 9.1 – these being in summary that:
 - Commercialisation covers both expenditure (eg contract renewals and demand management) and income (eg 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 would exclude contributions, grants, donations, ring-fenced income, 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 Corporate Management Team (CMT) to discuss and agree their utilisation
 - CMT and Transformational Programme Board (TPB) 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, this will include 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 commercialisation benefits within GAME Municipal Enterprise must be agreed by CMT with a clear rationale

For full financial principles and exclusions please refer to section 7 and appendix 9.1 noting that these principles have been proposed to complement the Council's Fees, Charges and Concessions policy which primarily concentrate on domestic rather than commercial activities.

2. Case for Change

2.1 Current situation

In 2013 Plymouth City Council commissioned a review to investigate the potential savings and additional incomes that could be realised from a large scale transformation programme.

As part of this work Plymouth City Council's commercial opportunities and capabilities were assessed and asked a number of high level questions:

- How good is the council currently at a set of activities?
- How good should the council be at these activities in the future?
- What initiatives will close the gap?

The assessment considered the Council's current ability to commercialise its services and identified four general areas for action:

- Develop a commercial strategy
- Generate leads and manage revenue
- Maintain income streams
- Oversee and improve delivery

The assessment identified that despite some existing commercial capability there is a need for a commercial strategy to tie these areas together and also to identify potential income generating areas for the Council in the future. There is also a need for the council to improve its overall commercial capacity and capability to ensure it is better positioned to maximise opportunities for generating income at a service level.

The outcome of the assessment is summarised in *figure 1 (section 2.2)*

Subsequent to the tactical work undertaken in 2013, A more detailed review was commissioned in late 2013 to review Environmental Services (now part of Street Services) to identify potential savings and opportunities in this front line service area. This service area includes several commercial activities, such as the Trade Waste service which provides waste and recycling collection and disposal services to businesses and commercial premises.

The reports clearly highlighted that the Council has potential to improve efficiency and capture opportunities for extra revenue.

Further analysis undertaken by officers in the transformation team has confirmed that at present there are no formal corporate commercial guidelines for services to operate on, and although there is a fees, charges and concessions policy, this concentrates primarily on domestic customers and can be difficult to apply to commercial ones. There is also no clear and coordinated understanding of council wide commercial activities, meaning that the opportunity to “cross sell” services is missed, with each department only offering their own service provision when other services could be offered.

2.2. Potential commercialisation

The initial reviews in 2013 considered the Council’s need for a commercial capability in the future. This picture of current and future capability need can be seen in figure 1 to identify where the council needs to focus its development efforts.



Figure 1: the current and future commercial capabilities

The work identified that the opportunity for the Council to develop commercially can be best progressed by:

- Developing a commercial strategy
- Utilising customer and market insight to develop services
- Focusing on commercialising services
- Generate additional revenues whilst maintaining income streams
- Overseeing delivery

The information and estimates provided by this review indicates that there is the opportunity to generate an additional £3.744m net income over three years through expansion of existing and generation of new commercial activities. Work has commenced by the Transformation team to identify potential areas and initiatives in more detail although quantifying specific benefits and delivering them are in their early stages.

2.2.1 Recent commercial activities

The Street lighting re-lamping project approved by Council in January 2013 is an example of a commercialisation project that generates substantial savings. An investment of £7.9m will generate energy savings of £1.2m per year. The project is financed through a 12 year prudential loan. The savings from this project far exceed the loan costs and repayment, and thus generates a net benefit for the Authority from year one.

Another recent example which falls under a commercialisation banner is that the Council has renegotiated its landfill gas management contract such that the Council and the contractor now equally share risk and reward and will now work much closer together to secure the opportunities arising from landfill gas management and electricity generation. This renegotiation should secure an additional income of around £200k per annum from October 2014.

2.2.2 Commercial opportunities

Taking the lead from the first review, a further review was commissioned to look specifically at the Environmental Services division (now Street Services) to identify how it could be made more efficient and identify opportunities that could improve service delivery and reduce costs to contribute towards the future funding gap.

The resultant report identified several key existing areas and opportunities to generate new and/or increased income streams by operating with a more commercial approach to service delivery. This included suggestions for using the integration of services into Street Services to be able to bundle services for sale and expand the Councils current market share in key areas such as Trade Waste collection.

Commercialisation has therefore been identified as a key project in the GAME transformation programme and will be a key contributor to closing the funding gap based on the work undertaken by these reviews.

2.2.3 Commercialisation of other councils

There have been many councils across the country that have embarked on a commercialisation journey, seeking to reduce budget pressures and increase income. These councils are benefitting from commercialisation although it is relatively early days to ascertain and quote specific financial returns. Notwithstanding this as can be seen in appendix 9.4 “commercialisation case studies”, Oxford, North Lincolnshire, and Aylesbury Vale Councils have embarked on this journey, while West Lindsey District Council are branding themselves as “The Entrepreneurial Council”.

In 2011 Oxford City Council embarked on a transformation / commercialisation project to reduce expenditure by 20% and increase performance by 20%. By September 2012 turnover from new customers was £330k with a total increase in volumes for the full year of £1.24 million.

North Lincolnshire Council has started on an Entrepreneurial Journey to make its services commercially available to other organisations. They have introduced a service that supports their cooperative blueprint similar to Plymouth City Council. Their approach to commercialisation was to:

- Maximise Value from buildings and assets.
- Introduce modern working practises
- Raise income by producing in house “commercial packages”

They have produced three commercial packages, for schools, local businesses and for other Local Authorities.

In 2013 West Lindsey District Council started on a journey to rebrand them as an “Entrepreneurial Council”. Their approach had three aims:

- Entrepreneurial - looking creatively at all resources
- Commercial - how they become more cost conscious in the solutions they propose and the way they use that money
- Co-production – Less hand outs, different approaches, different relationships with communities

Their successes include a 20 % reduction in Net Expenditure over the last three year (approximately 98% from efficiencies and rationalisation, 2% income) and a further 23% reduction in the pipeline (approximately 37% from further efficiencies and 63% from income achieved while delivering social outcomes).

For full case studies refer to Appendix 9.4

2.2.4 Identifying commercial opportunities

The Transformation team in developing this business case have undertaken a series of commercial opportunity identification activities in early 2014. This has built on previous work that had identified opportunities within Street Services coming from:

- The expansion of the successful Trade Waste service
- Cemeteries & Crematoria
- The bundling of services

Alongside this piece of work, members of the transformation team have researched commercial activities provided by other councils and have held a series of “commercial awareness” events with members of staff from all levels of service, to gather ideas for commercial opportunities within the Council. These commercial events and research have so far suggested over 120 potential commercial opportunities, with many being able to be grouped under the general themes and subjects including:

- Advertising
- Security services
- Utilisation of premises for celebratory events
- Catering services
- Creating service directories for external organisations
- See Appendix 9.3 – Workstream Summary Document - for examples of Workstreams in development

The above opportunities and ones identified in the future will be packed into a portfolio of marketable services that can be advertised through a variety of means such as an online directory.

3 Strategic Case

3.1 Scope

In scope - The scope of this project encompasses all service areas within Plymouth City Council, initially concentrating on Street Services. The project will mainly focus around improved income generation from all income streams, improvements to contracts where possible, better marketing and sales, generation of additional income from new commercial premises, collaboration with other Public Sector bodies, and providing a framework for future income generation.

Out of scope- The negotiation of contracts currently within the People Directorate are not within the scope of this Project and will fall within Integrated Health and Wellbeing Transformation Programme

3.2 Strategic Fit

This project will align with a range of internal strategies.

3.2.1 Corporate Plan

A key driver for this Transformation project is the Council's Corporate Plan. The commercialisation project recognises that a co-operative approach will enable the Council to work in different ways, producing savings while at the same time engaging with stakeholders and improving services. Therefore we will be:

Democratic

Wherever possible, elements of this project will be co-designed, engaging with key stakeholders and allowing them meaningful opportunities to influence the project. Alongside this we will embrace the democratic processes, maintaining a high level of contact with councillors. Examples of our democratic approach will include:

- Member briefings
- Presentations to Cabinet Members and the Leader
- Business Community surveys, for example to ascertain what PCC services would benefit local businesses, and where possible, what services could be adapted to benefit local businesses
- Community engagement events, for example 'sofa events', providing the opportunity for two way dialogue with the community for feedback to proposals.
- Co-designing opportunities with staff, providing the opportunity for them to provide suggestions, ideas and feedback on proposals

Responsible

With the Council facing a £64 million funding gap over the next three years, we will have to be more responsible with our use of resources. The commercialisation project will play a major part in bridging this funding gap, and will be:

- Identifying and implementing as many appropriate commercial opportunities from within our services
- Identifying and implementing as many appropriate commercial opportunities as possible from utilisation of assets.

The Council will be responsible with its commercial activities, assessing the likely impact of commercialisation on all stakeholders and ensuring that the impact of any implementation plans will not be detrimental to the City or its citizens.

Commercial activity will support a Confident Plymouth, where marketing activities will complement Plymouth's brand and assist in raising awareness.

Fair

We will be honest and open in our plans for commercial activity and will provide opportunity for proposals to be commented on by those customers who are most likely to be impacted by the any changes.

We will explore opportunities for Plymouth students with relevant skills to be involved in developing our commercial activities and thereby gaining employability skills and practical work experience.

We will be fair by ensuring our commercial activities follow the fairer fees and charges policy.

Partners

We will demonstrate we are partners by.

- Liaising with the local business community to ensure that our commercial actions add to the local economy.
- Engaging with organisations such as the Plymouth Chamber of Commerce to assist with service design and business needs
- Seeking arrangements with businesses that will be mutually beneficial
- Working alongside external companies to share commercial knowledge, and where possible work together to maximise a commercial opportunity

This will improve the outcomes that we achieve and enable us to implement change more effectively by sharing knowledge, best practice and resources.

3.2.2 Fit/Alignment with Blueprint

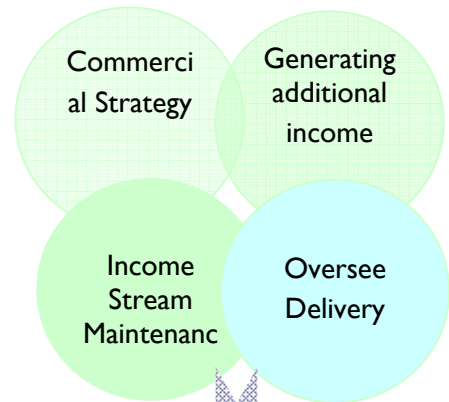
The Blueprint has been guided by a set of principles that focused on a number of organisation areas and highlighted a number of capability gaps that required initiatives to fill those gaps. Commercialisation featured as one of the areas where there was a gap and opportunity to improve in areas:

- Commercial Strategy
- Generating Additional Income
- Income Stream Maintenance
- Oversee Delivery

Blueprint Component	Strategic Principle - By 2017/18 we will...
Context	...be a valued co-operative council ...work in one integrated team with our communities and neighbourhoods to serve our city ...attract sustainable resources and meet delivery objectives
Customers & Channels	...have a high awareness of customer views, needs and preferences, reduce dependency and proactively manage their expectations ...make it easier, safer and faster for customers to interact with the council ...ensure customers are informed, informed and able to influence the council's decision making ...have a realistic, consistent and accurate view of the customer demand on our services ...use customer, communities and partners, to deliver or commission services to generate public value
Commissioning and Service Delivery	...have prioritised the services we provide - stopping, starting, reconfiguring and accelerating services in our portfolio ...support partners to develop capacity and capability within the market to meet our commissioning objectives ...be a faster, more adaptive organisation employing a creative, innovative, empowered and resilient workforce ...have the right organisation structure, capacity, skills and knowledge to deliver our priorities
People, Organisation & Culture	...deliver change and have a positive culture of collaboration, commerciality and continuous improvement ...have removed all non-value adding processes
Process & Transactions	...have simplified, standardised and documented our process and ways of working to be more outcome and cost focused ...understand what technology and information we need to deliver against our business needs ...have more integrated information for customer management with partners, facilitating better co-operative working
Technology and Information	...have the right building in the right place to deliver outcomes and support collaboration with partners ...more proactively align (operational and non-operational) assets and estate with our priorities, maximising their value for the city ...integrate our planning with partners and communities ...use evidence based decision making to drive business and personal performance throughout the organisation
Planning and Performance	...effectively use measures that drive performance and accountability, focused on a few, rather than many

Blueprint

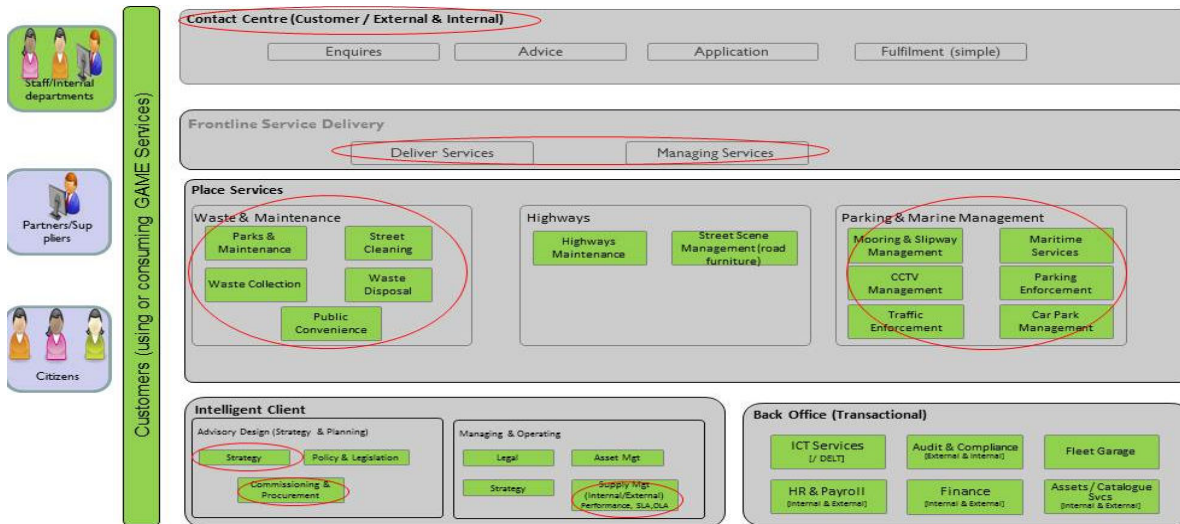
GAPS



I
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Impacted areas highlighted in red



As shown on the Enterprise Architecture Service model above, there are a number of areas that will be impacted by the capability gaps highlighted and will be addressed by the project. The project will address these gaps by:

- Increasing commercial awareness and capabilities across the council by:
 - Developing a commercial strategy
 - Increasing the commercial capability of staff through training
 - Increasing commercial awareness through events and workshops
 - Instilling commercial principles in management including the need to understand costs, pricing, marketing and the concept of “upselling”
 - Investigate the optimum method of delivery eg ASDV and or within service area

- Identify commercial opportunities through the use of consultants and staff
- Implement the commercial opportunities at a strategic, tactical or operational level
- Investigating the feasibility of alternative service delivery vehicles (ASDV) to provide opportunities for the Council to potentially save money and provide a better service to their customers by use of niche providers.
- The provision of the intelligent client function to manage the performance of the service via the use of service key performance indicators and service level agreements

3.2.3 Other Alignments

The project recognises and incorporates elements of the findings from the Fairness Commission. In particular the Commission's identification of Systems Leadership and the need to engage meaningfully with communities integrates with the co-operative approach we will take.

The project will ensure that all commercial opportunities will align with the Fees, Charges and Concessions policy where appropriate although it is noted that this is primarily directed at domestic customers rather than commercial ones.

3.3 Assumptions

The Project will assume the following:

- Current legislation around charges and pricing of services remains static
- That Members will support this project
- That staff and Council departments will support progress of the project
- That where changes in policy are required, they will be implemented without delay to the project
- Where capital investment is needed for improvement to services, funding will be available
- That any marketing solution will be effective
- The overhead costs remain the same for the life of the project
- That the market will stand increases in charges
- The scale of benefits identified through previous pieces of work are achievable and in the timeframes identified
- Additional specialist commercial resources can be secured to help develop commercialisation across the Council and deliver the identified opportunities

3.4 Strategic Risks

The project has a potential of three key areas of identified risk. These relate to the legality of councils generation of revenue through commercialisation of its services, the ambitious nature as to the amount of revenue generation required for the project to achieve its benefits and finally resourcing to deliver the projects aims. The project has identified these risks in finer detail (See section 8.3) and is developing mitigation strategies to enable the project to develop and begin to progress.

The Project has identified the following as strategic risks:

- *Current lack of capacity within services to engage and deliver the project objectives.* The project has identified that there are a limited number of suitable individuals within the Council to help deliver commercialisations benefits and those that are present already have work pressures; hence the project will need to find or provide suitable extra resources in order to bridge this gap.
- *There is a lack of commercial capability across the Council.* The project has identified that there is a lack of specialist skill sets within the Council to help deliver commercialisations benefits. The project has reviewed its business development options and is proposing the recruitment of a new core commercial team alongside the potential to bring in external expertise where appropriate. There is the need to link in with the P&OD workforce delivery project to develop existing staff to help fill the perceived gaps.
- *The scale of benefits may not be available to reach the projects targets in the required timeframes.* The project will have to be ambitious and constantly striving to generate new revenue streams. To achieve its targets, there will need to be a rapid initiation of work streams whilst recognising the Council has limited resources.
- *Delivery of Commercialisation initiatives could impact on core service delivery.* Commercialisation projects will need to ensure that they communicate effectively with business as usual so as not to impact on core service delivery.
- *Council in its current form may not legally be able to generate the surpluses required.* The Council will need to ensure that there is an understanding of the legal position with respect to the generation of surpluses / profit. This may involve the setting up of distinct trading entities or alternative service delivery vehicles (ASDVs).
- *The Commercialisation Project may inadvertently identify opportunities that after investigation conflict with the Council's values and policies affecting implementation.* There is a need to ensure that the Commercialisation project aligns to the strategic vision and cooperative values of the Council and its policies to ensure that no commercial opportunities are taken that are in conflict of those aims

3.5 Constraints and dependencies

- There is a dependency with the **Creating a Brilliant Co-operative Street Services** as this includes a restructure which could impact on all departments, therefore impacting on the running of services.
- A dependency exists with the **Creating a Brilliant Co-operative Street Services & Category Management - Fleet Services** Projects as they could have an impact on the number of vehicles & crews, and could alter the practices around best use of vehicles, resources and operating procedures.

- A further dependency is the need for political buy in for the project as some areas may be politically sensitive especially around decisions regarding fees & charges for example: a proposed plan could suggest charging for services that a currently are not charged for, would generate high political interest.
- The project is dependent on the **Workforce Delivery** project to assist in developing better commercial attitudes and deliver training within the workforce.
- The project is dependent upon the expansion of internal market within the Council and partners. This also creates a dependency on the effectiveness of the marketing solution from the project, unless changes in policy can be implemented. In this case any delay in implementing policy change would delay the potential benefits.
- A dependency exists with the **Customer Service Transformation programme** around the ability of the project to more effectively market and sell services to the wider public and business community through new and existing customer service channels.
- There is a need and dependency with Enterprise Architecture to develop the blueprint and shape services to enable new and existing commercial activity to be efficiently delivered

4 Options Appraisal

4.1 Option I- Do Nothing

Option I	
<p>Do nothing continue as we are The organisation would continue working within the current confines of its commercial approach.</p>	
<p>Key Benefits</p> <ul style="list-style-type: none"> • Services would continue to operate within the commercial envelope to date without any disruption • Project costs would be avoided • Additional resource costs required as a consequence of increasing commerciality within the council would be avoided 	<p>Key Risks</p> <ul style="list-style-type: none"> • The Council faces a £64.5 million funding gap over the next 3 years and contribution from commercial arrangement would be limited • Rates, fees and charges may need to increase • Opportunities to bring in more revenue for the Council would be missed.
<p>Outcome of options appraisal: It was decided that this option is not viable and increased commercialisation must take place in order to deliver the required outcomes</p>	

4.2 Option 2 – Services commercialise themselves

Option 2	
Services commercialise themselves	
Each business service area would look to commercialise themselves in a siloed approach.	
<p>Key Benefits</p> <ul style="list-style-type: none"> • Services would solely be reliant on building their own commercial portfolio • Commercial increase within the council • Contribution towards the funding gap 	<p>Key Risks</p> <ul style="list-style-type: none"> • There would not be a co-ordinated approach to commercialisation, therefore opportunities would be missed, and especially the opportunities to cross sell services. • Limited commercial development of staff • Services may not have the full resource required to implement commercial opportunities • Generating new opportunities may not materialise • Limited contribution towards the funding gap
<p>Outcome of options appraisal:</p> <p>It was decided that this option is not viable as it is inadequate in providing commercial solutions to the Council</p>	

4.3 Option 3 – Co-ordinated Commercialisation

Option 3	
Co-ordinated Commercialisation	
The set-up of a co-ordinated and holistic approach for Commercialisation underpinned by a commercial strategy	
<p>Key Benefits</p> <ul style="list-style-type: none"> • Council would benefit from a commercial strategy • A key aim would be to fully leverage all potential commercial ideas and make maximum contribution towards funding gap • Increasing commercial awareness through events and workshops • Instilling commercial principles in management including the need to understand costs, pricing, marketing and the concept of “upselling” • Investigate the optimum method of delivery i.e. ASDV and or within service area • Identify commercial opportunities through the use of consultants and staff • Implement the commercial opportunities at a strategic, tactical or operational level 	<p>Key Risks</p> <p>Risk are fairly limited and low level and need to be managed but would include:</p> <ul style="list-style-type: none"> • Some commercial ventures may not bring in the required return of investment anticipated • Some initial set-up costs and investment required • Lack of existing capacity and capability • Delivery might impact on core service delivery • Commercialisation may present some conflicts with Council values and policies • Council in its current form might need to set up ASDVs
<p>Outcome of options appraisal:</p> <p>It was decided that this option is viable because of its co-ordinated approach and will help to address the capability gaps identified in blueprint and deliver the required outcomes</p>	

5. Recommendation

It is the opinion of the GAME programme that Option 3 – Co-ordinated Commercialisation is the preferred option.

Option(s)	Rationale
Option 3	<ul style="list-style-type: none"> • Provides an holistic approach centred around a commercial strategy, whilst putting in place the required building blocks to sustain commerciality within the Council • Provides the potential to make an considerable contribution towards bridging the funding gap • Opportunities to put in place mechanisms to measure performance around existing & new contract management <ul style="list-style-type: none"> • Increased commercial awareness within Council • Development of a Sales & Marketing function with the Council

6. Strategic principles and method of delivery

This business case intends to set out the high-level principles for commercialisation and present a delivery methodology as to how commercialisation can be developed. This business case does not provide a specific breakdown of exactly how and where the commercialisation income target will be achieved at this stage as this detailed work will follow on across a diverse range of activities as part of the project.

6.1 Principles

At a strategic level the Commercialisation project will:

- Develop a commercial strategy with principles guidelines, controls and protocols including how benefits are to be captured and used (refer to 7.3)
- Increase the commercial capability of the Council
- Increase commercial awareness throughout the Council thereby increasing opportunities
- Instil commercial principles in management
- Consider and decide the optimum method of delivery eg an alternative service delivery vehicle (ASDV) and/or delivery within service area
- Ensure services are able to compete commercially by considering and understanding the market and costs
- Identify commercial opportunities potentially through the use of consultants and staff
- Implement the commercial opportunities at a strategic, tactical or operational level

The commercial strategy is currently being devised and when complete will ensure that there is alignment with Plymouth City Council's values, principles and policies. The strategy will ensure that commercial activities are not undertaken at the expense of resident service provision thereby maintaining accountability and public service ethics. All activities will work within the Council's financial, constitutional and legal frameworks.

6.2 Method of delivery

All the activities and Workstreams of the project will fall within the following categories:

Strategic – These will be high level activities that will assist the Council in operating more commercially. These could include commercial awareness workshops, staff training, and the development of commercial directories.

Work has initially started in this area with the running of two commercial awareness workshops in May and June. These workshops were used to gather ideas for commercial opportunities, and also to identify any commercial skills within the participants for further utilisation.

Tactical – These would be large scale activities with a large financial benefit, or commercial opportunities that require a fair amount of resource to implement. Where there is a common theme of opportunities, they will be grouped into Workstreams and implemented together. Examples of this would be expanding the trade waste collection service, renewable energy generation and investigations into the potential income stream from advertising.

Previous work has proposed the expansion of trade waste service, suggesting ways to improve the service and subsequently increase benefit. It is believed that there is the potential to double the turnover within three years. A large amount of work has been done to fully understand the operations of this service, including costs, pricing structures, current profit margins and potential capacities of the service. Marketing plans are being drafted and new pricing structures are being considered in response to lower future disposal costs from the Council's forthcoming Energy from Waste treatment contract. This Workstream is the first to be initiated and the processes that are being devised to fully understand the service will be applied where appropriate to other Workstreams.

Operational – The operational activities are opportunities that can be implemented by the service with little or no resource from the project, or are small ticket items, this includes re-opening the Chelson Meadow HWRC to commercial customers.

The potential Workstreams will be implemented sequentially when appropriate to resource. The expansion of the trade waste service is in flight, with the ambitious aim of doubling turnover within three years. There are investigations underway to ascertain the viability of three sites for solar farms and a soft market test for advertising and sponsorship income has just concluded. These three Workstreams will be the focus for the coming months, with opportunities around Parking and Marine services the next to be initiated. These Workstreams will contribute to the benefit target for 2014/15 with other Workstreams being initiated to contribute to the targets for future years.

See Appendix 9.3 – Workstream Summary Document - for examples of Workstreams in development

Delivery Team – It is proposed that the Commercialisation effort is led by the Head of Commercial Services, a post that sits within Finance and has as yet to be filled. Once appointed the Head of Commercial Services will be responsible for prioritising existing and identifying new Workstreams and delivering these. Any resources that he or she will identify to do this work will be financed through Transformation in the first 12 months, and from the services where the Workstreams lie thereafter.

6.3 Method of approval

This business case seeks to present the key financial principles and high-level Workstreams for approval as well as seeking formal delegation to develop and approve a Commercial Strategy via the GAME Programme Board in consultation with the portfolio holder for Finance.

Given this project is in its early stages, the project will be undertaking activities to gather commercial opportunities throughout the life of the project. Due to the evolving nature of the council throughout the life of transformation, some commercial opportunities will present themselves at later dates. The project does not wish to miss these opportunities so the Leaders Scheme of Delegation will be used to gain the necessary approvals as and when required - relevant cabinet portfolio holders will be consulted and kept informed.

7. Financial Case -

7.1 Introduction

The Councils GAME Municipal Enterprise Transformation Programme sets out a number of areas for achieving financial benefits from an increased commercial focus to review contracts, drive down costs, achieve higher net income streams and also develop new net income streams.

Commercialisation supports the whole Council with GAME Municipal Enterprise being the obvious location to capture the Councils financial benefits arising from Commercial activity. Through the Transformation programme we aim to encourage more creativity, entrepreneurial behaviours, appropriate managed risk in addressing the challenges the Council faces as a whole, irrespective of which services these opportunities arise in.

7.2 Commercialisation in the context of Council services

Commercialisation covers both expenditure and income and may arise as a result of Council working alone or with partners.

Expenditure:

- Contract Reviews or renegotiations
- Demand Management

Income:

- Increased turnover (net surplus/profit), through volume or changes to pricing/charging:
- New income streams

Areas of activity will include advertising, sales of goods and services, sponsorship, rentals (from existing assets or new capital acquisitions).

Commercialisation would exclude contributions, grants, donations, ring-fenced income e.g. S106/CIL, social care income/contributions from service users.

Commercialisation and entrepreneurial spirit managed in the right way is an extremely positive and rewarding thing for staff and the Council as a whole.

7.3 Principles

The following general and specific principles will be adopted:

A general financial principle

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 CMT to discuss along with any proposals to utilise the windfalls in the context of the Councils overall financial position (in year budget, reserves and balances, future medium term pressures).

1. Corporate Management Team (CMT)/Transformation Programme Board (TPB) will agree and own these corporate commercial principles.
2. Commercialisation may be achieved by cost reductions or increased income in commercial activities or a combination of both in order to improve net position.
3. Net commercialisation gains, over and above existing approved budgets and agreed budget actions, will be captured towards the Council’s GAME Municipal Enterprise target. This includes new activities, expansion of and charging for existing activities.
4. Staff generating ideas that result in tangible gains will be recognised
5. Commercialisation may occur as an ongoing benefit or a one off event
6. Any existing and agreed budget action plans to reduce cost or increase net income contained in current budget delivery plans will not be captured in GAME Municipal Enterprise Commercialisation. This will avoid double counting.
7. Commercialisation will apply to revenue, capital and external accounts where applicable
8. Any exceptions to the capturing commercialisation benefits within GAME Municipal Enterprise must be agreed by CMT/TPB with a clear rationale

Ref: appendix 9.1 Financial paper

7.4 Targets

The Commercialisation project has been targeted with delivering financial benefit of £3.744m by year three. The table below details the net gain per year and the also the cumulative position for information. By the end of the three year programme the Commercialisation project will have achieved financial benefit of £6.666m

	2014/15	2015/16	2016/17
	£m	£m	£m
Annual additional Financial Target	0.700	1.522	1.522
Cumulative Financial Target (in year requirement)	0.700	2.222	3.744

7.5 Meeting the targets

There has been some recent commercial activity that will contribute to the 2014/15 targets using the financial principles set out in section 7.3:

Activity	Net Benefit identified for 2014/15
Landfill gas contract renewal	Estimated £100k (£200k pa in a full year)
Solar Photovoltaic installations	Estimated £50k
Total	Estimated £150k

Note: Landfill gas is estimated due to the fact the contract has just been agreed, but the benefit is still being calculated. There will be fluctuations in energy generation from solar PV, hence the estimate.

Commercialisation Workstreams are being implemented to add to this current total and are mentioned in section 6.2 and listed in appendix 9.3. The expected incomes are estimated as a detailed cost/benefit analysis is not yet complete

Activity	Estimated further net benefit 2014/15
Advertising	£50k (£100-200k pa in a full year)
Opening Chelson Meadow to commercial customers	£30k
Total	Estimated £80k

7.6 Delivery costs

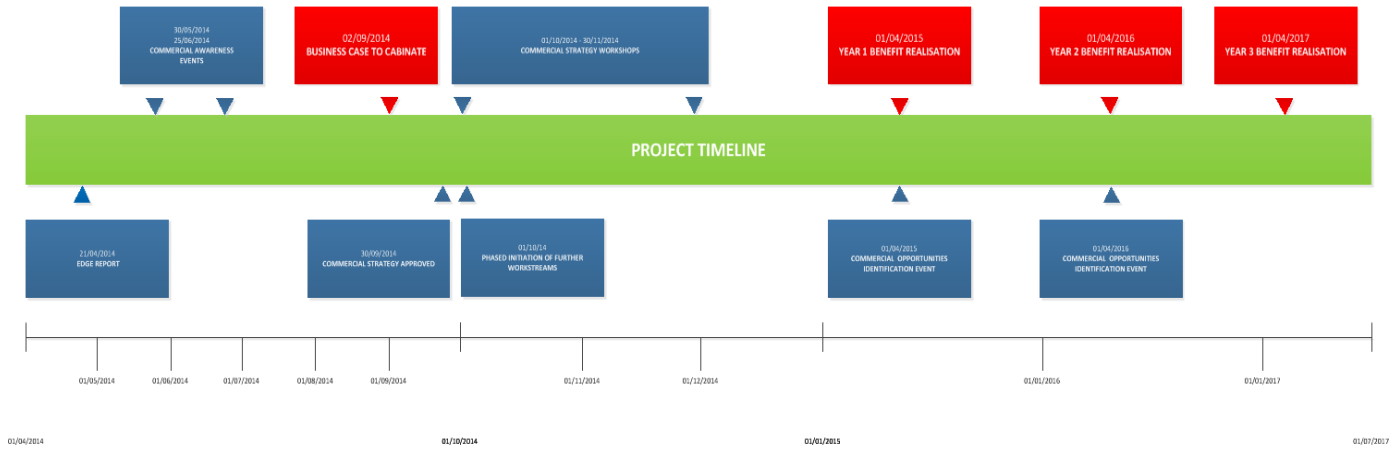
A step change is required in the Council's drive on commercialisation. The Council does not have commercial capability within its current workforce except for a few members of staff. Therefore it is necessary for the Council to resource this area. It is proposed that the approach to Commercialisation is led by the Strategic Commercial Manager under the Head of Commercial Services, a post that sits within Finance and has as yet to be filled. This will be recruited to forthwith and once appointed the Strategic Commercial Manager will be responsible for prioritising existing and identifying new Workstreams and delivering these. Any resources that he or she will identify to do this work will be financed through Transformation in the first 12 months, and offset against income gains from the services where the Workstreams lie, thereafter. Additional resources likely to be identified by the Head of Commercial Services as the Council currently lacks are: commercial finance, market research, business development, sales and marketing.

8. Management Case

8.1 Project Plan

Please note a full version of the project plan is located [S:\Transformation\Programme and Project Folders\4. Growth Asset and Municipal Enterprise Programme\23. GAME_07 Commercialisation Project\03. GAME_07 Com Project Plan\01. Commercialisation Project Plans\20140703 v0.0\Commercialisation.mpp](#)

The figure belows shows the key milestones of the document



8.2 Key Milestones and Dependencies

Ensure both intra and inter dependencies are covered (both within and outside the project/programme).

Key Milestones	Description	Dependencies
21/4/14	Identification of Street Services commercial opportunities from review	Completed successfully
30/5/14	Commercial awareness event 1	Completed successfully
25/6/14	Commercial awareness event 2	Completed successfully
2/9/14	Submission of case to cabinet	Completion of strategic business case
30/9/14 provisional subject to specialist input	Draft Commercial strategy	Inputs from all levels of staff and specialist input
1/10/14 – Life of project	Phased initiation of Workstreams and actions	Project resource
Across October/November	Commercial strategy workshops	Inputs from staff to get commercialisation message across
1/4/15	Commercial opportunities identification events	Inputs from staff of all levels
1/4/16	Commercial opportunities identification events	Inputs from staff of all levels

8.3 Key Risk Analysis and Risk Management

Risk Reference	Description	Likelihood	Impact	Mitigation
GAME_07_RSK_29	Potential lack of opportunity due to large companies nationalising contracts	2	3	Deal with brokers and national companies not operating in Plymouth to sub contract work
GAME_07_RSK_72	There is the current lack of capacity within the service to engage and deliver the project objectives	4	4	The Project will be resourced adequately through recruitment
GAME_07_RSK_73	there is a lack of commercial capability across the council	4	4	The project is considering the Business development options alongside bringing in other external expertise to assist with certain work streams. Long term training through the POD programme will assist as well
GAME_07_RSK_74	The scale of benefits may not be available to reach project targets	5	4	Continuous acceptance of new commercial ideas and initiating as many new work streams as possible with the resource available will narrow the gap between the possible income and the target income
GAME_07_RSK_75	Delivery of commercialisation initiatives could impact on core service delivery	3	3	Communication between project and BAU to ensure that core service delivery is not affected. Needs to be dealt with at a planning stage.
GAME_07_RSK_77	Council in its current form may not legally be able to generate surpluses required	4	5	Ensure there is an understanding of legal position with respect to generation of surplus/profit, and pursue the ways to work within the legislation.
GAME_07_RSK_78	The ambitions of the commercialisation project may conflict with the Councils values and policies affecting income	4	3	Gain a greater understanding of the Councils policies and values to ensure no commercial opportunity is taken that could be in conflict

8.4 Quality Assurance

Quality Responsibilities	Responsibilities are shared between: Lee Pundsack – Project Manager Mark Turner – Project Executive Alex Hurth – Programme Manager Anthony Payne – Senior Responsible Officer Additional governance will be provided at various levels, including the project board, programme board and by Councillors		
Quality Criteria	Quality Tolerance	Quality Method	Quality Check Skills Required
The project must be implemented within the parameters of Plymouth City Council. Criteria for assessment will include: -The level of net income uplift -ability of staff to implement changes -the ability of staff to own the project's products -The increase in customers/sales	Quality tolerance for this product is low. It is essential that effective sustainable commercial solutions are implemented	The following methods will be used ensure quality: -Analysis of financial data -Review of the changes a maximum of six months after initiation of each new service/product to: <ul style="list-style-type: none"> • Ensure that the service is running the product as intended • Ensure that the sales and marketing plans are effective • Fine tune the product if needed -engagement and feedback with stakeholders	Quality checks will need to be undertaken by management, finance and frontline staff who have the required skills to identify potential problems and provide solutions

8.5 Change Management

A cooperative approach steps for change will be followed throughout the move towards new commercial activities:

1. Preparing for change Understand the current situation, the case for change, the future vision, consider what needs to be different
2. Designing the change involving others, working cooperatively, using co-design principles with stakeholders
3. Making the change Use of change agents, monitoring progress, listening to feedback, use lessons learned, sharing success
4. Embedding the change ensuring the change is sustained and does not revert back to previous state, develop and use ongoing measurements

The following will be applied within the change process:

- Strong positive leadership through change from outside the project team
- Robust stakeholder analysis
- Regular feedback and review e.g. engagement levels, workshop feedback, customer panels, change readiness survey etc.
- Relevant and tailored communications and engagement activity using the most appropriate mechanisms
- Consideration of co-design for change options
- Maximising opportunities for joined up and collaborative working between services, colleagues and partners

8.6 Communications and Engagement

This project will incorporate Plymouth City Council's co-operative values, with the project being very much dependant on staff engagement and design. Commercialisation will communicate and engage with a variety of stakeholders as appropriate to ensure that any designs for commercialisation activities are fit for purpose and complement the council's cooperative values right for the council.

Staff Engagement

Operating commercially is a new concept for many employees within the Council and as such, staff will be invited to co-design many elements of this project, specifically giving input with the commercial strategy and the generation and collation of commercial ideas. Workshops involving staff from across the organisation have already been held and engagement will continue throughout the project. As each Workstream develops it will become apparent which services will be affected by each commercial opportunity developed. Therefore service-specific staff engagement activities will also take place to gain input, feedback and suggestions on the commercial approach.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Affected Staff	CMT		X		
	SMT			X	
	Trade Unions			X	
	Service management			X	
	Service staff			X	
Non-affected Staff	Council Wide Staff			X	
	Transformation Programme		X		

Member Engagement

The project will need to utilise the democratic decision making processes available, and be aware of the importance of elected member/political engagement throughout the transformation process. This will involve existing opportunities for member engagement and information sharing. Furthermore elected members, where appropriate, will receive feedback from other engagement strands to aide broader understanding of how we are using a co-operative approach to engagement throughout the Transformation Programme. This list of elected member stakeholders may change to reflect the scope of the relevant project.

The relevant portfolio holders will be consulted of any commercial changes within their portfolio

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Elected Members	Cabinet			X	
	Shadow Cabinet				X
	Member Transformation Board		X	X	
	Council's Scrutiny Function			X	
	Transformation Advisory Group			X	
	MPs				X

Community Engagement

The main community that needs engagement from this project is the business community. The project will be forging links with businesses and business groups for exchanges of information and to ensure the services we wish to provide are appropriate albeit recognising the commercial nature of this project and the potential need for confidentiality.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Communities and Customers	Communities of Identity			X	X
	Communities of Interest			X	X
	Communities of Geography			X	X
	Customers			X	X

Partner Engagement

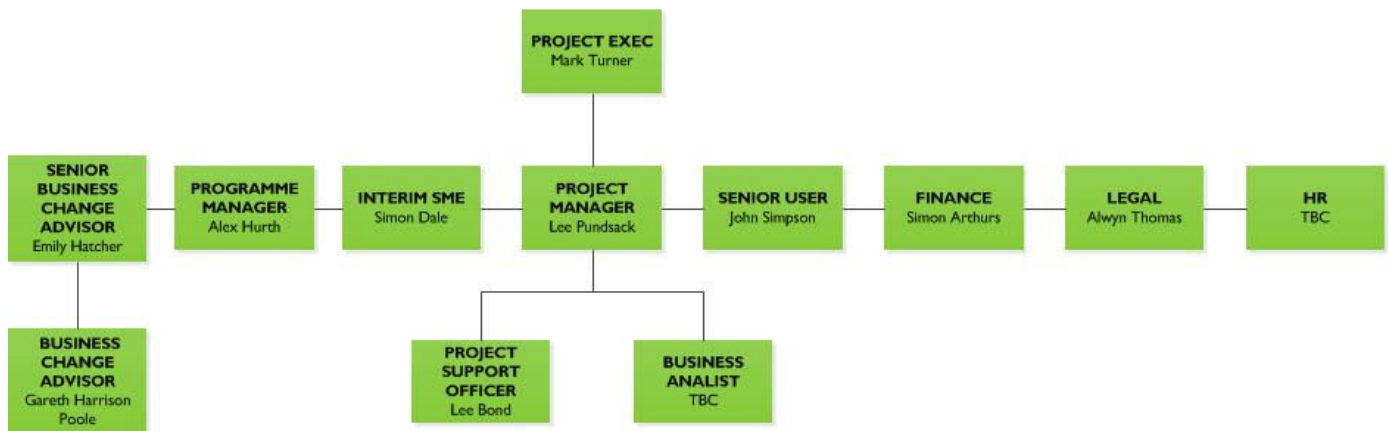
The Commercialisation Project carries the potential to directly and indirectly influence partner agencies. Therefore the project will need to ensure partners are informed of potential changes where relevant and appropriate. In specific cases partner agencies may be able to feed into decisions within the project, and therefore opportunities should be provided to canvas feedback on proposed changes. Several partners have already been identified as follows although recognising the commercial nature of this project there may be a need for some confidentiality.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Municipal Enterprise Related Partners	Plymouth Community Homes			X	
	South West Devon Waste Partnership			X	
	AMEY			X	
	VCS			X	
	Alpha-Logic				X

Note: as the project develops the amount of partner stakeholders are likely to increase.

8.7 Framework and Methodologies

Commercialisation project structure:



This project employs Prince 2 project management methodologies.

Other tools / methodologies / processes / standards / assurance

1. Plymouth City Council Transformation Portfolio Lifecycle has been developed to assure the safe delivery of the projects and programmes in the Transformation Portfolio.
2. Governance is applied across the Projects and Programmes in accordance with the Transformation Start-up pack and subsequent documentation found in the Portfolio Office. See S:\Transformation\Portfolio Office
3. All documents pertaining to the standards, processes, tools, methodologies and assurance to be applied to all Programmes and Projects in the Transformation Portfolio will be found in the Portfolio Office Folder as shown above.

All files for specific Programmes and Projects will be filed by Programme and Project. See S:\Transformation\Programme and Project Folders

9 Appendices

9.1 Commercialisation Financial Principles

FINANCIAL PAPER COMMERCIALISATION

Growth Assets & Municipal Enterprise 28/5/14

Introduction

The Councils GAME Municipal Enterprise Transformation Programme sets out a number of areas for achieving financial benefits from an increased commercial focus to review contracts, drive down costs, achieve higher net income streams and also develop new net income streams.

Commercialisation supports the whole Council with GAME Municipal Enterprise being the obvious location to capture the Councils financial benefits arising from Commercial activity. Through the Transformation programme we hope to encourage more creativity, entrepreneurial behaviours, appropriate managed risk in addressing the challenges the Council faces as a whole, irrespective of which services these opportunities arise in.

It is certainly not the intention of these principles to disincentivise positive, entrepreneurial behaviours in addressing the challenges the Council faces as a whole

The purpose of this document is to define commercial activity and to set out the key principles for capturing financial benefits from commercialisation.

What is Commercialisation in the context of Council Services (existing and new services)?

Commercialisation covers both expenditure and income and may arise as a result of Council working alone or with partners.

Expenditure

- Contract Review
- Demand Management

Income

- Increased turnover (net surplus/profit), through volume or changes to pricing/charging
- New income streams

Areas of activity include advertising, sales of goods and services, sponsorship, rentals (from existing assets or new capital acquisitions),

Commercialisation would exclude contributions, grants, donations, ring-fenced income e.g. S106/CIL, social care income/contributions from service users

Commercialisation and entrepreneurial spirit managed in the right way is an extremely positive and rewarding thing for staff and the Council as a whole.

Principles

1. Corporate Management Team (CMT) and Transformation Programme Board (TPB) will agree and own these corporate principles.
2. Commercialisation may be achieved by cost reductions or increased income in commercial activities or a combination of both in order to improve net position.
3. Net commercialisation gains, over and above existing budget, will be captured towards the Council's GAME Municipal Enterprise target. This includes new activities, expansion of and charging for existing activities.
4. Staff generating ideas that result in tangible gains will be recognised and rewarded.
5. Commercialisation may occur as an ongoing benefit or a one off event
6. Any existing and agreed budget action plans to reduce cost or increase net income contained in current budget delivery plans will not be captured in GAME Municipal Enterprise Commercialisation. This will avoid double counting.
7. Commercialisation will apply to revenue, capital and external accounts where applicable
8. Any exceptions to the capturing commercialisation benefits within GAME Municipal Enterprise must be agreed by CMT with a clear rationale

A general financial principle

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 CMT to discuss along with any proposals to utilise the windfalls in the context of the Councils overall financial position (in year budget, reserves and balances, future medium term pressures).

9.2 Equality Impact Assessment

Commercialisation Project



STAGE I: What is being assessed and by whom?

What is being assessed - including a brief description of aims and objectives?

GAME _07 Commercialisation Project :

The Commercialisation project is working towards achieving Plymouths 'Brilliant Co-operative Council' agenda, driving forward its values of being Pioneering Growing Confident and Caring, supporting the city in its growth.

The Councils desire to commercialise has been undertaken to try and help bridge the expected funding gap in 2015 as well as supporting and driving forward continual service improvements and money saving benefiting not only the Council but the people of Plymouth. The project aims to do this by creating a series of work streams that will develop a variety of services and schemes that will generate reliable revenue on a yearly basis. The project will continue to search out commercial opportunities in order to develop and deliver monetary and reputational gains to Plymouth City Council.

The project will operate to these core principles.

- Ensure that service structures are in place to enable a more commercial way of working, or if required to restructure accordingly.
- Review the services offered to our customers and diversify where possible and appropriate
- Review existing fees and charges for services provided to customers
- Consider alternative structures for business areas including the potential development of Local Authority Trading Companies (LATC), outsourcing or partnership working

Responsible Officer

Mark Turner

Department and Service

Transformation

Date of Assessment

21/07/2014

STAGE 2: Evidence and Impact

Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Age	<p>Age represents a significant issue in the provision of a universal waste collection service. In 2011/12 data, 33.1% of people were Plymouth are over 50, with 7.7% over 75.</p> <p>Over 75's are predicted to rise faster than any other group (19,000 in 2008 to 31,000 in 2028).</p> <p>While the attainment of a certain age does not provide de-facto access to the</p> <p>This project will not impact on young people unless they have other needs.</p>	<p>No</p> <p>Positive steps will be taken throughout involving service users, partner agencies and Members to ensure that policy documents are fit for purpose.</p> <p>We will aim to provide improvement to existing services as well as offering new services that can support elderly residents.</p> <p>Improved customer services and marketing, enabled by more effective and efficient services may enable more customers to access services.</p>	N/A	N/A
Disability	<p>Data for 2011 shows that 49,545 (20.6%) of people have declared themselves as having a limiting long term illness, against a national average of 18.2%.</p> <p>11,655 (6.7%) of people consider themselves</p>	<p>No</p> <p>We will contact partners to produce intelligence identifying legitimate service users; this will limit the number of households we contact asking them to reapply.</p> <p>Positive steps will be taken</p>	N/A	N/A

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<p>permanently sick or disabled against a national average of 5.5%.</p> <p>Around 30,000 people have a diagnosed mental health issue.</p> <p>The above average level of disability in Plymouth suggests that our assisted collection service will be placed under greater pressure than the majority of other Council schemes.</p>	<p>throughout involving service users, partner agencies and Members to ensure that policy documents are fit for purpose.</p> <p>We will build in positive links with partner agencies to add value to our communications and promote the welfare of service users</p>		
Faith, Religion or Belief	<p>As of 2011 Plymouth's breakdown in relation to religion was: No faith: 30% Hindu, Buddhist and Jewish combined less than 1%. Christian 68% Muslim/Islam 1.7%</p>	<p>No</p> <p>Commercialisation will support people irrespective of their faith, religion or belief.</p>	N/A	N/A
Gender - including marriage, pregnancy and maternity	<p>There were 3216 births in 2008/9. 7.4% homes are headed by a lone parent.</p>	<p>No</p> <p>Commercialisation will support people irrespective of their Gender or Marital status</p>	N/A	N/A

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Gender Reassignment	Data for this area is limited. It is estimated that there are 10,000 transgender people in the UK. In Plymouth as of 2011 23 transgender people were registered with Plymouth Pride.	No Commercialisation will support people irrespective of their Gender	N/A	N/A
Race	As of 2011 Plymouth's BME community accounted for 7.1% of the overall population, significantly below the national average.	No Commercialisation will support people irrespective of their Race	N/A	N/A
Sexual Orientation -including Civil Partnership	No accurate data exists regarding the LGB community in Plymouth, but nationally the population is estimated at between 5 to 7 %. This would mean that around 12,500 people aged over 16 in Plymouth are LGB.	No Commercialisation will support people irrespective of their Sexual Orientation	N/A	N/A

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
Reduce the inequality gap, particularly in health between communities.	Commercialisation has no negative impact on the inequality gap between different communities.	N/A
Good relations between different communities (community cohesion).	We aim to support the creation of community capital by promoting cleaner, more attractive environments. However this priority will be primarily supported through the GAME Programme's	N/A
Human Rights	There are no implications for Human Rights. The service will remain universal, ensuring that all residents receive equitable and effective provision.	N/A

STAGE 4: Publication			
Director, Assistant Director/Head of Service approving EIA.		Date	

9.3 Commercialisation Workstreams SUMMARY

Introduction

The gathering of commercial ideas across Plymouth City Council has been undertaken utilising methods including consultant reviews, management meetings and staff workshops. All ideas have been collated, giving a total of 120 commercial ideas. These ideas have been skimmed through to remove any obviously unfeasible actions and have been grouped into possible Workstreams and single actions. This document proposes the Workstreams, based on criteria including:

- Ease of implementation
- The size of possible net income
- The amount of data collected at this point
- The necessity of implementation due to future actions
- Where the action entails organic growth so the quicker the implementation, the greater the overall net income

Potential Workstreams:

Commercial Directories

This Workstream will explore all of our services that can be offered to external customers. It will not create any new services or develop current ones.

The intension is to create and market a series of service directories compiled from the created list. These directories will be tailored towards:

- Schools
- NHS
- Emergency services
- Local businesses
- Care homes
- Other local authorities
- VCS /Third Sector

There currently exists a schools directory compiled by ELAFS, so the plan is to investigate and utilise their data gathering method, improve and inform if needed, and then utilise the method to produce the other directories.

The Expansion of Trade Waste

This Workstream is dealing with all aspects of waste from trade waste collections and waste disposal. The commercial opportunities are:

- To increase the sales of trade waste collections
- To investigate and move into different waste collection streams
- Accept commercial customers at the HWRC
- Renegotiate the landfill gas contract
- Charge domestic customers for stone and soil
- Charge domestic customers for asbestos

Advertising

This Workstream is investigating the possibilities of new income from advertising across the council's assets.

An expression of interest soft market test is underway, with one company already interested in providing internet advertising.

The suggestions for advertising are too many to list here, but at the present no idea is off the table. The only advertising/sponsorship currently being undertaken is the sponsorship of flowerbeds, roundabouts and occasional events.

Renewable Energy Generation

This Workstream will look at the possibilities of installing PV and wind turbines across the council's portfolio of land and commercial property. A desktop survey is currently being undertaken to identify possible sites for PV. Once this has been completed a surveyor will be brought in to ascertain the viability of these sites so procurement, planning and installation may begin.

Three forms of funding may be used for this Workstream:

- Upfront capital investment – Greater liabilities (maintenance etc.) and payback period of approx. 8 years.
- Loan – this could give an income each year but again the same liabilities.
- Rent the land – no liabilities but lesser income.

Weddings and celebration events

This Workstream is looking into weddings and celebration ceremonies and is looking to implement the following:

- To centralise the booking and marketing of all PCCs wedding premises
- To gain links to other premises

This will not be solely for weddings but for all forms of celebrations and ceremonies.

Cemeteries and Crematoria

This Workstream will be looking at the following:

- Creating a pet cemetery
- Creating a woodland burial site
- Memorialisation opportunities

A small piece of work has been done on this with the identification of potential sites. The Senior Manager has identified land suitable for woodland burials however this land would need to be purchased.

Online Shops and Trading

This Workstream will look at the setting up of an online shop to sell:

- Museum shop items
- Tourist information centre (TIC) items

Discussions have taken place with the museum around this,

Street Services

This Workstream will look at all the commercial opportunities around street services. All current possible commercial activities will be included in the commercial directory, but there is a large range of operations that could be improved and adapted for commercial customers.

Catering Services

This current Workstream will look at all catering opportunities within the council with the mind to improve and create new income streams. The schools catering company has just been set up and this could be adapted or resources used for other catering work providing it did not affect the schools arrangement.

Security Services

This Workstream will be looking at all security type services across the council from stewarding, CCTV , alarm monitoring and home call, to see if they can be offered to other customers or adapted to gain more from the assets.

Commercial transport opportunities

The introduction to category management – fleet services project will identify commercial opportunities within our transport and garage services. The Commercialisation project will assist in the implementation of these opportunities when appropriate.

There will be more commercial ideas gathering exercises in the future so this list will grow.

9.4 Commercialisation CASE STUDIES

OXFORD CITY COUNCIL

“Oxford City Council could definitely be described as an enterprising, commercially astute council. But, rather than going down the route of outsourcing or setting up an arm’s length company, we have chosen to develop a commercial culture among our own in-house employees in order to retain the benefits of direct service delivery.”

- Jo Gardener jgardener@oxford.gov.uk

BACKGROUND

- OCC facing a potential short fall in budget. In 2011 a transformation / commercialisation project was undertaken to reduce expenditure by 20% and increase performance by 20 %

The project aimed to keep as much as possible in house providing training and development for its staff.

“A partnership has been forged based on providing cost efficient services in return for investment and increased job security”

OBJECTIVES

- Reduce Expenditure of services by 20% (baseline not included in report)
- Increase Performance of Services by 20%
- Maximise Value from buildings and assets.
- Introduce modern working practises
- Raise income by producing in house “commercial packages” establishing Oxford Direct Services

AREAS OF FOCUS

Establishing a portfolio of marketable skills

- Building maintenance
- Commercial Waste
- Grounds & environment
- Street scene
- Fleet & Workshop
- Highways and Engineering

A marketing strategy to the following areas

- Charities
- businesses
- Council residents
- health and voluntary sector bodies
- Landlords and letting agencies
- Housing associations

BENEFITS

By September 2012 turnover from new customers was £330k with a total increase in volumes for the full year of £1.24 million

10 apse direct news

In-house proud of Oxford's commercial culture

Business Improvement Manager, Jo Gardner, explains how Oxford City Council has created a commercial culture among its integrated in-house team, which is on target to generate £6m turnover while improving front-line services

Oxford City Council could definitely be described as an enterprising, commercially astute council. But, rather than going down the route of outsourcing or setting up an arm's length company, we have chosen to develop a commercial culture among our own in-house employees in order to retain the benefits of direct service delivery.

Like other authorities, Oxford had to make dramatic changes in response to reductions in central government funding. For us, this resulted in a choice in 2011 to introduce a programme of maximising resources as opposed to cutting jobs and services. An overall objective of reducing expenditure by 20% and also increasing performance by 20% was set. To achieve this target, we are taking a holistic council-wide approach, pursuing maximum value from buildings and assets, simplifying and automating processes and introducing effective modern, working practices.

While recognising that business benefits could be gained from establishing a separate arm's length company, the council was also keen to retain the benefits of in-house services. Keeping front line services is an integral part of the council while also creating a commercial culture has therefore been a vital strand of our transformation. Oxford Direct Services was established to bring in-house building maintenance, commercial waste, grounds and environment, streetscene, fleet and workshop, highways and engineering services together to effectively deliver front line services and to raise income by actively marketing these services to businesses, council residents and tenants, charities, health and voluntary sector bodies, landlords and letting agents as well as other councils and housing associations.

This additional emphasis on income generation meant an intensive period of outward facing activities, such as professional sales and marketing, communications, design and setting up a dedicated website as well as internal business process development, cost base analysis, tendering documentation and accessing transformation funding.

By September 2012, turnover from new customers alone was £330k, which supported an increase in volumes for the full year of £1.24m. Direct Services has maintained and improved its core provision for local people while its external business continues to grow and projected turnover for the current financial year is £6m. We are also planning to offer back office functions such as procurement and legal services to businesses on a commercial basis, which will be a further boon to income. Changes were achieved without

additional resources as capacity to provide commercial services came from increasing efficiency among existing front-line staff, with additional staff recruited only to meet demand for income-generating services – and thus paying for themselves.

This success is due to both the capability and vision of the authority's management and the co-operation of staff. A partnership has been forged based on providing cost efficient services in return for investment and increased job security. There have been no job losses, the number of high quality modern apprenticeships has been increased and the council believes in paying a 'living wage' to employees, which is good for the local economy. Because it has been possible to maintain or improve services and bring in income, this has supported investment, boosted morale and improved efficiency further – creating a virtuous circle of continuous improvement.

Direct Services' frontline employees have been trained in new skills to improve the council's offer to customers and this is helping empower both staff and citizens. Our new decentralised approach to customer interaction is not just on a commercial level, but aims to maintain and improve residents services overall, despite the tough financial climate in which we operate. Evidence that this is working is found in a very low level of customer complaints. Our front-line staff's dedication to the communities in which they work was most evident during their round the clock support during adverse weather events.

Overall, we believe our change programme is contributing powerfully to delivering Oxford City Council's vision, of 'Building a World Class City for Everyone'. The quality and level of services to residents and tenants has not just been maintained, but increased and we have managed to commit to infrastructure development, as witnessed by the council's ambitious house building programme and leadership on recycling and carbon reduction measures.

As we move forward, commercial activity is becoming increasingly the 'norm', rather than an add-on to Oxford's Direct Services. Commercial mindedness is becoming embedded in our management processes and systems and supports our medium term financial plan. We are proud to say that business acumen, marketing skills and competitiveness, which were once associated with commercial companies, are now part of the thinking among our in-house managers and staff and that residents are benefitting as a result.

Contact: jjgardner@oxford.gov.uk

NORTH LINCOLNSHIRE

BACKGROUND

Facing budget reductions from Central Government North Lincolnshire has started on an Entrepreneurial Journey to make its services commercially available to other organisations. They have introduced a service that supports their cooperate blueprint similarly to Plymouth City Council.

OBJECTIVES

North Lincolnshire Council state in their strategic marketing plan that they endeavour to be a responsible

NEIGHBOUR: - *We manage the risks associated with our activities and protect the environment. We focus on the needs of the community: one council putting our customers first*

SERVICE PROVIDER: - *We aim to satisfy our customers by meeting and exceeding their requirements. We closely consult all stakeholders, and fully comply with our regulatory, legislative, contractual and other obligations.*

EMPLOYER: - *We actively encourage and support our employees to gain skills and qualifications that will meet our needs. We safeguard our employees, subcontractors and premises, and develop highly motivated and skilled teams through strong leadership and effective training*

- Maximise Value from buildings and assets.
- Introduce modern working practises
- Raise income by producing in house “commercial packages

AREAS OF FOCUS

Establishing a portfolio of marketable skills

- Building Cleaning services
- Building Project Management and Design
- Arboriculture & Hard & Soft Landscaping
- IT and Digital Services
- Building Maintenance Management
- Vehicle Repair and Maintenance
- Waste and Recycling Services
- Pest Control Services
- Carbon & Energy management
- Procurement Consultancy Services
- Human Resources
- Legal Services
- Media Relations And Graphic Design
- Emergency and Temporary Support for the Clerking of Meetings
- Healthy Workplace Award scheme
- Venue Hire and Catering
- Marketing and Advertising Opportunities

Aylesbury Vale District Council

Thinking commercially to tackle budget pressures

Archived press release

Date Published: 09/12/13

Aylesbury Vale District Council is becoming smarter, leaner and more efficient as it aims to save £2.4 million next year.

Members of the council’s cabinet will be looking at initial budget proposals put forward to meet the big savings required for 2014/15 and the following years.

The council faces the challenge of balancing the books in a year that will see central government funding reduce significantly.

By April 2015, the government grant settlement will have reduced by almost half meaning a cut of more than £5.5 million since 2010. This means that the council will only have £219 to deliver services to each home, compared to £310 in 2010. That’s a drop of around 30 per cent.

Despite the financial challenges the council remains ambitious and is working hard to protect key services. Every service is currently being reviewed to see where money can be saved and new income generated.

By thinking commercially to balance its reduced budget in 2014/15, the council has identified a number of key savings including:

- Additional rental income from NHS and GP Clinical Commissioning Group in 66 High Street and the Gateway, together with reduced energy and cleaning costs, will save £274,200
- Restructuring of the Development Management service, including the introduction of the Householder Extension Local Development Order, will save £250,000
- Restructuring of the senior management team will save £100,000

Councillor Neil Blake, Leader of the Council, said: “We have to build on what we’re doing – becoming a more commercial council. I believe that operating as a business is the only way we can survive and evolve. We need to do things because they make business sense – not just because that’s the way we’ve always done things. This might mean dropping services that aren’t widely used and charging for others. There’s no doubt that we’ll have to make major changes in the New Year.”

The income the council receives from its residents – the average Band D property owner pays £133.69 a year, that’s £2.62 every week – is spent on a range of services including recycling and waste, parks and open spaces, street cleansing, planning, leisure and community safety.

The government has offered a grant to councils that freeze their council tax and is worth the equivalent of a one per cent increase. Cabinet members will be asked to consider whether to accept this grant or increase council tax by 1.99 per cent (5p per week) from 1 April 2014.

WEST LINDSEY DISTRICT COUNCIL

The Entrepreneurial Council. West Lindsey Council facing increased demand on its service provision in increasingly challenging financial circumstances realised that its current operational model was unsustainable.

Their new model is based upon the following core principles being / undertaking.

- Entrepreneurial - looking creatively at all resources
- Commercial (sits under entrepreneurial) - how do we become more cost conscious in the solutions we propose and the way we use that money
- Co-production – Less hand outs, different approaches, different relationship with our communities

West Lindsay in order to step forward and alleviate the financial pressures that it faced had to undergo a radical rebrand in order to realise its objectives. It exploited commercial opportunities to bridge its funding gap and increase its quality of service provision. Delivering 20 % reduction in Net Expenditure over the last three years.

This breaks down to approximately 98% from efficiencies and rationalisation the remaining 2% being generated from income from the commercialised services. The transformation programme at WLDC forecasts that a further 23% can be saved from services with a breakdown of savings swinging from a majority off efficiency driven savings to increased revenue generation. Approximately 37% from further efficiencies approximately 63% from income achieved while delivering social outcomes.

WLDC has had successes in other key areas outside of increased revenue to date it claims to have

- Increased Entrepreneurialism
- Increased commercial Awareness
- No compulsory redundancies to date
- No significant reductions in service to our customers

- High satisfaction with our approach to community Engagement/Localism
- Improved outcomes for the community
- No use of reserves or New Homes Bonus to set a balanced and sustainable budget

BACKGROUND

- One of 7 districts within Lincolnshire
- Lincolnshire County Council
- 440 Square miles
- 90,000 residents
- 42,000 properties
- 16th most sparsely populated council in England
- 37 Councillors – Conservative controlled

West Lindsey District Council through its prior to its transformation programme operated upon the following

1. The base Revenue Account and budget - approximately £43.8 million gross expenditure
2. A Capital Programme - spend for 2012-13 of approximately £3 million
3. Earmarked Reserves - approximately £6 million
4. General Fund Balance - approximately £6 million
5. Physical assets on the assets register – £14.4 million (2010 valuations)
6. Section 106, Community Infrastructure Levy – (funds available to be confirmed)
7. New Homes Bonus – estimated at £1.2m earmarked for empty homes project.
8. No borrowing

OUTCOMES

WLDC Has achieved the following successes over the period of the programmes existence.

- 20 % reduction in Net Expenditure over the last three year
- Approximately 98% from efficiencies and rationalisation, 2% income
- A further 23% reduction in the pipeline
- Approximately 37% from further efficiencies
 - Approximately 63% from income achieved while delivering social outcomes
 - Increased Entrepreneurialism
 - Increased commercial Awareness
 - No compulsory redundancies to date
 - No significant reductions in service to our customers
 - High satisfaction with our approach to community engagement/Localism
 - Improved outcomes for the community
 - No use of reserves or New Homes Bonus to set a balanced and sustainable budget

PLYMOUTH CITY COUNCIL

Subject: Creating a Brilliant Co-operative Street Service Project Strategic Business Case
Committee: Cabinet
Date: 2 September 2014
Cabinet Member: Councillors Vincent, Coker and Lowry
CMT Member: Anthony Payne (Strategic Director for Place)
Author: Tom Cox, Project Manager
Contact details: Tel: 01752 306984
E-mail: tom.cox@plymouth.gov.uk
Key Decision: Yes
Part: I

Purpose of the report

This report presents a strategic business case to progress the creation of a 'Brilliant, Co-operative Street Service'.

The Street Services Department was created through the amalgamation of the Council's Transport & Infrastructure and Environmental Services Divisions in 2013. It is currently divided into the following service areas:

- Street Scene Services comprising Waste Collection, Street Cleansing, Grounds Maintenance and Parks & Open Spaces
- Fleet and Garage Services
- Parking and Marine Services
- Living Streets and Network Management
- Waste Disposal and Contracts

Service provision is generally of a high standard. For example the Council maintains over 950 acres of green space each year, equivalent to the size of four Central Parks, providing clean and attractive community spaces which contribute significantly to the quality of life enjoyed by citizens. However, a range of opportunities and challenges provide impetus for change:

- The introduction of co-operative principles requires that services work in different ways, moving from an officer led approach to a model that promotes co-design and co-production.
- A review of the Street Services management structure has identified the potential to create a more cohesive and co-operative department. For example the management restructure will create management roles with specific responsibilities for community engagement, ensuring that customer need is at the forefront of service provision and that Street Services is transparent and accountable in its approach.
- Implementing a more cohesive management structure will also reduce the financial footprint of the department, with an internal review identifying potential savings of at least £480k per annum.
- Feedback from Partners and customers provides a pathway towards a 'brilliant' Street Services.
- The potential to improve performance management within the department has been identified. For example the introduction of vehicle tracking systems will allow supervisors to use their time

more effectively, with a greater focus of providing an 'on the ground' presence, so reinforcing good practice.

- Plymouth City Council faces a £64.5 million funding gap over the next three years, requiring that services are re-designed to cost less or generate additional income.
- Community groups and Partners have expressed an interest in playing a greater role in the provision of services. While some elements of delivery may need to be outsourced, by engaging with local organisations the Council can develop different ways of working, saving money, increasing standards and building community capital.

In response to these drivers the Creating a Brilliant Co-operative Street Service project proposes three workstreams:

- A management restructure, creating a more effective, efficient and transparent model of working across the department. This workstream is already underway, with a provisional completion date of 01/10/2014
- 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 that are retained within the Council to make them 'brilliant'

This will realise the following benefits:

- A leaner, more performance focused management structure with the capacity to embrace co-operative values and so achieve 'brilliant' service standards
- A locality based service structure, promoting responsibility and accountability and encouraging joint working between voluntary organisations, the community and the Council. This will be built into role profiles, with a senior Officer given specific responsibility for embedding this working model
- Better performance and intelligence management systems that again support the services in becoming 'brilliant'
- Closer engagement with the Community and Partners to enable different ways of providing services. This carries the potential to save money while improving services and creating more cohesive communities. Specific savings will become clear as the project develops
- A reduced financial footprint for the service, with a predicted saving of around £1.1 million over three years, based on an implementation date of October 2014, achieved through a management restructure with further savings possible through different ways of working and the alignment of support functions. Please note that the specific savings achieved through the management restructure will be clear once the Consultation period has been completed

Other Councils have successfully achieved efficiencies and improved outcomes through an innovative approach. Some examples include:

- Darlington Council have encouraged public giving to maintain parks and worked with charities to increase capacity
- Sheffield and Manchester are working with the National Trust to develop an endowment model for public parks. This will explore how to raise money through donations, public health and ecosystem services such as flood management and biodiversity
- The Bristol Parks Forum and Bristol Council will offer horticultural training for low-skilled people without full-time employment, providing routes into employment while improving the maintenance of Bristol's parks

While these ideas have not been explored within the context of local needs they demonstrate the potential for Councils to operate in different ways, therefore evidencing the value of this project in exploring options for Plymouth City Council to respond to the challenges that it faces.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

The following, taken from the Business Case, demonstrates the alignment of the project with the Corporate Plan.

Democratic

This project recognises the findings of the Fairness Commission, and in particular its identification of the value of a Systems Leadership approach. Where possible the project will seek to devolve decision making processes away from officers, seeking input from all appropriate stakeholders. A range of forums will be used to facilitate this, including briefings with Councillors, 'Have Your Say' and other community forums, and meetings with Partner agencies such as Plymouth Community Homes.

Alongside this it will consult with the Community, Councillors, Staff and Partners to shape an understanding of 'brilliant' service provision, ensuring that resources are focused on the things that matter most to Plymouth's citizens.

The management restructure will embed a more democratic approach, aligning staff more closely to ward areas and creating clearer lines of accountability. This will help to ensure that the service is open and responsive to feedback.

Responsible

The project proposes to promote a more responsible approach for staff and members of the community. For example it will improve education around waste by working with Partners in the Voluntary and Community Sector, so improving recycling and waste minimisation. It will also increase enforcement capability by working more closely with the partners, enabling the Council to more effectively hold people to account who act in an irresponsible manner. It will embed a 'don't walk by approach' within the department, ensuring that the Community receives a 'joined-up' service within which individual officers act in a more responsible manner as representatives of the wider Street Services team.

Fair

Commissioning will be fair, providing opportunities for organisations across the city to work in partnership with the Council and access resources. Furthermore the commissioning approach will recognise the needs of the community, considering value for money in terms of quality and community impact as well as cost.

The project will consult with the Community and wider stakeholders throughout, ensuring that all sections of the community have a voice in any changes that are made. Within this it will ensure that actions do not unfairly impact on marginalised groups, and that services operate in a fair manner.

Partners

Partnership working sits at the heart of this project. It will actively seek outsourcing and co-production opportunities to develop different ways of working where appropriate.

Within this the project will value the Council's ability to support the development of Partners, particularly within the Voluntary and Community Sector. For example through Project Octopus Council staff are engaging with a range of smaller community groups to identify their resource needs and understand how they can be empowered to play a larger role in supporting local communities.

Implications for Medium Term Financial Plan and Resource Implications:

Including finance, human, IT and land:

- This project requires an investment in human resources, communications resources and IT resources amounting to around £50k, although additional resources may be required through the project
- The project aims to realise savings of at least £200k in the first year and £480k in each of the following two years through a management restructure. Additional savings will be realised through the delivery of services in different ways; the benefits that this will realise are being identified through the project

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

This project has a number of implications:

- It will improve the Council's links with the community, promoting better education, clearer responsibilities for service users and staff, and the development of community capital

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? Yes

Recommendations and Reasons for recommended action:

As the management restructure element of this project is currently underway the project therefore recommends that Cabinet:

- Agree this business case
- In accordance with the business case, provide consent for Officers to 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
- In accordance with the business case, provide consent for Officers to explore the potential for services to be delivered in a different manner
- In accordance with the business case, give delegated authority to the Strategic Director for Place, as the Senior Responsible Officer of the GAME Board, in consultation with the Cabinet Members for Environment, Transport and Finance (as appropriate), for approving alternative methods of service delivery identified through the project.
- In accordance with the business case, provide consent for Officers to develop services retained within the Council, using co-operative principles to attain 'brilliant' outcomes

Specific actions relating to service provision will be placed before Members and the Community prior to change occurring, ensuring that this project retains its democratic focus.

The Council's reason for these recommendations is based on the project's ability to realise:

- A saving of around £1.1 million over 3 years through a management restructure; this is underway and due to be completed in October 2014
 - Additional savings achieved by integrating support functions
 - Additional savings achieved through the implementation of alternative service delivery methods, through commissioning or co-production with Partners
 - 'Brilliant' service standards, achieved through better performance management and intelligence that will enable Street Services to focus on Community priorities
 - A more co-operative approach, including a more responsive and accountable management structure that will enable stakeholders to more effectively influence provision
 - The development of community capital, with communities from across the city empowered to take ownership of their environment and given opportunities to use their skills to make Plymouth a more attractive and vibrant place within which to live, work and visit
-

Alternative options considered and rejected:

1. Do Nothing
 - The Council will not optimise the opportunities presented from a co-operative working model, with cultural and structural barriers limiting different models of service provision
 - In turn services will not be optimally efficient, placing additional pressure on other sections of the Council to meet the £64.5 million funding gap that it faces over the next three years
 - While services will continue at their current level, the opportunity to push standards and develop a better managed, performance orientated department will be missed
 2. Retain all existing services 'in-house' and seek to develop them to a 'brilliant' standard
 - While improvements to service provision can be made within the Council this 'silo' approach will not address the potential to develop different ways of delivering services, which can improve outcomes for customers while potentially reducing costs
 3. Immediately look to outsource services
 - Outsourcing provision prior to an effective review of services may limit the potential benefits realised by the Council, instead handing these benefits to private sector providers
 - This approach will also mean that the Council misses the opportunity to develop capacity in the Voluntary and Community Sector. This in turn will negatively impact on community capital, with the project providing an opportunity to bring people together and give them ownership of their local environment
-

Published work / information:

'Coping with the cuts? Local government and poorer communities'
<http://www.jrf.org.uk/sites/files/jrf/local-government-communities-full.pdf>

Responding to the challenge: alternative delivery models in local government
<http://www.grant-thornton.co.uk/Documents/Alternative-Delivery-Models-LG.pdf>

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
EDGE Report: Review of Street Services Plymouth City Council	Yes									

Sign off:

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Originating SMT Member: Simon Dale													
Has the Cabinet Member(s) agreed the content of the report? Yes													



Strategic Business Case

Programme Name:	Growth, Assets and Municipal Enterprises		
Date:	29/07/2014	Version:	0.06
Projects:	Creating a Brilliant Co-operative Street Service		
Author:	Tom Cox		
Owner (SRO):	Anthony Payne		

Document Control

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Version	Date	Author	Change Ref	Pages Affected
0.1	15/06/2014	Tom Cox	n/a	n/a
0.2	19/06/2014	Tom Cox	General update	all
0.3	15/07/2014	Tom Cox	Additional information on restructure	all
0.4	30/07/2014	Tom Cox and Dalvinder Gill	Update re business architecture	all
0.5	30/07/2014	Tom Cox and Simon Arthurs	Feedback from Simon Arthurs re finance	all
0.6	08/08/2014	Tom Cox	Update following general guidance from Portfolio Office	all
0.7	21/08/2014	Tom Cox	Further updates following additional information from Finance, Legal and Simon Dale	all
0.8	21/08/2014	Tom Cox	Additional feedback from Democratic Support	all

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QUALITY REVIEWERS: (General QA and accuracy)

Name	Position	Signature	Date
Subject Matter Expert			
Portfolio Office			
Business Technical Architect			
Programme Accountant			

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Preface: Transformation background and overview

An introduction to Plymouth City Council’s Transformation Programme

Drivers for Transformation:

The Brilliant Co-operative Council with less resources

On its adoption of a new Corporate Plan in July 2013, the council set the bar still higher, to become a Brilliant Co-operative Council. This ‘Plan on a Page’ commits the Council to achieving stretching objectives with measurable outcomes, and also sets out a Co-operative vision for the Council, creating a value-driven framework for the way that it will operate as well as the outcomes that it is committed to achieve.

The Corporate Plan was developed using the principles of a Co-operative Council. It is a short and focused document, but does not compromise on its evidence base, and was co-developed with the Cabinet of the Council, before being presented in person by members of the Corporate Management Team to every member of staff throughout the council at a series of 74 roadshows. The positive results of this commitment to strong communications and engagement were evidenced by 81% of council staff responding to the workplace survey conducted in October 2013 agreeing that they understand and support the values and objectives set out in the Corporate Plan.

OUR PLAN THE BRILLIANT CO-OPERATIVE COUNCIL



CITY VISION

Britain’s Ocean City

One of Europe’s most vibrant, waterfront cities where an outstanding quality of life is enjoyed by everyone.

OUR OBJECTIVES Creating a fairer Plymouth where everyone does their bit

PIONEERING PLYMOUTH	GROWING PLYMOUTH	CARING PLYMOUTH	CONFIDENT PLYMOUTH
We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.	We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.	We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.	We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.

CO-OPERATIVE VALUES

One team serving our city

**WE ARE
DEMOCRATIC**

Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.

**WE ARE
RESPONSIBLE**

We take responsibility for our actions, care about their impact on others and expect others will do the same.

**WE ARE
FAIR**

We will be honest and open in how we act; treat everyone with respect; we will champion fairness and create opportunities.

**WE ARE
PARTNERS**

We will provide strong community leadership and work together to deliver our common ambition.

THE OUTCOMES What we will achieve by this plan

<ul style="list-style-type: none"> ■ The Council provides and enables brilliant services that strive to exceed customer expectations. ■ Plymouth’s cultural offer provides value to the city. ■ A Council that uses resources wisely. ■ Pioneering in reducing the city’s carbon footprint and leading in environmental and social responsibility. 	<ul style="list-style-type: none"> ■ More decent homes to support the population. ■ A strong economy creating a range of job opportunities. ■ A top performing education system from early years to continuous learning opportunities. ■ Plymouth is an attractive place for investment. 	<ul style="list-style-type: none"> ■ We will prioritise prevention. ■ We will help people take control of their lives and communities. ■ Children, young people and adults are safe and confident in their communities. ■ People are treated with dignity and respect. 	<ul style="list-style-type: none"> ■ Citizens enjoy living and working in Plymouth. ■ Plymouth’s brand is clear, well known and understood globally. ■ Government and other agencies have confidence in the Council and partners: Plymouth’s voice matters. ■ Our employees are ambassadors for the city and the Council and they are proud of the difference we make.
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#Plymouth

www.plymouth.gov.uk/ourplan



The economic, demographic and policy environment affecting public services is accepted as the most challenging in a generation. At the same time as an aging population is placing increased demand on health and social care services, the UK is facing the longest, deepest and most sustained period of cuts to public services spending at least since World War II. The Council’s Medium Term Financial plan identified in June 2013 funding cuts of £33m over the next three years which, when added to essential spend on

service delivery amount to an estimated funding shortfall of circa £64.5m from 2014/15 to 2016/17, representing 30% of the Council's overall net revenue budget.

The Council has shown remarkable resilience in addressing reduced funding and increased demand in previous years, removing circa £30m of net revenue spend from 2011/12 to 2013/4 through proactive management and careful planning. However the Council has acknowledged that addressing further savings of the magnitude described above while delivering the ambitions of the Corporate Plan will require a radical change of approach.

Review of existing transformation programmes

The council commissioned a review in June 2013 to:

- Examine the Council's financial projections and provide expert external validation of our assumptions about costs and income in the medium term
- Review the Council's existing transformation programmes and provide a view as to whether they will deliver against the Corporate Plan
- Provide advice as to how the Council might achieve the maximum possible benefit through a revised approach to transformation

This review validated the Council's current Medium Term Financial Plan based on projections and assumptions jointly agreed, and judged it to be robust, taking into account the complex financial landscape and changing government policy.

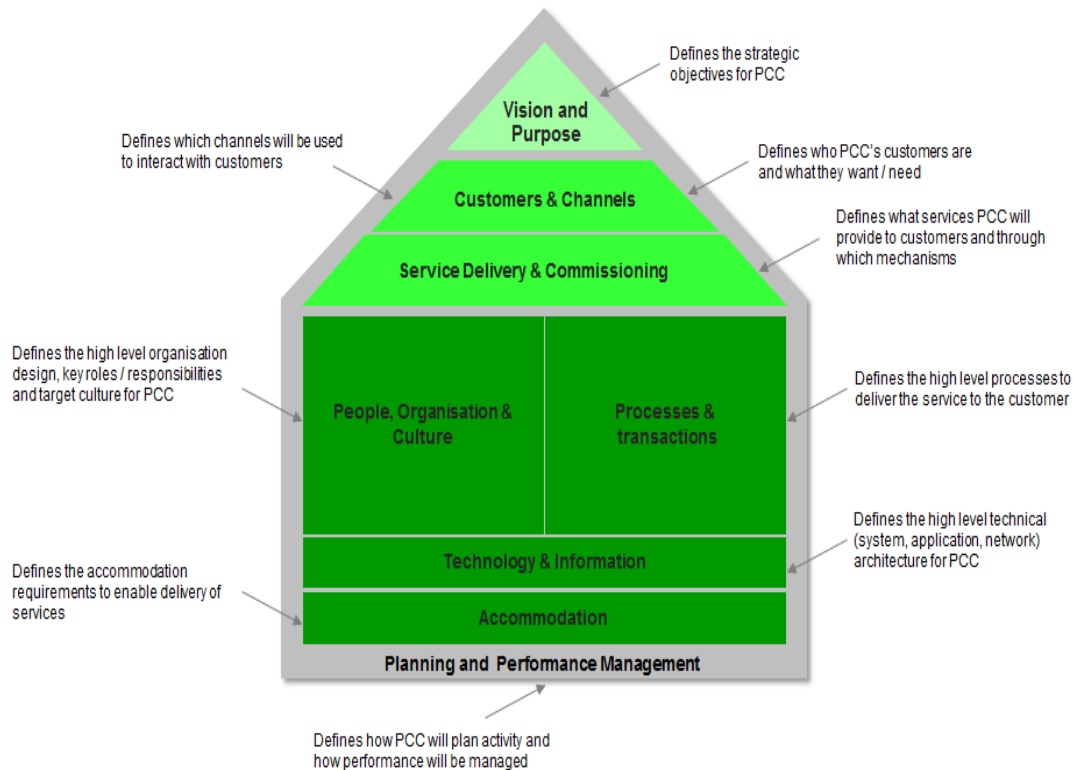
The Council has initiated a number of far-reaching and ambitious change programmes over 2012-13 to address the twin aims of addressing financial constraints and improving service delivery. These include:

- Investment in Customer Transformation and Core ICT infrastructure (Cabinet approval September 2012)
- ICT Shared Services: DELT (Cabinet approval October 2013)
- Modernising Adult Social Care Provision (Cabinet approval January and August 2013)
- Co-location with Clinical Commissioning Group at Windsor House (Cabinet approval January 2013)

In addition to feedback and advice about individual programmes underway, the Council received advice from various sources that has been carefully considered, and which has informed the overall design of the Transformation Programme.

Vision and Direction: The Blueprint

The Council has responded to concerns that, despite strong support for the Corporate Plan from both officers and members, there was a lack of clarity about how the Corporate Plan translates into practical action and a danger that the Council might be attempting to 'do the right things, but in the wrong way'. After significant consultation with Members and over 100 staff from all levels and disciplines within the organisation, the Council's vision for the Brilliant Co-operative Council has been translated into a Blueprint which describes the capabilities which the Council will need in the future. These capabilities will be commissioned by the council and will result in services being delivered by the Council and a variety of other organisations operating across the public, community and voluntary and private sectors. The components of the Blueprint are illustrated below:



To inform the development of the main components of the Blueprint, a number of principles have been developed co-operatively with Members, senior officers and staff to ensure that the values set out in the Corporate Plan guide how the Blueprint is developed.

Governance and Oversight

The Council has also responded to advice that governance and oversight arrangements for transformation projects would benefit from being strengthened. Whilst ensuring that the council's existing constitutional arrangements for decision making are unaffected, a number of bodies have been put in place to ensure a co-ordinated approach is taken to oversight of the Transformation programme. The detail of the transformation governance arrangements were considered by the council's Audit Committee on 13 March 2014 and can be summarised as follows:

Members

- The Co-operative Scrutiny Board and Panels are aligned to the Transformation Board and programmes that match their terms of reference

Officers

- The Transformation Portfolio Board co-ordinates the delivery of the Blueprint, prioritises decisions within and between programmes, ensures effective engagement, ensures overall resourcing and delivery of the programme and recommends Programme Business cases and exceptions. It is chaired by the Chief Executive and comprises Senior Responsible Officers for the Programmes, the Transformation Director, engagement leads, finance and HR Responsible Officers and the Head of the Portfolio Office

- Programmes are led by a Senior Responsible Officer, who is accountable for the successful delivery of the programme, achieving desired outcomes and realising expected benefits and is responsible for chairing the Programme Board and leading the Programme
- Each project within the five Programmes is led by a Project Executive who is accountable to the Senior Responsible Officer for the successful delivery of the Project, and chairs the Project Board.
- The Portfolio Office provides co-ordination and support across all the programmes and projects and ensures that sufficient capacity and capability is in place to deliver the overall programme.

I. Executive Summary

This business case presents a strategic case for change within the Street Services department. While specific actions have been identified that will support the project in achieving its goals, at its core this document outlines an approach based around co-operative values that will enable services to become 'brilliant' by engaging with stakeholders, exploring different forms of delivery and driving forward standards within the Council. Further actions will be therefore result from the work undertaken in the project in line with this vision.

The Street Services Department was created through the amalgamation of the Council's Transport & Infrastructure and Environmental Services Divisions in 2013. It is currently divided into the following service areas:

- Street Scene Services comprising Waste Collection, Street Cleansing, Grounds Maintenance and Parks & Open Spaces
- Fleet and Garage Services
- Parking and Marine Services
- Living Streets and Network Management
- Waste Disposal and Contracts

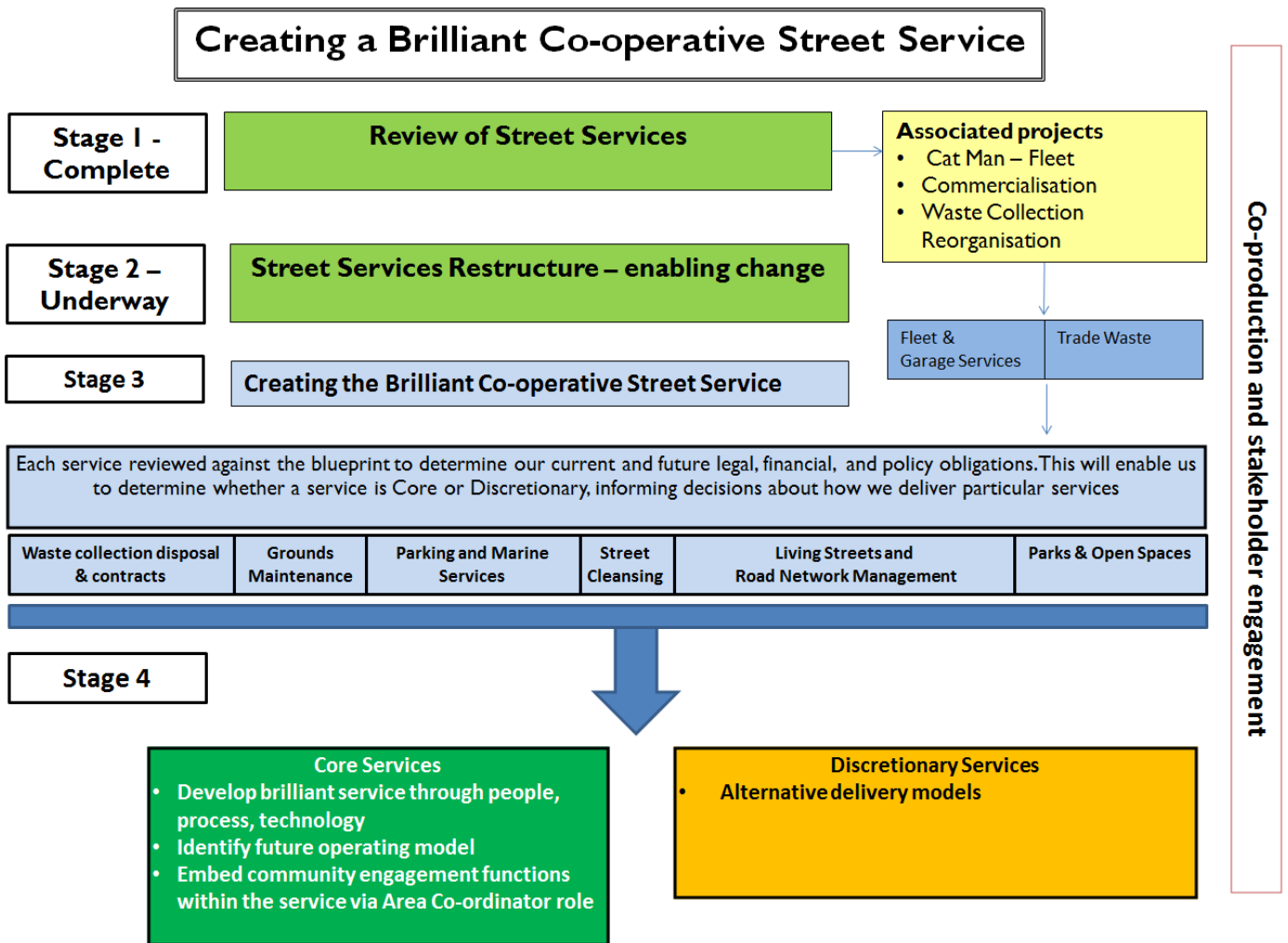
Service provision is generally of a high standard. For example the Council maintains over 950 acres of green space each year, equivalent to the size of four Central Parks, providing clean and attractive community spaces which contribute significantly to the quality of life enjoyed by citizens. However, a range of opportunities and challenges provide impetus for change:

- The introduction of Co-operative principles requires that services work in different ways, moving from an officer led approach to a model that promotes co-design and co-production
- A review of the Street Services management structure has identified the potential to create a more cohesive and co-operative department. For example the management restructure will create management roles with specific responsibilities for community engagement, ensuring that customer need is at the forefront of service provision and that Street Services is transparent and accountable in its approach
- Implementing a more cohesive management structure will also reduce the financial footprint of the department, with an internal review identifying potential savings of at least £480k per annum
- Feedback from Partners and customers provides a pathway towards a 'brilliant' Street Services
- The potential to improve performance management within the department has been identified. For example the introduction of vehicle tracking systems will allow supervisors to use their time more effectively, with a greater focus of providing an 'on the ground' presence and so reinforcing good practice
- Plymouth City Council faces a £64.5 million funding gap over the next three years, requiring that services are re-designed to cost less or generate additional income
- Community groups and Partners have expressed an interest in playing a greater role in the provision of services. While some elements of delivery may need to be outsourced, by engaging with local organisations the Council can develop different ways of working, saving money, increasing standards and building community capital

In response to these drivers the Creating a Brilliant Co-operative Street Service project proposes three workstreams:

- A management restructure, creating a more effective, efficient and transparent model of working across the department. This workstream is already underway, with a provisional completion date of 01/10/2014
- 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 that are retained within the Council to make them 'brilliant'

These workstreams will run sequentially and integrate with other projects within the GAME Programme to ensure a continued focus on achieving 'brilliant' outcomes.



The project will align closely with the Council's Corporate Plan by:

- Being *democratic*, making services more transparent and accountable, for example by embedding community engagement within the roles of staff across the department
- Being *responsible*, utilising a co-operative approach to ensure that service provision is sustainable while at the same time creating a management structure that is responsive to Community and Partner input

- Being *fair*, developing services that promote the welfare of citizens irrespective of their location in the city. The project will engage with traditionally marginalised members of the community to ensure that their voice is heard equally where change is planned
- Being *Partners*, supporting others to realise their full potential, enabling them to play an enhanced role in making Plymouth the best that it can be

Alongside this the project will align with a range of other plans and projects. It will recognise and incorporate the findings of the Fairness Commission, for example by supporting a Systems Leadership approach through a greater emphasis on locality working. It will utilise partnership work currently being undertaken to enhance enforcement within the city. It will also link with wider work being undertaken across the Transformation Programme, for example in the development of a Corporate Centre of Operations, that will enable a more effective and efficient approach to business support.

A significant communication campaign will be implemented, focusing on consultation exercises with the community, Partners, Members and staff, with their feedback shaping the approach taken.

The scope of this project incorporates the whole of Street Services, including support and IT functions. A holistic approach is required to ensure that services are effectively joined up, and to push forward standards and efficiencies in a coherent manner to create a uniformly 'brilliant' service. Different options for service delivery will be considered, although stakeholders will be consulted prior to any change.

Other projects within the GAME portfolio, notably Waste Collection Reorganisation, Commercialisation and Introducing Category Management, will contribute to the creation of a 'Brilliant, Co-operative Street Service'. Therefore they are considered in scope of this project, although the workstreams that they incorporate will not be duplicated.

In developing this project a range of alternative options have been considered and discounted; these are discussed in more detail in section 4:

1. Do Nothing
 - The Council will not optimise the opportunities presented from a co-operative working model, with cultural and structural barriers limiting different models of service provision
 - In turn services will not be optimally efficient, placing additional pressure on other sections of the Council to meet the £64.5 million funding gap over the next three years
 - While services will continue at their current level, the opportunity to push standards and develop a better managed, performance orientated department will be missed
2. Retain all existing services 'in-house' and seek to development them to a 'brilliant' standard
 - While improvements to service provision can be made within the Council this 'silo' approach will not address the potential to develop different ways of delivering services, which can improve outcomes for customers while potentially reducing costs
3. Immediately look to outsource services
 - Outsourcing provision prior to an effective review of services may limit the potential benefits realised by the Council, instead handing these benefits to private sector providers

- This approach will also mean that the Council misses the opportunity to develop capacity in the Voluntary and Community Sector. This in turn will negatively impact on community capital, with the project providing an opportunity to bring people together and give them ownership of their local environment
4. Undertake a management restructure to embed a more ‘co-operative’ approach within the department. Following from this, review service provision and where suitable explore alternative ways of delivering services, or develop those services retained to a ‘brilliant’ standard through the implementation of co-operative values
- Savings will be achieved in-house, with additional savings possible through Partnership working
 - A stronger, more co-operative relationship with Partners, supporting Plymouth’s growth in a more holistic manner
 - Improved service delivery, making use of the additional skills and passion embedded in the community and through the development of staff

This business case recommends that option 4 is followed, providing the following benefits:

- A leaner, more performance focused management structure with the capacity to embrace co-operative values and so achieve ‘brilliant’ service standards
- A locality based service structure, promoting responsibility and accountability and encouraging joint working between voluntary organisations, the community and the Council. This will be built into role profiles, with a senior Officer given specific responsibility for embedding this working model
- Better performance and intelligence management systems that again support the services in becoming ‘brilliant’
- Closer engagement with the Community and Partners to enable different ways of providing services. This carries the potential to save money while improving services and creating more cohesive communities. Specific savings will become clear as the project develops
- A reduced financial footprint for the service, with a predicted net saving of at least £1.1 over three years achieved through a management restructure with further savings possible through different ways of working and the alignment of support functions. Please note that details for the management restructure may change as a result of the consultation process

Creating a Brilliant Co-operative Street Services	2014/15 £k	2015/16 £k	2016/17 £k	Total £k
Management Restructure (predicted saving)	200	480	480	1,160
Service Review Savings	n/a	To Be Confirmed	To Be Confirmed	To Be Confirmed
Total Gross Benefit	200	480	480	1,160
Investment	50	£0	0	50
Net Benefit Realised	150	480	480	1,110

An additional consultant resource will be allocated to this project, working alongside internal staff to increase the capacity of the project to implement change.

Risks around this approach are considered in more detail in section 8.3. However, the core risk identified in this project is that the Council fails to optimise the opportunities presented by a co-operative approach, which will help it to address its £64.5 million funding gap over the next 3 years. This provides a significant impetus for change.

The project therefore asks that Cabinet:

- Agree this business case
- In accordance with the business case, provide consent for Officers to 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
- In accordance with the business case, provide consent for Officers to explore the potential for services to be delivered in a different manner
- In accordance with the business case, give delegated authority to the Strategic Director for Place, as the Senior Responsible Officer of the GAME Board, in consultation with the Cabinet Members for Environment, Transport and Finance (as appropriate), for approving alternative methods of service delivery identified through the project.
- In accordance with the business case, provide consent for Officers to develop services retained within the Council, using co-operative principles to attain 'brilliant' outcomes

The project is committed to a democratic approach. As noted all changes to service provision will be presented to the relevant Cabinet Member for approval.

2. Case for Change

2.1 Current situation

The Street Services department currently operates to a generally high standard, with customer feedback consistently rating services positively. For example, 87% of respondents to a city wide survey conducted through the Plymouth Plan's sofa sessions rated waste collection services as 'excellent'.

However, a range of opportunities have been identified to drive the Street Services forward to achieve 'brilliant' standards of provision. For example feedback canvassed through Project Octopus, an umbrella body for Voluntary and Community Sector organisations in Plymouth, suggests that opportunities for partnership working have not always been fully embraced within the department.

Alongside this an internal review has identified the potential to improve management and supervision structures. For example:

- Waste Collection and Disposal functions each carry a management post. Bringing these together in a single Waste Manager position will promote cohesive service provision, ensuring that these functions are fully integrated.

- The city's street cleaning and grounds maintenance services are co-ordinated across 7 geographical areas, with each area overseen by a Street Scene Supervisor. This is an unnecessarily high level of division given Plymouth's size. A reduction in areas to four will promote a more co-operative approach. These areas will comprise 6 or 7 wards, have average populations of 65,000 and be co-terminus with ward boundaries, unlike now, so as to foster even stronger relationships with Elected Members, in communities, with business, partners and with the third sector and voluntary and community sector, in line with our Co-operative Commissioning vision to establish Customers as Innovators, Asset Holders, Resources and Community Developers.

This in turn suggests that efficiencies can be realised within the management team without impacting on service provision.

Improvements in performance management and supervisory processes have also been identified. For example there are countless paper based processes which do not optimally contribute to service delivery. This is exemplified by the production of statistics that do not link to corporate planning, agreed outcomes or service standards. A more focused understanding of what data is required and its link with performance outcomes will therefore help push the service towards a 'brilliant' standard of delivery.

Finally, there is a strong will from within the Voluntary and Community Sector and Partners to take a larger role in the delivery of services. These organisations carry unique skills and have access to opportunities that the Council cannot pursue, notably community focused funding options. By working co-operatively to support and develop capacity the Council can ensure that services are produced in the best possible way and that they are responsive to the needs of stakeholders. A co-operative approach will also promote links with internal partners such as Adult Social Care and Planning to promote innovative solutions such as Timebanking. Therefore, by taking a joined-up approach the influence of Street Services can extend beyond its traditional remit, helping the wider Council to achieve 'brilliant' standards of service.

2.2 Benefits and Capabilities

2.2.1 Management Restructure

Through the management restructure workstream this project will realise a range of tangible short, medium and long term benefits:

- The development of a management structure that supports Co-operative Values. In particular, the proposed structure will support more accountable and responsible services, based around stronger engagement with localities. A senior Officer will have specific responsibility for embedding this within the department
- Broader spans of control will lead to faster decision-making, improved cross-functional working, increased employee empowerment, cost savings driven out through better performance and accountability, career and succession planning in order to retain talent and support improvement, fewer 1 – 1 reporting arrangements and a fewer number of role profiles across the organisation.
- The stimulation of new ways of working, invigorating the Department to accelerate integration and provide a platform to support, engage with and ultimately, deliver the Transformation Programme using Co-operative values

Alongside this the management restructure will reduce the financial footprint of Street Services. Savings are predicted to be around £480k per annum, with first year savings of £200k from the point of implementation in October 2014.

2.2.2 Service Review

The proposed review of services will carry a number of longer term, strategic benefits. It will deliver:

- An in-depth and holistic understanding of service provision, providing oversight of legal, strategic and customer requirements that will inform decisions made on service delivery
- A strategic vision of what “brilliant” looks like for Street Services in Plymouth and alignment to the blueprint. Within this feedback from across the community will be collected and valued
- The people, processes, and technology needed in the future to deliver a “brilliant” service
- A stronger understanding of how co-operative values can inform the way that the Council works

2.2.3 The Development of Service Provision

Outcomes from this workstream will be defined following the completion of the service review. However, the expectation in proposing this project is that it will achieve:

- Improved relationships with the Community and Partners, utilising and supporting their unique skillset, knowledge and networks to provide services in different ways while at the same time building community capital
- A reduced financial footprint through the implementation of alternative delivery mechanisms
- ‘Brilliant’ standards for services that are delivered both internally and externally, based on an accurate understanding of the needs of stakeholders

In developing service provision in a co-operative manner this project will embrace wider outcomes, recognising the capacity of Street Services to significantly impact on the quality of life of citizens. For example in investigating the potential to develop Timebanking and ‘Friends of’ groups the Council will promote opportunities for people to develop skills and form relationships. This will provide forums to challenge social isolation and low aspiration, helping Plymouth to grow as a space and as a community.

2.2.4 Learning from other Councils

The benefits that the project hopes to achieve are supported by work being undertaken in other Councils which demonstrates the capacity of innovative solutions to achieve benefits in relation to efficiency and effectiveness. Some examples include:

- Darlington Council have encouraged public giving to maintain parks and worked with charities to increase capacity
- Sheffield and Manchester are working with the National Trust to develop an endowment model for public parks. This will explore how to raise money through donations, public health and ecosystem services such as flood management and biodiversity
- The Bristol Parks Forum and Bristol Council will offer horticultural training for low-skilled people without full-time employment, providing routes into employment while improving the maintenance of Bristol's parks

Alongside this many other local authorities are seeking to empower the Community to play a more significant role in service provision. For example Newcastle City Council have explicitly stated that:

‘(m)aintaining... standards will require individuals to take personal responsibility for supporting their neighbourhoods, with the council focusing on those services which only the council can do such as street lighting’

3. Strategic Case

3.1 Scope

This project incorporates a management restructure and review of service provision across all of the department’s service areas:

- Street Scene Services comprising Waste Collection, Street Cleansing, Grounds Maintenance and Parks & Open Spaces
- Fleet and Garage Services
- Parking and Marine Services
- Living Streets and Network Management
- Waste Disposal and Contracts

The development of alternative delivery vehicles for service delivery will form a key element of this review. Therefore the commissioning and co-production of services with VCS and Partners is considered in scope, as is the potential for the Council to cease providing services which cannot be produced in different ways and which do not meet core objectives.

Services that are retained will be reviewed and developed to a ‘brilliant’ standard through a co-operative approach involving the community and other stakeholders.

Although not included in this Business Case this project does not preclude changes that might follow the design and delivery of a "new Brilliant Co-operative Street Service", for example, possible consolidation or rationalisation of support or back office functions that are being considered under the Co-operative Centre of Operations Transformation Programme. The review also retains the possibility of exploiting or leveraging opportunities across or between services in future. Alignment with other elements of the Transformation Agenda, for example the Corporate Centre of Operations, will support the achievement of these goals, with business architecture promoting a ‘joined up’ approach.

This project fits within a wider GAME portfolio incorporating the following projects:

- Waste Collection Reorganisation
- Commercialisation
- Introducing Category Management – Fleet Services

These projects will all support the creation of a brilliant, co-operative Street Services, and therefore it is essential that the programme takes a ‘joined-up’ approach. However, specific workstreams from other projects will not be duplicated.

3.2. Strategic Fit

3.2.1 The Corporate Plan

A key driver for the Creating a Brilliant Co-operative Street Services project is Plymouth's Corporate Plan to become a 'Brilliant Co-operative Council'. A co-operative approach can enable the Council to work in different ways, producing savings while at the same time engaging with stakeholders and improving services. Therefore this project will be:

Democratic

This project recognises the findings of the Fairness Commission, and in particular its identification of the value of a Systems Leadership approach. Where possible the project will seek to devolve decision making processes away from officers, seeking input from all appropriate stakeholders. A range of forums will be used to facilitate this, including briefings with Councillors, 'Have Your Say' and other community forums, and meetings with Partner agencies such as PCH.

Alongside this it will consult with the Community, Councillors, Staff and Partners to shape an understanding of 'brilliant' service provision, ensuring that resources are focused on the things that matter most to Plymouth's citizens.

The management restructure will embed a more democratic approach, aligning staff more closely to ward areas and creating clearer lines of accountability. This will help to ensure that the service is open and responsive to feedback.

Responsible

The project proposes to promote a more responsible approach for staff and members of the community. For example it will improve education around waste by working with Partners in the VCS, so improving recycling and waste minimisation. It will also increase enforcement capability by working more closely with the partners, enabling the Council to more effectively hold people to account who act in an irresponsible manner. It will embed a 'don't walk by approach' within the department, ensuring that the Community receives a 'joined-up' service within which individual officers act in a more responsible manner as representatives of the wider Street Services team.

Fair

Commissioning will be fair, providing opportunities for organisations across the city to work in partnership with the Council and access resources. Furthermore the commissioning approach will recognise the needs of the community, considering value for money in terms of quality and community impact as well as cost.

The project will consult with the Community and wider stakeholders throughout, ensuring that all sections of the community have a voice in any changes that are made. Within this it will ensure that actions do not unfairly impact on marginalised groups, and that services operate in a fair manner.

Partners

Partnership working sits at the heart of this project. It will actively seek outsourcing and co-production opportunities to develop different ways of working where appropriate.

Within this the project will value the Council's ability to support the development of Partners, particularly within the Voluntary and Community Sector. For example through Project Octopus Council staff are engaging with a range of smaller community groups to identify their resource needs and understand how they can be empowered to play a larger role in supporting local communities.

3.2.2 Other Alignments

Alongside this the Creating a Brilliant Co-operative Street Service project aligns with a number of other plans and strategies:

- The Fairness Commission Report. This emphasises the need for a Systems Leadership approach, devolving decision making where possible to empower the Community
- Partnership work undertaken to improve enforcement capacity
- The wider GAME and Transformation Programme. For example we will link in with work undertaken in CCO and POD, ensuring that opportunities for a more cohesive approach are realised. Support from Business Architecture will help us to achieve this

3.3 Assumptions

This project assumes that:

- There is capacity within the Community and Partners organisations to support the implementation of alternative service delivery methods. This is supported by consultation sessions held through the Project Octopus group and in direct contact with other organisations
- There is support from stakeholder groups, particularly Staff and Councillors
- Institutional change can be achieved within the Council, embedding a co-operative approach

3.4 Strategic Risks

The core strategic risks for this project are:

- Service provision is disrupted, either through changes to management or the implementation of new methods of working, creating negative outcomes for customers and damaging the Council's reputation.
- Alternative methods of service delivery are not implemented, limiting the savings achieved through the project. However, learning from other local authorities demonstrates the potential to successfully implement change in this regard. Furthermore initial contact with partners has identified strong support for the co-production of services
- The new management structure does not have sufficient capacity or the right personnel to operate in the required manner. This will be mitigated by the introduction of new performance management and reporting mechanisms, as well as a robust recruitment and selection process that will ensure staff have the required skills

3.5 Constraints and dependencies

This project faces the following dependencies:

- Support is required from Partners, particularly in the VCS, to develop alternative service delivery models
- Support is required from the Community to understand what 'brilliant' services will look like
- The project is dependent upon support from Councillors, particularly in relation to the potential handover of Council services to Partners

- Support is required from staff, particularly in adapting to co-operative working methods
- Given the scope of the work, an additional consultant is requested to support the part time Business Architect, ensuring that provision is joined up across the service

Furthermore the following constraints are relevant:

- A thorough review of existing provision will be delayed until after the completion of the management restructure, in recognition of the challenging process that many of the management team will be going through

4. Options Appraisal

The recommendations proposed in this business case have been identified through the following options appraisal:

4.1 Option One - Do Nothing

As noted in section 2.1 the public perception of Street Services is generally positive. Therefore maintaining the current approach taken by the Council will continue to see services operate effectively, although the department will not fully embrace opportunities to further engage with customers and Partners.

This option carries a range of benefits:

- Project costs of around £50k will be avoided
- Service provision will continue at current levels, and potential disruptions will be avoided
- Potential conflict with staff will be avoided
- The Council will retain control of services, providing clear lines of accountability for the public and Members
- Savings of around £2.9 million, integrated into Street Service's 2014/15 budget, will be achieved

However, there are a range of challenges involved in taking this approach:

- The Council will not optimise the opportunities presented from a co-operative working model, with cultural and structural barriers limiting different models of service provision
- While services will continue at their current level, the opportunity to push standards and develop a better managed, performance orientated department will be missed

The following dependencies are involved in this option:

- Street Services will not be optimally efficient, placing additional pressure on other sections of the Council to meet the £64.5 million funding gap over the next three years

The following risks are associated with this option, emphasising the need to take an alternative approach:

Description	Likelihood	Impact	Mitigation	Residual Risk
Street Services are not organised or managed in a manner that supports partnership working	Medium	High	A 'do nothing' approach will maintain existing relationships, with barriers in place to prevent the development of more meaningful partnership working. Potential savings will not be realised	High
The failure to adopt a 'brilliant, co-operative' agenda means that service provision will not be optimally customer focused	Medium	Medium	A 'do nothing' approach will not challenge existing standards, meaning that the service will miss the opportunity to become 'brilliant'	Medium

A financial breakdown is not included for this option as it maintains existing spending. The budget for the Service in 2014/15 has been set at around £31 million, with savings of £2.9 million proposed from the previous year's budget.

4.2 Option Two - Retain all existing services 'in-house' and seek to development them to a 'brilliant' standard

Action can be taken to implement savings and improve service standards within existing operational paradigms. This will mitigate the cost involved in implementing a larger co-operative strategy, and maintain stability within the service.

However, the savings of £2.9 million planned in the 2014/15 Street Services budget suggest that efficiencies within existing working methods may have been achieved.

This option carries a range of benefits:

- Savings will be achieved, with the £480k benefits of the management restructure combining with the £2.9 million saving targeted from the 2013/14 budget
- The current institutional approach will continue, minimising change within the department
- Service standards will improve, although the lack of community engagement will make it difficult to ensure that resources are focused in the best way

The following dependencies are involved in this option:

- As savings will not be optimised, other services will be face increased pressure to realise savings to meet the Council's £64.5 million funding gap

In addition, this option will involve the following constraints:

- The Council has adopted a co-operative working model, requiring that services work in partnership and in a democratic manner

The following risks are associated with this option:

Description	Likelihood	Impact	Mitigation	Residual Risk
Street Services are not organised or managed in a manner that supports partnership working	Medium	High	This approach will maintain existing relationships, with barriers in place to prevent the development of more meaningful partnership working. Potential savings will not be realised	High
The failure to adopt a 'brilliant, co-operative' agenda means that service provision will not be optimally customer focused	Medium	Medium	While standards will be improved, the approach will not fully challenge existing standards, meaning that the service will miss the opportunity to become 'brilliant'	Medium

The following financial information is relevant to this option:

Retain Services In-House	2014/15 £k	2015/16 £k	2016/17 £k	Total £k
Management Restructure (predicted saving)	200	480	480	1,160
Service Review Savings	n/a	Will not be achieved	Will not be achieved	No contribution
Total Gross Benefit	200	480	480	1,160
Investment	50	£0	0	50
Net Benefit Realised	150	480	480	1,110

Details are included for project management investments. Please note that savings for the management restructure element are provisional, and will be updated following the completion of the Consultation period.

4.3 Option Three - Immediately look to outsource services

Outsourcing provision prior to an effective review of services may limit the potential benefits realised by the Council, instead handing these benefits to private sector providers

This approach will also mean that the Council misses the opportunity to develop capacity in the Voluntary and Community Sector. This in turn will negatively impact on community capital, with the project providing an opportunity to bring people together and give them ownership of their local environment.

Benefits for this option include:

- Potential savings realised by using Private Sector and VCS organisations to provide services more efficiently. The extent of the possible savings would only be clear following commissioning processes

However, this option includes the following constraints:

- Without understanding existing provision, and the potential efficiencies that can be realised, the Council is not well placed to enter into commissioning processes

In addition, there are the following dependencies:

- This option would require interest from Partners in providing services. While initial scoping has identified the potential to move forward in this regard the capacity of Partners has not been confirmed

The following risks are relevant to this option:

Description	Likelihood	Impact	Mitigation	Residual Risk
Street Services are not organised or managed in a manner that supports partnership working	Medium	High	This approach would support partnership working, although as services may not be commissioned to or co-produced with local organisations full value for the community may not be realised	High
The failure to adopt a 'brilliant, co-operative' agenda means that service provision will not be optimally customer focused	Medium	Medium	Service standards may be improved through this approach. However, commissioning out services does not always result in an better outcomes for the community, so this remains a risk	Medium

A financial breakdown is not included for this option as the benefits of outsourcing are currently unknown. Additional resources would be required to support the commissioning process.

4.4 Option Four - Review existing provision alongside a management restructure, paving the way for the implementation of alternative methods of service delivery

A management restructure is currently underway. This will create a leaner, more co-operative Street Services department, with joined-up services and an approach that is open, responsive and accountable.

Building on this, this option proposes to implement a review of existing service provision. This will provide an understanding of the statutory and strategic requirements that shape Street Services, alongside financial information, service structures and existing customer feedback mechanisms.

This data will then inform a further process of service rationalisation, with alternative forms of service delivery sought that will improve services, build community capital and produce efficiencies. Services that are kept ‘in-house’ will be developed to a ‘brilliant’ standard, using feedback from stakeholders to ensure that services focus on outcomes that matter most to Plymouth’s community.

This approach carries a range of benefits:

- An understanding of data processes and stakeholder needs will enable better performance management within Street Services
- Optimal savings will be achieved by taking an innovative approach to service provision where appropriate
- The Council will effectively engage with Voluntary and Community Sector organisations, building community capacity
- A more co-operative approach will be taken, resulting in better services for customers

This approach carries a range of dependencies:

- Engagement from Partners will be required to identify new ways of working
- Engagement from stakeholders is necessary to understand what brilliant looks like
- Additional resources will be required to promote a joined-up approach, particularly in relation to architectural functions

Alongside this there are a range of constraints:

- Certain services may be required to remain ‘in-house’, limiting the extent of engagement with Partners

The following risks are associated with this option:

Description	Likelihood	Impact	Mitigation	Residual Risk
Street Services are not organised or managed in a manner that supports partnership working	Medium	High	This approach would support partnership working, optimising engagement with the community	Low
The failure to adopt a ‘brilliant, co-operative’ agenda means that provision will not be optimally customer focused	Medium	Medium	Customers will be at the forefront of service design in this approach, ensuring ‘brilliant’ provision	Low

The following financial information is relevant to this option:

Creating a Brilliant Co-operative Street Services	2014/15 £k	2015/16 £k	2016/17 £k	Total £k
Management Restructure (predicted saving)	200	480	480	1,160
Service Review Savings	n/a	To Be Confirmed	To Be Confirmed	To Be Confirmed
Total Gross Benefit	200	480	480	1,160
Investment	50	0	0	50
Net Benefit Realised	150	480	480	1,110

Key savings within this option will be identified through the project. However, other local authorities have successfully worked with Partners to reduce costs and improve outcomes; the project is therefore confident that this approach will realise benefits in Plymouth. Investment is required in project management resources. Figures for the management restructure element are provisional, and will be finalised following from the completion of the Consultation period.

5. Recommendation

This business case recommends that option four is adopted. This means that, as the management restructure is underway, the project recommends that Cabinet:

- Agree this business case
- In accordance with the business case, provide consent for Officers to 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
- In accordance with the business case, provide consent for Officers to explore the potential for services to be delivered in a different manner
- In accordance with the business case, give delegated authority to the Strategic Director for Place, as the Senior Responsible Officer of the GAME Board, in consultation with the Cabinet Members for Environment, Transport and Finance (as appropriate), for approving alternative methods of service delivery identified through the project.
- In accordance with the business case, provide consent for Officers to develop services retained within the Council, using co-operative principles to attain 'brilliant' outcomes

Please note that these are high level recommendations. This business case seeks approval to investigate the potential for change within Street Services; additional oversight from Members will take place throughout the project ensuring that change is implemented through democratic processes.

6. Benefits Realisation

As this project proposes a review of existing provision the full benefits that it will achieve will become clear through its lifespan. However, the following benefits will be realised through existing actions

- A saving of around £1.1 million over 3 years through a management restructure
- Additional savings in personnel costs achieved by integrating support functions
- Additional savings achieved through the implementation of alternative service delivery methods, through commissioning or co-production with Partners
- 'Brilliant' service standards, achieved through better performance management and intelligence that will enable Street Services to focus on community priorities
- A more co-operative approach, including a more responsive and accountable management structure that will enable stakeholders to more effectively influence provision. In particular, the new Street Service structure will support locality working, promoting responsibility and accountability. A senior member of the team will be given responsibility for supporting this working model
- The development of community capital, with communities from across the city empowered to take ownership of their environment and given opportunities to use their skills to make Plymouth a more attractive and vibrant place to within which to live, work and visit

7. Financial Case

A management restructure is currently underway, which proposes to achieve efficiencies of £200k in 2014/15 rising to £480k in the following two years. As the Consultation period is ongoing elements of the restructure are open to change. Redundancy costs are expected to be met by the Council's contingency fund, and therefore should not reduce the savings achieved.

A further element of this project is a review of current provision across Street Services. This will pave the way for decisions around the use of alternative delivery vehicles and the need to continue to support certain services. These decisions are planned to be implemented from 2015/16, and therefore additional savings will be articulated around this process as details become clearer. However, learning from other Councils emphasises the potential scope of savings, for example Barnet London Borough Council predicts to realise benefits of £165 million over 10 years through a commissioning approach.

Creating a Brilliant Co-operative Street Services	2014/15 £k	2015/16 £k	2016/17 £k	Total £k
Management Restructure (predicted saving)	200	480	480	1,160
Service Review Savings	n/a	To Be Confirmed	To Be Confirmed	To Be Confirmed
Total Gross Benefit	200	480	480	1,160
Investment	50	£0	0	50
Net Benefit Realised	150	480	480	1,110

At this stage of the project the investment required relates specifically to human resources. A Project Manager and Project Management Apprentice have been assigned, each on a .5 FTE basis. Alongside this a Business Analyst will lead a review of service provision on a full time basis over an initial three month period. Additional support will be provided by external consultants, recruited to provide additional capacity and ensure that opportunities for change are optimised. Therefore a provisional investment of £50k has been attributed to the project.

8. Management Case

8.1 Project Plan



8.2 Key Milestones and Dependencies

Please note that the following milestones are provisional, and may change through the project.

Key Milestones	Description	Dependencies
21/03/14	Initial contact with Project Octopus re VCS engagement	Interest from the VCS is required to make this a meaningful process. This has been achieved, with a high level of interest expressed in relation to joint working
01/05/14	Initiation of Management Restructure	Completion of new role profiles. These have been successfully completed and distributed
01/10/14	Completion of Management Restructure	Outcomes from the consultation process. This is currently ongoing
06/10/14	Completion of Business Analyst investigation into current provision	Securing a Business Analyst resource. This has been successfully completed

28/11/2014	Completion of the design of the new Street Services structure	Support from services to ensure that information is accurate and to input into the design process
31/03/2015 onwards	Implementation of alternative delivery vehicles, with specific dates to be decided in conjunction with Partners	Continued support from Partners to enable different working methods

8.3 Key Risk Analysis and Risk Management

Description	Likelihood	Impact	Mitigation	Residual Risk
There is a reputational risk to PCC if Street Scene services are impacted (temporarily during migration, but in particular if the new services or delivery mechanisms are not adequate)	Low	High	Robust planning involving frontline staff and experienced managers at all levels will inform decisions made in the project	Low
There is insufficient capacity or enthusiasm within the VCS or Private Sector to support the creation of Alternative Service Delivery Vehicles	Low	High	Initial contact with Partners has indicated strong support for closer partnership working. Funding and resources are in place to incentivise Partners	Low
Street Services are not organised or managed in a manner that supports partnership working	Medium	Medium	A robust recruitment process will be implemented, ensuring that the right staff will be in place to implement change. To support this, effective performance management and reporting structures will be implemented	Low
The management restructure is delayed, limiting the savings achieved	Medium	Medium	The restructure remains on track. Any delay will incur a minor reduction in the savings achieved	Low

8.4 Quality Assurance

<p>Quality Responsibilities</p>	<p>Responsibilities are shared between: The Project Manager The Project Executive The Programme Manager The Senior Responsible Officer Additional quality assurance will be provided at various levels, including the project board, programme board and by Members</p>		
<p>Quality Criteria</p>	<p>Quality Tolerance</p>	<p>Quality Assurance Method</p>	<p>Quality Check Skills Required</p>
<p>The project must be implemented within the parameters of Street Services performance targets, ensuring that service provision is maintained at all times. Success will be measured against savings and stakeholder feedback. Criteria will include:</p> <ul style="list-style-type: none"> -Continued implementation of services -Customer feedback via the Contact Centre and other forums - Monitoring of savings achieved 	<p>Time: there is some tolerance in relation to time as services can continue in their existing form. However, any delay to implementation will impact on the savings achieved. This is not currently quantifiable, but will be as the project develops.</p> <p>Cost: there is some tolerance in relation to cost; as the project is generating a significant saving there is scope to put in place the right resources to ensure implementation. Any reduction in savings will be placed before the Programme Board for consideration.</p> <p>Quality: there is no tolerance in relation to quality. As Street Services are highly visible it is essential that customers continue to receive an effective service. This will be monitored via feedback from the Contact Centre and in community engagement events. As the project aims to improve</p>	<p>Quality assurance methods will be developed through the project depending upon the actions taken. For example if services are commissioned out then adequate monitoring processes will need to be implemented.</p>	<p>The skills required for effective oversight already exist within the Department. The Assistant Director for Street Services and Strategic Director for Place will lead the quality assurance process.</p>

	<p>standards any reduction in satisfaction would be considered outside of tolerances</p> <p>Scope: the project proposes to establish the scope of potential changes to Council provision. Therefore there is significant tolerance in relation to its scope, although a minimum level of change needs to be achieved to ensure that targets are met. Therefore some change must be realised for this element to remain in tolerance</p>		
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8.5 Change Management

Street Services is a high-profile department that plays a central role in promoting Plymouth as a positive environment for residents, visitors and workers. While the ‘Creating a Brilliant Co-operative Street Service’ project aims to enhance outcomes for the community by creating more responsive, joined up and responsible services the potential impact on service provision and stakeholders needs to be recognised and planned for.

Street Services management are currently going through a restructure process which will realign the service, creating a leaner, more responsive department that will be better placed to implement a co-operative approach. Co-operative values have been integrated into role profiles, ensuring that successful candidates have the required skill set to support institutional change.

Frontline staff are not currently affected by the project. However, the proposal to investigate alternative delivery vehicles may impact on them at a later stage, and the potential for this to occur will inevitably cause concern. To this end the project will implement briefing sessions to ensure that staff are continually updated about potential changes to Street Services, and the opportunities and challenges that could arise from this.

Further development opportunity will be provided for staff and managers around the Council’s co-operative values, linking them to practice to ensure that a co-operative approach is at the forefront of service provision and there is widespread and shared understanding on what becoming a brilliant cooperative Street Service actually means for everybody involved.

This project will also involve changes in the Council's relationship with Partners. Through the Project Octopus group, co-ordinated by the Zebra Collective, contact has been initiated with VCS organisations to identify their capacity and explore potential opportunities for joint working. This will develop into more specific actions as the project develops with support provided where necessary to help smaller organisations access appropriate support.

Changes to service providers may impact on the Community. The impact of any change to service provision will be assessed by putting the customer at the heart of the considerations. Opportunities for citizens to engage in or start their own VCS groups, for example 'Friends of' groups, will be encouraged, widening potential partnership opportunities and building community capital.

Members will be fully briefed through the lifetime of the project, ensuring that democratic processes are adhered to and enabling Members to respond to changes that occur within their ward.

Underpinning these processes, the project has informally agreed a number of cooperative commitments that will shape its approach to change. These commitments are expected to stand throughout the project (through the preparation, design, implementation and embedding phases) and beyond:

- Co-design opportunities will be provided to stakeholders wherever possible and appropriate.
- Feedback will be sought from any person or organisation potentially affected by change. In particular, the project will be proactive in giving a voice to marginalised community groups
- Feedback loops will always be closed, ensuring that those who provide feedback are aware of its impact
- The project will seek to learn lessons and best practice from Partners, reflecting on their experience of relevant / similar changes
- The project will monitor and measure the effectiveness of the change, using performance management processes and intelligence to embed co-operative values in practice

8.6 Communications and Engagement

This project will impact on a wide range of stakeholders, including the community, staff, Partners and Members. Therefore a broad communication campaign will be required and is being developed, promoting opportunities for engagement, consultation and where appropriate co-design.

At this stage in the project community input is required to understand existing standards of provision and ways in which Street Services can more effectively prioritise its resources. A range of events have been organised in conjunction with the Plymouth Plan, enabling feedback to be collected from across the city. Further sessions will be run, along with the dissemination of information to 'close the loop', making clear how data is used.

Later in the project, when decisions have been made about specific service provision, additional communication will be necessary to update the community on changes, emphasising the rationale behind the decisions made and the positive impact that the project will make.

The project recognises that staff may be concerned about changes to service provision. Therefore staff will be briefed throughout the project, with opportunities for two way conversations to capture their feedback. In addition staff input will be key to understanding existing provision and identifying improvements. Workshops will be run to empower staff to shape the future of services, matching sessions run successfully by GAME’s Commercialisation project.

Effective communication with Partners is required to develop alternative methods of service delivery. This will take place through a range of forums, including Plymouth’s Project Octopus group, bringing together Voluntary and Community groups from across the city. Direct contact will be made with organisations such as Groundworks to explore potential opportunities. Through these dialogues Street Services will gain an understanding of the work being undertaken by Partners, and even where co-production or commissioning does not take place this will still enable the Council to promote and support groups that are contributing to Plymouth’s environment.

Members will be briefed throughout the project. As the initial proposals made are high level the project recognises that additional contact will be necessary to ensure that appropriate decisions are made, and that democratic, co-operative principles are adhered to. Input from Members into the design of alternative models of service delivery and the development of ‘brilliant’ service standards will also be sought.

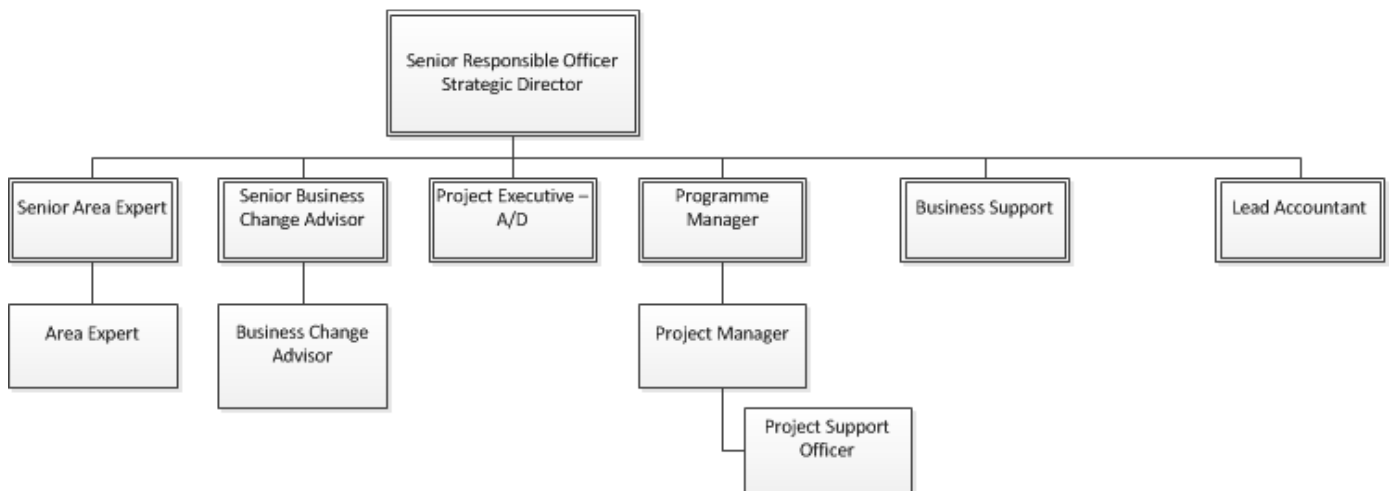
Taken together, examples of the communication approach that the project will take include:

- All Member briefings, providing opportunities for Members to input into the project
- Community engagement sessions
- Briefings for staff
- Meetings with the Voluntary and Community Sector through Project Octopus

A Communications Engagement Breakdown is included in the Appendices, item 9.1.

8.7 Framework and Methodologies

8.7.1 Governance Structure



8.7.2 Methodology

This project employs Prince 2 project management methodologies.

Other tools / methodologies / processes / standards / assurance

1. Plymouth City Council Transformation Portfolio Lifecycle has been developed to assure the safe delivery of the projects and programmes in the Transformation Portfolio.
2. Governance is applied across the Projects and Programmes in accordance with the Transformation Start-up pack and subsequent documentation found in the Portfolio Office. See S:\Transformation\Portfolio Office
3. All documents pertaining to the standards, processes, tools, methodologies and assurance to be applied to all Programmes and Projects in the Transformation Portfolio will be found in the Portfolio Office Folder as shown above.

All files for specific Programmes and Projects will be filed by Programme and Project. See S:\Transformation\Programme and Project Folders

9. Appendices

9.1 Communication Engagement Plan

This project is founded on co-operative principles. Furthermore, communication with Partners and staff is integral to the development of new ways of delivering services and in driving forward service standards. Therefore an effective communication campaign is key to the creation of a brilliant, co-operative Street Service. A more detailed communications breakdown is included in the Appendix, section 9.3. Please note that the communication approach will become more detailed as the project develops.

Staff Engagement

Managers will face significant change through the management restructure. This will pave the way for a new departmental model that will support a co-operative approach. Therefore managers require support not only in relation to the restructure process, but in developing skills and knowledge to enable them to effectively engage with Partners and the Community and implement change.

Frontline staff will not be impacted upon initially, but may face change as services come to be delivered in different ways.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Affected Staff	CMT		X		
	SMT		X		
	Trade Unions			X	
	Frontline Staff		X	X	
Non-affected Staff	Council Wide Staff			X	

Member Engagement

Members will be updated on the progress of the project on a consistent basis, particularly where decisions are required in relation to the way that services are delivered. Alongside this they will be consulted on service provision, with their input supporting Street Services in understanding what a 'brilliant' service might look like.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Elected Members	Cabinet			X	
	Shadow Cabinet				X
	Member Transformation Board		X		
	The Council's Scrutiny Function			X	
	Transformation Advisory Group			X	
	MPs				X

Community Engagement

Community engagement is essential within this project, with input from communities across the city required to enable the project to quantify what a 'brilliant' service might look like and enable different ways of working.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Communities and Customers	Communities of Identity			X	X
	Communities of Interest			X	X
	Communities of Geography			X	X
	Customers			X	X

Partner Engagement

It is essential the project effectively engages with Partners to open opportunities for the development of alternative methods of service delivery. Resources such as 'Project Octopus' have been utilised to achieve this, and engaged will continue throughout the project. Joint-working or commissioning relationships will result in partners becoming responsible for provision, changing the context within which they are engaged with.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Municipal Enterprise Related Partners	Plymouth Community Homes			X	
	South West Devon Waste Partnership			X	
	AMEY			X	
	VCS			X	
	Universities			X	
	Large Employers			X	
	NHS			X	

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PLYMOUTH CITY COUNCIL

Subject:	Carers Strategy 2014-18 and Action Plan 2014-15
Committee:	Cabinet
Date:	2 September 2014
Cabinet Member:	Councillor Tuffin
CMT Member:	Carole Burgoyne (Strategic Director for People)
Author:	Rachel Silcock, Commissioning Officer
Contact details	Tel: 01752 307176 email: rachel.silcock@plymouth.gov.uk
Ref:	
Key Decision:	Yes
Part:	I

Purpose of the report:

The purpose of this report is to recommend that the Cabinet gives approval to the refreshed Carers Strategy 2014 – 18 and the associated Action Plan for 2014 – 15.

The National Carers Strategy, 'Carers at the Heart of 21st Century Families and Communities' (2008) sets out the vision that carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individuals' needs, enabling carers to maintain a balance between their caring responsibilities and a life outside caring, while enabling the person they support to be a full and equal citizen. The objectives of the strategy are that by 2018 every carer should be:

1. Recognised and supported as an expert care partner
2. Enjoying a life outside caring
3. Not financially disadvantaged
4. Mentally and physically well; treated with dignity
5. Children will be thriving, protected from inappropriate caring roles.

The National Carers Strategy was refreshed in 2010 ('Recognised, Valued and Supported: Next Steps for the Carers Strategy', 2010) but retained the original 5 outcomes.

There has been a Joint Carers Strategy in Plymouth since 2006 and this was due to be refreshed in 2013. This refresh was carried out on behalf of the Carers Strategic Partnership Board (CSPB) through wide ranging consultation with partners, stakeholders, carers groups and organisations.

The CSPB exists to monitor the progress of the Carers' Strategy, to agree and implement the Strategy Action Plan and to engage with carers and carer organisations in the strategic planning of carer services across Plymouth.

The CSPB membership is made up of representatives from Carers, Plymouth City Council (PCC), Northern, Eastern and Western Devon Clinical Commissioning Group (NEW Devon CCG), Plymouth Hospitals NHS Trust, Carers Support Services (across the Statutory and Community and Voluntary Sectors), and Carers Groups and Organisations.

Consultation

Consultation to develop the draft Carers Strategy 2014-18 and Action Plan 2014-15 was carried out in the following ways:

- Sub group and workshops of the CSPB
- It was placed on the PCC portal for 12 weeks public consultation which ended in January 2014 and received 19 responses.
- It was also sent out to all our social care and health partners and to Black and Minority Ethnic Groups via the Social Inclusion Unit.
- Hard copies of the strategy were placed at the Carers Hub Plymouth and sent out to young carers groups and organisations through the Youth Service.
- Details on how to comment were announced in a press release and on the PCC website.
- A consultation questionnaire was widely distributed at Carers Rights Day in December 2013.

The responses from all of the above consultation were collated and the draft 2014 – 18 Strategy was produced, which was then circulated for comment to the Young Carers Steering Group and the CSPB. A final strategy has been produced following all of this consultation.

Outcomes in the Plymouth Strategy

There are 6 outcomes in the Plymouth Carers Strategy, the first five reflect the National Carers Strategy outcomes and we have added a sixth outcome which is to identify hidden carers.

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

Each of the outcomes in the Strategy has an associated set of actions that was developed in consultation with the CSPB and a performance dashboard is being developed which will enable us to monitor progress against the strategy.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

The Carers Strategy helps meet the City's vision to be a place where an outstanding quality of life can be enjoyed by everyone as it focuses on 6 key outcomes for carers which will help to enhance their quality of life and ensure that they can enjoy a life outside of caring.

The Carers Strategy supports the Council's Values:

- Democratic: the process of creating the Strategy and Action Plan has been carried out with the involvement of carers throughout the process and there are carer representatives and groups on the Carers Strategic Partnership Board that will monitor implementation of the Strategy and Action Plan
- Responsible: the Council takes its responsibility to support carers seriously, recognising their key importance in maintaining the independence and wellbeing of the person they care for
- Fair: through implementing the strategy the Council aims to treat carers fairly and remove barriers to them being able to engage and participate

- Partners: The Carers Strategy and Action Plan have been created and will be implemented in partnership with a wide range of organisations and carers groups

The Carers Strategy and Action Plan fits with the Caring Plymouth agenda, promoting carers health and wellbeing and striving towards carers being treated equally. This will support the achievement of the Caring Plymouth outcomes in terms of prevention, enabling carers to take control of their lives and treating carers with dignity and respect.

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

There are no implications for the Medium Term Financial Plan or Resource Implications directly related to this Strategy and Action Plan. The recommendations and actions included in both documents aim to improve the city's response to Carers within the existing financial envelope.

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

The Carers Strategy and Action Plan will support children to thrive and be protected from inappropriate caring roles for example by:

- Develop a single assessment and referral tool for citywide use for young carers
- Continue to develop the adult workforce in the city to ensure that professionals understand the impact inappropriate caring has on children and the need to take action to reduce this
- Develop knowledge about hidden harm to understand the impact of mental health and substance misuse on young carers and use this to develop services to meet need
- Provide support to schools to better recognise young carers and provide consistent support and information for young carers across all schools
- Continue to embed the Early Intervention and Prevention Strategy across the city to ensure support is offered to young carers at the right time and at the right level by agencies working in partnership to meet the needs of the whole family

Equality and Diversity

Has an Equality Impact Assessment been undertaken?

When considering this proposal it is important to have due regard to the public sector equalities duties imposed upon the Council by section 149 Equalities Act 2010 to

- Eliminate unlawful discrimination, harassment and victimisation and
- Advance equality of opportunity between people who share a protected characteristic from those who do not and to
- Foster good relations between people who share protected characteristics and others

The relevant protected characteristics for this purpose are: (a) age; (b) disability; (c) gender reassignment; (d) pregnancy and maternity; (e) race; (f) religion or belief; (g) sex; (h) sexual orientation

Individual Equality Impact Assessments will be completed for specific commissioning, procurement and service development activity that flows out of the strategies. This will ensure specific and detailed consideration of the impact of service changes resulting from the high level strategic documentation as services are developed.

Recommendations and Reasons for recommended action:

Following a thorough consultation process, a new and robust Plymouth Carers Strategy and Action Plan are ready to be approved.

To adopt the Carers Strategy 2014 – 18 and associated Action Plan 2014 - 15

Alternative options considered and rejected:

None

Published work / information:

Carers' Strategic Partnership Board

<http://www.plymouth.gov.uk/homepage/socialcareandhealth/adultsocialcare/carersupport/carersstrategicpartnershipboard.htm>

Background papers:

None

Sign off:

Fin	PeopleF AC1415 003	Leg	ALT/2 0817	Mon Off	DVS/2081 7/2/3107	HR		Assets		IT		Strat Proc	NA/S PU/3 65/C P/07 14
Originating SMT Member: David Simpkins													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

PLYMOUTH CARERS STRATEGY 2014-18



WHO IS A CARER?

A carer is an individual, an adult or a child, who provides unpaid help and support on a regular basis to a partner, family member, friend or relative. They may provide practical help, care, physical or emotional support to a person who is vulnerable for a wide variety of reasons, whether through age, physical or mental illness, disability or other issues such as substance misuse. Carers are a diverse group and have a range of caring situations, some develop slowly over time e.g. with older age, others suddenly and unexpectedly or from the birth of a child with a disability or a dramatic change in family circumstances.

Some people choose to become a carer, but others find themselves in this situation as a result of circumstances and without feeling that they have had this choice to make. This can occur at any age and taking on the responsibilities of caring can have a major effect on an individual's life, often leading to isolation and exhaustion.

For adult carers it can also impact on their ability to work, for parent carers this can be a dramatic effect on a family's lifestyle, and for young carers it can hold back their educational progress, lead to high levels of anxiety and limit their social life.

Young carers are the children and young people who take on the responsibility of caring for a family member, a parent or sibling.

The commitment of young carers to their families means that their needs as children often come second. They may find it hard to socialise with their peers or to find people who understand their worries, concerns and the practical difficulties of their daily life. It is important to recognise the needs of young carers and their right to be children as well as carers.

WHY DO WE NEED A STRATEGY?

There are over 6 million carers in England and Wales and 27,247 in Plymouth who identify themselves as unpaid carers. This has increased by 13% between 2001 and 2011. This includes 11,623 stating that they provide more than 20 hours of caring per week for someone. They are referred to as 'the forgotten army' of the health and social care system.

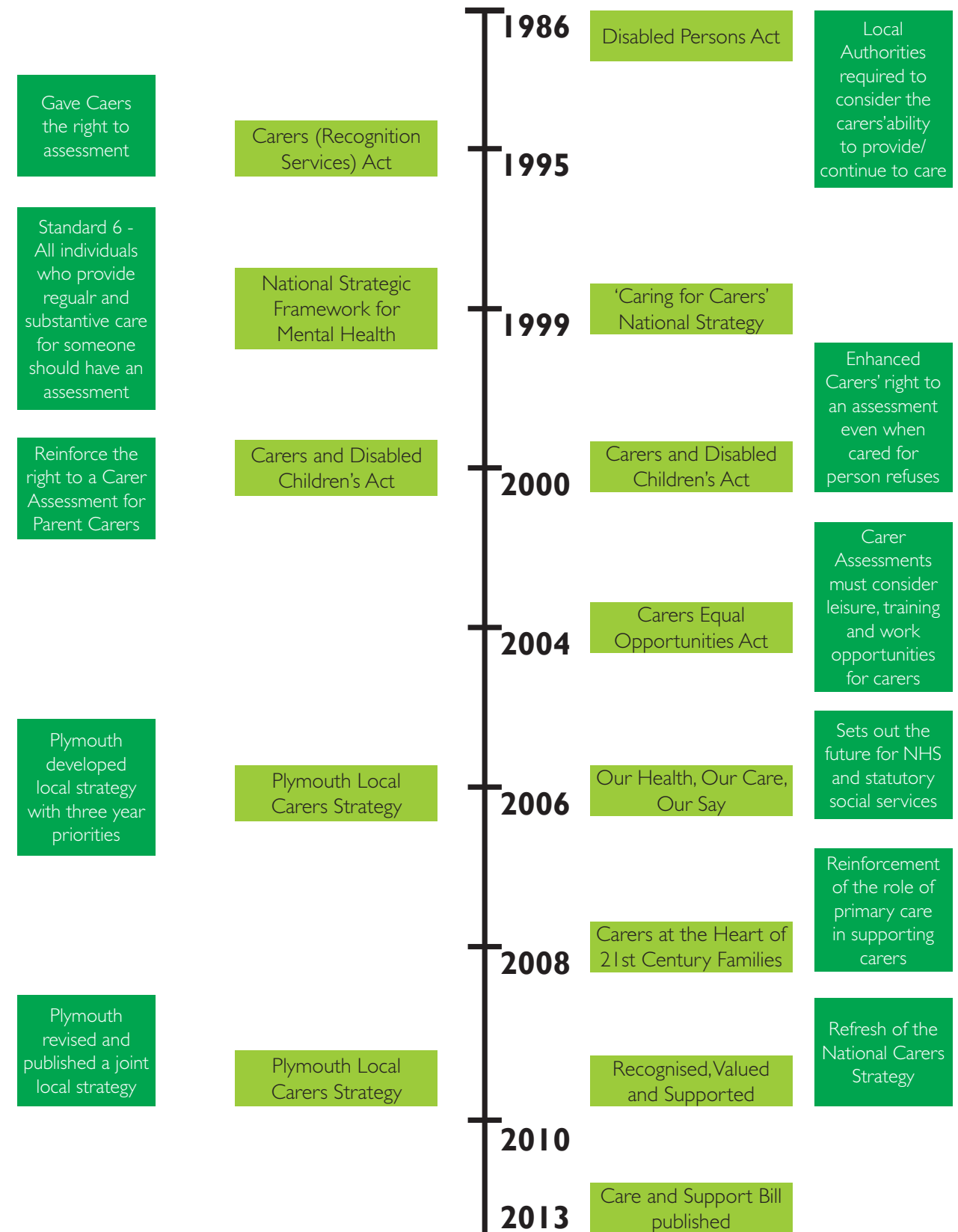
- The value of carer support is estimated £11.9 billion per year which is £22.2 billion per year more than the annual cost of the NHS
- 58 per cent of carers are women and 42 per cent are men (Carers UK 2012)
- According to an NHS Information Centre survey 40 per cent care for their parents or parents-in-law, 26 per cent care for their spouse or partner. People caring for disabled children account for 8 per cent of carers, with an additional 5% of carers looking after adult children, 4 per cent care for their grandparents and 7 per cent care for another relative. Whilst the majority care for relatives, 9 per cent care for a friend or neighbour (Carers UK 2012)
- 58 per cent of carers look after someone with a physical disability; 13 per cent care for someone with a mental health problem; 20 per cent for someone with a sensory impairment and 10% for someone with dementia.

In recent years a considerable amount of work has been done to find ways to develop support for carers. The Carers Strategic Partnership Board is continuing to take the carers agenda forward within the city. However, it will not be able to deliver the various services that carers

require without each service within the statutory and voluntary sector determining its own direction and role with regards to carers and working in partnership with the other services throughout the city to provide a seamless and coherent support system. Without a clear and agreed strategy for carers this will be impossible to achieve.

The timeline below shows the developments in supporting carers nationally and locally over the last 27 years.

CARERS LEGISLATION AND TIMELINE OF SUPPORT TO CARERS



Care Act 2014

The Care and Support Bill, which became law in 2014 creates a single piece of legislation for adult care and support, replacing more than a dozen different pieces of legislation. It provides the legal framework for putting into action some of the main principles of the White Paper, 'Caring for our future: reforming care and support', and also includes some health measures. Here are some of the key implications of the Care Act for carers:

- To ensure their duty is upheld local organisations will need to inform local authorities about the number of carers, the level and nature of demand for services and how local organisations can meet needs.
- For carers' support services that provide a range of universal and preventative services, particularly as supporting carers is in itself preventative, the duty is potentially a key lever for investment and development of carers' support services and the law could refer specifically to supporting carers. It will be important that local organisations can demonstrate preventative interventions and outcomes in relation to reducing or preventing levels of need; numbers of carers and unmet need.
- A welcomed step to give carers the same rights to a social care assessment as the people they care for and carers should be fully involved in the assessment process.
- A whole family approach in assessing needs is welcomed and should have particular implications for young carers.
- A development to standardise eligibility and address inequalities in accessing support.

NATIONAL CARERS STRATEGY

The National Carers Strategy, Carers at the Heart of 21st Century Families and Communities (2008) sets out the vision that carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individuals' needs, enabling carers to maintain a balance between their caring responsibilities and a life outside caring, while enabling the person they support to be a full and equal citizen. The objectives of the strategy are that by 2018 every carer should be:

- 1 Recognised and supported as an expert care partner
- 2 Enjoying a life outside caring
- 3 Not financially disadvantaged

- 4 Mentally and physically well; treated with dignity
- 5 Children will be thriving, protected from inappropriate caring roles.

In the refresh of the National Carers Strategy (Recognised, Valued and Supported: Next Steps for the Carers' Strategy, 2010) four priority areas were identified for action over the next four years. These priorities relate back to the outcomes that the Government is seeking to achieve:

- **Priority 1** - 'Supporting those with caring responsibilities to identify themselves as carers at an early stage, recognising the value of their contribution and involving them from the outset both in designing local care provision and in planning individual care packages' - relates most closely to the first outcome.
- **Priority 2** - 'Enabling those with caring responsibilities to fulfil their educational and employment potential' - relates most closely to the third and fifth outcomes.
- **Priority 3** - 'Personalised support both for carers and those they support, enabling them to have a family and community life' - relates most closely to the second outcome.
- **Priority 4** - 'Supporting carers to remain mentally and physically well' - relates directly to the fourth outcome.

CARERS HUB

The Carers Hub for adult carers is a model of comprehensive carers' support, developed by the Carers Trust with assistance from the Association of Directors of Adult Social Care Services (ADASS) and with funding from the Department of Health. The Hub diagram has the five outcomes of the refreshed National Carers Strategy at its centre and includes a complete range of support interventions needed in order to deliver the outcomes.

For the purposes of this Strategy we have used the Carers' Hub model as a basis for auditing services currently in place and how well these are provided and then to identify any gaps in services for carers.

Under each of the five outcome headings, this strategy highlights the progress made since the publication of the Plymouth's Carers' Strategy 2010-13 and proposes priorities for future development.

We have added a sixth outcome to our Strategy which is 'to identify hidden carers' as we think this should be an activity in its own right with specific targets



CARERS IN PLYMOUTH

Based on the national census 2011 there are 27,247 carers living in Plymouth and this will fluctuate each year with people who are new to caring and those whose caring role ends.

The table below demonstrates the number of carers aged 16 plus who have identified themselves as a carer in the 2011 census in comparison to the census 2001 data.

	Census 2001	Census 2011	% increase
Total number of Carers	24,058	27,247	13%
Providing 1 hr to 19hrs a week	15,088	15,624	4%
Providing 20 to 49hrs a week	3,018	4,057	34%
Providing 50 + hrs a week	5,952	7,566	27%

- There are 27,247 carers in Plymouth from a total population of people aged 16 plus of 211,502
- 13% of the total population aged 16 and over are carers in Plymouth
- 57% provide between 1 and 19 hours of care a week
- 15% provide between 20 and 49 hours of care a week
- 28% provide more than 50 hours of care a week.
- 28% provide more than 50 hours of care a week.

Young Carers in Plymouth

The approximate total number of children and young people aged 18 years and younger in Plymouth is 56,155.

Using the national estimate that 1.5 per cent of young people are carers, the profile for Plymouth suggests there are at least 840 children and young people with caring responsibilities in the city.

There are approximately 200 young carers under the age of 18 known to Plymouth City Council

Age Range	Numbers	% of Young Carers	Estimate at 1.5% of population
0-10 yrs old	30,098	54%	451
11-16 yrs old	18,862	34%	283
17-18 yrs old	7,195	12%	108
Total	56,155		842

SERVICES FOR CARERS

Note: Commissioned Universal Services include drop-in and support groups, emotional support, money and benefits advice, newsletter, counselling, Carers Training Programme, planning for the future, registration of carers to the Carers Emergency Response Service, Dementia Advice and Information and Budding Service

Percentage of spend from Carers' Budget to provide services for carers throughout 2011/12



55% Commissioned Universal Services

43% Direct Payments

1% Carers Card

1% Carers Emergency Response Activity

Percentage of carers who have been supported through these services throughout 2011/12



63% Commissioned Universal Services

6% Direct Payments

30% Carers Card

1% Carers Emergency Response Activity

CONSULTATION AND INVOLVEMENT LISTENING TO CARERS

National Carers' Strategy

The government consulted widely during 2007 to develop the 2008 strategy 'Carers at the Heart of 21st Century Families and Communities'. This was to make sure that carers had a say in how the national priorities were shaped. Carers prioritised the following issues as important to them:

- Practical and emotional help
- Increasing awareness of carers' issues and the role they play
- Greater financial support
- Greater support for younger carers and former carers
- The need to address housing issues for themselves and the people they care for
- Better information and advice
- Increasing respite or short breaks
- To be understood and respected

Refreshed National Carers' Strategy

During the summer of 2010, the Department of Health sought views on what the priorities over the next four-year period should be for carers. Over 750 responses were received, representing the views of over 4,000 carers. The key themes which were raised were:

- Support from schools and further education
- Emotional support/therapies
- Health checks
- Training for professionals
- Listened to by social care
- Listened to by clinicians
- Flexible working
- Benefits
- Breaks from caring
- Replacement care
- Carer Training
- Information and advice
- Services following assessment
- Carer assessments
- Early identification.

Local involvement in the development the strategy for Plymouth

In the development of 2010-13 strategy, there were five consultation meetings with local carers, covering a broad spectrum of caring responsibilities from carers of people with dementia, parents of young people with learning and physical disabilities to young carers caring for their parents.

These meetings were held with:

- Three carers' support groups at Carers UK
- A carers' support group at Carers Champions
- A carers' support group at a local learning and physical disability day centre
- Young carers attending their weekly youth club

In addition over 20 meetings were held with staff, from both statutory and non statutory agencies, providing valuable information and feedback on local services which has fed into the strategy.

At the beginning of 2013 a sub working group was devised from the membership of the Carers Strategic Partnership Board to look at the refresh and development of Plymouth Carers' Strategy 2014-18. On completion of the strategy a public online consultation will also take place providing carers and the public with a further opportunity to comment and suggest changes to this strategy.

Carer involvement in monitoring the delivery of the local Carers' Strategy and development of Carer Support Services

One of the recommendations arising from the local 2010 strategy was for the need to review the framework for carers giving and receiving feedback. As a result Plymouth City Council has reviewed the membership of the Carers Strategic Partnership Board (CSPB) and has established engagement with various carer groups who represent carers at quarterly CSPB meetings to monitor the action plan from the Carers' Strategy and influence service design at a strategic level. Carer representation includes:

- Carers Ambassador Group
- Plymouth Carers Forum
- Your Child Your Voice
- Carer who is member of Learning Disability Partnership Board.

During 2011, to inform commissioning decisions and the model of carer support services Plymouth City Council wanted to hear from carers in Plymouth about the kinds of advice, information and support they receive and need in their caring role. Therefore we consulted with Carers in number of ways:

- Carers Day 17 June 2011 - Workshop and Questionnaires
- Carers News and Views Summer Issue 2011 – Questionnaire
- Carers who have recently received an Assessment/ Review – Questionnaire.

The results helped identify gaps in service provision for carers and enabled us to develop the current model of support now available for carers in Plymouth.

Carers were also further invited during 2012 to have their input into the service specification of the Enhanced Carer Support Service which launched in December 2012 and offers carers the following in one service:

- Counselling
- Emotional support
- Carers support fund
- Practical training programme
- Buddying Service
- Planning for the future
- Raising the awareness of carers
- Regular newsletter for carers.

OUTCOME I

RECOGNISED AND SUPPORTED AS AN EXPERT CARE PARTNER

We need to make sure that carers feel valued and respected. Health and social care professionals and employers should be aware of the role of carers in society.

Local authorities have a duty to respond to a request from a carer for an assessment. In other words they must assess the carer if they provide or intend to provide regular and substantial care for someone for whom the local authority may provide community care services.

Plymouth City Council's offer to carers operates on two levels:

Level 1 for all carers

Universal services: these are a wide range of services funded by the Council that people can access themselves. These services include: advice and information, case work, carer support fund, counselling, support groups, money and benefit advice, assisting hospital discharge, carers' participation groups and befriending.

Level 2 for carers of people eligible for funding from the council

Level 1 plus:

A proportion of the personal budget and support plan of the cared for will focus on things that will enable the carer to continue in his/her caring role. The amount will vary from person to person depending on each individual situation.

During this discussion the carer and professional will:

- Explore whether the carer wants to continue in their role.
- Find out what help the carer needs to support them to carry on, this may include for example providing respite care for the cared for person, extra support in the home or equipment.
- Signposting to the Carers Hub Plymouth service for advice and information and to access the Carers Support Fund to enable the carer to take a short break from their caring role.
- Referral to the Carers Emergency Response Service to develop a plan that will cover an emergency situation.
- Barnardos is funded by Plymouth City Council to provide the Young Carers project which:
 - Provides intensive support to help the family to progress so that a child's caring responsibilities can be reduced.
 - Support young carers to use local services such as sports clubs, support groups, and health centres.
 - Provide advice and emotional support through counselling and drop-in sessions
 - Liaise with schools so that teachers can better support their students.

- Provide opportunities for young carers to take a break from their caring responsibilities, spend time with other young carers and share experiences.
- Provide opportunities for young carers to learn more about their parent's illness or disability.
- Act as lead professional or to support a CAF to ensure that the right levels of support are in place.

We are continuing the role of raising public awareness of carers and the role they play by provide funding to support the community and voluntary sector involvement in Carers Week, Carers Rights Day and throughout the year.

The recently commissioned enhanced carer support service, Carers Hub Plymouth Service is available to all carers over the age of 18 including parents who care for disabled children. The service delivers specialised advice and information to carers and is required to continue to provide carer awareness training for professionals as part of their contract.

Information

It is essential that information and advice is accessible, up to date, consistent and free from jargon. Through consultation carers have identified some of the barriers they face in accessing information to help them navigate through services:

- Advice and information services were confusing, fragmented and difficult to navigate. An integrated service was therefore commissioned so that carers could access advice and information.
- They may not recognise themselves as carers so information about what is available needs to be clear. Information needs to be presented in a way which appeals to all age groups, for example making creative use of social media to provide information to young carers.
- They may have disabilities including learning disabilities or may not speak English as their first language and therefore information needs to be available in various formats.

Carers shaping policy and services

Carers should be key partners in deciding what support and services are delivered locally. Strategies and plans need to be based on what carers say is important to them.

Plymouth City Council funded a training programme for carers to develop skills needed to attend and engage in meetings and planning services.

The Health and Social Care Act introduces significant change to the planning, commissioning and delivery of health and well-being services. Central to the reforms is the premise that the public must be at the heart of everything our health and care services do. The key to achieving this principle is the introduction of HealthWatch both at a national and local level.

Local HealthWatch will build on the work of LINKs (Local Involvement Networks), with the aim to give the public a stronger voice to influence, inform and challenge how health and social care services are provided within their locality.



HealthWatch Plymouth is the independent consumer champion for health and adult social care for people living in the city of Plymouth and those accessing health services based within Plymouth.

Its work will be driven by local intelligence including evidence from people's views and experiences to influence the policy, planning, commissioning and delivery of publicly funded health and adult social care.

Housing Support

There are over 20,000 homes rented from registered social landlords in Plymouth, ranging from specialist accommodation such as sheltered housing for older people, specially adapted homes for people with disabilities or family homes.

All available homes are advertised as part of the Devon wide scheme on the Devon Home Choice website. You can look at homes available for letting without registration on the site. If, however, you want to bid for a property you do need to be registered on the site.

Plymouth City Council offer support with weekly bidding and information relating to Devon Home Choice at Civic Centre.

Caring and Support Training

Being a carer is a skilled task, particularly where the illness or disability is complex and eventually the carer becomes the expert. Support and guidance at the early stages of becoming a carer, or as the role becomes more demanding as things change, could be valuable.

Advocacy

There may be times when carers need help in representing their wishes and advocacy can support carers to represent their interests and help them to obtain the support they need. An advocate can represent a carer and make sure the correct procedures are followed. Plymouth City Council commission advocacy services and carers are able to access these services as and when a situation arises where they need support.

Changes and transitions

Changes and transitions is about ensuring that carers have support throughout the caring journey and especially at times of change and transition such as different life stages and when they wish to or need to stop caring. Every experience of caring is unique - with a beginning, a middle and an end - and each carer may want or need support at different points along the way.

This could be through support during the transition into caring, support when the person who receives care goes through a transition, such as becoming an adult, support for young carers transitioning into adulthood, future planning for older carers and support after bereavement and the end of the caring role.

What do we do now?

- Barnardos is funded by Plymouth City Council to provide the Young Carers project which:
 - Provides intensive support to help the family to progress so that a child's caring responsibilities can be reduced
 - Support young carers to use local services such as sports clubs, support groups, and health centres
 - Provide advice and emotional support through counselling and drop-in sessions
 - Liaise with schools so that teachers can better support their students
 - Provide opportunities for young carers to take a break from their caring responsibilities, spend time with other young carers and share experiences
 - Provide opportunities for young carers to learn more about their parent's illness or disability.
 - Act as lead professional or to support a CAF to ensure that the right levels of support are in place.
- Carers Hub Plymouth will:
 - continue to provide a quarterly information newsletter for carers which is sent to all carers registered to the service
 - Supports carers to access a range of services to enable them to carry out their caring role
 - Provides advice and information to carers
 - Provides training to carers to help them in their caring role
 - Provides training to professionals to help them understand the role of the carer.
- Efford Youth Service provide support to young carers including activities.
- Advice Plymouth is a universal Advice and Information Service which launched in October 2012 and available for all adults aged 18 and over including carers to access information and advice relating to health and social care and money and benefits advice.
- Plymouth Online Directory launched in 2011 is a website which offers a directory of health and social care support services available to adults living in Plymouth. There is a specific 'carers' link on the website which carers can access and provides the most relevant and available services to support carers in Plymouth. More recently in 2013 the website has also launched a Children's and Families page.
- Plymouth Libraries provide information and support on a range of health and social care issues and services, including:
 - Health books in all libraries
 - Staff trained to help you find good quality health information
 - New Healthzone in the Central Library
 - Plymouth Online Directory of local groups and organisations
 - Health calendar of events in libraries
 - Collections of mood busting books
 - Collections providing information and support for carers in Plymouth
 - Book Prescription Scheme
 - Free computer use, including beginners IT sessions
 - Meeting rooms in libraries available for hire
 - Get into reading community reading groups
 - Friendship groups
 - Home Library Service for those unable to visit the library
 - Monthly Memory Corners hosted by the library service and Alzheimer's Society.
- The Plymouth Parent Partnership website provides information and links to services to help parents and/or carers and is linked to the Plymouth Online Directory of organisations.
- The Common Assessment Framework (CAF) process enables practitioners from all agencies and disciplines to work together and part of their role is to assess and meet the need of young carers who require multi agency support. The CAF team work to support practitioners to gain confidence in working with marginalised groups such as young carers.
- Jobcentre Plus offers a whole range of employment support and advice for carers. This includes working through partnerships with other organisations including the community and voluntary sector and the Department of Work and Pensions working with specialist benefits advisors to support carers in claiming the benefits they are eligible for, challenge incorrect decisions and ensure that the cared for persons benefits are in place.
- The Carers Strategic Partnership Board membership has been reviewed and we have developed an effective framework for giving and receiving carer feedback through carer engagement at Carers Strategic Partnership Board Meetings which supports the delivery of the Carers' Strategy and shaping of services and policies.

- The Carers Map of Medicine is an electronic tool which was developed in 2012 for GP's when they identify a carer to be able to directly refer in to support services for carers available in Plymouth including Carers Emergency Response Service, Carers Hub Plymouth and Young Carers Service
- Adult Social Care and Children and Young People Services are continuing to work with parents whose child is about go through transition from Children's to Adult services by working with parents before the child reaches 18.
- Use mechanisms such as POD to ensure front line customer service staff are able to support people with advice and information they need regardless of which form of communication they use e.g. telephone, in person, email

What we aim to do in addition to the above

- Continue to recognise all carers as experts and take their views and expertise into account when planning services
- For health and social care professionals to keep carers, including young carers, informed relating to the care of the person they care for

OUTCOME 2

MENTALLY AND PHYSICALLY WELL AND TREATED WITH DIGNITY

Carers have told us that it is easy to feel cut off from the community and that the caring role can cause anxiety and stress. Through the community and voluntary sector there are various groups and support networks to alleviate this sense of isolation.

Peer and community support

The community and voluntary sector provide a significant number of support groups for carers across the city which includes those run by:

- Carers Hub Plymouth
- Stroke Association
- Barnardos
- Plymouth Youth Club
- Alzheimer's Society
- National Autistic Society
- Your Child Your Voice

Need for counselling

Carers Hub Plymouth provides counselling and emotional support specifically for carers.. Further one to one support and support groups can also be accessed by carers.

Counselling is also available in some schools for young carers but this is not a consistent approach across all schools.

Health and wellbeing

Ensuring that carers are able to access and shape services that support them to stay mentally and physically well is vital through health checks and well-being services, liaising with GP surgeries to ensure that they understand the role of carers and their needs and providing a holistic approach to promoting well-being and reducing stress and exhaustion.

Emergency planning and support

By supporting carers to have plans in place to help them prevent or cope with a crisis, and that support is available should such an emergency arise gives carers peace of mind and ultimately can support them to stay mentally well.

What do we do now?

- Carers Hub Plymouth offers free counselling and emotional support and provide a number of drop in support groups for carers aged 18 plus which funded through Health and Plymouth City Council.
- Improve the physical and mental health and wellbeing of children and young people through a commissioned service to support the most vulnerable young carers.
- Carers can be referred to counselling directly by their GP through the GP Map of Medicine.
- Simply Counselling are also funded to provide counselling for stroke survivors and their carers.
- The Youth Service provide a weekly youth club for primary and secondary age young carers to enable them to meet other young carers and receive advice from keyworkers.
- Young carers have the opportunity to receive additional support to improve their health outcomes via a small grants scheme which currently provides funding to a range of provision including support in school, therapeutic support and outdoor activities.
- Relate are commissioned to provide therapeutic support for targeted secondary age pupils, including young carers.
- Carers Emergency Response Service provides carers with the opportunity to set up a contingency plan of care should an emergency arise and they are unable to provide the care they normally do for the person they care for.
- Tailor existing drop in groups provided by Carers Hub Plymouth around the needs of carers for example carers caring for someone with autism.

What we aim to do in addition to the above

- Increase the awareness of emergency planning initiatives
- Develop knowledge of the impact on adult carers caring for someone with hidden harm issues – mental health and substance misuse – and ensure services are able to provide support.
- Develop knowledge about the impact of carers having mental health and substance misuse issues about hidden harm to understand the impact of mental health and substance misuse on carers and use this to develop services to meet need.
- Expert Patient Programme - to review if the Plymouth programme should include carers.
- Keep carers well by implementing Carers Health and Wellbeing Checks.



OUTCOME 3

NOT FINANCIALLY DISADVANTAGED

Ensuring that carers are not financially disadvantaged means putting services in place to help carers access and sustain employment and to keep them well informed about benefits and financial choices.

Money and Benefit Advice

This intervention is about ensuring that carers have access to advice, information and support on issues such as benefits and other financial matters which could help them avoid being financially disadvantaged as a result of their caring role. This could be through debt counselling, help with managing their finances or support with benefits applications and appeals.

Work and Training

The 2001 Census reported that there approximately 6 million carers in the UK and 80% or 4.4 million are of working age. 1 in 5 carers have left or turned down a job due to caring responsibilities. Analysis of the 2001 Census shows a strong correlation between caring and being in a workless household.

Specific analysis of data from 2011 Census relating to employment has not yet been released.

Studies have provided evidence that there are a significant proportion of carers who would like to work but the opportunities available to them are restricted or they are unable to finance replacement care whilst they take the necessary steps back into employment.

As a result of the National Carers' Strategy Jobcentre Plus has a key commitment to improve the help and advice available to carers wishing to enter or re-enter the labour market.

Carers are often out of the labour market for long periods of time and many will need support to overcome the challenges they face combining their caring role and returning to work. Lack of confidence, self esteem and skills can add to the barriers experienced by carers looking to return to work. With the right support, advice and multi agency approach carers can engage with employment related activities and progress towards or into work.

Jobcentre Plus works with a large number of employers across the county and is able to offer a range of support to employers who recruit from disadvantaged groups.

Carers who access employment support from Jobcentre Plus can do so on a voluntary basis (unless they are on a mandatory support programme due to other circumstances).

To meet commitments to the UK National Carers' Strategy Jobcentre Plus has introduced:

- Care Partnership Managers in every Jobcentre Plus District throughout the UK.
- Specialist training for Jobcentre Plus Advisers who work with carers.
- The introduction of Work Preparation Support for carers to provide carers with access to appropriate training and employment support.
- Replacement care costs to cover attendance at interviews with the jobcentre, training or a work trial.



Brokerage and support planning

Support planning can empower carers and the people they care for to make choices by providing them with independent advice and facilitating the use of personal budgets or direct payments in the best way possible to meet their individual needs.

The council commissions A4e to support people to manage their personal budgets.

What do we do now?

- Offer comprehensive advice and information to all carers, including young carers, to support with housing, maximise income and promote financial inclusion through the Carers Hub and Barnados.
- Job Centre Plus will continue to support carers where this need is identified and continue to work in partnership with Carers Hub Plymouth to raise awareness of carers.
- One of the key functions of the Advice Plymouth Service is to deliver money and benefits advice to adults over the 18 including carers; this may include benefit checks, support with benefit applications and appeals.

- Carers Hub Plymouth offers carers over the age 18 access to the Carer Support Fund. Carers can use monies allocated to them to support them to take a break from caring which may include access to discounted leisure opportunities at the new Plymouth Life Centre
- Job Centre Plus advisers are able to offer and provide 'better off in work' calculations which could be valuable to carers thinking of returning to work.
- Jobcentre Plus support carers who wish to go on a training courses or improve their learning and help to prepare them to return to work through:
 - Skills training, courses, qualifications and funding
 - Work focussed support
 - A work programme
- Careers South West supports young people aged 13 to 19 by providing independent and impartial information, advice, guidance and practical help for those young people who are vulnerable, including young carers and can also help young people up to the age of 25 if they have special educational needs.

What we aim to do in addition to the above

- Ensure carers area able to access financial inclusion and employment advice services.
- Develop and implement a discount scheme for carers through the Carers Hub Plymouth Service.
- Develop a recognition and discount scheme for young carers to support them to access leisure facilities.
- Provide specific advice for parent carers around accessing appropriate child care and flexible working, in line with the Equality Act 2010.

OUTCOME 4

ENJOYING A LIFE OUTSIDE OF CARING

"Carers should have the opportunity and space they need to participate in activities outside of their caring role" (Carers at the heart of 21st century families - 2008).

Personalisation means providing everyone, including carers, with choice and control over services impacting on their lives.

The Carers Equal Opportunities Act (2004) has made it a duty for local authorities to take carers needs into consideration. Carers have told us that they need regular breaks to help them access employment leisure and training opportunities.

Breaks

Breaks or time off from caring are vital for carers. Whether it's an hour every day, a couple of hours a week or a two-week holiday, we all need some time to ourselves, and carers are no exception. Breaks for carers are meant to give them time off from their caring role as well as enable them to do something they want to do for themselves.

Breaks from caring are important because of the potential health consequences of being a long-term carer. Research suggests that carers who provide high levels of care are more than twice as likely to have poor health than people with no caring responsibilities.

Activities

Carers can access breaks through range of activities which are provided by a number of community and voluntary organisations which are funded by the local authority and health including:

- Days out and trips to various locations during Carers Week and throughout the year (some activities may include taking the cared for person as well).
- Youth clubs and organisations provide a range of activities for young carers for example sailing clubs.
- Support groups and drop-ins.
- Information days.



OUTCOME 5

CHILDREN THRIVING, PROTECTED FROM INAPPROPRIATE CARING ROLES

Young carers are often extremely isolated and vulnerable. Some take great pride in the caring task, but many don't realise the impact a significant caring role can have on their lives in terms of anxiety, educational achievement and relationships with peers.

Education

Young carers need to have access to education and the consistent support and understanding needed to achieve their goals through supporting them to attend and thrive at school, via mentoring and one-to-one support. Young carers often have additional needs as a result of their caring role which need to be considered and supported.

Emotional and Physical Health

Young carers need to be able to access emotional support during times of high anxiety and beyond, to enable them to have the best possible mental health and emotional wellbeing. Young carers also require support to stay physically well and to be able to take breaks from caring to maintain good health'

Whole family support

Interventions need to consider providing early and appropriate support to the families of young carers to ensure that children and young people are protected from inappropriate caring roles. This can include family mediation, Family Group Conferencing, parenting support, family activities, partnerships between children's services and adult services and whole-family assessments and care planning.

What do we do now?

- Barnardos is funded by Plymouth City Council to provide the Young Carers project which:
 - Provides support to a group of the most vulnerable young carers
 - Provides intensive support to help the family to progress so that a child's caring responsibilities can be reduced.
 - Support young carers to use local services such as sports clubs, support groups, and health centres.
 - Provide advice and emotional support through counselling and drop-in sessions
 - Liaise with schools so that teachers can better support their students.
 - Provide opportunities for young carers to take a break from their caring responsibilities, spend time with other young carers and share experiences.
 - Provide opportunities for young carers to learn more about their parent's illness or disability.
 - Act as lead professional or to support aCAF to ensure that the right levels of support are in place.
- Plymouth Youth Service offers young carers a weekly group at Efford Community Centre. Transport is provided and activities range from craft to physical activity and support.

What do we do now?

- When the person the carer is caring for receives an assessment of their needs, the local authority will determine if they are eligible for support from adult social care. All Councils use the eligibility criteria based on Government's guidance called 'Fair Access to Care Services' (FACS). In Plymouth we provide help to anyone whose needs are determined as 'critical' or 'substantial' using FACS criteria. Therefore if the cared for person is eligible for funding from the council a proportion of the personal budget and support plan of the cared for person will focus on things that will enable the carer to continue in his/her caring role and this could include respite care for the cared for person in order to give the carer time away from caring to access a short break, work, training or leisure opportunities
- Carers Hub Plymouth Service offer carers aged 18 and over:
 - Access to the Carer Support Fund to access leisure, educational, training and other various opportunities which will ultimately support carers to take a break from caring
 - Support groups and regular drop ins
- Parent carers are able to access short breaks, before their child reaches 18, following an assessment of

need in addition to any support accessed through the Carers Hub Plymouth Service and the Carers Support Fund.

- Young carers are offered activities and breaks through youth clubs and a small grants scheme which enables them to access activities designed to improve their mental and physical health.
- The Alzheimer's Society holds a number of Memory Cafes for both the carer and cared for person.
- The Befriending Service, funded by adult social care, supports people over the age of 50 and their carers through one to one activities and befriending and lunch clubs and various activities.

What we aim to do in addition to the the points (left)

- Continue to ensure that carers are able to spend time doing things they want to do and have social contact.
- Increase the availability of a range of flexible services for the cared for person in order to support the carer to attend training courses and further education.
- Increase short break opportunities for young carers.
- Develop opportunities for young carers to learn new skills.
- Reduce the numbers of young carers who are not in education, employment or training.

- Provide intensive support to young carers. The Early Intervention and Prevention Strategy for Plymouth identifies young carers as a vulnerable group in need of support. The Strategy aims to ensure services respond as soon as possible to the needs of children, young people and families who are 'vulnerable' to poor life outcomes.
- The Common Assessment Framework (CAF) Team enables practitioners from all agencies and disciplines to work together and part of their role is to assess and meet the need of young carers who require multi agency support. The CAF Team holds a database of young carers who have been identified and have a CAF in place and works in partnership with other agencies around the city to encourage the use of the CAF.
- St John's Ambulance are funded to delivered basic first aid course tailored for young carers
- Improving how we identify young carers by continuing to raise awareness of young carers with professionals who work with adults, GPs and schools through the Carers Awareness E- learning programme and GP's Map of Medicine
- The additional needs of disabled children are normally met within a mainstream school setting . Currently a statement of special educational needs (SEN) sets out a child's needs and the additional help they should receive. From September 2014 the Education, Health and Social Care Plan will replace the statement of educational need.
- There are various organisations which provide support to parent carers including Plymouth Parent Partnership, Friends and Families of Special Children disability specific peer groups and Your Child Your Voice.
- We deliver training to school governors to enable them to better understand the needs of young carers – the feedback from the course to date has been excellent.
- Hamaoze House is commissioned to provide support to children and young people experiencing the effects of their parents' substance misuse.
- The Fun and Freedom Group under the umbrella of Friends and Families of Special Children provide support, befriending, advocacy, social and leisure opportunities to young carers. Friends and Families of Special Children currently have 112 young carers on their database ranging in age from 5-21.

What we aim to do in addition

- Implement a clear transitions pathway for young carers.
- Parents receive timely support for the transition pathway of their disabled child to adult services so that siblings do not have to undertake additional caring roles during this stressful time.
- Increase the use of Common Assessment Framework and pre-Common Assessment Framework across adult and children's services.
- Continue to develop the adult workforce in the city to ensure that professionals understand the impact inappropriate caring has on children and the need to take action to reduce this.
- Develop knowledge about 'hidden harm' to understand the impact of mental health and substance misuse on young carers and use this to develop services to meet need.
- Provide support to schools to better recognise young carers, and provide consistent support for young carers across all schools.
- Continue to embed the Early Intervention and Prevention Strategy across the city to ensure support is offered to young carers at the right time and at the right level by agencies working in partnership to meet the needs of the whole family.
- Develop health and wellbeing checks for young carers.
- Develop a single assessment and referral tool for citywide use for young carers.

OUTCOME 6

IDENTIFYING HIDDEN CARERS

Carers can be a marginalised group, however there are groups of carers who may be even more excluded and additional effort is required to identify and reach out to those not in touch with services.

People with complex and limiting long term conditions

There are 'unseen' conditions, for example deafness, where the need for a carer is not clear and so they remain hidden. In addition, people at the start of a long-term condition may need less care but as their condition deteriorates their care needs may increase and a caring role develops. These carers may not be identified at the early stages.

Older carers

Older carers can become more isolated and it's more likely that their health will suffer. Extra help is needed to target older carers who are already disadvantaged and may have difficulty navigating and accessing services.

Carers of people with mental health issues and dementia

Carers of people with mental health issues may be reluctant to come forward and ask for support because of the stigma associated to the condition.

Black and minority ethnic carers

Carers face similar barriers in caring for someone but there are differences faced by carers in the black and minority ethnic communities such as:

- Communication difficulties.
- Need for interpretation and translation services.
- People may not even see themselves as a carer.

Young Carers

Children and young people are not always recognised as carers and they may be undertaking a significant caring role at home which is impacting on their ability to enjoy and achieve. Parents of young carers may have issues around drugs and alcohol, mental health problems or a learning disability. In some cases the families will have parents with physical disabilities or siblings with disabilities or other health issues. Hidden young carers often fear that by involving services with their family this will get their parents into trouble.

What do we do now?

- All GP practices are signed up to a Carers Charter. There is now a nominated individual in each GP practice who acts as a Carers Champion to ensure that the service offer support to carers at the earliest possible stage before they reach crisis point..

- Each GP practice holds a register of all carers and displays posters and carer identification forms in waiting areas to encourage patients to notify their GPs that they are a carer. The Carers Hub are funded to operate a Carers Protocol so that GPs are referring carers straight into the Hub.
- Plymouth City Council funded services including Advice Plymouth, Stroke Association Community Based Support Service and Alzheimer's Society Dementia Advice and Support Service are encouraged to signpost carers to Carers Hub Plymouth service.
- Simply Counselling are commissioned to deliver counselling specifically for Stroke Survivors and their families including carers. Where carers are identified they are signposted for further support to Carers Hub Plymouth Service.
- Providing better support for carers through the development of a programme of carer awareness training, including face to face and Elearning programme across primary and community care to improve identification of carers and access to support.
- Putting People First includes the expectation that "family members and carers are to be treated as experts and care partners". This means that comprehensive information and support should be readily available to carers at the point people take on the caring role and better support through primary care in identifying carers, providing support including health checks and making sure that carers access the services they need without being passed around the system.

What we aim to do now in addition to the above

- Increase the number of carers identified through commissioned services.
- Work more closely with partners to identify hidden carers of all ages
- Increase workforce development to agencies across the city to enable them to develop the skills to recognise carers of all ages in their daily work.
- Establish better links with organisations representing people from minority ethnic backgrounds in order to reach out and support carers from black and minority ethnic communities.
- Develop a Carers Strategic Partnership Board communication plan.



GOVERNANCE AND IMPLEMENTATION

The Plymouth Carers Strategic Partnership Board exists to monitor the progress of the Carers' Strategy, to agree and implement the Strategy Action Plan and to engage with carers and carer organisations in the strategic planning of carer services across Plymouth.

The Carers Strategic Partnership Board membership is made up of representatives from the City Council, NEW Devon Clinical Commissioning Group, Plymouth Hospitals Trust, Carer's Services, Voluntary Sector organisations that support carers and carers groups and organisations.

The CSPB has developed an Action Plan in order to implement all the commitments in this strategy and a performance dashboard that monitors progress towards the strategic objectives.

These documents are available on the website:
www.plymouth.gov.uk/homepage/carersstrategicpartnershipboard

CONTACT

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Carers strategy 2013-2018

Published 24 June 2013

Updated May 2014

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Area of Work	Actions	Milestone	Deadline	Barnados	Progress Rating	Progress to Date
Outcome 1 - Carers Are Recognised And Supported as An Expert Care Partner	Continue to recognise all carers as experts and take their views and expertise into account when planning services	There is a full complement of carer representatives on CSPB	01 April 2014	Lee Sewrey - Carers Hub / Rachel Silcock - PCC		Carers Hub have identified Carers Representatives - yet to attend CSPB
		Training of PCC staff in carers awareness is mapped	01 September 2014	Rachel Silcock - PCC		
		Carers consulted on planning and implementation of Care Bill	31 March 2015	Kate Jones - PCC		
		Ensure review of advocacy services includes carers consultation	31 December 2014	Kate Lattimore - PCC		
		Carers consulted on planning and implementation of the Children and Families Bill	01 September 2014	Jo Siney - PCC		
		Ensure full consultation on the Commissioning Plan for young carer services	01 March 2015	Emma Crowther - PCC		
		Strategic performance dashboard agreed	30 September 2014	CSPB		
For Health and Social Care professionals to keep carers including young carers, informed relating to the care of the person they care for	PCH implemented 'Triangle of Care' - starting with Glenbourne in 2014	31 March 2015	Dave McAuley - PCH carers lead		Implementation commenced	
Outcome 2 Carers are mentally and physically well and treated with dignity	Increase the awareness of emergency planning initiatives	Plans for the Future' implemented	Ongoing	Lee Sewrey - Carers Hub		
		New CERS service implemented	31 March 2014	Lucy Pare - PCC		Completed
	Develop knowledge of the impact on adult carers caring for someone with hidden harm issues - mental health and substance misuse and ensure services are able to provide support	Drug and alcohol services identify carers needs and understand referral routes for carer support	31 December 2014	Lee Sewrey - Carers Hub		
		Survey completed with carers to understand the impact	31 December 2014	Lee Sewrey - Carers Hub		
	Develop knowledge about the impact of carers having mental health and substance misuse issues	Carers Services - Staff trained in brief interventions	31 December 2014	Lee Sewrey - Carers Hub		
	Review Expert Patient Programme to consider needs of Carers	Review complete	31 December 2014	Sue Benjamin - CCG		
Keep carers well by implementing Carers Health & Wellbeing Checks	30% of GP practices to be signed up within 6 months	30 September 2014	Heather Wood - CCG			
Outcome 3 - Carers are not Financially Disadvantaged	Ensure carers are able to access financial inclusion and employment advice services	Newsletter article about carers entitlements to benefits	01 June 2014	Lee Sewrey - Carers Hub		Contact details for Advice Plymouth included in May newsletter. Likely to include a further article later in year
		DWP staff and Carer's organisations to both attend appropriate awareness sessions (regarding carers rights to benefits/not to be seeking work/ working and caring)	01 September 2014	DWP - TBC		
	Develop and implement a discount scheme for Carers	Carers Card promoted	01 September 2014	Lee Sewrey - Carers Hub		
		Increased number of businesses signed up	01 March 2015	Lee Sewrey - Carers Hub		
	Explore the feasibility of a recognition and discount scheme for young carers to support them to access leisure facilities	Same Chances, Same Choices' report will highlight young carers' priorities in terms of leisure	01 September 2014	Barnados		
	Provide specific advice for parent carers around accessing appropriate childcare and flexible working in line with the Equality Act	Complete a review of how many parent carers access the Family Information Service	01 September 2014	Andrea Langman - PCC		
Local Offer is implemented		01 September 2014	Jo Siney - PCC			
Outcome 4 - Enjoying a Life Outside of Caring	Continue to ensure that carers are able to spend time doing things they want to do and have social contact	Comprehensive Carers Week delivered	30 June 2014	Lee Sewrey - Carers Hub		On track for completion - full week of activities published in Carers Hub Newsletter
		Calendar of events is included as standard item in Carers Newsletter	30 June 2014	Lee Sewrey - Carers Hub		Complete - Included in May Newsletter
		Research into the demand for sitting services is carried out - possibly integrated into Ageing Better lottery bid for people aged over 50	30 September 2014	Lee Sewrey - Carers Hub		
		Develop more drop in sessions as the need is identified	31 March 2014	Lee Sewrey - Carers Hub		Complete - New drop in sessions for Male Carers of people with Dementia planned
	Increase the availability of the range of flexible services for the cared for person in order to support the carer to attend training courses and further education	Consultation is carried out to understand the barriers to involvement and identify practical measures to support attendance and enable choice	01 December 2014	Rachel Silcock - PCC		
	Increase short break opportunities for young carers	Small grants fund is re-procured for 2014/15	30 September 2014	Emma Crowther - PCC		
	Develop opportunities for young carers to learn new skills	All identified young carers to have opportunity to learn new skills via school, Barnados or Efford Youth Club	01 March 2015	Barnados/PCC Youth Service		
	Reduce the number of young carers who are not in education employment or training	Young carers approaching transition from school to have clear plan in place for onward education, employment or training	31 March 2015	Careers South West		

Area of Work	Actions	Milestone	Deadline	Barnados	Progress Rating	Progress to Date
Outcome 5 - Children Thriving, Protected from inappropriate caring roles	Implement a clear transitions pathway for young carers	Effective pathway suitable for both adult and young carers developed and communicated	01 September 2014	Lee Sewrey - Carers Hub & Barnados		
	Parents receive timely support for the transition pathway of their disabled child to adult services so that siblings do not have to undertake additional caring roles during this stressful time	SEND reforms in place and local offer available	01 September 2014	Jo Siney - PCC		
	Increase the use of Common Assessment Framework and pre-CAF across adult and childrens services	Increased number of CAF assessments include young carers support	March 31 2015	Amanda Paddison - PCC		
	Develop a single assessment and referral tool for citywide use for young carers	All services including schools using a single assessment/referral tool	March 31 2015	Young Carers Steering Group		
	Continue to develop the adult workforce in the city to ensure that professionals understand the impact innapropriate caring has on children and the need to take action to reduce this	Same Chances, Same Choices' report published and circulated	31 July 2014	Emma Crowther - PCC		On track for publication date
	Develop knowledge about hidden harm to understand the impact of mental health and substance misuse on young carers and use this to develop services to meet need	Explore learning from the Affected Others contract to inform the future commissioning of an integrated pathway for young carers affected by adults with substance misuse	30 June 2014	Dave Schwartz - PCC		Performance information to be collated into briefing for CSPB
		Identify and support young carers affected by adults with mental health issues	30 June 2014	Emma Crowther - PCC		Performance information to be collated into briefing for CSPB
	Provide support to schools to better recognise young carers and provide consistent support and information for young carers across all schools	Good practice examples collected from head teachers via Plymouth Leadership Adviser visits	31 December 2014	Annie Singer		
		Toolkit developed for schools and distributed	Spring/Summer 2015	Young Carers Steering Group		
	Develop a Governor Training Programme	Governor Training Programme in Place	March 31 2015	Barnados		
Develop Health and Wellbeing checks for young carers	Learning from Devon pilot used to inform roll-out in Plymouth	31 March 2015	Heather Wood - CCG			
Continue to embed the Early Intervention and Prevention Strategy across the city to ensure support is offered to young carers at the right time and at the right level by agencies working in partnership to meet the needs of the whole family	Widespread use of CAF for whole family across all agencies	31 March 2015	Amanda Paddison - PCC			
Outcome 6 - Identify hidden carers	Increase workforce development to agencies across the city to enable them to develop the skills to recognise carers of all ages in their daily work	Same Chances, Same Choices Report about young carers published highlighting good practice with agencies across the city, including Excellence Cluster, Housing and Out of Hours	31 July 2014	Barnados		On track for publication date
		Carers e-learning package promoted through press releases	01 September 2014	Rachel Silcock - PCC		
	Establish better links with organisations representing people from BME background in order to reach out and support carers from BME communities	BME organisations sent Carers Hub training information	01 September 2014	Lee Sewrey - Carers Hub		
		START service received training in carer awareness	31 March 2015	Rachel Silcock - PCC		
Develop CSPB Communication Plan	Communication Plan developed	30 June 2014	George Plenderleith - Plymouth Guild		Draft circulated to CSPB	

PLYMOUTH CITY COUNCIL

Subject:	Dementia Strategy and Action Plan 2014-15
Committee:	Cabinet
Date:	2 September 2014
Cabinet Member:	Councillor Ian Tuffin
CMT Member:	Carole Burgoyne (Strategic Director for People)
Author:	Rachel Silcock, Commissioning Officer
Contact details	Tel: 01752 307176 email: rachel.silcock@plymouth.gov.uk
Ref:	
Key Decision:	Yes
Part:	I

Purpose of the report:

The purpose of this report is to recommend that the Cabinet gives approval to the Joint Clinical Commissioning Group and Plymouth City Council Dementia Strategy 2014 – 15 and the associated Plymouth Action Plan for 2014 – 15.

The National Dementia Strategy, published in 2009, set new standards for dementia care. In March 2012 the Prime Minister launched a Dementia Challenge and set out plans to go further and faster in improving dementia care, focussing on raising diagnosis rates, improve the skills and awareness needed to support people with dementia and their carers and improve dementia research.

The National Strategy has three outcome areas:

- raising awareness and understanding;
- early diagnosis and support;
- living well with dementia.

There has been a well-established Joint Dementia Strategy in Plymouth, led by Plymouth City Council and health commissioners, since 2010 which was based on extensive consultation with people with dementia and their carers.

A refreshed strategic document has now been produced called ‘Living Well With Dementia in Plymouth and Devon: Making Progress’, which sets out progress so far across the whole of the Northern, Eastern and Western Devon Clinical Commissioning Group (NEW Devon CCG) area including Plymouth and includes the strategic aims for the next 2 years which are:

- 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.

A renewed Dementia Action Plan for Plymouth has been set up to ensure that these aims are achieved and this has been developed in consultation with people with dementia, carers, Private Voluntary and Independent sector providers and health and social care organisations.

A Dementia Stakeholder Group meets quarterly to oversee the implementation of the strategy and action plan. The membership includes Plymouth City Council Co-operative Commissioning Team, Western Locality Clinical Commissioning Group, organisations representing people living with dementia, social care and health providers, public health, Plymouth Hospitals trust, the Carers Hub service, Voluntary Sector services such as Befriending and GPs.

Consultation

Consultation on the draft Strategy and action plan was carried out with a wide range of partners and stakeholders as well as people living with dementia and carers.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

The Dementia Strategy helps meet the City's vision to be a place where an outstanding quality of life can be enjoyed by everyone as it focuses on some key outcomes for people living with dementia which will help to enhance their quality of life and support them to remain independent for as long as possible

The Dementia Strategy supports the Council's Values:

- Democratic: the process of creating the Strategy and Action Plan has been carried out with the involvement of people living with dementia and carers throughout the process
- Responsible: there will be an increasing number of people living with dementia and the Council takes seriously its responsibility for supporting their independence and for them to have choice and control over their lives and the services they use
- Fair: through implementing the strategy the Council aims to treat people with dementia fairly and remove barriers to them being able to engage and participate
- Partners: The Dementia Strategy and Action Plan have been created and will be implemented in partnership with a wide range of organisations and carers groups

The Dementia Strategy and Action Plan fit with the Caring Plymouth agenda, promoting health and wellbeing and striving towards people with dementia being treated equally. This will support the achievement of the Caring Plymouth outcomes in terms of prevention, enabling people with dementia to take control of their lives and treating them with dignity and respect.

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

There are no implications for the Medium Term Financial Plan or Resource Implications directly related to this Strategy and Action Plan. The recommendations and actions included in both documents aim to improve the city's response to Dementia within the existing financial envelope.

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

None associated with the strategy and action plan

Equality and Diversity

Has an Equality Impact Assessment been undertaken?

When considering this proposal it is important to have due regard to the public sector equalities duties imposed upon the Council by section 149 Equalities Act 2010 to

- Eliminate unlawful discrimination, harassment and victimisation and
- Advance equality of opportunity between people who share a protected characteristic from those who do not and to
- Foster good relations between people who share protected characteristics and others

The relevant protected characteristics for this purpose are: (a) age; (b) disability; (c) gender reassignment; (d) pregnancy and maternity; (e) race; (f) religion or belief; (g) sex; (h) sexual orientation

Individual Equality Impact Assessments will be completed for specific commissioning, procurement and service development activity that flows out of the strategies. This will ensure specific and detailed consideration of the impact of service changes resulting from the high level strategic documentation as services are developed.

Recommendations and Reasons for recommended action:

To adopt the Joint Dementia Strategy 2014 – 15 and associated Plymouth Action Plan 2014 - 15

Alternative options considered and rejected:

None

Published work / information:

None

Background papers:

None

Sign off:

Fin	PeopleF AC141 5 002	Leg	ALT/ 20817	Mon Off	DVS/20 817/2/3 107	HR		Assets		IT		Strat Proc	NA/SPU/ 366/CP/0 714
Originating SMT Member: David Simpkins													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

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2014 - 2015

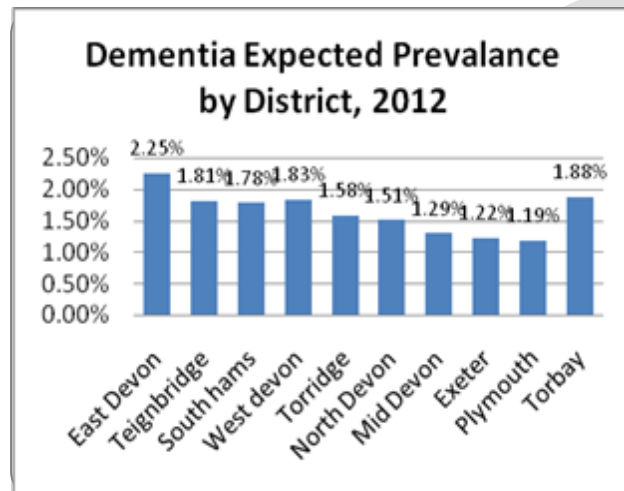
DRAFT: Living well with dementia in Devon
and Plymouth– making progress

Introduction

This paper describes our high level strategy, which will be underpinned by local action plans. It covers all types of dementia – the term which describes a set of symptoms that include loss of memory, mood changes, and problems with communication and reasoning. The most common types are Alzheimer’s disease and vascular dementia.

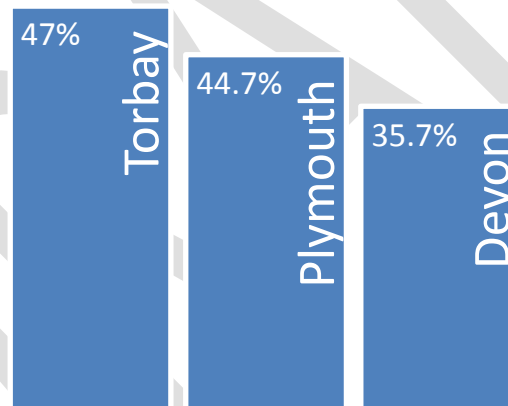
Since the publication of the National Dementia Strategy in 2009, significant progress has been made in improving services and outcomes for people with dementia and their carers, but more still needs to be done.

Based on 2011 total registered practice population adjusted by an estimated community and residential care home population, the average prevalence of dementia Devon wide is 1.63% - higher than the SW average of 1.28% and the England average of 1.21%.



NHS England’s objective is to make measurable progress by March 2015, ensuring timely diagnosis, the best available treatment and care for those that need it and reliable support for carers. These continuous improvements need to be addressed within an increasingly challenging economic and demographic climate.

Diagnosis rates for the Plymouth, Torbay and Devon Council areas show considerable variation and action will need to be taken to make greater progress towards the government target of 66% of people diagnosed against expected prevalence.



Alzheimer’s Society
Mapping the dementia gap 2012

We will respond to the views of the local population as expressed through the Health & Wellbeing Board in a refreshed joint commissioning strategy, reviewing our progress and reaffirming our approach and commitment to the needs and preferences of people with dementia and their carers.

Our commitment

In redefining our direction of travel we will set out our commitment to improving outcomes for people with dementia and their carers, recognising the imperative of working together to achieve this.

We are clear that dementia is a condition that needs to be understood not only by health and social care organisations but by the whole of society as well, making dementia ‘everybody’s business’.

We will continue to promote the benefits of healthy lifestyles and health checks through the Health & Wellbeing Strategy.

We recognise that the stigma still felt by some people with dementia discourages them from seeking the help and support they need and exacerbates feelings of loneliness and isolation.

We want people to experience care and support that is personalised and coordinated, delivered in the right place at the right time and we will continue to work in partnership to achieve this.

We will also set out how we aim to measure and report our progress on delivering better outcomes and will oversee our planning and activity through a clear governance structure.

We will respond to the new duties for Local Authorities laid out in The Care Bill, recognising its importance in reforming care and support and prioritising wellbeing.

These include **prevention** – ensuring that people receive services that prevent their care needs from becoming more serious; **information** - that enables people to make good decisions about care and support; and **market shaping** - that ensures a good range of providers to choose from.

Personalised care and support planning and the recognition of carers in law in the same way as those they care for are important aspects of the new Bill for people with dementia and their families.

Carers

Devon:

In a recent Carers Survey, 32.5% of respondents said they were caring for someone with dementia compared to a national survey figure of 25%. There are 20,218 older carers and this number is expected to rise to 27,356 by 2030. 31% of all carers are older people compared with 25% nationally.

Plymouth:

There are 27,247 carers in Plymouth of whom around 10% will care for someone with dementia. 11,623 of these carers care for someone for more than 20 hours a week.

Torbay:

There is a specific service for Carers of people with dementia. Working with GP surgeries to develop enhanced home based Health Checks for people with memory problems and their carers. The aims are early identification of dementia and identification and support of carers of dementia. The partnership between Practice Nurse and Carer Support Worker provides an integrated approach to the health needs of carers.

Reviewing our progress

We will review our progress in the key areas set out in the National Dementia Strategy and Prime Minister's Challenge

We will describe what we have achieved so far and what still needs to be done.

We will use our understanding of the needs of the population now and in the future, our understanding of the current market and the way services are designed and delivered, and our understanding of people's experience to shape and inform our plans, testing this against the outcomes described in the National Dementia Declaration which are:

- ✓ I have personal choice and control or influence over the decisions about me
- ✓ I know that services are designed around me and my needs
- ✓ I have support that helps me live my life
- ✓ I have the knowledge and know-how to get what I need
- ✓ I live in an enabling and supportive environment where I feel valued and understood
- ✓ I have a sense of belonging and of being a valued part of family, community and civic life
- ✓ I know there is research going on which delivers a better life for me now and hope for the future

Living well with dementia: Our commitment

- we will ensure that our plans are informed by the views of people with dementia and their carers
- we will report publicly on our progress against our plans
- we will work in partnership with other organisations to improve knowledge and best practice in dementia
- we will work to ensure that understanding dementia is 'everybody's business'

The Pathway

Raising awareness and understanding

- > Public information campaigns including ageing well and healthy lifestyles
- > Dementia friendly communities
- > Targetted activities eg schools

Early diagnosis and support

- > GP Education
- > Memory assessment services
- > Timely diagnosis, sensitively delivered
- > Managing your memory groups
- > Carer education and information
- > Peer Support (Memory Cafes)
- > Dementia support services

Living well with dementia

- > Personalised community support
- > Carer Support
- > Dementia Care Standards in hospitals
- > Care as close to home as possible
- > Extra care housing and telecare options
- > Capacity and quality in care homes
- > Early end of life care planning

Our achievements so far

As we look to refresh our plans it is important to recognise some of the progress that has been made so far:

Devon wide:

- An integrated dementia care pathway using Map of Medicine, shortlisted for a Care Integration Award
- A programme of primary care GP education about dementia
- A steady rise in diagnosis rates
- Redesigned specialist NHS services to deliver a consistent Memory Service Model across Devon & Torbay
- Peer review and dementia care standards established in general and community hospitals
- Liaison services in acute hospitals
- Dementia friendly communities in Plymouth, Torbay, Tavistock and the Yealm parishes, with more in the pipeline, including Sidmouth, Crediton, Winkleigh and others
- Reduced antipsychotic prescribing
- Alzheimer's Society Dementia Support and Adviser service in all areas

Devon

- Devon Dementia Care and Support Partnership with independent, statutory, voluntary and community sector partners
- 47 peer support Memory Cafes
- Devon Carers Centre reaching more carers
- Extra care housing developments inclusive of people with dementia
- Independent sector care home Kite Mark peer review pilot
- Care Homes Futures programme to develop up to 10 Dementia Centres of Excellence
- Intergenerational projects with 6 schools as part of a national pilot
- Library Memory Groups for people with memory loss and their carers
- A Devon Card to help families have Direct Payments

Plymouth

- 4 Memory Cafes and 2 Singing 4 The Brain Groups
- Carers Hub Plymouth
- 29 Care Homes awarded the Dementia Quality Mark
- Library 'Health Information Hubs' with 4 annual dementia awareness events and Memory Corners in each library
- Intergenerational pilot with 1 Community College as part of national pilot
- Befriending Service targeting people with dementia and carers
- A 'Leadership Group' of carers of people with dementia to inform the commissioning process

Torbay

- Range of peer support and post diagnosis interventions – including memory cafés, singing for the brain groups, leadership group, post diagnosis orientation programme
- Dementia advisor service - to support people from diagnosis to end of life
- Carers centres – Torquay, Brixham
- Prime Ministers Dementia Challenge funded projects – Torbay and South Devon Care Home Learning Network and "Keeping Track of Dementia" (using GPS tracking devices to keep people safe)
- Extra care housing developments inclusive of people living with dementia

What still needs to be done

We recognise that there is more to be done and highlight some key areas here:

- Diagnosis rates, although increasing, remain too low.
- Carers appreciate the services provided through the Carers Centre but do not have reliable access to bookable respite to support their caring role. (DCC area)
- A key message from people using services is the need to simplify and coordinate. Too often care and support can be fragmented and opportunities to build more integrated, person centred interventions need to be established that recognise people's physical, mental and emotional health needs.
- Too many people with dementia are admitted to hospital when they could have been treated at home. Those who do need hospital care often end up staying longer than necessary.
- Sustained attention needs to be directed at maintaining standards of care for people with dementia in general and community hospitals based on the SW Standards for dementia care.
- Continued work with the social care provider market and voluntary sector is needed to develop dementia specific capacity, quality and variety in the services available especially as

more people exercise choice through personal budgets and direct payments.

- We need to ensure that there are effective community based options to avoid unnecessary admission to care homes.
- We still need to improve the knowledge, skills and 'ownership' of dementia across the health and social care workforce.
- There is more work required to support younger people, people with a learning disability and those from BME communities who have dementia.
- We need to report transparently on progress in delivering better care, treatment and support linked to the Dementia Declaration outcomes and we need to give people with dementia a voice in determining how services are arranged and delivered.

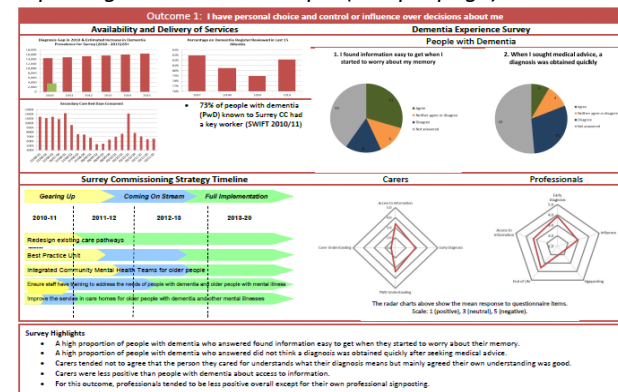
Making progress

If we are to evidence that we are improving outcomes for people with dementia and their carers, we will need a clear reporting framework. NICE have published Commissioning Guidance for dementia at:

<http://publications.nice.org.uk/support-for-commissioning-dementia-care-cmg48/executive-summary>

This includes an example of a reporting dashboard linked to outcomes which we will develop locally.

Reporting Dashboard Example (sample page)



<http://www.surreycc.gov.uk/social-care-and-health/adult-social-care/adult-social-care-strategies-policies-and-performance/local-reporting-tool-for-dementia>

In addition the following tools and information will help us to plan and put into action the aims of the Joint Strategy:

Devon wide:

- Updated information about our population in relation to dementia through a refreshed Health Needs Assessment.
- Health communities can now better understand their local estimated prevalence of dementia using the Dementia Prevalence Calculator
- Dementia Action Alliances are developing in local communities
- The Dementia Network SW supports commissioners and providers in sharing best practice
- NICE Quality Standards for dementia

- Regularly updated Market Position Statement and Demand Analysis information help understand how to shape the market to meet future demand

Devon County Council area:

- The Devon Dementia Care and Support Partnership promotes good practice and innovation in dementia
- The Provider Engagement Network enables closer working between care providers, the NHS and social care

Plymouth City Council area:

- Health and Social Care Joint Strategic Partnership monitors progress towards the Action Plan
- Care Home and Domiciliary Care Forums sharing and developing best practice

Torbay Council area:

- Strategic direction is set and monitored through the Mental Health and Learning Disability Redesign Board
- Implementation of this dementia strategy is a key outcome for South Devon and Torbay Clinical Commissioning group and a key priority for Torbay Health and Well-being Board

Getting involved

As noted earlier, dementia is an issue for society not just for health and social care organisations.

The majority of care and support for people with dementia is provided by families, but there are also a number of people with dementia who live alone.

The National Dementia Declaration, in publishing the seven outcomes people with dementia would like to see, challenges organisations and communities to take concerted action to improve the experience of people living with dementia. Action plan templates and guidance about the development of local Action Alliances are available on the Dementia Action Alliance website (<http://www.dementiaaction.org.uk>) to support commitments to make organisations 'dementia-friendly' and to help communities work towards being a 'dementia-friendly' place to live.

More information at national, regional and local level is available through the following sites:

Useful links

<https://www.gov.uk/government/publications/living-well-with-dementia-a-national-dementia-strategy>

<http://dementiachallenge.dh.gov.uk/>

<http://www.dementiapartnerships.org.uk>

<http://publications.nice.org.uk/quality-standard-for-supporting-people-to-live-well-with-dementia-gs30/introduction-and-overview>

<http://www.dementiaaction.org.uk>

<http://www.dct.org.uk/dementia-partnership/overview.ashx>

<http://www.alzheimers.org.uk>

Appendices to support the development of the strategy will include:

- Refreshed Health Needs Assessment for dementia (DCC)
- Market Position Statement
- Demand Analysis
- Key research and guidance documents
- Map of Medicine
- Case Study Collection

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Joint Dementia Action Plan 2014/15

Area of Work	Outcomes	Actions	Milestone	Deadline Target	Who	Progress to date	Progress Rating
Workstream 1 - Raising Awareness and Understanding	Increased Public Awareness	Develop the Dementia Friendly City programme	Increased number of organisations signed up to PDAA	March 15	Sarah Gray	29 with Action Plans, a further 16 in progress	
		Support the roll-out of the schools programme	Healthy child Quality Mark to include Dementia	Mar-15	Sarah Gray		
			Dementia Friendly Schools event	March 15	Sarah Gray	Stoke Damerel organising an event in Autumn 14,	
		Implement a programme of public awareness events with partners	All events delivered	6 events by March 15	Sarah Gray Hannah Williams	3 events at July 14	
		Improve and promote PCC and DAA websites	websites reviewed and updated quarterly	Mar-14	Sarah Gray	PCC and PDAA websites updated July 14	
		Coms and Media campaign in conjunction with Public Health and Alzheimer's Society	Coms plan is in place	Sep-14	Rachel Silcock Sarah Gray		
	Improved Professional Knowledge	Implement a workforce development strategy for PCC staff	Strategy in place	Jul-14	Rachel Silcock Sarah Gray	Social Care staff had 2 workshops by July 14, 80% museums, 50% housing options,	
		Devise Social Care and Health PVI providers workforce development programme	WFD plan in place	Sep-14	Rachel Silcock, Caroline Paterson		
		Improve GP knowledge and expertise	Deliver workshop at GP Forum	Sep-14	Rachel Silcock + Others		
		Share good practice expert knowledge - e.g. South West Clinical Network	E newsletters sent out to all partners	4 newsletters a year	Rachel Silcock	2 sent out - July 2014	
		Review and promote e-learning packages	e-learning package promotion sent out to all partners	Aug-14	Rachel Silcock	promoted to PDAA	
		Link to University Social Work and OT Courses	Dementia embedded within courses	Sep-14	ASC practice teachers		
	Well known prevention Strategies to reduce risk of dementia	Public Health campaigns connect with dementia where appropriate	Live Well publicity covers how to reduce the risk of dementia including link on Livewell website	Mar-15	Sarah Lees		
		Links to Health Checks in Primary Care	Checks promoted to 'hard to reach' over 65s	May-14	Sarah Lees		
		Work with Healthy Living Pharmacies to offer advice and information	A Dementia Champions in all Healthy living pharmacies	Mar-15	David Bearman		

		PCC and University to continue to support bids for research	Research bids submitted	Ongoing	Ian Sheriff		
Workstream 2 - Early Diagnosis and Support	Increased diagnosis rates	Identify those agencies in contact with people in the health, social care and community systems who are not diagnosed and support case finding with information and training	Diagnosis information pack produced in consultation with specialists and service users, for GPs, ED, SWAST, police, 3rd sector, PCC departments, churches, dom care, supported living and care	Dec-14	Rachel Silcock Gary Hodge		
		Continue to ensure GP QOF Dementia Registers are up to date	Compare GP registers with expected prevalence rate and consider appropriate action re coding of patients etc	Mar-15	Local Area team		
		Increase the number of GPs signed-up to Direct Enhanced Service (DES)	Letter to GPs sent out	Sep-14	Local Area team		
		Hospital CQINN to identify over 75s with cognitive impairment is implemented	Monitoring reports received on how this is being implemented	Quarterly	CCG - Claire Cotter		
		Continue to work with Care Homes to get residents diagnosed	Memory Service workshop on the benefits of diagnosis	Jun-14	Gary Hodge	workshop delivered	
		Review diagnosis pathways and who can diagnose as well as 'Standards' for diagnosis, use of technology (e.g. ACE Mobile)	Review Completed	Mar-15	CCG		
		Dementia Support workers to prioritise case finding and supporting people through diagnosis	Increased referral rates to DSW service	Mar-15	Robin Felton		
		Psych Liaison services to ensure those people notified back to GPs with 'cognitive impairment' are followed up with reminder to GP to refer to Memory Service	Letters sent routinely to GP for follow up	Apr-14	Cyana Anderson William Lee		
		Increase GP awareness of Dementia Pathway	Mapping of GP practices that refer to Memory Service completed and plan in place to target those not	Apr-14	Gary Hodge		
		Clear pathway with Equity of service provision across the CCG	CCG OPMH Steering Group review of services and pathways	Pathways reviewed	On monthly steering group agenda	Rachel Silcock Jenny Richards	
Dementia Strategy implementation co-ordination within CCG	Action plan agreed by Cabinet and CCG		Sep-14	Rachel Silcock Jenny Richards			

Younger People, People with Learning Disabilities and BME people are diagnosed and supported	Work with LD commissioners to identify people	Screening built into LD pathways		CCG		
	Review Support for young people with dementia	Review complete	Mar-15	Gary Hodge		
A well understood Dementia Pathway from diagnosis to end of life	Pathway map produced and information in various formats including on POD	Eligibility criteria and referral processes shared between agencies	Sep-14	Rachel Silcock Gary Hodge	What Now' pack in development by Memory Service	
PCC Adult Social Care assessment and Support Planning services are relevant and appropriate	Implementing Care Act	Dementia stakeholder group kept informed of Care Act Implementation	Apr-15	Kate Jones		
	Aids, adaptations and telecare are used appropriately	OT, Reablement and Equipment services providers trained	Mar-15	Anna Coles Karlina Hall Sally Bragg		
	People with dementia get appropriate access to Reablement and the impact of changing providers into ongoing care are considered.	Reablement Provider quarterly reporting shows appropriate number of people with dementia	Mar-15	Anna Coles Karlina Hall		
Increased access to Arts, Culture and Leisure	Alzheimer's Society Activities Co-ordinator to deliver increase in activity	Number of activities and numbers of participants increase	Mar-15	Robin Felton		
	PCC Arts and Heritage Service 'Arts and Minds' pilot delivered	Evaluation produced and external funding sought	Mar-15	Joanne Gray		
	Implement Reader group for people with dementia	Reader group set up	Aug-14	Rachel Silcock		
	Arts, Culture and Leisure organisations join PDAA	Increased number joined	Mar-15	Sarah Gray	Plymouth Arts Centre joined July 14	
	Ageing Better lottery bid focus on arts and culture	Bid submitted April 14	Apr-14	Rachel Silcock	Bid submitted	
Housing needs are considered and housing options available	Options are considered for provision of advice on dementia friendly home environments	Review of options is complete	Mar-15	Rachel Silcock		
End of Life Care appropriate	Advance care planning and treatment escalation plans are in place	Plans in place for all those in Memory Service	Ongoing	Memory Service		
	End of life pathway, 6 steps programme to include dementia	Built into EOL pathway	Mar-15	End of life lead		
Appropriate group support in place for people with dementia	Live Well groups accessible to people with dementia	Promotion material accessible for people with dementia	Mar-15	PCH Livewell team		
	Review of the support groups for people with dementia to ensure there is equity of access and needs are addressed	Review completed	Sep-14	Rachel, Gary, Robin, Lee		

Workstream 3 - Living Well with Dementia

Workstream 4 - Carers	The needs of carers of people with dementia are identified and addressed	Promote Carers Emergency Response Service	Number of carers registered increased	Mar-15	Lucy Pare		
		Promote training for carers of people with dementia	Number of carers receiving training increased	Mar-15	Lee Sewrey Gary Hodge		
		Discharge from hospital process includes information for carers on services	information in place	Apr-14	Lee Sewrey		
		Review of the support groups for carers of PWD to ensure there is equity of access and needs are addressed	Review completed and groups in place	Mar-15	Rachel, Gary, Robin, Lee	2 new groups for carers of people with dementia	
Workstream 5 - Continuous Quality Improvement and Integration	Service User involvement in commissioning	Involve the Alzheimer's Society Leadership Group at an early stage in any new proposals	Discussions at Leadership Group meetings	monthly meetings	All		
		Develop service user involvement in commissioning cycle	Commissioning plans demonstrate clear SU involvement	Ongoing	Rachel Silcock		
	Improve practice in medicines management of antipsychotics in dementia	Audit primary care prescribing of antipsychotics	Audit completed	Mar-15	Meds Management Team		
		Review guidance sheet for care homes	Review completed	Mar-15	Meds Management Team		
	Continuous improvement plans in place for acute and community hospitals	Dementia Champions on care of the elderly wards	Champions in place	Mar-15	Karen Grimshaw	Already in place	
		Hospital Quality Standards in Contract	Quality Standards met	Mar-15	CCG - Claire Cotter		
	Continuous Improvement plans in place for care home sector	Continue to promote Dignity in Care Forum	Meetings continue to cover dementia	Quarterly	Caroline Paterson	Dementia Presentation at June Forum	
		QAIT team to continue quality reviews	Increased Number of homes reviewed	Mar-15	Caroline Paterson		
		Increase number of Care Homes with DQM	Increased number of DQM awards	Mar-15	Caroline Paterson		
		capital improvement grants - link to DQM	Capital grants awarded	Roll out from April 14	Caroline Paterson	Grants awarded	
Continuous improvement plans in place for domiciliary care	Continue to promote Dom Care Forum	Meetings continue to cover dementia	Quarterly	Caroline Paterson			
	DQM for Dom Care introduced	DQM process proposed		Caroline Paterson			