

Public Document Pack



Democratic Support

Plymouth City Council
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#workingplymouth

WORKING PLYMOUTH

Wednesday 23 April 2014
2.00 pm
Council House, Plymouth (Next to the Civic Centre)

Members:

Councillor Murphy, Chair
Councillor Darcy, Vice Chair
Councillors Haydon, Martin Leaves, Michael Leaves, Morris, Mrs Nelder, Nicholson, Dr. Salter, Singh, John Smith and Wheeler.

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

Tracey Lee
Chief Executive

WORKING PLYMOUTH

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES

To receive apologies for non-attendance by panel members.

2. DECLARATIONS OF INTEREST

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

3. CHAIR'S URGENT BUSINESS

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

4. TRANSFORMATION PROGRAMME - PEOPLE AND ORGANISATIONAL DEVELOPMENT (Pages 1 - 30)

The Working Plymouth panel will be asked to consider the People and Organisational Development Outline Business Case in relation to the Transformation Programme.

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

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

NIL.

**TRANSFORMATION PROGRAMME
SUMMARY OF PROJECTS DELIVERING SAVINGS IN 2014/15**

People and Organisation Development

**I. Programme Summary**

The People and Organisation Development (P&OD) programme will define and develop the capability required for our staff and accommodation infrastructure requirements to enable Plymouth.

City Council's vision of becoming a Brilliant Co-operating Council. This programme is made up of two projects the first being Accommodation and Infrastructure. This is an ongoing project to provide the right physical assets and workspaces for the council to be able to operate from in an efficient and economical way. The first element of this is the decant from the Civic Centre into a temporary accommodation. This element is already funded and approved by Cabinet and full Council. All subsequent capital projects will be proposed on a case by case basis. As such this project is not funded by Transformation and is not delivering any savings in 2014/15.

The Workforce Delivery Project is an enabling project which supports the other four programmes and redesigns the development of the organisation. As part of this redesign there will be an investment of £780K in FY 14/15, this is captured within other transformational investment costs, to increase specific operational capability within the authority and developing opportunities for staff to close the skills gap within the city.

I.1 Strategic Case

There are three broad drivers for the proposed changes:

1. Brilliant Co-operative Council vision needs to be translated into practice
2. PCC faces a funding gap of £65m
3. Insufficient integration across key areas (engagement, intelligence, decision making, strategy and planning, and policy implementation)

I.2 Aim

To define and deliver the workforce capability and accommodation infrastructure requirements which will enable Plymouth City Council to achieve its vision of becoming a Brilliant Co-operative Council.

2 Workforce Delivery Project Summary**2.1 Background**

The Project will define and deliver the capability required for our staff which will enable Plymouth City Council to achieve its vision of becoming a Brilliant Co-operative Council. The vision for the People and Organisational Development programme is to provide the right people capacity with the right capability, knowledge, skills, competencies, deployed at the right time, in the right buildings, to become a brilliant co-operative council.

The Workforce Delivery Project will underpin this by:

Adopting principles of Systems Leadership which is focused on bringing together appropriate resources to address shared priorities for system improvement. To successfully adopt this approach, Plymouth City Council will need to ensure that staff has the appropriate capabilities to work with other partners and influence change through other models of delivery.

As part of the strategic principles captured within the Blueprint, is the desire for the future organisation to work more collaboratively than it does today and to leverage its economies of scale to drive cost efficiency within the organisation and share best practice. This programme will identify future behaviours required in the organisation to embed new ways of working to break down silos in the Council and externally.

2.2 Project Objective and Scope

- Redefinition of role descriptions to support the redesign of services, improved collaboration greater flexibility and the development of job families
- Identification and development of a job families approach within the organisation
- Ensure a reward, recognition system and Terms and Conditions that align with the organisations strategies and priorities
- Ensure key policies and guidelines support the transition and the future state organisation
- Ensure a people strategy that aligns with the needs of the transitioning organisation and the future state organisation
- Development of appropriate consultation material and methods to meet the scale of change
- Development and implementation of performance management arrangements and tools that align our people with the priorities and objectives of the transitioning organisation and future state
- Definition of the knowledge, skills and behavioural and technical competencies requirements for the future organisation and development of approaches for ensuring these support focused cohesive people processes and tools
- Development and implementation of arrangements, processes and tools and the specification of requirements of programmes and interventions to improve and develop the knowledge, skills and competencies of the organisation and third party groups to meet current and future requirements
- Development and implementation of strategic workforce planning, succession and talent management arrangements, processes and tools to ensure the right people capacity and capability in the right place at the right time
- Delivery of flexible new ways of working
- Management of the transfer of workforce/assets out of the organisation into new delivery models
- Support the specification and delivery of ICT requirements to support the users of the products delivered by this programme
- Development of Leadership Development
- Support Members Development

2.2.1 Exclusions from scope

The following are specifically outside the scope of the project:

- Assessment of the current organisation to identify what the organisation is currently effective at and where there is scope for improvement

- Development of a high level organisation structure for 2017/18 and any interim states
- Development of approach to organisation transformation from current to future state
- Identification of functions which require co-location
- Development of a detailed organisation design (with FTE, reporting lines, locations and asset requirements) for 2017/18
- Development of a structure or the content of the roles.
- Development and delivery of any learning and development interventions
- Development of any succession and talent management programmes
- Short term management de-layering activity

2.3 Outline Project Deliverables and Benefits

The major deliverables and outcomes are:

- A lean and adaptable organisation which is adaptive to requirement changes and is able to flex accordingly
- An organisation which has clear responsibilities and accountabilities
- An organisation that is able to work from a flexible asset base that meets the needs of its customers and the services that it supports, and facilitates the desired organisational cultures and behaviours
- A confident and capable workforce with appropriate skills and knowledge to deliver organisation priorities and outcomes as set in the corporate plan
- An organisation that is able to work in a systemic and participative way but able to deal with the uncertainty of changing future requirements
- An organisation which recognises the need to support its partners and citizens to deliver cheaper access to services
- An organisation that demonstrates its values through its ways of working
- An organisation that delivers a self-improving culture and is aware of its decisions and actions have a consequential effect upon neighbouring partners
- An organisation which through its social responsibility prioritises prevention and safer stronger community focus where people are treated with respect and its employees are ambassadors for the city and the Council
- An organisation which is able to work in a flexible manner across its assets with its partners

2.4 Dependencies

Area	Dependency
HR	TU consultation Input into descriptions of “as is” Specialist HR, OD and L&D resources to support work stream delivery
Transformation programmes and projects	Requirements for relevant products being delivered by Workforce delivery
Business change team	Timings for need to use products being delivered by Workforce delivery and for need for support in using tools. (being collated on a timeline by Business Change)

	Need to understand the collective impact of projects and programmes on people.
Senior leaders	Requirements specification and co-design, as appropriate
Staff	Co-design, user testing
Partners	Co-design, user testing, as appropriate
Members	Requirements and co-design, as appropriate

2.5 Outline Business Case

2.5.1 Costs

Initial cost estimates are shown below.

Area	Resource Description
Estimated Costs <ul style="list-style-type: none"> ▪ Capital • Revenue • External Funding 	<ul style="list-style-type: none"> • Human investment costs: £420k

2.5.2 Benefits

The benefit of the investing £780K in FY 14/15 will produce much more flexible management structure and a more capable workforce able to meet future demands, increasing specific operational capability within the authority and developing opportunities for staff to close the skills gap within the city.



Outline Business Case

Programme Name:	People & Organisation Development (P&OD)		
Date:	29/01/14	Version:	1.0
Programme Projects:	3	Accommodation Infrastructure Delivery	
	4	Workforce Delivery	
Author:	Les Allen		
Owner (SRO):	Carole Burgoyne		

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I. Executive Summary

The People and Organisation Development (P&OD) programme will define and develop the capability required for our staff and accommodation infrastructure requirements to enable Plymouth City Council's vision of becoming a Brilliant Co-operating Council.

Plymouth faces a financial challenge and the Blueprint details that the future organisation will operate differently in the future than it does today. Therefore it is expected that there will be structural design implications, requirements for the organisation to up-skill in key capability areas, new ways of working and a rationalised accommodation portfolio with improved connectivity and access to services in key locations.

This Outline Business Case (OBC) supersedes the Programme Brief. It is important to note there have been changes to scope and in particular the following elements are no longer in scope of this programme and are the responsibility of the Business Architecture Team, the intention is to overlay the workforce planning element onto the structure that has been designed:

- Assessment of the current organisation to identify what the organisation is currently effective at and where there is scope for improvement
- Development of a high level organisation structure for 2017/18 and any interim states
- Identification of functions which require co-location
- Development of a detailed organisation design (with FTE, reporting lines, locations and asset requirements) for 2017/18

The P&OD programme is highly dependent on the Blueprint and associated Business Architecture function which will lead on the future organisation design of the council and the other programmes which will define capability requirements. Due to these high interdependencies, this current Outline Business Case does not include any options appraisal or financial analysis of any options. The P&OD programme is heavily dependent upon the outcomes from the other programmes.

This OBC does include decant of the Civic Centre which already has cabinet and council approval for funding and resources. The OBC addresses the need to manage a coordinated approach to asset utilisation in the operational portfolio. There are clear links here to the GAME programme and the potential need to manage the interactions between the commercial and operational estates to gain greatest benefit for PCC and the best outcomes for the citizens of Plymouth in cooperation with our partners.

2 Vision Statement

The vision for the People and Organisational Development programme is to provide the right people with the right skills, at the right time, in the right buildings, to become a brilliant co-operative council. The P&OD programme will:

- Develop the required culture and behaviours of a confident and capable workforce with the appropriate skills and knowledge to deliver the organisations priorities and outcomes.

- Deliver a pioneering organisation that is lean, agile and adaptable to requirement changes and is able to use its asset base to meet the needs of its customers and the services that it supports.
- Develop an organisation that is able to support the cities growth through its infrastructure and its more capable workforce.
- Care for the citizens of Plymouth by deploying skilled staff in the right place at the right time to meet their needs.

3 Strategic Case

The Plymouth City Council has set the bar 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 Council faces a £65m funding gap which has the potential to increase over the next three years without significant intervention.

To close this gap 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.

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 outline business cases for the five programmes

Customer and Service Transformation: This programme will transform the way the council interacts with customers to meet their demands and preferences, and transform the services that the Council decides to retain in-house. The scope of the programme includes:

- An assessment of currently available customer insight data and collection of required volume data, segmentation and geographical analysis, and service needs
- Design and delivery of customer access with transformed customer contact and channel shift
- Service reviews to define how to improve in-house and retained services through service quality, reduce costs and increase revenue
- The focus of activity for services to be provided elsewhere is driven by new service delivery models coming into existence

Co-operative Centre of Operations (CCO): Creating the business as usual strategic 'brain' for the Council, which uses the co-operative principles and intelligence to co-ordinate organisational decision making and activity. The scope of the programme includes:

- A leaner, more agile strategic centre that has the right capacity and capability to provide leadership and direction setting
- Directs the organisation; deciding what to deliver, how to do it and ensuring value is delivered
- Supports Service Transformation; setting up new delivery models for corporate and support services

Integrated Health and Well Being: The Council can engage with partners to deliver services at a lower cost, whilst also improving outcomes and customer satisfaction. The scope of the programme includes:

- Integrated approach to co-operative commissioning and provision
- Defining appropriate new delivery models for People (where not in-house)

Growth, Assets and Municipal Enterprise: The Council can become a more commercially-minded Co-operative Council. The scope of the programme includes:

- Generate additional income sources from the Growth Dividend
- Optimise the use of Council's asset base, to release properties surplus to operational requirements
- Deliver efficient in-house services and to realise opportunities to bring in additional income from trading services across the Council
- Defining appropriate new delivery models for Place (where not in-house)

There is an enabling programme that will support them.

People and Organisational Development: The programme will enable the Council to define and deliver the required workforce and accommodation capability change. The benefits of the delivery programmes will not be realised without this programme.

3.1 Case for Change

The future organisation will deliver services differently to today

The size of the financial challenge and Blueprint v1.0 have defined that Plymouth City Council will fundamentally change the way it delivers services in the future. Potentially moving from a largely in-house service delivery model to one where more services will be delivered through shared models and possibly private provision. This thinking will fundamentally change the current size and shape of the Council. In the short to medium term, decisions have been made on some services and work is underway on transferring staff to new organisations e.g. various schools transferring to academy status.

The organisation does not have the capabilities it requires to achieve the future vision

Within Blueprint v1.0, the current and future capabilities of the organisation were defined. Key gaps in capability were identified particularly around:

- Commercialising services
- Contract definition and management
- Customer and market insight
- Managing strategic initiatives
- Managing change and realising benefits
- Working with other business models
- Negotiating and influencing partners

The organisation will need to invest in these capabilities to effectively deliver the intention within the Blueprint. The organisation will also be adopting Systems Leadership principles so that Plymouth City Council can best collaborate with other partners to drive system change. Plymouth

City Council in whatever delivery model it becomes will need to develop appropriate capabilities to embed this new way of working.

The organisation is adopting the principles of Systems Leadership

Plymouth City Council is adopting principles of Systems Leadership which is focused on bringing together appropriate resources to address shared priorities for system improvement. To successfully adopt this approach, Plymouth City Council will need to ensure that staff have the appropriate capabilities to work with other partners and influence change through other models of delivery.

The future organisation will have a positive culture of collaboration

As part of the strategic principles captured within the Blueprint, is the desire for the future organisation to work more collaboratively than it does today and to leverage its economies of scale to drive cost efficiency within the organisation and share best practice. This programme will identify future behaviours required in the organisation to embed new ways of working to break down silos in the Council and externally.

The current organisation is not supported by sufficient infrastructure

Plymouth's operational effectiveness is limited by its infrastructure. Plymouth operates individual services from a number of locations across the City with occasional shared space for both community and partnership working. The ICT and business communications which exist to support these buildings is poorly connected and the infrastructure offers no guaranteed minimum standards, equipment, branding or ethos.

The Civic Centre is in need of significant refurbishment and the operational assets are not being utilised effectively.

The main driver for change is the Civic Centre which is a post WWII grade II listed building at the centre of the city. The building is in need of significant backlog maintenance c £7.5 M to maintain operations over the next 0-5 years. Due to structural degradation of the steel frame there is a need to conduct significant refurbishment which has been costed by four different groups at circa £25-30m. A sale is being negotiated and will require vacant possession to be completed by 31 March 2015. This combined with the reducing size and the changing shape of the organisation has driven a need to deliver accommodation and infrastructure which meets the future needs of the organisation. The outcome of the pivotal assets future (the Civic Centre) will ultimately define the direction of the programme. At the time of writing this definition is that the Civic Centre will be sold with the authority not returning to the building.

Whilst the organisation will change in terms of its direct employment of staff there will be a need to work collaboratively and in line with systems leadership it is likely that services may need to be collocated in order to deliver the savings throughout the process. The location ownership and support to the service will need to be defined and may not result in PCC being the provider.

3.2 Aim & Vision

To define and deliver the workforce capability and accommodation infrastructure requirements which will enable Plymouth City Council to achieve its vision of becoming a Brilliant Co-operative Council.

The vision for the People and Organisational Development programme is to provide the right people with the right skills, at the right time, in the right buildings, to become a brilliant co-operative council.

The P&OD programme will:

Develop the required culture and behaviours of a **confident** and capable workforce with the appropriate skills and knowledge to deliver the organisations priorities and outcomes.

Deliver a **pioneering** organisation that is lean, agile and adaptable to requirement changes and is able to use its asset base to meet the needs of its customers and the services that it supports.

Develop an organisation that is able to support the cities **growth** through its infrastructure and its more capable workforce.

Care for the citizens of Plymouth by deploying skilled staff in the right place at the right time to meet their needs.

3.3 Scope

The intended scope of this programme is:

Workforce Delivery Project

- Redefinition of role descriptions to support the redesign of services, improved collaboration greater flexibility and the development of job families
- Development of job descriptions (where appropriate)
- Identification and development of a job families approach within the organisation
- Ensure a reward, recognition system and Terms and Conditions that align with the organisations strategies and priorities
- Ensure key policies and guidelines support the transition and the future state organisation
- Ensure a recruitment strategy aligns with the future state organisation
- Development of appropriate consultation material and methods to meet the scale of change
- Definition of the knowledge, skills and behavioural and technical competencies requirements for the future organisation
- Specification requirements of programmes and interventions to improve and develop the knowledge and skills of the organisation and third party groups to meet current and future requirements
- Development and implementation of strategic workforce planning, succession and talent management arrangements, processes and tools to ensure the right people capacity and capability in the right place at the right time
- Delivery of flexible new ways of working

- Management of the transfer of workforce/assets out of the organisation into new delivery models
- Support the specification and delivery of ICT requirements to support the users of the products delivered by this programme

Accommodation Infrastructure Delivery Project

- The development and delivery of the accommodation strategy to meet the requirements of the services, partners and citizens across the city
- Definition of the standards of accommodation and supporting technology to deliver an integrated business environment to facilitate customers, services, members and partners in Plymouth.
- Delivery of the infrastructure and support elements across the city to support operations of the council and our partners within a systems approach.
- Delivery of an operational estate which operates in an economic manner delivering efficient services to provide an effective outcome.

3.4 Out of scope

At present, these activities are not within the scope of the Programme:

- Assessment of the current organisation to identify what the organisation is currently effective at and where there is scope for improvement
- Development of a high level organisation structure for 2017/18 and any interim states
- Development of approach to organisation transformation from current to future state
- Identification of functions which require co-location
- Development of a detailed organisation design (with FTE, reporting lines, locations and asset requirements) for 2017/18
- Development of a structure or the content of the roles.
- Development and delivery of any learning and development interventions
- Development of any succession and talent management programmes
- Short term management de-layering activity

3.5 Improved Capabilities

The overall outcome of this programme is to enable the transformation portfolio to provide a workforce and estate with the capability and ways of working to enable the benefits of the other transformation programmes to be realised, and which will operate within the financial envelope. In particular:

Workforce Delivery Project

- A lean and adaptable organisation which is adaptive to requirement changes and is able to flex accordingly
- An organisation which has clear responsibilities and accountabilities

- An organisation that is able to work from a flexible asset base that meets the needs of its customers and the services that it supports, and facilitates the desired organisational cultures and behaviours
- A confident and capable workforce with appropriate skills and knowledge to deliver organisation priorities and outcomes as set in the corporate plan
- An organisation that is able to work in a systemic and participative way but able to deal with the uncertainty of changing future requirements
- An organisation which recognises the need to support its partners and citizens to deliver cheaper access to services
- An organisation that demonstrates its values through its ways of working
- An organisation that delivers a self-improving culture and is aware of its decisions and actions have a consequential effect upon neighbouring partners
- An organisation which through its social responsibility prioritises prevention and safer stronger community focus where people are treated with respect and its employees are ambassadors for the city and the Council
- An organisation which is able to work in a flexible manner across its assets with its partners

Accommodation Infrastructure Project

- An organisation with the right sized accommodation delivering the correct services to its customers in Plymouth in the right locations in a cost effective way
- Working alongside its partners in co-operative and systemic manner to ensure collaborative service provision and access to information and services through coordinated infrastructure.
- Agile and flexible working spaces supported by the use of open platforms and technologies
- An infrastructure which demonstrates a reducing carbon footprint and energy consumption and leads in delivering environmental and social responsibility.
- An infrastructure which clearly demonstrates Plymouths values through its branding and meets the needs of its customers in their communities

3.6 Assumptions

Assumptions that have been made within this programme include:

- It is assumed that the Outline Business Case will align to the co-operative values of the Council and these in turn will guide senior officers and Members decisions to ensure that the scope of the programmes are co-operative where appropriate.
- A series of standards and behaviours that make PCC distinctively co-operative will be used to evaluate the most appropriate combination of delivery models. The strategic principles and design features have been applied to guide the development the future state of the Council.
- It is assumed that all services within the Council are to be considered for their potential to be delivered using new delivery models.
- The development of the Blueprint has involved the engagement of staff to establish the gaps in capability and will involve further engagement with Members to inform the focus of the programmes. Each of the transformation programmes will help to address the current gaps

in capability. The requirements of each programme will be defined with minimal disruption to business as usual activity where ever possible.

- ICT, TUPE and other governance requirements relating to new delivery models will be determined in the outline business cases of other programmes. Any defined requirements on future technology capability will be linked to the service level agreement and requirements for (DELTA) Shared Services.
- It is assumed that the Outline Business Cases will build on the programme briefs but will not provide full costing of benefits until the Full Business Case stage
- It is assumed that the programme briefs have been signed off by the Senior Responsible Owners (SROs) and the Transformation Portfolio Board will agree governance arrangements for each of the programme boards and appoint programme managers.
- An all-party group through the Member Portfolio Board will sign up to the principles of this programme in order to future-proof against any major political change.
- It is assumed that due to the Civic Sale that PCC will have to move into a temporary accommodation state to manage through the transformation process before being in a position to develop an integrated accommodation need
- It is also assumed that other programmes will communicate potential changes quickly to the support programme to enable them to be able to react effectively and with due regard to the strategic aims of the organisation
- It is assumed that:
 - an assessment of the organisation to identify what the organisation is currently effective at and where there is scope for improvement will be conducted by another element within the portfolio.
 - the development of a high level organisation structure for 2017/18 and any interim states will be conducted by another element within the portfolio.
 - the development of an approach to organisation transition from current to future state will be conducted by another element within the portfolio.
 - the identification of functions which require colocation will be conducted by another element within the portfolio.
 - the development of a detailed organisation design (with FTE, reporting lines, locations and assets) for 2017/18 will be conducted by another element within the portfolio.
 - the development and delivery of any learning and development courses and any talent management programmes will be conducted by BAU.
 - any short term management delayering activity will be will be conducted by another element within the portfolio.
 - the delivery of the culture change to support more flexible ways of working in a dynamic environment will be facilitated by the business change team within the portfolio.
 - the CCO programme will deliver the methodology for other delivery models to be utilised by PCC and that the P&OD programme will coordinate the delivery of the transfer.
 - associated organisation costs for TUPE, Pensions, redundancies etc will be identified and taken into account in the cost benefit analysis of the programmes delivering the changes and be met by those programmes.

3.7 Stakeholders

Engagement activity will support and reinforce our corporate values and co-operative vision and will be joined up planned and visible.

By engaging staff, partners, customers (and community) and elected members we will ensure they are given the opportunity to co-design services that are fit for the future.

Rather than just using traditional one way communication ('telling people'), we will explore and develop innovative ways for people to participate in the transformation programme and tell us what they think.

Engagement activities will remain flexible in order to adapt to programme changes as they occur, this will ensure a NOT "one size fits all" approach.

All programmes will ensure they have visibility on all the engagement strands to ensure consistency in delivery and a cohesive joined up approach where possible.

Staff Engagement

As Engagement is a normal part of council activity, it will be largely be supported by individuals with responsibility for engagement, existing bodies, and forums etc.

Managers at all levels, Business Change Advisers and HR Advisers will support staff engagement for directly affected staff and they will be supported by others including Enterprise Leadership Graduates.

As some engagement may happen jointly with others including partners, there will be a need for engagement leads to work closely together to ensure a cohesive approach.

All individuals called upon to support engagement activity will be equipped with the knowledge, skills and behaviours to effectively support this activity.

The Trade Unions are key stakeholders and will be kept informed of progress around development of the blueprint and development of the business cases for the transformation programmes. Once detailed business cases are in place Trade Unions will be invited to play a more active role in transformation and will be engaged on behalf of their Members.

To ensure the workforce is fully represented and consulted on major changes the whole workforce will be consulted at the earliest opportunity whilst discussions and negotiations with trade unions are being undertaken.

Engagement objectives and performance measures will be set for each programme and will be used to track engagement. Other indicative measures may also be used to track engagement.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Staff	CMT		X		
	SMT		X		
	Team Plymouth Managers			X	
	Trade Unions			X	
	Employees			X	
	Line Managers			X	

Partner Engagement

The following partners (see below) will be closely involved with transformation and will work with us on shared goals and objectives; to ensure alignment of priorities, and the realisation of benefits. This list of partners may change to reflect the scope of the relevant programme as will the nature of the engagement as it becomes more clear as to how partners will need to be involved with each programme.

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Partners	Devon and Cornwall Police				X
	New Devon Clinical Commissioning Group				X
	Plymouth Hospitals NHS Trust				X
	Plymouth Community Healthcare				X

	Plymouth University				X
	City College				X
	University of St Mark and St John				X
	DELT				X
	Plymouth Community Homes				X
	Zebra Collective				X
	Public Health England				X
	Ofsted				X
	Plymouth Chamber of Commerce				X
	Devon and Somerset Fire Service				X
	Peninsula partnership Local Authorities				X
	Schools (PAPH/SHAP/PLT /Schools Forum)				X
	LEP				X

Customer and Community Engagement

Each transformation programme will impact on our customers and our communities to some extent. Where we redefine services that we deliver to customers and communities we will seek to build in at the outset of the business case one version of the facts and a 'voice for all' with support for customers and communities to influence, co-design and co-produce including minority communities. This will be used to produce robust and real intelligence for transformation programmes to ensure evidence based decision making at the earliest possible stage, with feedback given on the outcomes of consultation. Even those changes focused fundamentally on internal transformation, are likely to contain elements which have an impact on our customers, their access to services and the conduct / approach of Plymouth Council staff. For example, where there are staff office moves which mean customer access and channel shift occurs, then customers or residents in the neighbourhoods / locations from which service will be delivered or changed could help shape our services by expressing their expectations. This should be built in at the outset of the business case.

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

Member Engagement

All transformation programmes will need to understand how and when to utilise the democratic decision making processes available to them, and be aware of the importance, where appropriate, of ensuring elected member/political engagement throughout the transformation process. This will often 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 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 programme:

Stakeholder Type	Stakeholder	Responsible	Accountable	Consulted	Informed
Elected	Cabinet		X	X	

Members	Shadow Cabinet				X
	Member Transformation Board			X	
	Council's Scrutiny Function			X	X
	Transformation Advisory Group			X	X
	Members		X		X

All transformation programmes will need to understand where their particular stakeholders are in terms of their particular changes and understand the methods required to move them to their new state, understand the appropriate communications channels and the appropriate communications methodologies. The Stakeholder engagement team will also need to understand how to influence the internal PCC change should the system within which it exists require PCC to change its direction to meet the needs of the partners and deliver a truly co-operative approach.

4. Financial Case

The People & Organisation Development Programme is highly dependent on the Blueprint, Business Architecture and other transformation programmes and therefore any option and financial analysis will be informed by those activities.

4.1 Cost-Benefit Analysis

The Programme Brief indicated that no direct financial benefits had been attributed to this programme although intermediary benefits had been identified. The costs associated with this programme are indicative and have been provided to inform type of cost based on previous staff transfer and learning and development activity.

Total Estimated Additional Financial Benefits (£k)	
Total Estimated One-Off Net (Cost) / Benefit (£k)	(£2,534,595k)
Total Cost Required to Develop till Next Checkpoint	£1,668,665k
Estimated Payback from Start of Project (Months)	0
Estimated Annual Return on Investment	0
Project Duration (Months)	36

Complexity (0-7)	7
Strategic Alignment	High
Total Cost Avoided (£k)	

Refer to Appendix A for detailed cost benefit analysis

4.2 Expected Costs

It is expected that there will be the following areas of programme cost, most however will be unknown until the other four programmes develop outcomes:

- a) Resourcing costs to support the programme management of activities.
- b) Capital and Revenue costs to support the decant of the Civic Centre (already approved).
- c) ICT infrastructure costs (Capital) to support the future state. (To be identified)
- d) Design and development costs of creating the future design of accommodation assets.
(Revenue in the main some will be able to be capitalised)
- e) Associated infrastructure capital costs (These will be created post the outcomes from other programmes and will need to be agreed by portfolio board at that time)
- f) Associated organisation costs for TUPE and Pensions etc will need to be offset against the projected benefits identified in other programmes.
- g) Costs involved in creating and sustaining a learning and development activity to support capability change.
- h) There will be a number of costs (unidentified as yet) surrounding activities from other programmes which include but are not limited to:
 - i) Costs of transferring staff and support teams to achieve the task
 - j) Full Organisational Diagnostic review to understand current capability and the route to future operational capability
 - k) Organisational changes to support new ways of working
 - l) Infrastructure changes to support restructuring ie contact centre

a) Programme Management Office

The decant of the Civic Centre has been subsumed within the P&OD programme. Elements of the original £1.825m allocated for the Civic Decant over the period FY's 2013-2015 will also support the Programme Management office to deliver the wider elements of the programme. The net increase in costs to the £1.825 to deliver the other elements of P&OD is seen as a further £629,000 and is created through the need to provide project resource to facilitate the delivery of the Workforce Delivery Project over the same period. This represents an increase in currently allocated budget of £9K in the current financial year and £620K in the next financial year.

Projects within the programme have been stalled or stopped whilst waiting for the Civic Centre project to reach fruition in order to minimise risk exposure to the market. As a result of this the OBC revenue costs will need to be re-profiled once clarity on delivery timelines is known from other programmes.

b) Capital and Revenue Costs to support the Civic Decant

The costs associated with this element have already been approved through Cabinet and Full Council. The future locations of staff and services decanting from the Civic Centre will support the Pioneering and Caring priorities of the council by providing the essential customer services in the centre of the city. This moves the more process driven elements to other areas across the city reducing the cost of operating and limiting expenditure to essential sites thus freeing up finances for front line services and removing inequalities in access across public buildings. The resolution of the Civic Centre site links to the Accommodation Transformation Strategy and forms part of the council's Medium Term Financial Plan. The annual revenue cost to the Council of the recommended solution can be contained within existing revenue budgets held for the Civic Centre subject to lease negotiations. This includes the lease arrangements for commercial properties required to support staff and the customer facing services. There is a risk of increased ICT operational costs for the recommended solution but these costs are subject to review.

The operational costs to deliver the programme will be £1.825m over the financial years 2013-2015.

There will be a requirement for Capital investment in assets to achieve the occupancy levels required and further investment in ICT infrastructure to support decant and flexible operations in the future. There will clearly be a resource cost to be met to achieve decant from the Civic Centre. This cost is circa £3.436m. Resolution of the Civic Centre site removes one of the biggest financial risks to the council which is of the order of £69m should the authority refurbish the building themselves. This has featured on the strategic risk register since the listing of the buildings in 2007. Doing nothing and maintaining the building in its current status represents a serious health and safety risk as significant investment is required to ensure structural stability and builds up increased liability for the future.

A number of opportunities have been created by seeking alternate ways of working resulting in opportunities for closer working with partners to improve community safety and deliver services more aligned to the needs of the city. The provision of more flexible ways of working across the city will improve service delivery and access to services across the city in the long term.

Post the cost / benefit analysis of 71 New George St it became apparent that the purchase of the buildings long leasehold was more beneficial to PCC. As a result a further £627K capital was approved to purchase the long lease. This is described in detail in the briefing paper attached to the Capital Programme Business Case. Subsequent revenue savings will be captured through the Operations Expenditure (OPEX) cost reductions of the Civic Centre. The revenue required to support the borrowing for the capital is also captured within the OPEX costs for the Civic.

c) Learning & Development

In a previous phase of work on understanding the financial implications of the transformation programme, some assumptions were undertaken on the requirement to undertake training and development in order to provide a capability change to the organisation. This was assumed to be 80% of current L& D budgets held across the organisation. This cost was identified as being £0.8m, over three years £2.4m. An exercise is in motion to identify actual spend against budget allocations across the organisation to identify potential funding to support whole organisational capability change against designed operational need.

A requirement for a resource cost to define the behaviours of the organisation and monitor them as - £0.2m (based on 1 lead plus 2 supportive roles). This annual cost over the three year transformation equates to £0.6m.

d) Accommodation

Whilst costs have been identified to manage the decant of the Civic Centre as discussed above, other elements such as the delivery of satellite sites, asset disposal/rationalisation as well as the delivery of requirements that fall from the other programmes are yet to be identified. Capital and revenue funding will be sought once a complete understanding of the trajectory of the council is known in support of the other programmes. It may be necessary to seek funding on a case by case to deliver colocation projects as they become clear.

4.3 Expected benefits

The People and Organisation Development Programme is an enabling programme and as such is dependent upon the other programmes. The programme will be seeking to understand direct and indirect benefits in order to contribute towards the savings being made. There are however a number of benefits that have already been identified as defined below:

Process related benefits

- This programme facilitates the entire transformation programme
- Improved organisational flexibility (proportion of vacancies filled by internal staff, reduced number of redundancy payments, reduced external recruitment costs, improved staff morale, lower turnover of staff) this enables right people capacity and capability in the right place and at the right time
- More efficient and effective management of people (more agile, improved resilience and speed of delivery and realisation of benefits)
- Improved people information will improve decision making and help deliver benefits faster
- Improved ICT infrastructure and operational resilience (Assumes 2nd data centre)
- Improved business continuity through flexible adaptive systems and structures to alternate locations.
- Improved transactional services and customer service

Environmental benefits

- Reduced Carbon footprint across the operational estate

- Reduced travel between business and associated groups impact on carbon, traffic and mileage
- Increased occupational density
- Reduction of car parking spaces increases alternate modes of transport; increased adoption of the green travel plan
- Reduced landfill and landfill tax due to cost avoidance and improved recycling and community support
- Staff able to work more flexibly and if necessary closer to or from home.

People related benefits

- Improved employer/external reputation leading to improved recruitment, retention and external customer perception
- Expected benefits are to be achieved in improving the engagement with our workforce
- Improved employee satisfaction
- Reduced staff turnover
- Reduced absence and long term sick lower than national average
- Improved retention & attraction of key talent
- Achieve excellence level of the workplace wellbeing charter
- Reduced reportable accidents per 1000 FTE
- Cohesive workforce (increased joined up working, systems approach and co-design and delivery)
- Improved staff satisfaction through training and development
- The right skill base for the organisation in the short, medium and long term
- Job creation and community support through waste recycling
- Greater transparency, improved deployment and succession, career, talent management

Finance related benefits

- Reduced utility bills across the operational estate
- Reduced Carbon Taxation across the operational estate
- Reduced spend on accommodation stores in the long term
- Reduced spend on ICT hardware
- Reduced OPEX Costs (includes FM)
- Reduced Maintenance Costs
- Reduced Lease costs
- Reduced cost of restructuring
- Reduced travel costs to the organisation
- Reduction in Backlog Maintenance across the estate
- Improved staff satisfaction with the working environment
- Reduced recruitment costs
- Reduced absence and long term sick lower than national average

5. Management Case

5.1 Programme Plan Workforce Delivery

This programme has multiple dependencies and at this point in time, the programme plan is indicative and will be informed by the other programmes and the Blueprint activity.

An indicative programme of work has been defined, highlighting key activities and typical sequencing. The future organisation will be delivered based on a phased approach (i.e. function by function) and the P&OD programme will provide support to enable this. It is important to note that this is an indicative programme which needs to be aligned and consequently validated with the portfolio office and other programmes on a continuous basis.

It is also based on some transition principles.

- Where activities need to be undertaken across the organisation they will be done on the future state organisation
- Phasing of activities will be defined once the requirements and plan from the Blueprint and the other Programmes has been received.

Scope	Key Activity	Description
Workforce Delivery	Diagnostics	Describing the as is and the to be through consultation and analysis e.g. role descriptions, skills and competencies requirements
	Gap analysis	Ensure enablers are in place and barriers removed to achieve the change include requirements
	Product Development	Design and develop the products required to be delivered or commissioned.
	Testing	User testing to ensure the requirements are met
	Revision	Changes post testing
	Implementing	Implement changes to processes and products
	Evaluation	Evaluate roles & capabilities based on future organisation
	Staff consultation	Start process for 90 day consultation period
	Engagement & Communications	Develop strategy and plan then implement and ongoing
	Transfer	Coordinate movement of enterprises alongside Business Architects to deliver new structures.
	Consolidate skills requirements	Development of the consolidated capability gaps and the skills aspects of the high level role/structure requirements to inform the training needs assessment
	Organisation training needs assessment	Based on capability assessment and skills gaps
	Job families definition	Consolidate current job families to allow for flexible career pathways, to suit the future needs of the organisation
L&D Programme definition	Define the learning and development initiatives to up-skill staff and close skill gaps	

	Rank order of jobs incl. modelling	Define the modelling changes and ranking
	Consolidate behaviour requirements	Development of the consolidated behaviour aspects of the high level role/structure requirements to inform the training needs assessment
	Initiatives to embed new ways of working	Identify artefacts to impact behaviour and develop behavioural management plan and discipline

5.2 Programme Plan Accommodation Infrastructure Delivery

Accommodation Infrastructure	Decant From Civic Centre	Clearance of the Civic centre in line with the purchase requirement with minimum interruption to current business operations.
	Design of the future Business Infrastructure Need	Development of a future business infrastructure alongside Plymouth Partners
	Estate Analysis vs suitability and need	Complete estate analysis of the current stock holding between operational and commercial in order to reduce cost and focus customer need with delivery. Mapping and creating a system need with partners to deliver services effectively across Plymouth
	Design and creation of new operating infrastructure	Development of community hubs, rationalisation of operational estate and provision of first class facilities and systems to support a dynamic workforce.

5.3 Risk Analysis

Description		Likelihood	Impact	RAG Status	Mitigation
POD RSK2	Insufficient Capital to complete task	4	3		Scrutiny and validation of business case against other priorities
POD RSK3	Insufficient Revenue to complete task	4	3		Scrutiny and validation of business case against other priorities
POD RSK7	Capital Programme on investment priority vs transformation	4	4		Scrutiny and validation of business case against other priorities
POD RSK25	ICT Capacity to deliver solutions to time line	4	3		Close liaison with Prog Managers and ICT management team to ensure delivery.

POD RSK42	TCU fails to be provided in time for VP	4	3		Close liaison with Prog Managers and ICT management team to ensure delivery.
POD RSK43	RTPI fails to be provided in time For VP	4	3		Close liaison with Prog Managers and ICT management team to ensure delivery.
POD RSK44	Data Centre Shut Down and Move	4	3		Close liaison with Prog Managers and ICT management team to ensure delivery. Clear messaging to members, TPG that the re-provision of the Data Centre and the move of the data centre in the Civic Centre is not in scope for this programme.

5.4 Interdependencies

The *People and Organisation Development Programme* is dependent upon:

- **Blueprint v2.0** – The Blueprint will drive the way in which the Council operates in the future, and as such it is vital that any options and recommendations made in the outline business case are compliant with this document. Ownership of the Blueprint will sit the Portfolio Office, and the P&OD programme team will engage with the Blueprint team to ensure that they are updated with the status of the Blueprint, and the implication of any changes to the programme. Version 1.0 of the Blueprint is expected to be approved by Cabinet in mid-November.
- **Other transformation programmes** – which are expected to define resource capacity, capability and behaviours for those programmes to be successful.
 - The Co-operative Centre of Operations programme will redesign PCC's internal directing and managing services, and will provide the requirements needed to form the organisational design – which will be developed by the Co-operative Centre of Operations and enabled by the P&OD programme.
 - The Customer and Service Transformation programme will transform services that PCC choose to retain in-house. There will be interfaces between the services transformed by the Customer programme and the support needed to redesign organisational aspects provided by the P&OD programme.
 - The Asset project within GAME will design and deliver an Asset Strategy for Plymouth City Council. The P&OD will feed requirements ways of working into the Strategy, but will also be dependent upon it being successfully delivered, and aligned to the delivery of other programmes
 - Health and Well-being programme will be responsible for designing and delivering new service delivery models and the P&OD programme will enable and support this work with a view of the impact on people
- **Finance** – which will provide a timely financial envelope for any capital and recurring workforce costs

- **Transformation Portfolio Board** – which will ensure appropriate alignment and sequencing of activities within the programmes
- **DELT** will impact the ICT available to the new organisation. The P&OD Programme will be dependent on having technology available to support a collaborative workforce

In addition, the P&OD Programme will be mindful of key external factors that may influence any changes to service provision – particularly with key partners, political changes and trade unions.

5.5 Programme Organisation

The P&OD programme will be governed by a Programme Board using the standard Terms of Reference as set out by the Portfolio Office.

The purpose of a Programme Board is to ensure there is a continued and focused effort on driving the programme forward to ensure delivery of transformation outcomes, aligned with the Values of the Co-operative Council approach in accordance with the approved Programme Business Case. The Senior Responsible Owner, accountable for the successful delivery of the Programme, is appointed by the Transformation Portfolio Board acting as Sponsoring Group for the Programme.

5.6 Guiding Principles and Methodologies

The programme will use the Portfolio lifecycle, strategies, standards and methods put in place by the Transformation Portfolio Office (TPO).

5.6.1 Quality Management

Quality Management Strategy and Plan – Portfolio Office

5.6.2 Portfolio level Benefits Management

Portfolio Level Benefits Management Strategy will be used

5.6.3 Risk Management Strategy

Corporate Risk Management Strategy

6 Methodologies

The programme will follow the management guidance and standards defined by the TPO for processes, tools, methodologies, document management, templates and assurance.

Management of Portfolio, Managing Successful Programmes (MSP) and PRINCE2 methodologies will be used as tailored specifically for Plymouth City Council Transformation Portfolio.

7 Equality Impact Assessment

The Transformation Portfolio Office has written an Equality Impact Assessment on behalf of the Transformation Portfolio.

8 Any other tools / methodologies / processes / standards / assurance

Plymouth City Council Transformation Portfolio Lifecycle has been developed to assure the safe delivery of the projects and programmes in the Transformation Portfolio.

Governance is applied across the Projects and Programmes in accordance with the Transformation Start-up Pack and subsequent documentation from the Portfolio Office.

9 Programme documents

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.

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10 Appendices

Appendix A – Capability Assessment

- A capability assessment of the current and target organisation was undertaken in a Team Plymouth Event in October. The complete capability assessment is applicable to the POD programme



