



Democratic Support

Plymouth City Council
Civic Centre
Plymouth PL1 2AA

Please ask for Helen Wright, Democratic
Support Officer
T 01752 304022
E helen.wright@plymouth.gov.uk
www.plymouth.gov.uk/democracy
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#coopscrutiny

CO-OPERATIVE SCRUTINY BOARD

Wednesday 17 December 2014
4.00 pm
Council House (Next to the Civic Centre)

Members:

Councillor James, Chair

Councillor Mrs Aspinall, Vice Chair

Councillors Mrs Beer, Bowie, Darcy, Philippa Davey, Jordan, Sam Leaves, Murphy, Parker-Delaz-Ajete and Kate Taylor.

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

Tracey Lee

Chief Executive

CO-OPERATIVE SCRUTINY BOARD

AGENDA

PART I – PUBLIC MEETING

1. APOLOGIES

To receive apologies for non-attendance submitted by Co-operative Scrutiny Board Members.

2. DECLARATION OF INTEREST

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

3. MINUTES (Pages 1 - 8)

The Co-operative Scrutiny Board will be asked to agree the minutes of the meeting held on 19 November 2014.

4. CHAIR'S URGENT BUSINESS

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

5. APPOINTMENT OF CO-OPTED REPRESENTATIVE FOR BUDGET SCRUTINY

Members will be asked to consider the appointment of Jacky Clift (The Zebra Collection) as a non-voting Co-opted Representative for the purpose of scrutinising Delivering the Co-operative Vision within a Four Year Sustainable Balanced Budget scheduled for 12 and 14 January 2015.

6. WORK PROGRAMMES (TO FOLLOW) (Pages 9 - 18)

The Co-operative Scrutiny Board will be asked to consider and approve the work programmes for each panel and receive a progress update from each Chair.

6.1. DECISIONS TAKEN UNDER DELEGATED AUTHORITY (Pages 19 - 20)

The Board will receive notification of the decisions taken under delegated authority with the Board's Lead Officer in consultation with the Chair and Vice Chair.

7. TRACKING DECISIONS (Pages 21 - 24)

The Co-operative Scrutiny Board will monitor the progress of its previous decisions.

8. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 25 - 26)

To receive new items from the Forward Plan of Key Decisions and Private Business with a view to identifying items for scrutiny.

9. CORPORATE MONITORING INCLUDING OVERTIME, AGENCY AND SICKNESS (Pages 27 - 38)

The Co-operative Scrutiny Board will receive the corporate monitoring including overtime, agency and sickness.

10. CO-OPERATIVE CENTRE OF OPERATIONS (CCO) BUSINESS CASE (Pages 39 - 58)

The Co-operative Scrutiny Board will receive the Co-operative Centre of Operations (CCO) Business Case.

11. CALL-INS - CREDIT UNION

The Co-operative Scrutiny Board will be advised of any executive decisions that have been called in.

12. URGENT EXECUTIVE DECISION (Pages 59 - 60)

The Co-operative Scrutiny Board will be notified of one executive decision that has been deemed urgent with the agreement of the Chair.

13. RECOMMENDATIONS

To receive and consider recommendations from Panels, Cabinet and Council.

14. CO-OPERATIVE REVIEW(S) (TO FOLLOW)

The Co-operative Scrutiny Board will be asked to consider co-operative review(s) (if any).

The Co-operative Scrutiny Board will consider the Problem Debt Co-operative Review report submitted by the Your Plymouth Panel.

15. 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.

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

that under the law, the Board 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.

Co-operative Scrutiny Board

Wednesday 19 November 2014

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillors Mrs Beer, Bowie, Darcy, Sam Davey (substitute Councillor Philippa Davey), Jordan, Sam Leaves, Murphy, Parker-Delaz-Ajete and Kate Taylor.

Apology for absence: Councillor Philippa Davey

Also in attendance: Peter Honeywell (Transformation Programmes Manager), Giles Perritt (Assistant Chief Executive), Chris Randall (Head of Finance Operations) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 5.10 pm.

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

77. **DECLARATION OF INTEREST**

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

78. **MINUTES**

The Board agreed that the minutes of the meetings held on 24 September 2014 and 22 October 2014 are confirmed as a correct record.

79. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

80. **WORK PROGRAMMES**

The Board submitted its work programme for consideration together with the work programme for the Caring Plymouth Panel.

The Board agreed its work programme subject to the assurance of transformation portfolio being considered in February 2015 and the meeting with the City's MPs being arranged for January 2015.

The Board further agreed the Caring Plymouth Panel work programme.

81. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

There were no decisions taken under delegated authority to consider.

82. **TRACKING DECISIONS**

The Board considered its schedule of decisions and noted the latest position.

The Board was advised that with regard to minute 55 (24 September 2014) the prevention and intervention strategy had been included on the Caring Plymouth Panel's work programme.

83. **FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS**

The Board considered the following executive decisions in the Forward Plan which were scheduled to be discussed at Cabinet between December 2014 – March 2015

–

- review and prioritisation of the capital programme;
- Plymouth City Centre – Business Improvement District renewal 2015 – 2020;
- City Deal – land transfer agreement to transfer areas of South Yard from the Ministry of Defence to Plymouth City Council;
- Plymouth employment and skills plan;
- 2015/16 to 2018/19 sustainable balanced budget and council tax 2015/16;
- cost and volume for fostering contract award;
- adoption and implementation of anti-social behaviour, Crime and Policing Act 2014;
- major events 2015;
- implementing the Care Act 2014;
- collaborative enforcement, shared problems, shared solutions;
- residential and nursing care home fair price for care.

The Board agreed that –

- (1) the Plymouth Employment and Skills Plan and the Major Events Plan 2015 are included on the work programme for the Working Plymouth Panel, for post scrutiny, as these items were being considered by Cabinet on 9 December 2014;
- (2) the residential and nursing care home fair price for care is considered as part of the budget scrutiny process.

The Board requested that the Ambitious Plymouth Panel monitor the cost and volume for fostering contract following its submission to Cabinet on 9 December 2014.

84. **CAPITAL AND REVENUE MONITORING REPORT 2014/15**

The Head of Finance Operations presented the Capital and Revenue Monitoring Report 2014/15, which highlighted the following key areas –

- (a) the estimated revenue overspend at the end of the year was £3.703m as at September 2014; the overall net spend equated to £208.383m against a budget of £204.680m which was a variance of 1.81 percent;
- (b) this needed to be taken 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;
- (c) the key pressure points were still in Adult Social Care where, although client numbers were broadly in line with the set budget, the average cost per care package per client was significantly higher (which reflected the more complex needs to clients that the Council was supporting);
- (d) there was a significant increase in placement with young people placed in independent foster care which had increased by five to 74 against the target budget of 60; residential placements had reduced by three to 27 against a target budget of 18 but with a significantly number of these placements being high cost due to the complex nature of these children's needs; due to 'Operation Triage' taking place in September, an additional 15 young people had to be accommodated and this had put additional pressure on the placement budget;
- (e) additional management solutions and escalated actions to deliver further savings from the Council's transformation programme were being worked up in order to address the in-year forecasted overspend;
- (f) the latest capital budget covering 2013/14 to 2016/17 stood at £216.398 which was approved at Full Council on 15 September 2014 (including Tamar Bridge and Torpoint Ferry at £7.445m);
- (g) the forecast had been amended to remove estimates in relation to 2013/14 and to incorporate income projections in respect of 2017/18 together with updated forecasts for the 2014-2018 period; the revised 2014-18 Capital budget for approval was £210.154m;

Following questions raised by members, it was reported that –

- (h) an additional cost of £629,000 had been incurred due to the discovery of asbestos whilst undertaking demolition works at the Mayflower car park;

- (i) a survey of the Council's estate was in progress to identify the priorities for maintaining the stock and meeting the contractual obligations in order to protect the level of rental income;
- (j) agency staffing figures were regularly reviewed to ensure that staff were being utilised appropriately; the strategic directors had been tasked to look at their spend on agency staff; the structures of areas with high levels of agency staff would be reviewed;
- (k) it had always been anticipated that driver behaviour would improve in relation to the enforcement of the bus lanes and as such the income stream would reduce;
- (l) The Council had been notified since the publication of the monitoring report that the bid to the Department of Education Innovation fund for £3.5m had been unsuccessful; the implications of not receiving the funding would need to be factored into next year's budget;
- (m) the work undertaken by EDGE within the GAME transformation programme related to the vehicle fleet and how to make better use of it across the Council; ie review routes, capitalise on vehicle 'dead time' etc;
- (n) the reported overspend included the savings achieved through the transformation programme.

The Board requested a summary of the rent occupancy levels, a comparison of numbers (for this year and the previous two years) per areas (eg individual industrial estates, City Centre, etc) and a comparison by year/per area of the number and amount of rent free/reduced years that had been offered.

The Board noted the report.

The Chair thanked Chris Randall (Head of Finance Operations) for attending the meeting.

85. **CORPORATE PERFORMANCE REPORT QUARTER 2 2014/15**

Peter Honeywell (Transformation Programme Manager) presented the corporate plan performance monitoring quarter 2 report, which highlighted the following key points –

- (a) the quarter 2 report outlined progress and emerging trends of the Corporate plan and progress of the new 50 Pledges;
- (b) the majority of the Corporate Plan key actions were on target to achieve their milestones in order that the outcomes were completed by the end of 2016/17;

- (c) of the 42 key actions -
 - one (K41) (not on target) (RED);
 - four (milestones had not been completed but there were mitigating factors which means that the outcome is not at risk (AMBER) (K27(B), K39, K44, K49);
- (d) of the 25 performance measures tracking outcomes of the Corporate Plan, the majority were performing well; one (P17 – the percentage of residents who believed they could influence decisions affecting their local area) was below target; action was being taken to find better ways of improving the measure;
- (e) 16 measures were performing well; the remaining five (P10, P18, P21, P22 and P23) were 15 percent or less below target; there were two performance measures which were still to be developed and no data currently existed;
- (f) the Local Government Ombudsman found that only 10 complaints out of 82 had been upheld.

In response to questions raised by Members, it was reported that –

- (g) whilst a number of the Pledges had been completed there were a number which remained outstanding; Pledge 19 would be completed in December following consideration by Cabinet;
- (h) an engagement campaign would be launched in January 2015 to encourage people to register to vote; the University of Plymouth had also undertaken a campaign to encourage its students to register;
- (i) it was acknowledged that the Your Plymouth Panel's review of the Customer Service Strategy 2015-2018, chaired by Councillor Kate Taylor had achieved some good outcomes;
- (j) the data used for Pledge 17 (percent of residents who believe they can influence decisions affecting their local area) was based on historical surveys such as the 'place survey';
- (k) there was a focus within the Council's Customer Service Strategy 2015-2018 for improving communications with its customers and making it easier for them to interact with the Council; work was being undertaken to enable the better use of small screen device when accessing Council services;
- (l) a total of 77 complaints/enquiries had been considered by the Local Government Ombudsman (LGO) in 2013/14; although the LGO had made 82 decision in 2013/14 (the discrepancy with the figures had

arisen as five complaints/enquiries had been received in the previous year 2012/13).

The Board requested information relating to –

- (m) the locations that had been identified within the city for 20mph zone schemes (Pledge 23);
- (n) looking at the process to make it easier for residents to participate in the online consultation for the Plymouth Plan;
- (o) the provision of a detailed breakdown of the complaints which had been upheld and those that had not which had been considered by the Local Government Ombudsman.

The Chair thanked Peter Honeywell (Transformation Programmes Manager) for attending the meeting.

86. **CALL-INS**

There were no call-ins to consider.

87. **URGENT EXECUTIVE DECISIONS**

The Chair reported that he had signed an urgent executive decision relating to the Plymouth Adult and Community Learning Service (PACLS) – Business Case.

The item had been included in the Forward Plan published on 13 October 2014 as a key decision but since that date, legal advice had been received stating that confidential information would need to be presented to Cabinet on 11 November 2014, in order for members to make a decision. The item could not be delayed to the next Cabinet meeting on 9 December, as there would be insufficient time to implement the Project Plan and establish the new trading company (it was also a sub-section of the integrated health and wellbeing board programme which was also being considered by Cabinet on 11 November).

The Chair further advised that although the decision was urgent, it could still be called-in.

The Board noted the decision.

88. **RECOMMENDATIONS**

The Board agreed the recommendation received from the Working Plymouth Panel to permit it to respond to the city centre BID consultation process.

89. **CO-OPERATIVE REVIEW(S)**

There were no co-operative reviews to consider.

90. **EXEMPT BUSINESS**

There were no items of exempt business.

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CO-OPERATIVE SCRUTINY BOARD

Draft Work Programme 2014 - 2015



PLYMOUTH
CITY COUNCIL

Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Co-operative Scrutiny Board.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Helen Wright, Democratic Support Officer, on 01752 304022.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
25.06.2014	Financial Outturn 2013/14 Including Capital Programme Update	To identify areas of concern (if any).		David Northey, Head of Corporate Strategy
23.07.2014	Corporate Monitoring (Finance and HR) May/June 2014	To identify areas of concern (if any).		David Northey, Head of Corporate Strategy
	Review of Corporate Plan	To identify areas of concern (if any).		Giles Perritt, Assistant Chief Executive
	Scrutiny ELearning		To provide training for Members (and officers)	Lorraine Slinn, Senior ICT Trainer
	Costs and Benefits Monitoring Information for Transformation	To identify areas of concern (if any)		Malcolm Coe, Head of Finance
13.08.2014	Plymouth Plan	Pre decision scrutiny		Paul Barnard, Assistant Director for Strategic Planning and Infrastructure
	Co-operative Centre of Operations: Method and Approach (CCO) (Transformation)	The Board will receive an overview of this Transformation Programme		Ken Blunt, Co-operative Centre of Operations Manager
24.09.2014	Capital and Revenue Monitoring 2014/15	To identify areas of concern (if any)		David Northey, Head of Corporate Strategy
	Child Poverty	The Board will receive a 12 month progress update		Candice Sainsbury, Senior Policy, Performance and Partnership Advisor
	Annual Scrutiny Report	To meet statutory requirement		Giles Perritt, Assistant Chief Executive
	Transformation Assurance Report			Giles Perritt, Assistant Chief Executive

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
22.10.2014	Corporate Monitoring Report (August)	To identify areas of concern (if any).		Chris Randall, Head of Finance Operations
	Terms of Reference	To better align the Panel's areas of responsibility.		Ross Jago, Performance and Research Officer
	Future Arrangements for Budget Scrutiny	To agree future arrangements to Budget Scrutiny		Ross Jago, Performance and Research Officer
19.11.2014	Corporate Monitoring Report (Finance and HR)	To identify areas of concern (if any)		Chris Randall, Head of Finance Operations
	Corporate Plan Performance Monitoring Report	To identify areas of concern (if any)		Peter Honeywell, Transformation Programme Manager
	City MPs	Provide an overview of current issues and areas of joint working.		Helen Wright, Democratic Support Officer
03.12.2014	Preparation for Budget Scrutiny			Helen Wright, Democratic Support Officer
17.12.2014	Co-operative Centre of Operations (CCO) (Transformation)	Pre decision Scrutiny		Ken Blunt, Co-operative Centre of Operations Manager
	Corporate Monitoring including Overtime, Agency and Sickness	To identify areas of concern (if any)		Chris Randall, Head of Finance Operations
07.01.2015	Possible preparation for Budget Scrutiny			Helen Wright, Democratic Support Officer
12.01.2015	Budget Scrutiny (Day Two)	The Board's recommendations will form part of the consultation process.	Pre decision scrutiny	Giles Perritt, Assistant Chief Executive
14.01.2015	Budget Scrutiny (Day Three)	The Board's recommendations will form part of the consultation process.	Pre-decision scrutiny	Giles Perritt, Assistant Chief Executive
21.01.2015				
January 2015	City MPs	Provide an overview of current issues and areas of joint working.		Helen Wright, Democratic Support Officer
	Plymouth Plan	To form part of the consultation process.		Richard Grant, Local Planning Team Leader
18.02.2015	Independent Assurance of Transformation Portfolio	To monitor the Board and Panel's role in actively supporting and challenging the programme.		Giles Perritt Assistant Chief Executive
11.03.2015				

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
15.04.2015				
Issues Identified for Scrutiny (no date agreed)				
	Flood Protection	Identified as a recommendation (15) from Budget Scrutiny.		Anthony Payne, Strategic Director for Development
	Review of Staff Engagement and Negotiation	Identified as a recommendation (17) from Budget Scrutiny.		Chris Squires, Assistant Director for HR and Organisational Development
	Leader and Chief Executive	Provide an overview of the council's priorities and progress		Helen Wright, Democratic Support Officer

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YOUR PLYMOUTH

Draft Work Programme 2014/15



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For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Katey Johns, Democratic Support Officer, on 01752 307815.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
09.06.14	Customer and Service Transformation Programme	Update on progress with project delivery and engagement with scrutiny		Peter Honeywell
	Customer Access Strategy	The panel will consider how it can engage in development of the Customer Access Strategy		Ross Johnston
	Framework for Working with Citizens and Communities	The panel will consider the Framework for Working with Citizens and Communities		Hannah Daw
08.09.14	Overview of Priorities	To hear from the relevant Cabinet Members on areas within their portfolio which could benefit from the involvement of pre or post-decision scrutiny	To help prioritise focus of task and finish reviews	Councillors Vincent, Peter Smith and Penberthy
	Safer Plymouth Partnership Update : Crime Figures	To monitor the city's crime trends		Sarah Hopkins and Chris Singer
	Emergency Welfare Support (Social Fund)	To look at budget delivery and customer satisfaction following its introduction in April 2013	Monitoring outcome of Social Fund Replacement task and finish review after first 12 months of operation	Ann Thorpe

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Customer Access Strategy and Customer Service Standards	To receive an update on progress with the Customer Access Strategy prior to undertaking a co-operative review of the Customer Services Roadmap	Pre-decision scrutiny prior to consideration by Cabinet in December 2014	Ross Johnston
15.12.14	Unauthorised Encampments	To receive an update on developments with UEs	Following a co-operative review it is custom and practice to receive a report outlining progress against the review's recommendations	Kevin McKenzie
	Homelessness	To receive a briefing paper on the current situation	To identify problem areas for consideration via a co-operative review	Matt Garrett
16.03.15	Safer Plymouth : Crime Figures	To monitor the city's crime trends		Sarah Hopkins
	Collaborative Enforcement	To work with the Safer Plymouth Partnership to identify how the findings of the Collaborative Enforcement pilot can be implemented on a city wide basis	Referred from Co-operative Scrutiny Board on 22 October and recommended by Cabinet on 9 December 2014	Robin Carton / Chris Singer

Cooperative Reviews	Consideration Priority	Description	Progress
Problem Debt	1	Panel to look at level of personal debt and its impact in the City	Review complete - report to Co-operative Scrutiny Board on 17 December 2014 and to Cabinet on 13 January
Transformation : Customer Access Strategy / Customer Services Roadmap	2	To help shape Customer Access Strategy	Review complete – Minutes submitted to Co-operative Scrutiny Board on 22 October and Cabinet on 11 November
Framework for Working with	3	To help shape new way of working with citizens and	Workshops held on 6, 10

Citizens and Communities		communities	and 14 October
<p>The effects of the expansion of Plymouth University and its students on the surrounding residential areas</p>	<p>-</p>	<p>The expansion of Plymouth University over recent years has resulted in an increase in the student populations living in the surrounding areas to the University. The increase in students living in Mount Gould, Mutley, Greenbank and Lipson areas has had detrimental consequences which have predominantly been felt by local residents who have regularly had to deal with an increase in issues of Anti-Social Behaviour, noise, litter and reported crimes.</p> <p>The review will seek to analyse the effects of an increasing student population on the local surrounding areas to establish if a link exists between increased student populations and an increase in issues of ASB, noise, litter and reported crimes. To include a review of a previous piece of work completed in 2012.</p>	

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AMBITIOUS PLYMOUTH**DRAFT**

Work Programme 2014 - 2015

**PLYMOUTH**
CITY COUNCIL

Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Cooperative Scrutiny Board.

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Lynn Young, Democratic Support Officer, on 01752 304163.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
9.6.2014	Overview of Priorities for Ambitious Plymouth	To help inform the work programme and cooperative review discussion		Carole Burgoyne – Strategic Director for People
	Presentation on People and Organisation Development (POD) Transformation Business Case	To help inform Members of the People and Organisation Development (POD) business case	Overview presentation to update Members	Les Allen – People and Organisation Development (POD) Programme Manager
	Plymouth Education Catering Services – Local Authority Trading Company	To enable Members to scrutinise the business case before it is submitted to Cabinet on 17 June 2014	Transformation Key Decision	Craig Williams
1.9.2014	Missing, Intervention and Support Team (MIST)	To review the service and delivery of the 'Be-Wise to Sexual Exploitation' training programme, in preparation for a review	Service Review	John Miller, Head of Youth Services and Stuart Palmer, Assistant Director for Homes and Communities
	Safeguarding POSTPONED	To provide Members with an overview of the work carried out by the Safeguarding Team	Performance and provision	Simon White, Safeguarding Children's Board Manager
	Children's Social Care	To receive an update of the Children's Social Care Service	Performance and Provision	Alison Botham, Assistant Director for Children's Social Care
	PACLS	To provide Members with an update on the transformation of PACLS	Overview report to update Members prior to Cabinet	Tracy Hewett – Principal Senior Education Officer
13.10.2014	Youth Services	To receive an update following the completion of the restructure of Youth Services	Service review	John Miller, Head of Youth Services and Stuart Palmer, Assistant Director for Homes and Communities
	City of Culture Bid	To review the provision and use of the city's libraries and museums, Mount Edgumbe House and Country Park, and other leisure facilities, with a focus on future City of Culture bids	Service review	David Draffan, Assistant Director for Economic Development and Nicola Moyle, Head of Arts and Heritage
	Presentation on People and Organisation Development (POD) Transformation Business Case	To provide Members with an update of the People and Organisation Development (POD) business case, in particular details of workforce development	Overview presentation to update Members	Les Allen – People and Organisation Development (POD) Programme Manager

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Co-operative and Children and Young People's Services (IHWB)	To provide Members with an overview of the Co-operative and Children and Young People's Services (IHWB) section of the Integrated Health and Wellbeing Board (IHWB) Transformation Business Case	Overview report to update Members prior to Cabinet	Craig Williams – Interim Programme Manager, Integrated Health and Wellbeing
8.12.14	KS2 and KS4 results (school standards report)	To provide Members with the KS2 and KS4 results from summer 2014	Service review	John Searson, Principal Leadership Adviser
19.1.2015	OFSTED	To provide Members with the findings of the recent OFSTED inspection of Children's services	Service review	Hannah Daw, Policy & Business Planning Officer - TBC
	Fostering/residential placements for children and young people	To monitor the cost and volume contract for fostering following its submission to Cabinet on 9 December	Service review	Carol Burgoyne, Strategic Director for People
	Youth Service <i>(Members will receive an update by report)</i>	To provide Members with an update on the Youth Service, following the panel's presentation on 13.10.14	Service review	John Miller, Head of Youth Services
30.3.2015	Skills and Apprenticeships Review	To provide Members with an overview of the city's opportunities with regard to skills and apprenticeships following the appointment of a Head of Skills & Employability, and further to the submission of the Plymouth employment and Skills Plan to Cabinet on 9 December	Service review	Sue Smith, Early Years Consultant and Liz Hill, Strategic Commissioning Manager
	Plymouth Education Catering Services - Local Authority Trading Co-operative Company	To provide Members with an overview of Plymouth Education Catering Services following the creation of a Local Authority Trading Co-operative Company	Service review	Brad Pearce, Education Catering Manager
	School organisation/Published Admission Numbers (PAN) <i>(Members will receive an update by report)</i>	To provide Members with an update of the Published Admission Numbers (PAN) for the academic year 2015-2016.	Service review	Daryl Wallace, School Admissions Team Leader
NEW – items not yet allocated a date				
Items already agreed by the Cooperative Scrutiny Board 2014/15				
'Be-wise to Child Sexual Exploitation'			Project Planning meeting 12 December 2014	
Integrated Health and Wellbeing Transformation Programme (Joint review with Caring panel)			Review held in November 2014	
Scrutiny Review Proposals				
			Description	

CO-OPERATIVE SCRUTINY BOARD

Decisions Taken Under Delegated Authority



PLYMOUTH
CITY COUNCIL

Caring Plymouth Panel and Ambitious Plymouth Panel

On the 6 and 7 November 2014, the Caring and Ambitious Plymouth Panel undertook a review of Integrated Commissioning Detailed Business Case, Integrated Community Health and Social Care Delivery Detailed Business Case, Children and Young People Full Business Case and Plymouth Adult and Community Learning Service Full Business Case.

Integrated Commissioning Detailed Business Case

The Panel agreed to support the recommendations within the report and put forward the following recommendations -

that before the Section 75 pooling of budgets is finalised, further clarity is provided to Scrutiny/Cabinet on how the Integrated Commissioning Unit will serve the wider NEW Devon Western Locality geography and provide assurance that there will be no adverse impact on Plymouth residents as a result of built in complexity.

Both Ambitious and Caring Plymouth consider the detailed strategies for Children's, Wellbeing, Community and Complex Care during the consultation stage.

Regarding risk sharing principles for health integration – Amend bullet 1 as follows – *“the pooled arrangements will be managed in a way as to avoid destabilising either organisation or the wider health and social care system”*.

The panel noted the indicative contributions and request more information is provided to Budget Scrutiny in January 2015.

Integrated Community Health and Social Care Delivery Detailed Business Case

The panel agreed to support the recommendations within the report and commend to Cabinet.

Children and Young People's Full Business Case

The Panel agreed to support the recommendations within the report and out forward the following recommendations –

Ambitious Plymouth consider as a work programme item data sharing with the Border Agency and Department of Works and Pensions in relation to children and young people.

Through the detailed design phase, the relationship between locality based adult social care / health services and the non-locality approach of the children and young people programme is clearly articulated.

With regard to volunteers and youth services, that through the detailed design phase support mechanisms for volunteers are clearly identified.

Plymouth Adult and Community Learning Service Full Business Case.

The panel agreed to support the recommendations within the report and commend to Cabinet.

Co-operative Scrutiny Board

Tracking Decisions – November 2014



	Resolution	Target date, Officer responsible and Progress	
		Date:	Officer responsible and Progress
24.09.2014 Capital and Revenue Monitoring Report 2014/15 Minute 55	An undertaking was given to the Board that the Prevention and Intervention Strategy would be provided to the Caring Plymouth Panel. A further undertaking was given that once the review of all high cost placements had been completed it would be brought back to the Board together with the action plan.	Date:	October 2014
		Officer:	Malcolm Coe, Assistant Director for Finance
		Progress:	The prevention and intervention strategy had been included on the Caring Plymouth Panel's work programme.
19.11.2014 Work Programme Minute 80	The Board <u>agreed</u> its work programme subject to the assurance of transformation portfolio being considered in February 2015 and the meeting with the MPs being arranged for January 2015. The Board further <u>agreed</u> the Caring Plymouth Panel's work programme.	Date:	November 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	The Board's work programme has been updated accordingly. The information has been provided to the relevant DS officer to progress. Completed
19.11.2014 Forward Plan of Key Decisions and	The Board <u>agreed</u> that – I. the Plymouth Employment and Skills Plan and the	Date:	November 2014
		Officer:	Helen Wright, Democratic Support Officer

	Resolution	Target date, Officer responsible and Progress	
Private Business Minute 83	<p>Major Events 2015 are included on the work programme for the Working Plymouth Panel, for post scrutiny, as these items were being considered by Cabinet on 9 December 2014;</p> <p>2. the residential and nursing care home fair price for care is considered as part of the budget scrutiny process.</p> <p>The Board requested that the Ambitious Plymouth Panel monitor the cost and volume for fostering contract following its submission to Cabinet on 9 December 2014.</p>	Progress:	<p>The information has been passed on to the relevant DS officer to progress.</p> <p>Arrangements would be made for the 'residential and nursing care home fair price for care' to be considered at budget scrutiny in January 2015.</p> <p>The information has been passed to the relevant DS officer to progress.</p> <p>Completed</p>
19.11.2014 Capital and Revenue Monitoring Report 2014/15 Minute 84	The Board requested a summary of the rent occupancy levels, a comparison of numbers (for this year and the previous two years) per areas eg individual industrial estates, City Centre, etc) and a comparison by year/per area of the number and amount of rent free/reduced years that had been offered.	Date:	November 2014
		Officer:	James Watts, Head of Land and Property
		Progress:	A response is awaited.
19.11.2014 Corporate Performance	The Board requested information relating to –	Date:	November 2014
		Officer:	Peter Honeywell (Transformation Programmes Manager)

	Resolution	Target date, Officer responsible and Progress	
Report Quarter 2 2014/15 Minute 85	<ol style="list-style-type: none"> 1. the locations that had been identified within the city for 20mph zone schemes (Pledge 23); 2. looking at the process to make it easier for residents to participate in the online consultation for the Plymouth Plan; 3. providing a breakdown of the complaints which had been upheld and those that had not been which had been considered by the Local Government Ombudsman. 	Progress:	Information has been provided to points 2 and 3 and are appended to the tracking decisions.
19.11.2014 Recommendations Minute 88	The Board <u>agreed</u> the recommendation received from the Working Plymouth Panel to permit it to respond to the city centre BID consultation process.	Date:	November 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	The information has been passed to the relevant DS officer to progress. Completed

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Co-operative Scrutiny Board

**FORWARD PLAN OF KEY DECISIONS AND PRIVATE
BUSINESS**

JANUARY – APRIL 2015



LIST OF KEY DECISIONS AND PRIVATE BUSINESS

Reference	Title	Decision Maker and Date of Decision
I059756	REVIEW AND PRIORITISATION OF THE CAPITAL PROGRAMME	Council Leader Between 13 January 2015 and 30 April 2015
I062730	IMPLEMENTING THE CARE ACT 2014	Cabinet (on the recommendation of Councillor Tuffin) 13 January 2015
I063453	PLYMOUTH EMPLOYMENT AND SKILLS PLAN	Cabinet (on the recommendation of Councillor Evans) 10 February 2015
I061853	RESIDENTIAL AND NURSING CARE HOME FAIR PRICE FOR CARE	Cabinet (on the recommendation of Councillor Tuffin) 10 February 2015
I063912	DELIVERING THE CO-OPERATIVE VISION WITHIN A FOUR YEAR SUSTAINABLE BALANCED BUDGET AND COUNCIL TAX 2015/16	City Council 23 February 2015

OCTOBER FINANCE MONITORING

Revenue Monitoring Position

Directorate	2014/15 Council Approved Budget	2014/15 Budget Virements	2014/15 Latest Budget	2014/15 Forecast Outturn	Forecast Year End Overspend / (Underspend)	Movement in Month
	£m	£m	£m	£m	£m	£m
Executive Office	3.697	0.119	3.816	3.899	0.083	(0.053)
Corporate Items	11.008	4.611	15.619	14.188	(1.431)	(0.536)
Transformation and Change Directorate	31.335	(1.452)	29.883	29.883	0.000	0.000
People Directorate	122.746	(0.880)	121.866	126.326	4.460	0.000
Public Health	0.184	0.010	0.194	0.194	0.000	0.000
Place Directorate	35.710	(2.408)	33.302	33.302	0.000	0.000
TOTAL	204.680	0.000	204.680	207.792	3.112	(0.589)

Key Issues and Corrective Actions (if required)

Issue	Variation £M	Direction of Travel	Management Corrective Action
<p>PLACE - Economic Development - Rents - The economic climate is resulting in lower rental income and current market position exposes the Council to a reduction in income on geared head leases, which are outside the Council's control. There is increased pressure arising from the events programme, with additional income from Enterprise and Employment helping to mitigate this in part</p>	0.098	Improving	An ongoing review of expenditure is now reducing spend whilst additional fee income and vacancies across the service is also assisting the position
<p>PLACE – Street Services</p> <p>Impact of delay in ‘readiness date’ of Energy from Waste Plant has resulted in a corresponding delay in receipt of PFI grant.</p> <p>Some Car Parking Action Plans are now being deferred in 2014/15 resulting in a pressure of £395k along with reduced penalty charge income. This will be partially offset with maximising (£160k) highways capital grants in order to reduce revenue expenditure, creating new income streams in Street Services and a wider review of the use of agency staff.</p>	0.406	Declining	<p>Expenditure reduction 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>Agency spend continues to be managed closely as front line structures are reviewed. The best example of this is the reduction in agency when the Waste Collection Rezoning takes place.</p> <p>Analysis of the work completed by EDGE is being actioned to determine which additional savings can be implemented in the current financial year</p>
<p>PLACE - Strategic Planning and Infrastructure There is more planning fee income than originally forecast</p>	(0.230)	Improving	There is more planning fee income than originally forecast, restructures have generated additional

and restructures have generated additional savings			savings, and management actions on reducing spending have been implemented.
<p>PLACE - Management & Support</p> <p>GAME</p> <p><u>Commercialisation</u> 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>OTHER INCOME and COST REDUCTIONS</p> <p>The Directorate has significant income streams as a whole, and are always looking to ensure that these are maximised for the benefit of the Community and the Council.</p>	(0.274)	Improving	<p>The GAME Programme Team are continuously exploring new commercial income streams and the recruitment of a Commercial Manager has now taken place which will focus on delivering this and reviewing what else may be achievable within the current year including bringing forward plans from future years.</p> <p>The management team have also put in place additional controls to prioritise and limit expenditure</p>
<p>TRANSFORMATION & CHANGE – Legal</p> <p>Trend increase in Child placement court fees £70k partly offset by new income streams</p>	0.025	Improving	Managers are reviewing further income generation opportunities to offset this pressure, one of which is recharges related to licensing

<p>TRANSFORMATION & CHANGE – Departmental Management Potential pressure due to shortfall on planned efficiency savings.</p>	<p>0.200 (0.225)</p>	<p>Same Declining</p>	<p>Further areas for savings that have been identified include:</p> <ul style="list-style-type: none"> • Integrated Assurance and Compliance Unit • Transfer of functions into transaction centre <p>Review of business requirements for elements of support services</p>
<p>PEOPLE – Children’s Social Care Pressure with Children & Young People’s placement numbers and costs. There has been a significant increase in placements during the summer. The number of young people placed in Independent foster care has reduced by 7 to 67 against an original estimate of 60. Residential placements have reduced by 3 to 24 against a an original estimate of 18 with a significant number of these placements being high cost due to the complex nature of these children’s needs.</p> <p>There has been a significant reduction in placements due to a number of young people having planned moves or turning eighteen. However, these savings had previously been recognised in the forecast outturn monitoring position. The increase in forecast outturn is due to one additional residential placement over and above the planned changes</p>	<p>2.517</p>	<p>Declining</p>	<p>The annual round of ‘Star Chambers’ together with all external placements being reviewed and challenged. People DMT saving target (£200k) from negotiating with providers on commissioned contracts and maximisation of health and education funding against secure welfare placements</p> <p>There are a number of initiatives either implemented or in the process of being implemented as part of a containment plan to address the increasing numbers of children in care including:</p> <ul style="list-style-type: none"> • Completed reconfiguration of the Childrens Social Care family support service to create an intensive family

<p>and an additional pressure on secure placements within the 2014/15 grant allocation for 'Remand Framework for Children'.</p>			<p>support team focusing on children on the cusp, at risk of coming into care, as well as working to return children home from care where possible</p> <ul style="list-style-type: none"> • Regular review of internal and external placements, including requesting external providers to review costs. Block contracts for suitable providers being considered where appropriate • New emergency placements for 16 year olds have been commissioned • The fostering recruitment campaign earlier this year has shown very promising signs that we will be successful in reaching our target to increase the number of in house carers to 200 <p>A recent bid to the Department of Education Innovation fund for £3.5m to implement a new multi agency way of meeting the needs of our most complex adolescents in care was unfortunately unsuccessful. Whilst this grant would have been ringfenced to new activities only, the impact of these activities was anticipated to reduce costs in other areas.</p>
<p>PEOPLE – Co-operative Commissioning & Adult Social Care There has been a significant pressure created by cost and volume changes, and a reduction in income, especially from the delay on the implementation of the Fairer Charging Policy</p>	2.566	Declining	<p>The Department is managing a Budget Containment Plan focused around reviews of High Cost Supported Living and Direct Payments, along with other packages of care.</p> <p>In Addition there is a further £1.1m of</p>

A Supreme Court judgement in relation to Deprivation of Liberty Safeguarding (DoLS) assessments has impacted the service significantly, with resources having to be diverted to meet this statutory requirement.			management actions which includes reviewing the way resources are allocated through the Resource Allocation System (RAS) to ensure a consistent approach and a further review of Commissioning spend.
PEOPLE – Homes & Communities Identification of additional external funding.	(0.553)	Improving	People DMT agreed increase from maximisation of external funding (Families with a Future) and reviewing the commitments against specific reserves and further vacancy savings. There is a risk of c£150k around emergency temporary accommodation but this is currently being contained within existing resources
PEOPLE – ELAFs Release of contingency for legal costs.	(0.070)	Same	Release of contingency relating to expected legal costs not materialising.
PUBLIC HEALTH There is a pressure resulting from lower cemetery and cremation fees	0.000	Same	Officers continue to review other areas of expenditure to alleviate the pressure.
CORPORATE ITEMS - Transformation Currently forecasting an underspend in transformation.	(0.385)	Improving	As the programme is delivered and projects develop there are constant reviews of work package costs. To date the estimated total costs have been revised
CORPORATE ITEMS - Capital Financing Reduction in interest payable on loans	(0.646)	Same	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
CORPORATE ITEMS – Business Rates The Council is part of a business rates pool with other Local	(0.150)	Same	The current forecasts indicate additional income due to the Council from the pooled arrangement

Authorities in the Devon which is in its second year of operation.			
CORPORATE ITEMS – Prior Year Council Tax Collection The current forecast is an improved collection rate for historic council tax debt	(0.250)	Improving	The review of processes for debt collection through the Customer Services transformation work stream have identified several improvements in this area which are currently being implemented. This is the initial estimate of the impact which will be revised over the following months
EXECUTIVE OFFICE Pressure due to shortfall on planned efficiency savings.	0.083	Improving	Managers continue to review budgets to identify potential savings to address issues, and hold positions vacant where possible. Whilst some of these are in year only, the work being undertaken as part of the Cooperative Centre of Operations Transformation workstream will result in ongoing sustainable solutions
TOTAL	3.112		

WORKFORCE: HEADCOUNT (NUMBER OF EMPLOYEES)													
	Oct-14												
Establishment Report (Headcount)	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Change in rolling 12 months
Council Wide	3,708	3,706	3,702	3,701	3,670	3,637	3,604	3,599	3,553	3,529	3,549	3,468	(240)
Executive Office													
Client Capability Team									0	0	0	0	0
Corporate Communications	12	12	11	11	11	12	11	11	11	12	11	11	(1)
Democratic & Member Support									14	14	14	13	13
Management & Support (Chief Executive)									0	0	0	0	0
Policy, Performance and Partnerships	28	28	28	28	21	20	19	18	16	16	16	16	(12)
Director and/or Exec Support									2	2	2	2	2
Total (Figures prior to restructure found on previous reports)									43	44	43	42	2.00
People													
Childrens Social Care	304	307	307	320	317	316	301	300	290	282	281	295	(9)
Co-operative Commissioning & Adult Social Care	395	396	391	378	358	348	344	342	340	337	335	335	(60)
Education, Learning & Families	806	803	802	808	810	815	819	818	803	798	857	845	39
Homes & Communities	295	295	294	294	292	286	283	280	274	270	269	271	(24)
Programmes Director									3	3	3	3	3
Director and/or Exec Support									1	1	1	1	1
Total (Figures prior to restructure found on previous reports)									1,711	1,691	1,746	1,750	(50.00)
Place													
Business Team (Place)	8	8	8	8	8	8	7	7	5	5	5	5	(3)
Economic Development	120	117	117	118	117	117	122	126	126	126	122	123	3
Strategic Planning Infrastructure	84	83	86	87	91	88	93	94	124	125	129	129	45
Street Services	456	454	450	448	448	443	347	346	458	453	420	417	(39)
Director and/or Exec Support									2	2	2	2	2
Total (Figures prior to restructure found on previous reports)									715	711	678	676	8.00
Public Health													
Civil Protection Unit									5	5	5	5	5
Office of the Director of Public Health	13	13	14	13	19	20	101	102	15	15	15	16	3
Public Protection Services									82	81	82	82	82
Director and/or Exec Support									1	1	1	1	1
Total (Figures prior to restructure found on previous reports)									103	102	103	104	91.00
Transformation & Change													
Customer Services	206	204	196	198	194	189	165	163	338	345	344	338	132
Finance	621	623	621	616	602	590	620	627	374	371	377	376	(245)
Human Resources and Organisational Dev	85	86	82	82	78	77	75	73	74	74	72	72	(13)
ICT									86	78	74	-	0
Legal Services	102	103	103	103	101	99	92	91	56	56	56	55	(47)
Portfolio Transformation			16	16	36	45	44	45	50	54	53	53	53
Director and/or Exec Support									2	2	2	1	1
Total (Figures prior to restructure found on previous reports)									980	980	978	895	(119.00)

NB - from July 2014, the new structures are now in effect. Therefore, the rolling 12 months data only accurate at Whole Council level														
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WORK FORCE: FULL TIME EQUIVALENTS													
Oct-14													
	Change in rolling												
	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 14	Sept 14	Oct 14	12 months
Council Wide	2962.30	2958.70	2969.50	2957.40	2935.50	2905.10	2887.20	2884.90	2851.40	2836.60	2836.80	2766.10	(196.20)
Executive Office													
Client Capability Team									0.00	0.00	0.00	0.00	0.00
Corporate Communications	12.00	12.00	11.00	11.00	11.00	12.00	11.00	11.00	11.00	12.00	11.00	11.00	(1.00)
Democratic & Member Support									12.00	12.50	12.50	12.00	12.00
Management & Support (Chief Executive)									0.00	0.00	0.00	0.00	0.00
Policy, Performance and Partnerships	26.20	26.20	26.00	26.00	20.00	19.00	18.00	17.00	15.00	15.00	15.00	14.80	(11.40)
Total	38.20	38.20	37.00	37.00	31.00	31.00	30.00	30.00	40.60	41.50	40.60	39.80	(0.40)
People													
Childrens Social Care	278.00	281.40	280.50	282.20	280.80	279.20	276.00	274.10	265.20	259.60	258.80	271.90	(6.10)
Co-operative Commissioning & Adult Social Care	321.80	322.00	320.30	311.10	298.00	290.50	287.30	286.30	284.40	282.20	281.50	282.60	(39.20)
Education, Learning & Families	498.20	495.00	492.80	491.90	490.60	490.60	494.90	494.60	486.40	486.30	503.40	489.80	(8.40)
Homes & Communities	251.10	252.60	253.70	253.40	251.40	247.30	244.10	241.60	235.80	232.70	231.30	233.50	(17.60)
Programmes Director									3.00	3.00	3.00	3.00	3.00
Total (inc Management and Support)	1365.80	1367.70	1365.00	1355.30	1341.40	1329.30	1401.30	1401.30	1275.80	1264.70	1279.00	1281.80	(68.30)
Place													
Business Team (Place)	6.80	6.80	6.80	6.80	6.80	6.80	6.00	6.00	4.40	4.40	4.40	4.40	(2.40)
Economic Development	106.30	103.40	103.40	104.40	103.40	103.00	107.40	111.60	110.60	111.10	107.70	108.20	1.90
Strategic Planning & Infrastructure	73.50	72.70	75.20	76.10	78.10	75.60	80.50	81.50	110.30	111.40	114.50	113.60	40.10
Street Services	448.00	446.00	442.20	440.20	440.20	435.60	343.90	342.90	424.80	419.70	411.90	409.40	(38.60)
Total (inc Management and Support)	766.30	760.90	760.70	759.10	756.10	745.80	659.90	659.10	652.10	648.60	640.50	637.60	1.00
Public Health													
Civil Protection Unit									4.00	4.00	4.00	4.00	4.00
Officer of the Director of Public Health	11.70	11.70	12.70	11.70	16.70	17.70	94.90	95.90	13.70	13.70	13.70	14.70	3.00
Public Protection Services									78.20	77.20	78.20	78.20	78.20
Total (inc Management and Support)	11.70	11.70	12.70	11.70	16.70	17.70	94.90	95.90	96.90	95.90	96.90	97.90	85.20
Transformation & Change													
Customer Services	155.20	153.10	158.60	160.40	157.60	153.80	133.20	131.40	277.10	283.80	280.90	276.80	121.60
Finance	469.30	469.60	466.70	464.20	453.40	442.90	469.90	476.80	253.90	251.70	257.80	263.30	(206.00)
Human Resources and Organisational Dev	77.80	78.80	74.80	74.40	70.80	69.80	67.80	65.80	66.80	66.80	64.00	64.00	(13.80)
ICT									83.70	75.70	70.40	0.00	0.00
Legal Services	87.00	88.00	88.00	88.20	87.80	86.00	79.60	78.80	52.50	52.50	52.30	51.30	(35.70)
Portfolio Transformation			16.00	16.00	35.70	44.70	43.70	44.70	49.20	52.70	51.80	51.90	51.90
Total (inc Management and Support)	791.10	791.20	805.80	805.00	806.00	798.00	795.00	798.20	785.00	784.90	778.80	708.00	(82.00)
NB - from July 2014, the new structures are now in effect. Therefore, the rolling 12 months data only accurate at Whole Council level													

AVERAGE NUMBER OF DAYS SICK PER FULL TIME EQUIVALENT (FTE)

Oct-14

Directorate	Department	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Target	Threshold
Executive Office	Corporate Communications	0.58	0.92	0.55	0.55	0.55	0.50	1.08	0.91	1.00	0.92	0.73	0.64	7.00	8.00
	Democratic & Member Support									10.73	9.93	9.77	9.79	7.00	8.00
	Management & Support (Chief Executive0									0.00	0.00	0.00	-	7.00	8.00
	Policy, Performance and Partnerships	5.40	4.71	2.94	3.42	3.48	5.02	4.21	5.52	7.88	9.00	10.28	6.67	7.00	8.00
	EXECUTIVE OFFICE TOTAL (inc Management and Support)	3.86	3.49	2.29	2.50	2.55	3.30	2.90	3.48	6.35	6.35	6.86	5.50	7.00	
People	Childrens Social Care	9.97	10.49	9.17	11.10	9.82	11.29	8.67	10.13	9.86	9.97	9.57	9.76	9.00	10.50
	Co-operative Commissioning & Adult Social Care	9.90	9.87	8.16	9.55	8.33	9.20	7.57	9.46	9.19	8.93	8.62	8.18	11.00	12.00
	Education, Learning & Families	7.65	7.13	5.98	6.68	5.82	5.71	5.23	6.22	6.43	6.40	6.60	6.96	7.00	9.00
	Homes & Communities	6.95	7.11	6.21	7.24	5.97	7.36	6.44	7.94	7.71	8.06	7.97	8.25	7.00	8.00
	Programmes Director									0.00	0.00	0.00	0.00	7.00	8.00
DIRECTORATE TOTAL (excluding Schools, inc Management and Support)	8.55	8.45	7.21	8.36	7.28	7.94	6.59	7.90	8.00	8.01	7.90	8.05	9.45		
Place	Business Team (Place)	20.97	17.82	14.35	15.20	10.59	9.81	9.00	9.00	0.00	0.00	0.00	0.00	7.00	7.00
	Economic Development	3.72	4.07	4.06	3.85	3.90	4.03	3.82	4.60	4.37	4.57	3.01	3.02	7.00	9.00
	Strategic Planning & Infrastructure	6.09	5.64	4.86	5.59	4.39	4.03	4.03	3.98	5.81	5.04	7.20	4.67	7.00	9.00
	Street Services	7.44	7.49	6.18	7.57	6.82	6.82	7.29	8.59	9.61	9.73	9.99	10.95	9.00	10.00
	DIRECTORATE TOTAL	7.18	7.49	6.70	8.01	7.15	7.07	7.17	8.16	7.98	7.96	8.23	8.33	8.50	
Public Health	Civil Protection Unit									1.25	1.25	1.25	1.00	7.00	9.00
	Office of the Director of Public Health			3.94	4.27	3.77	3.72	3.03	3.76	4.52	3.39	1.68	1.30	7.00	7.00
	Public Protection Services									7.06	4.88	4.49	4.28	9.00	10.00
	DIRECTORATE TOTAL			3.94	4.27	3.77	3.72	3.03	3.76	6.40	4.47	3.88	3.63	8.50	
Transformation & Change	Customer Services	7.78	8.48	6.37	6.19	6.66	6.08	6.05	6.42	6.68	5.91	6.28	6.86	7.00	9.00
	Finance	6.62	6.72	6.49	6.77	6.31	5.75	5.60	5.52	6.28	5.67	5.94	5.84	9.00	10.50
	Human Resources and Organisational Dev	6.03	5.25	3.83	3.82	3.03	2.89	2.63	3.22	3.48	3.97	4.46	4.12	7.00	9.00
	ICT									4.09	4.00	4.39	-	9.00	10.50
	Legal Services	6.34	5.84	4.86	6.12	5.59	6.93	7.12	9.00	6.98	7.09	7.32	7.68	7.00	9.00
	Portfolio Transformation									0.70	0.77	0.88	1.62	7.00	9.00
	DIRECTORATE TOTAL (inc Management and Support)	6.76	6.84	5.92	6.20	5.75	5.42	5.34	5.63	5.84	5.42	5.84	5.96	8.50	
COUNCIL TOTAL (excluding Schools)	7.66	7.70	6.68	7.59	6.79	6.95	6.35	7.24	7.29	7.11	7.26	7.37	8.49		

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Cooperative Centre of Operations (CCO)



Creating CCO Capabilities

Scrutiny – 17th December 2014

Presented by:

Rob Pendleton - Programme Manager

What are we looking to achieve?



- A shared understanding of what the CCO Programme will deliver and how this contributes to us becoming a brilliant cooperative council
- Agreement on what the Scrutiny approach to the CCO Programme will be going forwards.

Why do you need CCO and what will it deliver?



A brilliant cooperative council needs to assure the delivery of high quality services regardless of who delivers them and to make strategic decisions which consider the needs of all our citizens, customers & partners.

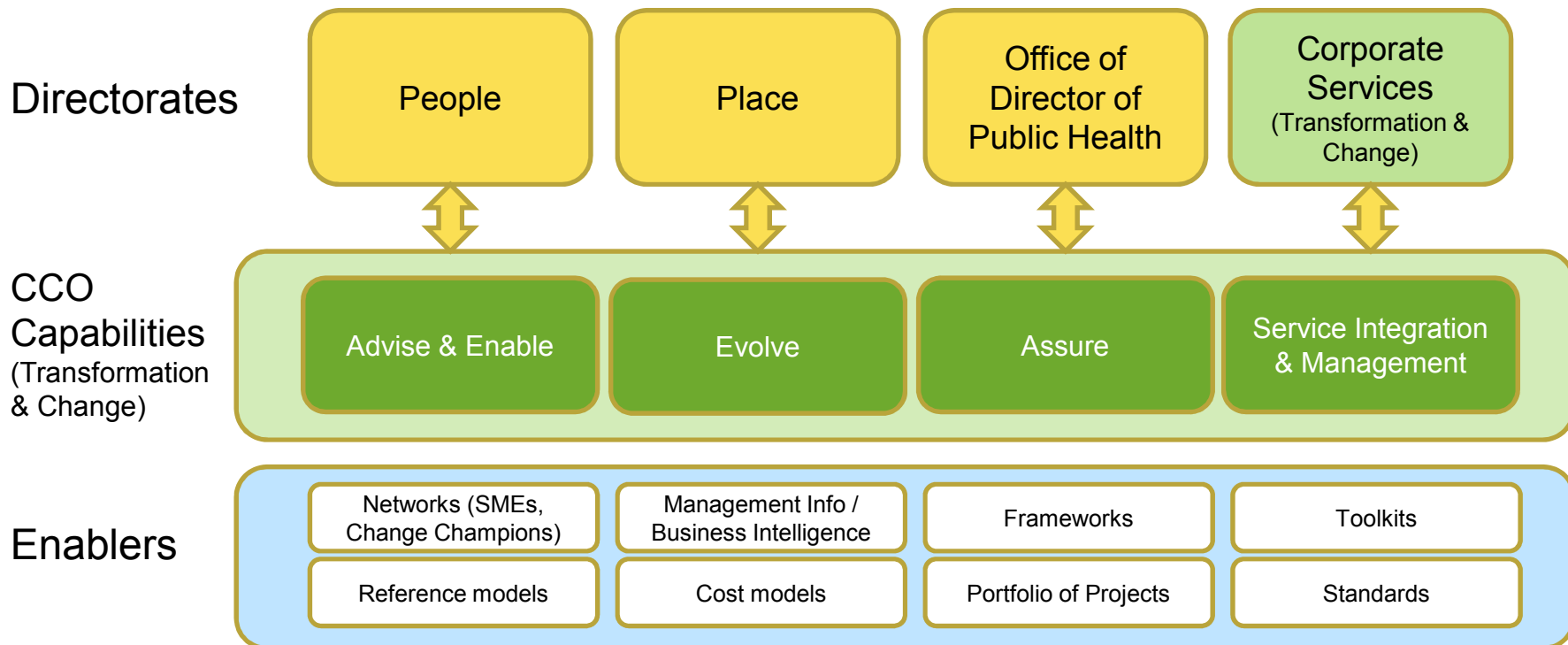
3 CCO Project areas will make this possible, creating a series of 'capabilities', backed by tools, guidelines & support teams.

- One will help us **Evolve, Assure, Advise and Enable** PCC as an organisation.
- One will facilitate high quality **Service Integration & Management**, with consistent processes & tools.
- One will **transform** selected corporate services (HR, Finance, Legal, Support, etc.) improving efficiency & effectiveness.



"The CCO is a Programme - it is not going to be an 'entity' in the future, it is purely a mechanism for delivery"

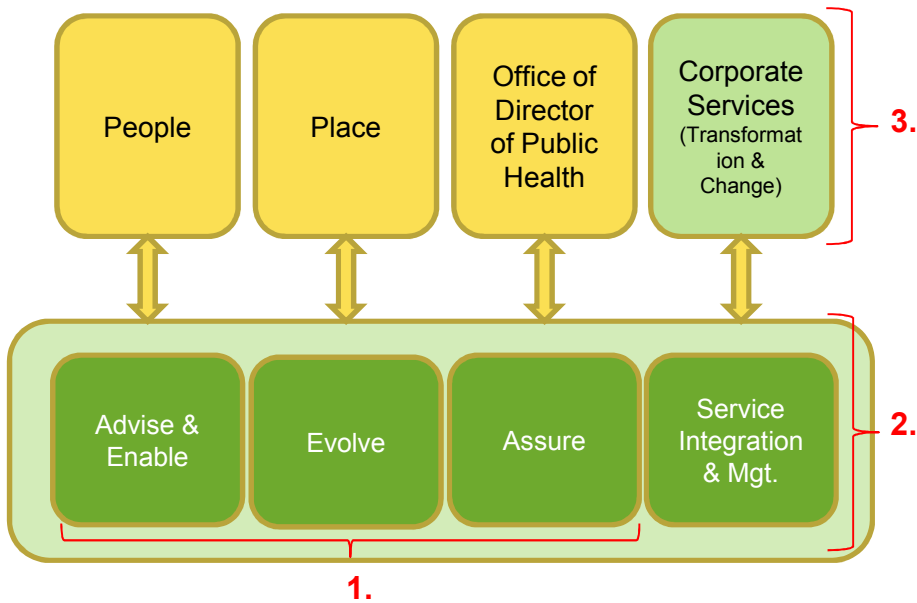
How will this sit within the PCC structure?



■ CCO Capabilities

- Ensure consistency of decision making, service delivery and commissioning across the Council
- Coordinates and supports Subject Matter Experts (SMEs), Change Champions and Knowledge Networks
- Provides common tools, frameworks, data and processes for use by staff within the directorates and guidance and mentoring in their use

What Projects will CCO comprise?



CCO will have 3 key Project Areas:

1. Establishing this 'Strategic Layer'

- To **enable** us to make brilliant co-operative decisions with sound advice and smart information.
- To **evolve** of PCC with proactive design, planning and business change functions.
- To **assure** we comply with standards, learn lessons and continuously improve quality.

2. Developing our Service Integration & Management capability

- To **manage** services to a consistent high quality, whether in-house, traded, partnered or outsourced.
- To **integrate**, providing a bridge between strategy and delivery, making our decisions live and breathe.

3. Transforming Corporate Services

- To generate income, improve efficiency and the reduce overall delivery cost of services.
- To improve and optimise the quality of our HR, Finance, Legal and Other Support Services.

And will deliver 3 kinds of project:

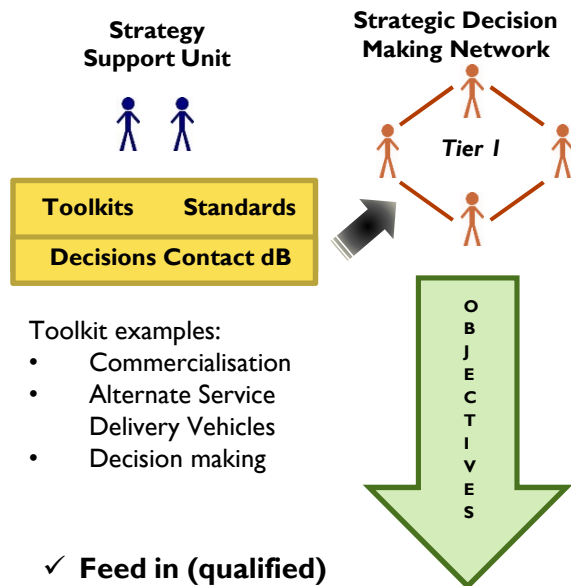
- **A. Quick wins** – money-saving tactical fixes, consistent with our strategy (3-6 months)
- **B. Foundation** – core building blocks of our Target Operating Model (6-18 months)
- **C. Maturity** – further work to deliver the full value in our benefits model (3-12 months)

How will the 'Advise & Enable' Capability mature?



Early State

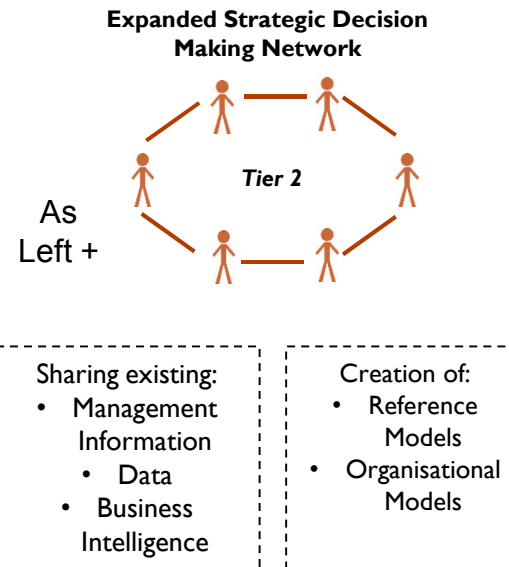
The key people in our existing Decision Making Network (our Peer Subject Matter Experts (SMEs)) will be formally recorded in a database which can be maintained by a small Strategy Support Unit. The Unit will provide standards & toolkits to support decision making. To begin the culture change, our SMEs will have formalised objectives to ensure active participation.



- ✓ **Feed in (qualified) problems/opportunities in your area**
- ✓ **Give SME advice on impacts & decisions in other areas on their area**

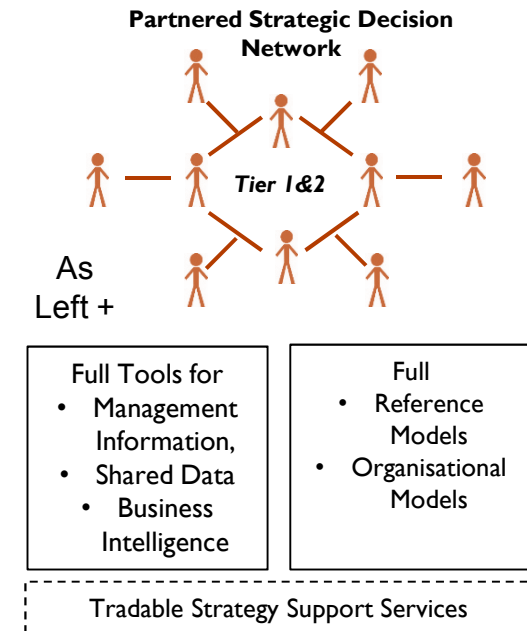
Interim State

With the support of our SMEs, we will expand the database into progressively more detailed areas of subject matter expertise. We will also begin the process of sharing our (siloes) Information & Intelligence to understand the past consistently & develop models to predict the future.



Mature State

The capability matures when we are able to include all our Partners within our Network. We will have full Management Information (MI) and Business Intelligence (BI) Tools and Reference Models in place and could generate an income from trading the services of our Strategy Support Unit with our partners.



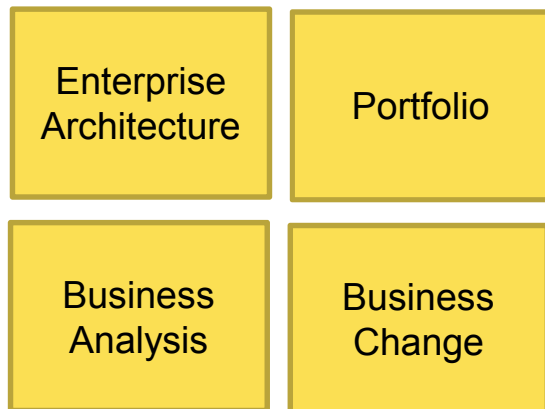
How will the 'Evolve' Capability mature?



Early State

We will start with the Transformation-Led Evolve function that we have in place today. Analysis conducted, possible structure changes are designed, plans drawn up and the business prepared for change from within the Transformation team.

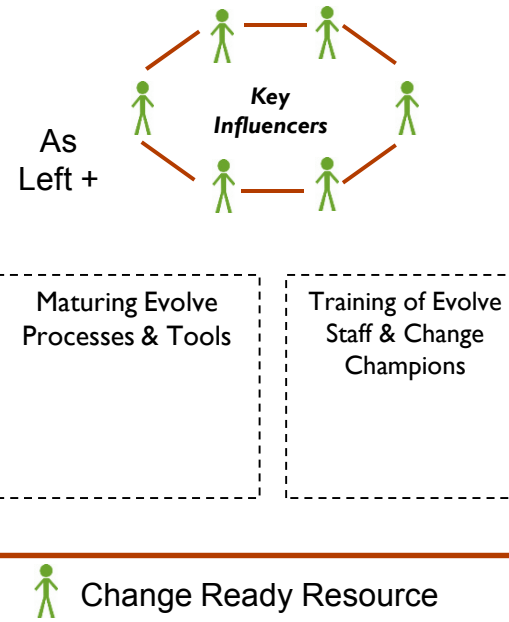
Transformation-Led Evolve Function



Interim State

We will establish a network of Change Champions from within the business; trained and fully bought in to prospective new ways of working, and ready to support the adoption of these within their business areas. Processes, Tools and Training levels of staff involved in change will start to mature.

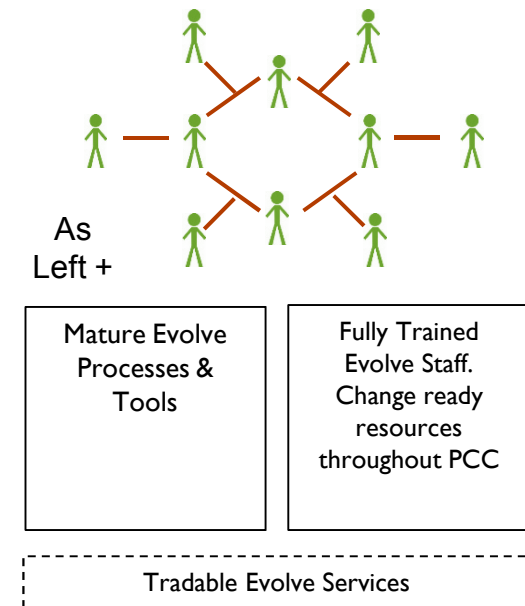
Change Champions Network



Mature State

The capability matures when the organisation is accustomed to change and ready to adopt new ways of working. Processes, Tools & Staff involved in change will be sufficiently mature that we could be able to offer their services to the marketplace.

Change Ready Workforce



How will the 'Assure' Capability mature?



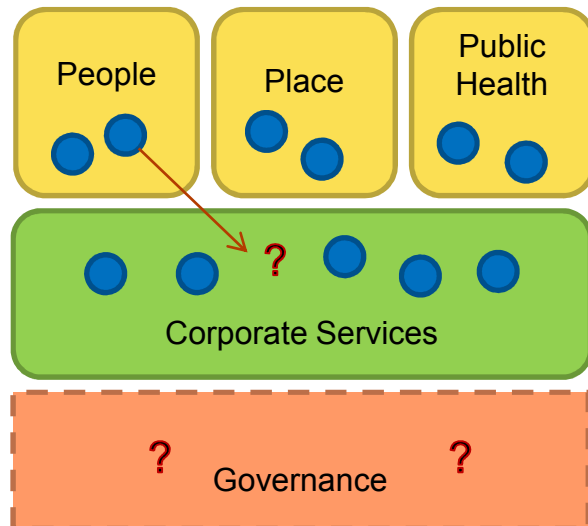
Interim State

Today's siloed Assurance functions will be reviewed and tactical reorganisations may be made (e.g. the statutory complaints reorganisation after Ofstead, shown below). Governance arrangements for the Integrated Assurance Capabilities will be reviewed.

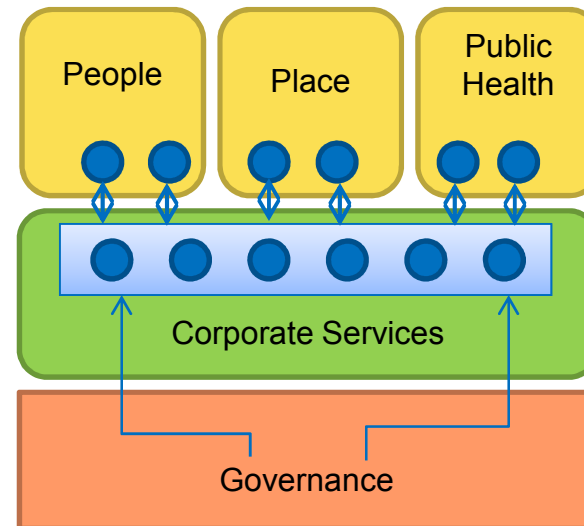
Mature State

The capability matures when the Governance of Integrated Assurance is fully established, strategic reorganisations of any assurance functions better delivered from Corporate Services are completed and information / integration links established with the assurance functions that remain within the other Directorates are established. It would also be possible to generate an income by offering certain elements of our Integrated Assurance function to partners and other councils.

Tactical Reorganisation



Full Integrated Assurance Capability



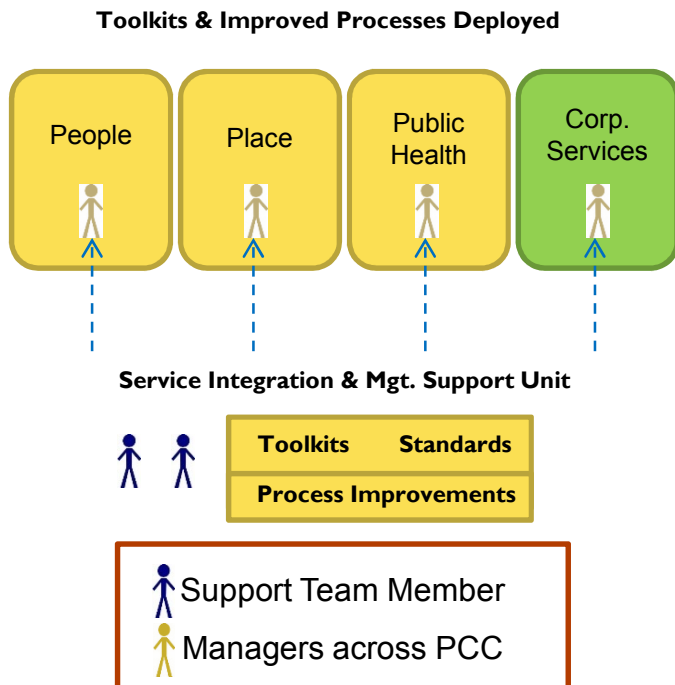
● Assurance Function

How will the 'Service Integration & Mgt.' Capability mature?



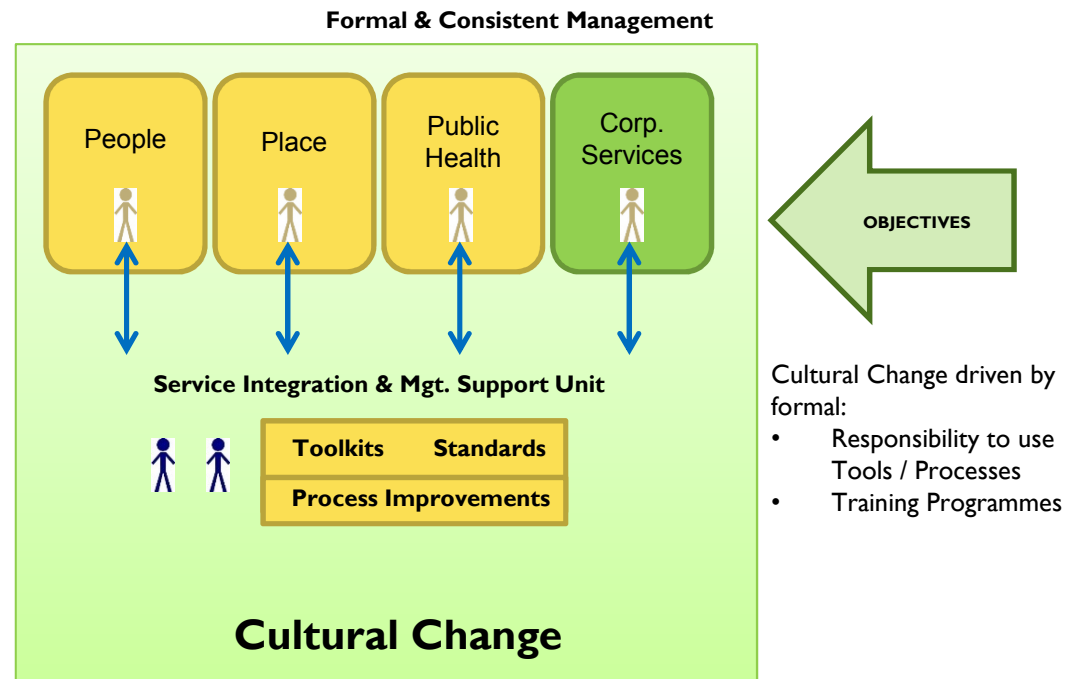
Interim State

The processes, tools and support available to managers across PCC (in the areas of Commissioning & Procurement, Intelligent Customer, Contract Management & Category Management) are being improved to help them be more efficient & effective. At this early stage, use of these support toolkits is optional and being 'pushed' out to managers by Transformation.



Mature State

To affect cultural change amongst managers, we will need to provide training and set formal objectives which give them a responsibility to use the Service Integration & Management support function & associated toolkits, to make their services more efficient and effective. This will drive consistency and improve quality over time, and, consequently, make it easier to change the 'delivery vehicle' (e.g. In-house, Outsourced, Traded, Partnered) that a service uses.



How will the 'Corporate Services' mature?

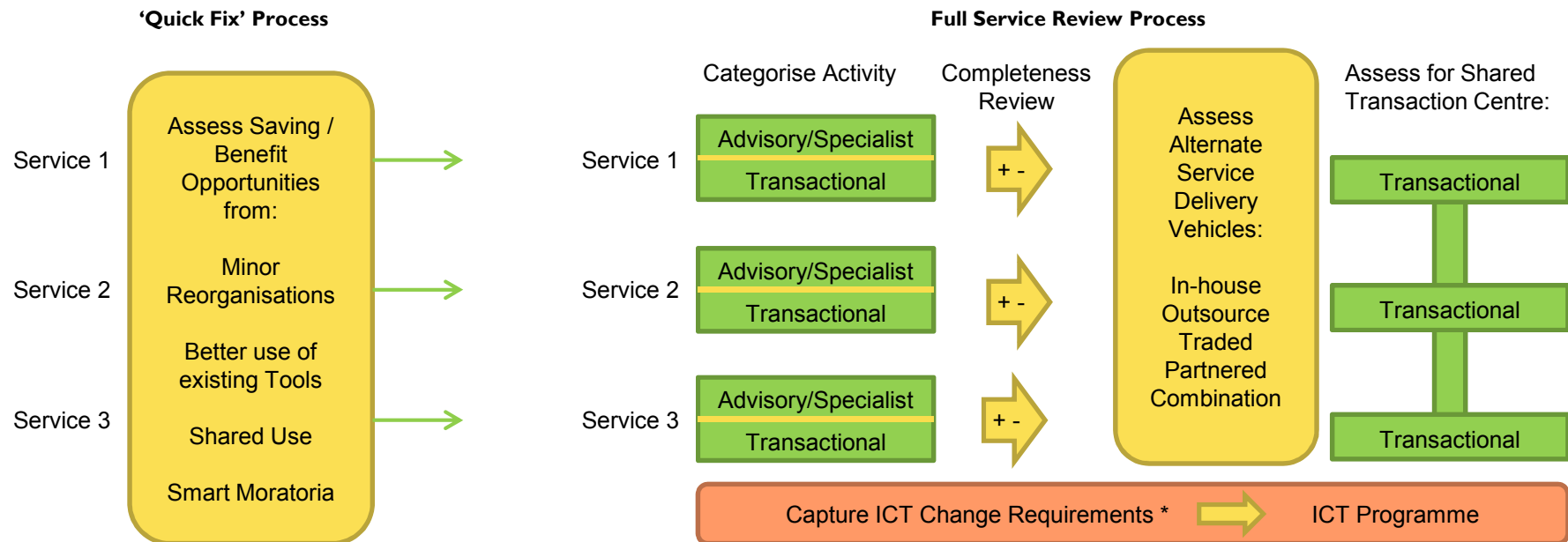


Tactical Solution

We are assessing opportunities to save money and improve effectiveness in a range of ways. In particular putting service functions together where they can be more efficient, using the tools we have better, sharing tools and support services and driving good behaviours by stopping inefficient ones (e.g. holding online meetings instead of travel).

Strategic Solution

We will be conducting a full service review of HR, Finance, Legal Services, Procurement, Business Support, Democratic Support, Executive Support, Health & Safety Delivery and Facilities Management, to ensure they are as efficient and effective as possible. This will involve a division of the tasks they perform into 'smart' advisory/specialist tasks and 'simple' procedural transactions. We will check we are doing the right things and nothing we shouldn't. We will check if the best value is achieved doing it ourselves, with a partner, outsourcing, or selling the service to others – or a combination. And, we will group transactional tasks to save money.



* All IT change requirements will be passed to the new ICT Programme for coordinated delivery

Closing Summary / Q&A



The last month:

- Has seen significant progress both with the design process, and, with our plans for what needs to change and when. This means we are now able to deliver the right, customer focussed outcomes both for our citizens and within the Council, in the coming months and years.

The next 3 months:

- Will see 5 projects within CCO refocused into 3 complementary, closely-related project areas
- All our tactical 'quick win' projects will be prioritised and progressed, and most importantly...
- The maturity within the organisation to manage change from its existing resources will grow as the systems, tools and knowledge is put into place, ensuring CCO will more ably support the other Programmes in implementing critical changes that benefit our city.

Do you have any further questions that you would like us to address?

1. What will feel different after CCO creates these capabilities?

- Scenario 1: Change in Legislation / Local Policy
- Scenario 2: Change of Service Delivery Model

2. CCO Delivery & Dependencies

- Project 1 – Establishing the Strategic Layer
- Project 2 - Establishing the Service Integration & Management Layer
- Project 3 – Transforming Corporate Services
- Managed Dependencies from across the Portfolio

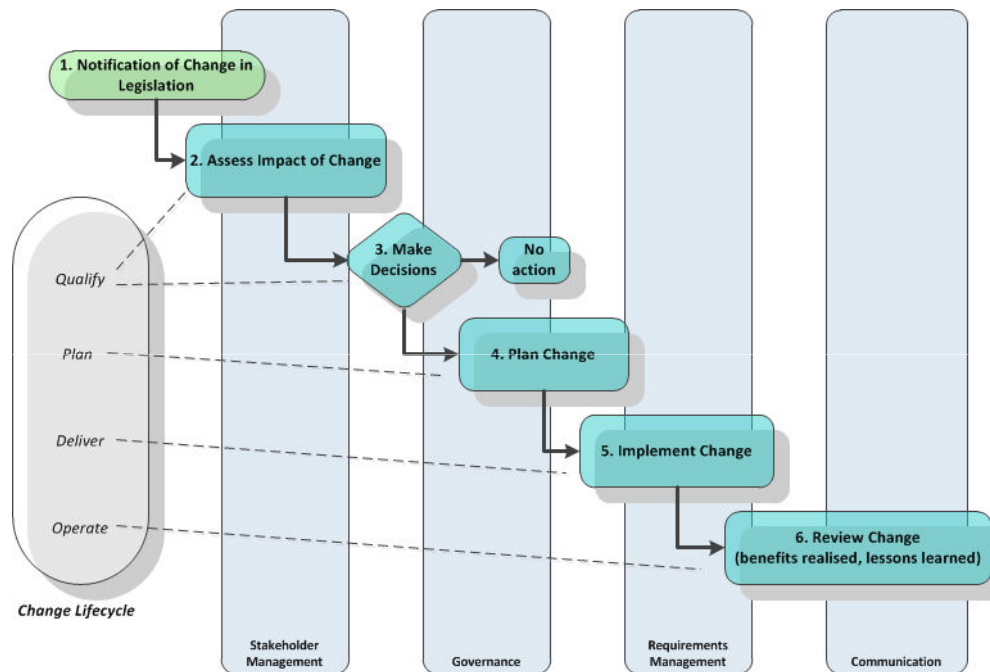
What will feel different after CCO creates these capabilities?



To begin our explanation of CCO, first we want to share how things will feel different once we have created the capabilities outlined above:

- We are using Scenarios to illustrate the path through certain key processes and illustrate how things will operate in the future
- More than a dozen scenarios have been explored by the CCO programme team
- Two key scenarios are presented below
 - **Change in legislation / local policy**, showing how a Strategic Support team would support the business in assessing the impact of new legislation
 - **Change of service delivery model**, showing how a Service Integration and Management team would support the business in commissioning and managing services
- Further detail of the processes illustrated in the scenarios will be included within the CCO Blueprint (targeted for Dec 2014)

How PCC want it to work – Scenario 1: Change in Legislation / Local Policy



Key
 R – Responsible For
 A – Accountable For
 C – Consulted On
 I – Informed About

High Level of Involvement (Red)
 Low Level of Involvement (Green)

Process Stage	Enterprise	Business	Portfolio Office	Project or Subject Matter	Members	Officers	Citizens
Assess Impact of Change	A	C	R	R	C	C	C
Make Decisions				R	R	C	I
Plan Change	A	R	R	R	R,C	R,C	C
Implement Change	R		R	A	I	I	I
Review Change		R	A,R	R	C	C	C

Current State - A robust, efficient and fully resourced change management framework does not exist, so the cost and quality, and success, of managing and implementing changes in legislation can vary.

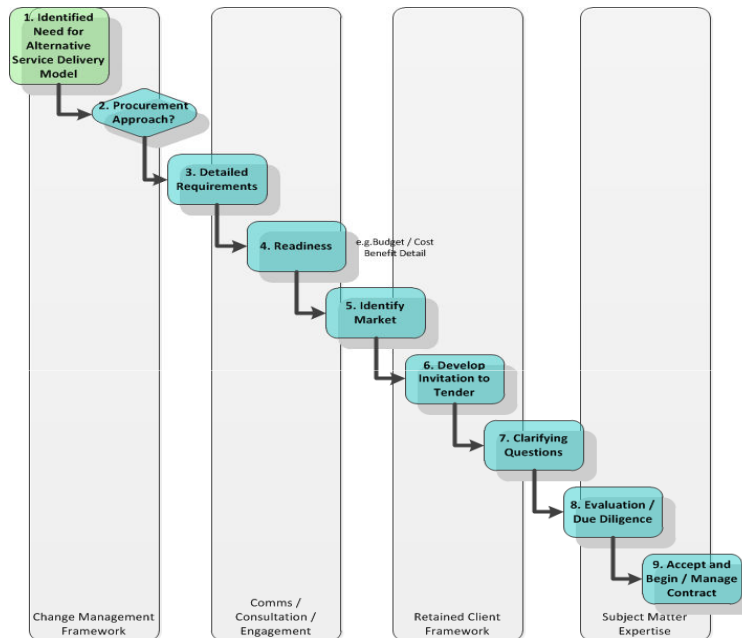
Solutions - Significant benefits arrive with the development of structure and standardisation through EA (which includes service reference models, data warehouse, and change management, governance, and decision support frameworks for example), the governance and management of projects through an established Portfolio Office, defined processes, relevant tools and templates, and dedicated roles and responsibilities.

Benefits -These benefits include - informed decision making, flexible and cost efficient processes for managing legislative change, transparency of communication, measurement and monitoring of change, learning from experience, and generally ensuring change is robust, is implemented with minimal disruption and ROI.

The structure, standardisation, and capabilities mentioned above also address the more fundamental underlying issue of a lack of integrated intelligence and decision making, as highlighted in the EY blueprint.

Other - Other relevant deliverables from the transformation programme include – People and Organisation Development (POD) ‘management development through change’, ‘leadership’, and ‘behavioural competencies’ frameworks.

How PCC want it to work – Scenario 2: Change of Service Delivery Model



Key
 R – Responsible For
 A – Accountable For
 C – Consulted On
 I – Informed About

High Level of Involvement
 Low Level of Involvement

Process Stage	Enterprise Architecture	Service Integration	Business	Portfolio Office	Subject Matter	Change	Requirements	Members	Officers	Citizens
Identify Need for Alternative Service Delivery Model	R	R,C	C		C		R	C	R	
Decide on Procurement Approach	C,I	A,R								
Detailed Requirements	C	C	C		C	I	R		C	C
Identify Market		R			C					
Develop Invitation to Tender	C	R			C	CI	C	I	C,I	
Clarifying Questions	C	R	C	C	C	C	C		C	
Evaluation / Due Diligence	C	A,R	C		C	C	C	I	C	
Accept Contract		A,R		C	C	I	I	I	I	I
Manage and Monitor Contract	C	A,R			C	C	C	C	C	C

Current State - Currently, there is variance in how services are commissioned across PCC, and no standardised or robust process for co-ordinating the end to end process from identifying need through to contract delivery and management. There is also no formal Retained Client function which considers what knowledge and skills should be retained when a service is shared or outsourced, and there is a subsequent (known) risk of losing this expertise to contract providers.

This lack of process and governance and, in particular, a lack of robust requirements management has led recently to services being shared which had not considered interfaces with existing PCC systems and processes (e.g. procurement requirements).

Solutions - Such issues will be resolved, and significant benefits will arise, through the robust management, support and governance of the end to end process of changes to service delivery (or the development of new services) provided via the establishment of 'Requirements Management', 'Business Analysis', 'Service Integration' and 'Change Management' services and processes for example.

These services (and the overall end to end process) will be supported by the development of structure and standardisation via Enterprise Architecture (which includes service reference models, data warehouse, and change management, governance, and decision support frameworks for example).

Benefits - The benefits include efficient and effective processes, informed decision making (including cost-benefit analysis), and ultimately the delivery of maximally cost-efficient and effective service delivery models which meet with key strategic objectives and policies.

The above is achieved by: Project 1 – Establishing the Strategic Layer



SCHEDULE & SCOPE



BENEFITS

Strategic Layer project enables CCO and other programmes to realise benefits.

It delivers the following Organisational Benefits:

FY14/15

- Capability established to enable Plan, Implement and Manage Change
- Capability to create Intelligence Led Decision Making designed
- Leaner Assurance Service

FY15/16

- Intelligence led decision making capability established across organisation
- Focus on Lean and continuous improvement through improved performance management and planning capability

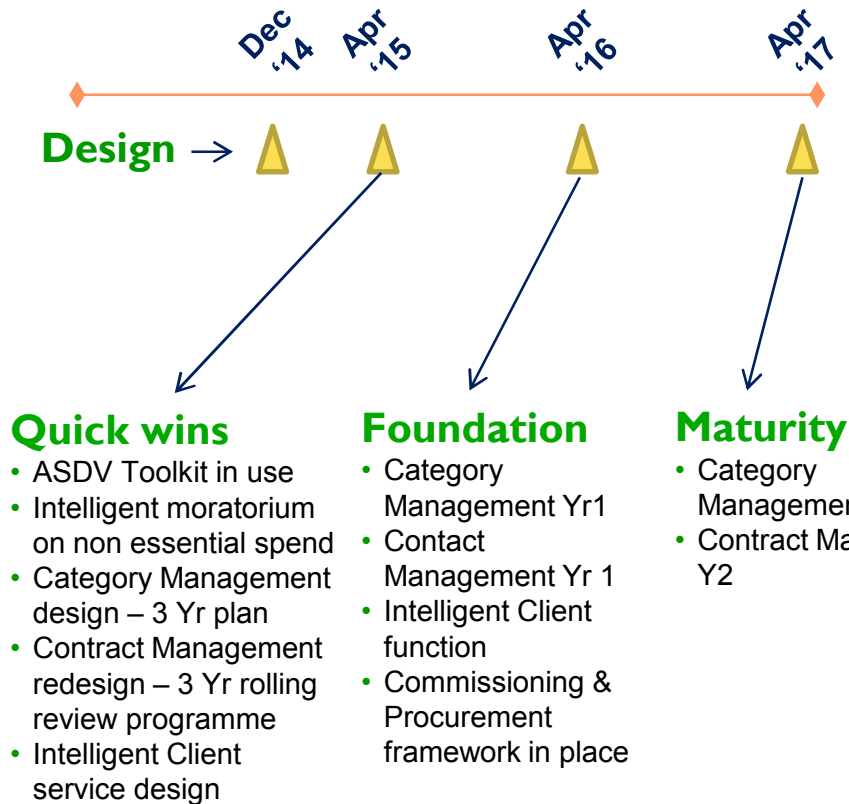
FY16/17

Lean and continuous improvement informed by quality customer and partner insight and targeted research and horizon scanning capability

Project 2 - Establishing the Service Integration & Management Layer



SCHEDULE & SCOPE



BENEFITS

FY14/15

Benefits Summary - £150k (C&P), £605k (DELT)

FY15/16

Benefits Summary - £100-200k (C&P), £300-404k (DELT)

FY16/17

Benefits Summary - £200-400k (C&P), £300-404k (DELT)

Work continuing on Category Management – expecting benefits to increase once further along review

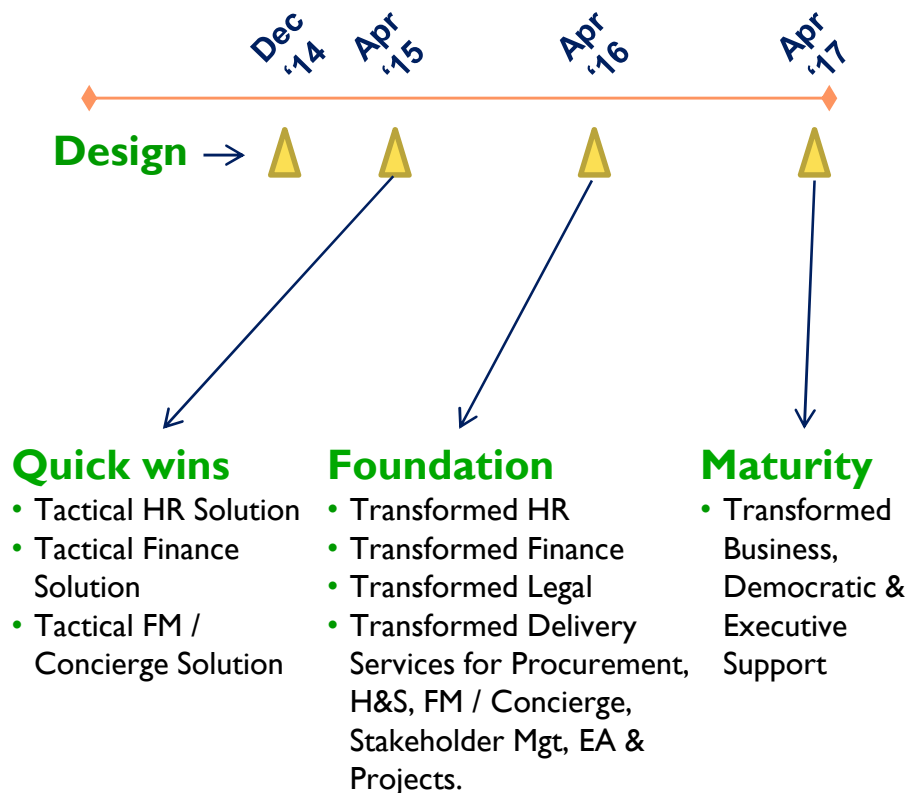
Other Benefits

- Better and more cost effective service delivery through co-operative partners
- Improved customer satisfaction from better targeted services

Project 3 – Transforming Corporate Services



SCHEDULE & SCOPE



BENEFITS

FY14/15

Benefits Summary - £60k (HR/Fin/Corp), £100k (BS), £250k (Concierge) & £176k identified against shortfall (Ken Blunt)

FY15/16

Benefits Summary - £850-1034k (HR/Fin/Corp), £100-200k (Business Support)

FY16/17

Benefits Summary - £600-784k (HR/Fin/Corp), £150-200k (Business Support)

Other benefits:

- Improved customer satisfaction from more involvement, ability to influence decisions and better targeted services
- Services better tuned to needs of customers
- Better decisions for local needs due to better intelligence
- Internal services better tuned to business strategy and staff needs
- More flexibility and choice, tailored to local needs, in access to services

And, we are actively managing Dependencies across the Portfolio



We also want to reassure you that we are actively managing dependencies with the other programmes to ensure we are all aligned & supporting each other:

Customer Service Transformation:

- Sensitivity around demands on HR & Legal in the immediate term with CST Staff Terms Negotiations
- Opportunity to scope Customer Intelligence in a practical context with CST Library Locations Review Jan/Feb
- Opportunity to scope process for feeding requirements into DELT with CST Website Project Dec/Jan

Integrated Health & Well Being:

- PCH TUPE for 172 staff in April – HR/Finance/ICT Tactical Solution will need to accommodate and facilitate this
- ASDV support for PACLS & Ed Catering from Service & Integration & Management support (1-3 months)

Growth Assets & Municipal Enterprise:

- Tactical ASDV for Playground Management may require Service & Integration & Management support (3 months)
- Strategic ASDVs for Street Services will require Service Integration & Management for support (6-12 months)
- Opportunity to prototype & develop Commercialisation Framework through GAME projects
- Strategy Centre support for impacts on PCC of Growth in Assets (e.g. Home building) & Commercialisations

People & Organisational Development:

- CCO will need to work with Workforce Delivery wherever staff job roles, etc. are impacted by Transformation
- FM strategy will depend on wider Asset Strategy being developed within POD

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Co-operative Scrutiny Board

Urgent Executive Decisions – 17 December 2014



There has been one urgent executive decision taken since the previous Co-operative Scrutiny Board meeting.

Cabinet Member for Health and Adult Social Care

- **Contract Award – Domiciliary Care**

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