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#coopscrutiny



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CO-OPERATIVE SCRUTINY BOARD

Wednesday 11 March 2015
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 - 32)

The Co-operative Scrutiny Board will be asked to agree the minutes of the meetings held on

- 12 January 2015;
- 18 February 2015 (to follow).

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. WORK PROGRAMMES (Pages 33 - 36)

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.

5.1 DECISIONS TAKEN UNDER DELEGATED AUTHORITY

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.

6. TRACKING DECISIONS (Pages 37 - 40)

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

7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 41 - 42)

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

8. CORPORATE MONITORING REPORT (INCLUDING HR INFORMATION) (Pages 43 - 56)

The Board will receive the corporate monitoring report (including HR information) for its consideration.

9. CO-OPERATIVE SCRUTINY BOARD'S ACHIEVEMENTS 2014/15

Members will reflect on the Board's achievement for the municipal year 2014/15, in order to inform the Annual Scrutiny Report.

10. TRANSFORMATION PROGRAMME (Pages 57 - 86)

The Board will receive the following –

- an overview of the Co-operative Centre of Operations (CCO) Transformation Programme;
- the Communication and Engagement Strategy.

11. CALL-INS

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

12. URGENT EXECUTIVE DECISIONS

The Co-operative Scrutiny Board will be advised of executive decisions that have been deemed urgent with the agreement of the Chair (if any).

13. RECOMMENDATIONS

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

14. CO-OPERATIVE REVIEW(S)

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

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

Monday 12 January 2015

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

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

Co-opted Representative: Jacky Clift (Zebra Collective)

Also in attendance: Les Allen (Head of Portfolio), Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), Faye Batchelor-Hambleton (Assistant Director for Customer Services), Carole Burgoyne (Strategic Director for People), Malcolm Coe (Assistant Director for Finance), Simon Dale (Interim Assistant Director for Street Services), (David Draffan (Assistant Director for Economic Development), Councillor Evans (Council Leader), Matthew Fairclough-Kay (Transformation Programme Manager), (Peter Honeywell (Transformation Programmes Manager), Ross Jago (Performance and Research Officer), (Councillor Lowry (Cabinet Member for Finance), Anthony Payne (Strategic Director for Place), Rob Pendleton (Programme Manager), Giles Perritt (Assistant Chief Executive), Emma Rose (Head of Health, Safety and Wellbeing), Councillor Peter Smith (Deputy Leader of the Council), Councillor Jon Taylor (Cabinet Member for Transformation), Councillor Vincent (Cabinet Member for Environment) and Helen Wright (Democratic Support Officer).

The meeting started at 9.30 am and finished at 4.05 pm.

Wednesday 14 January 2015

PRESENT:

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

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

Apology for absence: Councillor Murphy.

Also in attendance:, Alison Botham (Assistant Director for Children, Young People and Families), Carole Burgoyne (Strategic Director for People), Niki Clark (Lead Accountant), Ben Chilcott (NEW Devon CCG), Councillor Evans (Council Leader), Helen Foote (Lead Accountant), Judith Harwood (Assistant Director for Learning and Communities), Karen Kay (NEW Devon CCG), Ross Jago (Performance and Research Officer), Tracey Lee (Chief Executive), Craig McArdle (Head of Co-operative Commissioning and Adult Social Care), Guy Marshall (Senior Finance Analyst), Councillor McDonald (Cabinet Member for Children, Young People and Public Health), Councillor Penberthy (Cabinet Member for Co-operatives, Housing and Community Safety), Councillor Jon Taylor (Cabinet Member for Transformation), Councillor Ian Tuffin (Cabinet Member for Health and Adult Social Care), Steve Waite (Plymouth Community Health Care) and Helen Wright (Democratic Support Officer).

The meeting started at 9.30am and finished at 4.45 pm.

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

110. **DECLARATION OF INTEREST**

In accordance with the code of conduct, Members made the following declarations of interest –

Name	Reason	Interest
Councillor Mrs Beer	Employed by Devon and Cornwall Police	Disclosable Pecuniary
Councillor Darcy	Employed by Devon and Cornwall Police	Disclosable Pecuniary
Councillor Sam Leaves	Employed by NEW Devon CCG	Disclosable Pecuniary

111. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

112. **SCRUTINY OF THE DELIVERY OF THE CO-OPERATIVE VISION WITHIN A FOUR YEAR SUSTAINABLE BALANCED BUDGET**

The Co-operative Scrutiny Board convened over two days to hear from its partners, Cabinet Members, Strategic Directors and senior officers to scrutinise the delivery of the co-operative visions within a four year sustainable balanced budget and to ensure that the actions to address the financial gaps to achieve a balanced budget were robust and fit for purpose.

Members probed the City Council and its strategic partners about their views on the challenging economic climate, reduced resources available and rising demand for services, their ability to continue to deliver services and changes within the public sector.

The Chair of the Board extended a vote of thanks to all those who had contributed to this process.

The full report and including the recommendations relating to the scrutiny process was attached as an appendix to these minutes.

The Board agreed to delegate authority to the Lead Officer in consultation with the Chair and Vice Chair for the approval of the report and recommendations and to forward to Cabinet for its consideration.

(Councillor Mrs Beer declared a disclosable pecuniary interest).

(Councillor Darcy declared a disclosable pecuniary interest).

(Councillor Sam Leaves declared a disclosable pecuniary interest).

113. **EXEMPT BUSINESS**

There were no items of exempt business.

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BUDGET SCRUTINY 2015-2016



A report of the Co-operative Scrutiny Board following the scrutiny of the Delivery of the Co-operative Vision within a Four Year Sustainable Budget.

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Councillor James



Councillor Mrs
Aspinall



Councillor Bowie



Councillor Mrs
Beer



Councillor Darcy



Councillor Philippa
Davey



Councillor Jordan



Councillor Sam
Leaves



Councillor Parker-
Delaz Ajete



Councillor Murphy



Councillor Katey
Taylor



Jacky Clift
Zebra Collective

I. Foreword

- I.1 The Co-operative Scrutiny Board (the Board) has responsibility for holding the Cabinet to account for its decisions. The Board is charged with the scrutiny of the Council's decisions with respect to finance and performance, as well as the Council's key strategies.
- I.2 The challenging economic climate, with reduced resources and rising demands for the Council's services, will inevitably have an impact on the residents of Plymouth. The Co-operative Scrutiny Board has a responsibility to challenge the Council's budget and Corporate Plan to ensure their deliverability and best meet the needs of the City. In order to carry out the Board's role effectively the work programme is aimed to -
- determine whether priorities for transforming the Council were being effectively supported and resourced;
 - ensure there was a clear understanding of the impact of the proposals for resource reduction and allocation on the City's neighbourhoods;
 - ensure clarity around how changes in resources allocation in one service or partner area may impact on another service or partner area;
 - determine whether the balance between overhead costs and service delivery costs was the right one;
 - ensure there was a clear view of both risks and their mitigation and the future opportunities that would derive from other shared services and pooled resources;
 - assess the impact of legislation on the Council's ability to deliver services and whether it was fit for purpose for addressing this challenge;
- I.3 The sessions were delivered in a different format from previous years, with the timetable focussing on the five elements of the overarching Transformation Programme, which included People and Organisational Development, Customer Services, Co-operative Centre of Operations, Growth and Municipal Enterprise and Integrated Health and Wellbeing. Building on the success of previous years, both meetings were webcast in order to promote the Council's vision to make decision making more open and transparent.
- I.4 I would like to thank the Members of the Board for their commitment in conducting this co-operative scrutiny review. My thanks also go to Jacky Clift from the Zebra Collective who sat on the Board, as a representative of the Voluntary and Community Sector for the second year, as a co-opted representative and made an invaluable contribution. I would also like to thank the Leader, Chief Executive, Cabinet Members, Strategic and Assistant Directors and senior officers who took part in the review. My personal thanks to the Lead Officer, Ross Jago, Helen Wright (Democratic Support Officer) and the Business Support Team for webcasting the meetings.

Councillor James
Chair of the Co-operative Scrutiny Board

2. THE FORMAT OF THE CO-OPERATIVE SCRUTINY REVIEW

- 2.1 The scrutiny review took place over two days. The review was held in public and to continue the Council's commitment to open government and greater access to and involvement in the decision making process, both days were webcast.

An innovative approach was taken this year towards the structure of the meetings. The key focus of the review was around the five elements of the overarching Transformation Programme with partner engagement, where appropriate. The format of the two days reflected the programmes –

- People and Organisational Development
- Customer Services
- Corporate Centre of Operations
- Growth and Municipal Enterprise
- Integrated Health and Wellbeing

- 2.2 As part of the Board's consideration, it received a number of documents which supported the scrutiny process, which included –

- delivery of the co-operative vision within a four year sustainable balanced budget (including Equality Impact Assessments)
- consultation feedback from partners
- Fairness Commission final report
- corporate performance report quarter 2 2014/15
- Plymouth Plan
- New Devon CCG NHS Future
- workforce information
- staff survey results

- 2.3 During the two days, each session was supported by the relevant Cabinet Members, including the Leader of the Council and Deputy Leader of the Council, the Chief Executive, Assistant Chief Executive, Strategic Directors, Assistant Directors, senior council officers and representatives from the NEW Devon Clinical Commissioning Group and Plymouth Community Healthcare. This approach assisted the Board to fully scrutinise the delivery of the four year budget.

- 2.4 The sessions were split over the two day review, as follows -

- Sessions held on 12 January 2015, included -
 - ▶ People and Organisational Development Programme
 - ▶ Customer Services Programme
 - ▶ Co-operative Centre of Operations Programme
 - ▶ Growth and Municipal Enterprise Programme
- Sessions held on 14 January 2015, included -
 - ▶ Integration Commissioning

- ▶ Integrated Delivery
- ▶ New Devon CCG – NHS Futures Programme
- ▶ Children’s Social Care and Child Poverty
- ▶ Education, Learning and Families
- ▶ Overview and Challenge of the Leader and Chief Executive

3. **SESSION 1: FORECAST OUTTURN 2014/15 AND PLANNED BUDGET 2015/16 TO 2017/18**

- 3.1 The Cabinet Member for Finance (Councillor Lowry) presented the draft budget for 2015/16 to 2017/18, accompanied by the Assistant Director for Finance, Malcolm Coe.

The Cabinet Member for Finance advised that since 2010, revenue funding for local government had reduced and it was predicted that this situation would continue for future years. This would result in a change in the make-up of the core funding for the Council. The Council would need to be more focused on generating revenue locally, for example, through attracting more business to the City and building more homes. It was predicted that 89 per cent of the total funding of the Council of £178.40m in 2018/19 would need to be generated through Council Tax and business rates.

- 3.2 The budget year 2015/16 was the second year of the three year budget which had been approved by Full Council in February 2014. The budget set out the requirement to reduce costs by a further £27m by March 2017 (this was in addition to the £30m of net revenue spend which had already been removed from the budget).
- 3.3 The Council’s existing gross budget for 2014/15 was £549m, with a net revenue budget of £204.68m. Modelling of the budget anticipated that the net budget would reduce to £178.40m by 2018/19, which equated a drop in other funding of £35.1m which represented a 29.8 per cent reduction.
- 3.4 Following the change in the Government’s core funding policy which had resulted in funding and risks being transferred to local authorities, the Council was predicting a reduction in the Government Formula Grant over 2014/15 to 2018/19 of £43m which represented a reduction of 68.8 per cent.
- 3.5 Budget monitoring for November 2014, was forecasting an end of year overspend of £2.55m (against a revenue budget of £204.68m) in 2014/15. This figure had improved by £0.5m since last reported in October 2014. The key adverse variances in the budget were attributed to the overspend in adult social care and children’s services.
- 3.6 Measures were being put in place across the authority to bring down the current overspend. Within Adult Social Care a budget containment plan had been implemented, in order to understand the cost and volume data, relating to high cost supported living, direct payments and other care packages. The plan enabled a better understanding of the implications of decisions being taken.
- 3.7 Although the Council remained committed to deliver a balanced budget for 2014/15 it would be difficult to achieve. Part of the Council’s £1m contingency fund (£500,000) had been incorporated in the latest forecast figures. The Council currently had a working balance of £10.4m which at around five per cent of revenue budget was in line with other local authorities.

- 3.8 The net revenue budget for 2015/16 was for £192.071m which was currently £1.2m more than the estimated resources available. Work would continue to develop financial solutions over the coming months to address the deficit. (The resource base between 2014/15 and 2015/16 had reduced by £13.8m which equated to a reduction of 11 per cent in one year).
- 3.9 The proposed increase in the Council Tax rate for 2015/16 of 1.99 per cent equated to an increase of 36 pence per week for the majority of residents in Plymouth. Without this rise, the funding gap would increase by a further £15.5m; unfortunately, Council Tax increases were necessary to protect vital frontline services.
- 3.10 The Council continued to challenge the affordability of its four year capital forecast for the period 2014/15 to 2017/18. However there remained some volatility around future capital grant funding and income generation through capital receipts.
- 3.11 The current capital funding assumptions totalled £210m but this would increase as more investment to the City was secured. From the forecasted funding, £19m had been allocated to the Investment Fund (which was created in 2013/14) and a further £91m to the overall Capital Programme.
- 3.12 The schemes approved or currently under consideration from the Investment Fund, included -
- Langage Business Park
 - History Centre
 - City Deal
 - Ocean Studios

4. CHALLENGE OF THE FORECAST OUTTURN 2014/15 AND PLANNED BUDGET 2015/16 TO 2017/18

- 4.1 Following the presentations, the Board Members questioned the Cabinet Member and the senior officer on the information that had been provided. The key issues arising from the questioning session included –
- the implications arising from the Council's final assessment of the Local Government Finance Settlement;
 - the implications of Housing Benefit transferring to the Department of Work and Pensions as part of Universal Credit and the ability of the Council to receive overpayments in a timely manner;
- 4.2 The Local Government Finance Settlement for 2015/16 had been published on 18 December 2014 and following an initial assessment was broadly in line with the assumptions made by the Council. As the settlement had just been received, the implications were still being assessed.

- 4.3 Due to the Welfare Reform Act, local authorities who currently delivered Housing Benefit would no longer have a core role in the delivery of Universal Credit. This role would be undertaken by the Department of Work and Pensions. Although discussions were continuing with regard to the transfer of this benefit, as the Government had recognised the role of local authorities in helping people to access the services within Universal Credit.

Recommendations	To	Ref
Further information on the reduction in the Local Government Settlement and assumed impact on the Council's revenue budget is reported to the Co-operative Scrutiny Board on 18 February 2015.	Cabinet	1
Cabinet seeks reassurance from the Department for Works and Pensions that the authority will be able to claw back housing benefit overpayments, without undue delays, when the benefit transfers to universal credit.	Cabinet	2

5. SESSION 2: OVERVIEW OF THE TRANSFORMATION PROGRAMME - ENABLING PROGRAMMES

People and Organisational Development Programme

- 5.1 The Cabinet Member for Transformation and Change (Councillor Jon Taylor) provided an overview of the Transformation Programme, which included the following key issues -

- the Corporate Plan had been published in July 2013 which set out the Council's vision, objectives, outcomes and values. The ambition was to become a brilliant co-operative council and deliver its priorities for the City despite a projected £64.5m funding gap caused by Government cuts, rising costs and increasing demand for services;
- in order to close the funding gap a proactive approach had been taken by reducing spending and growing income; the implementation of the Transformation Programme aimed to radically change how services were delivered. The five programmes had been designed to achieve this by -
 - ▶ growing the economy and raising income and taking a more commercial approach;
 - ▶ joining up how health, well-being and social care was commissioned and delivered with partners by using an integrated model;
 - ▶ providing services in a new way such as shared services and co-operatives;
 - ▶ changing how customers interacted with the Council and refocussing support services;

- 5.2 The Deputy Leader of the Council (Councillor Peter Smith) informed the Board of the key issues relating to the People and Organisational Development (POD) Transformation Programme, which included -

- the modernisation of customer services provided by the Council;

- the relocation of the First Stop Shop from the Civic Centre to the City Centre provided the first point of contact for customers (the Shop provided such facilities as self-serve machines) these improvements aimed to provide better interaction with the Council's customers and a better customer experience;
- working with the Public Protection Service to provide support to enable the service to decant from the Civic Centre to Derriford Business Park;
- as part of the Integrated Health and Wellbeing programme, assessment work was being undertaken with Plymouth Community Healthcare to ensure that accommodation fit for purpose was provided;
- working with the Co-operative Children and Young People services in supporting 'business as usual' during the Integrated Health and Wellbeing Programme and the decant from the Civic Centre;
- the Family Intervention Project and Families with a Future Project were moving from the Civic Centre to The Beacon in March 2015;
- providing the new head office location for Delt at Derriford Business Park to enable the new shared service company to operate an efficient and effective service for the Council and NEW Devon Clinical Commissioning Group; the new office would also help to enable new partnerships for Delt by providing them with a modern and professional image base from which to secure new business; Delt was due to decant from the Civic Centre to their new office space in April 2015;
- the modernisation of human resources, finance, corporate support and business support to ensure the Council had a return on its salary investment (£71m per annum) and creating extra income through additional income streams.

6. CHALLENGE OF THE PEOPLE AND ORGANISATIONAL DEVELOPMENT PROGRAMME

- 6.1 Following the presentations, the Board Members questioned the Cabinet Members and senior officers on the information that had been provided. The key issues arising from the questioning session included –
- concerns relating to the low morale of members of staff who had over the years been subjected to restructures and more recently uncertainties relating to the Transformation Programme, which had been evidenced through the poor response to the recent Staff Survey;
 - concerns relating to the inconsistent way the Council worked with the voluntary and community sector in the planning and co-designing of services;
 - disappointment at the lack of staff engagement in the Staff Survey, with only 40 per cent of staff taking part;
- 6.2 It was recognised that one way to realise the Council's vision to become a brilliant co-operative council was to work closely with the voluntary and community sector within the City. This would enable the sector to assist in the planning of services and be in a better position to bid for contracts.

- 6.3 Members of staff were the Council's best investment for the future and the success of the Transformation Programme relied on the full engagement of staff. The Cabinet Member for Transformation and Change intended to adopt a workshop/surgery approach in order to engage with staff. Employees would be able to have open and direct dialogue with him which ensured that he had a better understanding of their views/issues.
- 6.4 Although the Staff Survey results had been disappointing they needed to be taken in context the whole scale changes that the authority was currently undergoing due to the ambitious Transformation Programme. The Board was assured that all opportunities to work with staff during this period of uncertainty were being undertaken.

Recommendations	To	Ref
The voluntary and community sector are involved in the planning stage for the development of alternative service delivery vehicles.	Cabinet	R3
All Cabinet Members hold staff surgeries, as undertaken by Councillor Jon Taylor, to discuss the transformation programme and future challenges the Council faces.	Cabinet	R4
A revised approach is considered for the staff survey to address the poor return rate; this should include a review of the staff appraisal system to ensure it can be used as a key tool in the two way communication with staff.	Cabinet	R10

7. SESSION 3: OVERVIEW OF THE TRANSFORMATION PROGRAMME

Customer Service Programme

- 7.1 The Deputy Leader of the Council (Councillor Peter Smith) informed the Board of the key issues relating to the Customer Services (CS) Transformation Programme, which included -
- following the adoption of the Customer Service Strategy last year, a large amount of work had been undertaken to improve service availability thus ensuring that it was in a better position to exploit potential income streams for the future;
- the Council's vision for customer services was to create a joined up operation with customers being able to interact with the Council through the First Stop Shop, libraries and digital options; service reviews would commence in the bereavement service and the Coroner's Office;
- a review of the library service had already commenced and scrutiny would form an integral part of this process. The review would be looking to expand the services offered in libraries, in order to provide relevant Council and community services within their locality;
 - over the next two years, all customer facing services across the Council would be reviewed, in order to align them with the Customer Service Strategy;
 - additional resources had been allocated to the collection of Council Tax and Housing Benefit debts; this had enabled identification of those customers who could pay and those that were unable to pay;

as a direct result of this work, an additional £100k had been collected; further work would be carried out to contact customers to recover monies owed to the Council;

- an initial restructure of staff across revenue and benefits, housing options and customer services had allowed these services to be brought into a single operation; some savings had been realised through supervision and management savings and economies of scale; the scope of the restructure had been expanded across customer services to include libraries, the Registry Office and the contact centre;
- an important contribution to the changes made within the service, had been the training and development of staff through various training methods, including bringing in specific resources to provide guidance on best practice; for example staff employed within the First Stop Shop had received training on how to handle vulnerable people, as well as changes in working processes and new technology;
- the process had commenced to amend the terms and conditions of Customer Services staff which would better meet customer demands and improve the availability of the service; unfortunately, it had not been possible to secure a collective agreement with the trade unions, despite extensive negotiations; consultation had commenced with staff regarding dismissal and re-engagement; although this was in line with the private sector and other local authorities, it should be noted that some staff were expressing concerns however, some staff had already signed the agreement;
- an automated telephone system had been introduced which worked alongside the contact centre staff; the service handled housing option calls which previously had experienced difficulty in being answered; since the implementation of the system half of the calls were being answered; this allowed the skilled contact centre staff to handle sensitive calls and calls from vulnerable customers;
- a review of the Council's website was being undertaken to provide a new platform to access its services on small screen devices, as well as PCs.

8. CHALLENGE OF THE CUSTOMER SERVICES PROGRAMME

8.1 Following the presentations, the Board Members questioned the Cabinet Members and senior officers on the information that had been provided. The key issues arising from the questioning session included –

- concerns relating to whether the Council's processes ensured that the right people were being targeted when collecting debt;
- concerns relating to the involvement of scrutiny in the library service review;

8.2 The vulnerable person's criteria and the criteria around the level of debt ensured that the right people were being targeted when collecting debt. Profiling work had been undertaken which enabled the Council to pursue people who would not pay rather than those who could not pay.

The authority was actively engaging with those people who could not pay to help put in place suitable arrangements and signpost them to other organisations to help with their overall debt problems.

- 8.3 Monitoring processes were in place to help identify those people with literacy difficulties. However, it was acknowledged that the Debt Enforcement Strategy needed to be more explicit for those individuals who had difficulty with reading and writing.
- 8.4 An assurance was given that scrutiny would continue to form part of the library service review.

Recommendations	To	Ref
Protocols to assist those with additional needs are included within all debt enforcement and collection policies.	Cabinet	R5
In support of the recommendations from Your Plymouth Panel the results of the library review are reported to that Panel alongside the timescales for changes to the service and alignment to the community engagement framework.	Cabinet	R6

9. SESSION 4: OVERVIEW OF THE TRANSFORMATION PROGRAMME

Co-operative Centre of Operations

- 9.1 The Cabinet Member for Transformation and Change informed the Board of the key issues relating to the Co-operative Centre of Operations Programme (CCO) which included –
- the programme focused on developing the strategic layer which included three main project areas, establishing the strategic centre, integration and management and transforming Corporate Services;
 - the strategic layer would develop a change management framework; the benefits would include informed decision making, flexible and cost efficient processes for managing legislative change, measures and monitoring of change and generally ensuring that change was robust and implemented with minimal disruption;
 - commissioning and procurement of services would seek opportunities to create service models, as such co-operatives, shared services and working with the voluntary and community sector;
 - developing the intelligent client function would move away from directly delivering services, therefore staff would need have different expertise in order to manage the different service models;
 - the transformation of Corporate Services including Human Resources, Finance and Business Support would deliver financial savings and would be better placed to deliver more changes in the future;
 - the headline benefits of the overall Transformation Programme were over three years –
 - ▶ £1.5m (2015/2016)
 - ▶ £1.6m (2016/2017)
 - ▶ £1.3m (2017/2018)

- further interrogation of the figures -
 - ▶ Commissioning and procurement: £200k (2015/16), £400k (2016/17) and £700k (2017/18);
 - ▶ Delt: £600k (2015/16), £300k (2016/17) and £500k (2017/18);
 - ▶ Corporate Support: £800k (2015/16), £600k (2016/17) and £100k (2017/18).

10. SESSION 5: OVERVIEW OF THE TRANSFORMATION PROGRAMME

Growth and Municipal Enterprise

- 10.1 The Leader (Councillor Evans), Cabinet Member for Environment (Councillor Vincent) and the Cabinet Member for Transformation and Change (Councillor Jon Taylor) informed the Board of the key issues relating to the Growth and Municipal Enterprise programme (GAME) which included –
- discussions had been held with the Local Government Minister relating to the cut of 3.3 per cent (7.6 per cent in real terms) in the revenue support grant for the City (Devon County Council had received an increase of 0.5 per cent);
 - the Plan for Jobs scheme had delivered 2000 jobs which in the main were being delivered by the private sector; this target had been achieved three months ahead of schedule;
 - nearly 300 major planning applications had been received which were attracting investment into the City;
 - the creation of 1162 jobs that were directly attributed to the work of the Council, during the past 12 months (with a further 3966 jobs in the pipeline);
 - over the past 20 years the City had not been successful in growing Gross Value Added (GVA), however during the past two years this had increased above the national average;
 - 97 per cent occupancy levels of the Council's estate (new facilities were being built which had already been let);
 - the Council had attracted £10m of affordable housing schemes in the City;
 - the Council had received 236 inward investment enquiries with a further £327m in the pipeline;
 - housing start-ups had increased by 33 per cent, housing completions by 10 per cent and housing developments under construction by 27 per cent;
 - the Council had approved £405m of development through its Planning Committee;

- 11,000 people were currently on the housing waiting list; it was therefore important to increase the Council's ability to attract additional funding through Council Tax and the New Homes Bonus scheme, as this would enable Council Tax rates to be kept low; the proposed release of land together with the Plan for Homes scheme, if successful, would reduce the housing waiting list by 2900 people, (a reduction of 21 per cent);
- £90m had been delivered from the ambitious Capital Programme of £234m.

11. CHALLENGE OF THE GROWTH AND MUNICIPAL ENTERPRISE PROGRAMME

11.1 Following the presentations, the Board Members questioned the Cabinet Members and senior officers on the information that had been provided. The key issues arising from the questioning session included –

- concerns relating to whether the Local Enterprise Partnership had maximised its application for funding from the European Social Fund Community Grant; if not, was there an opportunity to increase its application prior to the March 2015 deadline and whether there were other funding opportunities for social inclusion;
- concerns relating to the lack of sustainable employment opportunities for disabled people, people with learning disabilities and those with mental health issues;

11.2 There had been a long consultation process for the Local Enterprise Partnership's bid for the European Social Fund Community Grant; however there were concerns relating to the ability of organisations to match fund this grant. Extensive work was being undertaken with the voluntary and community sector, in order to achieve sustainable developments such as the Four Greens Trust which the Council had transferred assets to in order to deliver services within the community.

11.3 The European Union and Government had created a new committee which would shape the future programmes of the European Social Fund. The approach adopted would be to match fund with monies from the Financial Conduct Authority and the Big Lottery which would maximise and increase the funding pots. There would be an opportunity to influence the focus of the programmes as these were currently being shaped.

11.4 The Council continued to work with Working Links to assist people with diverse needs and expectations to gain employment. However, the failure of the Government's Work Programme (which formed the centre of its welfare to work), the cuts in Government funding for Remploy together with the decline of funding for mental health services within the City, all had an adverse effect on the ability to provide employment opportunities.

Recommendations	To	Ref
Economic Development officers will undertake further advocacy with the Local Enterprise Partnership to gain further funding from the European Social Fund.	Cabinet	R7
Economic Development officers will undertake further advocacy with the Local Enterprise Partnership to gain further funding for those with disabilities and mental health issues to assist them in finding appropriate employment.	Cabinet	R8

12. SESSION 6: OVERVIEW OF THE TRANSFORMATION PROGRAMME

Integrated Health and Wellbeing Programme – Integrated Commissioning

12.1 The Cabinet Member for Health and Adult Social Care (Councillor Tuffin) and the Cabinet Member for Children, Young People and Public Health (Councillor McDonald) provided an overview of the Integrated Health and Wellbeing Programme (Integrated Commissioning), which included the following key issues -

- the continued cuts in Government funding together with the rise in demand, the complexity of needs, people living longer and requiring more care and support in the community, all had a significant impact on the delivery of Adult Social Care services (the service accounted for almost half of the Council's expenditure);
- the outturn forecast for 2014/15 was £73.36m against a budget of £70.384m which had resulted in an adverse variance of £2.9m;
- the service had already made significant savings of £4.9m which had been achieved through the dedicated work of Council officers;
- a step change was required to meet the significant challenges faced by the Council with the rise in demand, financial pressures, entrenched inequalities within Wards, fragmented care and the driver to deliver better care services with less public resources, these factors had resulted in the Integrated Health and Wellbeing Transformation Programme (Integrated Commissioning);
- the Integrated Commissioning Programme would enable the Council and the NEW Devon Clinical Commissioning Group (CCG) to transform the planning of public services in the City, in order to achieve better outcomes and services for Plymouth;
- key elements of the programme included the pooling of budgets of around £420m, NHS and Council commissioning staff working as one team, the establishment of a multi-agency Strategic Commissioning Board and the development of four joint commissioning strategies which included -
 - ▶ children and young people
 - ▶ wellbeing
 - ▶ community
 - ▶ bed based care
- the strategies would enable commissioners to achieve a shared view of the outcomes required for the providers of the service;
- the main focus for 2015/16 would be to deliver the following -
 - ▶ commissioning integrated health and social care provider
 - ▶ new extra care schemes
 - ▶ cost effective supported living
 - ▶ a contract to support multiple and complex needs

- an element of the Health Care Act, 2012 had been to establish a Health and Wellbeing Board which was chaired by the Cabinet Member for Children, Young People and Public Health;

12.2 The key duty of the Board was to set the strategy which included the integration of services; the role of the Chair was to hold the commissioners (NEW Devon Commissioning Group) to account to ensure that the key requirements of integration were being undertaken.

12.3 A multi-agency system had been set up which included the voluntary and community sector, other public sector organisations and the local authority; this allowed organisational boundaries to become semi permeable and lead to the pooling of budgets.

12.4 The key requirements within the Council as the safeguarding authority for children and young people were to ensure that the voice of the child, the context of family and the patient’s voice were heard.

13. CHALLENGE OF THE INTEGRATED HEALTH AND WELLBEING PROGRAMME (INTEGRATED COMMISSIONING)

13.1 Following the presentations, the Board Members questioned the Cabinet Members and senior officers on the information that had been provided. The key issues arising from the questioning session included –

- concerns relating to the terms of reference for the new Plymouth and Western Locality Integrated Commissioning Board and the management of Section 75 agreement;
- concerns relating to whether Plymouth would receive a fair level of benefits arising from the Section 75 partnership agreement with the NEW Devon Clinical Commissioning Group;

13.2 Work was being undertaken on the ratification of the Commissioning Board; it was vital that both senior commissioners and leaders shared the same view of the system.

13.3 Integrated Commissioning was a radical programme and as such the Council needed to be realistic in what the programme would be able to deliver without destabilising services for adults; the estimates had been built on sound modelling and thorough processes to ensure that the savings were deliverable and robust.

Recommendations	To	Ref
Detailed terms of reference of the Plymouth and Western Locality Integrated Commissioning Board, including membership and protocols in relation to the management of the Section 75 agreement, should be provided to the Caring Plymouth Panel ahead of a decision to pool budgets being taken at Cabinet in March.	Cabinet	RI2

The details of the Section 75 agreement are reported to the Board before the Cabinet agrees the pooled budget in March 2015 to ensure that the NEW Devon Clinical Commissioning Group's contribution over a five year period will demonstrate how the pace of change arrangements will deliver an accurate and fair level of capitation for Plymouth which is appropriately weighted to deliver the City's unique demographic.	Cabinet	R13
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14. SESSION 7: OVERVIEW OF THE TRANSFORMATION PROGRAMME

Integrated Health and Wellbeing Programme – Integrated Delivery

- 14.1 The Cabinet Member for Health and Adult Social Care (Councillor Tuffin) and the Cabinet Member for Transformation and Change (Councillor Jon Taylor) provided an overview of the Integrated Health and Wellbeing Programme (Integrated Delivery), which included the following key issues -
- the Integrated Delivery programme sets out to deliver an integrated health care provider that provided the right care, at the right time, in the right place;
 - as a result of the collaboration between the Council and Plymouth Community Healthcare, the programme had been built around the extensive engagement of the public and staff to assist in the transformation of community services;
 - the key features included -
 - ▶ an offer which placed the person at the centre and arranged support where appropriate , 24 hours a day seven days a week
 - ▶ a single contact point for all incoming work
 - ▶ integrated IT systems and a shared set of documentation
 - ▶ reconfiguration and modelling of community services to deliver wrap around care
 - ▶ joint management structures
 - ▶ multi discipline teams with an emphasis on self-management and prevention
 - ▶ reduction in bed based support
 - ▶ a shift in community assistance
- 14.2 The integration of social care workers, occupational therapists, community care workers and community nurses, would involve 170 Social Care Staff transferring from the Council to Plymouth Community Healthcare; a consultation process was underway with staff and the trade unions (who both supported the transfer).
- 14.3 The new integrated provider would offer a rapid response service, to address the needs of people at times of crisis, this would be available seven days a week, by joining teams across the City; four integrated locality hubs would be created with health and social care staff providing wrap around support for people in their local communities.

15. SESSION 8: OVERVIEW OF THE TRANSFORMATION PROGRAMME

NEW Devon Clinical Commissioning Group – NHS Future

15.1 The Head of Locality Commissioning for Planned Primary Care (Karen Kay) and the Finance Officer (Ben Chilchott) provided an overview of the NHS Future, which included the following key issues –

- towards the end of 2013/14 the NEW Devon Clinical Commissioning Group (CCG) had been identified as one of the 12 financially challenged health communities in the country and as such had received additional support from Pricewaterhousecooper (PWC) to better understand the financial challenges for the next five years;
 - the NEW Devon Clinical Commissioning Group was a large organisation which covered three big acute providers, two local authorities and two mental health and community providers covering a significant geographical area;
 - the commissioned work identified a number of financial challenges, if a do nothing approach was adopted, over the next five years; there would be a financial challenge of £430m over this strategic period including an aggregate gap of providers of £260m and £70m for specialist commissioning;
 - assumptions of the level of allocations for this strategic period had been made, as allocations had only been received for the next two years; the figures assumed a base uplift for the following years which would see significantly lower levels of growth, due to the CCG being over target by £26m (when compared to the level of resources that it should have the weighted capitation with other organisations);
 - NHS Future was a programme of work that reflected the financial challenges across the whole economic community and not just single organisations, in dealing with the health and care needs of the individuals; the work supported by PWC had brought key stakeholders together to look at further improving the collaborative approach (senior executives, clinicians and councillors had been involved in this programme of work);
 - there were a number of programmes of work being undertaken across organisations, all of which, were contributing towards a sustainable health economy; the NHS Future programme ensured sustainable resources in the future;
- whilst reflecting on the fact that there would be limited resources and challenged the organisation to deliver services and ensure that they were as efficient as possible for the patient and resident;
- there were a range of different work programmes being carried out which included the delivery of traditional measures and cost improvement measures (£80m) and managing activity, efficiencies and benchmarking (£47m); a more significant programme of work was the integration of urgent care (emergency services, minor units, GPs and Social Care out of hours (£112m); this programme would realise significantly more benefits but would take longer to deliver);

- a bigger area of work was the move towards outcome based models of commissioning, rather than payment by results (where standard tariffs were paid for specific work); this work would involve managing the risks for the providers and commissioners to enable an innovative way of contracting for services that did not incentivise carrying out the work but focussed more on the patient’s needs;
- the NHS Future programme gave a commitment to working collaboratively in order to solve problems which belonged to all the partner organisations.

16. CHALLENGE OF THE INTEGRATED HEALTH AND WELLBEING PROGRAMME (NEW DEVON CLINICAL COMMISSIONING GROUP – NHS FUTURE)

16.1 Following the presentation, the Board Members questioned senior officers on the information that had been provided. The key issues arising from the questioning session included –

- support for multi-year funding settlements for NEW Devon Clinical Commissioning (CCG);
- concerns relating to the availability of the PWC report into the Devon Challenged Health Economy;

16.2 The CCG welcomed any support that the Council could provide in lobbying the Government to award multi-funding settlements, in order to better forecast budget allocations.

Recommendations	To	Ref
The City Council supports and lobbies the Government for multi-year funding settlements for NEW Devon Clinical Commissioning.	Cabinet	R14
The Caring Plymouth Panel, using statutory duties under the National Health Act 2006, requests NHS England and the Trust Development Agency to provide the Pricewaterhousecooper’s report into the Devon Challenged Health Economy for consideration at the Panel.	Caring Plymouth Panel	R15

17. SESSION 9: OVERVIEW OF THE TRANSFORMATION PROGRAMME

Children Social Care, Child Poverty and Education, Learning and Families

17.1 The Cabinet Member for Children, Young People and Public Health (Councillor McDonald) and the Cabinet Member for Co-operatives, Housing and Community Safety (Councillor Penberthy) provided an overview of children’s social care, child poverty and education, learning and families, which included the following key issues –

- in order to tackle child poverty in Plymouth the Council needed to ensure that resources were placed in areas that would deliver outcomes that reduced poverty levels;
- there was no dedicated budget allocated to address child poverty but it had been aligned with the Council’s existing budgets;

- the quality of employment was considered to be a key driver in tackling child poverty; individuals suffered recurrent poverty as they became caught in a low pay/no pay cycle by insecure employment;
- the City Deal would attract skilled jobs into the City through the development of South Yard; there was a need to influence the Skills Plan agenda, in order that people in Plymouth were able to fill these jobs; a new Head of Skills and Employability had recently been appointed and would be working with businesses and education establishments to ensure that the right training was in place;
- since the launch of the 1000 Club, 1274 companies across the City had signed up to creating opportunities for young people; 812 jobs had been created, 885 apprenticeships, 813 work experience opportunities and 334 graduate internships which ensured that young people were fit for work and took a significant number of people off unemployment benefits; in total 2819 opportunities for young people had been created over the past year;
- the average wage in Plymouth was £471.50 per week which was lower than the national average of £518;
- the Council had committed to pay the living wage in its own pay structure which ensured that all staff were paid at least the level of the national living wage;
- a benefit maximisation project had been launched to encourage families to maximise their income; additional income of £34.50 a week had been identified for 5000 families; work had been undertaken to encourage families to take up £1.6m unclaimed benefits in Plymouth;
- the Council would continue to support the City of Plymouth Credit Union which had increased its membership to over 2,400 (a 25 per cent increase) and had supported 294 wise finance loans between April and September 2014;
- there were 51,000 children in the City (0 to 18 years) which accounted for 20 per cent of the population; two departments led the delivery of children's services; one formerly called Children's Social Care was now Children, Young People and Families and one, formerly called Education Learning and Families, was now Learning and Communities; between them they covered over 150 functions many of which were statutory;
- these services were funded in part by the Council in the sum of £45m and the Dedicated Schools Grant of £170m; whilst the revenue grant from the Council and external grants (particularly around education) had fallen, the budget relating to children's social care had been maintained due to the necessity to manage risk in this area and rising demand;
- the Transformation Programme was designed to manage the reduction in resources and address the rising demand, as well as improved outcomes -
 - ▶ Plymouth's population was set to grow increasing the strain on education, health and social services;
 - ▶ the relationship between the Council and schools was changing in line with the national picture;

- ▶ the Munro Principles were set to govern the way the Council delivered services;
- ▶ the Children and Families Act 2014 placed a greater emphasis on protection for vulnerable children;
- ▶ continuing alignment with the brilliant co-operative Council plan;
- ▶ priorities of the draft Children's and Young People's Partnership plan;

■ Integrated Health and Wellbeing included the Children's Programme and included -

- ▶ early help including SEND
- ▶ traded services and alternative delivery vehicles
- ▶ adult and community learning
- ▶ education catering
- ▶ CSC re-configuration
- ▶ Ofsted improvement plan
- ▶ IT and MIS

17.2 Sitting above the specific plans and strategies was the emerging Children and Young People's Plan; unlike previous plans it did not include every organisation's individual responsibilities but under four clear objectives, it harnessed the resources available across agencies and the partnership;

it had been completed and agreed in headline form and would be shaped further by an outcome framework and integrated commissioning plan; the four objectives covered a wide range of functions and outcomes to be delivered -

- ▶ raise aspirations;
- ▶ deliver prevention and early help;
- ▶ deliver an integration education, health and care offer;
- ▶ keep our children and young people safe.

18. CHALLENGE OF THE INTEGRATED HEALTH AND WELLBEING PROGRAMME (CHILDREN SOCIAL CARE, CHILD POVERTY AND EDUCATION, LEARNING AND FAMILIES)

18.1 Following the presentation, the Board Members questioned the Cabinet Members and senior officers on the information that had been provided. The key issues arising from the questioning session included –

- concerns relating to whether the children's social care thresholds were widely communicated to partners and were easily available on the Council's website so they could be reviewed prior to referrals being made;
- concerns relating to the prominence placed on Child Poverty within the Plymouth Plan and the Health and Wellbeing Board;
- concerns relating to young carers being made a priority within the Children and Young People's Partnership's work programme;
- concerns relating to the non-reporting of significant changes to the benefit profile of the transformation programme streams;

- 18.2 The Ofsted inspection had reviewed the Council's thresholds for Children's Social Care and had been satisfied that the thresholds were being applied appropriately.
- 18.3 Child poverty was included within the draft Plymouth Plan but it was recognised that it was not sufficiently highlighted; there would be an opportunity, following the conclusion of the consultation exercise, to amend the plan.
- 18.4 The identification of young carers had been highlighted by the Fairness Commission as a significant concern for all agencies; work had been undertaken with the Health Schools Quality Mark to look at whether there were any signs or indicators that would identify young carers (young carers were not easily identifiable); work had also been commissioned with Barnardos to look at ways of reaching a wider group of children and as a result of this work, an action plan had been drafted and was currently being finalised.
- 18.5 Since the presentation of the Co-operative Children and Young Person's Service project to the Caring Plymouth Panel, in November 2014, the business case had been re-scoped to include the Ofsted recommendations. An assurance was given that any such changes would be fed back to the Panel in the future.

Recommendations	To	Ref
Social Care thresholds should be widely communicated amongst partners and brought to greater prominence on the Council's website in an easy to use format so that partners and members of the public can review thresholds before making a referral;	Cabinet	R16
The issue of Child Poverty is given greater prominence within the Plymouth Plan and the Health and Wellbeing Board should consider Child Poverty as a priority issue within its work programme.	Cabinet	R17
Young carers should be considered a priority issue within the Children and Young People's Partnership work programme. The partnership should review the findings of the 2010 scrutiny review of the issues to ensure they have been implemented.	Children and Young People's Partnership	R18
Where significant changes to benefit profile of Transformation Programme work streams occur these must be reported to the relevant Scrutiny Panel Chair for consideration in the scrutiny work programme.	Cabinet	R20

19. OVERVIEW AND CHALLENGE OF THE LEADER AND THE CHIEF EXECUTIVE

- 19.1 At the end of the sessions, the Board challenged the Leader and Chief Executive over the following issues –
- the Council's structure in three years' time;
 - assurance that the work with partners would add real value to the lives of residents;
 - the integration of the voluntary and community sector;
 - future proposals for the restructure of middle management;
 - the adoption of living wage across partners and public sector organisations;

- the future of the Civic Centre;
- staff absence (work related stress)
- sustainability of the Council's ability to win grant funding;
- additional income streams.

20. SESSION 10: OVERVIEW AND CHALLENGE OF THE LEADER AND THE CHIEF EXECUTIVE

20.1 The Leader and Chief Executive responded to the emerging key issues as follows –

- Plymouth City Council's structure plan should be considered as one for public services (a family of public services); integrated commissioning and the delivery of services together with shared services and co-operatives would lead to a radically different looking organisation; services would be more receptive and responsive and ensure that the right services were provided for residents' needs;
- there was commitment across all partner organisations across the City to work together to provide quality services for the residents of Plymouth through integrated commissioning and delivery of services; there was also a recognition that any change of funding policy, in one area, could not be allowed to destabilise the system as a whole;
- the Fairness Commission had highlighted the need for public sector agencies to review the way they currently engaged with the voluntary community sector to agree an approach which would ensure benefits were shared across communities; the voluntary and community sector was an important partner in providing services for the City and it was essential to be able to grow this;

however, there were issues relating to the funding of some elements of the voluntary and community sector which received funding through statutory or public sector organisations; the challenge would be to grow the capability in this sector by enabling the right funding to be available whilst base funding was shrinking; the Cities of Service initiative would help grow the ethos of volunteering across the City;

- there were no proposals to review the Council's management structure plan; the service delivery reviews would identify the staffing requirements needed for the delivery of future services (savings had been achieved through the transfer of staff to Delt and Plymouth Community Healthcare);
- the Fairness Commission's recommendation to implement the living wage had been adopted by the Council for its employees; work had been commissioned to assess whether this recommendation had been adopted by partner organisations and other public sector agencies across the City;
- there were a number of interested parties in the future development of the Civic Centre; however, the Council needed to ensure that the right solution and deal was achieved for the benefit of the City as a whole; at the conclusion of negotiations an announcement on its future would be made;
- staff absence was constantly monitored; the annual health, safety and wellbeing report provided comprehensive information on the types of absence that occurred within the authority which would include stress related absences;

- as part of the Government's change in its core funding policy, increasingly the Council had to bid for grant funding; officers had gained valuable experience and knowledge through this process (the Council had been successful in a number of its submissions such as the City Deal); this sound knowledge base would continue to be built on to ensure the future award of grant funding;
- the commercialisation agenda formed an integral part of the Growth and Municipal Enterprise programme; there was potential to generate additional income (for example through the Garage and Fleet services); however, in order to become a more commercially focussed organisation, the Council would need to have a sound understanding of pricing structures and marketing services.

Recommendations	To	Ref
The Director for Transformation and Change, when formally in post, considers the creation of a comprehensive risk mitigation plan for the Transformation Programme for consideration by the Co-operative Scrutiny Board as part of the ongoing monitoring of the Transformation Programme.	Cabinet	R9
Figures on the proportion of sickness absence relating to stress are reported to the Co-operative Scrutiny Board as part of the Corporate Monitoring report.	Cabinet	R11
The Co-operative Scrutiny Board requests the support of Cabinet to undertake a full review of the partnerships currently at work in the City, with a view to ensure that all the partners are appropriately resourcing them.	Cabinet	R19
The Corporate Management Team builds on the success of shared service with the Health Service and continues to identify opportunities for shared services with neighbouring local authorities.	Cabinet	R21
The draft Plymouth Plan will be delegated to Panels for scrutiny within their terms of reference.	Co-operative Scrutiny Board	R22

	Recommendations	To
R1	Further information on the reduction in Local Government Settlement and assumed impact on the City Council revenue budget is reported to the Co-operative Scrutiny Board on 18 February 2015	Cabinet
R2	Cabinet seeks reassurance from the Department for Works and Pensions that the authority will be able to claw back housing benefit overpayments, without undue delays, when the benefit transfers to universal credit.	Cabinet
R3	The voluntary and community sector are involved in the planning stage for the development of alternative service delivery vehicles.	Cabinet
R4	All Cabinet Members hold staff surgeries, as undertaken by Councillor Jon Taylor, to discuss the transformation programme and future challenges the Council faces.	Cabinet
R5	Protocols to assist those with additional needs are included within the debt enforcement and collection policies.	Cabinet
R6	In support of recommendations from Your Plymouth Panel, the results of the library service review are reported to that Panel alongside the timescales for changes to the service and alignment to the community engagement framework.	Cabinet
R7	Economic Development officers will undertake further advocacy with the Local Enterprise Partnership to gain further funding from the European Social Fund.	Cabinet
R8	Economic Development officers will undertake further advocacy with the Local Enterprise Partnership to gain further funding for those with disabilities and mental health issues to assist them in finding appropriate employment.	Cabinet
R9	The Director for Transformation and Change, when formally in post, consider the creation of a comprehensive risk mitigation plan for the Transformation Programme for considered at the Co-operative Scrutiny Board, as part of ongoing monitoring of the Transformation Programme.	Cabinet
R10	A revised approach to be considered for the staff survey to address poor return rate. This should include a review of the staff appraisal system to ensure it can be used as a key tool in the two way communication with staff.	Cabinet
R11	Figures on the proportion of sickness absence relating to stress are reported to the Board as part of the corporate monitoring report.	Cabinet

R12	Detailed terms of reference of the Plymouth and Western Locality Integrated Commissioning Board, including membership and protocols in relation to the management of Section 75 agreement, should be provided to the Caring Plymouth Panel ahead of a decision to pool budgets being taken at Cabinet in March.	Cabinet
R13	The details of the Section 75 agreement are reported to the Board before the Cabinet agrees the pooled budget in March 2015, to ensure that the new NEW Devon Clinical Commissioning Group's contribution over a five year period will demonstrate how the pace of change arrangements will deliver an accurate and fair level of capitation for Plymouth which is appropriately weighted to deliver for the City's unique demographic.	Cabinet
R14	The City Council supports and lobbies Government for multi-year funding settlements for Clinical Commissioning Groups.	Cabinet
R15	The Caring Plymouth Panel using statutory duties under the National Health Act 2006, requests NHS England and the Trust Development Agency to provide the Pricewaterhousecooper report into the Devon Challenged Health Economy for consideration at the Panel.	Caring Plymouth Panel
R16	Social Care thresholds should be widely communicated amongst partners and brought to greater prominence on the Council's website in an easy to use format so that partners and members of the public can review thresholds before making a referral.	Cabinet
R17	The issue of Child Poverty is given greater prominence within the Plymouth Plan and the Health and Wellbeing Board should consider Child Poverty as a priority issue within its work programme.	Cabinet
R18	Young Carers should be considered a priority issues within the Children and Young People's work programme. The partnership should review the findings of the 2010 scrutiny review of the issue to ensure they have been implemented.	Children and Young People's Partnership
R19	The Co-operative Scrutiny Board requests the support of Cabinet to undertaken a full review of the partnerships currently at work in the City with a view to ensure that the all partners are appropriately resourcing them.	Cabinet
R20	Where significant changes to benefit profile of transformation programme work streams occur these must be reported to the relevant Panel Chair for consideration in the scrutiny work programme.	Cabinet
R21	The Corporate Management Team builds on the success of shared service with the Health Service and continue to identify opportunities for shared services with neighbouring local authorities.	Cabinet
R22	The draft Plymouth Plan will be delegated to Panels for scrutiny within their terms of reference.	Co-operative Scrutiny Board

Partners

- NEW Devon Clinical Commissioning Group
- Plymouth Community Healthcare

Plymouth City Council

- The Council Leader
- Chief Executive
- Deputy Leader
- Cabinet Member for Finance
- Cabinet Member for Children, Young People and Public Health
- Cabinet Member for Environment
- Cabinet Member for Transport
- Cabinet Member Health and Adult Social Care
- Cabinet Member for Co-operatives, Housing and Community Development

- Strategic Director for People
- Strategic Director for Place
- Assistant Chief Executive
- Assistant Director for Finance
- Assistant Director for Economic Development
- Assistant Director for Strategic Planning and Infrastructure
- Interim Assistant Director for Street Services
- Assistant Director for Learning and Communities
- Assistant Director for Children, Young People and Families
- Assistant Director for Customer Services
- Head of Co-operative Commissioning
- Head of Health, Safety and Wellbeing
- Transformation Programme Managers
- Lead Accountants

Support for the Co-operative Scrutiny Board

- Ross Jago, Performance and Research Officer
- Helen Wright, Democratic Support Officer

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
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
18.02.2015	Capital and Revenue Monitoring Report 2014/15 (including HR info)	To identify areas of concern (if any)		David Northey, Head of Corporate Strategy
	Cost Benefits of Transformation	To identify areas of concerns, relating to the change of scope and cost benefits of the Transformation Programmes		Les Allen, Head of Portfolio
	Corporate Performance Report Quarter 3	To identify areas of concern (if any)		Peter Honeywell, Transformation Programmes Manager
11.03.2015	Corporate Monitoring including Overtime, Agency and Sickness	To identify areas of concern (if any)		Chris Randall, Head of Finance Operations

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Transformation Programme: Update on the Co-operative Centre of Operations (CCO) Transformation Programme Communication Strategy	To monitor the Board and Panel's role in actively supporting and challenging the programme and to identify areas of concern (if any)		Lesa Annear, Strategic Director for Transformation and Change) Giles Perritt, Assistant Chief Executive Les Allen, Head of Portfolio Rob Pendleton, Programme Manager Nicola Lenden, Transformation Communication Lead
Issues Identified for Scrutiny (no date agreed)				
	City MPs	Provide an overview of current issues and areas of joint working		Helen Wright, Democratic Support Officer
	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
	Transformation Programme – ICT Programme (July 2015)	To identify areas of responsibility for Panels		Les Allen, Head of Portfolio

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Co-operative Scrutiny Board

Tracking Decisions – March 2015



	Resolution	Target 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:	February 2015
		Officer:	Malcolm Coe, Assistant Director for Finance
		Progress:	The Cost of Care Packages has been included on the Caring Plymouth Panel's work programme. Completed
19.11.2014 Corporate Performance Report Quarter 2 2014/15 Minute 85	The Board requested information relating to – 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.	Date:	November 2014
		Officer:	Peter Honeywell (Transformation Programmes Manager)
		Progress:	Information has been provided to points 2 and 3 and are appended to the tracking decisions - Completed A response was awaited from Councillor Coker relating to point 1.

18.02.2015 Work Programme Minute 117	<p>The Chair of Working Plymouth Panel sought clarification on what areas of Major Events needed to be scrutinised and whether Plymouth Employment Skills Plan should be included on the Panel's work programme;</p> <p>The Board <u>agreed</u> for the lead officer to liaise on these matters outside of this forum.</p> <p>The Board further <u>agreed</u> that the business meeting of the Board scheduled for 15 April 2015 is changed to a provisional meeting.</p>	Date:	February 2015
		Officer:	Ross Jago (Performance and Research Officer) Helen Wright (Democratic Support Officer)
		Progress:	<p>The relevant officers have been advised.</p> <p>The meeting on 15 April 2015 has been changed to a 'provisional' meeting.</p> <p>Completed</p>

18.02.2015 Tracking Decisions Minute 119	<p>The Vice Chair of Working Plymouth Panel sought an update on the controlled parking zones on street parking at its next meeting.</p> <p>The Board <u>agreed</u> that a written update is provided to the next meeting of the Working Plymouth Panel as an appendice to the tracking decisions.</p>	Date:	February 2015
		Officer:	Helen Wright (Democratic Support Officer)
		Progress:	<p>The relevant officer has been advised.</p> <p>Completed</p>

18.02.2015 Forward Plan of Key Decisions and Private Business Minute 120	<p>The Board <u>agreed</u> that Cabinet is further approached to request that the period of the Forward Plan is changed from 28 days to four months to allow sufficient time to scrutinise key decisions.</p>	Date:	March 2015
		Officer:	Ross Jago (Performance and Research Officer)
		Progress:	The relevant officer has been advised.

18.02.2015 Capital and Revenue Monitoring (including HR info) Minute 121	<p>The Lead Officer was requested to word a recommendations around the main cause of concerns relating to the cost of care packages for social care.</p> <p>The Board <u>agreed</u> that the Caring Plymouth Panel include the cost of care packages on its work programme.</p> <p>The Board requested a comparison on the types of absence in different organisations including maintained schools (to be submitted to the Board meeting on 11 March 2015).</p> <p>The Board requested information on the cost of back filling posts by using agency staff in order to cover staff absence.</p> <p>The Board requested information on the number of occupational health referrals taking place and the length of time it was taking for staff to be referred.</p>	Date:	March 2015
		Officer:	Ross Jago (Performance and Research Officer) Chris Squire (Assistant Director for HR and OD) Helen Wright (Democratic Support Officer)
		Progress:	The relevant officers have been advised.

18.02.2015 Cost and Benefits of Transformation Programme Minute 122	<p>The Board sought clarification of the wording of the report 'assessment of the current organisation to identify what the organisation is currently effective at and where there was scope for improvement'.</p>	Date:	March 2015
		Officer:	Les Allen (Head of Portfolio)
		Progress:	The relevant officer has been advised.

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CO-OPERATIVE SCRUTINY BOARD

**FORWARD PLAN OF KEY DECISIONS AND PRIVATE
BUSINESS
MARCH TO MAY 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 10 March 2015 and 29 May 2015
I064641	DEVONPORT MARKET HALL REFURBISHMENT	Council Leader Between 10 March 2015 and 30 April 2015
I063453	PLYMOUTH EMPLOYMENT AND SKILLS PLAN	Cabinet (on the recommendation of Councillor Evans) 10 March 2015
I064621	PHASE TWO OF THE NATIONAL TROUBLED FAMILIES PROGRAMME	Cabinet (on the recommendation of Councillor McDonald) 10 March 2015
I061853	RESIDENTIAL AND NURSING CARE HOME FAIR PRICE FOR CARE	Cabinet (on the recommendation of Councillor Tuffin) 10 March 2015
I064315	INTEGRATED COMMISSIONING - CONTRACT AWARD FOR INTEGRATED HEALTH AND SOCIAL CARE PROVISION	Cabinet (on the recommendation of Councillor Tuffin) 10 March 2015
I064316	INTEGRATED COMMISSIONING - APPROVAL OF SECTION 75 AGREEMENT	Cabinet (on the recommendation of Councillor Tuffin) 10 March 2015

If a key decision has not been included in the Forward Plan it can still be taken if it is not practicable to be put into the next Forward Plan.

The next forward plan will be for the period commencing on 31 March 2015 and it is impracticable to defer the decision because an opportunity has arisen for the Council to acquire the long leasehold interest of the units. The Council is currently the freehold owner and the merger of the freehold and leasehold interests will increase the value of the asset. In order to secure the acquisition, a decision is required by 13 March 2015, otherwise the investment opportunity will be lost.

The Monitoring Officer has given written notice to the Chair of the Co-operative Scrutiny Board on 27 February 2015 and a copy of that notice has been made available to the public at the Council's offices.

The decision may not be taken until five clear working days after the notice is given.

Reference	Title	Decision Maker and Date of Decision
I065043	Property Investment Opportunity, Units 6A-9A Kay Close, Newnham Industrial Estate, Plympton	Council Leader Between 9 March 2015 and 31 March 2015

JANUARY 2015 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	0.127	3.824	3.824	0.000	0.000
Corporate Items	11.008	3.717	14.725	11.611	(3.114)	(0.008)
Transformation and Change Directorate	31.335	(0.584)	30.751	30.751	0.000	0.000
People Directorate	122.746	(0.641)	122.105	126.555	4.450	(0.402)
Public Health	0.184	0.009	0.193	0.193	0.000	0.000
Place Directorate	35.710	(2.628)	33.082	33.082	0.000	0.000
TOTAL	204.680	0.000	204.680	206.016	1.336	(0.410)

Issue	Variation £M	Direction of Travel	Management Corrective Action
<p>PLACE - Economic Development –</p> <p>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. Increased pressure arising from the events programme Additional income from Enterprise and Employment helping to mitigate in part. One of actions to mitigate pressures continue to be identified</p>	(0.099)	Improving	<p>Continuing to review expenditure tightly.</p> <p>Mt. Edgcumbe Joint Committee have tasked joint officers to deliver a balanced budget.</p>
<p>PLACE – Street Services</p> <p><u>Highways, Parking and Marine</u> There are pressures within the highways, parking and marine department which are being mitigated by management through a range of actions such as expenditure controls and parking back office contract procurement. The highways service budget is being closely managed but there remains a potential risk of financial pressure due to responsive nature of work arising from adverse weather.</p> <p><u>Waste</u> The delay in the EFW has resulted in a net pressure due to the delay in receiving PFI Grant, which will be offset with Financial Management / Cash flow. Additional income had been achieved in the Trade Waste service.</p>	0.231	Improving	<p>Expenditure reduction and options to increase income will continue in order to meet budget by year end, recent examples include further reduction in agency spend across the whole of Street Services, fuel efficiency, additional income.</p>

<p><u>Fleet and Garage</u> Realignment of budgets has identified capital costs within fleet and garage which will not now be required in 2014/15 saving £109k. Additional fuel savings of £20k above the GAME fleet target have been identified in the revenue budgets</p> <p>Across the wider Street Services a range of mitigation has taken place, including reducing the use of agency staff, additional income and salary recharges for staff involved on other projects.</p>			
<p>PLACE - Strategic Planning and Infrastructure The overall position is favourable due to the estimated part year effect of the restructure, vacancy savings, together with increased S106 income of £102k. There are increases in Planning Application fees and other income streams (grant and s38/278 income)</p>	(0.340)	Improving	There is more planning fee income than originally forecast, restructures have generated additional savings, and management actions on spending have been implemented.
<p>PLACE - Management & Support</p> <p>GAME <u>Commercialisation</u> Commercialisation will achieve the target of £700k in the current year but plans to increase this to mitigate departmental pressures within management and support and street services will not accrue further income until 2015/16.</p>	0.208	Declining	The Department continues to limit expenditure to essential priorities. The GAME Programme Team are continuously exploring new commercial income streams.

<p>TRANSFORMATION & CHANGE – Legal</p> <p>Trend increase in Child placement court fees £70k and an increase in Coroners costs due to inquests. Partly offset by new income streams.</p>	0.033	Declining	Managers are continuing to review further income generation opportunities to offset this pressure.
<p>TRANSFORMATION & CHANGE – Departmental Management</p> <p>Potential pressure due to shortfall on planned efficiency savings.</p>	0.200 (0.233)	Same Improving	<p>Some planned efficiency savings have not been realised fully</p> <p>Departmental management continue to hold vacancies and reduce expenditure where possible to offset this.</p> <p>Going forward further areas for savings that have been identified include which will be considered as part of the 15/16 CCO programme:</p> <ul style="list-style-type: none"> • Integrated Assurance and Compliance Unit • Transfer of functions into transaction centre • Review of business requirements for elements of support services
<p>PEOPLE – Children’s Social Care</p> <p>Pressure with Children & Young People’s placement numbers and costs. There has been a significant increase in placements during the year. The number of young people placed in Independent foster care has reduced by 2 to 81 against an</p>	2.517	Same	The annual round of ‘Star Chambers’ together with all external placements being reviewed and challenged. People DMT saving target of £100k has been achieved through maximisation of health and education funding against secure welfare placements

<p>original estimate of 60. Residential placements have reduced by 1 to 27 against 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>The number of young people placed in 'welfare' secure placements has remained static at 3 in situ. The In-House Foster Care placements have increased by 10 to 203 during the month against an original estimate of 227 placements, however provision has been included within Month 9 monitoring for numbers to increase by 3 from December to end of year, with 4 placements in 'Other Local Authority' Foster Care. There are currently 4 In House Parent & Child Assessment Placements, 2 court ordered Independent foster care placement and 3 high cost Residential placements of family groups of siblings. The number of young people 16+ placed in supported living has increased by 1 to 23 placements.</p> <p>The current increase in placement costs has been offset by maximising grant funding for core Family Support function.</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 Children's Social Care family support service to create an intensive family 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 • 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 <p>An 'Invest to Save' Business Case has been completed in order to implement a new multi-agency way of meeting the needs of our most complex adolescents in care (ie those in the high cost placements) and those on the cusp of care. This is now expected to commence in April 15.</p>
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<p>PEOPLE – Co-operative Commissioning & Adult Social Care</p> <p>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> <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.</p>	2.974	Same	<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>All spend is being reviewed to ensure that any savings possible are being captured and, at the same time, the department is looking for other ideas to help to bring down the current forecast overspend.</p>
<p>PEOPLE – Homes & Communities</p> <p>Identification of additional external funding.</p> <p>The overall picture is favourable change this month is due to further savings through external funding FWAF worklessness commissioning, lower court fees and vacancy savings.</p>	(0.489)	Improving	<p>People DMT agreed increase from maximisation of external funding (Families with a Future) and reviewing the commitments against specific reserves and further vacancy savings.</p> <p>There is a risk of c£190k around emergency temporary accommodation and Care Leavers arising from increased placements in the second half of the year as a result of the ‘Staying Put’ legislation. This is currently being contained within existing resources</p>
<p>PEOPLE – ELAFs</p> <p>Release of contingency for legal costs.</p> <p>The additional saving is being achieved through maximising</p>	(0.551)	Improving	<p>Release of contingency relating to expected legal costs not materialising.</p> <p>Additional savings have been forecast through overachievement of vacancy savings, General resource savings across the department.</p>

grant funding to cover the overall cost of the SEND service and a reduction in Teachers pension budgets.			
PUBLIC HEALTH	0.000	Same	Plans are in place within the Directorate to cover any shortfalls in cemetery income levels and to come in on budget.
CORPORATE ITEMS – Transformation Currently forecasting an under spend in transformation.	(0.393)	Improving	Forecast continually under review.
CORPORATE ITEMS - Capital Financing Reduction in interest payable on loans and improved return on investments. Saving on Capital Financing Requirement (CFR) due to reduced borrowing for Capital Programme	(0.846) (0.125)	Same	Re-profiling of the borrowing portfolio and seeking greater returns on investments has delivered a surplus against the required £1m revenue savings on Treasury Management for 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 Authorities in the Devon which is in its second year of operation.	(0.150)	Same	The current forecasts indicate additional income due to the Council from the pooled arrangement
CORPORATE ITEMS – Prior Year Council Tax Collection The current forecast is an improved collection rate for historic council tax debt	(0.250)	Same	The is the current estimate of the impact of a review of improved debt collection processes
CORPORATE ITEMS – Reserves + Provisions Release insurance provision Release pension top-up provision	(0.850)	Same	Insurance plus pension top-up £0.850m
CORPORATE ITEMS – Contingency Release of part of the central contingency budget	(0.500)	Same	The £1m contingency budget was set for 15/16, half of it has been released at this point

EXECUTIVE OFFICE On target to deliver a balanced position.	0.000	Same	Continued restrictions on expenditure and vacancies have reduced the overspend to a balanced position
TOTAL	1.336		

WORK FORCE: FULL TIME EQUIVALENTS													
	Jan-15												
	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 14	Sept 14	Oct 14	Nov 14	Dec 14	Jan 15	Change in rolling 12 months
Council Wide	2957.40	2935.50	2905.10	2887.20	2884.90	2851.40	2836.60	2836.80	2766.10	2742.70	2734.80	2722.00	(235.40)
Executive Office													
Business Support Unit												23.10	23.10
Client Capability Team						0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Corporate Communications	11.00	11.00	12.00	11.00	11.00	11.00	12.00	11.00	11.00	11.00	11.00	11.00	0.00
Democratic & Member Support						12.00	12.50	12.50	12.00	12.00	12.00	13.00	13.00
Management & Support (Chief Executive)						0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Policy, Performance and Partnerships	26.00	20.00	19.00	18.00	17.00	15.00	15.00	15.00	14.80	15.80	15.80	15.60	(10.40)
Total	37.00	31.00	31.00	30.00	30.00	40.60	41.50	40.60	39.80	40.80	40.80	64.60	2.60
People													
Adult Social Care												223.30	223.30
Childrens, Young People & Families Services	282.20	280.80	279.20	276.00	274.10	265.20	259.60	258.80	271.90	273.00	274.80	403.50	121.30
Co-operative Commissioning & Adult Social Care	311.10	298.00	290.50	287.30	286.30	284.40	282.20	281.50	282.60	278.70	286.80	2.00	* (309.10)
Education, Learning & Families	491.90	490.60	490.60	494.90	494.60	486.40	486.30	503.40	489.80	476.10	465.60	0.00	(491.90)
Homes & Communities	253.40	251.40	247.30	244.10	241.60	235.80	232.70	231.30	233.50	237.20	237.00	2.00	* (251.40)
Housing Services												47.60	47.60
Learning and Communities												496.60	496.60
Strategic Co-operative Commissioning												61.80	61.80
Programmes Director						3.00	3.00	3.00	3.00	3.00	4.00	0.00	0.00
Total (inc Management and Support)	1355.30	1341.40	1329.30	1401.30	1401.30	1275.80	1264.70	1279.00	1281.80	1269.70	1269.10	1237.70	(325.10)
Place													
Business Team (Place)	6.80	6.80	6.80	6.00	6.00	4.40	4.40	4.40	4.40	7.80	7.80	8.80	2.00
Economic Development	104.40	103.40	103.00	107.40	111.60	110.60	111.10	107.70	108.20	109.10	109.10	107.70	3.30
Strategic Planning & Infrastructure	76.10	78.10	75.60	80.50	81.50	110.30	111.40	114.50	113.60	114.20	116.60	116.60	40.50
Street Services	440.20	440.20	435.60	343.90	342.90	424.80	419.70	411.90	409.40	400.00	399.00	393.00	(47.20)
Total (inc Management and Support)	759.10	756.10	745.80	659.90	659.10	652.10	648.60	640.50	637.60	633.10	634.50	628.10	(1.40)
Public Health													
Civil Protection Unit						4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Officer of the Director of Public Health	11.70	16.70	17.70	94.90	95.90	13.70	13.70	13.70	14.70	16.20	16.20	17.20	5.50
Public Protection Services						78.20	77.20	78.20	78.20	77.20	77.20	76.80	76.80
Total (inc Management and Support)	11.70	16.70	17.70	94.90	95.90	96.90	95.90	96.90	97.90	98.40	98.40	99.00	86.30
Transformation & Change													
Customer Services	160.40	157.60	153.80	133.20	131.40	277.10	283.80	280.90	276.80	272.00	262.60	258.40	98.00
Finance	464.20	453.40	442.90	469.90	476.80	253.90	251.70	257.80	263.30	261.10	261.80	263.80	(204.90)
Human Resources and Organisational Dev	74.40	70.80	69.80	67.80	65.80	66.80	66.80	64.00	64.00	63.60	64.60	62.30	(10.20)
ICT						83.70	75.70	70.40	0.00	0.00	51.30	0.00	51.30
Legal Services	88.20	87.80	86.00	79.60	78.80	52.50	52.50	52.30	51.30	51.30	49.90	51.30	(38.10)
Portfolio Transformation	16.00	35.70	44.70	43.70	44.70	49.20	52.70	51.80	51.90	50.90	0.80	49.90	(15.20)
Transformation Programmes Managers												4.00	
Total (inc Management and Support)	805.00	806.00	798.00	795.00	798.20	785.00	784.90	778.80	708.00	699.70	690.90	691.60	(119.10)
Comments: Co-operative and Adult Social Care are now two separate departments in preparation for TUPE transfer on 1st April 2015. Elements of Homes and Communities now sit with Learning and Communities (old ELAFS) and Children and Young People & Families Services (old CSC). Housing Services have taken further services from old Homes and Communities. * being investigated. Posts need to be moved in the structure to correct departments													

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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WORKFORCE: HEADCOUNT (NUMBER OF EMPLOYEES)														
	Jan-15													
Establishment Report (Headcount)	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Change in rolling 12 months	
Council Wide	3,701	3,670	3,637	3,604	3,599	3,553	3,529	3,549	3,468	3,466	3,455	3,441	(260)	
Executive Office														
Business Support Unit												26	26	
Client Capability Team						0	0	0	0	0	0	0	0	
Corporate Communications	11	11	12	11	11	11	12	11	11	11	11	11	0	
Democratic & Member Support						14	14	14	13	13	13	14	14	
Management & Support (Chief Executive)						0	0	0	0	0	0	0	0	
Policy, Performance and Partnerships	28	21	20	19	18	16	16	16	16	17	17	17	(11)	
Director and/or Exec Support						2	2	2	2	2	2	2	2	
Total (Figures prior to restructure found on previous reports)						43	44	43	42	43	43	70	5.00	
People														
Adult Social Care												262	262	
Childrens, Young People & Families Services	320	317	316	301	300	290	282	281	295	298	300	456	136	
Co-operative Commissioning & Adult Social Care	378	358	348	344	342	340	337	335	335	332	340	2	*(376)	
Education, Learning & Families	808	810	815	819	818	803	798	857	845	848	837	-	(808)	
Homes & Communities	294	292	286	283	280	274	270	269	271	275	275	2	*(292)	
Housing Services												52	52	
Learning and Communities												872	872	
Strategic Co-operative Commissioning												76	76	
Programmes Director						3	3	3	3	3	4	-	0	
Director and/or Exec Support						1	1	1	1	1	1	1	1	
Total (Figures prior to restructure found on previous reports)						1,711	1,691	1,746	1,750	1,757	1,757	1,723	(339.00)	
Place														
Business Team (Place)	8	8	8	7	7	5	5	5	5	9	9	10	2	
Economic Development	118	117	117	122	126	126	126	122	123	124	124	123	5	
Strategic Planning Infrastructure	87	91	88	93	94	124	125	129	129	130	132	132	45	
Street Services	448	448	443	347	346	458	453	420	417	407	406	400	(48)	
Director and/or Exec Support						2	2	2	2	2	2	2	2	
Total (Figures prior to restructure found on previous reports)						715	711	678	676	672	673	667	6.00	
Public Health														
Civil Protection Unit						5	5	5	5	5	5	5	5	
Office of the Director of Public Health	13	19	20	101	102	15	15	15	16	18	18	19	6	
Public Protection Services						82	81	82	82	81	81	81	81	
Director and/or Exec Support						1	1	1	1	1	1	1	1	
Total (Figures prior to restructure found on previous reports)						103	102	103	104	105	105	106	93.00	
Transformation & Change														
Customer Services	198	194	189	165	163	338	345	344	338	333	318	311	113	
Finance	616	602	590	620	627	374	371	377	376	375	378	381	(235)	
Human Resources and Organisational Dev	82	78	77	75	73	74	74	72	72	72	73	70	(12)	
ICT						86	78	74	-	-	-	-	0	
Legal Services	103	101	99	92	91	56	56	56	55	55	55	55	(48)	
Portfolio Transformation	16	36	45	44	45	50	54	53	53	52	51	51	35	
Transformation Programme Managers												4	4	
Director and/or Exec Support						2	2	2	1	1	1	2	2	
Total (Figures prior to restructure found on previous reports)						980	980	978	895	888	876	874	(141.00)	
Comments: Comments: Co-operative and Adult Social Care are now two separate departments in preparation for TUPE transfer on 1st April 2015. Elements of Homes and Communities now sit with Learning and Communities (old ELAFS) and Children and Young People & Families Services (old CSC). Housing Services have taken further services from old Homes and Communities.														
* being investigated. Posts need to be moved in the structure to correct departments														
A reduction of 260 people in a rolling 12 months.														

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

Jan-15

Directorate	Department	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15 Target	Threshold	
Executive Office	Business Support Unit												5.83	7.00	8.00
	Corporate Communications	0.55	0.55	0.50	1.08	0.91	1.00	0.92	0.73	0.64	0.45	1.36	1.36	7.00	8.00
	Democratic & Member Support						10.73	9.93	9.77	9.79	9.73	10.71	9.12	7.00	8.00
	Management & Support (Chief Executive0						0.00	0.00	0.00	-	-	-	0.00	7.00	8.00
	Policy, Performance and Partnerships	3.42	3.48	5.02	4.21	5.52	7.88	9.00	10.28	6.67	6.10	6.67	7.18	7.00	8.00
	EXECUTIVE OFFICE TOTAL (inc Management and Support)	2.50	2.55	3.30	2.90	3.48	6.35	6.35	6.86	5.50	5.37	6.00	5.81	7.00	
People	Adult Social Care												10.88	9.00	10.50
	Childrens, Young People & Families Services	11.10	9.82	11.29	8.67	10.13	9.86	9.97	9.57	9.76	10.38	10.43	9.87	9.00	10.50
	Co-operative Commissioning & Adult Social Care	9.55	8.33	9.20	7.57	9.46	9.19	8.93	8.62	8.18	8.35	8.47	3.90	11.00	12.00
	Education, Learning & Families	6.68	5.82	5.71	5.23	6.22	6.43	6.40	6.60	6.96	7.06	7.43	15.46	7.00	9.00
	Homes & Communities	7.24	5.97	7.36	6.44	7.94	7.71	8.06	7.97	8.25	8.04	8.45	6.49	7.00	8.00
	Housing Services												9.26	7.00	8.00
	Learning and Communities												6.96	7.00	8.00
	Strategic Co-operative Commissioning												3.63	7.00	8.00
	Programmes Director						0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	8.00
	DIRECTORATE TOTAL (excluding Schools, inc Management and Support)	8.36	7.28	7.94	6.59	7.90	8.00	8.01	7.90	8.05	8.23	8.49	8.53	9.45	
Place	Business Team (Place)	15.20	10.59	9.81	9.00	9.00	0.00	0.00	0.00	0.00	2.30	2.18	1.36	7.00	7.00
	Economic Development	3.85	3.90	4.03	3.82	4.60	4.37	4.57	3.01	3.02	2.74	2.78	3.09	7.00	9.00
	Strategic Planning & Infrastructure	5.59	4.39	4.03	4.03	3.98	5.81	5.04	7.20	4.67	3.54	2.87	2.98	7.00	9.00
	Street Services	7.57	6.82	6.82	7.29	8.59	9.61	9.73	9.99	10.95	10.98	11.26	11.03	9.00	10.00
	DIRECTORATE TOTAL	8.01	7.15	7.07	7.17	8.16	7.98	7.96	8.23	8.33	7.98	8.04	7.92	8.50	
Public Health	Civil Protection Unit						1.25	1.25	1.25	1.00	0.25	0.25	1.63	7.00	9.00
	Office of the Director of Public Health	4.27	3.77	3.72	3.03	3.76	4.52	3.39	1.68	1.30	4.10	4.30	2.28	7.00	7.00
	Public Protection Services						7.06	4.88	4.49	4.28	3.83	4.52	5.19	9.00	10.00
	DIRECTORATE TOTAL	4.27	3.77	3.72	3.03	3.76	6.40	4.47	3.88	3.63	3.73	4.27	4.54	8.50	
Transformation & Change	Customer Services	6.19	6.66	6.08	6.05	6.42	6.68	5.91	6.28	6.86	7.14	7.31	8.24	7.00	9.00
	Finance	6.77	6.31	5.75	5.60	5.52	6.28	5.67	5.94	5.84	6.60	7.21	6.91	9.00	10.50
	Human Resources and Organisational Dev	3.82	3.03	2.89	2.63	3.22	3.48	3.97	4.46	4.12	4.63	5.73	6.92	7.00	9.00
	ICT						4.09	4.00	4.39	-	-	-	0.00	9.00	10.50
	Legal Services	6.12	5.59	6.93	7.12	9.00	6.98	7.09	7.32	7.68	7.86	8.25	7.93	7.00	9.00
	Portfolio Transformation						0.70	0.77	0.88	1.62	2.05	2.49	2.82	7.00	9.00
	Transformation Programmes Managers												0.00	7.00	9.00
	DIRECTORATE TOTAL (inc Management and Support)	6.20	5.75	5.42	5.34	5.63	5.84	5.42	5.84	5.96	6.42	6.86	7.15	8.50	
COUNCIL TOTAL (excluding Schools)	7.59	6.79	6.95	6.35	7.24	7.29	7.11	7.26	7.37	7.48	7.77	7.82	8.49		

Comments: All Directorates are within the target set and overall the Council's absence is less than the 8.49 target with an average sickness absence of 7.82 days. Some Departments however have absences higher than target. They are: Democratic & Member Support, Adult Social Care, Childrens, Young People & Families Services, Education, Learning & Families, Housing Services, Street Services, Customer Services and Legal Services.

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**CO-OPERATIVE CENTRE OF OPERATIONS (CCO)
SCRUTINY**
11 March 2015



INTRODUCTION

Further to the meeting of the Co-operative Scrutiny Board on the 17 December 2014. The Board requested that the programme provides an update on progress in three months' time to include the following areas:-

- 1/ How measures for consultation and engagement will be built into the programme
- 2/ Role and function of the decision making network are to be made clearer
- 3/ Quick wins with timescales and present the CCO blueprint

1. How measures for consultation and engagement will be built into the programme

To ensure all the council's efforts around consultation and engagement remain aligned, CCO's 'Advise & Enable' project has joined forces with the "Where I live" initiative, which is building a 'Framework for Working with Citizens and Communities'.

Citizen engagement and consultation is one of three areas of scope for this initiative; the other two being integrated enforcement (i.e. citizens being able to speak to any public sector frontline officer about any enforcement matter, knowing their concerns will be passed on appropriately) and creating faster solutions to service problems (e.g. an App for reporting pot-holes). While CCO will not play a direct role in those areas, we will capture and pass on any requirements we identify to our colleagues in GAME (who work with our Street Scene teams) and CST (who address customer service needs).

The following describes how our consultation and engagement process/measures will be developed:

- 1.1. Build the plan - CCO Business Analysts are supporting officers in Policy, Performance and Partnerships to create a structure and implementation plan for this work, setting clear actions to start turning the vision outlined in the above document into a functioning framework which will roll out a new way of working with our partners, communities and citizens.
- 1.2. Refine requirements - The first step is working through the document to better understand what PCC needs to do internally, with its partners, communities and with citizens, to deliver against the promises and realise the vision. This process has begun already and the 150+ requirements we have found are being grouped into themes ready for discussion/validation.
- 1.3. Keep focussed - CMT have set some parameters to focus our efforts on. This includes: co-ordinating our existing initiatives and projects among the many service areas that are already actively working with our citizens and communities; and identifying ways to better join up to have greater impact and understand of the overall effort from within PCC services.
- 1.4. Clarify Roles and Responsibilities - We need to analyse and refine roles and responsibilities in relation to the new framework. This will include an exploration of the role of the councillors as community leaders, and how we support citizens and communities to:
 - be engaged in local decision making with Councillors;
 - use pooled budgets to solve local problems;
 - work with Councillors to influence strategic decision making;
 - have access to a wide range of community activities and to improve their neighbourhood;

- have pride in Plymouth and contribute to creating a vibrant, welcoming waterfront city;
- commission local services;
- be supported to find ways to fund and run local services for themselves;
- influence improvements to PCC and Partner-run services;
- be better able to access PCC and Partner-run services through the most efficient channels and are satisfied with the service response first time; and
- be able to communicate through the most efficient range of channels which meet their needs and are efficiently resourced.

1.5. Work in partnership - We will need to enable PCC and our partners to form effective partnerships, sharing resources, information and expertise to form one approach to working with citizens and communities across the city.

1.6. Deliver the framework - Once we clearly understand the detail of what we need to achieve, we can develop the necessary work streams, processes and competencies to deliver the above objectives and realise the benefits.

1.7. Realise the benefits -

- Citizens enjoy living and working in Plymouth;
- Citizens are taking control of their communities;
- Children, young people and adults are safe and confident in their communities;
- The council is providing and enabling brilliant services which strive to exceed customers' expectations;
- The council is using resources wisely;
- Plymouth is a fairer and more inclusive city with citizens at the heart of decision making;
- Citizens and Communities are actively able to reduce health and social inequality; and
- Through sound partnerships, we provide strong community leadership and work together to deliver a common ambition.

2. Role and Function of the Decision Making Network are to be made clearer

As we articulated in December's Co-operative Scrutiny Board, the 'Decision Making Network' is not something new. It is comprised of all the existing decision makers in the council – including Members, Executives, Asst. Directors, Heads of Service, etc. CCO's role will be to improve the knowledge and information available to these decision makers, making it easier to get access to the right expertise, advice and support. Explicitly, it is not about new 'gateways' or 'roadblocks'.

The following describes how CCO's 'Advise & Enable' project is developing a 'Knowledge and Information Management Framework', to facilitate fast, high-quality, decision making:

- 2.1. Understand our needs – CCO Business Analysts are now working with colleagues across the organisation, to better understand their information needs. Directors and Assistant Directors identified the need to access expertise and knowledge to support them with a range of planning, modelling and decision making challenges. From this, 'Advise and Enable' are capturing requirements to help clarify what the crucial areas of knowledge and expertise are to assist decision makers and service planning. We will soon be looking to engage with Members on how we can better support their decision making, too.
- 2.2. Build the tools & processes - This will inform the development of a Knowledge and Information Management Framework and service, with tools, processes to make sure we have the knowledge needed to make sound decisions.

- 2.3. Build our capability - Understanding what we need to know helps define what expertise we need in the organisation. Our first task is to map the expertise we have already against these knowledge needs and identify where we have gaps or do not have the quality we need.
- 2.4. Develop our people - We will then work with People and Organisational Development, to inform the development of the organisation's competencies framework, to make sure we:
- Know who has what expertise within the organisation (there is currently no reliable single view of our skills base – and we do not have a clear picture of where we are lacking).
 - Expand the number of people holding this expertise to the right level – so we do not have Single Point of Failures (when the one person who knows isn't available, at a critical time)
 - Ensure the expertise remains up to date and is of the quality needed
 - There is a method for finding the experts in key knowledge areas, easily! We are investigating potential quick win to improve the search capability on the Lync system, so we can search by key word not just name.
 - This should then inform recruitment, role profile development, and succession planning.
- 2.5. Realise the benefits:
- We will have the necessary capabilities to support our decision makers to make intelligent decisions
 - We will have a clearer understanding of the expertise needed by the organisation to inform People and Organisational Development
 - Members and Officers will have a better view of the expertise in our organisation, have a clearer vision of what might be possible, and be better able to find out who will be able to answer their question – quickly and with the best knowledge (without having to rely on 'someone who will know someone who will know who'...!)
 - Our Retained Client functions will have access to a wide range of expertise necessary to derive greater value from our contracts with Alternative Service Delivery Vehicles.

3. Update on quick wins and the CCO Blueprint

At the Members Briefing on 23 Jan 2015, CCO provided a comprehensive update on all projects being taken forwards in FY15/16, including the four 'Quick Win' mini-projects. Further detail on these can be found in the CCO Overview document, issued to Members via email and attached here as an appendix. This overview summarizes all the projects that design and deliver the changes described in the CCO Blueprint, which was signed off by the CCO Programme Board on 28 Jan 2015.

The CCO Blueprint is a technical enterprise architecture document which examines the implications of particular models, service delivery vehicles and organisational structures for CCO areas like HR, Finance, Corporate Services, etc. It builds upon the 2013 PCC Blueprint 2.0, by adding sufficient contextual detail on CCO areas for our team to begin logical and physical designs for transformed services. New model services in HR, Finance, etc. will be delivered in FY15/16 (as per the overview).

In layperson's terms, where the PCC Blueprint 2.0 told us what areas we needed in our PCC factory, the CCO Blueprint tells us what machinery we need in each CCO area, in order to work efficiently and effectively. We are now moving into the detail design phase where we determine exactly what specifications the machines will work towards, who will be responsible for each task, and, the processes they will need to follow to deliver their outputs (from Dec 2015 onwards!).

The CCO Overview offers a summary of the content and timeline implications of the CCO Blueprint. Members are welcome to receive a copy of the full technical document via email, on request.

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CCO OVERVIEW – 2015 / 2016

Co-operative Centre of Operations Programme

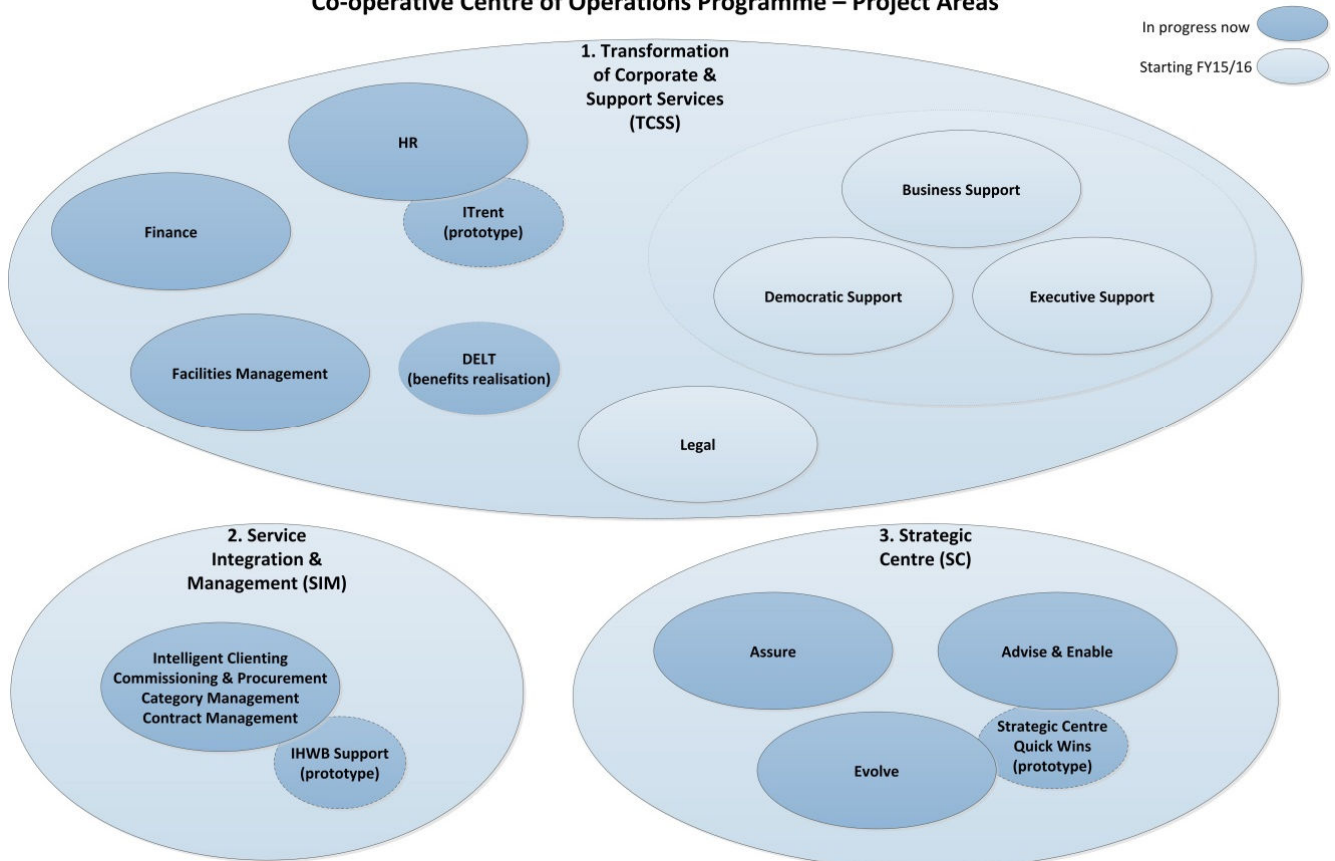


The Cooperative Centre of Operations (CCO) Programme is managing projects in 3 areas:

1. To realise real cost savings and create opportunities for income generation we are undertaking the **'Transformation of Corporate & Support Services'** – including HR, Finance, Legal, ICT, Business Support, Executive Support, Democratic Support and Facilities Management.
2. To enable our managers to be more consistently effective across the whole organisation, we are improving our **'Service Integration and Management'** capability – including how we commission & procure, manage contracts & categories, and get the most from relationships with our delivery partners.
3. To respond to change, taking action based on consistent, high-quality information, we are improving the capabilities within our **'Strategic Centre'** – a collective term for all our key decision makers in the services, corporate centre and executive office. This will include improving how we 'Advise & Enable' decisions with intelligence, management information and appropriate expertise, 'Evolve' as an organisation in a structured and progressive way, and 'Assure' we meet our statutory and democratic imperatives, and continuously improve.

To deliver the above outcomes we have structured a programme plan comprising 10 core projects and 4 mini-projects, as seen below. All are presented in more detail on the following pages.

Co-operative Centre of Operations Programme – Project Areas



I. TRANSFORMATION OF CORPORATE & SUPPORT SERVICES

HR Project

This project will transform our HR function over the next 12 months from its current state to a leaner, more effective function, befitting a cooperative council. We will validate the data we have collected, examine options for alternative service delivery vehicles and recommend a suitable target operating model (by Mar '15), design the 'to-be' function in detail (by May '15), prepare a full plan for a transition to a new state (by Sep '15), and then execute this transition (by Dec '15).

iTrent Mini-Project

We are taking the opportunity to modernise our existing HR function, improving service efficiency in advance of the full transition described above. This will involve the rollout of the Employees and Managers 'Self Service' components of our iTrent system to Corporate PCC employees (by Mar '15). This will dovetail with the planned decommissioning of our SAP system and ensure we retain the data it contains. Finally, we will also assess (by Mar '15) whether these tools could be rolled out more widely (e.g. to schools) later in the year – a complex option but with strong potential for cost savings.

Finance Project

This project will transform our Finance function during 2015, making it more effective, commercially disciplined, and better aligned to the cooperative environment that we will be working within. We will examine the options for alternative service delivery vehicles and recommend a suitable target operating model (by Mar '15), design the 'to-be' function in detail (by May '15), prepare a full plan for a transition to a new state (by Sep '15), and then execute this transition (by Dec '15). The Finance team are also considering opportunities for immediate term cost savings, with better use of their Civica system. We will support the assessment exercise and consider forming a mini-project if there is a clear benefits case & resources are available.

Facilities Management (FM) Project

Building on the successful rollout of the Concierge service in Ballard House, this project will partner with the Business As Usual (BAU) FM team rolling out Concierge to our other main council buildings (by Apr '15). There are a number of efficiency initiatives being assessed – including room booking systems, centralising stationery and a Concierge website – which will be delivered when suitable resources are available. Later in the year the project will be reactivated and a full service review of FM undertaken (starting Oct '15). This will involve creating a Target Operating Model, Service design and Transition plan, and will help us ensure we use and manage our facilities in the most efficient and commercially minded way.

DELT (benefits realisation) Mini-Project

A £605k annual saving was realised in 2014 by moving ICT into a Local Authority Trading Company (LATC) known as DELT. CCO's budget for FY15/16 and FY16/17 reflects an income through DELT of £300k & £400k. Alongside the creation of an Intelligent Client function for DELT (described in the Service Integration & Management section below) we will help our new partner analyse and resolve the 'teething-troubles' they have experienced in early operation, and seek to ensure they are able to attract customers and function efficiently in the future – and deliver the income PCC expect.

Legal Project – yet to start

We will be conducting a full service review of our Legal function later in the year, including, creating a Target Operating Model, Service design and Transition plan (from Oct '15).

Business Support, Democratic Support & Executive Support Project(s) – yet to start

We will be conducting a full service review of our Support functions later in the year, including, creating a Target Operating Model, Service design and Transition plan (with the process starting in May '15). An initial scoping exercise (in Feb/Mar '15) will determine the scope, principles, approach and whether these reviews are delivered under one project or multiple projects

2. SERVICE INTEGRATION & MANAGEMENT (SIM)**Intelligent Clienting, Commissioning & Procurement, Category Management & Contract Management Project (a.k.a. SIM Project)**

This project will develop the capabilities of our managers across the organisation, by providing them with the relevant tools and access to subject matter expertise, in the areas of Intelligent Clienting, Commissioning & Procurement, Category Management, and Contract Management. Draft versions of these tools and processes will be developed (by Mar '15) to support IHWB and DELT and we will encourage your feedback on those. Analysis of further requirements for these tools will take place (from Apr '15) as resource becomes available, shaping a process for continuously improving our capabilities in this area (by Sep '15).

Integrated Health & Wellbeing (IHWB) Support Mini-Project

The IHWB Support mini-project has two main functions: the first is providing an accelerated subset of the tools, process flows and checklists being created in the SIM Project where they are relevant to IHWB (and the projects they are delivering to allow Integrated Commissioning, etc.), the second is to give them a rapid access conduit to subject matter expertise in areas of the business being transformed by CCO (e.g. HR, Payroll, Procurement, etc.). It is anticipated that IHWB will use these existing services with 'minor tweaks' during FY15/16 and that the designs we put in place for FY16/17 will deliver both on the needs of PCC and its partners (like IHWB and DELT).

3. STRATEGIC CENTRE (SC)**Assure Project**

This project will improve the integration of our assurance functions, improving efficiency and effectiveness by establishing information flows between the functions and a combined governance framework across the top. In the initial phase we will analyse the opportunities for quick wins that can help establish an early integrated assurance function, comprising Compliance, Fraud, Risk & Insurance, Health & Safety, Audit, Continuity, Customer Relations & Information Governance. As part of this, requirements will be gathered and Target Operating Model options defined (by Mar '15). In the second phase, a detail design for the initial scope will be produced (by Jun '15) and the scope expanded to include Performance Management & Service Improvement, Legal Compliance, Section 151, Monitoring, Quality Assurance, Democracy and Governance – with requirements and detail designs being captured by the end of summer (Sep '15). Subject to signoff of the business case, the transition plans will be created in late 2015, with transformation taking place in early 2016. Opportunities to generate income, e.g. by selling Assurance Services to peninsula partners, will be reviewed.

Advise & Enable Project

This project will define how we support coherent decision making across both the council and city, with business intelligence, management information, modelling and subject matter expertise. In its initial phase we will develop a prototype decision making network (comprised of our existing experts from across the council, but supported by some tools and resources to facilitate decision making), and capture our requirements for Management Information (MI) and Business Intelligence (BI) (by Mar '15). We will seek also to identify opportunities to better share existing MI/BI tools / data. The second phase will create a detailed business design for this 'Advise & Enable' function (by Sep '15) and a transition plan will be created and executed in the third phase (by Mar '16).

Strategy Centre Quick Wins Mini-Project

There are 3 initiatives, relevant to CCO's wider objectives, which we will partner deliver with colleagues in Corporate Services, Executive Services and the People & Place Directorates. We will provide support with Project Management (PM), Business Analysis (BA) and Business / Solution Architecture, to test the feasibility of certain models of co-delivery being considered for our 'Evolve' function (defined below). These initiatives will include support to the 2015 Election Process, support with the implementation of ModGov (which will help schedule and structure our decision making) and support realising the Community / Citizens Engagement Framework (which will help put their voice at the heart of our decision making).

Evolve Project

Evolve will focus on changing our organisation and developing the process, structure and resources needed to define, design, plan and execute this change. To transform the Council we will need the entire organisation fully engaged in the change process. We will need the right skills and capabilities in a smaller, more dynamic function to lead change for the organisation. That function will be our 'Evolve' function. The initial phase of this project will seek out quick opportunities to improve the way we go about gathering requirements, assessing options, etc., within Transformation, and put in place clearer processes for delivering organisational change (by Mar '15). Subsequent phases will fully review how we manage Dependencies, Project Benefits, Resources, Risks, Issues, etc. (by Sep '15) and put systems in place to improve our Portfolio, Programme & Project Management Maturity Model (P3M3) maturity level to level 3 (by Mar '16) – when we will be able to manage change to a consistent high standard with all our resources knowing their functions, roles & processes well.

BENEFITS SUMMARY

In 2014 the CCO Programme has delivered: year on year savings of £605k through the establishment of DELT as a Local Authority Trading Company; opened the Ballard House Concierge Service; and, completed in depth analysis that has identified over 1500 manual processes within Corporate Services that can be improved and automated.

In the coming year we are in a position to: take on new, income generating contracts – including, most significantly, with PCH; improve our strategic decision making and service management capabilities; and, transform our corporate services, delivering the following financial benefits...

PROJECT	FY15/16	FY16/17
DELTA (INCOME)	£0.3M	£0.4M
HR / FIN & CORP. SERVICES	£0.8M	£0.6M
COMMISSIONING & PROCUREMENT	£0.2M	£0.4M
BUSINESS SUPPORT	£0.2M	£0.2M
TOTAL	£1.5M	£1.6M

COMMUNICATIONS AND ENGAGEMENT STRATEGY

Transforming Plymouth City Council



Author: Nicola Lenden (Transformation Communications Lead)

CMT member: Lesa Annear (Director of Transformation and Change)

Committee: Co-Operative Scrutiny

Date: 11 March 2015

Contents:

1. Situation – where have we been and where are we going?
2. Communications and engagement goals
3. Core strategic messages – internal and external
4. Making views and experiences count – developing a compelling narrative
5. Internal communications
6. Messaging for individual projects
7. Making this work from within the transformation team
8. Engaging and involving - journey to empowered communities
9. Area specific engagement
10. Developing this strategy – making it happen

I. Situation:

1.1 Plymouth City Council (PCC) has a transformation programme that intends to radically transform services provided across the city. There are five individual programmes of work focused on this. Each programme has to contribute to improving services or making the Council more efficient.

Not all of the projects within transformation are about saving money but about doing things better, more joined up, working with our partners and making more of the city around us.

It is now timely to develop the transformation messages and approaches because we have more to say about what has happened since we launched the programmes, what has been achieved, our future plans and how we are engaging people in those plans now and into the future.

Recent public engagement tells us that citizens are aware of the financial problems the Council is facing and that transforming is based entirely on need. The Council needs to transform to ensure a future for local services.

What our citizens want to know is how we are improving services through the transformation work and what impact it will have on them.

1.2 PCC has to be resilient over the long-term. Therefore the focus should be on developing its internal capabilities, skills and resources – the biggest value and asset it holds. There are more than 3000 employees in the Council, most of those live in the city, so are residents, tax payers and service users too. Staff engagement is essential, they are ambassadors for change. It should never be underestimated how important they are to the organisation.

1.3 Developing a compelling narrative that is easy to understand and translate is key to successful communication and meaningful engagement.

Narrative has to be real, true and represent the values of the citizens within the city – they should be able to relate to the messages. We must explain what we are doing and why in a clear and honest way – by being transparent and showing the heart of every story.

The citizens of Plymouth want to know what is being done to make streets cleaner and safer, how we are creating more and better jobs for local people and developing quality homes. They also want us to convey more humility in what we say and accept that more needs to be done.

The aspirations, opportunities and regenerations should focus on the prosperity of local people and their children, whilst respecting history within the city.

There is an acknowledgement that a conversation with key agencies within the city is needed in order to agree a city wide approach to sustainable community empowerment and how we can best use pooled resources to achieve common outcomes. If we develop community initiatives in isolation we will not help our communities to become self-organising, self-fulfilling and sustainable.

2. Communication and engagement goals

This communications and engagement plan should;

1. Provide a set of clear messages about transformation and what it means
2. Identify the right approaches to communicating with purpose
3. Outline how we will ensure our engagement is meaningful

3. Core strategic messages:

'The destination - transforming Plymouth City Council'

We are working in partnership with our city to improve services for local people and create a fairer city where everyone does their bit. Ensuring it is a caring, pioneering, confident and growing place to live.

To achieve this we will have to do things differently, we cannot do everything in the same way. The demand for our services is increasing, improvements need to be made and our funding to do this is reducing.

Transformation will help us develop the right skills and capabilities to create an organisation and services that are fit for the future.

3.1 Key messages:

Changing the way we do things:

- Demand and circumstances change, this means we cannot do the same things we have done in the past. We want to improve outcomes for people so we have to think differently. What we have laid out is ambitious and it will take time, but we will get there.
- We have different types of communities; these are identified as communities of geography, interest and identity. We need to ensure the right approaches with our communities to make these improvements possible.

Improving the services we provide:

- Transformation is not something the Council can do on its own. Services need to be more joined up and work better together. Working in partnership with our city is the only way we will improve things. We want to provide high quality services and to do that we will have to make some tough choices.
- Our focus will always be on providing jobs, homes, cleaner and safer streets for local people and creating a city where children have a future. We want people to be able to 'have their say and do their bit' and get involved in helping the Council develop local community priorities.

Being more innovative in the way we deliver services:

- Many opportunities exist across the city and we want to make the most of those. We are looking at how we make more of the services and assets we hold. Our funding gap is real and we have to find different ways to close that.
- Working with our partners to understand the different organisational approaches, to ensure we support our communities to become more actively involved in improving services.

Financial position:

- Plymouth City Council has a financial gap of £65m caused by rising costs, increasing demand for services and reduced funding.

3.1.2 Additional internal messages:

Change is happening to all of us:

- The Council is changing. It will touch everyone, but not all at the same time. We are creating an organisation that can cope with continued and on-going change. Our ability to do this will be based on our capabilities and making the most of the skills and assets we hold. Understandably transformation will make people feel anxious about the future. We will have to make some tough decisions as we change.
- Our focus should be on the people who live in this city and the experiences they have. People are

on the end of pretty much everything we do. If we build a home, someone lives in it. If we commission domiciliary care, someone opens the door and receives it. If we re-develop green spaces, children play in them. They know this city and how it should be and what we develop should be with them and involve them.

- We will train and develop our staff, not just for the job they do today but for the job we need them to do tomorrow.

4. Making views and experiences count – developing a compelling narrative

The key now is to make our messages real for people by developing our compelling narrative – what is the story? Where is the heart of transforming Plymouth City Council?

Case study:

A good example of where this has happened is integrated health and well-being - adults' services. The compelling narrative to support the integration of health and social care services lies in the 'I' statements. These are a set of supporting statements/quotes which bring together some of the key things the public have consistently said about what they expect from health and social care services. These statements were developed from the work undertaken from Transforming Community Services and also past consultations around adult social care services.

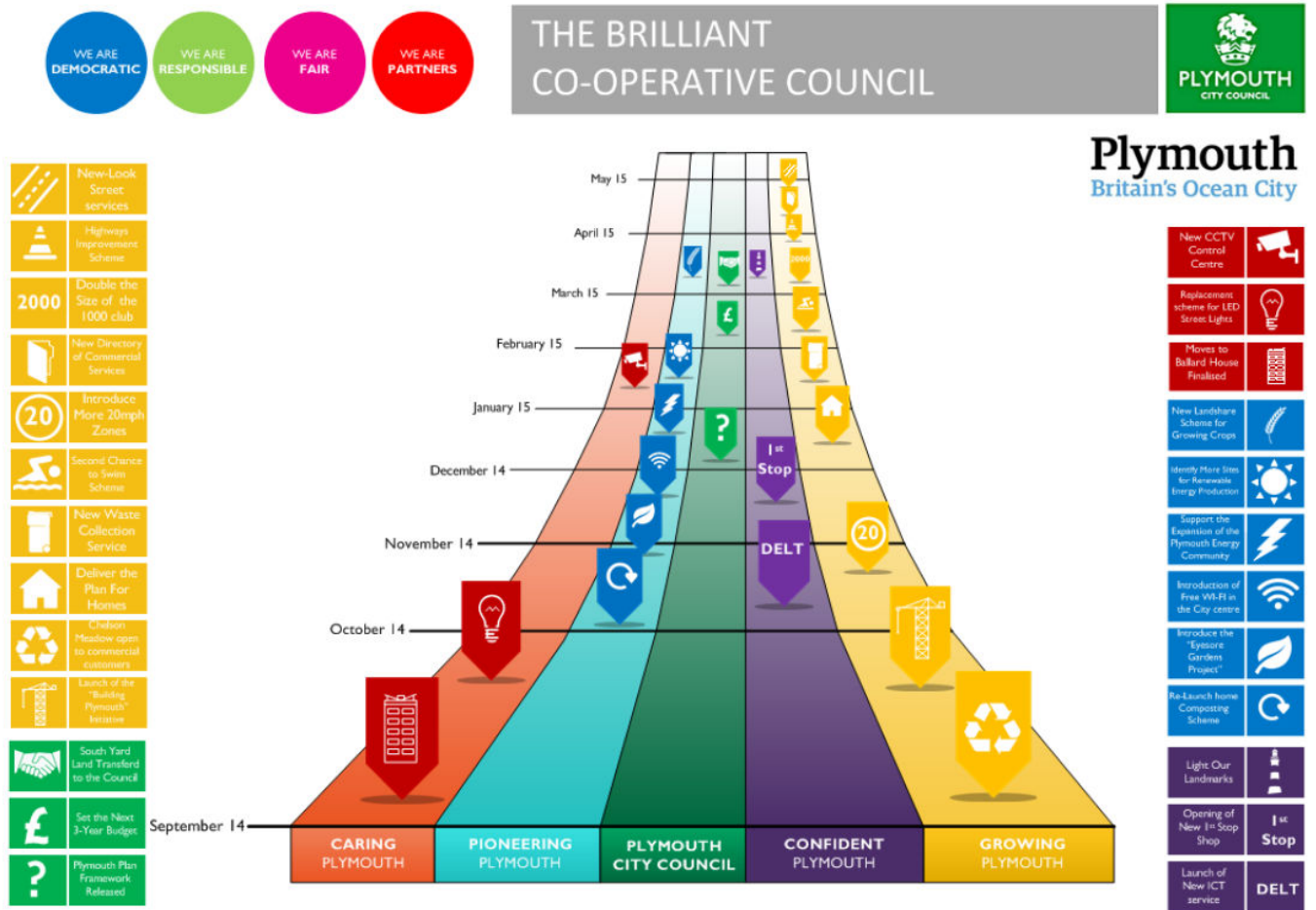
The statements have been used to engage staff, the public and stakeholders. They provide a clear line of sight from public engagement through to the proposed designs and future service specifications. It helps explain the story of the work and gives people context. This helps to take people on the journey and shows them the heart, in this case the 'I'.



Bringing the narrative to life – we will;

- Develop a case study library and share our stories (within the organisation and outside of it) – we should all have a story to share that relates to transformation. Narratives are only real when they are true and are attached to people, the outcomes and the emotions felt. Transformation will not be understood or made real for people unless it has context and meaning. Everyone who talks about transformation should ask themselves, what is the person reading or listening to this going to get from it? **All projects will be supported by case studies, or real examples, telling the story of the work and representing the views and feedback of those involved – the case studies should bring the benefits alive (A1).**
- Ensure two-way communication with purpose – communications is everyone's business and a communications led organisation is one where individuals take responsibility for their own communications. Two-way communications needs to be meaningful, involve, listen and respond to people in a timely way – sometimes there is a need for broadcast communications but in developing the transformation narrative their needs to be a real commitment in driving two-way communications. Individuals need to take ownership of their communications, to be clear on the purpose and to see advice early. **Projects should all have communications and engagement plans before they are able to proceed (A2).**
- Roadmap – an interactive map of key milestones – to be used online with a click through to case studies that sit behind each milestone – starts to build a series of stories and a bank of information to bring the transformation work to life – this is the start of building the layers that give the work context. **The roadmap has already been developed and most of the case studies are now linked. This will need to be updated as projects develop and new ones come on board. Project teams to take responsibility of ensuring their case studies are current and up-to-date (A3).**

The roadmap:



Case studies that link to the roadmap:

THE BRILLIANT CO-OPERATIVE COUNCIL

PIONEERING PLYMOUTH | GROWING PLYMOUTH | CARING PLYMOUTH | CONFIDENT PLYMOUTH

IDENTIFY MORE SITES FOR RENEWABLE ENERGY PRODUCTION

Since 2012 the Council has delivered nearly 600kw of solar PV (what does PV mean? Can you explain this?) generation across 11 sites. In collaboration with Plymouth Energy Community it has also enabled another 780kw across another 22 sites. This has resulted in a seven per cent rise in the total installed solar power across the city in less than one year.

This work has led to the Council's nomination as *Most Proactive Public Sector Body* in the Regen SW Green Energy Awards.

Work is currently underway to identify new sites that can deliver further renewable energy projects across the city.

So far we have:

- Reviewed 800+ sites for their potential to accommodate solar installations.
- Surveyed a total of 42 out of 63 primary, junior and infant schools across the city.
- Completed feasibility studies for all community centres and libraries
- Started negotiations and feasibility studies with five of the city's 16 secondary schools
- Reviewed the potential on other community buildings including National Marine Aquarium and the Millfields
- Completed an initial review of opportunities across Plymouth City Council's commercial estate

Pledge No. 17

THE BRILLIANT CO-OPERATIVE COUNCIL

PIONEERING PLYMOUTH | GROWING PLYMOUTH | CARING PLYMOUTH | CONFIDENT PLYMOUTH

SOUTH YARD LAND TRANSFER TO THE COUNCIL

The proposed redevelopment of South Yard has come about as part of the Plymouth and South West Peninsula City Deal. This Deal was agreed with government to assist with creating new jobs and encouraging economic growth. It will link marine assets and create further investment across the whole South West area through the development of the Marine Industries Production Campus.

The plan for South Yard is to work with the MOD to release land no longer required for defence purposes. Initially nearly eight hectares of land is being considered for release to provide an estimated 32,400 square metres of new and converted workspace. There are currently two shortlisted options under consideration.

The first is an Outline Planning Application and the second includes the provision for a small element of housing adjacent to Albany Street/Granby Way. Both options are primarily for marine and commercial development, with supporting office units.

The land transfer from the MOD to the Council is expected to be completed before the end of March 2015 with work commencing on stage one in 2015/16

For more information please visit: plymouth.gov.uk/southyard

Pledge No. 8

THE BRILLIANT CO-OPERATIVE COUNCIL

PIONEERING PLYMOUTH | GROWING PLYMOUTH | CARING PLYMOUTH | CONFIDENT PLYMOUTH

LAUNCH OF BUILDING PLYMOUTH INITIATIVE

Building Plymouth is a Council led partnership with the local building industry that aims to link people with career opportunities in the local construction sector. The project aims to strengthen the industry and at the same time provide local people with new opportunities to get skilled and move into great careers.

The construction industry in Plymouth is worth £246m a year and supports 3,325 jobs. Recent research says that this is set to grow, with an extra 10,000 new jobs in construction will be created over the next ten years.

The skills obtained in construction can also be used across the world. Offering people the potential of international careers.

Building Plymouth aims to connect employers with career opportunities with new potential employees through a range of events throughout 2015

The Building Plymouth event in September brought together key industry leader to better understand the gaps in skills and recruitment into construction jobs. During the event a number of workstreams were launched and they are set to report back at a further meeting in March 2015.

For more information including details of upcoming events please visit: plymouth.gov.uk/buildingplymouth

Pledge No. 5

<http://www.plymouth.gov.uk/transformationroadmap> - the roadmap
<http://www.plymouth.gov.uk/transformationroaddownload.pdf> - PDF of the roadmap

5. Internal communications

Given that the vast majority of Plymouth City Council staff live in the city they are a key stakeholder, if not the key stakeholder. If messages are clear for staff they feel engaged. If they have their own narratives to share they will become Council ambassadors. The focus therefore will be on getting those messages delivered consistently, often and in a variety of formats that engages staff.

Good internal communications are essential to the relationship the organisation has with its employees. The Council values can only come to life when the staff know what is happening, with whom and when. It is essential in supporting organisational direction.

Corporate communications vs. operational communications

There is a difference between internal corporate communications and internal operational communications. The communications team ensure that the relevant channels are available to share organisational messages. Operational communications are those that are had within individual teams, the way they are delivered can be varied to suit individual teams, as long as there is consistency there does not need to be uniformity.

Say something once and spread it as far as possible - extend the reach

Sharing news and information should be possible through a range of internal channels – getting messages out when it's appropriate, to as many staff as possible, should be the aim. Communicating stories, sharing achievements and keeping staff up to date on progress should be done across multiple channels i.e internal newsletters, face to face team briefings, blogs etc. The most successful communications are those which identify their internal audiences and keep them engaged through relevant and timely information. That is not to say the same people are overload with the same messages all of the time, it is about being really consistent in what you say and ensuring that the communications produced do not just service one channel or stakeholder group and seek to maximise the reach.

Personal ownership and responsibility

Individuals should be encouraged and enabled to develop their own communications within projects, supported and guided by communications experts. Project teams are closely placed to on-the-ground actions and outcomes. Project teams should be supported by communications experts with solutions, if a communications barrier exists then alternative solutions should be considered and developed. Communications expertise should support and enable project teams to prepare, plan, manage and deliver consistent and well thought through communications.

We will develop the following:

- Transformation team newsletter – to share stories, provide project updates, give the key headlines, provide mini briefings and deliver relevant team information. The newsletter will look to become interactive and engage staff in two-way communications, it could also be linked to online forums or closed groups in social media, such as in LinkedIn **(B1)**
- Sharing good news – all good news items that specifically relate to projects within transformation programmes should be badged accordingly. All stories will therefore be tagged with a line at the end which says which programme they fall within i.e. 'This work is part of the people and organisational development programme, ensuring we make the best use of the services and assets we hold'. We will also indicate which corporate objective they meet – as per the roadmap example **(B2)**
- Transformation TV – set up a YouTube channel called to share videos clips and interviews – this is a channel that could be considered by each project team within their project communications plans. It would then be their responsibility to develop proposed scripts and video plans and then discuss those with a communications professional. Videos can also be used in a variety of meetings, providing a greater opportunity to reach wider audiences and act as another alternative to text documents **(B3)**

- SMS text messaging – develop the use of text messages to deliver key messages to staff. The success of these can be tracked via click through rates as it goes direct to an individual. It also reaches those on the move. Delt have confirmed that this is possible, we just need to develop a process for reaching frontline staff and trialling it in projects **(B4)**
- Social media – LinkedIn could be used to engage staff in online forums, delivering messages and creating online networks. Transformation teams could be encouraged to use this as way of sharing best practice. Alternatively they could use the forums in the project management system TPS. There needs to be some training and development for the transformation team on how to use social media effectively. Some projects will be able to trial the use of social media channels **(B5)**
- Engagement and communications training – develop some workshops for the transformation team to help develop core communications and engagement skills. Enable them to deliver thorough communications and engagement plans **(B6)**
- Member’s briefings (monthly) – these should be planned on a six monthly timetable, aligned with the key milestones in the co-ordinated communications plan. Briefings for transformation should be aligned with the planned communications activity across all programmes **(B7)**
- Transformation discussion briefings – these sessions are held with the transformation team. They need to rotate between message delivery and two-way engagement. Need to deliver a session on effective communications and meaningful engagement, inviting (a) a member of staff who has been involved in meaningful engagement (do not need to be from PCC) and (b) someone who has been involved in meaningful community engagement, with clear results and learning **(B8)**
- Payslips – we can use these to deliver short and urgent messages to staff. This may support key project milestones and should be scheduled in against the co-ordinated communications plan which sits above all programmes **(B9)**
- Spring/summer roadshows – deliver a series of roadshows between May and June with staff to talk about transformation, to share best practice, stories and key learning. It should be a roadshow team, including one SMT member, supported by a selection of transformation staff and staff from within Council departments. The roadshows will cover each of the individual programmes **(B10)**

5.1 Doing things differently – the channels:

Social media

Although traditional channels of communication still remain important the need to develop integrated communications plans that now include digital channels, especially social media and video are essential. 84% of the UK population access the internet, 60% of the UK population has a smartphone. By using these types of channels to deliver messages it can be more instant, direct and have the ability to be passed on quickly – the nature of digital communications means that people like information in short and quick delivery formats. Facebook, Twitter, Snapchat, Pinterest, LinkedIn are all examples of social media channels but there are hundreds more. The key is identifying the audience, finding their preferred channels and creating messages that will mean something to them or truly reach them.

What you decide to use will depend on:

- The level of engagement required – as per section three of the framework for working with our citizens and communities. Individuals will choose to participate at the level they choose to commit themselves
- The interest of your audience in your message
- Demographics – who, where, when, why, age, where they live.....etc
- How your target audience prefers to receive messages - channels
- Whether you are simply relaying information or require two-way communication

Project teams should understand the channels available and those that are appropriate to use within their work. They should adhere to corporate social media policies but teams should be enabled and supported to develop these where good reason is identified. Corporate social media guidelines should be re-visited and this flexibility provided. **(C1)**

Video and viral marketing

More than 1 billion unique users visit YouTube each month, over 6 billion hours of video are watched each month on YouTube—that's almost an hour for every person on Earth. That is not to say it should be used for everything and anything but it is a powerful channel for bringing things to life – it's easier to show the heart of a story through the medium of video. It is also extremely powerful for setting context or to be used as a platform on which to engage. Video as a tool to communicate and engage should not be underestimated. It takes time, planning and often money, but if it's the right communications approach to deliver a message then it should be used. Integration of health and well-being created three videos to communicate about what the work is all about. The reason it was developed is because the actual basis and reason for integration is quite simple.

The right care, in the right place, at the right time – words can often over complicate what can be simply portrayed in words and pictures:

https://www.youtube.com/watch?v=awDxNFGmrtQ&list=PL_AXOGjDCfPvTbAF3BittUcAGCVYp8cjX

The transformation programmes will create the following videos over the next six months;

- Transforming Plymouth City Council – our journey. This will provide some examples of work, successes, benefits for citizens, examples of engagement approaches and partnership working
- Transformation in '3' – three minute interviews with key leaders, partners, public, staff and volunteers to share their transformation stories – these should be key stories linked to delivery within the five transformation programmes
- Roadmap – bring the case studies that sit behind the roadmap alive **(C2)**

Tools required to support transformation teams – the following tools will be developed;

- Templates - power point slides, briefing docs, one page posters, case studies
- Sign-off process – outlining how projects get their communications signed off and by whom **(C3)**
- Co-ordinated communications plan – pulling out all of the key messages from projects, key milestones, external and internal communications activities and stakeholder engagement **(C4)**
- Audit of transformation webpages – we need to get them up-to-date, with more focus on what has been delivered and encouraging more two-way engagement online **(C5)**

6. Messaging for individual projects

All transformation projects should have clear messaging, in addition to the overarching transformation key messages. The project level messages are important so that those within the organisation and outside of it are able to talk about them consistently. Examples are below;

Programme	Key messages	Projects within each programme
Co-Operative Centre of Operations	<ol style="list-style-type: none"> 1. Transforming our corporate and support services to be more efficient and effective. 2. Improving our internal tools and processes to ensure the services we buy or contract are consistently managed. 3. Ensuring decision makers have easier access to the right expertise, advice and support. 	HR Finance Legal Facilities management DELT (ICT) Business, Executive and Democratic Support Service integration and management

	<ol style="list-style-type: none"> 4. Creating an organisation fit for the future. 5. Making our assurance functions within the organisation work better together and provide accurate information, clear ownership and accountability. 	<p>Strategic centre:</p> <ul style="list-style-type: none"> - advise and enable - evolve - assure
Customer and Service Transformation	<ol style="list-style-type: none"> 1. Improving services to deliver better experiences for people and enhancing customer satisfaction. 2. Introducing improvements in technology to give customers greater choice in how they access services i.e. through the internet and mobile applications - providing a range of convenient services for individuals and reducing any unnecessary customer contact. 3. Greater insight and better intelligence to ensure customer expectations are being met – with improved customer engagement in the design of future services. 	<p>Service reviews Customer feedback Customer blueprint</p>
Growth, Assets and Municipal Enterprise	<ol style="list-style-type: none"> 1. Increased investment in Plymouth and better employment opportunities. 2. More sustainable income streams from new homes, charged and commercialised services and increased revenue from corporate and commercial estate. 3. Improvement in the quality and delivery of front line services at reduced costs. 	<p>Creating a brilliant cooperative street scene Waste collection reorganisation Growth and assets Category management Commercialisation</p>
Integrated Health and Well-Being	<p>Adults:</p> <ol style="list-style-type: none"> 1. The right care, in the right place, at the right time – no more falling through the gaps between health and social care services. 2. A nationally driven agenda but locally implemented - Care Act. 3. Integration will ensure we better understand the needs of the most vulnerable, using community based solutions to address these. 4. Reduced emergency hospital admissions, promotion of independence and self-care, increased effectiveness of reablement and improved experiences of care are all expected outcomes of integration. <p>Children's:</p> <ol style="list-style-type: none"> 1. We want all children to live, grow, achieve and exceed in their hopes for the future. 2. Working with key services and partners to look at prevention measures and early help provision. 3. Building services around the needs of the child and family – responding as soon as possible. 4. Raising aspirations and ensuring that all children and young people are provided with opportunities that inspire them to learn and develop skills for future employment. 	<p>Care Act Cooperative CYP services Integrated commissioning Integrated delivery</p>

<p>People and Organisational Development</p>	<ol style="list-style-type: none"> 1. Ensuring we have the right people, doing the right things, in the right way e.g. number of people, skills, pay and recruitment. Supporting our staff to do the best job they can now and in the future. 2. Making improvements to existing HR policies and procedures to ensure a more sophisticated and speedy system and increased employee satisfaction. 3. Delivering our services from the most appropriate locations, creating flexible and modern work spaces and sharing where it makes sense to do so i.e. Windsor House. Improving health and well-being in the workplace through flexible working practices. 	<p>Accommodation and infrastructure Workforce development</p>
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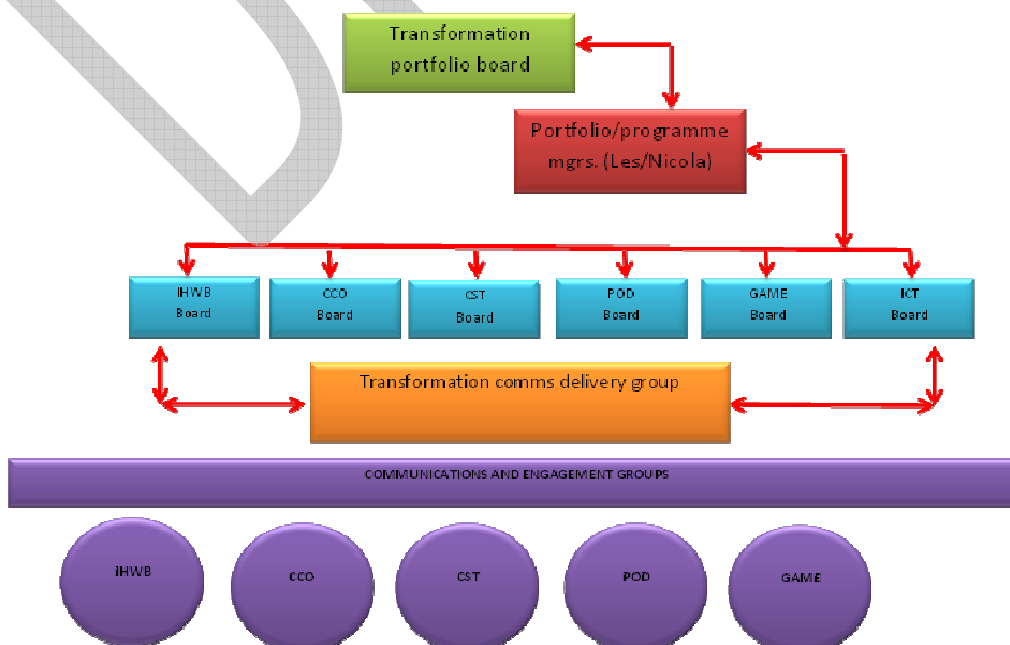
7. Making this work from within the transformation team

It is important to ensure that communications from within the transformation team is consistent, forthcoming and planned. Opportunities should not be missed and things should be joined up, where appropriate to do so. To make sure this happens the following will be undertaken;

- 1) A clear communications strategy and vision (this document)
- 2) A co-ordinated communications and engagement plan that sits above all the transformation projects, so month by month planned communications and engagement activities are tracked – it will also ensure alignment with wider Council communications and engagement activities **(C4)**
- 3) Having a voice – talking more about transformation, what we are doing and what has been achieved, setting the scene and keeping people involved and engaged in that journey
- 4) Evaluation – continually evaluating our communications and engagement approaches, successes and failures. To learn and adapt to make sure our continued focus is on effective communications with outcomes.

7.1 Communications to wrap around programmes and projects:

To ensure that the project teams within transformation are supported a communications and engagement system should be in place, to enable planned activities. The below system takes a wrap-around approach to communications within transformation projects, ensuring that communications is initiated at every level, so that planning is proactive and continuous.



Transformation portfolio board:

- Keep informed
- Shapes strategic level thinking
- Report on key communications and engagement milestones
- Delivery of communications and engagement plan
- Link to Transformation Advisory Group, Scrutiny and Cabinet



Portfolio office – programme managers: (PMs) –

Les Allen's group of PMs, Nicola to attend

- Link programme communications and engagement plans
- Find alignments between programmes to maximise on opportunities
- Inform what has been agreed at programme level to influence plans
- Advise, enable and share best practice in communications and engagement



Programme boards: – programme managers (Nicola/business change to attend) (D1)

- Keeping projects/work on track against milestones, governance, risk, finance, actions against objectives
- Communications and engagement plans to report on milestones and actions, to minimise duplication, ensure progress against plan and share successes and best practices
- Ensure alignment to the democratic process



Transformation communications and engagement: delivery group:

Business change forum – monthly (D2)

- Find alignment across all programmes
- Keep communications and engagement actions to plan
- Focus on meaningful engagement to support the change process
- Advise and shape staff engagement approaches, sharing learning and constantly developing corporate understanding
- Maximise on opportunities – externally and internally
- Two-way feed into corporate communications
- Ensure consistency in delivery of messaging



Project communications and engagement

Senior business change advisors, project managers

- Operational delivery of project communications and engagement plans within programme, to report to boards
- Delivery, outcome and progress to be reported to programme boards and into portfolio office reporting systems
- Project teams to deliver individual plans, ensuring consistent messaging and direction, meaningful engagement that is well thought through, with clear actions and outcomes. Advice and support will be provided from communications experts



The above is set up to ensure the flow of communications and engagement activities within transformation are consistent, aligned and the gaps are bridged between operational communications and corporate/strategic communications. There needs to be a clear link to organisational direction and vision. The line of sight must be clear so that programmes of work within transformation and business as usual are all working to the same things. Everyone must see the value that they add to the overall direction of the organisation.

Corporate communications

The model above is to help support and enable project teams within transformation to plan and effectively deliver meaningful communications and engagement. This will work within the corporate communications policies, processes and existing channels.

The system must work on a continuous cycle around each individual project;

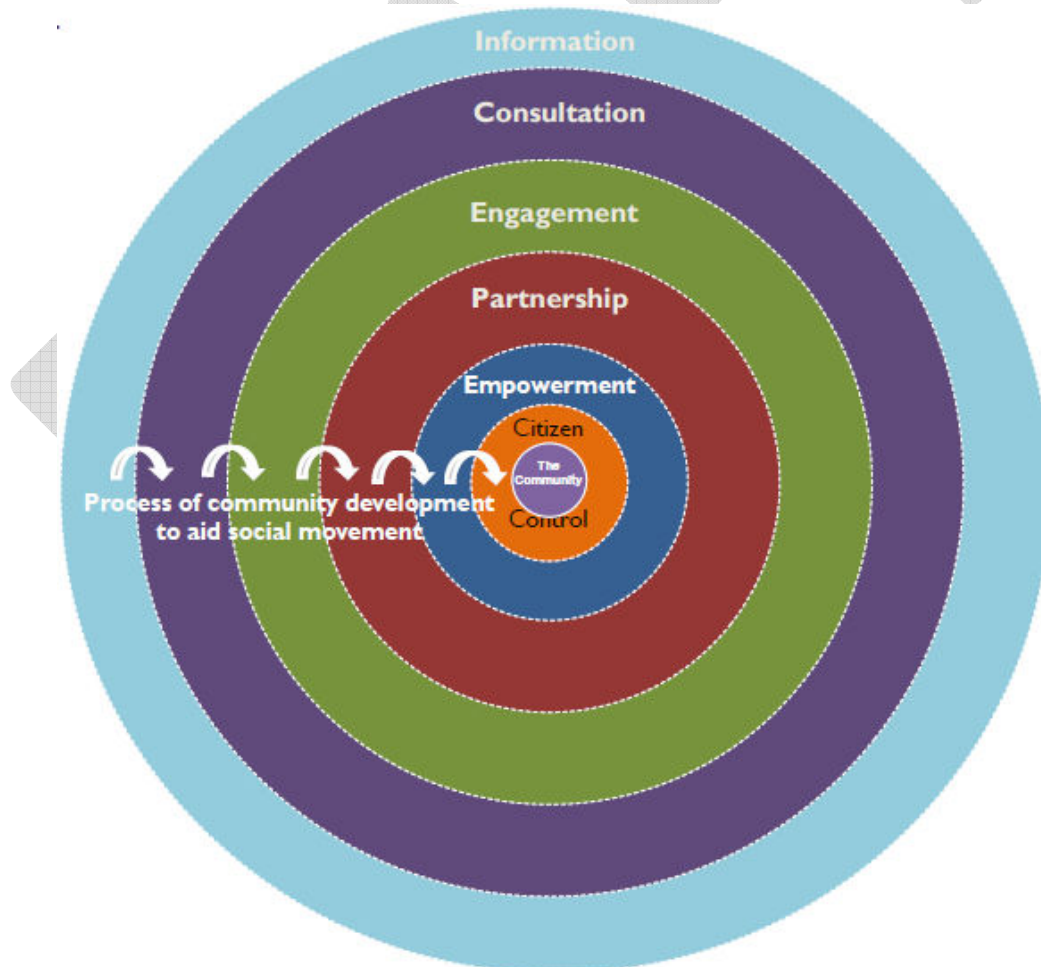


8. Engaging and involving – journey to empowered communities

It is important that the transformation projects identify their key stakeholders, their requirements and any milestones for engaging with them.

In July 2014 Cabinet approved the framework for ‘working with our citizens and communities’ and there is a ladder of participation which puts citizens at the centre of community led engagement.

The transformation work needs to ensure that the ladder is used when projects are planned – the Council wants to create a new relationship with its citizens so that they feel they are encouraged and supported to be less passive customers of services and more active and involved in their communities.

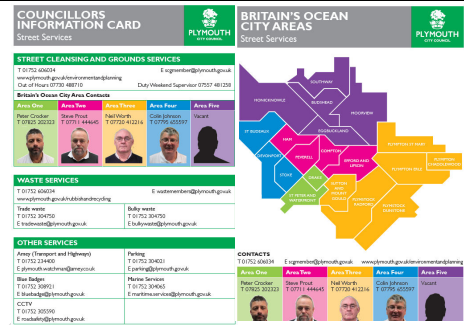


Below are examples of some of the levels of engagement within the ladder

Information is an important step to legitimate participation but there is only one way flow of information and no channel for feedback. For example press releases, newsletters, web casts, use of social media. In the future the ambition is for social media to spark interactions, for online forums to be developed, multi-agency communication around a project.

Transformation case study: creating a brilliant street service

As part of this work the team created some information cards for councillors so they could see who their key contacts were for the various areas across the city. Not only was it an easy way of providing the information but it has increased visibility and enables ward councillors to get quick advice, information and answers for local resident's. This is just one part of the project but an example of information sharing.



Engagement allows citizens to advise or plan but decision making remains with the Council. The Council experience of this through the Plymouth Plan, where approaches to engagement have been adopted. Citizens have been invited to feedback, give their thoughts, social media channels have been developed. Wide public awareness materials have been used city wide to invite people to give their thoughts on the plans.

Transformation case study: new home for coroner's office to improve service

A project to relocate the Plymouth Coroner's office saw the Council working closely with colleagues at Derriford hospital, as well as the local police, funeral directors and neighbouring authorities.

The decision to move the Coroner's Service from the Crescent to Building One at Derriford is to bring some key services under one roof, to improve working practices, provide closer links with the hospital and medical staff and create more private space for grieving families.

This project is an example of how the Council is being more efficient with its assets and services as well as better serving the public. Full story; <http://plymouthnewsroom.co.uk/new-home-coroners-office-improve-service/>

Citizen control gives citizens full control of their community. They handle the entire job of planning, policy making and managing a programme with no intermediaries between it and the source of funds.

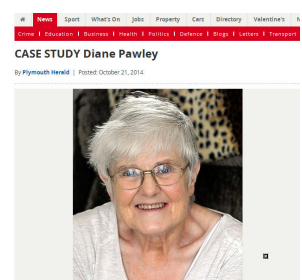
Transformation case study: integration of health and social care

One of the largest pieces of work the city has ever seen is bringing together councillors, clinicians and health professionals from the NHS, Plymouth City Council and Plymouth Community Healthcare. The outcome will be better health and social care services for local people.

Councillor Ian Tuffin, cabinet member for Health and Adult Social Care at Plymouth City Council, said public feedback would help them shape the service.

He said: "These are challenging times for health and social care and we need to work in a collaborative way to address the health and care needs of our local population.

"Extensive engagement with the public has told us that people want health and social care services to work much more closely together to look after the whole person, while the Care Act 2014 also makes this a top priority." – full story; <http://www.plymouthherald.co.uk/Council-care-staff-transferred-health-service/story-23286750-detail/story.html>



Further levels on the participation ladder include consultation, partnership and empowerment – see below <http://www.plymouth.gov.uk/mgInternet/documents/s56175/A%20Framework%20for%20working%20with%20our%20citizens%20and%20communities.pdf>

All projects will have communications and engagement plans, a stakeholder map and agreed engagement approaches. They will ensure the participation ladder is used and applied (EI)

Purpose of engagement;

- ✚ Ensures the corporate values and vision is reflected in engagement with communities, partners, members and staff
- ✚ Serve our city, enable people to influence change, care about our impact, be open and honest, treat people with respect and show strong community leadership.
- ✚ Share knowledge and generate good ideas and gauge the level of support for plans and identify concerns at an early stage
- ✚ Champion consistency, co-ordination, good timing and efficiency in engagement and consultation
- ✚ Through collaboration ensure “really good design” of services
- ✚ Increase ownership, contribution and support to deliver outcomes
- ✚ ‘Close the loop’ to reflect stakeholders needs and views in the changes delivered on the ground
- ✚ Support strong community leadership through elected members
- ✚ Consult and engage once where possible to reduce consultation fatigue
- ✚ Support what’s useful, relevant and appropriate - a flexible approach, being realistic and pragmatic about what we can achieve
- ✚ Needs to be meaningful and have purpose

Customers are often excluded from service design. As a result services are configured to organisational preferences. Co-production has been defined as *‘the public sector and citizens making better use of each other’s assets, resources and contributions to achieve better outcomes or improved efficiency’*. By working in partnership and building on each other’s capabilities and strengths, we can achieve far more and create a more sustainable model of public service delivery.

Engagement approach

- Project plans – the gateway process within the portfolio office will ensure that each project has identified its stakeholders, the engagement approach and that milestones are clear and evaluation measures are in place
- Full co-operative engagement may require the democratic support office to review
- Evidence of alignment across projects where possible
- SROs to clearly identify the resources needed and ensure they are in place to achieve the agreed objectives **(E2)**

Project teams will be required to:

- Appropriately plan their engagement, applying the participation ladder
- Test their plans with communications experts, democratic support and portfolio office
- Align and promote those plans once they are agreed

9. Area specific engagement

The key groups the transformation projects will need to consider in their engagement plans are;

9.1 Staff

In engaging the workforce, the largest effort and time will be spent engaging the critical stakeholders of high power and high interest, in particular ‘directly-affected employees’.

In some instances groups will be actively engaged whilst at other times the aim will be to keep people informed. The approach draws on what has been learned so far about what works either from others or from experience. Stakeholders include:

- CMT
- SMT
- Team Plymouth Managers
- Trade Unions and where appropriate other employee representatives
- Directly-affected employees
- Lesser-affected employees
- Schools employed staff (who we could almost treat as the employees of a partner)

Engagement aims to ensure the workforce’s “buy-in to engagement through involving and informing them appropriately and believes that through engagement we will achieve a better outcome for everyone”. It also aims to:

- Support CMT and SRO to embed staff engagement within programmes to achieve good outcomes
- Closely involve and engage SMT, as department leaders with transformation and support and enable them to engage and communicate effectively with staff and managers in their areas.
- Engage with Team Plymouth Managers (includes third tier management) around transformation activity and enable them to communicate effectively and support staff through change.
- Engage with Trade Unions around transforming the Council so this group is informed on progress and able to support members effectively and share insights on levels of engagement in the workforce. Trade Unions will be consulted on any proposals which directly affect staff through established mechanisms.
- Ensure the workforce is informed and engaged around transforming the Council – why, what, how etc., and managers and change champions support that to happen. Fully support and engage with affected groups ensuring they are clear about what level of engagement of involvement they will have from the outset, whether there is a clear direction and any compelling narrative that supports that direction i.e. from service users etc

At the February Cabinet staff engagement was discussed and it was agreed that ‘not one size fits all’ – therefore each project needs to consider the aims above and key principles behind their planned engagement. They can then apply a transactional, transitional or transformational approach. There must be a consistency in approach but there is not a uniformed approach for each project, every time.

Full Cabinet Reponses, R3 relates to staff engagement:

<http://www.plymouth.gov.uk/mgInternet/documents/s60700/Response%20to%20the%20Co-operative%20Scrutiny%20Board%20recommendations%20on%20delivering%20the%20co-operative%20vision%20wi.pdf>

Staff engagement will:

- Take a bottom-up approach to engagement
- Engage staff early, collecting thoughts and ideas – sharing those, making them available to all
- Be transparent and honest – will enhance credibility and reputation
- Celebrate successes and evidence best practice i.e. via case studies **(FI)**
- Be the first consideration of every project

Participation ladder	Example
Information	Internal newsletters – sharing information internally
Consultation	Staff focus groups – topic specific – reports in to a project
Engagement	Co-design work, staff led work (see case study below)

Transformation case study: 1st Stop – staff engagement and ICT

The new 1st Stop was co-designed by Claremont Group Interiors and PCC customer services teams between late October 2013 and January 2014. Forty staff were involved in this piece of work and they helped develop new approaches to customer responsiveness. Meet and greet staff are now using hand held computer tablets to be able to access information quickly for customers and provide a more responsive service.



9.2 Partner engagement

This area will undertake communications with the key partners to develop the narrative around transforming Plymouth City Council, using shared messages where appropriate.

Key partners to include

- Devon and Cornwall Police
- Plymouth Community Homes and other housing providers
- Clinical Commissioning Group (CCG) – Western Locality
- Plymouth Hospitals NHS Trust
- Plymouth Community Healthcare
- University of Plymouth
- City College
- Plymouth Chamber of Commerce
- Devon and Somerset Fire and Rescue Service
- Octopus project
- Schools

It aims to:

- Ensure the best mechanism for engagement through use of existing boards / meetings and link with the other engagement strands to reduce duplication wherever possible
- Undertake a wider communication exercise with other partners across the city that have not been reached as part of engagement on transforming the Council to date
- Minimise duplication, join up project work where possible so the same groups are not engaged about similar things but numerous times
- Seek to provide clarity and shared understanding

Participation ladder	Example
Engagement	Project information sent via organisational e-mail channels
Partnership	Focus groups with schools to develop the children’s partnership
Citizen control/empowerment	IHWB shared communications and engagement plans across three public sector organisations and public reference group

Transformation case study: creating a brilliant street service

As part of developing cleaner and safer streets and communities across Plymouth network meetings are now bringing together the voluntary sector (Octopus project), Plymouth Community Homes, AMEY, public protection, civil enforcement, residents associations, neighbourhood regeneration, waste services, street cleansing and grounds maintenance.

9.3 Political Engagement

Stakeholders include:

- The Leader
- Cabinet
- Transformation Advisory Group – members
- Transformation Portfolio Board
- The Council’s Scrutiny function
- Shadow Cabinet
- Labour Group
- Conservative Group
- MPs

It aims to ensure that:

- Transformation programmes understand how and when to utilise democratic decision making processes available to them, and are aware of the importance, where appropriate, of ensuring elected member/political buy in and engagement throughout the transformation process. This will often involve existing opportunities for member engagement and information sharing.
- Cabinet members are informed of, and able to engage with, the development of the transformation projects and programmes

- New ways of engaging with councillors and members are considered – looking at new approaches, trialling and testing where appropriate – can no longer rely on ‘have your say’ meetings alone
- Councillors need to work co-operatively through their connections and community relationships, sharing ideas, problems and solutions at a local level. To fulfil this they will also need to work alongside other key agencies in the private, public and voluntary sectors, with community groups and citizens
- We need to support elected members to be effective and relevant in a co-operative and digital world – when citizens can do more for themselves, and councillors interact directly with individual citizens via social media, they will be able to focus on other areas of local leadership such as city growth

Participation ladder	Example
Information	E-mail updates
Partnership	Members working with communities on plans, focus groups, decision making shared – supported by online tools
Empowerment	Cater education – delegated responsibility

Transformation case study: waste collection re-zoning – started 19 Jan 2015

In the first week following the introduction of the new rounds we collected from around 180,000 properties. Only 900 bins were missed, accounting for 0.5% of all collections

In this time the contact centre took over 3000 calls, and only around 100 were dropped.

Around 120,000 properties have received a card advising of the new changes as well as stickers on bins.

Engagement has taken place with a wide range of businesses and voluntary and community organisations, including Plymouth University, timebanking groups and Plymouth Octopus Project

Changing Plymouths bin collection routes to be more efficient will save £1.3 million over three years and reduce our carbon footprint.



9.4 Customers and communities engagement area

Stakeholders include:

Customers – people who use services provided by the Council. This could be people who live, work and play in Plymouth or those who visit.

Communities – This can be broken down into:

- Communities of geography – people who share a space e.g. neighbourhoods
- Communities of interest – people who share a common interest e.g. Sports Clubs volunteers
- Communities of identity – people who share a common identity – e.g. people from a black and minority ethnic background.

This area aims for:

- More people feeling they can really have an influence on what happens in their community.
- Strong community leadership by supporting elected members to lead community engagement.
- More inclusive, structured and informed contributions to decision making at a local level (evidence based decision making).
- A co-ordinated and consistent model of community engagement and consultation based on what works best.
- A voice for all - support for wider communities and customers to influence, co-design and co-produce rather than a chance for a vocal few to dominate.

- A voice for young people and minority communities through structured engagement and a range of supported formats including digital media.
- One version of the facts going out to communities and customers to inform their input into the development and provision of services and commissioning.
- Consultation, data and insight gathered consistently and used to produce robust and real intelligence for transformation programmes.
- Where possible co-ordinated consultation and engagement programmes – to reduce duplication and engagement fatigue. A library consultation was run alongside a children centre consultation, asking very similar questions. GPS or schools could have also asked the same question – what community based services would you like to see out of this building? Citizens will continue to be confused about how they can influence if we continue this.

Participation ladder	Example
Information	Regular updates issued in community newsletters
Engagement	Neighbourhood meetings with liaison officers
Partnership	Community led projects, they set the goals and objectives and design the approaches and feed into the Council

Transformation case study: Plymouth Adult and Community Learning Services (PACLS)

Plymouth Adult and Community Learning service (PACLS) will become an independent joint venture with two key city based partners – Shekinah and YMCA Plymouth.

In November Cabinet approved the decision for the Community Joint Venture (CJV). The CJV called 'On-Course South West' will operate as a not-for-profit social enterprise.

PACLS, Shekinah and YMCA each hold high aspirations for learners, so by forming the joint venture the new service will have more freedom to design and deliver a wider range of learning opportunities, access increased levels of external funding, while also ensuring the continuation of targeted community learning to the most vulnerable across Plymouth.

10. Developing this strategy – making it happen

To implement this strategy each of the actions identified are highlighted below with timeframes next to them, with assigned responsibilities – the progress of this will be reported to Transformation Advisory Group and Transformation Portfolio Board.

	Action	To be completed by	Responsibility	Completion date
A1	All projects will be supported by case studies, or real examples, telling the story of the work and representing the views and feedback of those involved – the case studies should bring the benefits alive.	April 2015	Portfolio office Programme managers Nicola Lenden	
A2	Projects should all have communications and engagement plans before they are able to proceed.	March 2015 Almost complete	Portfolio Office Programme managers Nicola Lenden	
A3	The roadmap has already been developed and most of the case studies are now linked. This will need to be updated as projects develop and new ones come on board. Project teams to take responsibility of ensuring their case studies are current and up-to-date.	March 2015 Launch	Nicola Lenden Web team Programme managers Portfolio office	

B1	Transformation team newsletter – ‘evolve’	April 2015	Nicola Lenden Corporate communications Web team Les Allen	
B2	All stories will therefore be tagged with a line at the end which says which one they fall within.	Completed		
B3	Transformation TV – set up a YouTube channel called ‘evolve’ to share videos clips and interviews – this is a channel that could be considered by each project team within their project communications plans.	May 2015	Nicola Lenden	
B4	SMS text messaging - develop a process for reaching frontline staff and trial in projects.	June 2015	Nicola Lenden Programme managers Les Allen	
B5	Social media - develop some training for the transformation team on how to use it effectively, look at projects to use it and the most appropriate platforms to reach the audiences.	June 2015	Nicola Lenden Corporate communications	
B6	Engagement and communications training – workshops for transformation teams that deliver core communications and engagement skills.	April – August 2015	Nicola Lenden	
B7	Member’s briefings – monthly – should be planned on a six monthly timetable.	Ongoing	Portfolio office	
B8	Transformation discussion briefings - Plan a session on effective communications and meaningful engagement – invite (a) a member of staff who has been involved in meaningful engagement (do not need to be from PCC) and (b) someone who has been involved in meaningful community engagement, with clear results and learning.	April 2015	Nicola Lenden Les Allen Senior business change advisers	
B9	Schedule of payslip inserts	Quarterly		
B10	Spring/summer roadshows – deliver a series over roadshows between May and June with staff.	June – Sep 2015	Portfolio office SMT/CMT Nicola Lenden	
C1	Corporate social media guidelines should be re-visited and this flexibility provided.	July 2015	Nicola Lenden Corporate communications	
C2	Roadmap – bring the case studies that sit behind the roadmap alive.	July 2015	Nicola Lenden	
C3	Communications tools for project teams – templates/sign-off process/	March 2015 Almost complete	Nicola Lenden	
C4	Co-ordinated communications and engagement plan – over all projects	March 2015 Almost complete – up until May	Nicola Lenden Portfolio office Programme managers	
C5	Audit of transformation webpages	Ongoing	Project managers	

DI	Programme boards: – programme managers (Nicola/business change to attend) –organise communications attendance at all boards	Monthly	Nicola Lenden Senior business change advisers	
EI	All projects will have communications and engagement plans, a stakeholder map and agreed engagement approaches	Gateway process in portfolio office	Les Allen Portfolio office Nicola Lenden	
E2	SROs to clearly identify the resources needed and ensure they are in place to achieve the agreed objectives	Gateway process in portfolio office	Les Allen Portfolio office Nicola Lenden	
FI	Celebrate successes and evidence best practice i.e. via case studies	Ongoing	Project managers Nicola Lenden	

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