

# Public Document Pack



#coopscrutiny

## Democratic Support

Plymouth City Council  
Ballard House  
West Hoe Road  
Plymouth PL1 3BJ

Please ask for Helen Wright, Democratic Support Officer  
T 01752 304022  
E [helen.wright@plymouth.gov.uk](mailto:helen.wright@plymouth.gov.uk)  
[www.plymouth.gov.uk/democracy](http://www.plymouth.gov.uk/democracy)  
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## CO-OPERATIVE SCRUTINY BOARD

Wednesday 23 September 2015  
4.00 pm  
Council House, Plymouth

### Members:

Councillor Mrs Aspinall, Vice Chair, in the Chair.

Councillors Mrs Beer, Bowie, Bowyer (substitute for Councillor James), Mrs Bowyer, Sam Davey, Jordan, Murphy, Ricketts, Storer, Jon Taylor and Kate Taylor.

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

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### 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 - 10)**

The Co-operative Scrutiny Board will be asked to agree the minutes of the meeting held on 19 August 2015.

#### **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 11 - 20)**

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 21 - 26)**

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

#### **7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 27 - 28)**

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

**8. TRANSFORMATION PROGRAMME (Pages 29 - 38)**

The Board will receive a report on the Transformation Programme.

**9. CALL-INS**

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

**10. 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).

**11. RECOMMENDATIONS**

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

**12. CO-OPERATIVE REVIEW(S) (Pages 39 - 46)**

The Co-operative Scrutiny Board will be asked to consider the Living Street Co-operative Review undertaken by the Working Plymouth Panel.

**13. 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.

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## Co-operative Scrutiny Board

**Wednesday 19 August 2015**

### **PRESENT:**

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillors Mrs Beer, Bowie, Mrs Bowyer, Sam Davey, Ken Foster (substitute for Councillor Ricketts), Hendy (substitute for Councillor Murphy), Jordan, Storer and Kate Taylor.

Apologies for absence: Councillors Murphy and Ricketts.

Also in attendance: Lesa Annear (Strategic Director for Transformation and Change), Ben Chilcott (Chief Finance Officer (CCG's Western Locality), Marion Fanthorpe (Interim Assistant Director for HR and OD), Ross Jago (Performance and Research Officer), Alan Knott (Performance and Research Officer), Guy Marshall (Senior Finance Analyst), David Northey (Head of Corporate Strategy), Councillor Smith (Deputy Leader), Chris Randall (Head of Finance Operations), Jane Stephenson (Head of HR), Alison Ward (Senior Policy, Performance and Partnerships Officer) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 5.55 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.*

### 17. **DECLARATION OF INTEREST**

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

### 18. **MINUTES**

The Board agreed that the minutes of the meeting held on 29 July 2015 are confirmed as a correct record.

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

There were no items of Chair's urgent business to consider.

### 20. **WORK PROGRAMME 2015/16**

The Chair advised that –

- (a) there were no Panel work programmes to consider, as there had been no meetings of the Panels since the last Board meeting on 29 July 2015, at which the work programmes had been agreed;
- (b) following the recent TAG meeting it had been agreed that the information relating to the Transformation Programme (including the risk log, benefits profile and the merge of the CCO and POD programmes) would be submitted to the September/October Board meeting.

Councillor Bowie considered that August would have been a good time to meet with the City's MPs whilst they were on summer recess. The Lead Officer advised that this matter would be followed up.

The Board agreed its work programme subject to the inclusion of the Transformation Programme information being included on the agenda for the September/October 2015 meeting.

### 21. **Decisions Taken Under Delegated Authority**

There were no decisions taken under delegated authority to consider.

### 22. **TRACKING DECISIONS**

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

The Chair advised that the coach station and car park at Mayflower Street contained within the forward plan of key decisions and private business (minute 10 refers) related to the award of the contract and as such it was not normal practice to scrutinise the award of contracts.

Councillor Kate Taylor reported that she had not received the information requested relating to the percentage of bad debt which had been written off that was attributable to customers (eg council tax). The Lead Officer advised that a response had been sought but this matter would be followed up.

### 23. **FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS**

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

- review and prioritisation of the capital programme;
- retender of education home to school transport contracts;
- integrated health and wellbeing programme phase 2;
- community domiciliary care services contract award;
- review of the Corporate plan 2013/14 – 2016/17;
- medium term financial strategy;
- Plymouth coach station sand car park at Mayflower Street.

The Chair advised that as per the tracking decisions the Plymouth coach station and car park at Mayflower Street related to the award of contract and as such, it was not normal practice to scrutinise the award of contracts.

### 24. **SCRUTINY ABSENCE REPORT**

The Deputy Leader (Councillor Smith), the Strategic Director for Transformation and Change (Lesla Annear), the Interim Assistant Director for HR and OD (Marion Fanthorpe) and the Head of HR (Jane Stephenson) presented the scrutiny absence report which highlighted the following key areas –

- (a) employee absence was actively monitored and interventions were in place to support managers in the prevention of days lost due to sickness, with an emphasis on stress related absence;
- (b) the impact of sickness on the available working days during the last 12 months was 3.41%;
- (c) the overall target for the Council was an average of 8.49 full time equivalent (FTE) days; the actual average per FTE days lost to sickness was 8.05 FTE days;
- (d) the average days lost in the public sector (local authorities) for sickness absence was 8.7 FTE days; the authority had set a target below the average and proactively managed employee wellbeing initiatives Council wide;
- (e) the leading causes of sickness were reported to be stress, depression, psychological followed by musculoskeletal problems;
- (f) the Council actively managed staff who were off work due to sickness on a day to day basis through its capability policy and procedures; this included Return to Work interviews and Wellbeing meetings;
- (g) sickness absence data was regularly reviewed by managers and Assistant Directors on a monthly basis; HR Advisors also reviewed the top 100 cases each month directly with the relevant line manager to ensure the appropriate action was being taken;
- (h) Council employees had access to an Employee Assistance Programme (EAP) which provided guidance on managing work and non-work related stressors through access to a 24/7 helpline and a signposting website as well as up to six free counselling sessions;
- (i) the Council encouraged the use of Occupational Health services wherever relevant; a total of 462 referrals were made to the service in 2014/15.

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

- (j) there had been no impact on the sickness figures due to staff being transferred out of the authority in the short term;
- (k) a new on line system had been introduced (iTrent) whereby managers were able to log more accurately staff sickness absence and the causes of sickness;
- (l) the cost of sickness in 2013/14 was £290,000; this figure covered additional staff resources that had been required to fill posts whilst members of staff were sick; however, the vast majority of work was undertaken by existing members of staff;
- (m) benchmarking information relating to the private sector was not currently available (there was benchmarking information available for local authorities);
- (n) the purpose of the managing attendance (long term sickness) policy was to promote the wellbeing of employees, ensure a safe working environment and recognise the need for clear, fair and consistent procedures; the policy also clearly sets out the steps to be followed in this process;
- (o) absences which were less than four weeks were classed as short term, absences greater than four weeks were long term;
- (p) an employee was entitled to six months full sick pay in a rolling 12 months;
- (q) the decision to appoint agency staff was either taken at manager level or higher; the use of agency staff was less expensive compared to employing a permanent member of staff, as there were no on costs to budget for;
- (r) stress was defined as consistently high levels of pressure which could lead to depression or mental health issues; it was difficult to distinguish between work related stress and stress caused outside of the work place;
- (s) the Council had in place a stress and resilience policy that formed part of the health and safety standard which each department, service unit, school and team was expected to achieve, monitor and audit;
- (t) an undertaking was given to provide information on the top 10 known reasons for short term absences;
- (u) an undertaking was given to provide data on sickness absence within maintained schools;



- (v) it was a real concern that with the reduction in resources, members of staff were not being put under sustained pressure; there were tools in place for staff to actively manage stress, although overall there was no evidence that this was currently an issue.

The Board agreed that the absence report will form part of the quarterly monitoring report provided to the Board which will include –

- private sector comparators;
- local authority comparators (family group);
- breakdown of reasons for short term absence;
- schools (maintained) data.

The Chair thanked the Cabinet Member and officers for attending.

### 25. **CORPORATE PERFORMANCE REPORT - CORPORATE PLAN SECOND YEAR REVIEW AND PLEDGE UPDATE (JULY 2015)**

The Senior Policy, Performance and Partnerships Officer (Alison Ward) and the Performance and Research Officer (Alan Knott) presented the corporate performance report – corporate plan second year review and pledge update which highlighted the following key areas –

- (a) the report provided the rationale for the reinvigoration of the Corporate Plan;
- (b) the plan on the page provided direction for the Council in terms of values, objectives and outcomes; it continued to be well received both internally and externally for the clarity with which it sets out the vision for the Council;
- (c) the plan outlined the actions being taken in order to deliver the outcomes and measures;
- (d) the review process did not seek to amend the values, objectives or outcomes for the plan (the plan would remain the same);
- (e) a review of the Corporate Plan was undertaken during April/May 2015 which considered the progress after two years of action; the review focused on the key activities and performance indicators underpinning the delivery of the plan and considered if there were any gaps in the current/future priorities;
- (f) the outcome of the review did identify some risks to the successful delivery of the outcome expectations; a number of changes to the key actions and performance indicators to realign the plan to ensure successes were achieved had been recommended, as follows –
- completion of one key action (K42);
  - slight alteration to wording of one key action (K23);

- recommendation for an additional nine performance indicators;
  - removal of one performance indicator (PI7);
- (g) the outstanding pledges had been reviewed and realigned in order to be completed by the end of March 2016; a Pledge from the original 100 Pledges which was incomplete had been added to the list;
- (h) a total of 37 out of the 51 pledges had now been completed against a target of 40; there were three Pledges that were overdue but the activities needed to achieve them were in place and in many cases were virtually complete.

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

- (i) with regard to key action 43 (pioneering in reducing the City's carbon emissions and leading in environmental and social responsibility), the annual targets for carbon emissions were contained within the Plymouth Plan;
- (j) with regard to the new performance indicator (26) (proposed that a measure was included which tracked customer satisfaction would be included in quarter three), this indicator was still being scoped but there were mechanisms in place to capture the information required;
- (k) with regard to the new performance indicator (34) (increase GVA (Gross Value Added) (per head), the indicator provided an opportunity to capture the information at a Plymouth level per head of population and compare that to the rest of the country/Council's family group;
- (l) with regard to the new performance indicator (27) (percentage of residents with no qualifications) both academic and vocational data would be able to be captured as measures were already in place to do so;
- (m) with regard to the new performance indicator (29) (the percent of (adults) residents who volunteer at least once per month) the information was captured as part of the Cities of Service initiative;
- (n) with regard to the new performance indicator (32) (a measure based on safety questions asked of young people in school would be included in quarter three), this indicator was currently being scoped.

Agreed that –

- (1) corporate performance report 2014/15 quarter four and 2015/16 quarter one to be provided to the Board with the exception report at the next meeting;
- (2) key actions and Performance Indicators will be considered within the next available cycle of Panel planning meetings and outcome leads identified in the Plan will need to attend and provide Panels with the following information –
  - current action plan to deliver key actions;
  - resources used/required to undertake activity;
  - key milestones and deadlines;
  - progress toward outcome as illustrated by indicator.

The Chair thanked the officers for attending the meeting.

### 26. **DRAFT CAPITAL AND REVENUE MONITORING REPORT 2015/16 - QUARTER I**

The Head of Finance Operations (Chris Randall) submitted the draft capital and revenue monitoring report 2015/15 – quarter one which highlighted the following key areas –

- (a) the primary purpose of the report was to detail how the Council was delivering against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements and report new schemes approved in the capital programme;
- (b) the estimated revenue overspend was £2.097m; the overall forecast net spend equated to £195.106m against a budget of £193.009m which was a variance of 1.1%; this needed to be read within the context of needing to deliver £21m of savings in 2015/16 on the back of balancing the 2014/15 revenue budget where £16m of net revenue reductions had been successfully delivered;
- (c) the latest approved capital programme funding envelope which covered 2014/15 to 2017/18 stood at £237.406m which had been approved at Full Council on 23 February 2015;
- (d) the report, for the first time, outlined information on the Plymouth Integrated fund;
- (e) additional management solutions and escalated actions to deliver further savings from the Council's transformation programme would be brought for consideration over the coming months.

In response to questions raised, it was reported that –

- (e) the enhanced voluntary release scheme which had been formally offered to staff within customer services prior to the restructure, would result in staff being able to leave the authority without having to work their notice but still being paid for it;
- (f) the staff take-up of the enhanced voluntary release scheme within customer services had been good; this had negated the need to make staff compulsory redundant;
- (g) an undertaking was provided that further information would be provided regarding the anticipated level of funding that would be achieved through waste services;
- (h) an undertaking was given to seek the views of the Cabinet Member for Finance relating to the identification of funding sources for the capital programme projects;
- (i) the delay in the reviews of business support, HR and Finance service provision would result in these areas not achieving the target saving for this financial year of £0.8m; it was anticipated that a saving of £0.160m would be achieved; the delay had been partly due to the change in Assistant Director level within Finance and HR;
- (j) the plans for transformation required a significant investment in terms of both staff and other resources; it was the intention to mainstream transformation over time, however during the initial period there was no expectation that this would be delivered as part of 'business as usual'; the budget had been set up to allow the benefits from the programme to be placed where they would be realised (the GAME project had been included with the Place Directorate).

Councillor Mrs Beer and Councillor Bowie requested that the Ambitious Plymouth Panel monitor the budget pressures within the Children, Young People and Families department, as the service was currently forecasting a budget pressure of £0.419m.

The Board agreed that –

- (1) highlighted pressures in People department to be considered by Ambitious Plymouth and Caring Plymouth dependant on their terms of reference;
- (2) request that monitoring report identifies funding sources for capital programme projects.

The Board noted the report.

The Chair thanked the officer for attending the meeting.

27. **NHS NEW DEVON CCG WESTERN LOCALITY FINANCE REPORT MONTH 3 2015/16 (INCLUDING THE PLYMOUTH INTEGRATED FUND (PIF))**

The Head of Corporate Strategy (Plymouth City Council) (David Northey), the Chief Finance Officer (CCG's Western Locality) (Ben Chilcott) and the Senior Finance Analyst (Guy Marshall) presented the NHS New Devon CCG – Western Locality Finance report month 3 2015/16 which highlighted the following key areas –

- (a) the report sets out the financial performance of the Western Locality to the end of month 3 (June 2015); the report was in three sections, as follows –
  - locality managed contracts;
  - GP registered population based expenditure;
  - Plymouth Integrated Fund;
- (b) the locality managed contracts reflected the devolved financial management responsibilities of the Locality as approved by the CCG Governing Body; this reflected the position based on the pragmatic reporting of where contracts were managed;
- (c) the GP registered population based expenditure represented the expenditure on contract for the GP registered population of the Western Locality; a subset of this information (for Plymouth practices only) formed the CCG contribution towards the Plymouth Integrated Fund;
- (d) the Plymouth Integrated Fund sets out its performance and the associated risk share arrangements.

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

- (e) the forecast overspend of £0.7m was split across both organisations; it was anticipated that the position would improve in month four with action plans being implemented to mitigate the key risks within the Care Co-ordination Team and the Care Leavers Service;
- (f) the health authority's accounts were different to that of the local authority; a requirement of the budget setting process was to agree a more favourable position at the beginning of the financial year whilst making provision for further in year savings;
- (g) with regard to the learning and disability clients, it was not the intention to remove clients but an attempt to re-allocate and remove inappropriate cases that had been charged against an incorrect budget;

- (h) the Plymouth Integrated Fund was forecast to overspend by £0.7m at the year-end; action plans were being developed and put in place to mitigate the risks.

The Board agreed that –

- (1) section one of the report (locality managed contracts) is considered by the Caring Plymouth Panel;
- (2) sections two and three (GP registered population based expenditure and the Plymouth Integrated Fund) continue to be considered by the Board as part of the Corporate monitoring reports.

The Board noted the report.

The Chair thanked the officers for attending the meeting.

### 28. **CALL-INS**

There were no call ins to consider.

### 29. **URGENT EXECUTIVE DECISIONS**

There were no urgent executive decision to consider.

### 30. **RECOMMENDATIONS**

The Board considered and agreed the recommendations from the Your Plymouth Panel relating to –

- (1) the appointment of a co-opted representative (minute 6 refers);
- (2) the customer services transformation programme update (minute 7 refers);
- (3) unauthorised encampments update (minute 8 refers).

### 31. **CO-OPERATIVE REVIEW(S)**

There were no co-operative reviews to consider.

### 32. **EXEMPT BUSINESS**

There were no items of exempt business to consider.

**AMBITIOUS PLYMOUTH****DRAFT**

Work Programme 2015 - 2016


**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 Lynn Young, Democratic Support Officer, on 01752 304163.

| Date of meeting                             | Agenda item  | Purpose of the agenda item   | Reason for consideration | Responsible Officer          |
|---|--|--|--------------------------|------------------------------|
| 6.7.15                                      | SEND framework 2015-2018                                 |  |                          | Jo Siney                     |
|   | Children's Social Care Improvement Plan                  |  |                          | Alison Botham                |
| 7.9.15                                      | Work of Sports Development Unit                          |  |                          | Louise Kelley/Pete Aley      |
|   | Changes resulting from Adoption Bill                     |  |                          | Anne Osborne                 |
| 19.10.15                                    | Education Paper with Plymouth Learning Partnership       |  |                          | John Searson/David Maddison  |
|   | Corporate Performance Report – K14, K15 K19, K45, K27a/b | Co-operative Scrutiny Board recommendation (19.8.15)   |                          | Judith Harwood/Alison Botham |
| 7.12.15                                     | Children's Social Care Improvement Plan                  |  |                          | Alison Botham                |
|   | Department Budgets pre Budget Scrutiny                   |  |                          | Judith Harwood/Alison Botham |
| 1.2.16                                      | Work of Plymouth School Sports Partnership               |  |                          |                              |
|   | Validated results SATS/GCSE's                            |  |                          | John Searson                 |
|   | SEND framework 2015-2018 – 6 Monthly update              |  |                          | Jo Siney                     |
| 7.3.16                                      | School Transport Contract Award                          |  |                          | Jayne Gorton                 |
|   | Update on the changes resulting from Adoption Bill       |  |                          | Alison Botham/Anne Osborne   |
| <b>NEW – items not yet allocated a date</b> |  |  |                          |                              |
| Child poverty                               |  |  |                          |                              |
| <b>Scrutiny review proposals</b>            |  | <b>Description</b>   |                          |                              |
| 'Be-wise to Child Sexual Exploitation'      |  | New PID re-submitted to Co-operative Scrutiny Board and approved. First meeting scheduled for 11 September 2015. |                          |                              |

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# YOUR PLYMOUTH

## Draft Work Programme 2015/16



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

| Date of meeting | Agenda item  | Purpose of the agenda item  | Reason for consideration   | Responsible Officer                      |
|-----------------|--|---|--|--|
| 13 July         | Unauthorised Encampments Update                          | To update members on progress following the review undertaken in 2013           | Increasing UE occurrences and community interest                               | Matt Garrett                             |
|                 | Customer Services Transformation Programme               | Update on progress with Project delivery  |  | Ross Johnston / Pete Honeywell           |
| 12 Oct          | Safer Plymouth Partnership Update : Crime Figures        | To monitor City's crime trends and Community Safety Partnership performance     | The panel has a statutory role in scrutiny of the Community Safety Partnership | Sarah Hopkins                            |
|                 | Corporate Performance Monitoring (K01 / K02 / K29 / K30) | To monitor progress against KPI's falling within the Panel's terms of reference | Referred from Co-operative Scrutiny Board                                      | Faye Batchelor-Hambleton & Craig McArdle |
|                 | Emergency Welfare Scheme Update                          | To monitor and review following its introduction in April 2013                  | Monitoring outcome of Social Fund Replacement task and finish review           | Faye Batchelor-Hambleton                 |
| 14 Dec          | Corporate Performance Monitoring (K22 / K24 / K25 / K52) | To monitor progress against KPI's falling within the Panel's terms of reference | Referred from Co-operative Scrutiny Board                                      | Craig McArdle<br>David Draffan           |

| Date of meeting | Agenda item                                       | Purpose of the agenda item   | Reason for consideration   | Responsible Officer                                  |
|-----------------|---|--|--|--|
|                 | Enforcement                                       | To review current practice and performance   |  |  |
|                 | Problem Debt                                      | To review outcome of recommendations arising from co-operative review undertaken in 2014 | To monitor progress of scrutiny recommendations                                | Laura Griffiths                                      |
| 14 Mar          | Corporate Performance Monitoring (K26 / K43)      | To monitor progress against KPI's falling within the Panel's terms of reference          | Referred from Co-operative Scrutiny Board                                      | Alison Botham,<br>Andrew Hardingham/<br>Paul Barnard |
|                 | Safer Plymouth Partnership Update : Crime Figures | To monitor City's crime trends and Community Safety Partnership performance              | The panel has a statutory role in scrutiny of the Community Safety Partnership | Sarah Hopkins  |

| Cooperative Reviews   | Consideration<br>Priority | Description  | Progress        |
|---|---------------------------|--|-----------------|
| The Summer Budget and Implications for Plymouth Residents   | 1                         | <p>On 8 July, Chancellor George Osborne delivered the first Conservative Budget since 1996.</p> <p>The review will focus on the elements considered to impact most keenly on the residents of Plymouth.</p> <ul style="list-style-type: none"> <li>• Working age benefits</li> <li>• Benefits cap</li> <li>• Free childcare entitlement</li> <li>• The youth obligation</li> <li>• Social housing (right to buy, pay to stay, rental rates)</li> <li>• National living wage</li> </ul> | To be commenced |
| The effects of the expansion of Plymouth University and its students on the surrounding residential areas | 2                         | The expansion of Plymouth University over recent years   | To be commenced |

|                      |  |   |  |
|----------------------|--|---|--|
|                      |  | <p>has resulted in an increase in the student populations living in the surrounding areas to the University. The increase in students living in Mount Gould, Mutley, Greenbank and Lipson areas has had detrimental consequences which have predominantly been felt by local residents who have regularly had to deal with an increase in issues of Anti-Social Behaviour, noise, litter and reported crimes.</p> <p>The review will seek to analyse the effects of an increasing student population on the local surrounding areas to establish if a link exists between increased student populations and an increase in issues of ASB, noise, litter and reported crimes. To include a review of a previous piece of work completed in 2012.</p> |  |
| Sex Crimes on Campus | PID to be drafted and submitted to Co-operative Scrutiny Board |   |  |

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# CO-OPERATIVE SCRUTINY BOARD

Draft Work Programme 2015 - 2016



**PLYMOUTH**  
CITY COUNCIL

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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  |
|-------------------------|--|---|--------------------------|--|
| <b>17.06.2015</b>       | Informal Meeting   | Review of previous year's outcomes<br>Future requirements   |                          | Ross Jago (Lead Officer)                                       |
| <b>29.07.2015</b>       | Annual Scrutiny Report 2014/15   | To comply with the Constitution   |                          | Ross Jago (Lead Officer)                                       |
|                         | Overview of Budget Position  | To identify areas of concern (if any)   |                          | Andrew Hardingham<br>Assistant Director for Finance            |
| <b>19.08.2015</b>       | Corporate Plan Performance Monitoring Quarter I  | To identify areas of concern (if any)   |                          | Peter Honeywell<br>(Transformation Programmes Manager)         |
|                         | Corporate Finance Monitoring Quarter I   | To identify areas of concern (if any)   |                          | Andrew Hardingham<br>(Assistant Director for Finance)          |
|                         | NEW Devon CCG Western Locality and Plymouth Integrated Fund Quarter I Finance Report               | To identify areas of concern (if any)   |                          | Andrew Hardingham<br>(Assistant Director for Finance)          |
|                         | Scrutiny Absence Report  | To identify areas of concern (if any)   |                          | Marion Fanthorpe<br>(Interim Assistant Director for HR and OD) |
| <b>9 September 2015</b> | Strengthening the Overview and Scrutiny Function – Open Space Event (What's the Point of Scrutiny) | Review to be undertaken to identify where changes to the scrutiny function may enhance the process of open, transparent and democratic decision making. |                          | Ross Jago (Lead Officer)                                       |
| <b>23.09.2015</b>       | Transformation Programme   | To identify areas of concern (if any)   |                          | Les Allen<br>(Head of Portfolio Office)                        |

| Date of meeting       | Agenda item   | Purpose of the agenda item  | Reason for consideration   | Responsible Officer   |
|-----------------------|---|---|--|---|
| 7 and 14 October 2015 | Strengthening the Overview and Scrutiny Function – Training Rights and Responsibilities and the 21 <sup>st</sup> Century Councillor and Scrutiny Support Arrangements | Review to be undertaken to identify where changes to the scrutiny function may enhance the process of open, transparent and democratic decision making. |  | Ross Jago (Lead Officer)  |
| 21.10.2015            | Plymouth Integrated Fund Risk Register  | To identify areas of concerns (if any)  | To monitor the risks of the Plymouth Integrated Fund   | Andrew Hardingham (Assistant Director for Finance)                                      |
|                       | Strengthening the Overview and Scrutiny Function – Co-operative Review Report   | To approve the Co-operative Review report.  | Review to be undertaken to identify where changes to the scrutiny function may enhance the process of open, transparent and democratic decision making | Ross Jago (Lead Officer)  |
|                       | Budget Scrutiny 2016/17   | To agree the format of this process   |  | Ross Jago (Lead Officer)  |
|                       | Transformation Programme  | To identify areas of concerns (if any)  |  | Les Allen (Head of Portfolio Office)/Andrew Hardingham (Assistant Director for Finance) |
| 18.11.2015            | Corporate Finance Monitoring Quarter 2  | To identify areas of concerns (if any)  |  | Andrew Hardingham (Assistant Director for Finance)                                      |
|                       | Corporate Plan Performance Monitoring Quarter 2   | To identify areas of concerns (if any)  |  | Peter Honeywell (Transformation Programmes Manager)                                     |
| 02.12.2015            |   |   |  |   |
| 06.01.2016            | Training for Budget Scrutiny  | To prepare to Budget Scrutiny sessions  |  | Ross Jago (Lead Officer)  |
| 11.01.2016            | <b>Budget Scrutiny (Day One)</b>  | Draft budget 2016/17 and Indicative budgets 2017/18 and 2018/19 with wide impact assessment, EIA, Child Poverty   | Pre-decision scrutiny  | Ross Jago (Lead Officer)  |
| 13.01.2016            | <b>Budget Scrutiny (Day Two)</b>  | Draft budget 2016/17 and Indicative budgets 2017/18 and 2018/19 with wide impact assessment, EIA, Child Poverty   | Pre-decision scrutiny  | Ross Jago (Lead Officer)  |
| 17.02.2016            |   |   |  |   |

| Date of meeting  | Agenda item | Purpose of the agenda item                                       | Reason for consideration | Responsible Officer                         |
|--|-------------|--|--------------------------|---|
| 23.03.2016   |             |  |                          |   |
| <b>Issues Identified for Scrutiny (no date agreed)</b> |             |  |                          |   |
|  | City MPs    | Provide an overview of current issues and areas of joint working |                          | Helen Wright,<br>Democratic Support Officer |

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# Co-operative Scrutiny Board

Tracking Decisions – August/September 2015



|  | <b>Resolution</b> | <b>Target date, Officer responsible and Progress</b> |  |
|--|-------------------|--|--|
|--|-------------------|--|--|

|   |   |           |   |
|---|---|-----------|---|
| 29.07.2015<br><br>Forward Plan of Key Decisions and Private Business<br><br>Minute 10 | The Board agreed to seek further clarity regarding the coach station and car park Mayflower Street, prior to considering whether further scrutiny will be required. | Date:     | July 2015   |
|   |   | Officer:  | Ross Jago (Performance and Policy Officer)  |
|   |   | Progress: | This decision related to the contract award for the coach station and car park at Mayflower Street (as such the Board does not scrutinise contract awards).<br><br><b>Completed</b> |

|   |   |           |   |
|---|---|-----------|---|
| 29.07.2015<br><br>Overview Budget Position<br><br>Minute 11 | <p>The Board <u>agreed</u> that –</p> <ol style="list-style-type: none"> <li>1. The Plymouth Integrated Fund monitoring report is submitted to its meeting in August 2015;</li> <li>2. The Plymouth Integrated Fund Risk Register is submitted to its meeting in September/October 2015.</li> </ol> <p>An undertaking was given by officers to provide the following information –</p> <ul style="list-style-type: none"> <li>• Beechwood campus</li> <li>• the percentage of bad debt which had been written off attributable to customers (eg Council Tax)</li> </ul> | Date:     | August 2015   |
|   |   | Officer:  | David Northey (Head of Corporate Strategy)  |
|   |   | Progress: | <p>The Plymouth Integrated Fund monitoring report has been included on the Board's agenda for 19 August 2015 meeting.</p> <p>Arrangements are being made for the risk register to be included on the Board's agenda for either September/October 2015.</p> <p>The Head of Corporate Strategy had been asked to supply this information. A further reminder was sent chasing this matter up.</p> |

|   |  |           |   |
|---|--|-----------|---|
| 19.08.2015<br>Work Programme<br>Minute 20 | The Board <u>agreed</u> its work programme subject to the inclusion of the Transformation Programme information being included on the agenda for the September 2015 meeting.<br><br>The Lead Officer advised that arrangements to hold a meeting with the City's MPs would be followed up. | Date:     | August 2015   |
|   |  | Officer:  | Helen Wright (Democratic Support Officer)   |
|   |  | Progress: | The Transformation Programme information had been added to the Board's work programme.<br><br>Work to arrange a meeting with the City's MPs was being undertaken. |

|  |  |           |   |
|--|--|-----------|---|
| 19.08.2015<br>Scrutiny Absence Report<br>Minute 24 | The Board <u>agreed</u> that the absence report will form part of the quarterly monitoring report provided to the Board which will include –<br><br><ul style="list-style-type: none"> <li>• private sector comparators;</li> <li>• local authority comparators (family group);</li> <li>• breakdown of reasons for short term absence;</li> <li>• schools (maintained) data.</li> </ul> | Date:     | August 2015   |
|  |  | Officer:  | Helen Wright (Democratic Support Officer)                                       |
|  |  | Progress: | Officers have been advised of the information required.<br><br><b>Completed</b> |

|   |  |           |  |
|---|--|-----------|--|
| 19.08.2015<br><br>Corporate Performance Report – Corporate Plan Second Year Review and Pledge Update (July 2015)<br><br>Minute 25 | The Board <u>agreed</u> that –<br><br>1. corporate performance report 2014/15 quarter four and 2015/16 quarter one to be provided to the Board with the exception report at the next meeting.<br><br>2. key actions and performance indicators will be considered within the next available cycle of Panel planning meetings and outcome leads identified in the plan will need to attend and provide Panels with the following information –<br><br><ul style="list-style-type: none"> <li>• current action plan to deliver key actions;</li> <li>• resources used/required to undertaken activity;</li> <li>• key milestones and deadlines;</li> <li>• progress toward outcome as illustrated by indicator.</li> </ul> | Date:     | August 2015  |
|   |  | Officer:  | Ross Jago (Lead Officer)   |
|   |  | Progress: | The information has been sent to the relevant officers for their action.<br><br><b>Completed</b> |

|  |  |           |  |
|--|--|-----------|--|
| 19.08.2015<br><br>Draft Capital and Revenue Monitoring Report 2015/16 0 Quarter I<br><br>Minute 26 | The Board <u>agreed</u> that –<br><br>1. highlighted pressures in the People directorate are considered by the Ambitious Plymouth Panel and Caring Plymouth Panel dependant on their terms of reference;<br><br>2. request that monitoring report identifies funding sources for capital programme projects. | Date:     | August 2015  |
|  |  | Officer:  | Ross Jago (Lead Officer)   |
|  |  | Progress: | The information has been sent to the relevant officer(s) for their action.<br><br><b>Completed</b> |

|   |   |           |  |
|---|---|-----------|--|
| 19.08.2015<br><br>NHS NEW Devon<br>CCG Western<br>Locality Finance<br>Report Mont 3<br>2015/16 (including<br>the Plymouth<br>Integrated Fund<br>(PIF))<br><br>Minute 27 | The Board <u>agreed</u> that –<br><br>1. section one of the report (locality managed contracts-<br>is considered by the Caring Plymouth Panel;<br><br>2. sections two and three of the report (GP registered<br>population based expenditure and the Plymouth<br>Integrated Fun) continue to be considered by the<br>Board as part of the corporate monitoring reports. | Date:     | August 2015  |
|   |   | Officer:  | Ross Jago (Lead Officer)   |
|   |   | Progress: | This information has been sent to the<br>relevant officer(s) for their action.<br><br><b>Completed</b> |

|  |  |           |   |
|--|--|-----------|---|
| 19.08.2015<br><br>Recommendations<br><br>Minute 30 | The Board considered and <u>agreed</u> the recommendations from<br>the Your Plymouth Panel relating to –<br><br>1. the appointment of a co-opted representative (minute<br>6 refers);<br>2. the customer services transformation programme<br>update (minute 7 refers);<br>3. unauthorised encampments update (minute 8 refers). | Date:     | August 2015   |
|  |  | Officer:  | Ross Jago (Lead Officer)  |
|  |  | Progress: | This information has been sent to the<br>relevant officer for their action.<br><br><b>Completed</b> |

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**CO-OPERATIVE SCRUTINY BOARD -**

**Cabinet and Executive Decisions Forward Plan of Key Decisions  
and Private Business**

**October 2015 to January 2016**



**LIST OF KEY DECISIONS AND PRIVATE BUSINESS**

| <b>Reference</b> | <b>Title</b>   | <b>Decision Maker and Date of Decision</b>   |
|------------------|--|--|
| I059756          | REVIEW AND PRIORITISATION OF THE CAPITAL PROGRAMME       | Councillor Evans (Leader)<br>Between 8 September 2015 and 31 December 2015   |
| I066039          | RETENDER OF EDUCATION HOME TO SCHOOL TRANSPORT CONTRACTS | Councillor McDonald (Cabinet Member for Children, Young People and Public Health) Between 13 July 2015 and 30 October 2015 |
| I066004          | PLYMOUTH COACH STATION AND CAR PARK AT MAYFLOWER STREET  | Councillor Lowry (Cabinet Member for Finance)<br>Between 13 July 2015 and 30 October 2015                                  |
| I068147          | PLYMOUTH HISTORY CENTRE                                  | Cabinet (on the recommendation of Councillor Smith)<br>13 October 2015   |
| I066048          | INTEGRATED HEALTH AND WELLBEING PROGRAMME PHASE 2        | Cabinet (on the recommendations of Councillors McDonald and Tuffin)<br>13 October 2015                                     |
| I067997          | INTEGRATED COMMISSIONING STRATEGIES                      | Cabinet (on the recommendations of Councillors McDonald and Tuffin)<br>13 October 2015                                     |
| I066859          | COMMUNITY DOMICILIARY CARE SERVICES CONTRACT AWARD       | Cabinet (on the recommendation of Councillor Tuffin)<br>13 October 2015  |
| I067690          | CHILDREN'S RESIDENTIAL PLACEMENT CONTRACT AWARD          | Cabinet (on the recommendation of Councillor McDonald)<br>13 October 2015  |
| I067086          | REVIEW OF THE CORPORATE PLAN 2013/14 - 2016/17           | City Council (Leader: Councillor Evans)<br>21 September 2015   |
| I067084          | PLYMOUTH PLAN (PART ONE)                                 | City Council (Cabinet Member: Councillor Coker)<br>21 September 2015   |



# Co-Operative Scrutiny Board CCO & POD Merge



Merge of Co-operative Centre of Operations (CCO) Programme with  
People and Organisational Development Programme  
Co-operative Scrutiny Panel, 23 September 2015  
Programme Manager: Matthew Fairclough-Kay

# People and Organisation Development Programme - Current Approach



- The programme approach is presented here to show its slimmer structure, the focus on benefit, and the connection to the original aims. Likewise, it shows that elements common across projects will be captured and exploited.
- Projects are already working closely together to ensure that the transformation process is carried out in parallel across the programme to produce a common target operating model design and delivery.
- This approach will ensure maximum synergies are found and that efficiencies are driven out in the future state.

# Back to the Principles



*It is important to note that the merge of CCO into P&OD has not altered the aims of the CCO Programme:*

- **Corporate Function Transformation:** To establish a Strategic Centre that uses the co-operative principals to direct the organisation, deciding what to deliver and how to do it and ensures value is delivered. Organisational decision making and activity will be intelligence led and co-ordinated. The Strategic Centre will provide the framework for how we engage our communities (consumers and citizens).
- **Delivery Management Transformation:** To establish the capability to commission services more strategically and manage service delivery through partners, and supporting co-operative partnerships (e.g. social enterprises, co-operatives, mutual, joint ventures and local authority trading companies).
- **Support Service Transformation:** To establish new delivery models for Corporate and Support Services that deliver against the organisational requirements using the most appropriate vehicles (based on robust business cases).

# However...

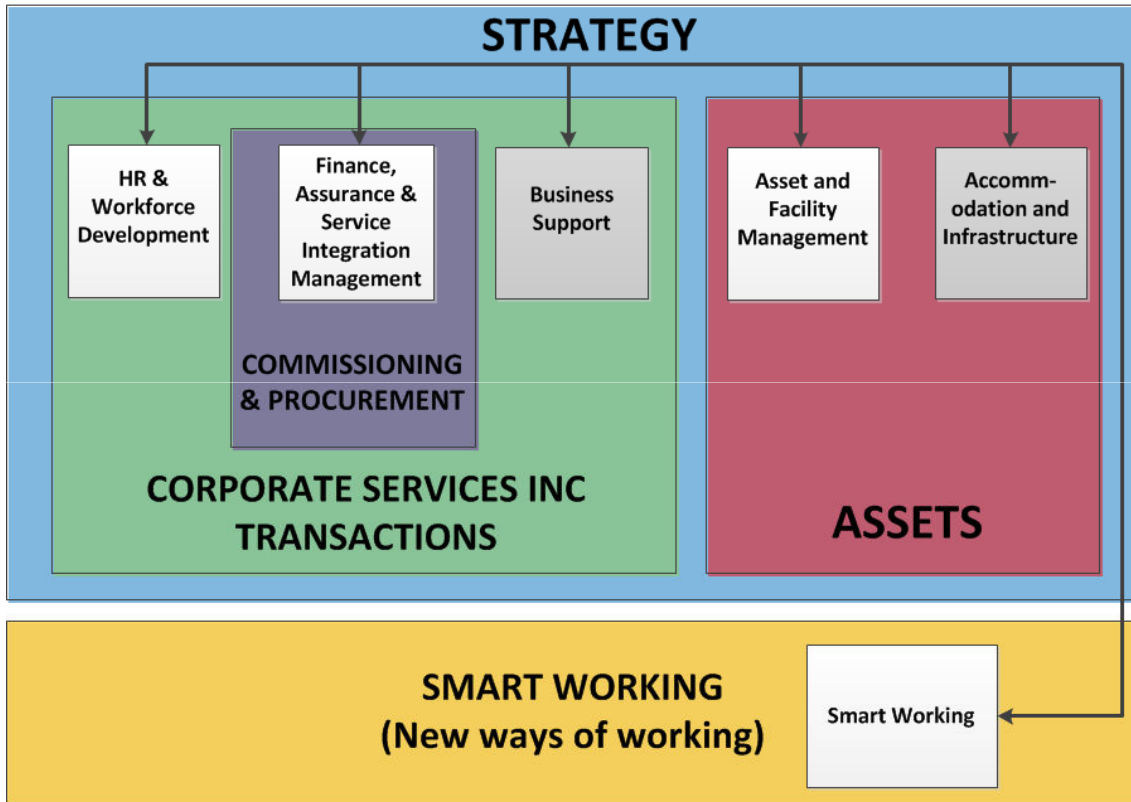


***By focusing on financial benefits, realisation of the overall vision will be delayed. This is seen as acceptable in the face of a clear need to focus on cash savings, which will give space to answer the bigger questions***

The way in which the aims will be delivered is by:

- Establishing improved services to support and facilitate a broad range of activities, but notably:
  - decision making ('Advise and Enable' services) – **Now moved to Assistant Chief Executive Office where work will continue with resource from T&C**
  - the planning, design and implementation of change ('Evolve' services) – **Now moved to Portfolio Office where work is nearing completion**
  - to assure the Council that services being delivered by or for it meet the legal, performance and quality targets that the Council has set ('Assure' services) – **On hold to focus on stopping/selling fraud related services**
  - the procurement, commissioning and management of externally provided delivery services ( 'Service Integration and Management' (SIM) services) – **Ongoing in programme and on target for savings allocation**
  
- Applying these improved services to the existing corporate service areas (eg HR, Finance, Business Support) in service reviews to understand how the corporate services are delivered now and to identify opportunities for delivering increased value for money. – **Ongoing and now a clear focus area. Business Support review on hold, although savings still to be made in year within directorates**

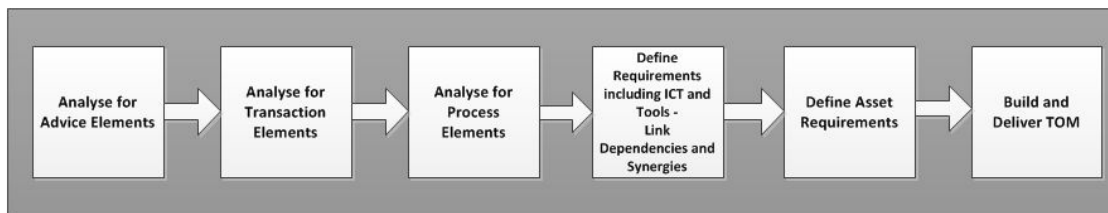
# The People and Organisation Development Programme Now



The new P&OD programme is aligned to the CCO Blueprint to enable its outcomes and those of the original P&OD programme:

- Transformation of corporate and support services to be more efficient and effective.
- Improved internal tools and processes to ensure the services we buy or contract are consistently managed.
- Decision makers have easier access to the right expertise, advice and support.
- An organisation fit for the future.
- Assurance functions within the organisation to work better together and provide accurate information, clear ownership and accountability.
- Maximised assets that meet the need of the Council.
- A workforce that has the right skills and people in place for today and tomorrow.

SERVICE REVIEW IN ACCORDANCE WITH OVERALL TRANSFORMATION STRATEGY

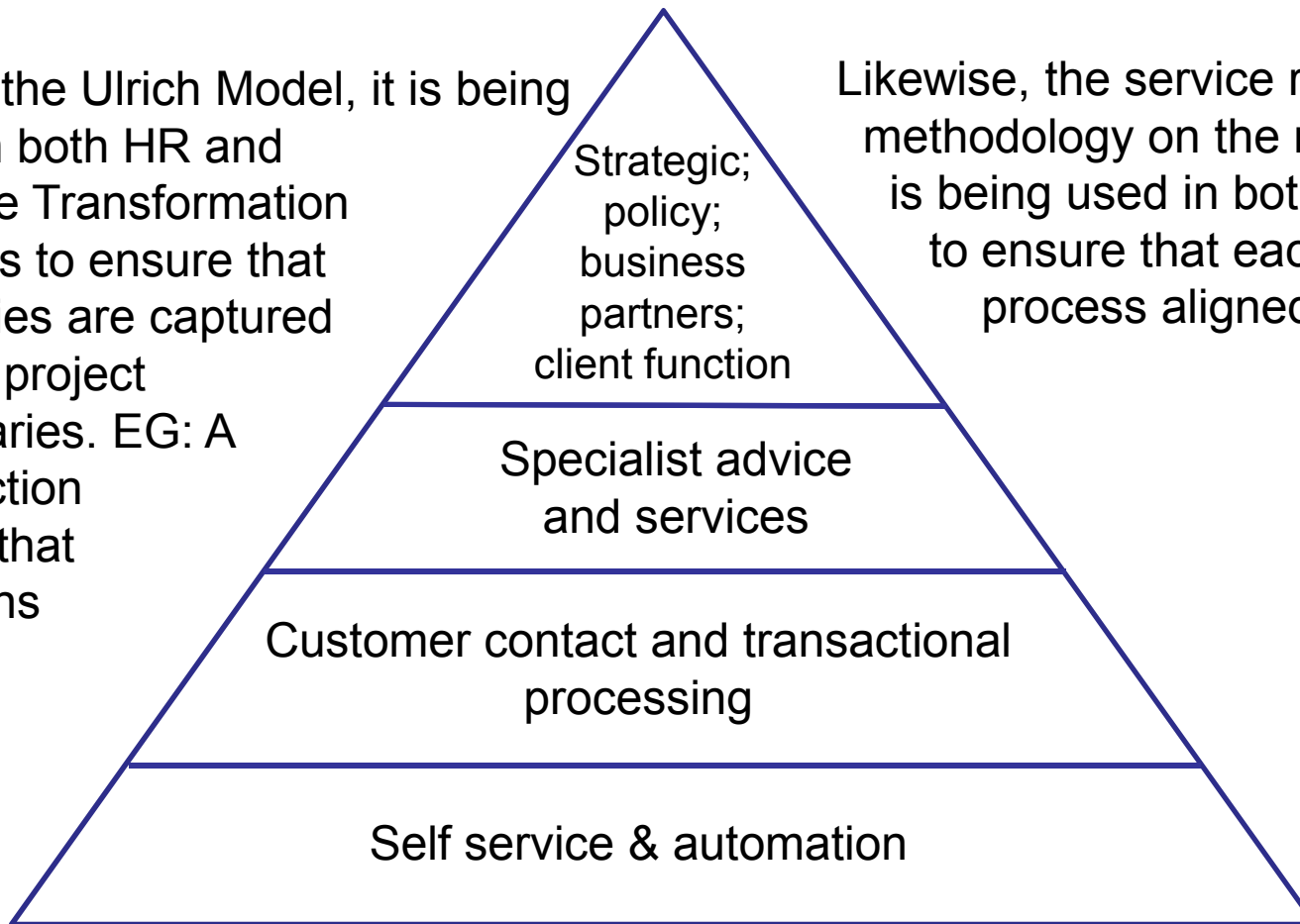


**Grey Boxes:** Business Support Review on hold, savings being sort from directorates. AI closing in Oct and projects moving across to Asset /FM Project

# A Coherent Shared Model Across Corporate Services to Achieve Savings Synergy














This is the Ulrich Model, it is being used in both HR and Finance Transformation Projects to ensure that synergies are captured across project boundaries. EG: A transaction centre that functions across PCC



Likewise, the service review methodology on the next slide is being used in both projects to ensure that each project is process aligned...

# Business Review Stages – A Coherent Shared Approach



| Pre – Project   |   |  | Project   |   | Post – Project   |   |   |   |
|---|---|--|---|---|--|---|---|---|
| <b>Transformation Project Management Method</b>   |   |  |   |   |  |   |   |   |
|                                  |   |    |   |    |   |  |   |   |
| <b>Service Review Method</b>  |   |  |   |   |  |   |   |   |
|                                  |   |  |    |   |    |  |  |  |
| <b>Service Review Stage Activities</b>  |   |  |   |   |  |   |   |   |
| Management briefings<br>Staff briefings<br>Trade Union briefing<br>Member briefing<br>Change readiness assessment | Data capture<br>Sitting with staff (process mapping)<br>Customer surveys<br>Staff surveys<br>Stakeholder interviews | Management workshops and briefings<br>Staff workshops and briefings<br>Trade Union briefings<br>Identified opportunities, problems or improvements shared<br>Benchmark comparisons | Staff workshops (to be process design)<br>Staff briefings<br>Trade Union briefings<br>Management briefings<br>Member briefings<br>Partner briefings<br>Customer workshops | Training<br>Restructure/<br>Selection/Recruitment<br>Testing (system and process design)<br>Project Board engagement<br>Stakeholder updates | Project hands over to business<br>Measure benefits<br>Review project, lesson learned |   |   |   |

# Scope and Resources



- **HR & WFD** – HR Transformation and continuation of workforce delivery workstreams. Focus on getting HR fit for purpose before considering partnering and/or selling services. (1xProject Manager (PM), 2xBusiness Analyst (BA) plus backfill to enable BAU staff time to contribute to project workstreams) **Go live 1 April 16**
- **Finance** – Working alongside HR project. Transformation of Finance to make it fit for purpose before considering partnering and/or selling services. (1xPM, 1xBA plus BAU support) **In delivery by February 16**
- **Business Support** – Service review now on hold until further digitalisation is in place across the Council. Activity focused on identifying savings achievable in year from directorate contributions to staff cost savings. (1xPM, to be released on sign up to savings from directorates) **Savings from directorates to be taken in year**
- **Assure** – Now focused on fraud benefits. Integrated assurance is on hold. (1xPM, 0.5xBA) **Complete by December 15**
- **Advise and Enable** – This is moving into Assistant Chief Executive's Office (ACEO), to enable work to progress under ACEO control. (Resource ask to be formulated, which will then be presented to Portfolio Office for fulfilment). **Completion date tbc on receipt of resource requirements**
- **Asset and Facility Management** – FM is applying Alternative Service Delivery Vehicle toolkit to look at delivery options. Asset work is focused on accommodation strategy, One Public Estate and delivering the asset management framework and the depots review. (1xPM, 1xBA plus BC support) **All current workstreams complete by April 16, except new accommodation requirements which are currently being defined**
- **Accommodation and Infrastructure** – Projects centred on decant will end Oct 15. Ongoing workstreams will then move into Asset and Facility Management Project, allowing this project to close. (5xPM, 1xBC) **Close October 15**
- **Service Integration Management** – Continuing with co-operative commissioning, contract management, category management, procurement and intelligent client function (1xPM, 0.4xBA plus BAU support) **Complete March 16**
- **Smart Working** – Project manager now identified, plus apprentice PM. Project moving from mandate to define phase over this month. (2xPM) **Complete April 17**



# Programme Savings



The table below shows programme cost prior to the merge (2 programmes in 15/16 Apr-Jun) and post merge as one combined programme (15/16 Jul-Sep onwards). It demonstrates that **annual resource costs reduce by £298,025** from FY15/16 to FY 16/17. This reflects savings made in the process of ensuring the slimmer programme is focusing resource on benefit delivery and the end of the decant capital projects.

Key: **FTE**/Revenue **£**/Capital **£**

| 15/16<br>Apr-Jun        | 15/16<br>Jul-Sep | 15/16<br>Oct-Dec | 15/16Ja<br>Jan-Mar | 16/17<br>Apr-Jun | 16/17<br>Jul-Sep | 16/17<br>Oct-Dec | 16/17Ja<br>Jan-Mar     |
|-------------------------|------------------|------------------|--------------------|------------------|------------------|------------------|------------------------|
| 20                      | 16               | 12               | 11                 | 9                | 7                | 7                | 7                      |
| 183,263                 | 114,884          | 128,112          | 112,122            | 99,092           | 78,970           | 78,970           | 78,970                 |
| 49,600                  | 46,046           | -                | -                  | -                | -                | -                | -                      |
| <b>232,863</b>          | <b>160,930</b>   | <b>128,112</b>   | <b>112,122</b>     | <b>99,092</b>    | <b>78,970</b>    | <b>78,970</b>    | <b>78,970</b>          |
| <b>FY Total</b>         |                  |                  | <b>634,027</b>     |                  |                  |                  | <b>336,002</b>         |
| <b><u>Reduction</u></b> |                  |                  |                    |                  |                  |                  | <b><u>-298,025</u></b> |

FTE includes programme and project managers, PSOs and HR backfill posts. All other resources are included in a programme overhead which sits with the Portfolio Office.

# Questions



## Scrutiny - Cooperative Scrutiny Reviews

**Wednesday 2 September 2015**

### **PRESENT:**

Councillor Ricketts, in the Chair.  
Councillors Deacon, Murphy and Storer.

Apologies for absence: Councillors Martin Leaves.

Also in attendance: Paul Anderson (Accounts Manager – Amey), Victoria Hutchins (Watchman in Chief – Amey), Gill Peele (Lead Officer), Helen Rickman (Democratic Support Officer), Daniel Sharpe (Planner – Amey) and Adrian Trim (Heads of Highways, PARKING AND

The meeting started at 1.30 pm and finished at 3.00 pm.

*Note: At a future meeting, the Panel 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.*

### 1. **DECLARATIONS OF INTEREST**

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

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

There were no items of Chair's Urgent Business.

### 3. **CO-OPERATIVE SCRUTINY REVIEW - LIVING STREETS**

#### (i) Background Information

Adrian Trim (Head of Highways, Parking and Marine Services), Daniel Sharpe (Planner - Amey), Victoria Hutchins (Watchman in Chief - Amey) and Paul Anderson (Accounts Manager – Amey) provided Members with a brief overview of the Living Streets Programme.

Members were advised that –

- (a) the Living Streets programme was started in 2013 as a pilot project to give Ward Councillors greater involvement in local highways improvements; funding relating to general neighbourhood schemes, safer school journeys and disabled driver parking spaces was previously managed by officers of the Council however it was considered that Members had a better awareness of work required relating to the schemes in their own wards. The budget was ring-fenced aimed at highways

work involving safety, sustainable travel and quality of life interventions;

- (b) the Living Streets budget was shared equally with each ward being allocated £4000; the safer school journeys funding was added to the Living Streets money and was allocated based on the size and number of schools in each ward;
- (c) it had previously been brought to the attention of Officers that there was a limited amount of funding for the Living Streets programme and as a result Officers introduced the ability to roll-over funding so that bigger projects, within the remit of the programme, could be undertaken;
- (d) lessons had been learned as a result of the Living Streets pilot whereby Officer engagement had increased along with an improved record of information sharing;
- (e) an update on Living Streets was provided to Members of the Working Plymouth scrutiny panel in July 2015; as a result of concerns raised by Members at the meeting, Officers had taken several steps to improve the process. Information provided to Ward Members would now be in an updated format whereby more information was detailed on specific projects including final costings, remaining balances and a financial summary. The process for undertaking estimates was also now the responsibility of the Operations Team other than the Commercial Team and the difference between original estimates and final costs seemed to have reduced as a result of this change;
- (f) Officers were aware of the financial pressures facing local authorities as well as the difficulty in justifying costs for projects within the Living Streets scheme to their constituents however confirmed that they were committed to value for money and the requirement to 'deliver more for less'.

In response to questions raised it was reported that –

- (g) the price of some of the Living Street's projects could initially seem to be costly however other factors needed to be considered with each project including the cost of materials, implementation, advertising (if required) and maintenance. With a particular focus upon the cost for installing a new grit bin estimated at £550, Members were advised that the cost linked to the price of the bin itself, for the bin to be filled three times, for seasonal checks and installation. Grit bins were reviewed on an annual basis and would be re-filled by the Council, as part of the highways maintenance budget, for as long as they were considered to serve a purpose;

- (h) Amey was a large company and had the ability of economy of scale on purchases however did not cost compare contracts as it was considered that best value was achieved;
- (i) the change of procedure for estimating Living Street project costs being undertaken by Amey's Operations Team other than the Commercial Team was realised as a result of concerns raised by Members at the Working Plymouth scrutiny panel in July 2015. It was highlighted that estimates originally provided to Members were significantly different than the actual cost of the project and this made it difficult for Members to plan future projects as it was not known how much funding was available. Costings were now considered to be more accurate and the Operations Team were more empowered because of the responsibility involved. It was now the role of the Supervisor to assess the work to be undertaken, plan how many operatives would be required, to ensure the correct materials were available and to meet with local residents and Ward Councillors to discuss requirements;
- (j) when undertaking projects Amey worked hard to reduce the amount of disruption to local residents by working more considerately; Amey undertake 'wet-cuts' to reduce the built up of dust and residue and always undertake a desk-study to check for service cables/ pipes within the area they are working. Amey also worked to reduce costs by trying to fit work in when convenient however understood that this may have an effect upon timescales;
- (k) the information provided to Members in the costings chart would be colour coded to enable Councillors to easily identify estimated costs, timescales, final costs, the start and completion dates and remaining funding available;
- (l) Amey valued regular meetings with Ward Councillors to go through projects related to their ward and discuss new requests and budgets; an email would be sent out to all Councillors requesting that they contact Amey to arrange monthly ward meetings to discuss the Living Streets project list;
- (m) it was expected that the funding available to Councillors for the Living Streets programme would continue next year however this was dependent upon support for the scheme;
- (n) the list provided to Members for Living Streets was 'historical' and contained some projects which would instead be supported by the Highways budget including the painting of double yellow lines to allow refuse vehicle access; all Ward Councillors would receive an updated list;

- (o) Officers Living Streets weekly review meetings had taken place since the beginning of the financial year in which a variety of people from Amey and Plymouth City Council would attend the discuss issues, costs and priorities;
- (p) it was expected that the process for requesting, advertising and implementing a TRO (Traffic Regulation Order) was approximately 4-6 months from start to finish; this timescale included the statutory requirement to advertise the TRO twice for a specific number of days and get the decision signed by the appropriate Cabinet Member and sealed by the Council. Advertising TROs was a costly requirement with a single advert in the local paper expecting to cost £500; Amey tried to batch TROs together to reduce advertising costs however this delayed the implementation of schemes;
- (q) the further £500 charged by Amey for TROs included the cost for operatives to go out and measure the site, draw up plans, to write the TRO, manage the advertisement process, write the report on consultation, for an executive decision to be written for the appropriate Cabinet Member, to undertake meetings with Ward Councillors, for the TRO decision to be sealed by the Council and then for the TRO to be installed;
- (r) Officers were unaware of the specific issues, raised at the meeting, that Councillors had with TROs in their respective wards however accepted that cost and time were the two main areas of concern. This was attributed to the costs associated with advertising and the influx of Living Street project applications received nearing the end of the financial year;
- (s) Officers were unaware of double yellow lines being painted in the incorrect street in the Efford and Lipson ward and advised Members that the delay in painting the lines in the correct street was due to the TRO being incorrectly advertised; a new TRO would need to be raised;
- (t) with regards to the problems associated with the TRO in the Drake ward, Officers were unaware that yellow lines had been incorrectly painted;
- (u) Officers had previously supported a proposal to eradicate the necessity of publishing TROs in the local newspaper however this was not supported by the Department for Transport therefore the requirement remained. Officers had previously negotiated costs with the local newspaper however were in a difficult position as there was only one local newspaper reducing the competition. Officers had also undertaken a

benchmarking exercise to establish costs for advertising TROs and Plymouth was considered mid-range. It was agreed that Officers would review the TRO process to try to streamline the process and start cost re-negotiations;

- (v) TROs were only required to be re-advertised if a change increasing restrictions to the highway was received after the original advert had been placed; this would incur further costs to re-advertise. In the Honicknowle ward Amey negotiated with residents and Councillors to plant shrubs instead of introducing bollards to act as a physical barrier. This was a much cheaper solution, was more aesthetically pleasing and avoided any possible problems with service cables installed under where the bollards were initially required;
- (w) Officers would provide Members with numerous examples of when a job had been delivered for less than originally costed;
- (x) a further column would be added to the Councillors Ward Pack Living Streets Information Sheet detailing the final outturn cost of each project completed;
- (y) the Safer School Journeys funding allocation was reviewed every three years to account for new schools being added to the system; a review was due to be undertaken this year.

Members raised the following concerns with the Living Streets programme:

- (z) that the cost of projects, specifically including TROs, was expensive and difficult to justify to members of the public;
- (aa) the time it takes to request, advertise and implement TROs was too lengthy;
- (bb) mistakes had been made by Amey however it was hoped that the monthly ward councillor meetings would help with this issue; it was not known who would pay for mistakes, Amey or Ward Councillors out of the Living Streets budget?
- (cc) the cost of advertising TROs, which was a statutory process, was expensive and more negotiations needed to be undertaken;
- (dd) processes for administering Living Streets initially lacked detail however information packs were being amended to include relevant information regarding cost, timescales and progress.

The Chair thanked Officers for their attendance at the meeting.

- (ii) Co-operative Review Request Form

Members noted the Co-operative Review Request Form.

## 4. **Summary and Review**

At the Working Plymouth business meeting on 8 July 2015, the panel raised a number of concerns about the current process and performance of the Living Streets Scheme. Members requested improvements be made in the visibility of costs and timings of works and with Members having ownership and control over the residents requests.

A Co-operative Review was requested and agreed.

The Review panel were pleased to hear that the previous scrutiny meeting had already started to have an impact on the process, with the following improvements in place;

- (a) cultural shift. An acknowledgement that the costing estimates undertaken by Amey's Commercial team( quantity surveyors) were resulting in higher than necessary figures. These will now be undertaken by Amey's Operations team, with site visits with supervisors;
- (b) all new requests from residents will be discussed with Members first before any response (other than a holding response) is sent;
- (c) Ward Packs have been amended to include more detail;

Although the panel welcomed the measures taken to date, after considerable scrutiny at the review meeting, Members recommend that a package of further improvements and actions be put forward to the Co-operative Scrutiny Board.

### **Communications with Members:**

- (d) Officers to send updated Ward Packs to Members and arrange a Ward meeting as soon as possible to go through the historical requests on the spreadsheet;
- (e) Officers to ensure more proactive contact with Members and arrange for monthly on site meetings;
- (f) Officers to work with Members to explain what is regarded as in scope for Living Streets rather than classified as day to day highways maintenance;

### **Cost of Schemes**

- (g) Officers to provide some examples of the impact of the costing regime from Commercial team to Operations team, comparing some past and present estimates;
- (h) Officers to ensure that the actual end cost of works is notified to them and



added to the Ward Pack spreadsheet;

- (i) Officers to ensure that at site meetings, options are considered to reduce costs and achieve greater value for money e.g. shrubs instead of bollards to prevent pavement and verge parking;

### **Traffic Regulation Orders**

- (j) Officers to challenge the media advertising rates to ensure that they are getting the best deal possible as it is difficult to defend the costs of a scheme to residents;
- (k) Officers to investigate reasons for delays and implement continuous improvement through lessons learned;

### **Reporting and Accountability**

- (l) all ward Councillors to receive their updated ward pack and arrange to meet to go through the historical requests at the next meeting;
- (m) the Ward pack to be amended to include columns for actual costs, actual approval dates, target completion dates and actual completion dates;
- (n) Amey's Ward Pack to give explanation for approved schemes not being completed by target dates with follow up discussion with PCC Officers around accountability;
- (o) if Amey made any mistakes during the Living Streets process they would be rectified by them at no cost to PCC;
- (p) a penalty charge would be incurred if Amey did not complete approved schemes by the completion date agreed with Ward Councillors and Officers;
- (q) a progress report be reviewed by Working Plymouth at its March 2016 meeting to track progress made against all these recommendations and actions.

## 5. **EXEMPT BUSINESS**

There were no items of exempt business.

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