



#coopscrutiny

Democratic Support

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Published 13 October 2015

CO-OPERATIVE SCRUTINY BOARD

Wednesday 21 October 2015
4.00 pm
Council House (Next to the Civic Centre)

Members:

Councillor James, Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillors Mrs Beer, Bowie, Mrs Bowyer, Sam Davey, Jordan, Murphy, Ricketts, Storer 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 - 6)

The Co-operative Scrutiny Board will be asked to agree the minutes of the meeting held on 23 September 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 7 - 12)

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.

a. 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 13 - 18)

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

7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 19 - 20)

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 (AUGUST) (Pages 21 - 28)

The Co-operative Scrutiny Board will consider the corporate monitoring report for August 2015.

9. ABSENCE REPORT (COUNCIL AND SCHOOLS) (Pages 29 - 34)

The Co-operative Scrutiny Board will be asked to consider the Absence Report (Council and Schools).

10. CORPORATE PLAN - KEY ACTIONS (Pages 35 - 80)

The Co-operative Scrutiny Board will be asked to consider the progress of the Key Actions 6 and 7 contained within the Corporate Plan 2013/14 – 2016/17.

Key Action 6: Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.

Key Action 7: Maximise Plymouth's opportunities to secure external funding.

11. BUDGET SCRUTINY 2016 (Pages 81 - 84)

The Board will be asked to consider the preferred options for delivering Budget Scrutiny in 2016.

12. CALL-INS

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

13. URGENT EXECUTIVE DECISIONS (Pages 85 - 88)

The Co-operative Scrutiny Board will be advised of an urgent executive decision which had been agreed with the Chair for the loan to support construction of community owned solar array at Ernesettle.

14. RECOMMENDATIONS (Pages 89 - 90)

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

15. CO-OPERATIVE REVIEW(S)

The Co-operative Scrutiny Board will consider the Strengthening the Overview and Scrutiny Function Co-operative Review report.

16. EXEMPT BUSINESS

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

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

NIL.

Co-operative Scrutiny Board

Wednesday 23 September 2015

PRESENT:

Councillor Mrs Aspinall, Vice Chair, in the Chair.

Councillor Mrs Bowyer, Vice Chair.

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

Apology for absence: Councillor James.

Also in attendance: Les Allen (Head of Portfolio Office), Matthew Fairclough-Kay (Transformation Programme Manager), Ross Jago (Performance and Research Officer), Councillor Jon Taylor (Cabinet Member for Transformation and Customer Services) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 5.35 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.

33. **APPOINTMENT OF VICE CHAIR**

The Board agreed to appoint Councillor Mrs Bowyer as Chair Vice for this particular meeting.

34. **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.

35. **MINUTES**

The Board agreed that the minutes of the meeting held on 19 August 2015 are confirmed as a correct record.

36. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

37. **WORK PROGRAMMES**

The Chair reminded the Chairs that the Panels had been tasked to scrutinise the key actions and performance indicators from the Corporate Plan, on behalf of the Board. The Board needed to be able to proactively monitor these items and would only be able to do so if they had been robustly challenged.

The Board agreed its work programme together with the work programmes for the Ambitious Plymouth Panel and the Working Plymouth Panel.

38. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

The Chair reported the Working Plymouth Panel had requested an additional business meeting to scrutinise the History Centre, prior to this matter being considered at Cabinet on 13 October 2015.

The additional business meeting (scheduled to be held on 30 September 2015) had been agreed under delegated authority by the Lead Officer in consultation with the Chair and Vice Chair.

The Board noted the decision.

39. **TRACKING DECISIONS**

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

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

The Board considered the key executive decisions contained within the Forward plan which were due to be discussed at by Cabinet between October 2015 and January 2016. Three new items had been included in the plan, as follows -

- Plymouth History Centre;
- integrated commissioning strategies;
- children's residential placement contract award.

The Chair advised that the Plymouth History Centre was already being scrutinised by the Working Plymouth Panel, the integrated commissioning strategies had been scrutinised by the Caring Plymouth Panel and as was normal practice the Board did not scrutinise contract awards.

41. **TRANSFORMATION PROGRAMME**

Councillor Jon Taylor (Cabinet Member for Transformation and Change), Les Allen (Head of Portfolio Office) and Matthew Fairclough-Kay (Transformation Programme Manager) presented the merge of Co-operative Centre of Operations and the People and Organisation Development transformation programmes which highlighted the following key areas –

- (a) an opportunity had arisen to merge the Co-operative Centre of Operations (CCO) and the People and Organisation Development (P&OD) programmes; the programme had a slimmer structure and had been re-focused on the benefits;

- (b) projects were already working closely together to ensure that the transformation process was carried out in parallel across the programme to produce a common target operating model design and delivery;
- (c) the adopted approach would ensure maximum synergies were found and that efficiencies were driven out in the future;
- (d) the merge of both the programmes had not altered the aims of the Co-operative Centre of Operations programme which included -
 - corporate function transformation;
 - delivery management transformation;
 - Support service transformation;
- (e) by focusing on the financial benefits, the realisation of the overall vision would be delayed; this delay was acceptable as there was a need to focus on the cash savings;
- (f) the aims would be delivered through the establishment of improved services which would support and facilitate a broad range of activities;
- (g) the new People and Organisation Development programme had been aligned to the Co-operative Centre of Operations' blueprint to enable the original outcomes;
- (h) the 'Ulrich' model had been used for both the HR and Finance projects, to ensure the synergies were captured across the project boundaries;
- (i) the scope of the programme included –
 - Human Resources and workforce delivery;
 - Finance;
 - Business Support;
 - Assure;
 - Advise and Enable;
 - Asset and Facility Management;
 - Accommodation and infrastructure;
 - Service Integration Management
 - Smart working;
- (j) following the merge of the programmes, the annual resource cost would reduce by £298,025 from 2015/16 to 2015/17.

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

- (k) officers were confident that the re-focus of the former Co-operative Centre of Operations (CCO) would improve and deliver the original principles of the programme, although the challenges arising from these work streams could not be under estimated;
- (l) the consequence of merging the two programmes had led to a delay in some of the projects however, this would not result in them being more expensive;
- (m) there had been a slight delay in progressing the HR and Workforce Development project; the focus of the project was to enable HR services to be fit for purpose prior to considering partnering and/or selling its services; work would need to be undertaken to understand the cost base and the type of services that could be offered;
- (n) the 'Ulrich' model (contained in the report) best described the Council's future structure; more services would be provided through self-service and automation, with fewer staff being required for customer contact and transactional processing, specialist advice and services and strategic policy, business partners and client function;
- (o) customers would already be aware of the transformed services that the Council provided; the introduction of the 1st Stop Shop and the delivery of more services through libraries across the City were two examples; work was already underway to relocate the central library to Taylor Maxwell House; services were already being delivered in a different way through Delt Shared Services Ltd and CATER.ed;
- (p) in order to achieve the programme savings, the number of staff would need to be significantly reduced; individuals would be supported through this process by using the career transition scheme which would provide support, access to training, interview and CV skills; the enhanced voluntary redundancy scheme had also been offered to staff undergoing service reviews;
- (q) the new People and Organisation Development programme would focus on a number of outcomes which included an organisation fit for purpose, transformation of corporate and support services to be more efficient and effective, improved internal tools and processes to ensure the services the Council buys or contracts were consistently managed and a workforce that had the right skills and people in place;
- (r) the non-financial benefits of the merged programmes remained the same;

- (s) currently the ratio of desks to staff varied across the authority; it was the aim to introduce a ratio of seven desks per 10 members of staff;
- (t) the information detailed within the report on the improved processing times for new housing benefit claims related to April – August 2015; it was considered that the information provided to the Audit Committee of the worsening position related to 2014/15;
- (u) smart working would represent a cultural shift in managing staff however, there was scope, depending on working patterns to be able to facilitate more people working at home; the Council was currently engaging with other authorities, who had gone through a similar process, to draft a model that best fitted the Council's needs;
- (v) it was considered that it would be more beneficial to invite the Operations Director of Delt Shared Services Ltd to a future meeting of the Board, as he would be able to provide more detailed responses.

The Board agreed –

- (1) to receive –
 - an update report on the progress of the merged People and Organisation Development (P&OD) programme at its meeting scheduled for March 2016;
 - a progress report on the former Co-operative Centre of Operations (CCO) projects following a re-focus, to a future meeting;
 - a report on Delt Shared Services Ltd (detailing the delivery of its existing customers' requirements and the progress made in growing the business);
 - information on the costs, benefits and milestones of the transformation programme at a future meeting;
- (2) to invite the newly appointed Assistant Director for HR and OD to a future meeting of the Board, in order to scrutinise HR smart working policies/strategies.

The Chair thanked officers for attending the meeting.

42. **CALL-INS**

There were no call-ins to consider.

43. **URGENT EXECUTIVE DECISIONS**

There were no urgent executive decisions to consider.

44. **RECOMMENDATIONS**

There were no recommendations to consider.

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

Councillor Ricketts (Chair of the Working Plymouth Panel) presented the report on the Co-operative Scrutiny Review on the Living Streets Programme; the review had taken place over one session at which Members had robustly challenged the Programme. The review had also received good media coverage.

The Board agreed to recommend approval for Cabinet to consider paragraphs 4(d) to (q) contained within the report.

46. **EXEMPT BUSINESS**

There were no items of exempt business to consider.

CARING PLYMOUTH

Work Programme 2015 - 2016



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

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Amelia Boulter, Democratic Support Officer, on 01752 304570.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
2 July 2015	Plymouth NHS Hospital Trust Performance Report			Kevin Baber/Lee Budge
	Success Regime			Jerry Clough/Kelechi Nnoaham
3 Sept 2015	Tour of PCH			
	CAMHS	Update		Steve Waite
	Delayed Transfer of Care			Steve Waite
	Integrated Commissioning Strategies	To feed into the consultation and review performance measures.		Craig McArdle/NEW Devon CCG
	Integration – transfer of staff and the pooled budget	Performance review of last 6 months		Steve Waite/Craig McArdle
15 Oct 2015	Corporate Performance Report - K21, K46, K47 - K23, K48, K31, K49, K50	Co-operative Scrutiny Board Recommendation		Kelechi Nnoaham
	NEW Devon CCG Finance Report (Section One)	Co-operative Scrutiny Board Recommendation		Ben Chilcott
	Maternity Services Review	To feed into NHS England's consultation reviewing Maternity Services.		Ross Jago
10 Dec 2015	Safeguarding Adults Board			Andy Bickley
	Corporate Performance Report - K23, K48, K31, K49, K50			Craig McArdle

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Dental Provision			NHS England Primary Care Commissioning
	CQC Report and Action Plan / Performance Review			PHNT
21 Jan 2016	New Immigration rules impact on Health Services			PHNT
17 March 2016	Thrive Plymouth			Kelechi Nnoaham
	Health and Social Care Integration			Graham Wilkin

Scrutiny Review Proposals	Description
Maternity Services	

CO-OPERATIVE SCRUTINY BOARD

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 Helen Wright, Democratic Support Officer, on 01752 304022.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
17.06.2015	Informal Meeting	Review of previous year's outcomes Future requirements		Ross Jago (Lead Officer)
29.07.2015	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 Assistant Director for Finance
19.08.2015	Corporate Plan Performance Monitoring Quarter I	To identify areas of concern (if any)		Peter Honeywell (Transformation Programmes Manager)
	Corporate Finance Monitoring Quarter I	To identify areas of concern (if any)		Andrew Hardingham (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 (Assistant Director for Finance)
	Scrutiny Absence Report	To identify areas of concern (if any)		Marion Fanthorpe (Interim Assistant Director for HR and OD)
9 September 2015	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)
23.09.2015	Transformation Programme	To identify areas of concern (if any)		Les Allen (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 st 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	Corporate Monitoring (August 2015)	To identify areas of concerns (if any)		Andrew Hardingham (Assistant Director for Finance)
	Budget Scrutiny 2016/17	To agree the format of this process		Ross Jago (Lead Officer)
	Corporate Performance Monitoring (K06, K07, K40 and K41)	To identify areas of concerns (if any)		Andrew Hardingham/Giles Perritt
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)
	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)
	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)
	Scrutiny Absence Report	To identify areas of concerns (if any)		Marion Fanthorpe (Interim Assistant Director for HR and OD)
02.12.2015				
06.01.2016	Training for Budget Scrutiny	To prepare to Budget Scrutiny sessions		Ross Jago (Lead Officer)
11.01.2016	Budget Scrutiny (Day One)	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)

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
13.01.2016	Budget Scrutiny (Day Two)	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				
23.03.2016	Transformation Programme – Costs and Benefits	To identify areas of concerns (if any)		Les Allen (Head of Portfolio Office)/Andrew Hardingham (Assistant Director for Finance)
	Transformation Programme – Progress of the POD Merge	To identify areas of concerns (if any)		Les Allen (Head of Portfolio)
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

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Co-operative Scrutiny Board

Tracking Decisions – September/October 2015



	Resolution	Target date, Officer responsible and Progress	
29.07.2015 Overview Budget Position Minute 11	<p>The Board <u>agreed</u> that –</p> <ol style="list-style-type: none"> 1. The Plymouth Integrated Fund monitoring report is submitted to its meeting in August 2015; 2. The Plymouth Integrated Fund Risk Register is submitted to its meeting in September/October 2015. <p>An undertaking was given by officers to provide the following information –</p> <ul style="list-style-type: none"> • Beechwood campus • the percentage of bad debt which had been written off attributable to customers (eg Council Tax) 	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 November 2015.</p> <p>The Head of Corporate Strategy had provided the information relating to the percentage of bad debt.</p> <p>Completed</p>

19.08.2015 Work Programme 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. (Completed) 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. Work to arrange a meeting with the City's MPs was being undertaken.

23.09.2015 Work Programmes Minute 36	The Board <u>agreed</u> its work programme together with the work programmes for the Ambitious Plymouth Panel and the Working Plymouth Panel.	Date:	September 2015
		Officer:	Helen Wright (Democratic Support Officer)
		Progress:	The relevant officers have been advised. Completed

23.09.2015 Transformation Programme Minute 40	<p>The Board <u>agreed</u> –</p> <p>1. to receive –</p> <ul style="list-style-type: none"> • an update report on the progress of the merged People, Organisational and Development (POD) programme at its meeting in March 2016; • a progress report on the former Co-operative Centre of Operations (CCO) projects following a re-focus, to a future meeting; • a report on Delt Services (detailing the delivery of its existing customers' requirements and the progress made in growing the business); • information on the costs, benefits and milestones of the transformation programme at a future meeting; <p>2. to invite the newly appointed Assistant Director for HR and OD to a future meeting of the Board, in order to scrutinise the HR policies/strategies (in particular flexible working arrangements).</p>	Date:	September 2015
		Officer:	Helen Wright (Democratic Support Officer)
		Progress:	The relevant officers have been advised. Information on when the items will be scrutinised is awaited.

23.09.2015 Tracking Resolution Minute 44	Councillor Ricketts (Chair of the Working Plymouth Panel) presented the report on the Co-operative Scrutiny Review on the Living Streets Programme; the review had taken place over one session at which Members had robustly challenged the Programme. The review had also received good media coverage. The Board <u>agreed</u> to recommend approval for Cabinet to consider paragraphs 4(d) to (q) contained within the report.	Date:	September 2015
		Officer:	Helen Wright (Democratic Support Officer)
		Progress:	The relevant officers and Councillor Ricketts have been advised that this matter will be considered by Cabinet on 10 November 2015. Completed

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CO-OPERATIVE SCRUTINY BOARD

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

November 2015 TO February 2016



LIST OF KEY DECISIONS AND PRIVATE BUSINESS

Reference	Title	Decision Maker and Date of Decision
I059756	REVIEW AND PRIORITISATION OF THE CAPITAL PROGRAMME	Councillor Evans (Leader) Between 10 November 2015 and 15 February 2016
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 November 2015
I068467	COLLABORATION AGREEMENT WITH HANNICK HOMES TO DELIVER A HOUSING DEVELOPMENT ON LAND BETWEEN WOOLWELL AND ROBOROUGH	Councillor Lowry (Cabinet Member for Finance) Between 10 November 2015 and 11 January 2016
I067997	INTEGRATED COMMISSIONING STRATEGIES	Cabinet (on the recommendations of Councillors McDonald and Tuffin) 10 November 2015
I068470	2016/17 REVENUE AND CAPITAL BUDGET AND COUNCIL TAX	Cabinet (on the recommendation of Councillor Lowry) 8 December 2015

AUGUST 2015 FINANCE MONITORING

Revenue Monitoring Position

Directorate	2015/16 Council Approved Budget	2015/16 Budget Virements	2015/16 Latest Budget	Forecast Outturn	Forecast Year End Variation	Movement from previous month
	£m	£m	£m	£m	£m	£m
Executive Office	3.840	(0.021)	3.819	4.046	0.227	(0.029)
Corporate Items	14.010	(6.025)	7.985	8.255	0.270	0.000
Transformation and Change	26.682	6.604	33.286	34.215	0.929	0.180
People Directorate	121.400	1.716	123.116	123.497	0.381	(0.016)
Public Health	0.194	0.815	1.009	1.009	0.000	0.000
Place Directorate	26.883	(3.089)	23.794	24.127	0.333	(0.102)
TOTAL	193.009	0.000	193.009	195.149	2.140	0.033

Plymouth Integrated Fund	Section 75 indicative position	2015/16 Latest Budget	Forecast Outturn	Forecast Year End Overspend / (Underspend)
	£m	£m	£m	£m
New Devon CCG – Plymouth locality	331.000	347.370	347.892	0.523
Plymouth City Council	*131.000	135.911	136.292	0.381
TOTAL	462.000	483.280	484.184	0.904

* This represents the net People Directorate budget plus the gross Public Health Commissioning budget (which is financed by a ring fenced Department of Health Grant)

Under the s75 risk share agreement with NEW Devon CCG, the forecast outturn indicates a potential transfer of £0.085m from the CCG to PCC

Table 3: Key Issues and Corrective Actions

Issue	Variation £M	Management Corrective Action
<p>EXECUTIVE OFFICE</p> <p>Democratic support cost pressures</p>	0.227	£0.225m relates to a stretch target for efficiencies in this area for which officers are reviewing options including staffing and resource levels through vacancy management
<p>CORPORATE ITEMS</p> <p>The cross cutting savings target linked to a strategic asset review of £0.3m is currently only forecasting identifiable savings estimated at this stage of £0.030m</p>	0.270	Project managers within the P&OD transformation programme are reviewing other potential areas for savings alongside producing a strategic asset strategy framework
<p>TRANSFORMATION and CHANGE – Finance</p> <p>There are currently pressures on reactive maintenance of £0.375m which are being partially offset by vacancies and NDR savings</p>	0.117	Management continue to review staffing levels and a capital allocation for corporate property works has been approved which will reduce the pressure on maintenance budgets
<p>TRANSFORMATION and CHANGE – Legal</p> <p>There is currently pressure on the recovery of legal expenses £0.080m, an estimated shortfall on vacancy turnover £0.055m and under recovery of specialist lawyer recharges £0.046m</p>	0.141	Plans being reviewed to see what opportunities can be achieved to reduce this shortfall in year
<p>TRANSFORMATION and CHANGE – Customer Services</p> <p>There is a shortfall in achieving the transformation saving target of £1.2m due to delays in implementing the service review</p>	0.266	The service are reviewing all current vacancies to assist in managing the shortfall pending the realignment which is underway and anticipated to deliver the full year saving in future years. An enhanced voluntary release scheme was offered, and this had a significant takeup which has been effective from September onwards

<p>TRANSFORMATION and CHANGE – Human Resources & OD</p> <p>There is a forecast underspend on staffing costs which is partly offset by reduced income from HR advisory services</p>	(0.060)	
<p>TRANSFORMATION and CHANGE – CCO programme and Departmental</p> <p>The CCO programme has a target of £1.5m to achieve in 15/16.</p> <p>Reviews of business support, HR and Finance service provision were delayed and are now estimated to only achieve £0.160m of the £0.8m target in this financial year. There is also a shortfall against IT efficiencies of £0.3m and this is being reviewed alongside the overall IT contract provision. The overall in year shortfall against the CCO programme is forecast to be £1.140m, the majority of which is forecast to be an in year issue only.</p> <p>There are more than £0.2m of previous savings targets which were achieved in 14/15 through one off activities or underspends.</p> <p>There is a forecast overspend on Transformation costs of £0.065m</p>	0.465	<p>Management are reviewing staffing expenditure to ensure that all opportunities are maximised</p> <p>Officers have reviewed insurance provisions and reserves and at this stage anticipate the potential for an in year reduction of up to £1m which will offset delays in achieving the CCO target in year.</p> <p>The current forecast overspend on Transformation costs is anticipated to be reduced as project costs are reviewed</p>
<p>PEOPLE – Children Young People and Families</p> <p>The Children Young People and Families Service is reporting a budget pressure of £0.671m, an increase of £0.015m in the month due to an increase secure welfare accommodation</p> <p>The Care Leavers Service are currently running with a significant pressure relating to placement costs with regard to staying put arrangements, supported lodgings and supported accommodation. The full pressure stands at £0.268m</p>	0.671	<p>The full pressure on care leavers has already been reduced by a delivery plan of £0.160m and increased activity to minimise costs by ensuring all benefits are</p>

<p>The Department is also working up options to improve its overall position by (£0.192m) as agreed at the IHWB discussion board and this is reflected in the forecast</p> <p>As part of the transformation project for 2015/16, the CYP&F budget will need to make savings of over £1.5m (in order to contribute to the £8.045m Directorate target) with the activities and actions that will drive delivery forming part of the transformation programme.</p> <p>There are risks that will require close monitoring and management during the year:</p> <ul style="list-style-type: none"> • Starting point in April of 86 Independent Foster Care (IFA's) placements with budget for only 68 achieving savings from interim and transformation wrap-around placements. • Lack of availability of the right in-house foster care placements creating overuse of IFA's. • High number of placements in Welfare Secure, there are currently 3 in situ. • Unexpected court ordered spend on Parent & Child Assessment placements. <p>The overall number of children in care at the end of August has increased by 2 to now stand at 386.</p> <p>The number of children placed with independent fostering agencies has increased by 3 to 84 which is above the budgeted target of 68. Residential placements have reduced by 2 to 20 against a target of 26 budgeted placements with a significant number of these placements being high cost due to the complex nature of these children's needs. In particular 2 young people at particular risk are in short term placements (i.e. 3 months) at a higher cost than welfare secure. The number of young people placed in 'welfare' secure placements reduced as planned by 1 with 2 young people currently in situ. The In-House Foster Care placements have remained static at 196 placements against a target budget of 209 placements, with 2 placements in 'Other Local</p>	<p>applied for directly following the young persons 18th birthday.</p> <p>Other cost pressures identified within the service are currently being managed within the existing service budget. The CYP&F service is forecast to achieve the £1.5m wrap around placements transformation savings.</p>
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<p>Authority' Foster Care. There are currently 2 In House Parent & Child Assessment Placements, 3 court ordered Independent foster care placements and 2 high cost Residential placements. The number of young people 16+ placed in supported living has increased by 1 to 24 against a target budget of 22 where young people have stepped down from residential care. However, this has had an adverse effect on the average placement cost although this should improve as their level of support is stepped down.</p> <p>The service has received 352 referrals in August 2015 which was 12.5% more than August 2014 (313). The YTD figure for referrals is 2260 compared to 2166 for the same period in 14/15. This is an increase of 4.3%.</p> <p>The performance against single assessments for August was 92.8% completed within 45 working days</p> <p>The number of child protection plans in August reduced from 422 to 413 which is 5.5% lower than August 2014 (437).</p>		
<p>PEOPLE – Strategic Co-operative Commissioning</p> <p>The Strategic Co-operative Commissioning (SCC) service is reporting to come in (£0.290m) under budget at the end of month 5, an adverse change from month 4 of £0.041m. The overall variation is mainly in the following areas:</p> <p>Leisure Management – mainly due to a saving on utilities, there is expected to be a saving of (£0.091m) against budget this year.</p> <p>Salaries and related costs – we are forecasting an adverse variation of £0.264m, mainly around the In-House provision which is being closely monitored.</p> <p>Non Residential Income – currently there is a favourable variation of (£0.514m) which has arisen due to the change in the Fairer Charging policy and the Direct Payment income that is being collected as a result.</p> <p>Day Care costs – there is currently an adverse variation on day care of £0.226m which is due to both increased costs and usage of the service.</p>	<p>(0.290)</p>	

<p>PCH Contract – an assumption has been made of a saving against the full year contract of (£0.200m)</p> <p>As part of the transformation project for 2015/16, the SCC budget will need to make savings of over £5m (in order to contribute to the £8.045m Directorate target) with the activities and actions that will drive delivery forming part of the transformation programme. There are also two emerging risks that will require close monitoring and management during the year:</p> <p>DoLS assessments – over the past year there has been a very significant increase in Deprivation of Liberty Safeguard (DoLS) applications. Official data from the Health and Social Care Information Centre (HSCIC) show that there has been a ten-fold increase on previous activity levels.</p> <p>Care Coordination Team clients – there are currently a large number of clients that are waiting for an assessment which could result in the costs being charged to SCC – see monitoring variations above.</p>		<p>So far, SCC has achieved in the region of £2.4m of savings around reduced client numbers in residential and nursing, reviews of high cost packages and contract savings, however there are £2m of delivery plans for 2015/16 that are currently showing as RAG rated red or amber, ie reviews to care packages, and further use of ECH housing instead of higher cost placements, that will need to be reviewed and, if necessary, alternative plans put in place to make the savings.</p> <p>A DOLS action plan has now been developed and will be monitored through the year.</p> <p>A working group has been established to ensure reviews are completed in a planned and managed way.</p>
<p>PEOPLE – Housing Services</p> <p>The Housing Service reported a £0.073m pressure at the end of July which has now been contained within existing budgets through an improvement due to increased occupancy of Raglan Court and also further management actions.</p>	-	
<p>PEOPLE – Learning & Communities</p> <p>Learning and Communities is reporting to come in on budget at the end of month 4. During 2015/16 the Learning and Communities budget will need to make savings of £0.600m (in order to contribute to the £8.045m Directorate target) with activities and actions that will drive delivery forming part of the transformation programme.</p>	-	<p>The department is reviewing any potential pressures with the intention of mitigating these with off-setting actions.</p>

<p>PUBLIC HEALTH –</p> <p>The public health ring-fenced grant has been identified as one of the areas targeted for in year budget cuts as part of the government. Indications are of a circa 7% reduction which would equate to £0.9m</p>	-	<p>The Public Health Management team have fed back on the consultation around the allocation of reductions which closed on 28th August, and are considering potential options for reducing expenditure once the final details on reductions are released</p>
<p>PLACE - Economic Development</p> <p>Economic Development is currently forecasting to deliver within budget by year end, although this is not without risk.</p> <p>Economic pressure on commercial rents continues. The return on head leases is outside of the Councils control and far from being a risk has now become an issue to mitigate.</p> <p>The Events programme will deliver within the overall programme of events.</p>	-	<p>The Economic Development Service is endeavouring to identify savings to offset these costs pressures but the ability to generate one off or recurring options continues to reduce year on year as the portfolio is systematically reviewed to maximise opportunities.</p> <p>The Council continues to sponsor and promote major events across the city underwriting from Council budgets. Officers continue to work to seek to manage the budget and ensure a positive economic benefit for the local economy.</p>
<p>PLACE - Strategic Planning and Infrastructure</p> <p>Forecast increases in Planning application/DES fee income and savings on salaries are offsetting potential pressures in SPI.</p>	(0.099)	<p>Income and Expenditure is routinely reviewed each cycle to control spend and maximise income.</p>

<p>PLACE - Street Services</p> <p>Street Services is currently planning to deliver within budget through careful cost control and by seeking opportunities to improve the way it operates. As a key frontline service there are some demand risks in delivering services within the available budget.</p> <p><u>Waste Services</u> The Trade Waste service at Chelson Meadow is anticipated to generate more income than originally planned which is helping address cost pressures within the Waste Service. Further reviews of the operation will generate a mixture of one off and recurring savings. One off savings continue at the Energy from Waste Plant during the extended commissioning period.</p> <p><u>Highways Parking & Marine Service</u> Monitoring of car parking income is showing some reduction which could impact on the Parking Trading account contribution to Highways.</p>	(0.083)	<p>We are currently modelling new opportunities to reduce costs to ensure key services can be delivered within existing budget whilst also planning ahead for longer term service delivery as available resources are reduced. We will also continue to explore opportunities to maximise income and productivity.</p> <p>The impact of any changes to parking income needs to be considered as part of setting the overall 16/17 budget</p>
<p>PLACE - GAME</p> <p>The Commercialisation Workstream is making a significant contribution of £1m towards the transformation programme although the integrated transport projects will result with in-year cost pressures in the region of £0.420m.</p>	0.515	<p>Organisation wide commercialisation opportunities will continue to be explored and accelerated to address the current projected shortfall. The favourable position in the core Place budget is contributing to mitigating the Staff and Passenger Transport pressures in the GAME programme.</p>
TOTAL	2.140	

ABSENCE REPORT – OCTOBER 2015

HR & OD

Subject:	Absence Report (Council & Schools)
Committee:	Cabinet
Date:	23 October 2015
Cabinet Member:	Councillor Peter Smith
CMT Member:	Lesla Annear (Strategic Director for Transformation & Change)
Author:	Toni Grimshaw (Human Resources Adviser)
Contact:	Toni Grimshaw (Human Resource Adviser) Tel: 01752 306111 Email: Toni.grimshaw@plymouth.gov.uk
Ref:	
Key Decision:	No
Part:	N/A

I. Purpose

At Co-operative Scrutiny Board on 19 August 2015 an update on sickness was requested for the following additional information:

- Schools (Maintained) data
- Breakdown of reasons for short term absence
- Private sector comparators
- Local authority comparators (family group)

This report reviews rolling year to date sickness absence across Plymouth City Council (including Schools) by comparing sickness absence data against targets and labour market data, where available. Reasons for absence for corporate and school employees are also given. This report also provides an overview of current and upcoming approaches to managing sickness absence across the council and schools.

2. Update since 19 August (Rolling Year)

The two tables below provide information on sickness absence days lost for both corporate and schools. The schools data is based on employees of maintained and voluntary controlled schools. Figures are shown as rolling year to date (RYTD) as at September 2015.

Plymouth City Council has a combined legal responsibility for schools, which are either Community Schools or Voluntary Controlled. All other schools operate as separate entities. In Plymouth there are 40 schools which come into this category. 37 schools purchase payroll services, and 3 schools purchase HR Advisory services. We do not own the data for Academies, Voluntary Aided or Trust schools and therefore cannot report on their sickness absence. The key points when reviewing the Schools data are:-

- Schools do not always follow the same corporate arrangements, for example there is no target number of day's sickness.
- The amount of input from the Local Authority in respect of advice and assistance with casework is likely to be limited where an alternative HR provider is used.

Table I: This table provides details of corporate sickness absence against target.

**Council Wide Sickness Absence (exl Schools)
September 2015**

Directorate	Total number of days lost to sickness (RYTD)	Average FTE days lost to sickness (RYTD)	Directorate Target (Ave days lost)	Percentage of Working Time Lost to Sickness	Average FTE days lost v Target days lost	
Executive Office	393.13	5.75	7.00	2.46%	-1.25	●
Transformation & Change	4,814.26	7.08	8.50	3.00%	-1.42	●
People	7,914.25	8.15	9.45	3.45%	-1.30	●
Place	4,561.79	7.43	8.50	3.15%	-1.07	●
Office of the Director of Public Health	688.90	6.89	8.50	2.92%	-1.61	●
Council Wide Total	18,372.33	7.55	8.49	3.20%	-0.94	●

Table two: This table provides details of schools sickness absence – there is no target.

**Sickness Absence – Schools Only
September 2015**

Directorate	Total number of days lost to sickness (RYTD)	Average FTE days lost to sickness (RYTD)	Percentage of Working Time Lost to Sickness
Voluntary Controlled School	376.48	4.47	1.89%
Community School	13,930.82	7.86	3.33%
Schools Total	14,307.30	7.71	3.27%

Performance Update

Corporate

Corporate sickness remains under the target.

Sickness has decreased by half a day per employee. An average of 8.05 days per employee (full time) was reported in the last scrutiny report (August 2015) which has fallen to 7.55 days.

Schools

The average days lost due to sickness within the School data is 7.71 FTE days.

3. How does Plymouth City Council compare to other organisations (public and private sector)?

- The overall Council target is an average of 8.49 FTE days.
- Council wide excluding Schools: 7.55 FTE days or 3.20% hours lost to sickness
- Schools: 7.71 FTE days or 3.27% hours lost to sickness
- The public sector average is: 8.7 FTE days lost due to sicknessⁱ
- The private sector average hours lost to sickness is 1.8%ⁱⁱ. *It is unclear whether this percentage is for short term absence only, which is normally the figure reported within the private sector.*
- South West Region does not hold sickness data for other Local Authorities or family group Councils.

4. Reasons for Absence

The reasons for absence are consistent across public and private sectors.

- Minor illnesses contribute to the most common reasons for short term sickness. See table three and four below.
- Musculoskeletal and stress related illness also contributes to short term sickness absence.

Table three: Most common reasons for short term absences – Corporate Employees

Top 5 Reasons for Short Term Sickness Absence (Council) September 2015 RYTD

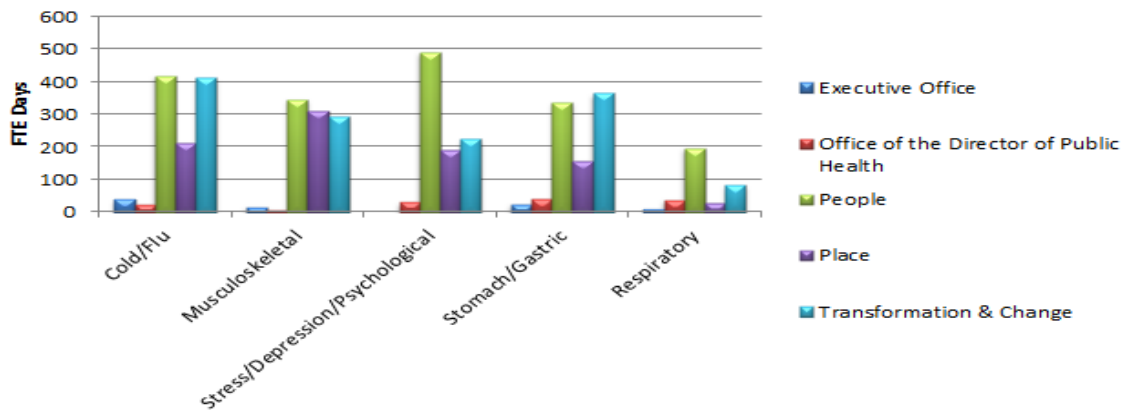
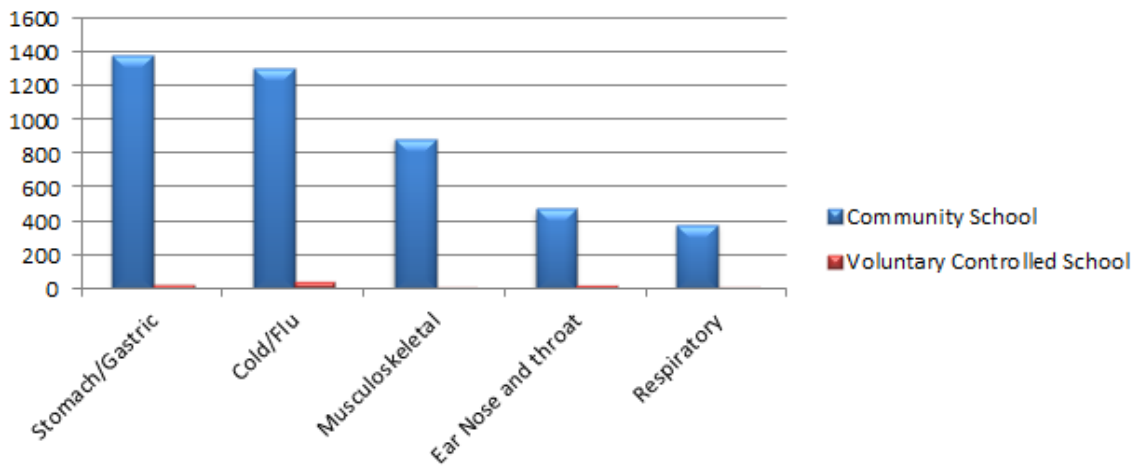


Table four: Most common reasons for short term absences – schools

Top 5 Reasons for Short Term Sickness Absence (Schools) September 2015 RYTD



Note: This tables shows total number of days lost due to sickness across Schools, of which 3 are Voluntary Controlled (maintained) Schools and 37 Community Schools.

5. Average Sick Days per FTE Year on Year Comparison

The average sickness days lost (per FTE) has reduced across the council and schools as a result of positive interventions taken to manage and reduce sickness absence.

These charts show average sickness days lost per month across the council in 2013/2014 compared to 2014/2015.

Table five: Council wide days lost, per month to sickness compared to previous year.

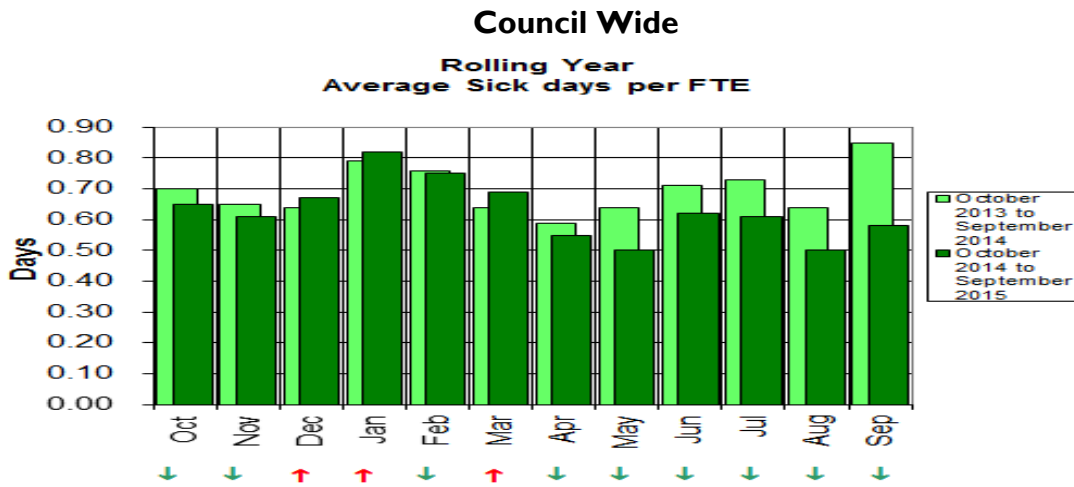
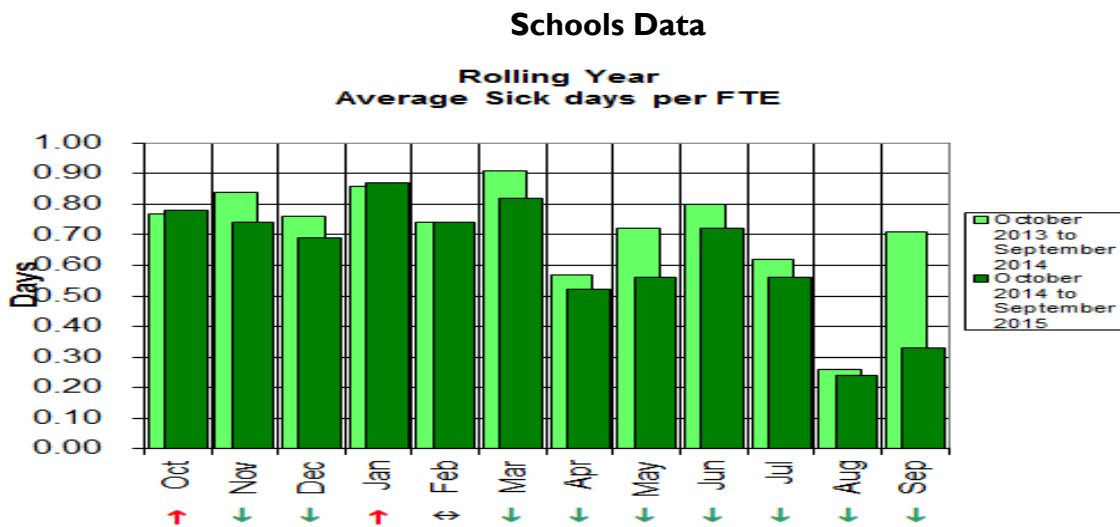


Table six: School days lost, per month to sickness compared to previous year.



6. Approaches to managing sickness absence

- New workforce reports are being developed that will help to identify trends and facilitate appropriate interventions to improve attendance.
- The HSW team coordinates an annual flu vaccination programme.
- Schools’ HR Advisers have revised the Managing Attendance policy for teaching staff to mirror the Capability Policy.
- The Capability Policy has also been adapted for implementation for support staff in schools. The Schools’ HR Advisers will be facilitating a number of briefing sessions for Head teachers of Maintained and Voluntary Controlled schools.
- Following the re-tendering process, the Health Safety and Wellbeing Team will be working with the Council’s occupational health provider to ensure more proactive interventions for stress and musculoskeletal disorders that are both work related and non-work related.
- The HSW Team will be conducting a follow up review of how departments are managing stress and resilience in the workplace.
- Employees have access to an Employee Assistance Programme (EAP) which provides 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 6 free counselling sessions.
- Plymouth City Council encourages the use of Occupational Health Services wherever possible.
- CMT has confirmed their commitment to implement a Workplace Wellbeing Charter.
- The Workplace Wellbeing Steering Group, will be developing a strategic action plan to improve the wellbeing of our employees, following recommendations from our external assessment of our performance against the Workplace Wellbeing Charter standards.

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A Council that uses resources wisely.

Key Action Overview

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	2014/15 Key	Milestones due for completion during current quarter	Status	Proposed resolution (overdue Milestones)
A Council that uses resources wisely.	Mark Lowry	Malcolm Coe	Malcolm Coe	Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.	Red	K06	<ol style="list-style-type: none"> 1. Deliver budget scrutiny in January 2015, incorporate scrutiny recommendations within overall budget setting. 2. Recommend a detailed 2015/16 budget to Full Council by the end of February 2015, incorporating changes through consultation, scrutiny and final government settlement. 3. Update and produce a revised MTFS to CMT and Cabinet before the end of March 2015. 	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. Incomplete 	3. Final MTFS to be completed May 2015
	Mark Lowry		Malcolm Coe	Malcolm Coe	Maximise Plymouth's opportunities to secure external funding.	Red	K07	<ol style="list-style-type: none"> 1. Baseline of all external funding sources over the period of the MTFS to be produced for CMT and Cabinet by the end of March 2015. 2. Draft External Funding Strategy 	<ol style="list-style-type: none"> 1. Incomplete 2. Incomplete

Performance Indicators linked to the “A Council that uses resources wisely.”

Outcome	Measure	Key	Performance	Graph	Historic Performance against target, benchmark and influences	Current Performance and trajectory	Performance forecast (link to Action Plan)	Links to outcome																																				
A Council that uses resources wisely.	Percentage of residents satisfied that the Council provides value for money.	P5	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td></td> <td>20%</td> <td></td> <td>39%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td>30%</td> <td>30%</td> <td>30%</td> <td>39%</td> <td>45%</td> <td>45%</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual			20%		39%				Target			30%	30%	30%	39%	45%	45%	Forecast										<p>Data has been recorded via public budget consultation. The public is able to provide a view on their satisfaction levels of VFM every two years. The results of this measure have historically been very low and therefore has been a focus of the Council.</p>	<p>The most recent data was achieved during the public budget consultation 2014/15. The results showed an increase of 19% in satisfaction levels.</p>	<p>Satisfaction levels of Plymouth residents are expected to continue increasing following a communication programme around the 3-year sustainable budget which will deliver the priorities as identified by residents.</p>	
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																			
Actual			20%		39%																																							
Target			30%	30%	30%	39%	45%	45%																																				
Forecast																																												
					<p>Influences? Service Delivery Budget</p>	<p>Direction of current trajectory? Improving</p>	<p>Forecast? Green</p>																																					
A Council that uses resources wisely.	Increase the value of income levied to the Local Authority.	P6	<table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td></td> <td></td> <td></td> <td>800</td> <td>800</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td></td> <td></td> <td></td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> <td>800</td> </tr> <tr> <td>Forecast</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>800</td> <td>800</td> <td>800</td> </tr> </tbody> </table>		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Actual				800	800				Target				800	800	800	800	800	Forecast						800	800	800		<p>The baseline for this indexed measure has been set using Council Tax and Business Rates collection levels. Additionally new homes and business occupancy rates are also included within this measure as this increases the base of both Council Tax and Business Rates</p>	<p>All the elements that make up this measure performed well in 2013/14 and are achieving the targets that have been set. This data has then influenced decisions within the Council in order to maximise the benefits of this.</p>	<p>Future performance is expected to be good around this measure as one of the Councils objectives is to grow the city, therefore increasing the Council Tax and Business Rates base. Additionally, the structure of services within the authority supports a high rate of collection. There is a slight dip in current Council Tax collection, however this is only anticipated to be temporary and performance is anticipated to increase throughout the year.</p>	
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17																																			
Actual				800	800																																							
Target				800	800	800	800	800																																				
Forecast						800	800	800																																				
					<p>Influences? Council Tax, businesses and new homes</p>	<p>Direction of current trajectory? Static</p>	<p>Forecast? Green</p>																																					

THE CORPORATE PLAN



A COUNCIL THAT USES RESOURCES
WISELY

K06

THE LOCAL GOVERNMENT FUNDING SETTLEMENT



The local government finance settlement is the annual determination of funding to local government.

RSG - Revenue Support Grant is a central government grant given to local authorities which can be used to finance revenue expenditure on any service.

Business Rates - Under the business rates retention scheme, authorities keep up to half of the local business rates revenue as well as growth on the revenue that is generated in their area.

❖ *However, the Chancellor's announcement of 5 Oct 2015 local government be able to retain 100% of business rates at same time phasing out core grant by end of this Parliament.*

THE LOCAL GOVERNMENT FUNDING SETTLEMENT



Specific Grants - Specific grants are grants (sometimes called targeted grants) distributed outside the settlement. The basis of the distribution varies from grant to grant.

Council Tax - Each local authority then sets its basic amount of council tax (band D) at the level necessary to raise this amount, taking into account its likely collection rate.

SUMMARY OF RESOURCES AVAILABLE



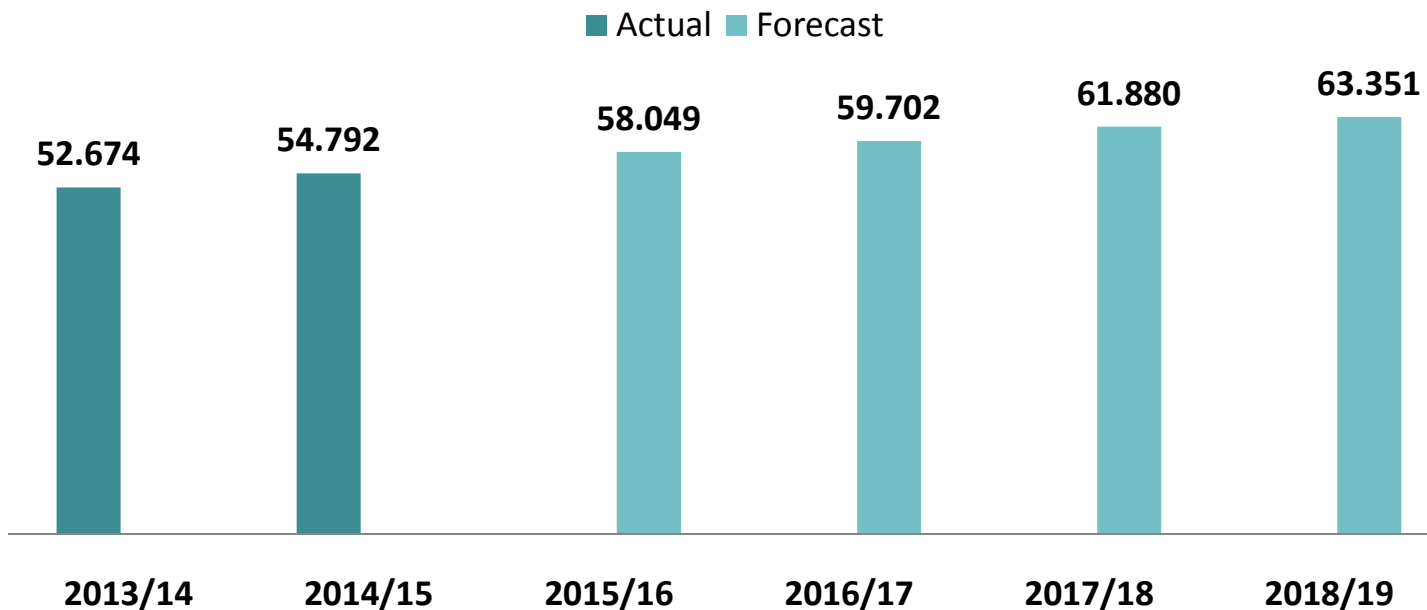
	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
	BUDGET	FORECAST		
Revenue Support Grant (RSG)	44.55	33.29	23.93	15.15
Business Rates	58.04	59.70	61.88	63.35
Council Tax	90.41	91.26	93.28	95.15
Total Revenue:	193.00	184.25	179.09	173.65
Annual increase / (decrease)	(11.68)	(8.75)	(5.16)	(5.44)

RSG reduces from 2015/16 £44.55m to 2018/19 £15.15m a drop of 66%
 Council Tax 2016/17 reflects freeze with growth from PCC Growth Dividend

NDR



Non Domestic Rates Income (£m)

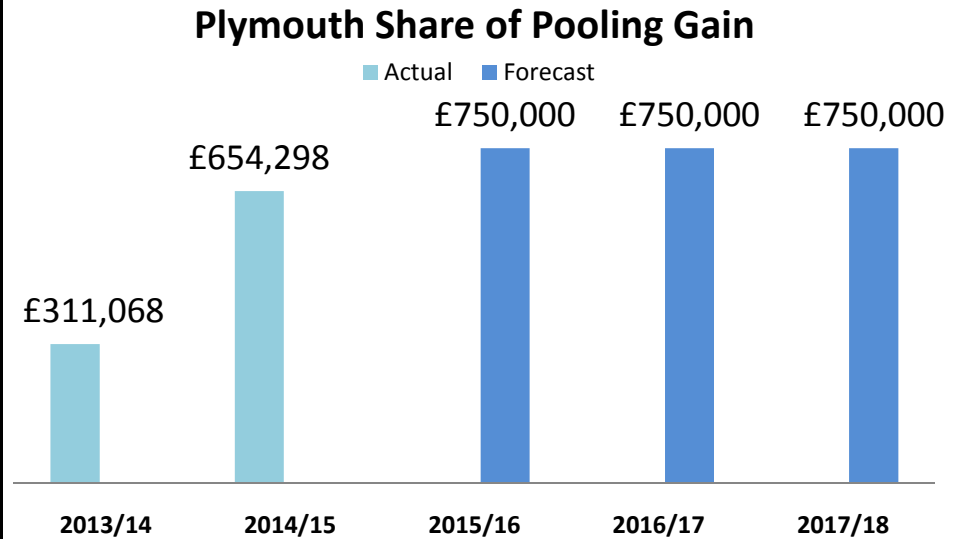


Non Domestic Rates (Business Rates) includes several elements:
Retained Business Rates (being 49% of our local collection)
“Top UP” from Central Government; Devon Business Rates Pool income;
Other adjustments (small business rate relief etc)

DEVON BUSINESS RATES POOL

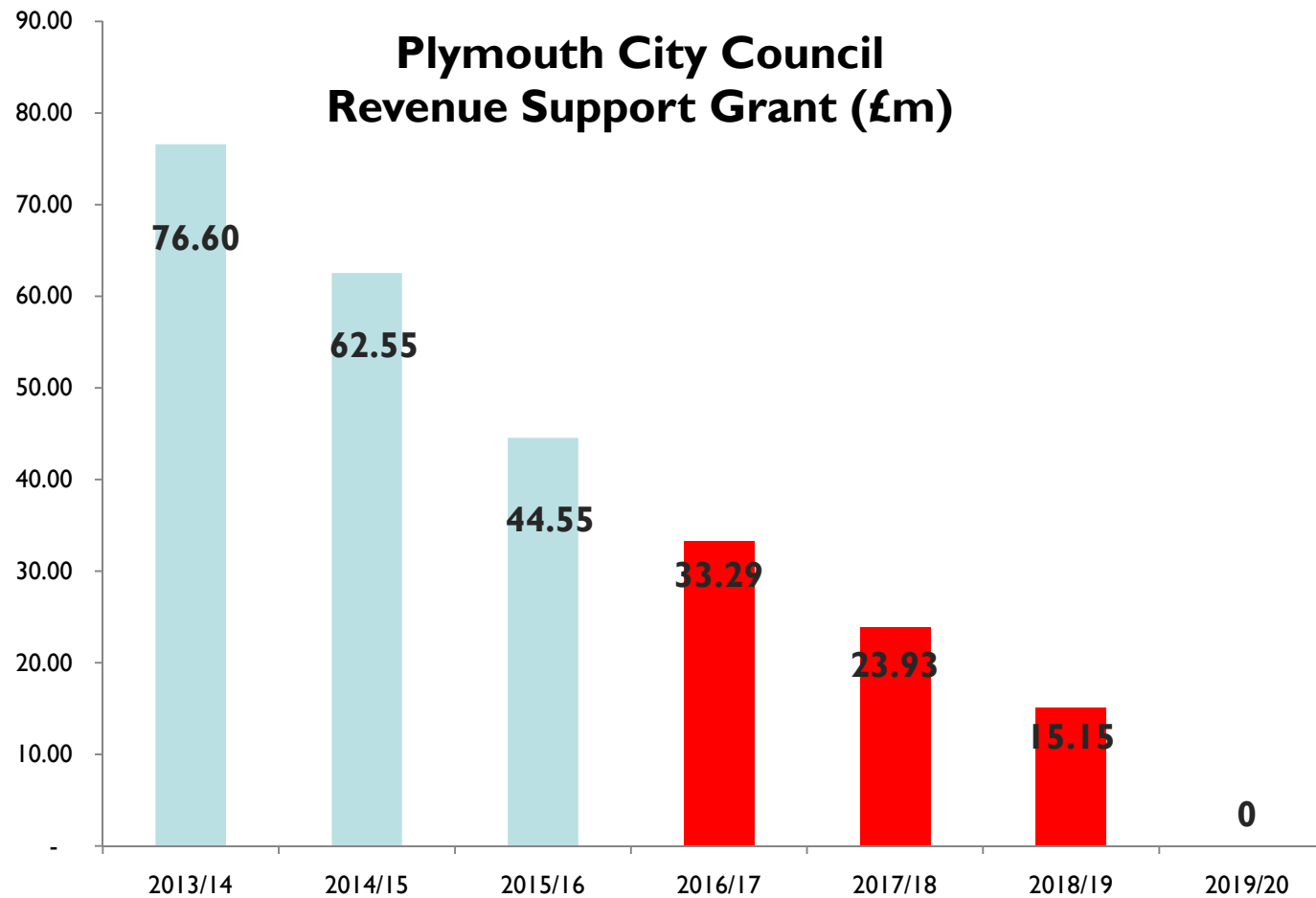


Members	Share of 2014/15 Pooling Gain	
	£	%
East Devon	105,797	4.16%
Exeter	236,909	9.31%
Mid Devon	55,931	2.20%
North Devon	109,295	4.29%
Plymouth	654,298	25.71%
South Hams	103,164	4.05%
Teignbridge	107,852	4.24%
Torbay	324,837	12.76%
Torrige	44,920	1.76%
West Devon	41,427	1.63%
Devon County	760,654	29.89%
TOTAL GAIN	2,545,083	100.00%



“The key advantage of a Pool is it can enable more of any business rates growth to be retained locally than if each authority was treated as ‘standalone’ under the business rates funding system.”

REVENUE SUPPORT GRANT FORECAST



In 2018/19 RSG is forecast to be only 20% of the grant received in 2013/14

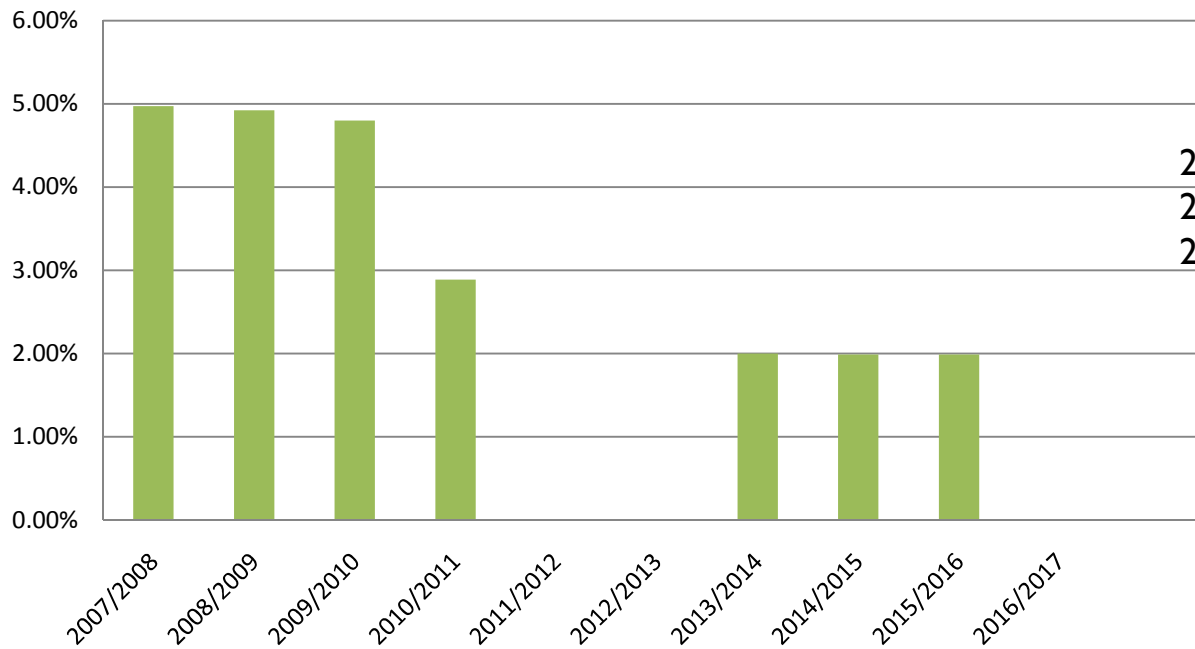
COUNCIL TAX



The chart shows the % change year-on-year

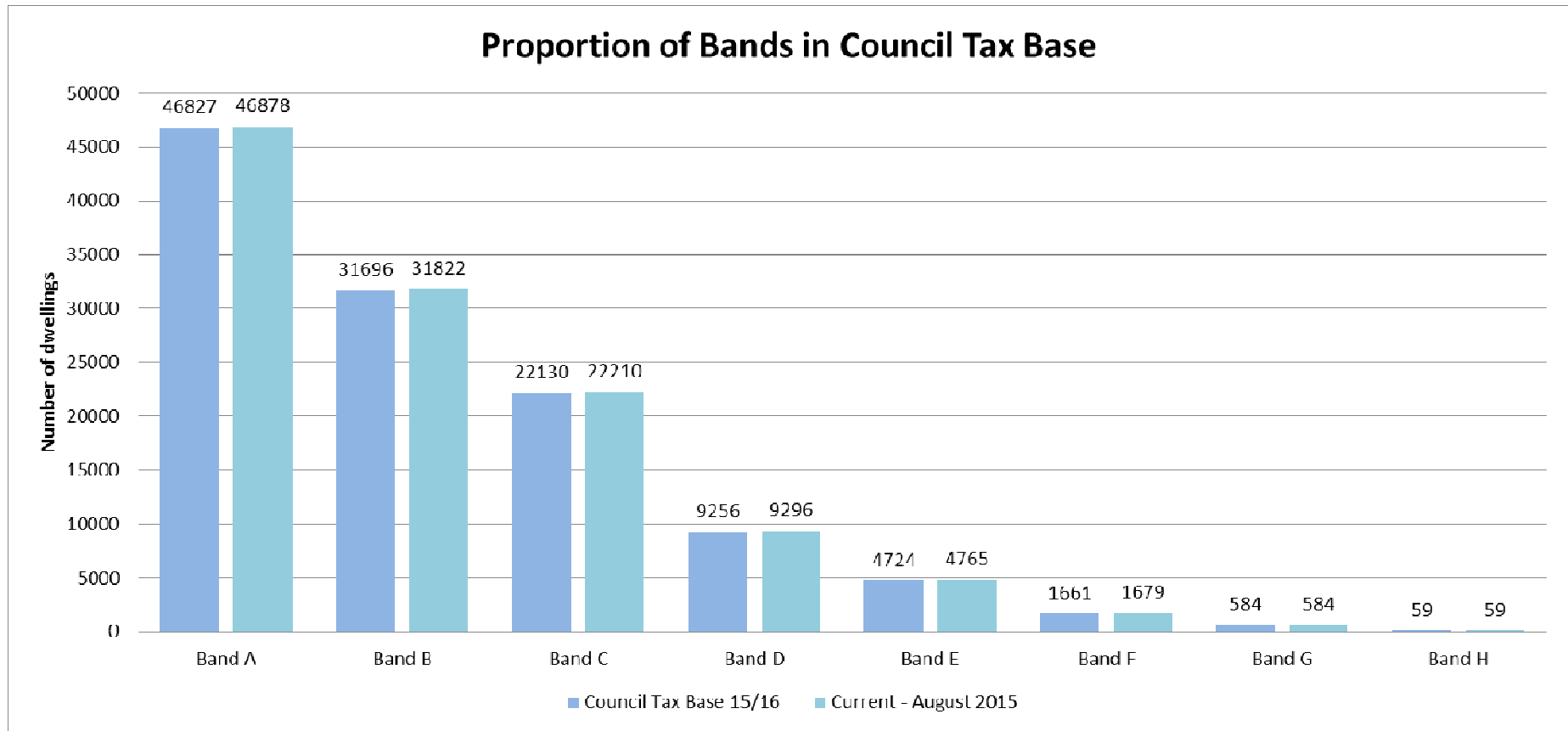
Our income also grows as the Council Tax Base grows due to additional properties, reassessments, changes in circumstance

Council tax increase (% Band D) 2007/08 to 2016/17



C Tax	Freeze Grant
2011/12	0% £2.4m
2012/13	0% £2.4m
2016/17	0% TBC

COUNCIL TAX



Biggest growth during year is “Band B” properties (36% of all growth)

NEW HOMES BONUS (NHB)



The current NHB scheme only guarantees funding for a six year period which starts to taper out from 2017/18.

At its estimated peak, in 2016/17, the Council will be reliant on more than **£5m** of NHB funding within core revenue budgets. Growth projections from 2017/18 and beyond have been netted off by the anticipated drop out of funding received on a rolling six year basis (e.g. 2011/12 NHB will drop out from 2017/18 income projections).

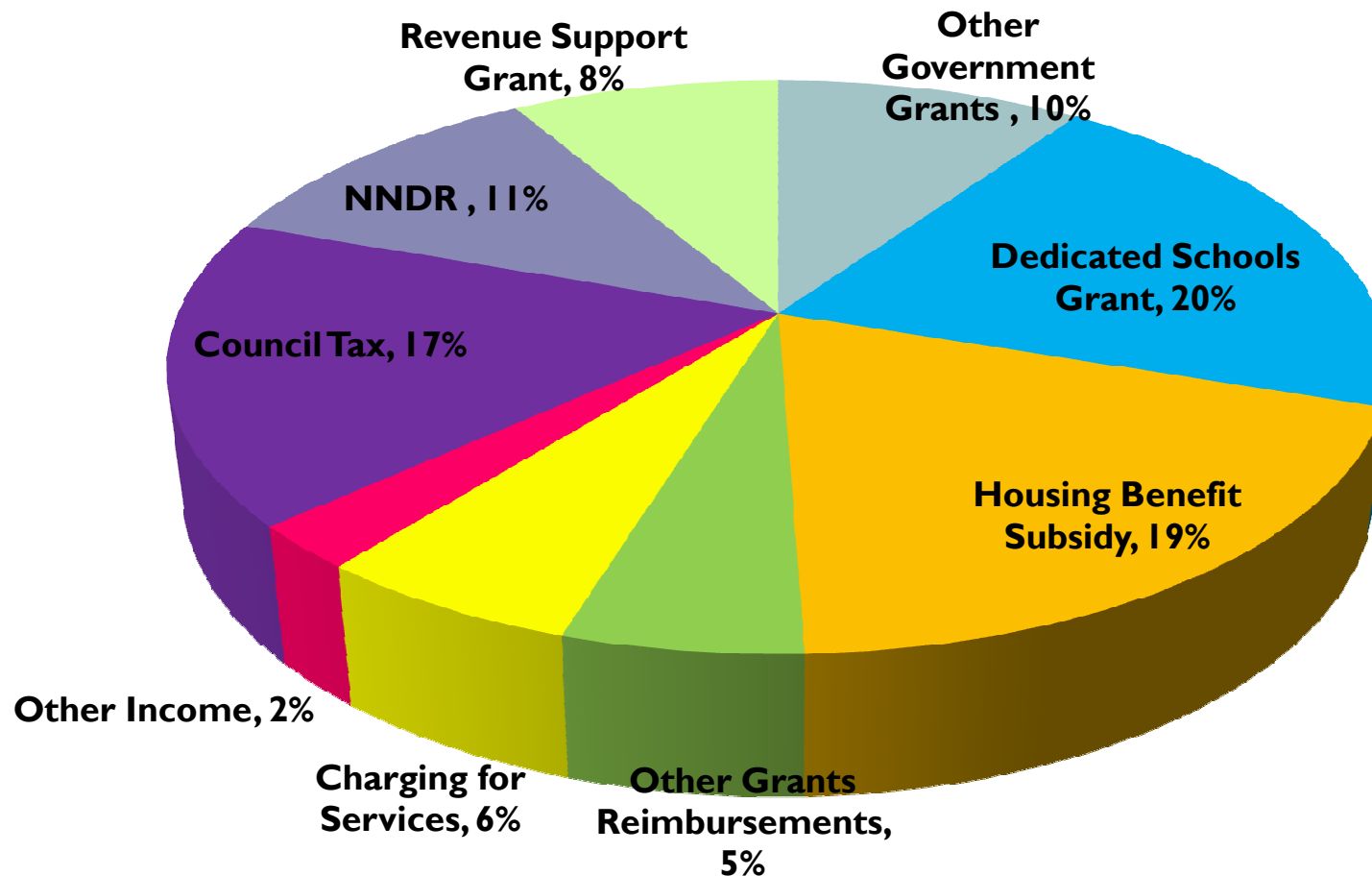
2011 / 12	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20
£832,349	£832,349	£832,349	£832,349	£832,349	£832,349			
	£705,682	£705,682	£705,682	£705,682	£705,682	£705,682		
		£867,952	£867,952	£867,952	£867,952	£867,952	£867,952	
			£1,188,756	£1,188,760	£1,188,760	£1,188,760	£1,188,760	£1,188,760
				£601,820	£601,820	£601,820	£601,820	£601,820
					£850,000	£850,000	£850,000	£850,000
						£850,000	£850,000	£850,000
							£850,000	£850,000
								£850,000
£832,349	£1,538,031	£2,405,982	£3,594,738	£4,196,562	£5,046,562	£5,064,214	£5,208,532	£5,190,580

DCLG Director has stated that the gov't are committed to retain NHB 10

THE LOCAL GOVERNMENT FUNDING SETTLEMENT 2015/16



2015/16 Income Sources £525m



PLYMOUTH CITY COUNCIL

2015/16 EXPENDITURE



Gross Expenditure £525m

Consisting of;

- Dedicated Schools Grant pass ported to Schools - £108M
- Housing Benefit payments to claimants - £101m

Leaving £338m for services including;

- Adult Social Care - £94m
- Children's Social Care - £38m
- Education Services - £34
- Public Health - £20m
- Street Services - £55m
- Strategic Planning - £14m
- Economic Development - £9M
- Corporate Financing - £20m
- Support Services £26m
- Other Services - £6m

4 YEAR MEDIUM TERM FINANCIAL FORECAST



	15/16 £m	16/17 £m	17/18 £m	18/19 £m
	budget	forecast		
Revenue Resources	193.00	184.25	179.09	173.65
Base Budget Spend	204.68	193.00	184.25	179.09
Add Cost/Income & Volume	9.43	14.88	2.75	2.30
Less Savings identified/required	(21.11)	(23.63)	(7.91)	(7.74)
Revised Budget Spend	193.00	184.25	179.09	176.85
(DEFICIT) / SURPLUS:	0.00	0.00	0.00	0.00



INTEGRATED HEALTH & WELLBEING and PEOPLE DIRECTORATE



Northern, Eastern and Western Devon
Clinical Commissioning Group



One System, One Budget - *'the right care, at the right time, in the right place'*

PEOPLE

Key Achievements to Date



- **Creating One System**
 - Development of Integrated Governance Arrangements
 - Four Draft Integrated Commissioning Strategies covering Cradle to Grave
 - Commissioning of Integrated Health and Social Care Provider
 - Developed a joined up advice and referral co-ordination offer for children and young people
- **Creating One Budget**
 - Section 75 between PCC & NEW Devon CCG
 - Integrating funds of £460 million
 - Underpinned by Risk Share and Financial Framework
- **Culminating in £8.384m savings**

Challenges Remain: Key Principles and Priorities



- Protection of Front Line Services
- Extend the breadth and depth of Integration
- Review and Restate Local Authorities Core Offer
- Work with a range of partners to deliver services regardless of organisational form
- Focus on High Impact Areas

Forward View 16/17

- Integration Priorities



- **Integrated Delivery** will focus on the realisation of a single management arrangement and multi-skilled workforce the efficiencies created by this will be realised through the integrated PCH contract and a reduction in care package costs.
- The **integrated commissioning** priorities will be to further identify areas where services can be jointly commissioned thus collectively managing the provider market, removing duplication of effort, joining together offers and realising efficiencies through the reduction/rationalisation of contracts across the whole system and maximising income and grant funding

Forward View 16/17

- Integration Priorities



- The **Children's Project** has been reviewing existing working practices and systems, over the coming months the focus will be on two key areas of the pathway.
 - Early Help and how we can grow this offer across the whole system to prevent escalation in need and thus minimise high cost packages of support
 - Whilst in Children's Social Care, new ways of working, the implementation of a revised IT system and the joining together of functions we will improve capacity across the system and realise efficiencies whilst protecting frontline staff

One System, One Budget - *'the right care, at the right time, in the right place'*

Forward View 16/17

- Integration Priorities



- The **People Directorate** review will accelerate to support the review of all areas not within the scope of Integrated Delivery, Commissioning or Children's and Young People where we have modelled a 20-40% headcount reduction in order to achieve our delivery targets. This will be achieved through the opening of EVRS and then the subsequent remodelling of teams and services across the directorate.

GAME and PLACE DIRECTORATE

PLACE KEY ACHIEVEMENTS TO DATE



The Growth, Assets & Municipal Enterprise Programme has grouped its projects around delivering three main outcomes:

Accelerating processes using new skills and resource to increase revenue benefits from CT, NHB and NNDR



Making the Council more Commercial by changing behaviours to increase income / efficiency savings

Creating a Brilliant, Co-operative Street Services

PLACE SUCCESSES



- ❖ **Housing and Business growth exceeding target**
e.g. 1,115 net additions to the dwelling stock against a target of 1,070 in 2014/15
- ❖ **Successful delivery of new waste collection routes**
Nation Winners of APSE's Best Transformation and Efficiency Project 2015
- ❖ **New Street Services Management & Supervisory Structure**
Of the 70 posts reduced, 40 fewer management and supervisory posts
- ❖ **Fleet reduced by over 60 vehicles & revised working patterns**
Improved fleet management and tracker technology, 6 days working week including evenings
- ❖ **Making the Council more Commercial**
e.g. Amey service and maintenance contract, opening Chelson Meadow to the trade
- ❖ **Leading to net benefit of £4.312m**

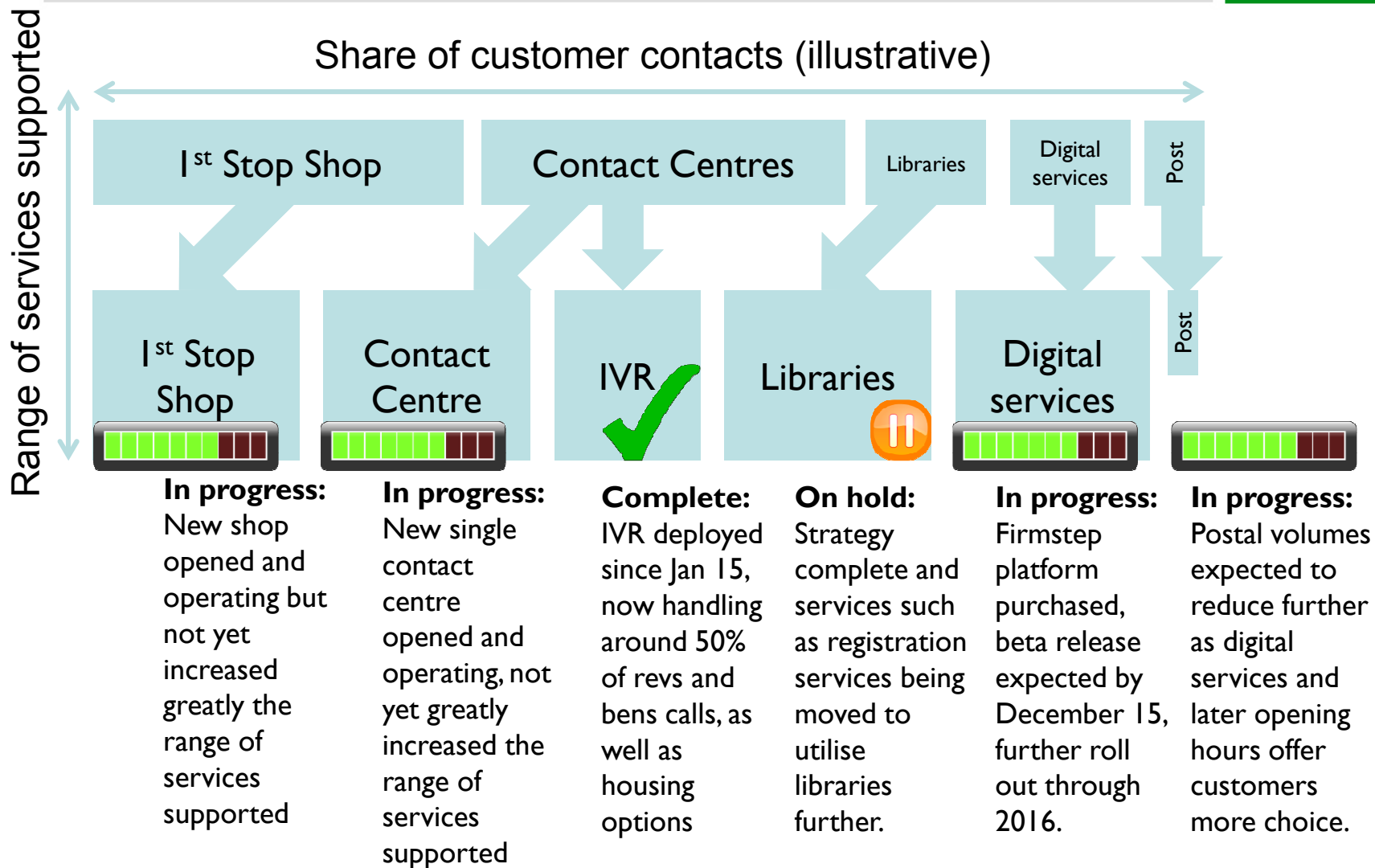
FORWARD VIEW PLACE 2016/17



- Further accelerate housing and business growth,
- Identify new income opportunities and strengthen Commercial capability
- Fees and Charges Review(s)
- Continue the modernisation of Street Services around working patters and ensure more integrated working
- Provision of Passenger Transport

CCO & CST and TRANSFORMATION & CHANGE DIRECTORATE

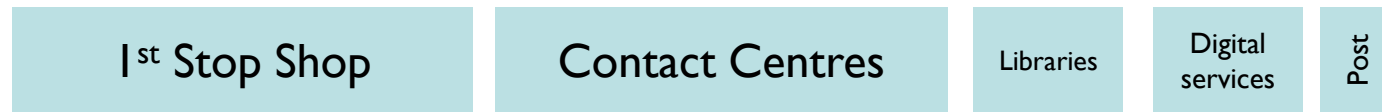
WHAT HAS BEEN ACHIEVED SO FAR?



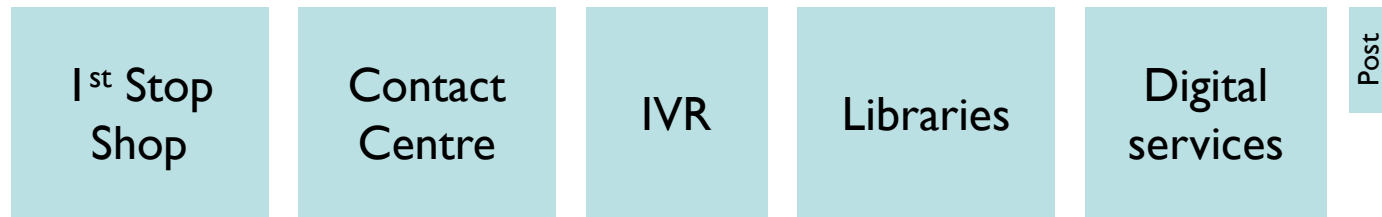
WHAT IS CST DOING TO IMPROVE ACCESS AND CHOICE TO SERVICES?



From this: Share of customer contacts (illustrative)



To this:



- Heavy dependency on expensive channels with limited opening hours
- Little value added by Customer Services

- Extended opening hours
- 24 hour availability of digital services
- Customer Services resolving more contacts

CST is offering customers more choice and control to customers over how, where and when they can access services provided by PCC

WHAT OTHER BENEFITS HAVE BEEN DELIVERED?



	Financial target	Benefit delivered
FY 14/15	£274k	£274k + C tax recovery ~ £600k
FY 15/16	£1.356m	£1.356m from Restructure in Customer Services (delivered in part via EVRS) + ~ £400k from C tax recovery
FY 16/17	£1.349m	Not yet started

Other non financial benefits:

- ➔ Customer satisfaction improvements in 1st Stop Shop
- ➔ Extended opening hours offering greater accessibility and choice to customers
- ➔ Registration services about to be provided from additional locations with a broader range of services
- ➔ Reporting on Lync telephony now allowing services to monitor customer demand and service levels provided
- ➔ Customer Service Excellence award

WHAT'S NEXT FOR CST?



■ Revenues and Benefits

- Complete deployment of additional systems to automate currently manual tasks and improve management information reporting – Jan 2016

■ Digital services delivery

- Beta release to replace “My Plymouth” mobile app – December 2015
- CRM replacement functionality – May 2016
- Further customer self service expansion and content simplification – through 2016

■ Service reviews

- Street services review – January 2016
- Strategic Planning and Infrastructure – July 2016
- Electoral Services – December 2016



PEOPLE & ORGANISATION DEVELOPMENT PROGRAMME



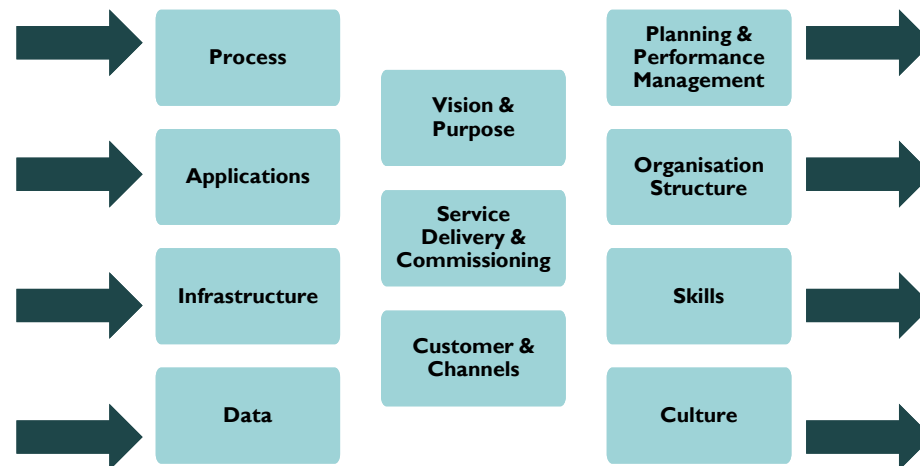
The People & Organisational Development Programme is in existence to mature and develop new and existing corporate capabilities as well as enabling the rest of the Transformation Programmes to deliver the Co-operative vision of Plymouth City Council.

Objectives

- Mature & introduce key capabilities to Smart Working
- Enable the change to Smart Working
- Transform corporate and support services
- Improve internal tools and processes
- Improve internal tools and processes



Rationalise Overlaps & Duplication Share & Integrate Where Possible



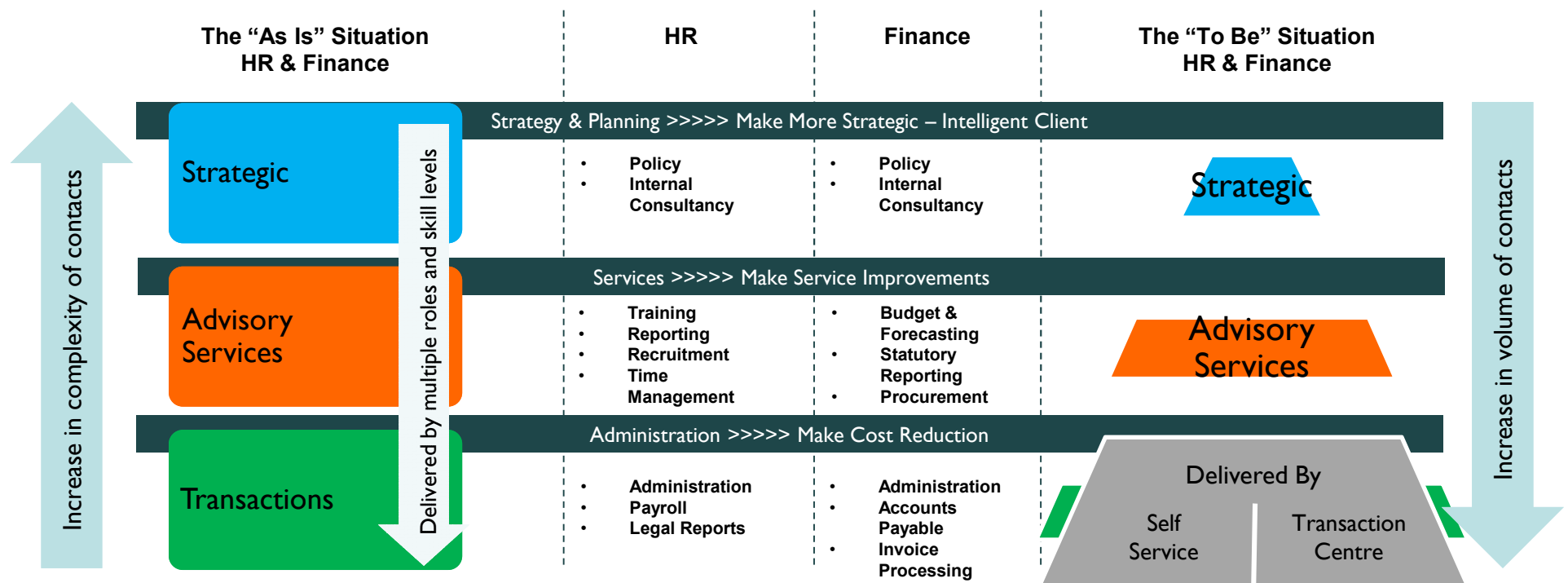
Outcomes

- ✓ More efficient and effective corporate and support services
- ✓ An organisation aligned to business need
- ✓ Maximised assets that meet the need of the Council
- ✓ Skills aligned to business need
- ✓ Decision makers have easier access to the right expertise, advice and support
- ✓ The services we buy or purchase are consistently managed
- ✓ Assurance functions within the organisation work better together and provide accurate information, clear ownership and accountability.

MATURE & INTRODUCE KEY CAPABILITIES TO DEVELOP NEW WAYS OF WORKING: HR & FINANCE



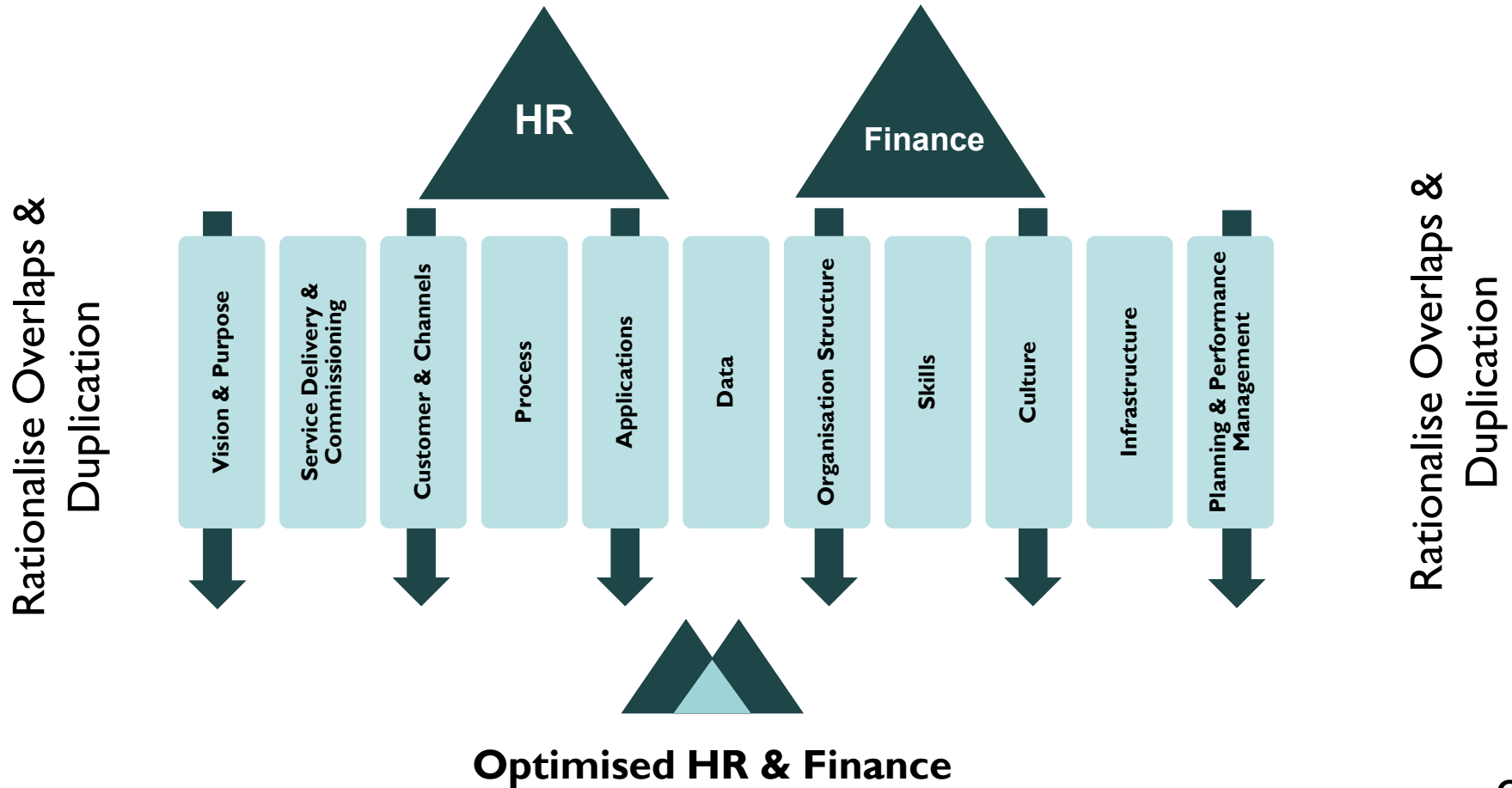
The model represented here is now the accepted way forward and promoted by the Local Government Organisation, our own strategies and principles and is supported by forward thinking consultancies and throughout industry. The model is as applicable for Finance as it is for HR, with the core emphasis being on the Council **providing high value, low volume activities and finding better ways to provide high volume, low value services.**



HR & FINANCE TRANSFORMATION



Value will also be driven when avoiding duplication of work when dealing with the following dimensions of change:



ENABLING THE CHANGE & NEW WAYS OF WORKING



During the transition to the new ways of working for Plymouth City Council, the organisation will need to be supported by the correct assets, skills and knowledge to meet the future need of the business:

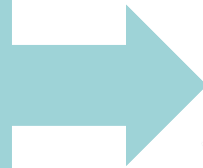
Current way of working



- Static working spaces
- High overhead costs
- Under-utilised building space
- Assets unsuitable for service delivery
- Paper heavy
- Presence based management

People & Organisational Development

- Smart Working Strategy
- Asset Strategy
- Strategic Workforce Planning
- Redefined Roles & Conditions



Future way of working



- Mobile working devices
- Low overhead costs
- Fully utilised building space
- Assets suitable for service delivery
- Paperless where possible
- Skills aligned to new ways of working
- Output based management

BENEFITS



	Financial target	Benefit Forecast
FY 15/16	£2.1m	£625K
FY 16/17	£1.604m	£2.310m

MERGE NOTE:

POD has recently merged with what was the Co-Operative Centre of Operations Programme and is now responsible for all those associated benefits. Through the merge programme resource costs have been reduced by circa £300,000 for a full year. Programme focus has been and remains maximum cashable benefits in shortest possible timeframe. Outwith finance benefits, the programme has also achieved enabling work that underpins the entire transformation process:

BENEFITS



	Financial target	Benefit Forecast
FY 15/16	£2.1m	£625K
FY 16/17	£1.604m	£2.310m

Modernise HR, Finance & Corporate Services:

Alongside HR, Finance and Service Integration Management and Facilities Management transformation projects, the Workforce Delivery sub-project is ensuring that the Council sees a reduction in the 'cost to serve,' Over the past year the Workforce Delivery project has been implementing:

- A new learning and development process to upskill the workforce for the future state
- Streamlined role profiles to enable improved flexibility in the workforce
- Leadership and management development to enable our senior team to enact the corporate plan through systems leadership
- Career transition to ensure staff are supported during the transformation process
- A review of terms and conditions to ensure they fit the business need
- A new appraisals process that supports the Council's staff and enables improved value for money against the cost to serve

CROSS PROGRAMME BENEFITS



Civic Centre Decant

Multiple capital projects, 98% complete. Releasing the Council from the circa. £30M liability represented by the refurbishment costs required for the Civic Centre. Better office space for our staff and investment in our property assets

- Ballard House - The current main office: Multiple services and support functions, Members' area, Directors. Addition of extra floor area for Legal and Electoral Services
- Derriford Business Park – New main office for Delt in Building One, new Coroners Office in Building Two, Public Protection Services in Building Four
- Prince Rock – Reconfigured and extra office space for the Traffic Control Unit and Amey staff
- The Beacon – New accommodation for Social Services Teams
- The Council House – New location for a much improved CCTV Control Centre, networking hub and office space
- The Guildhall – New efficient boilers supplying both the Guildhall and the Council House
- The Civic Centre – Separation of the building from the Council House
- **Also: Wi-Fi, Networking, Access Control, Building Management System and RTPi**

PROGRAMME ENABLING BENEFITS



IHWB

POD has been assessing what support can be given to the programme to enable the right accommodation fit for staff. This process is ongoing, but has already relocated numerous staff groups to enable BAU. It is now part of the One Public Estate Project which will bring public sector bodies together to best utilise shared assets.

GAME

Creating Co-operative Street Services & Fleet

Consolidation: P&OD has been working with GAME to ensure that its people are located in the right place to enable an effective and efficient service. This has included a Depots Master Plan, which is currently under review by Place.

Enterprise: The decant project has enabled 'Surplus Rescue', a social enterprise that is disposing of the surplus office furniture across the Council. This has created jobs and avoided waste.

PROGRAMME ENABLING BENEFITS



CST

Modernise Customer Services: Capital project to realise the new First Stop Shop to enable customer requests to be resolved at first point of contact wherever possible, thus reducing the need for case work. Also, the new contact centre in Taylor Maxwell House has brought transformed teams together.

Libraries: The new Central Library project is progressing well and is on target for opening in Spring next year. This will create a modern library in the heart of the city at Taylor Maxwell House. As the libraries' review concludes POD is standing by to support the resulting infrastructure plans (Aug 2016).

WHAT'S NEXT FOR POD (I)?



■ Finance

- Service review in define phase and will be in delivery by Feb 16

■ HR

- Service review in design phase, to be state will go live in April 16

■ Smart Working

- Shift from presence to output management to enable reduction in desk ratio in support of Accommodation Strategy. Project now live

■ Service reviews

- Economic Development and Business Support, in pipeline for future delivery

WHAT'S NEXT FOR POD(2)?



■ **One Public Estate**

- Encompassing the new office requirements for PCC and rationalisation of the public estate in Plymouth this is a large project to maximise efficiencies of public assets and dispose of those not required. This project has rolled up the accommodation strategy work. The next bid phase completes on 16 Oct

■ **Modern Government**

- Phase 1: Modernisation of AV and introduction of electronic voting in the Council House. Underway with Delt. Phase 2: Refurbishment and modernisation of fabric of the building to bring the public back into the heart of Plymouth democracy

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MAXIMISING GRANT FUNDING OPPORTUNITIES K07

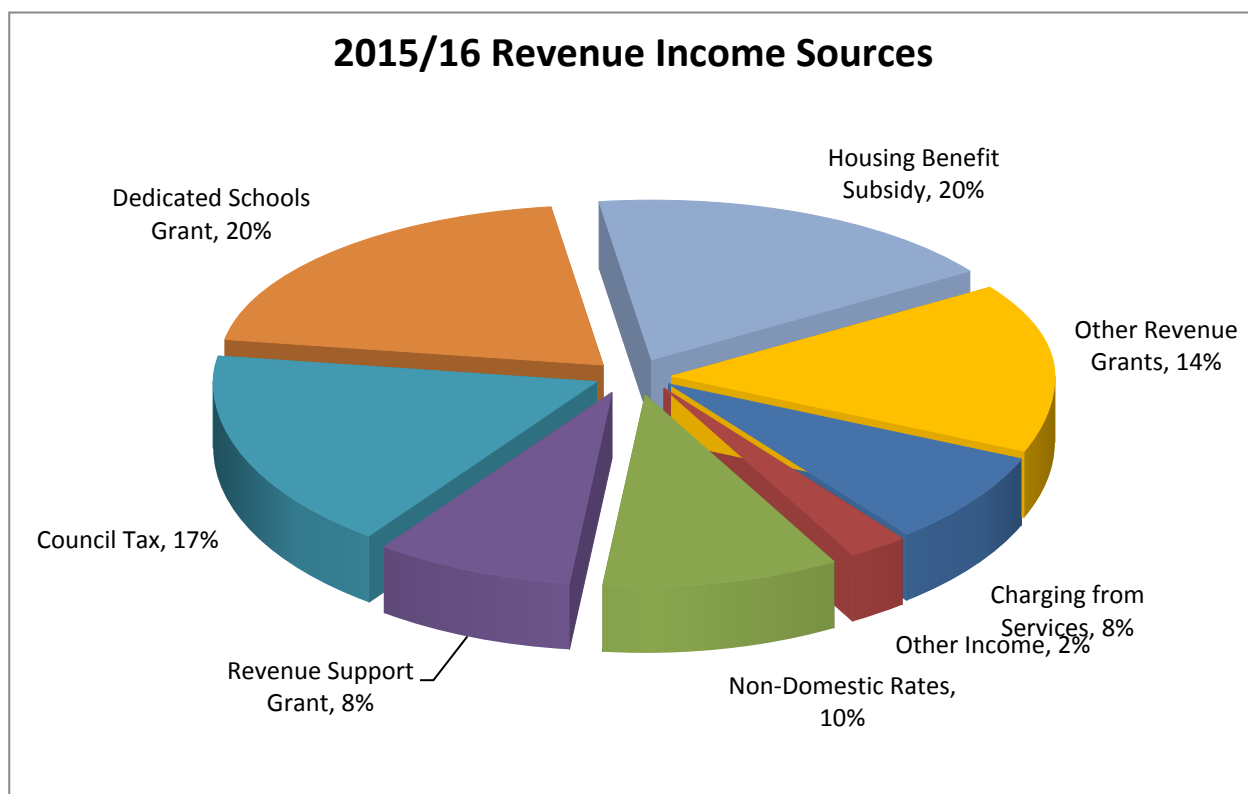


1. Introduction.

The purpose of this report is to set out Plymouth City Council’s current position and approach being developed to maximising grant funding opportunities in line with the Corporate Plan objectives

2. Current Position.

In 2015/16 grant funding (excluding RSG& DSG) contributes 15% of the Councils gross revenue budget and 60% of the Capital Programme, and is therefore an important income stream that needs to be both maintained over the current medium term financial forecast and also increased as the level of core funding declines.



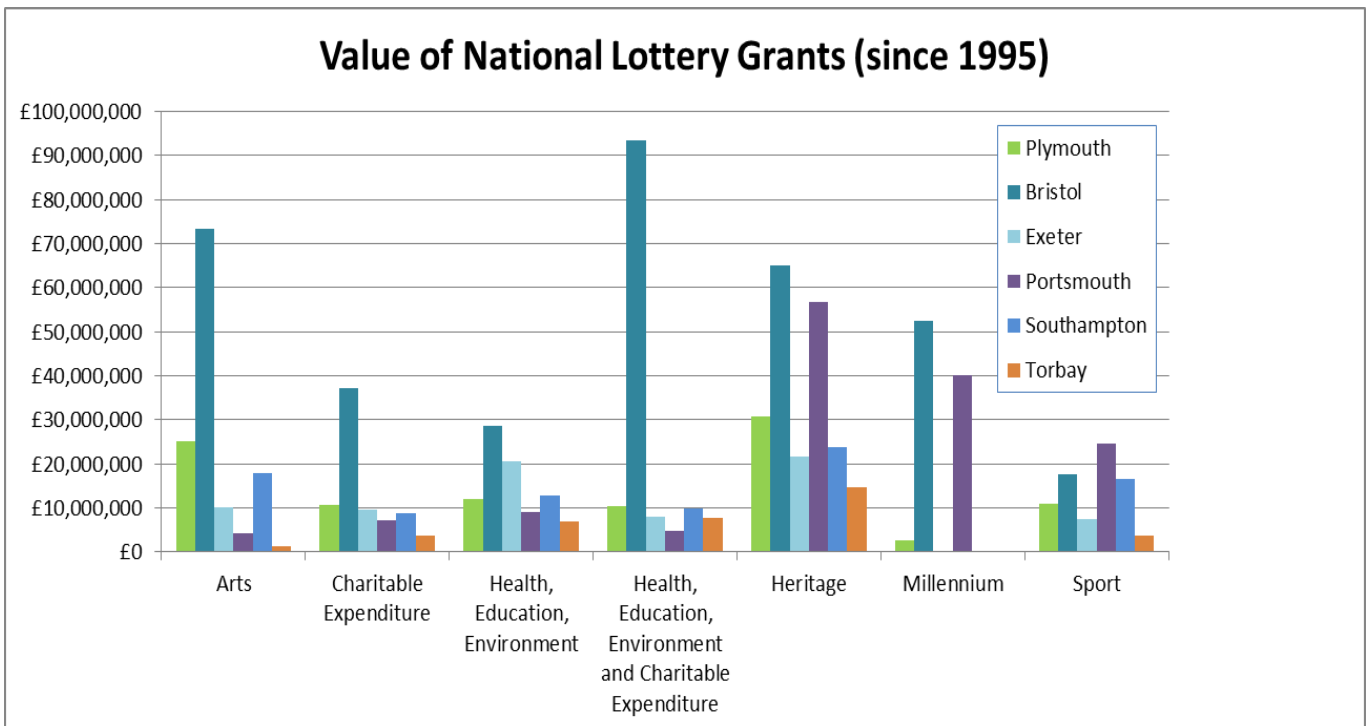
As the Public Sector continues to go through austerity measures, maintaining this level of funding will no doubt be a challenging task and requires thought and planning to deliver further funding to the Council.

Using lottery funding as a comparator, it is clear that Plymouth has had more success than some comparable Local Authorities, but it is obvious that Bristol City Council has utilised this source of funding more than others.

No of grants received and value (since 1995)

Authority	Total Grants	Total Awarded
Plymouth	1367	£102,882,672
Bristol	3398	£368,041,083
Exeter	1080	£77,975,014
Portsmouth	835	£146,994,824
Southampton	921	£89,837,652
Torbay	733	£38,345,588

Value of National Lottery Grants (since 1995)



In the main, specifically for revenue grants, service managers are responsible for identifying and acting upon grant opportunities that have arisen in their service area, and this information has usually been received from grant funders direct or through service managers own initiatives. This can lead to reactionary bid submissions for grant funding, with little time or resources applied to ensure that the best possible bid has been submitted, or worse competitive bids being submitted against other departments.

There are pockets of expertise across departments within the Council, with experience of successful sourcing and applying for grant funding, for example within the Inward Investment Team and the EU/Funding and Strategy Officer in the Place Directorate. However there is currently no support or training in place for less knowledgeable members of staff or evidence of working across Directorates.

Plymouth City Council, via the Finance Service, currently subscribe to GRANTfinder, a powerful search engine that collates potential funding opportunities from both the Public and Private Sectors into one database that subscribers can search for funding solutions. It is clear that the Council’s subscription to GRANTfinder is not widely known about and underutilised.

The Finance Service also holds and maintains the Council's grants register. The grants register was intended to be a central point to record details of all bids submitted, success rates, expected income to be received and many more pieces of information. The Council, via the City Capital Investment Board (CCIB) have a detailed approval process for Capital Projects to adhere to when initiating projects and bidding for external funding.

3. Advocacy and Lobbying

The development of an accurate record of external funding available to and received by Plymouth City Council will also ensure a coordinated and strategic approach to communications with funding bodies and the ability to lobby appropriately for other funding schemes to ensure Plymouth gains its fair share.

4. Way forward

In order to maximise grant opportunities a way forward is mapped out below within three key themes; developing appropriate tools, improving coordination and maximising limited capacity.

Develop appropriate tools

- Promoting utilisation of grant finder software by appropriately designated officers within departments, with utilisation measured and reported to the external funding working group.
- Publish grant opportunities on document library for all service managers to have sight of.
- Refine the grants register to make more user friendly and extend usage beyond finance. Grants register will also record details of applications submitted and record KPI data as required.
- Publish grants register on the document library so all staff can view the grants currently received and applications in progress.
- Develop a grants management framework to assist officers over the life of a grant funded project, including sourcing funding, and early bid process to exit strategies.
- Develop an appropriate approval process for revenue external funding streams ensuring limited time consuming processes but appropriate controls to enable service managers to act upon opportunities. Approval process will also ensure activities linked to Corporate Plan to ensure resources focused on key objectives, Pioneering, Growing, Caring and Confident.

Improve coordination

- Establish cross-department external funding working group to provide advice/support to officers and assist in developing external funding framework.

Maximising limited capacity

- Utilise subject matter experts and external funding working group to develop reference materials and self-help guides for officers involved in external funding bids/projects/schemes
- Ensuring grant finder software access is targeted at the correct officers and utilised
- Promoting usage of the external funding framework to ensure best practice adopted
- Potentially providing training courses for officers, classroom based and/or e-learning packages.

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BUDGET SCRUTINY 2016

Co-operative Scrutiny Board



- 1.1 Each year the Co-operative Scrutiny Board is required to consider the approach it wishes to take in scrutinising the budget. This paper sets out possible options based on experience of previous budget scrutiny approaches and best practice from other authorities.
- 1.2 The key purpose of Overview and Scrutiny is to hold the Cabinet to account and to ensure that the authority is working towards, and delivering services in line, with its agreed corporate priorities. A significant element of that function is the scrutiny of the budget, which is undertaken by the Co-operative Scrutiny Board.
- 1.3 In considering the options for the scrutiny of the budget, the Board needs to be mindful of the predicted level of reduction in the Revenue Support Grant based on the information released so far by the Government and the Chancellors request for central government departments to model two scenarios of 25% and 40% of savings within their resource budgets by 2019-20 in real terms.
- 1.4 The Centre for Public Scrutiny (CfPS) identified four key roles and areas where overview and scrutiny can add value to the Council's budget and financial management:
- Scrutiny can challenge whether the processes are effective and accessible: Is there a level of integration between corporate and service planning and performance and financial management?
 - Scrutiny can challenge how resources are allocated, monitor how they are used, and examine their impact.
 - Scrutiny can test out and make explicit whether the Council is directing its resources effectively to meet its priorities and demonstrate whether it is achieving value for money.
 - Scrutiny can provide an additional and transparent challenge to the Cabinet's management of the Council's finances
- 1.5 It is important for Members also to be mindful of their 'fiduciary duty' to look after the best interests of local taxpayers in the management of the council's resources, which requires a robust overview and scrutiny role in the budget process, in particular members will be expected to consider –

Affordability	Is the wider picture of revenue and expenditure appropriately balanced?
Prioritisation	Is there a coherent and justifiable division of resource between programmes of work?
Value for Money	What is the extent to which Directorates and Departments are spending their allocations well and achieving outcomes?
Budget Processes	How is planning, performance and financial management integrated?

2.0 The Committee has three options:

Option 1

2.1 The Board could choose to use the three days set aside for the scrutiny of the budget to undertake a wide ranging review of the 2016/17 budget and its impact on service areas.

- 2.2 This option would be similar to budget scrutiny held in previous years and would focus on forecast out turn, planned spend and delivery plans of individual departments. The process to be undertaken would be as follows –

Session	Topic
Day One	
Session One	Forecast out-turn 15/16 Planned budget
Session Two	Transformation and Change (HR, Finance, ICT, Legal, Customer Service and Portfolio Office)
Session Three	Office of the Director of Public Health (Civil Protection Unit, Public Health and Public Protection Service)
Session Four	Strategic Co-operative Commissioning (Integrated fund, Commissioning strategies)
Day Two	
Session Five	Children Young People and Families (Children and Young People in Care, Children in the Community, Safeguarding, Youth Services and Family Support)
Session Six	Learning (Education and Learning, Special Educational Needs and Disability, Access and Planning)
Session Seven	Communities (Safer Plymouth, Social Inclusion, Regeneration and Sports Development)
Session Eight	Street Services (Waste Services, Street Cleansing, highways and parking)
Day Three	
Session Nine	Strategic Planning and Infrastructure (Transport, Infrastructure and Investment and Planning Services)
Session Ten	Economic Development (Arts and Heritage, Employment and Enterprise, Land and Property and Strategic Development)

- 2.3 The Board's findings would then be presented to Cabinet meeting which would recommend the budget to Council.

Option 2

- 2.4 Undertake a similar process to that of last year

Session	Topic
Day One	
Session One	Forecast out-turn 14/15 Planned budget 15/16 – 16/17 – 17/18

Session Two	Impact on partners and their role in the whole system transformation Alignment in the planning and delivery of services
Day Two	
Session One	Transformation Adult Social Care Children's Social Care
Session Two	Board to confirm recommendations developed over sessions Leader and Chief Executive to cover progress against corporate plan

- 2.5 The Board's findings would then be presented to Cabinet meeting which would recommend the budget to Council.

Option 3

Scrutiny Task Group

- 2.6 Establish a separate scrutiny task group comprising of members from all parties who are not on the Co-operative Scrutiny Management Board.
- 2.7 The Task Group could receive evidence from the Leader of the Council, the Chief Executive, the Section 151 Officer and others. Members would also consider relevant documents.
- 2.8 The Task Group could hear from Panel chairs on the outcomes of their panel meetings during the municipal year and hold discussions with Cabinet Members.
- 2.9 The group's findings would then be presented to a meeting of the Co-operative Scrutiny Board, in advance of the Cabinet meeting which would recommend the budget to Council.

Option 4

Member Challenge Group

- 2.10 In order to build on the advantages of both of these approaches, an alternative method would be a hybrid. The Overview and Scrutiny Panels would hold initial in depth discussions with Cabinet Members, service users and staff on budget proposals
- 2.11 This would be followed by the Chairman and Vice-Chairman of the OSPB leading a cross party group of members who would provide a more in-depth challenge to the Panel Chairmen on their findings.
- 2.12 The group of members would also take evidence from the Leader of the Council, the Chief Executive, the Chief Financial Officer, the Senior Finance Manager, and the Equality and Diversity Manager and attend the official budget consultation meetings and consider relevant documents.

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CABINET AND EXECUTIVE DECISIONS**URGENT KEY DECISION****6 OCTOBER 2015**

This document lists an urgent key decision which has been taken by the Council Leader today in accordance with the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012. A key decision relates to an executive function which results in the council incurring spending or raising annual income by more than £500,000 (or more than £2,000,000 if that is the total cost of the contract award), results in the council saving more than £1,000,000 (unless the saving has a material impact upon service provision such as a significant change or cessation of service delivery and associated staff redundancies or a significant impact on customers) or is to be significant in terms of its effect on communities living or working in an area comprising two or more wards.

The decision maker referred to in this document is Councillor Tudor Evans, Leader.

For any query regarding this document, please contact the Democratic Support Unit on 01752 304867 or democraticsupport@plymouth.gov.uk.

Democratic Support Unit

Chief Executive's Office
Plymouth City Council
Ballard House
Plymouth PL1 3BJ

LIST OF KEY DECISIONS AND PRIVATE BUSINESS

Reference	Title	Decision Maker and Date of Decision
I068485	Loan to support construction of community owned solar array at Ernesettle	Council Leader 6 October 2015

PLYMOUTH CITY COUNCIL

LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS) (ACCESS TO INFORMATION) (ENGLAND) REGULATIONS 2012

NOTICE OF KEY DECISION

The Council Leader has made a key decision on 6 October 2015 in respect of the following:

TITLE: LOAN TO SUPPORT CONSTRUCTION OF COMMUNITY OWNED SOLAR ARRAY AT ERNESETTLE

PURPOSE OF DECISION:

To approve the business case to provide a wholly owned subsidiary of Plymouth Energy Community Renewables Ltd (PECR) with short term construction finance for a community owned solar array at Ernesettle.

To approve the short term (12 month) loan of up to £4.804m to the proposed wholly owned subsidiary of PEC Renewables Ltd, conditional on PECR providing evidence that the project will be able to secure the subsidy rates required for a viable project.

To allocate £3.736m for the project within the Capital Programme.

To delegate approval of the loan agreement to the Strategic Director for Place in consultation with the Cabinet Member for Strategic Transport and Planning.

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.

Following publication of a notice in the forward plan, the decision could not be taken until the expiry of the statutory 28 day notice period. The decision is required before this because PEC Renewables need to be in a position to sign contracts for the solar arrays construction during first week of November 2015 and to delay the decision would significantly escalate risks of project not being completed before the required subsidy is cut.

The project must be completed at the very latest by 1st April 2016 because government is proposing drastic cuts to the Renewables Obligation (RO) subsidy that underpins the business case. Projects completed in advance of this will have current level of subsidy 'grandfathered' for 20 years. PCC is being asked for a bridging loan to allow PEC Renewables the time to complete the project in advance of these cuts, and then the time to raise the longer term package of debt and share equity. Due to the drastic nature of the anticipated cuts this project will not be viable after March 2016 and therefore this is the last opportunity to provide a community owned solar at this scale within the city. To minimize risk of project not being energised by end March 2016 PECRs construction contractor have advised we should be signing by first week of November to ensure sufficient lead in and build time.

Government is currently implementing a range of cuts to the financial support mechanisms for renewable energy, and an announcement to clarify the exact level of support this project will be able to receive under RO and when any forecast cuts are to be implemented, is due in the next 3 weeks. Some parts of the industry are forecasting the cuts may land earlier than end of March 2016 and therefore it is prudent to move as quickly towards project completion.

Councillor James (Chair of the Co-operative Scrutiny Board) has agreed that the decision is urgent and it is not reasonable to defer it. The decision will be implemented immediately in the interests of the Council and the public.

DECISION REFERENCE: I068485

The Council Leader considered the report prepared by the Strategic Director for Place.

A copy of the report and any other documents will be available for inspection at 1st Stop Shop, 71 New George Street, Plymouth PL1 1RF.

Further information can be obtained from: Alistair MacPherson, Low Carbon City Team Leader Ballard House, West Hoe Road, Plymouth, PL1 3BJ Tel: 01752 304255 Email: alistair.macpherson@plymouth.gov.uk

NB: The report together with any other documents considered (unless they contain exempt information) will be available for inspection in 1st Stop Shop, 71 New George Street, Plymouth PL1 1RF or on the council's website. Further copies may be requested from Democratic Services but a fee will be payable.

COOPERATIVE SCRUTINY BOARD

DRAFT - Recommendations



Date/min number	Resolution / Recommendation	Response
3 September 2015 Minute 17	<p>Tracking Resolutions</p> <p>The Panel noted the progress made with the tracking resolutions and <u>agreed</u> that with regard to Minute 15 (7 August 2014 Panel Meeting) – Commissioning Strategy for Maternity Services. A PID is produced to look at Maternity Services at Derriford Hospital.</p>	
3 September 2015 Minute 18	<p>Work Programme</p> <p>The Panel noted the work programme and <u>agreed</u> to delegate to the Chair and Vice Chair to manage how the Panels reviews the Performance Indicators, and to include Diagnostic Waiting Times to the work programme.</p>	

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