Performance, Finance and Customer Focus Overview and Scrutiny Committee

Wednesday 13 February 2019
3.00 pm
Warspite - Council House

Members:

Councillor Ball, Chair

Councillor Winter, Vice Chair

Councillors Darcy, Derrick, Kelly, Singh, R Smith, Kate Taylor and Vincent.

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

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Tracey Lee
Chief Executive

Performance, Finance and Customer Focus Overview and Scrutiny Committee

1.   Apologies

To receive apologies for non-attendance submitted by Councillors.

2.   Declarations of Interest

Councillors will be asked to make any declarations of interest in respect of items on the agenda.

3.   Minutes   **(Pages 1 - 6)**

To confirm the minutes of the previous meeting held on 12 December 2018.

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.   Capital and Revenue Monitoring Report - Quarter 3   (Pages 7 - 28)

6.   The Way We Work Programme   (Pages 29 - 66)

7.   Staff Survey 2018   (Pages 67 - 78)

8.   Registration Service update   (Pages 79 - 88)

9.   Work Programme   (Pages 89 - 92)

10.   Tracking Decisions   (Pages 93 - 94)

Performance, Finance and Customer Focus Overview and Scrutiny Committee

Wednesday 12 December 2018

PRESENT:

Councillor Ball, in the Chair.
Councillor Winter, Vice Chair.
Councillors Darcy, Derrick, Johnson Kelly, Singh, Kate Taylor and Vincent.

Apologies for absence: Councillor Rebecca Smith (Councillor Johnson Substituting)

Also in attendance: Councillor Haydon (Cabinet Member for Customer Focus and Community Safety), Councillor Mark Coker (Cabinet Member for Strategic Planning and Infrastructure), Councillor Mark Lowry (Cabinet Member for Finance), Giles Perritt (Assistant Chief Executive), Andy Ralphs (Strategic Director of Customer and Corporate Services), Mike Artherton (Group Manager Parking, Marine and Garage Services), Andrew Hardingham (Service Director for Finance), Pete Honeywell (Transformation Architecture Manager), Andrew Loton (Senior Performance Advisor), Ross Jago (Senior Governance Advisor) and Jamie Sheldon (Democratic Advisor).

The meeting started at 3.00 pm and finished at 5.00 pm.

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

27. **Declarations of Interest**

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

28. **Minutes**

The Committee <u>agreed</u> that the minutes of the meetings held on 10 October 2018 and 31 October 2018 are confirmed as a correct record.

29. **Chair's Urgent Business**

There were no items of Chair's urgent business.

30. **Customer Experience Peer Challenge**

Councillor Haydon (Cabinet Member for Customer Focus and Community Safety), Giles Perritt (Assistant Chief Executive) and Andy Ralphs (Strategic Director of Customer and Corporate Services) presented the Customer Experience Peer Challenge Report.

The following key areas of the report were highlighted –

(a) the Council commissioned the Local Government Association to carry out a Customer Experience Peer Challenge in Plymouth in July 2018;

(b) the Council's purpose in commissioning the peer challenge was to gain independent external insights into the ways in which it could further improve its leadership and management practice, service design, organisational learning and the outcomes it delivered for customers.

(c) the need for consistency across services, more proactive communications, better use of customer data and IT systems

The key areas of questioning from Members related to –

(d) the definition of a customer and service user;

(e) the role of the Customer Experience Programme Board;

(f) the psychological contract with the customer;

(g) the importance of focussing on quick wins and getting the basics right;

(h) whether the peer group spoke to residents and what were the data sources used;

(i) developing artificial intelligence to help the organisation in the future;

(j) the key areas relating to the pace of change.

The Committee noted the report.

The Committee agreed to receive progress updates on the Customer Experience Programme 20 March 2019 meeting.

The Committee further agreed that the following items are added to the work programme –

1. Customer Experience Programme
2. the Way We Work (ICT)

31. **Parking Update**

Councillor Coker (Cabinet Member for Strategic Planning and Infrastructure) and Mike Artherton (Group Manager Parking, Marine and Garage Services) provide an update on Parking which included Controlled Parking Zones (CPZ) and disabled driver parking spaces (DDPS).

The report highlighted the following key areas –

    (a) a CPZ was a parking scheme where, during the operational hours of the scheme, only permitted vehicles could park within the boundary of the scheme;

    (b) there are currently 57 CPZ schemes in operational in Plymouth;

    (c) a DDPS was a marked disabled space which was placed on the highway close to the disabled driver's residence;

    (d) there was a charge of £40 to apply for a DDPS.

The key areas of questioning from Members related to –

    (e) whether the DDPS Policy had changed in the last two/three years;

    (f) the discretionary clause included in the policies to allow officers to look into individual cases;

    (g) costings of Controlled Parking Zones (CPZ);

    (h) progressing CPZ's could take up to 11 months in some cases.

The Committee noted the report and requested an update should changes to the associated fees occur.

32. **Capital and Revenue Monitoring Report 2018/19 - Quarter Two**

Councillor Mark Lowry (Cabinet Member for Finance) and Andrew Hardingham (Service Director for Finance) presented the Capital and Revenue Monitoring Report 2018/19 – Quarter 2 to the Committee.

The following key areas of the report were highlighted –

    (a) outlined the finance monitoring position of the Council as at the end of September 2018;

    (b) detailed how the Council is delivering against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements;

    (c) the estimated revenue overspend was £5.192m;

    (d) the overall forecast net spend equated to £190.747m against a budget of £185.555m.

The key areas of questioning from Members related to –

(e) the current vacancies and the position on recruitment;

(f) the timescale for the conclusion of the review in the Executive Office and whether the savings target would be achieved;

(g) whether the current vacancies on the establishment would be filled whether the Council should continue to recruit;

(h) clarification on the expenditure for The Box;

(i) clarification on the Government grants that the Council has received and the headline figures on the amount that has been budgeted for.

The Chair took the opportunity to remind Members that if there were specific items that they wished to scrutinise, as part of this report, to advise him prior to the meeting, so arrangements could be made to ensure that the right officers were in attendance.

The Committee noted the report.

33. **Corporate Plan 2018-22 - Quarter Two 2018/19 Update**

Councillor Mark Lowry (Cabinet Member for Finance) and Andrew Loton (Senior Performance Advisor) presented the Corporate Plan 2018-22 - Quarter Two 2018/19 Update

The report provided analysis of quarter two (July to September 2018) performance against Plymouth City Council's key performance indicators (KPIs) and provided a detailed performance update against the Corporate Plan priorities.

Following feedback on the quarter one report, 12 new indicators had been added:

- Businesses supported
- Inward investment
- Inclusive growth earnings gap
- Jobs created by the Council
- Number of events
- Level of cultural engagement
- Level of carbon emissions
- Early year's setting judged as good or outstanding by Ofsted
- Number of children in care
- Hate crime incidents reported to the Council
- Customer complaints resolved
- Customer experience

The key areas of questioning from Members related to –

(a) the rationale as to why the target for bin collection was lower than the national target;

(b) the reason for the percentage decline in the Welcoming City Community Cohesion performance indicator;

(c) how the information for the performance indicator on community cohesion was gathered.

The Committee noted the report.

34. **Work Programme**

The Committee noted its work programme for 2018/19 and <u>agreed</u> to schedule the following items –

1. Customer Experience Programme
2. Registrar Office
3. Staff Survey
4. The Way We Work (ICT)

35. **Tracking Decisions**

The Committee noted the progress of its decisions.

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PLYMOUTH CITY COUNCIL

Subject:	Capital & Revenue Monitoring Report 2018/19: Quarter 3
Committee:	Cabinet
Date:	12 February 2019
Cabinet Member:	Councillor Lowry
CMT Member:	Andrew Hardingham – Service Director for Finance
Author:	Paul Looby – Head of Financial Planning and Reporting
	Hannah West - Finance Business Partner
Contact details	Tel: 01752 307271
	email: paul.looby@plymouth.gov.uk
	Tel: 01752 305171
	email: hannah.west@plymouth.gov.uk
Ref:	
Key Decision:	No
Part:	1

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Purpose of the report:

This report outlines the finance monitoring position of the Council as at the end of December 2018.

The primary purpose of this report is to detail how the Council is delivering against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements, and report new schemes approved in the capital programme.

As shown in Table 1 below, the estimated revenue overspend is £1.323m. The overall forecast net spend equates to £186.878m against a budget of £185.555m, which is a variance of less than 0.72%. This needs to be read within the context of needing to deliver in excess of £11.000m of savings in 2018/19 on the back of balancing the 2017/18 revenue budget where £18.000m of net revenue reductions were successfully delivered.

Additional management solutions and escalated action to deliver further savings from the council's savings and efficiency programme will be brought to the table over the coming months in order to address the in year forecasted overspend.

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Table 1: End of year revenue forecast

	Budget £m	Forecast Outturn £m	Variance £m
Total General Fund Budget	**185.555**	**186.878**	**1.323**

The Corporate Plan 2016/17 – 2018/19:

This quarterly report is fundamentally linked to delivering the priorities within the Council's Corporate Plan. Allocating limited resources to key priorities will maximise the benefits to the residents of Plymouth.

Implications for Medium Term Financial Strategy and Resource Implications:

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Strategy (MTFS). The Council's Medium Term Financial Forecast is updated regulary based on on-going monitoring information, both on a local and national context. Any adverse variations from the annual budget will place pressure on the MTFS going forward and require additional savings to be generated in future years. All one-off savings achieved within 2018/19 to balance the budget will roll forward into 2019/20 creating a further pressure on next year's budget.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives to be a Pioneering, Growing, Caring and Confident City.

Equality and Diversity

This report monitors our performance against our approved budget 2018/19. As part of the budget setting process, EIA were undertaken for all areas.

Recommendations and Reasons for recommended action:

1. Note the current revenue monitoring position and action plans in place to reduce/mitigate shortfalls;

2. Cabinet are asked to recommend to Council that the Capital Budget 2018 -2023 is revised to £870.007m (as shown in Table 6).

Alternative options considered and rejected:

None – our Financial Regulations require us to produce regular monitoring of our finance resources.

Published work / information:

2018/19 Annual Budget: [2018 Annual Report](#)

Background papers:

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7

Sign off:

Fin	djn.18.19.193	Leg	lt/31929/2101	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member: Andrew Hardingham, SD Finance													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

DECEMBER 2018 FINANCE MONITORING

Table 2: Revenue Monitoring Position

Directorate	Gross Expenditure	Gross Income	2018/19 Latest Approved Budget	Forecast Outturn	Forecast Year End Variation	Movement from Month 8
	£m	£m	£m	£m	£m	£m
Executive Office	6.552	(0.648)	5.904	5.904	0.000	0.024
Corporate Items	7.136	(12.499)	(5.363)	(6.841)	(1.478)	(0.716)
Finance	25.441	(4.733)	20.708	20.538	(0.170)	(0.170)
Corporate and Customer	104.323	(90.476)	13.847	13.747	(0.100)	(0.305)
People Directorate	258.893	(134.039)	124.854	128.918	4.064	(0.510)
Office of the Director of Public Health	19.456	(19.141)	0.315	0.294	(0.021)	0.000
Place Directorate	79.878	(54.588)	25.290	24.318	(0.972)	0.000
TOTAL	501.679	(316.124)	185.555	186.878	1.323	(1.677)

Table 3: Plymouth Integrated Fund

Plymouth Integrated Fund	2018/19 Budget	2018/19 Forecast	Year End Overspend / (Underspend)
	£m	£m	£m
New Devon CCG – Plymouth locality	347.386	347.155	(0.231)
Plymouth City Council *	253.265	257.987	4.722
TOTAL	600.651	605.142	4.491

The financial position above for the Plymouth Integrated Fund is for the 2018/19 month 7 position, and before any risk share. *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).

Table 4: Key Issues and Corrective Actions

Issue	Variation £M	Management Corrective Action
EXECUTIVE OFFICE The department recognises the Council wide budget pressure for 2018/19 and also notes strong predicted income generation over target. Given strength in predicted income generation, focussed areas of new business development will also be pursued (e.g. school exclusions administration and at least one additional governance contract).	0.000	Nil variance to report.
EXECUTIVE OFFICE – Legal There is currently a small pressure of £0.158m due to vacancy savings target being behind schedule, and other budget pressures.	0.000	Income through recharging services and capitalisation opportunities are being sought to try to offset this and as a result a balanced position is assumed.
CORPORATE ITEMS The main budget pressure is due to the deficit in the Pension fund. The Council is also currently managing a number of public liability insurance claims. If all claims are fully paid there are insufficient funds in the reserve to meet all liabilities. At this stage if nothing else changes and based on past trends a deficit will have to be covered.	(1.478)	Efforts are continuing to be made to reduce the deficit in the Pension fund. A solution is currently under discussion with colleagues at Devon County Council, the pension fund administrators. With regard to the insurance liability claims, Officers in the Claims Handling Team continue to work to mitigate these claims; to ensure that losses are minimised. There is no in-year pressure, however, in the longer term this may require a revision to the MTFS.

		There is a £1.000m contribution which reflects a review of the council's balance sheet resulting in the ability to fund switch from revenue to capital but still maintain the integrity of the Balance Sheet provision. This is a "one off" transaction benefitting 2018/19 only. As part of the actions to reduce the current in year budget pressures, a review of the council's reserves has released £0.466m. This is a one off contribution in 2018/19.
FINANCE There are pressures totalling £0.285m in Facilities Management; due to the pay award in line with Living Wage. The provision created to meet these costs has left an unfunded element due to the staff profile. This will be addressed as part of the 2019/20 budget. There is also a pressure from an income target against Schools cleaning which is unlikely to be met due to schools withdrawing from this service as they move to Academies. There is a growing pressure arising from increased utility charges. A revised FM structure is being drawn up to enable the pressure to be eliminated. The Council is continuing to monitor the action taken by 14 local authorities' legal action against Barclays Bank in connection with their LIBOR 'rigging' and its links to the rate setting for LOBO loans, to see if it brings refinancing opportunities.	(0.170)	As previously reported a review has been underway to deliver the savings required to offset this pressure and a balanced position at year-end. This is being achieved through revision to some working practices, maintaining vacancies and more rigorous assessment of contract works. A further opportunity to reschedule LOBO debt has arisen, the benefits will realise the 2018/19 Treasury Management budget saving target. In response to the in year pressures a review of planned maintenance has been undertaken. By prioritising and reviewing the schedule of works a saving of £0.170m has been declared.

The Council is also monitoring bank rates. The market is predicting a gradual increase in the base rate over the next 2 years. The Council has profited from very low interest rates on its short term loans but any increase will result in cost increases.		
CUSTOMER and CORPORATE – Customer Services	0.000	There is a pressure of £0.305m because of a shortfall in Housing Benefit Subsidy. This is reviewed each month, with continued efforts to reduce the volume of housing benefits overpayments and improved debt recovery rates. Despite the ongoing work this area remains highly volatile and subject to fluctuation. This pressure has been offset through a review of the provision made of bad debt for housing benefits.
CUSTOMER and CORPORATE – Service Centre As outlined in the MTFS, there is a savings target against the Service Centre that remains a challenge of £0.484m.	0.000	The project team are seeking solutions to address this with the focus being on addressing the pressure in full before the end of the financial year. This is likely to be a "one off" solution that will require addressing in 2019/20.
CUSTOMER and CORPORATE – Human Resources & OD	(0.100)	There is agreement to reduce the rate of spend on the corporately held training budget to help deliver an underspend to contribute to the wider Council finance pressure. The Service is reviewing the delivery channels to ensure "E-learning" is maximised wherever possible.
CUSTOMER and CORPORATE – Departmental	0.000	Nil variance to report.

CUSTOMER and CORPORATE – ICT Commissioned Service	0.000	There is currently a nil variance to report, although the budget remains under pressure.
PEOPLE - Children Young People and Families (CYPF) The Children Young People and Families Service are reporting a budget pressure of £4.064m at month 9 The changes are as follows: • The assumption on minimising the pressure through a reduction in LAC has been removed £0.358m. It should be noted that the majority of the young people discharged are to other permanent arrangements such as Special Guardianship Orders, Child Arrangement Orders and Care Leavers that often require ongoing financial support albeit at a lower rate. The expected saving have been outweighed by the additional cost of new placements coming online as most of these packages have come in at a higher rate. • The assumption for placements to stepdown has been adjusted down by £0.483m from (£0.670m) to (£0.187m) in line with savings already achieved and a review of the cohort of children who are likely to stepdown by year end. The service have realised savings of £1.471m in the first nine months through step down and step out of placements. • However, the joint funding assumption with regard to health contribution for young people's placements has	4.064	The following actions are in place to address the budget position. • Looked After Children - only one point of contact for all new entrants; • Fortnightly placement review to ensure step down of high cost placements • Review of staying put arrangements and financial remuneration; • Maximise contribution from partners including Health and Education . • Maximise local residential placements to avoid higher out of area costs. Ongoing work continues, all placements are reviewed regularly in order to reduce the pressure on cost and volume where appropriate. Commissioning arrangements to increase the supply of local placements continues. The Peninsula residential framework tender has just closed, with 29 bidders. A contract award report will be presented to Cabinet in December. The Plymouth Caring in Partnership residential block contract continues to be developed – 3 beds have been added to the contract since March 2018, with a new solo home currently being registered. The Peninsula fostering contract began on 1st April 2018 and is embedding, with a wider group of providers engaged. £1.0m of additional partner funding has been allocated in month 9 to offset

increased from (£0.304m) to (£0.404m) an increase of (£0.100m). - Additional actions equating to (£0.500m) have been put in place to mitigate the above with robust plans to deliver by year end. - Placements cost and volume overall have increased by £0.210m within the month this can be attributed mainly to two high cost placements one of which was extended due to the court of protection. - Business as usual £0.079 legal agents costs for court work. The cost of the care is particularly high due to the level of support needed to keep young people safe, such as specialist residential care placements with high levels of staffing. A number of very costly care packages are the result of Court of Protection orders that place a duty on the Council to provide specialist care. This increasing financial demand on Children's Services is not just a local issue, but is seen nationally and is a culmination of rising demand, complexity of care, rising costs and the availability of suitable placements. Robust plans are in place to deliver £4.655m savings this year, delivering over £3.000m to date, although the Service has identified a savings plan £1.647m that will not be achieved this year.		part of the underlying additional placement costs
PEOPLE - Strategic Cooperative Commissioning The Strategic Commissioning service is forecasting to come in on budget at year end. This is a favourable movement of	0.000	Weekly dashboards are used to inform the service of all client numbers and

(£0.101m) from month 7, although reviews are still being carried out on the care packages to reduce costs where appropriate, especially around residential and & care and supported living. As part of the MTFS for 2018/19, Strategic Commissioning have assumed that savings of £2.546m (in order to contribute to the £2.914m People directorate target) will be achieved, as well as £2.248m of savings brought forward from 2017/18 that were realised from one off savings and need to be achieved in this financial year. In 2018/19, over £2m of the savings have been achieved through one-offs.		costs with a fortnightly Budget Containment meeting in place with Livewell and CCG colleagues, which oversees a Budget Recovery Plan. Key measures include an enhanced Scheme of Delegation and Client Reviews
PEOPLE – Education Participation and Skills Education, Participation and Skills budget is forecast to balance to budget at year end. As part of the MTFS for 2018/19, Education Participation and Skills is expected to make savings of over £0.699m as well as £0.687m of savings brought forward from 2017/18 that were realised from one off savings.	0.000	The majority of savings for 2018/19 are one-off in nature resulting from line-by-line examination of all budget areas. The main contributor to the 2018/19 savings is from the SEND package review with additional efficiencies within the school improvement budget.
PEOPLE – Community Connections Community Connections is reporting a balanced budget at Month 9, a favourable variation of (£0.026m) from month 8. Average B & B numbers for April to December have reduced	0.000	Action is still ongoing to limit the overall cost pressure through lower placements and prevention work, as well as capitalisation of equipment that will help to bring spend back to budget.

from 53 to 52 placements per night, although there was a reduction in Housing Benefit income claimed at the start of the year due to the change across to the universal credit system.		
People Management & Support The People Management & Support budget is forecast to balance to budget at year end, as per the reporting in previous months.	0.000	
Office of the Director of Public Health The budget for the Office of the Director of Public Health (ODPH) is forecasting to come in under budget for 2018/19 no change in the month. The budget is made up of the grant funded Public Health, Public Protection Service and Bereavement Services, of which the grant funded section of Public Health forms part of the Integrated Fund. There has been a reduction in the Public Health grant received in 2018/19 of £0.405m from 2017/18, which will be contained by a variety of management actions, mainly around the contracts that are held within the department. The Public Protection service, funded from RSG and other income streams, are showing a forecasted saving of	(0.021)	

(£0.021m) following budgets being scrutinised for all possible savings. We are working across the functions of the directorate, and with colleagues in the integrated fund, to identify a number of areas where possible further savings can be made. The Bereavement Service is showing an increase in the numbers of cremations budgeted for at this point in the year, although any surpluses from this service are ring-fenced and cannot be counted towards any favourable variations for the Directorate.		
PLACE – Strategic Planning & Infrastructure The Service Management Team continues to proactively monitor the overall departmental budget and have delivered all of the agreed 2018/2019 Budget Review actions. In response to the projected council overspend and need for all services to find additional savings and respond to the work of the Budget Management Group, additional management actions were undertaken. Despite the downturn in planning application and development related income of £0.113m, which appears to be directly linked to the uncertainty connected with Brexit, the department has taken corrective action on other budget areas to mitigate £0.058m of this within the month. This has resulted in a £0.055m adverse change in position and will continue to explore further opportunities during the last quarter. In response to a request from CMT for all services to review	(0.496)	

their current reserve status, SP&I identified a one off sum of £0.150m to offset existing Place pressures. SP&I have also identified income opportunities of £0.063m from the PHDP and £0.096m from reserves. Savings have also been achieved through a later implementation of the departmental restructure, the transfer of three posts to the new Joint Local Plan team which will be jointly funded with South Hams and West Devon councils, and ceasing or re-programming planned IT investments and other operational planned spending. The department also continues to manage a number of pressures within the overall approved budget.	
PLACE - Management Support Savings have been made across all 3 service areas to offset the overspend relating to the legacy target and GAME staffing pressure.	0.352
PLACE - Economic Development Income generation from Asset Investment Fund acquisitions have enabled a series of spend pressures within Economic Development to be met, including the cost of the events programme. ED have undertaken a thorough review of all budgets in 18/19 and have identified further savings due to the accelerated purchase of a future acquisition, further capitalisation of salaries, and a reduction in bad debt provision and reserves.	(0.671)

PLACE – GAME The New Homes Bonus target has already been achieved for 18/19.	0.000	
PLACE - Street Services **Street Scene & Waste services:** Street Scene & Waste are currently reporting an adverse position of 0.228m – this is due to a reduction in new income, awaiting a new deal for the Refuse Transfer Station of £0.220m and various small underspends. **Fleet and Garage:** Fleet & Garage is reporting a small pressure due to the requirement to purchase new Health & Safety equipment, and the need to bring in an external workshop manager. This pressure is in the Fleet account, whereas the Garage is forecast to come in on budget. **Highways and Car Parking:** Highways and parking are reporting a £0.394m underspend due to current salary vacancies and a review of service requirements in 18/19, which have more than covered a pressure arising from emergency electrical works at boathouses on Commercial Wharf.	0.228 0.008 (0.394)	As part of the Street Services Improvement plan; we will examine and bring forward options relating to Fleet & Garage and Trade Waste options by February 19 to maximise income and reasonably contain costs whilst recognising the need to deliver high quality services.
TOTAL	1.323	

Recommendation

It is recommended that Cabinet note the current monitoring position and endorse the recovery action plans that are now in place and continue to work with Directors to achieve a balanced budget by the end of the year.

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VIREMENTS

Agreed departmental changes as per the Organisation Design Report dated 19 November 2018 have been actioned, as a result there are no virements that need approval.

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CAPITAL BUDGET - 2018-2023

The latest capital budget as at 30 September 2018 is £581.296m and this was approved by Council on 19 November 2018.

The capital budget has been adjusted to take into account some of the changes to the capital programme and adjustments to the priority list assumptions and income assumptions shown in table 5.

The five year capital budget 2018-2023 is currently forecasted at £870.007m. This is set out in table 6.

Table 5: Movement in Capital Budget

Description	£m
Latest Approved Budget 2018-23	581.296
Increase in income assumptions for the Asset Investment Fund	150.000
Potential grant from Transforming Cities Fund	107.000
Other changes	31.711
Total Revised Capital Budget for Approval (2018-2023)	**870.007**

Table 6: Current Capital Resources

The Capital budget consists of the following elements:

Description	£m
Capital Programme	355.780
Income Assumptions *	514.227
Total Revised Capital Budget for Approval (2018-2023)	**870.007**

* Estimate of income to be received to finance future capital projects

Within the approved budget (representing forecast resources), the Capital Programme represents projects that have been approved by the City Council Investment Board (CCIB). Project officers prepare detailed business cases and present them to the board and if approved the CCIB recommends them to the Leader for approval. Once the executive decision has been signed by the leader the projects are added to the Capital Programme for delivery.

Tables 7 and 8 below shows the revised capital programme for the period 2018-2023, as at the end of December 2018. Appendix 1 shows a detailed breakdown of the Capital Programme.

Revised Capital Programme

Table 7: Capital Programme by Delivery Outcome

Primary Outcome of Projects	£m
Securing Growth in the City Centre/Waterfront	27.839
Securing Growth in Derriford and the Northern Corridor	73.089
Securing Growth in the Eastern Corridor	8.254
Delivering More/Better Housing	5.244
Ensuring Essential City Infrastructure	24.083
Improving Neighbourhoods and Community Infrastructure	9.949
Ensuring Good Quality School Places	3.938
Growing the Economy	2.290
Delivering Oceansgate	18.264
Connecting the City	27.558
Celebrating Mayflower	6.372
Delivering The Box	29.151
Transforming Services	119.749
Total	**355.780**

Table 8: Capital Programme by Directorate

Directorate	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Transformation & change	4.711	5.671	0.210	-	-	**10.592**
People	7.578	1.951	0.173	0.172	0.172	**10.046**
Place	133.253	116.621	59.182	12.296	2.000	**323.352**
Public Health	1.173	5.773	4.844	-	-	**11.790**
Total	**146.715**	**130.016**	**64.409**	**12.468**	**2.172**	**355.780**

Recommendation

Council approve that the Capital Budget 2018-2023 is revised to £870.007m (as shown in Table 6)

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Appendix 1: Detailed Breakdown of the Capital Programme

Approved Capital Programme	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000
Celebrating Mayflower						
Mayflower 400 - Public Realm Improvements	120	964	-	-	-	1,084
Mayflower 400 – Public Realm Enabling	794	2,010	512	-	-	3,316
Mayflower 400 - Elizabethan House	250	814	398	-	-	1,462
Mayflower 400 - Monument	-	310	-	-	-	310
Mayflower 400 - Waterfront Event Infrastructure	10	190	-	-	-	200
Total Celebrating Mayflower	**1,174**	**4,288**	**910**	**0**	**0**	**6,372**
Connecting the City						
Mayflower Coach Station	-	20	-	-	-	20
Electric Car Charge Points	8	-	-	-	-	8
Cot Hill Bridge	20	735	25	-	-	780
Plymouth Rail Station Regeneration	821	14,925	10,982	22	-	26,750
Total Connecting the City	**849**	**15,680**	**11,007**	**22**	**0**	**27,558**
Delivering More/Better Housing						
Self Build Housing Sites	74	115	-	-	-	189
Former Whitleigh Community Centre	154	-	-	-	-	154
North Prospect Phase 5	-	950	-	-	-	950
Bath Street	226	100	1,733	-	-	2,059
Plan for Homes	472	260	-	-	-	732
Demolitions for Housing	472	-	-	-	-	472
Extra Care Housing Support Millbay	-	450	-	-	-	450
How Street Specialist Housing Programme	-	238	-	-	-	238
Total Delivering More/Better Housing	**1,398**	**2,113**	**1,733**	**0**	**0**	**5,244**
Delivering Oceansgate						
Oceansgate Remediation/separation works	2,037	-	-	-	-	2,037
Oceansgate Phase 1 Direct Development	502	141	-	-	-	643
Oceansgate Phase 2 Direct Development	1,015	8,599	4,731	-	-	14,345
Oceansgate Phase 2 Infrastructure	1,239	-	-	-	-	1,239
Total Delivering Oceansgate	**4,793**	**8,740**	**4,731**	**-**	**-**	**18,264**
Delivering The Box						
The Box	12,790	15,333	1,028	-	-	29,151
Total Delivering The Box	**12,790**	**15,333**	**1,028**	**-**	**-**	**29,151**
Ensuring Essential City Infrastructure						
King George V Pedestrian and Walking Cycle	40	250	-	-	-	290

Route						
Bus Punctuality improvement plan (BPIP)	14	-	-	-	-	14
Prince Maurice Road Junction Improvements	120	-	-	-	-	120
S106 Transport Projects	32	673	-	-	-	705
Derriford Community Park	82	91	-	-	-	173
European Marine Sites - Recreational Behaviour Changing Measures	10	40	55	-	-	105
Glenside GP Surgery	83	-	-	-	-	83
Home Energy	166	80	80	60	-	386
Warm Homes	250	388	-	-	-	638
Civic Centre District Energy	97	689	-	-	-	786
Development Funding	-	500	-	-	-	500
Capitalised Maintenance Schemes	6,350	5,394	2,000	2,000	2,000	17,744
Local Safety Schemes	190	103	-	-	-	293
Living Streets	177	19	-	-	-	196
Keep Plymouth Moving	145	370	-	-	-	515
Visitor Signage	86	-	-	-	-	86
Flood defence Works	39	-	-	-	-	39
West Hoe Pier	5	78	-	-	-	83
Mount Edgcumbe Projects	805	522	-	-	-	1,327
Total Ensuring Essential City Infrastructure	**8,691**	**9,197**	**2,135**	**2,060**	**2,000**	**24,083**
Ensuring Good Quality School Places						
Pennycross Basic Need	22	-	-	-	-	22
Pomphlett Basic Need	1,657	700	-	-	-	2,357
Oreston Academy Basic Need	10	-	-	-	-	10
Yealmpstone Farm Primary School Basic Need	1,500	-	-	-	-	1,500
Woodford Primary School - Decking	49	-	-	-	-	49
Total Ensuring Good Quality School Places	**3,238**	**700**	**-**	**-**	**-**	**3,938**
Growing the Economy						
Social Enterprise Fund	338	239	-	-	-	577
Langage Development Phase 2	1,683	-	-	-	-	1,683
39 Tavistock Place	-	-	30	-	-	30
Total Growing the Economy	**2,021**	**239**	**30**	**-**	**-**	**2,290**
Improving neighbourhoods and delivering community infrastructure / facilities						
Barne Barton general amenity improvements	-	-	164	-	-	164
Active Neighbourhoods	64	25	-	-	-	89
Infrastructure Works at Honicknowle	-	26	-	-	-	26
Derriford Community Park	292	301	-	-	-	593
Play Pitch Projects	332	715	-	-	-	1,047
Central Park Improvements & Sports Plateau	2,810	2,246	-	-	-	5,056

Improving Outdoor Play	345	741	-	-	-	1,086
Dunstone Woods	-	13	-	-	-	13
Manadon Play Pitches	1,555	-	-	-	-	1,555
Plympton Swimming Pool	70	-	-	-	-	70
Children Centres	-	250	-	-	-	250
Total Improving neighbourhoods and delivering community infrastructure / facilities	**5,468**	**4,317**	**164**	**0**	**0**	**9,949**
Securing Growth in Derriford and Northern Corridor						
Forder Valley Link Road- Development Costs	4,520	9,721	26,011	10,046	-	50,298
Forder Valley Interchange	512	5,647	2,648	-	-	8,807
Derriford Transport scheme - Derriford Roundabout / William Prance Road	1,777	-	-	-	-	1,777
Sendalls Way Junction Improvements	300	-	-	-	-	300
Charlton Road	444	350	-	-	-	794
Northern Corridor Junction Improvements	1,580	-	-	-	-	1,580
Purchase of Properties in the North of Plymouth	1,100	875	-	40	-	2,015
Morlaix Drive Access Improvements	466	3,260	1,000	-	-	4,726
Northern Corridor Strategic Cycle Network	333	2,209	-	-	-	2,542
Woolwell to the George	218	32	-	-	-	250
Total Securing Growth in Derriford and Northern Corridor	**11,250**	**22,094**	**29,659**	**10,086**	**0**	**73,089**
Securing Growth in the City Centre and Waterfront						
Devonport Market High Tech 'Play Market'	200	1,775	-	-	-	1,975
Charles Cross	1,777	5,298	-	-	-	7,075
Public Realm Schemes	295	11,121	-	-	-	11,416
Millbay Boulevard & Associated Works	2,811	2,750	-	-	-	5,561
Cobourg House	248	-	-	-	-	248
Quality Hotel	10	308	-	-	-	318
Colin Campbell Court	234	369	371	-	-	974
Plymouth City Market Major Refurbishment	32	-	-	-	-	32
City Centre Shop Fronts Grant Scheme	64	176	-	-	-	240
Total Securing Growth in the City Centre and Waterfront	**5,671**	**21,797**	**371**	**0**	**0**	**27,839**
Securing Growth in the Eastern Corridor						
Eastern Corridor Junction Improvements	1,000	3,526	-	-	-	4,526
Eastern Corridor Strategic Cycle Network	727	1,057	1,435	-	-	3,219
A379 Pomphlett to The Ride	-	150	240	120	-	510
Total Securing Growth in the Eastern Corridor	**1,727**	**4,733**	**1,675**	**120**	**0**	**8,255**
Transforming Services						

Street lighting bulb replacement	86	-	-	-	-	86
Street Services Information Management System	380	10	-	-	-	390
Highways Information Management System	15	-	-	-	-	15
Fleet Replacement Programme	420	352	-	-	-	772
Chelson Meadow Closure & Leachate Plant Upgrade	259	-	-	-	-	259
Asset Investment Fund	77,055	8,666	5,740	8	-	91,469
Highway Works at the Former Seaton Barrack site	661	-	-	-	-	661
Barbican Footbridge	169	-	-	-	-	169
Disabled Facilities (incl Care & Repair works)	2,299	-	-	-	-	2,299
Schools Condition Works	3	-	-	-	-	3
Bayview Electrical Works	44	-	-	-	-	44
SEN Access and Safeguarding	12	-	-	-	-	12
Schools Devolved Formula & Projects	350	313	172	172	172	1,179
St Budeaux Library	241	304	-	-	-	545
ICT	2,103	4,255	210	-	-	6,568
Corporate Asset Maintenance	439	318	-	-	-	757
Other Corporate Property	1,225	749	-	-	-	1,974
Transformation Accommodation	611	-	-	-	-	611
Boiler Replacement Programme for Council Properties	100	45	-	-	-	145
Bereavement Infrastructure	1,173	5,773	4,844	-	-	11,790
Total Transforming Services	**87,645**	**20,785**	**10,966**	**180**	**172**	**119,748**
TOTAL CAPITAL PROGRAMME	**146,715**	**130,016**	**64,409**	**12,468**	**2,172**	**355,780**
Forecast future income streams	**18,406**	**111,254**	**139,714**	**182,779**	**62,074**	**514,227**
GRAND TOTAL	**165,121**	**241,270**	**204,123**	**195,247**	**64,246**	**870,007**

PLYMOUTH CITY COUNCIL

Subject:	The Way We Work Programme Programme Review
Committee:	Performance, Finance and Customer Focus OSC
Date:	13 February 2019
Cabinet Member:	Jon Taylor, Cabinet Member for Education, Skills and Transformation
CMT Member:	Andy Ralphs, Strategic Director of Customer and Corporate Services
Author:	Ross Johnston, Programme Manager
Contact details:	Tel: 01752 307990 Email: ross.johnston@plymouth.gov.uk
Ref:	N/A
Key Decision:	N/A
Part:	Part 1

Purpose of the report:

This report is to provide the Performance, Finance and Customer Focus OSC with an update on the progress of The Way We Work Programme's plans in delivering technology modernisation and transformation for Plymouth City Council.

Corporate Plan:

The delivery of new hardware (mobile devices and desktop PCs) across PCC in 2018 and the plans to develop and exploit capabilities using this new hardware and new software (Office 365) supports the Council in achieving our vision to be 'One of Europe's most vibrant waterfront cities, where an outstanding quality of life can be enjoyed by everyone'.

These improvements to technology and the changing practices enabled through utilising this technology supports the Councils priorities as a Growing City and a Caring Council through increasing staff productivity, increasing speed of technology, reducing technology infrastructure breaks, enabling a more efficient and customer friendly community based delivery, reducing revenue costs associated with outdated technology and inefficient practices and enabling a modern and secure way to work digitally and in partnership.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land:

There are no financial implications from this report. This is to update on the progress of The Way We Work Programme's plans in delivering technology modernisation and transformation for Plymouth City Council.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

There are no other implications from this report. This is to update on the progress of The Way We Work Programme's plans in delivering technology modernisation and transformation for Plymouth City Council.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken?

No

Recommendations and Reasons for recommended action:

1. Note the progress in delivering technology improvements as part of the maintenance budget for replacement programmes as outlined in the Transformation / Modernisation Technology Projects Business Case;
2. Identify opportunities for further value to be added to service delivery and customer experience through the deliverables of The Way We Work Programme.

Alternative options considered and rejected:

Not applicable

Published work / information:

Transformation / Modernisation Technology Projects Decision Report

Transformation / Modernisation Technology Projects Business Case

Background papers:

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7
TWWW Tranche 1 Review Report	X								

Sign off:

Fin	pl.1 8.19 .199	Leg	AL T/3 050 8/01 /3	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member													
Has the Cabinet Member(s) agreed the content of the report? Yes / No													

1.0   Introduction to the Way We Work Programme

The Way We Work Programme, sponsored by Andy Ralphs, Strategic Director of Customer and Corporate Services and managed by Ross Johnston, Programme Manager, was established in March 2018 with the vision of delivering a flexible workforce with access to the right technology, information and workspaces to work seamlessly and securely across locations and with partners. The programme set out to achieve the delivery of this vision through the creation and co-ordination of three separate but interconnected projects:

- Technology
- Accommodation
- Information Management

Technology projects were driven from the fact that the majority of end user devices were old, and poor performing desktop PCs, some as old as 7-10 years, did not support a modern and mobile workforce. Whilst, some of PCC's accommodation expected mobile working to be in place, whereas other building assets were dated, not fit for purpose or under-utilised. Furthermore, following changes in information management legislation and legacy issues with hard-copy and electronic storage PCC needed new technology storage facilities in order to increase efficiencies, allow for compliance with legislation and protect its vital records.

All changes proposed by these projects have been focused on delivering the outcomes and benefits outlined in table 1.

Table 1: TWWW Outcomes and Benefits Framework

Outcome	Description	Value Driver (Financial (F) / Non-Financial (NF) Benefit)
A more flexible and mobile workforce	Staff will have the skills, tools and practices to work where and when they need to.	Increase in Staff Morale (NF)
Reduction in accommodation utilised	Increased flexible and mobile working capabilities will mean that accommodation usage for office spaces is reduced.	Reduction in Accommodation overheads (F) Increase Accommodation income (F) Reduction in Carbon Footprint (NF)
Reduction in physical administration tasks	Manual inputs, printing, shredding, document filing etc. will be reduced through increased mobile and digital capabilities.	Increase in productivity* (NF)
Modernised, standardised and fit for purpose technology	The majority of staff will use the same technology, have access to the same versions of software applications and only have access to applications that are required for the business need.	Reduction IT overheads (F) Increased Performance of IT (NF)
Reduction in need for on premise physical storage	Reduction in printing and other hard-copy documents and improvements in document retention practices will mean improved document storage processes and a reduction in physical	Reduction in Accommodation overheads (F) Increased protection of Information / Reduced threat of data breaches (NF)

	storage requirements.	
Improved access to information	Standard ways of working and standard applications for document and information management will enable staff to access digital documents, information and data in any setting.	Increase in productivity* (NF) Increased staff morale (NF)
Increased information security and compliance	Improved practices, consistent document and record management solutions and better physical storage solutions will make PCC more data and information compliant.	Increased protection of Information / Reduced threat of data breaches (NF)
More technically confident workforce	Staff will be provided with the tools and training to use modern mobile technology to be more competent to work in a digital age.	Increase in productivity* (NF) Improved Staff morale (NF)
Increased collaboration opportunities	Partners will be able to work in PCC premises, data will be more easily shared, within data protection regulations, and technology will support improvements in collaboration.	Increase Partnership working (NF) Increase in productivity* (NF)
Standard, consistent and fit for purpose workspaces	All buildings will be equipped with the required infrastructure, hot-desking and drop-down spaces, to enable all PCC staff to work where and when they are required.	Improved staff morale (NF) Reduction in Accommodation overheads (F) Reduction IT overheads (F) Increased Performance of IT (NF)

By providing staff the tools, skills and ability to work smarter will lead to an increase in productivity, which in its own right is non-financial. However, with service leadership it is possible that this increase in productivity would create significant efficiency savings that could become cashable savings through the business areas monitoring productivity levels and then adjusting resource levels accordingly.

2.0   Building Links to Corporate Aims

The Way We Work has strived to ensure it is aligned to Council values and changes. As the Council continues to put our customers at the heart of everything we do, the Way We Work enables a number of improvements that directly impact our customer experience. The programme also delivers cultural and technical changes that will enable service areas to work in a different way and contribute to the delivery of improved customer experience, as well as achieving better value for money.

We have included some examples below to try and describe how the changes made in the programme can directly impact customers or enable further improvements to be made by service areas. Some of these impacts are measurable and have been referenced in further sections of the report. Others will require more understanding and collaboration with service areas to understand the full impact.

Table 2: *example of changes and its impact on customers and services*

Change	Customer Impact	Service Impact
Delivery of modernised customer facing devices	It takes less time for the customer to log in and access services Customer perception of the overall service is improved	Less staff and Delt time focussed on reporting and fixing issues Less queues and quicker resolution times More uptake on the use of PCs at Libraries Less time for staff to log in and access customer information
Delivery of mobile devices and agreed ways of working for staff	Staff members have the ability to meet customers where is most appropriate Staff members have the information about customers to hand	Potential for a better customer experience Less time spent on logging in, admin, printing and typing up notes
Improved mobile phone service	Less time spent on customer cases, quicker resolution times	Less time spent logging in More user choice More options for accessing collaboration services Quicker and easier to upload media for customer cases
Improved Managed Print service (where a demand for print still exists)	Better value for money	Officers spending less time printing, reporting faults and fixing issues
Delivery of Office 365	Increased collaboration should result in better customer outcomes	Less time spent on finding information Staff can share and collaborate with partners quickly and effectively Better tools to help with organisation

The delivery of the programme has been in alignment with the values in the corporate plan, as well as supporting the 'How We Will Deliver' elements to the plan. A description of the alignment is contained in the table below.

Table 3: *Alignment of the programmes contribution to the 'How We Will Deliver' elements of the Corporate Plan*

How We Will Deliver	Contribution
Listening to our customers and communities	The Way We Work enables the Council to be closer to its customers, staff able to take information and technology with them wherever they go.
Providing quality public services	The Way We Work enables both customer experience improvements as well as better value for money for the City.
Motivated, skilled and engaged staff	The Way We Work will help staff to have a better work-life balance, remove frustrations with basic services that have traditionally raised stress levels and enables staff reach their potential by being more productive.
Spending money wisely	The Way We Work has invested based on **needs** and not on **wants**. It has not only planned for the modernisation of our technical estate, but also the cultural changes to ensure our investments are maximised. All investment has been justified and

	approved through appropriate routes.
A strong voice for Plymouth regionally and nationally	The Way We Work promotes the use of information and technology as a key enabler to Plymouth having a strong voice.

3.0   Programme Progress

In 2018 the programme has made significant progress in delivering towards its vision and has achieved:

- A roll-out of over 600 devices in 2018 (480 mobile devices supporting increased flexible working, supporting a reduction in desk ratios and reducing technology infrastructure related contacts to DELT, furthermore, a 120 desktop pc's replaced in the 1st Stop Shop (New George Street) and Contact Centre (Taylor Maxwell House) enabling significant productivity improvements in the process of serving customers from these locations;

- A reduction in printing of 28% in 2018 compared with the comparable print statistics from 2017 enabling a reduction in printers supported and maintained and the negotiation of a new print contract through Delt expected to be in place by end of March 2019;

- A review of mobile phone usage and the decommissioning of in excess of 1100 sim cards enabling a reduction in mobile technology supported and maintained and the delivery of new contract saving an estimated £35k against the previous Vodafone contract;

- Developed high-level strategic plans for PCC's accommodation and delivered some quick-win accommodation projects to reduce desk ratios in Ballard House from a baseline of 9.3 / 10 (April 2018) to 7.4/10 (December 2018), enable staff to work flexibly across multiple locations through drop-down zones and improve our IT training offer through the creation of fit-for-purpose and modern IT training rooms in Ballard House and Windsor House;

- The delivery of the infrastructure, administration and governance required to support a roll-out of O365 applications and capabilities in 2019;

- Increased compliance through improved management processes and increased awareness of record management processes by clearing up and destroying out-dated records in Windsor House, Upper Basement (see before and after photos in figures 1 – 6 below) and publishing a revised retention schedule.

The images below show the state of some records in 2017 compared to the newly created record practice as at December 2018.

Figures 1, 2 & 3 –The standards of corporate record storage prior to project

Figures 4, 5 & 6 – The newly created standards of corporate record storage in Windsor House, Upper Basement

As a result of this project the number of records now formally managed by the Corporate Records Manager has increased from a baseline of zero to in excess of 3000. In addition, the projects clear-up outputs have created the foundations for a new records management service and records store which is aimed to be created and operational in late 2019.

4.0   Impact of Programme

The impact from the programme's outputs and progress is described through the following case studies.

4.1   Customer Services

As part of TWWW flexible approach it was able to respond to the Customer Service Peer Review's challenge and upgrade the technology being used to serve customers in both the 1st Stop Shop (New George Street) and the Contact Centre (Taylor Maxwell House). Early in December, a programme of device deployment across these two sites was completed, upgrading the existing technology from Windows 7 desktops to Windows 10, following on from successful testing earlier in November (total of 18 desktops).

In total, 124 desktops were replaced and the results, presented in Figure 7, were extremely positive proving that there is a large scale reduction of time between undertaking tasks on a Windows 7 device and on Windows 10 desktop.

Figure 7: Customer Services scenario time study results
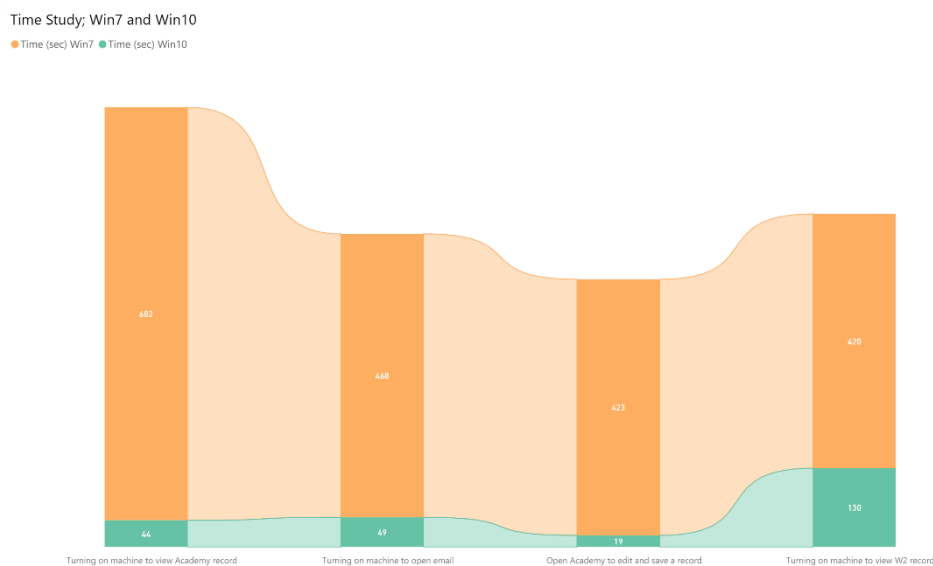
As a total, assuming that all machines are switched on only once per day and are used to view an email (not all machines are used for Academy or W2), then this represents a time saving of 14

productive hours per day (the data suggests a saving of approximately 7mins per device [from 7:48mins to 49secs] for the turning on a machine and opening up an email).

4.2   Staff Feedback

Figure 8. Staff feedback key questions and responses

A point frequently noted by staff is the resultant flexibility facilitated by The Way We Work programme, encouraging staff to be in control of their own workload and schedule. One staff member describes this as:

"Invaluable freedom, as I can more easily control my own schedule, and save lots of time not needing to commute".

This control over their daily practice allows staff to create an optimum work life balance, lessening the likelihood of stress within the workplace and thus encouraging productivity, as demonstrated by another staff member:

"I now have the ability to choose to work somewhere I can concentrate and be more productive. I am less stressed as a result".

Customer satisfaction and the delivery of person-centred services are at the forefront of our aims and the feedback is beginning to demonstrate how the benefits of The Way We Work for staff positively impact upon the customer for example, at 6 months after having devices 87% of staff answering the question have agreed that they 'are better able to meet customers' needs'.

At its simplest, time previously spent travelling can now be utilised for customer assistance, as indicated by the 75% of participants who felt they were able to avoid unnecessary travel after 6 months.

Similarly, work is no longer duplicated, allowing more time for customers. For example, a staff member has noted the time saved by documenting meetings in situ, and another the good practice this promotes:

"it enables me to record sessions sooner as I would normally have to wait until I return to the office to record. This in turn ensures accuracy of recordings."

The free time generated from the way we work not only allows for more tasks to be undertaken, but for the quality of services to be improved. For example, a staff member has stated that their team can:

"more easily help Plymouth's most vulnerable by visiting them at their homes, or somewhere they feel comfortable within the community".

Another staff member has offered the example that they are now able to provide visual aids for a customer within the community, who, as a result, can now fully comprehend the information provided.

Explicitly then, community resources previously deemed inaccessible for clients with a range of needs are now readily available through the ability to share information remotely. The possibilities for person-centred services are thus greatly expanded, and this flexibility ensures that the customer can be at the forefront of every decision made.

5.0 Programme Planning 2019 and beyond

5.1 Technology Deployment

The programme aims to complete the delivery of new devices across the entire council in 2019 in order to have all Windows 7 machines upgraded to Windows 10 by January 2020 as this is the date given by Microsoft when they will no longer be supporting Windows 7 technology.

As a result the programme has developed a delivery plan that is currently being progressed as outlined in table 2 below.

Table 4: Tranche 2 roll-out plan

Cohort	Date	Teams	Buildings
1 and 2	22.01.19 05.02.19	Street Services, contracts and compliance team, Highways, Service Director	Chelson Meadow / Prince Rock
3 and 4	19.02.19 05.03.19	Accountants, Information Governance, Risk and Insurance, Oceans Gate, Reception	Ballard House (GF)
5	19.03.19	Policy including Regional Partnerships, Business Support (which includes the CEX EA/PA team and Cabinet Support team), Democratic Support team, Performance and Risk team, Lord Mayor's team, CEX and ACEX	Ballard House (F3) / Council House
6 and 7	02.04.19	Planning, Mayflower 400, Plymouth Waterfront Partnership, City	Ballard House (F2)

	16.04.19	Centre Company, Destination Plymouth, Plymotion, Natural Infrastructure, Highways, Tourist Information Centre, Service Directors and Director	and other locations to be determined
8 and 9	30.04.19	Service Centre, HR Business Services, Digital Services, Local Land Charges	Ballard House (F1)
	14.05.19		
10, 11 and 12	28.05.19	Reception, Safeguarding, Call Group, Frederick Street teams, OAC rooms, Family Support Workers (Anstis Street) YOT, Business Support, HoS, SD/PAs	Midland House (GF – F1) and other locations to be determined
	11.06.19		
	25.06.19		
13	09.07.19	Finance, CAMHS, Permanency, Care Leavers, Fostering	Midland House (F2)
14	23.07.19	Professional Development, Plymouth Safeguarding Children's Board, Children Social Work	Midland House (F3)
15	06.08.19	REACH, PRAS	Midland House (F4)
16	20.08.19	Fallow Cohort (Summer Holidays)	
17 and 18	03.09.19	Bereavement service, heritage, art and film, records service, FWIP, FWAP,	The Beacon, PWDRO, Museum, Cemeteries
	17.09.19		
19 and 20	01.10.19	Education, Participation and Skills, data, systems and information, business support, public health, commissioning, integrated finance, Hub and gateway	Windsor House (GF – F1 – F2 – F3)
	15.10.19		
21, 22 and 23	29.10.19	Library staff, all libraries, registration service	Lockyer Street / Burrington Way / Various libraries
	12.11.19		
	26.11.19		
SPARE	10.12.19	Mop up all remaining Windows 7 users	
SPARE	07.01.20	Mop up all remaining Windows 7 users	
SPARE	21.01.20	Mop up all remaining Windows 7 users	

Whilst, this plan will deliver all staff devices it as yet does not include the requirements or delivery plans to replace public facing PCs.

5.2 Mobile Phones

The Mobile Phones project is a collaboration between Delt and PCC that aims to:

- Rationalise the number of sim cards and mobile phones used by PCC
- Improve the customer experience of mobile phone services by removing technical hurdles and promoting more user choice
- Improve governance, reporting and monitoring processes to reduce wastage.

This has included combining the collection of user requirements, as well as feedback to Delt from service areas about how the current offering does not meet expectations. This analysis has contributed to the delivery of new contracts for an airtime provider, as well as the provider of a technical 'mobile device management' solution which helps users to enrol new users and for them to access corporate apps and information.

The outline time for delivery is as follows:

- Award Mobile Device Management Contract – 18/01/19

- Award Data and Device Contract – 31/01/2019
- Testing and Trial – 11/02/2019 – 01/03/2019
- Cllr Roll-out - 04/03/2019 – 27/03/2019

5.3 Print Management

The print project has been established to build on the success of the programme's achievements in reducing printing across the council and has set about adding further value from the delivery of the following:

- Delivering printing assets that are fit for purpose
- Improving customer service
- Delivering more efficient delivery of the Managed Print service between PCC, Delt and suppliers
- Promoting a culture of physical to digital working

As part of achieving these aims the programme is working in collaboration with Delt to negotiate a new print contract, to be in place for f/y 19/20, which aims to achieve the above outcomes and deliver a targeted 20% contract savings compared with the current Xerox contract.

5.4 Office 365 Delivery

This project is mainly driven from the following:

1. Infrastructure – Microsoft evolving their licensing model to push customers towards Cloud services, making on-premise not viable in the long term
2. Collaboration – a clear demand in the organisation to work in a different way to deliver better services.

The Office 365 project, under the governance of The We Way Work Programme, aims to do two things in response to these drivers:

- Enable the use of Microsoft Cloud infrastructure services to replace current on-premise infrastructure and associated contracts that fulfil the same purpose
- Exploit licenses already held as part of the Microsoft Enterprise Agreement and enable the use of Office 365 functionality to meet an increasing demand in all areas of the Council for technology to:
    - Support secure collaboration with the Council and its partners such as the CCG, Livewell, Delt Shared Services, other Councils and more
    - Support compliant information management and records management practices.

The functionality to support collaboration, information management and records management cannot be implemented successfully without the pre-requisite infrastructure in place.

Whilst, much of the infrastructure was delivered in 2018, it is only part way complete and 2019's plans will ensure that further infrastructure is in place (Exchange Online and Email Migration) and applications to improve individual productivity capabilities (To Do, Sway, One Drive etc.) and collaboration working capabilities (Sharepoint, Teams and Planner etc.) are delivered.

In addition, work will begin on adding further value to PCC through the O365 estate by considering opportunities for Case Management, Document and Records Management and a new Intranet.

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THE WAY WE WORK PROGRAMME TRANCHE 1 REVIEW

Contents

1. TRANCHE 1 OVERVIEW

In delivering TWWW Programme in line with full business case's agreed delivery option - Option 4 – joined-up projects (operating in an agile approach), the Technology project created a delivery plan for its first phase of activities, known as tranche 1.

The key technology activities delivered in Tranche 1 included:
- Delivering a print project to reduce PCC's printers and prepare for printer maintenance contract renewal
- Delivering Wi-Fi and Networking surveys of PCC's core accommodation estate
- Undertaking application analysis and rationalisation of software applications and licences
- Delivering new hardware technology to 17 cohorts between March – December 2018.

The key accommodation activities in Tranche 1 included:
- Develop and agree an accommodation strategy
- Define and deliver quick-win projects

The key information management in Tranche 1 included:
- Deliver a clear-up of records and future design for a new records store
- Publish a new retention schedule

In addition to the above the programme agreed an outline business case for the roll-out of Office 365 and its key deliverables included:
- Confirmation of connectivity and security (A1)
- Delivery of Exchange Online (A2)
- Roll-out of Skype for Business (A3)
- Develop plan to roll-out of O365 to all staff across PCC (A4)

In demonstrating the success of the programme an outcomes and benefits framework was agreed, outlined in Table 1.

Table 1: TWWW Outcome and Benefits Framework

Outcome	Description	Value Driver (Financial (F) / Non-Financial (NF) Benefit)
A more flexible and mobile workforce	Staff will have the skills, tools and practices to work where and when they need to.	Increase in Staff Morale (NF)
Reduction in accommodation utilised	Increased flexible and mobile working capabilities will mean that accommodation usage for office spaces is reduced.	Reduction in Accommodation overheads (F) Increase Accommodation income (F) Reduction in Carbon Footprint (NF)
Reduction in physical administration tasks	Manual inputs, printing, shredding, document filing etc. will be reduced through increased mobile and digital capabilities.	Increase in productivity (NF)
Modernised, standardised and fit for purpose	The majority of staff will use the same technology, have access to the same	Reduction IT overheads (F)

| technology	versions of software applications and only have access to applications that are required for the business need.	Increased Performance of IT (NF)
Reduction in need for on premise physical storage	Reduction in printing and other hard-copy documents and improvements in document retention practices will mean improved document storage processes and a reduction in physical storage requirements.	Reduction in Accommodation overheads (F) Increased protection of Information / Reduced threat of data breaches (NF)
Improved access to information	Standard ways of working and standard applications for document and information management will enable staff to access digital documents, information and data in any setting.	Increase in productivity (NF) Increased staff morale (NF)
Increased information security and compliance	Improved practices, consistent document and record management solutions and better physical storage solutions will make PCC more data and information compliant.	Increased protection of Information / Reduced threat of data breaches (NF)
More technically confident workforce	Staff will be provided with the tools and training to use modern mobile technology to be more competent to work in a digital age.	Increase in productivity (NF) Improved Staff morale (NF)
Increased collaboration opportunities	Partners will be able to work in PCC premises, data will be more easily shared, within data protection regulations, and technology will support improvements in collaboration.	Increase Partnership working (NF) Increase in productivity (NF)
Standard, consistent and fit for purpose workspaces	All buildings will be equipped with the required infrastructure, hot-desking and drop-down spaces, to enable all PCC staff to work where and when they are required.	Improved staff morale (NF) Reduction in Accommodation overheads (F) Reduction IT overheads (F) Increased Performance of IT (NF)

2. PROJECT REVIEW

2.1 Delivering a print project to reduce PCC's printers and prepare for printer maintenance contract renewal

Outcomes supported:	
1.	Reduction in physical administration tasks
2.	Modernised, standardised and fit for purpose technology
3.	Reduction in need for on premise physical storage

The project approved at the technology board on 16 August 2018 a Manage Print Strategy for the delivery of a fit for purpose printing solution for Plymouth City Council and its key partners.
This project is being managed jointly between Plymouth City Council and DELT. To date user-surveys and requirements gathering exercises have been completed and these are being used to inform the future print contract. It is expected that the new contract award will be completed in Spring of 2019. TWWW Programme is making progress in delivering a more digitally conscious workforce as part of its roll-out of devices and change management practice. This impact can be seen in the reduction in printing experienced in the first 3 quarters of 2018 in comparison to 2017 as shown in figure 1, below.

Figure 1: Organisation wide printing comparison
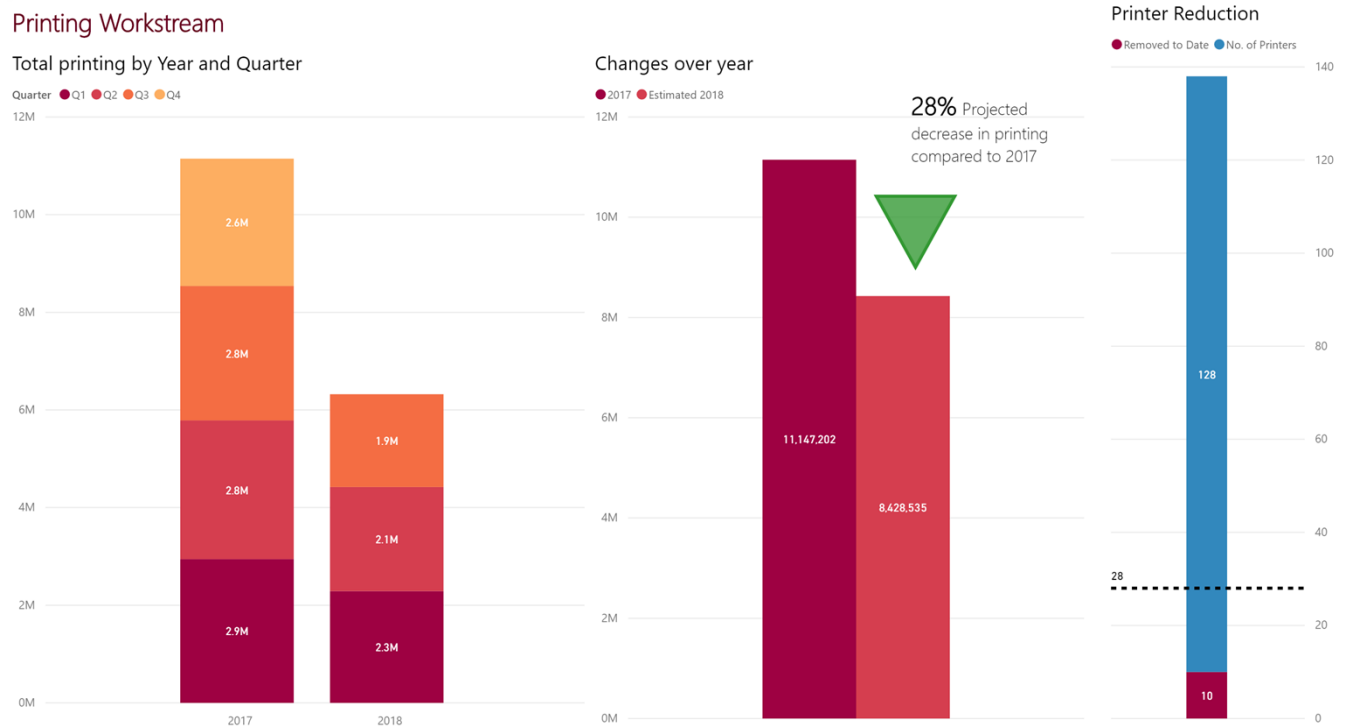
The impact of this is threefold. Firstly, printing reductions is reducing the cost of paper to PCC, this is minimal in terms of value but a 28% reduction in clicks is approximately 2.7m sheets of A4. Secondly, this is having a positive impact environmentally with the paper reduction for 2018 being the equivalent of approximately 324 trees. Thirdly, this reduction in printing is enabling the project to remove printers, which in turn will reduce PCC's unitary charge with Delt, expected reductions from this print project are in excess of £100k.

2.2   Delivering Wi-Fi and Networking surveys of PCC's core accommodation estate

Outcomes supported:	
1.	A more flexible and mobile workforce
2.	Improved access to information
3.	Increased collaboration opportunities
4.	Standard, consistent and fit for purpose workspaces

There was a significant delay in commencing the Wi-Fi and Networking surveys due to DELT's recruitment strategy, which meant the first survey and its report was not completed until 6 August 2018, as opposed to a planned start date of April 2018. This did not pose a significant impact on the programme's timescales, however, other projects were dependent on this work (Lockyer Street improvements within Customer Services department and Regional Adoption Agency Project in Children's Services) and the delay impacted on their deliverables.

To date, end of August 2018, the buildings completed are:
- Lockyer Street
- Midland House
- Windsor House
- Guildhall
- New George Street
- Ballard House

It is expected that the remainder of the buildings will be surveyed throughout 2019.

2.3   Undertaking application analysis and rationalisation of software applications and licences

Outcomes supported:	
1.	Modernised, standardised and fit for purpose technology
2.	Increased information security and compliance

All teams outlined in table 2, below, have been included in the application rationalisation project. This project has had much success in ensuring that PCC is a more compliant organisation by removing access to inappropriate software, folders and mailboxes. In addition it is helping standardise and streamline PCC's application and software usage by removing licences and creating opportunities for application decommissioning as the project evolves.

Figure 5, in section 3 outlines the number of applications, folders and mailboxes that have been identified and removed as part of this project up to December 2018.

2.4   Delivering new hardware technology to 17 cohorts between March – December 2018

Outcomes supported:	
1.	A more flexible and mobile workforce
2.	Reduction in accommodation utilised
3.	Reduction in physical administration tasks
4.	Modernised, standardised and fit for purpose technology
5.	Improved access to information
6.	More technically confident workforce

The full list of teams agreed to be included in Tranche 1 and current delivery status, as at December 2018, is outlined in the table below:

Table 2: Tranche 1 delivery plan

Team	Cohort included in	Number of staff	Delivery status
Health, Safety & Well-being Team	1	8	Completed May
Organisational Development Team	1	11	Completed May
Library Group Managers	3	9	Completed May
Local Enterprise Partnership Team	1	6	Completed June
Community Connections	2, 3 and 4	81	Complete June
SEND Team	5	20	Completed November
Education Welfare Team	14	14	Completed November
Out of Hours Team	14	13	Delayed – due in January 2019
School Admissions / Access and Planning	12 and 13	58	Complete November
Facilities Management Team	8	27	Completed August
Public Protection Service	9	52	Partially complete (August)
Strategic Transport Team	15	9	Delayed – due in January 2019
Major Developments Team	15	8	Delayed – due in January 2019
The Box Team	16	18	Completed December
Legal Services	11	35	Completed October
Pensions, Payroll and HR systems Team	Removed due to transfer to DELT		

Due to revisions of staff numbers from the original plan the project has been able to include additional teams in the roll-out plan to ensure the maximum number of users received devices. The impact of these additional users is in the table below:

Cohort	Teams included	Number of staff	Delivery status
1	Comms	11	Completed June
1	HR specialist services	14	Completed May
1	SWFTA	6	Completed May
3	Events	7	Completed July
4	Planning Technical Support	9	Completed July
6	Neighbourhood Planning	8	Delayed due to technical issues
6	Strategic Growth	10	Delayed due to

			technical issues
6	Procurement	12	Completed July
6	Housing Delivery	9	Completed July
8	Land and Property	12	Completed August
10	Elections	12	Completed September
10	Community Re-ablement	13	Completed November
14	Sports Development Unit	8	Completed November

Other changes that occurred throughout the roll-out of Phase 1 include:
- Cohort 6 – SEND team – due to lower level staff numbers than originally planned this service was included only in Cohort 5 freeing up a cohort for additional teams
- Cohort 7 – Access and Planning - originally planned for this cohort, however, this was postponed to cohort 14 due to a clash with service availability and school holidays.
- Cohort 10 –Access and Planning - due to lower level staff numbers than originally planned this service was included only in Cohort 12 and 13 freeing up a cohort for additional teams
- Customer Services – equipped Taylor Maxwell House and New George Street with 115 devices, significantly reducing time lost due to the performance of the old technology and enabling better direct customer service.

In this project the total numbers of devices deployed between May – December is 607, with a breakdown of devices deployed outlined in section 3. Further to the deployment of devices the project has:
- installed hundreds of new monitors and docking stations, this has created a more consistent technology estate, enable a more flexible use of our office space and has created opportunities for accommodation projects to optimise building usage
- delivered change workshops to in excess of 400 staff, exploring how they work and challenging behaviours to support the council's aim to deliver flexible working
- supported policy change and developed materials to assist staff in adopting flexible working practices; for example, through the creation of a Learning Zone page which can be accessed here

2.5   Develop and agree an accommodation strategy

Outcomes supported:	
1.	Reduction in accommodation utilised
2.	Increased information security and compliance
3.	Increased collaboration opportunities
4.	Standard, consistent and fit for purpose workspaces

The programme developed a set of principles to develop its strategic accommodation plans around, these were agreed by on 28 March 2018 as:
- Create clusters, grouping staff with functional and directorate linkages, whilst enabling flexible working to suit service and customer needs, embracing work anywhere culture where appropriate.
- Use location to make services efficient and convenient for customers, clients and partners
- Creating modern customer and working environments to facilitate high productivity and wellbeing.
- 6/10 average desk ratio, consistent but not uniform, using buildings as efficiently as possible whilst reducing sqm used.

- Creating flexibility in our accommodation to support culture change, partnership working and commercial income generation.
- To realise and maximise revenue benefits through releasing at least one corporate building from PCC staff use
- Political acceptability, ease of access to Council House

CMT further endorsed the strategic design on 26 June 2018 and then agreed accommodation strategy on 31 July 2018.

This project has been further developed into an accommodation programme and a capital mandate was developed and signed off by Cllr Lowry on 01 August 2018.

A number of work elements have now been awarded to consultants for completion. These will enable the strategy to be corroborated (or rejected), business cases to be developed and if successful transform our office accommodation. These works are:
- Crownhill court RIBA stages 2 & 3
- Windsor House feasibility study, RIBA stage 1, to include Records Store RIBA Stages 2 and 3.
- Midland House feasibility study, RIBA stage 1
- Windsor House Parking Study

Work on the City Centre front door for customers' remains on hold. It is anticipated that the new Strategic Director for Customer and Corporate Services and the Customer Experience programme we will be in a position to strategically lead the development of our face to face city centre customer interactions in the spring of 2019.

2.6   Define and deliver quick-win projects

Outcomes supported:	
1.	Reduction in accommodation utilised
2.	Standard, consistent and fit for purpose workspaces

The programme in order to deliver against the principle of delivering towards a corporately agreed desk ratio of 6:10 average, and in an attempt to realise financial benefits quickly, explored the delivery of some short-term tactical projects. The projects were:

2.6.1 Project Delta

This project was launched in the early summer and completed in November 2018, in order to harvest space behind teams who were receiving new devices in Ballard House, and encourage them to work to more efficient desk ratios. The project completed a number of outputs including:
- Relocate Community Connections to the West Wing on Floor 3
- Rationalise Facilities Management space on Ground Floor
- Relocate Transformation from Floor 3 East to Ground Floor West
- Relocate Electoral Services from Floor 4 East to Floor 3 East
- Relocate Legal Services from Floor 4 East to Floor 3 East
- Open up Floor 4 to DELT and transfer DELT teams from Floor 1 to Floor 4

As a result, Figure 2 demonstrates how Ballard House is now working at much lower desk ratio average than at the start of the programme and many teams are operating closer to the corporately agreed 6:10 average desk ratio.

Figure 2: Ballard House desk ratio (December 2018)

Desk Ratio (per 10 people)
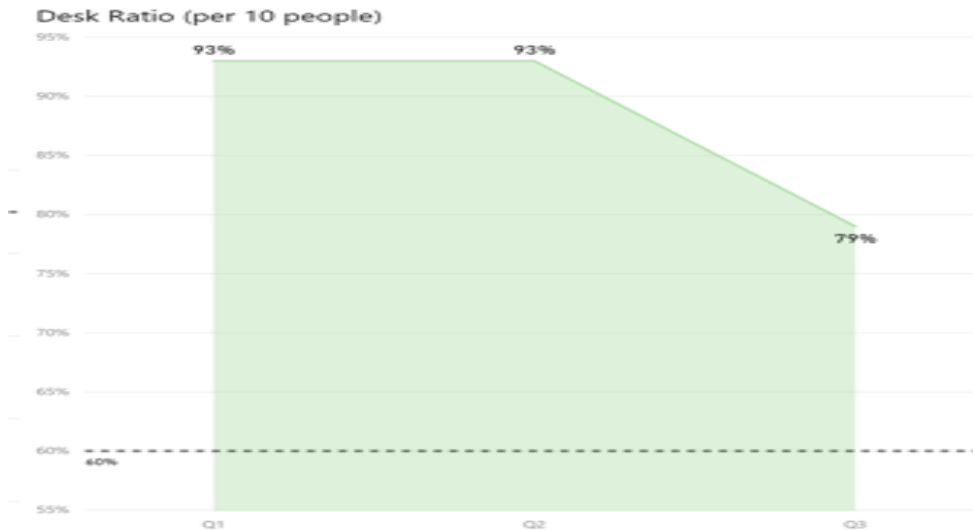
2.6.2 Project Echo

This project was launched towards the latter part of the summer and to date has explored a number of options in order to harvest space behind teams who were receiving new devices in Windsor House, encourage them to work to more efficient desk ratios and free-up space for drop-down and swing space for future refurbishments.

A number of options have been explored and ruled out based on costs and deliverability and as such this project has made minimal progress to date. However, options are still being explored with the service areas and the following outcomes have been agreed:
1. Harvesting of space on lower basement for PCC's future needs.
2. A more cohesive and effective approach to EPS Team's work, as being on one floor will enable increased communication, and collaborative working.
3. A desk ratio achieved in line with corporate guideline of 6:10 average.

As a result of harvesting space on the Lower Basement, it will enable PCC to:
1. Create new corporate drop down space in Windsor House
2. Provide temporary or longer term office space for other teams which need to be located at Windsor House
3. Free up space to be used for temporary storage of documents whilst the record store is being built

2.6.3 Other Tactical Projects

The Accommodation project has developed many quick-win, tactical workstreams to both support the delivery of outcomes associated with Accommodation work and support the delivery of both BAU activities and technology driven outcomes. An overview of project delivery status on tactical projects is outlined in the table below:

Table 3: Tactical project overview

No.	Project	Project Status	Estimated Delivery Milestone
1	Relocate Corporate Fraud Team	Complete	May 2018

2	IT Training Suite and Showroom (Ballard House)	Complete	Aug 2018
3	IT Training Suite and Showroom (Windsor House)	Complete	Sep 2018
4	Drop Down Space (Ballard House)	Complete	Sep 2018
5	Drop Sown Space (Windsor House)	Initiation (linked with Project Echo)	Jan 2019
6	Project Delta	Complete	Nov 2018
7	Project Echo	Initiation	Jan 2019
8	Building 4a Interim Use	Pre-mobilisation	TBC
9	The Green House	Pre-mobilisation	TBC
10	Chelson Meadow	Pre-mobilisation	TBC
11	Elections Storage	Initiation	TBC
12	Burrington Way	Pre-mobilisation	TBC

2.7   Records Store Clear-up and future design for a new records store

Outcomes supported:	
1.	Reduction in need for on premise physical storage
2.	Improved access to information
3.	Increased information security and compliance

The clear-up of records at Windsor House has been extremely beneficial to:
- The ability to access important social care records
- The ability to store, safely and securely, important social care records
- The ease of access to multiple services' records
- The health and safety conditions for staff accessing the upper basement to access records
- The future foundations for effectively managing PCC corporate records.

The images below show the state of some records in 2017 compared to the newly created record practice as at December 2018.

Images 1, 2 & 3 –The standards of corporate record storage prior to project

Images 4, 5 & 6 – The newly created standards of corporate record storage in Windsor House, Upper Basement

As a result of this project the number of records now formally managed by the Corporate Records Manager has increased from a baseline of zero to in excess of 3000. In addition, the projects clear-up outputs have created the foundations for a new records management service and records store which is aimed to be created and operational in late 2019.

To support this the Information Management Project Board has developed and agreed:
- The architecture for a records management service
- The preferred option for the design of a records management store
- The specification used to undertake a feasibility study of the Windsor House, upper basement in order to meet the architectural and structural design requirements.

It is expected that the feasibility study will be completed in January 2019 with current completion timeline for the new record store expected to be late summer 2019.

2.8   Publish a new retention schedule

Outcomes supported:	
1.	Increased information security and compliance

The programme in collaboration with the Corporate Records Manager identified over 1,100 different information assets that the council holds and in order to make sure we were compliant with GDPR a revised corporate retention schedule was produced and published.

The old 69 page PDF file was replaced with an interactive spreadsheet which has made it easier for staff to find the retention period needed for a certain documents and records. The new retention schedule is available here.

2.9   Delivery of O365

Outcomes supported:	
1.	A more flexible and mobile workforce
2.	Reduction in physical administration tasks
3.	Modernised, standardised and fit for purpose technology
4.	Improved access to information
5.	More technically confident workforce

The Way We Work Programme agreed a Capital Approval Summary case in May 2018 that added O365 to the Programme's scope and explained that this project was mainly driven by two things:
1. Infrastructure – Microsoft evolving their licensing model to push customers towards Cloud services, making on-premise not viable in the long term
2. Collaboration – a clear demand in the organisation to work in a different way to deliver better services.

The agreed Roadmap for delivering Office 365 to Plymouth City Council is:
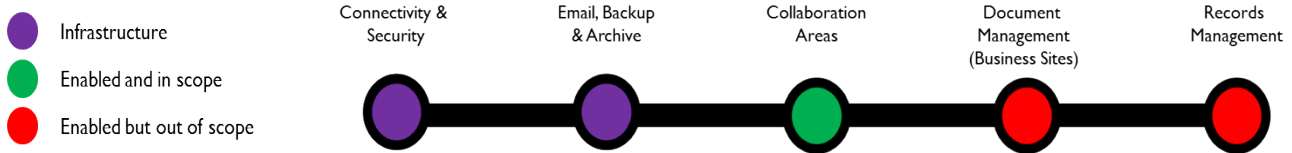
The high level implementation and scope was proposed as follows:

| Phase	Title	Description	Original milestone	Estimated Milestone at December 2018
A1	Connectivity and Security	Creating the PCC Office 365 tenancy and ensuring the correct security configuration is applied to meet corporate standards.	**July 2018**	**December 2018** *(delayed due to 3 month delayed start date and re-prioritisation of critical technical resources in Sep, Oct, Nov)*
A2	Email, Backup and Archive	Migrating email inboxes and implementing backup and archive technology to meet corporate standards.	**September 2018**	**February 2018** *(delayed due to 3 month delayed start date and re-prioritisation of critical technical resources in Sep, Oct, Nov)*
A3	Skype for Business	Skype for Business: Migrating from Lync 2010 to Skype for Business (most up to date software). This is included for context and is included in the scope as an opportunity to rationalise work; but this work will have to happen anyway outside of this case.	**2019** *(not part of the critical path and can be completed at any time a long the O365 journey)*	**2019** *(not part of the critical path and can be completed at any time a long the O365 journey)*
A4	Collaboration Areas	Designing and creating templates and introducing new services to meet the corporate requirements for collaboration technology.	**October 2018**	**Commence February 2018** *(delayed due to slippage incurred in phase A1 and A2)*

3.   IMPACT OF TRANCHE 1

3.1   What Tranche 1 has achieved – measuring our impact

Tranche 1 has been very successful in increasing compliance, removing outdated and non-compliant technologies, increasing mobile workers, enabling a more flexible workforce and equipping staff with the right tools to do their jobs. The figures below show the positive impact that the programme has achieved in Tranche 1.

Figure 3, shows that as at December 2018 the programme has issued a total of 573 new devices since its first device delivery in May 2018. A video of TWWW device deployment and a staff news article was launched celebrating the programme's milestone at 150 devices issued. This staff room article and video can be viewed here.

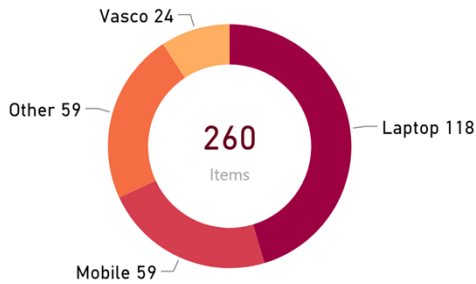*Figure 3: Total number of devices issued and in which buildings*
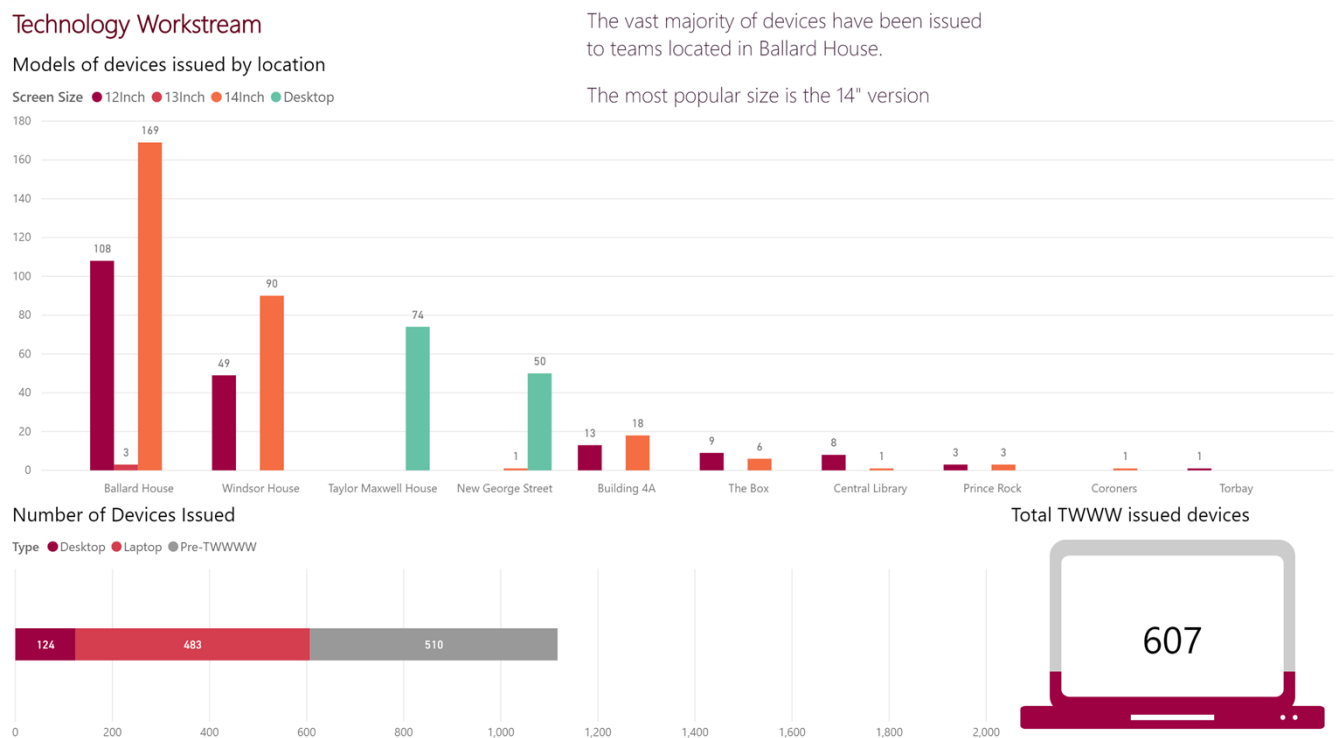
A device amnesty was communicated to the organisation in December 2017, which resulted in a significant return of devices. Subsequently the programme has continued to push for a return of devices and as a result has been able to return 260 separate devices to DELT, therefore, improving the council's position in managing information securely, as outlined in Figure 4.
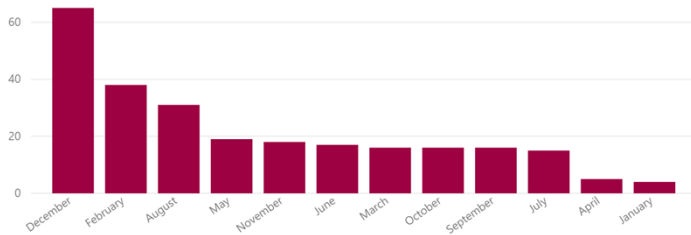
Figure 4: Total number of devices returned – Improving information security
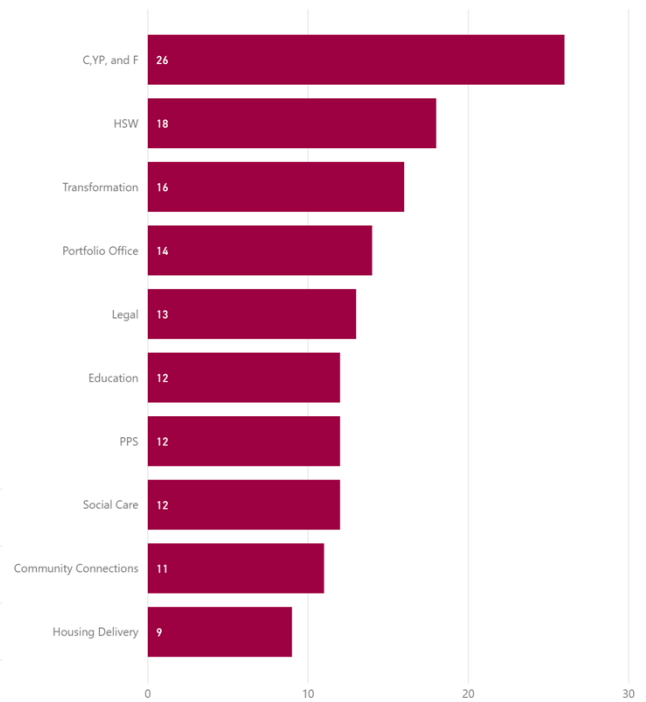
Devices returned and replaced

Devices Returned

Vasco 24
Other 59
260 Items
Laptop 118
Mobile 59

When things got returned

Top 10 business areas returning devices

| Business Area	Count
C, YP, and F	26
HSW	18
Transformation	16
Portfolio Office	14
Legal	13
Education	12
PPS	12
Social Care	12
Community Connections	11
Housing Delivery	9

Improving compliance with access to information access and record management were important drivers for TWWW programme and significant improvements in this area have been delivered. Figure 5 shows the number of applications, folders and mailboxes that have both been identified in the application rationalisation work and then removed from individual users.

Figure 5. Applications, Folders and Mailboxes removed
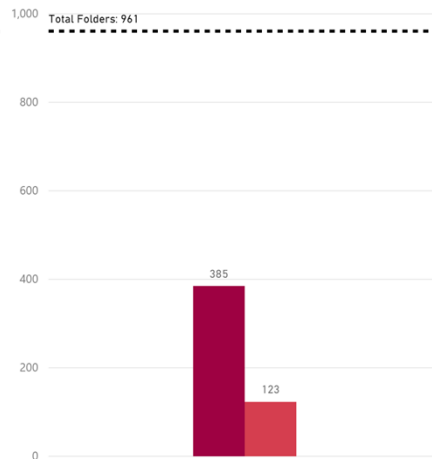
Application Rationalisation Workstream

Applications
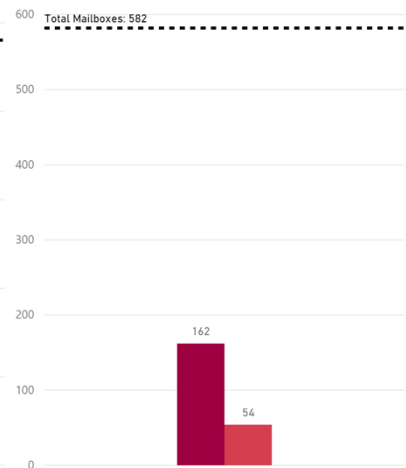● Access Removed ● Users Affected ● DUMMY; Applications decommissioned
Identified Applications: 480
191
121
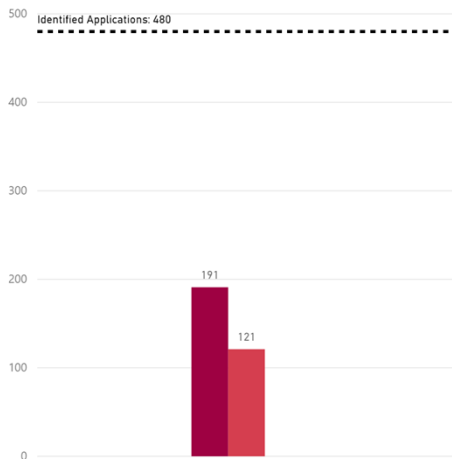
Folders
● Access Removed ● Users Affected
Total Folders: 961
385
123

Mailboxes
● Access Removed ● Users Affected
Total Mailboxes: 582
162
54

ⓘ These charts denote how much access has been removed from unique users (i.e. the same person could lose *N* amount of access).

Alongside the Applications data, there will be data quantifying how much this has saved, mainly through removal of licences required. There will be other work to determine which applications can be rationalised, and the results portrayed here.

An additional benefit to modernising and creating consistency across council's technology infrastructure is on reducing our demand on technology support services, costs of fixing broken devices and time taken to replace broken machines. Whilst, not all information is currently available to demonstrate delivery against these benefits, Figure 6 below, shows the reduction in technology related service desk incidents since the programme started delivering devices in Q2 of 2018.

Figure 6: number of technology desktop infrastructure incidents logged per quarter (2018)
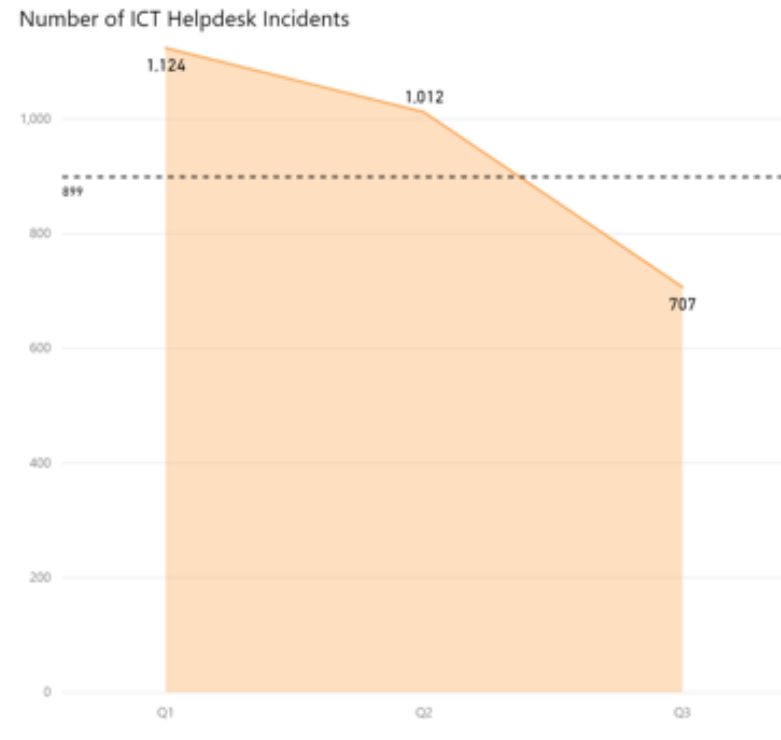
4.   CASE STUDIES

As staff have received their new devices, data has been collected from them regarding their preconceptions of The Way We Work, their feelings towards their role, and how these have changed as they utilise new devices, and adopt new working practice. Staff have engaged with what are termed "Temperature Checks", which, along with staff testimonials, provide a comprehensive and diverse data set concerning staff's feelings regarding the proposed changes.

Staff complete a series of short questionnaires at the following points of engagement:
1. Directly before any staff engagement
2. One week after the first engagement workshop
3. One week after "Go Live"
4. Three months after "Go Live"
5. Six months after "Go Live"

At Temperature Checks 1, 2 and 3, the same questionnaire is offered, providing the following statements which the participant can either agree or disagree with:
1. I know what to expect from the new ways of working (smart working)
2. I understand why we need smart working
3. I think that smart working will be a good thing for the council
4. I'm looking forward to becoming a smart worker
5. My job allows me to balance my work and home life
6. I am happy with my working environment
7. I have the right tools to do my job right now
8. I would recommend The Way We Work project to my colleagues

The results are presented in Figure 7 below.

Figure 7: Temperature check response at pre, during and post engagement activity
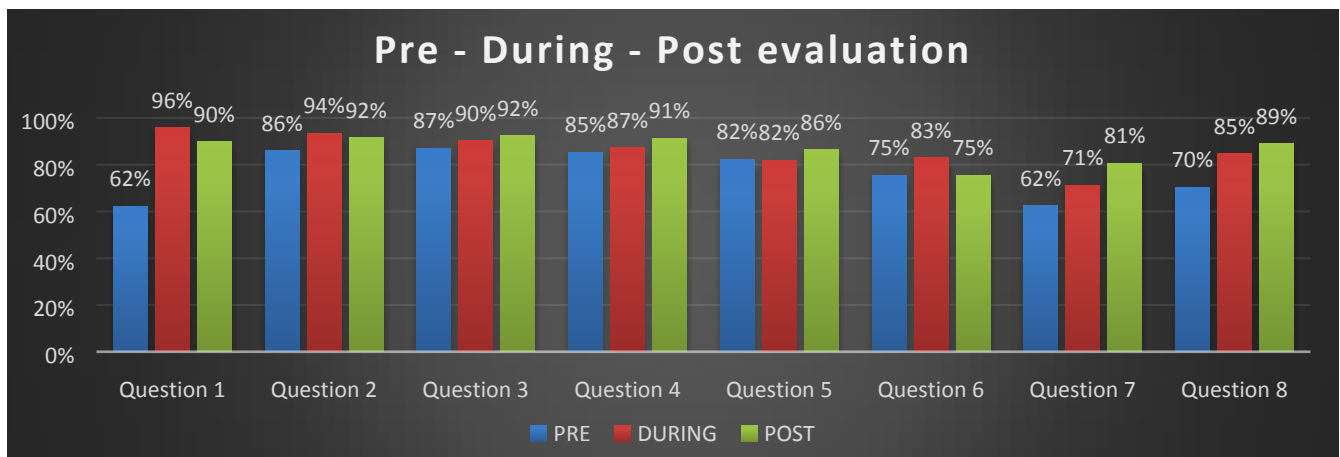
These questions are reiterated in the fourth and fifth Temperature Check, with additional key questions asked – numbered below as questions 8, 9 and 10.
1. I know what to expect from the new ways of working (smart working)
2. I understand why we need smart working
3. I think that smart working will be a good thing for the Council
4. My job allows me to balance my work and home life *
5. I am happy with my working environment *
6. I have the right tools to do my job right now *
7. I would recommend The Way We Work project to my colleagues

8. My productivity and or capacity has increased
9. I am able to avoid unnecessary travel
10. I am better able to meet my customers' needs
11. Would you be willing to tell us more about how you can meet customer needs better? (Y/N)

4.1 Staff Satisfaction, working practices and productivity

The results in figure 7, are promising, with positive answers increasing by the third Temperature Check in 87.5% of answers, particularly in those regarding worker satisfaction (3-7), and pertaining to the ability of staff to undertake their role effectively. This indicates that there is clear correlation between staff satisfaction and productivity, both of which appear to be influenced by the extent to which staff are provided with the right equipment to excel in their role.

This statement is supported by both the results of staff agreeing with three key questions asked at temperature check 4 (3 months) and 5 (6 months) outlined in figure 8 below, and by testimonials offered by staff who are operating new ways of working. For example, one member of staff noted that previously, when faced with a challenging task, they would attempt to sit away from their colleagues to avoid distraction or interruption, however this often failed. By contrast:

"By being able to work remotely and find a quiet place, my productivity has increased. In terms of wellbeing, I am able to be more productive and find quiet areas to work, which means I have been less stressed".

Figure 8: Temperature Check data for key questions asked at temperature checks 4 and 5
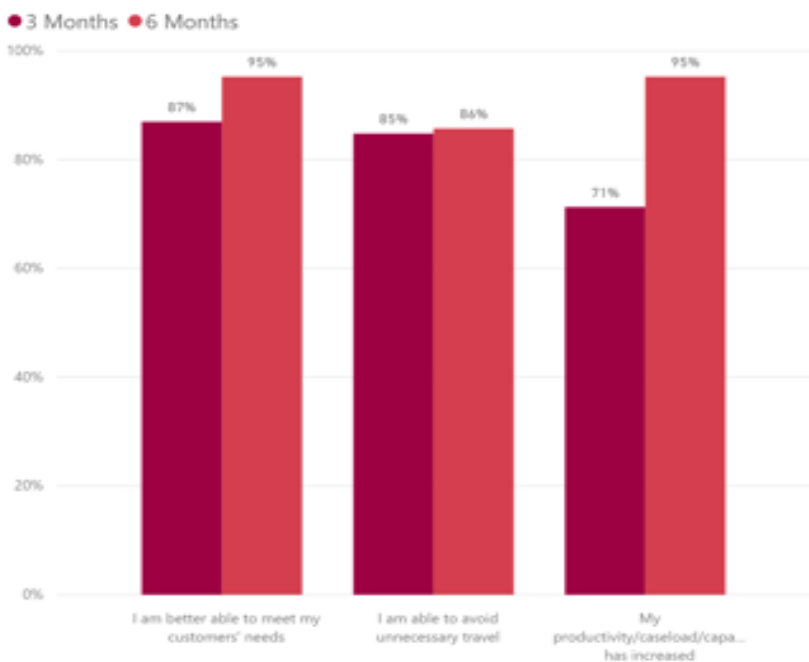
A point frequently noted is the resultant flexibility facilitated by The Way We Work programme, encouraging staff to be in control of their own workload and schedule. One staff member describes this as:

"Invaluable freedom, as I can more easily control my own schedule, and save lots of time not needing to commute".

This control over their daily practice allows staff to create an optimum work life balance, lessening the likelihood of stress within the workplace and thus encouraging productivity, as demonstrated by another staff member:

"I now have the ability to choose to work somewhere I can concentrate and be more productive. I am less stressed as a result".

This positive change is noted across entire teams, with one observing:

"It has meant staff can be more flexible and have the option to work from home and have a better work life balance".

Improved time management further promotes self-development, as demonstrated here:

"By being able to fit in the odd walk, run or bike ride around my work hours, my fitness has also improved and I feel very positive about the future of this new way of working".

4.2   Customer Service

Customer satisfaction and the delivery of person-centred services are at the forefront of our aims. The above statistics in Figure 8, begins to demonstrate how the benefits of The Way We Work for staff positively impact upon the customer, particularly in teams which work within the community and are now equipped to deliver excellent service wherever they are. For example, at 6 months after having devices 95% of staff answering the question have agreed that they 'are better able to meet customers' needs'.

At its simplest, time previously spent travelling can now be utilised for customer assistance, as indicated by the 86% of participants who felt they were able to avoid unnecessary travel, figure 8. One staff member highlights that they are now able to assist more children and families on their regular caseload than was previously possible. Similarly, work is no longer duplicated, allowing more time for customers. For example, a staff member has noted the time saved by documenting meetings in situ, and another the good practice this promotes:

"it enables me to record sessions sooner as I would normally have to wait until I return to the office to record. This in turn ensures accuracy of recordings."

Similarly, staff have noted the reduction in unnecessary second visits to clients, as they can provide information and resources immediately. Information can be shared more efficiently, and another staff member indicates future potential for faster decision making, action implementation and information sharing:

"I look forward to utilising the Skype for Business video conference feature – removing the need for all meeting attendees to be in the same room".

The free time generated from the way we work not only allows for more tasks to be undertaken, but for the quality of services to be improved. For example, one staff member has stated that their team can

"more easily help Plymouth's most vulnerable by visiting them at their homes, or somewhere they feel comfortable within the community".

Another staff member has offered the example that they are now able to provide visual aids for a customer within the community, who, as a result, can now fully comprehend the information provided.

Explicitly then, community resources previously deemed inaccessible for clients with a range of needs are now readily available through the ability to share information remotely. The possibilities for person-centred services are thus greatly expanded, and this flexibility ensures that the customer can be at the forefront of every decision made.

4.3　Travel Subsistence

It has been evidenced that The Way We Work enables flexibility in community based working, and the benefits of this have been discussed at various points throughout this report. Furthermore, transport becomes less necessary, an advantage that is twofold. Ecologically, reducing travelling reduces the impact on the environment, and simultaneously, money can be saved on travel expenses. To return to the aforementioned fourth Temperature Check, 86% of participants (at the 6 month check) can now avoid unnecessary travel. Indeed, some staff stated they were able to eliminate claiming travel expenses entirely, as their travelling had reduced so drastically. This is further evidenced by the significant reduction in expenses claims between 2017 and 2018 in HR, as seen here in figure 9.

Figure 9: Summary of travel expenses claimed across HR following involvement in The Way We Work (May – Oct 2018)
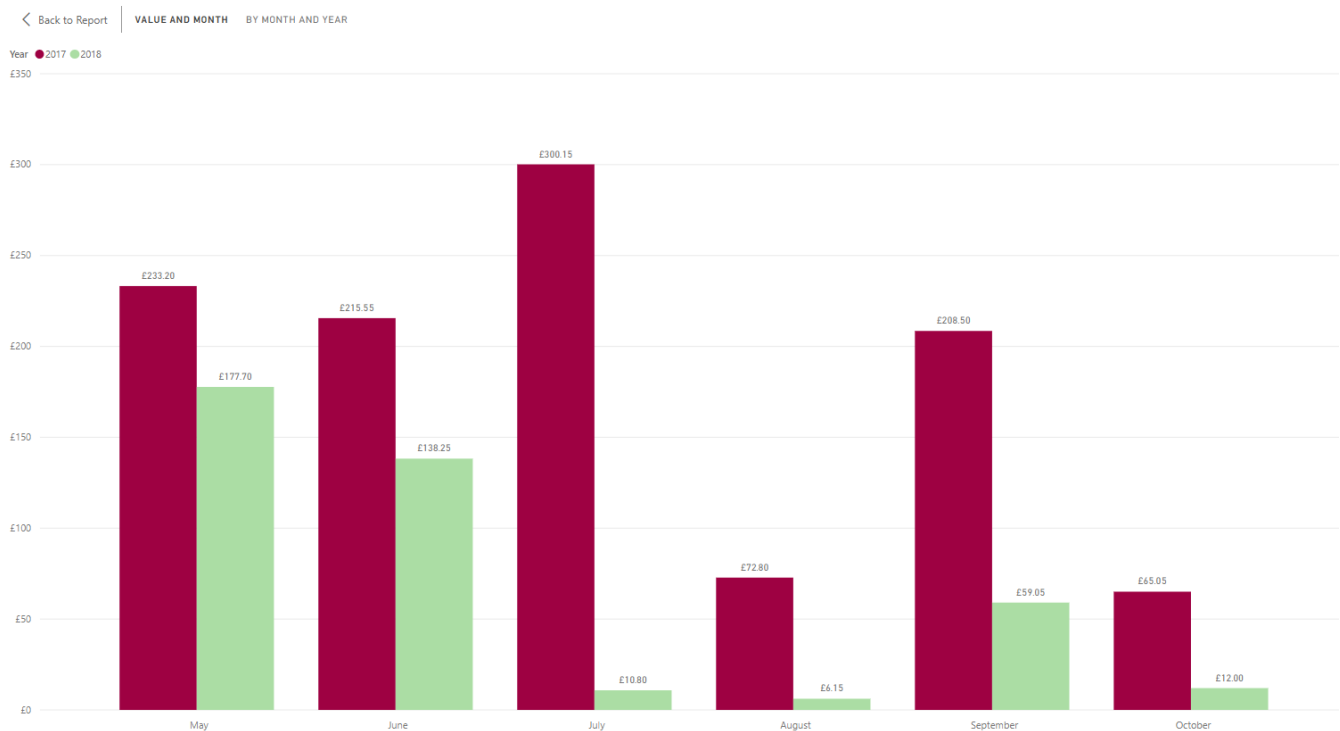
The data here indicates that since April 2018, the expenses claimed by Human Resources, one of the first teams to receive devices, have significantly reduced. In July 2018, for example, the expenses claimed were only 3.6% of the expenses claimed in July of the previous year, a 96.4% decrease. Promising reductions are seen across the whole financial year thus far, in August a similar reduction in expenses claimed is seen at 91.55%. October suggests that the decrease in claims will continue, displaying an 81.55% reduction. This would suggest that the necessity to travel has decreased significantly, saving staff time and Plymouth City Council money.

4.4 Service Specific case studies

4.4.1 Legal Services

As part of the Technology deployment, Manage Print project and Project Delta an opportunity was identified that could further support Legal Services in operating in a more modern and efficient way. As a result, in early October, Legal undertook a trial to move legal bundle printing (for court bundles) across to the Print and Document Service (PADS). Overall, nine bundles were printed via PADS as part of this trial, totalling just over 10,000 pages of paper.

The results, presented in Figure 10, were very impressive Overall, the 9 bundles took just over 1.7hrs to complete by PADS, rather than a projected 4.28hrs by Legal. This represents a straight time saving of circa 2.5hrs between the two printing service solutions. However, to Legal, the savings are much more; this represents a value saving of 4.28hrs, as it would otherwise mean allocating a staff member to print the bundles, leaving them just printing. The time saving of 4.28hrs also assumes an average of 40ppm print speed for the MFDs within Legal, and assumes a clear run of printing: no paper jams, printer issues, or paper reload time.

Figure 10: Legal Services time saving from court bundles printed w/c 16 October 2018
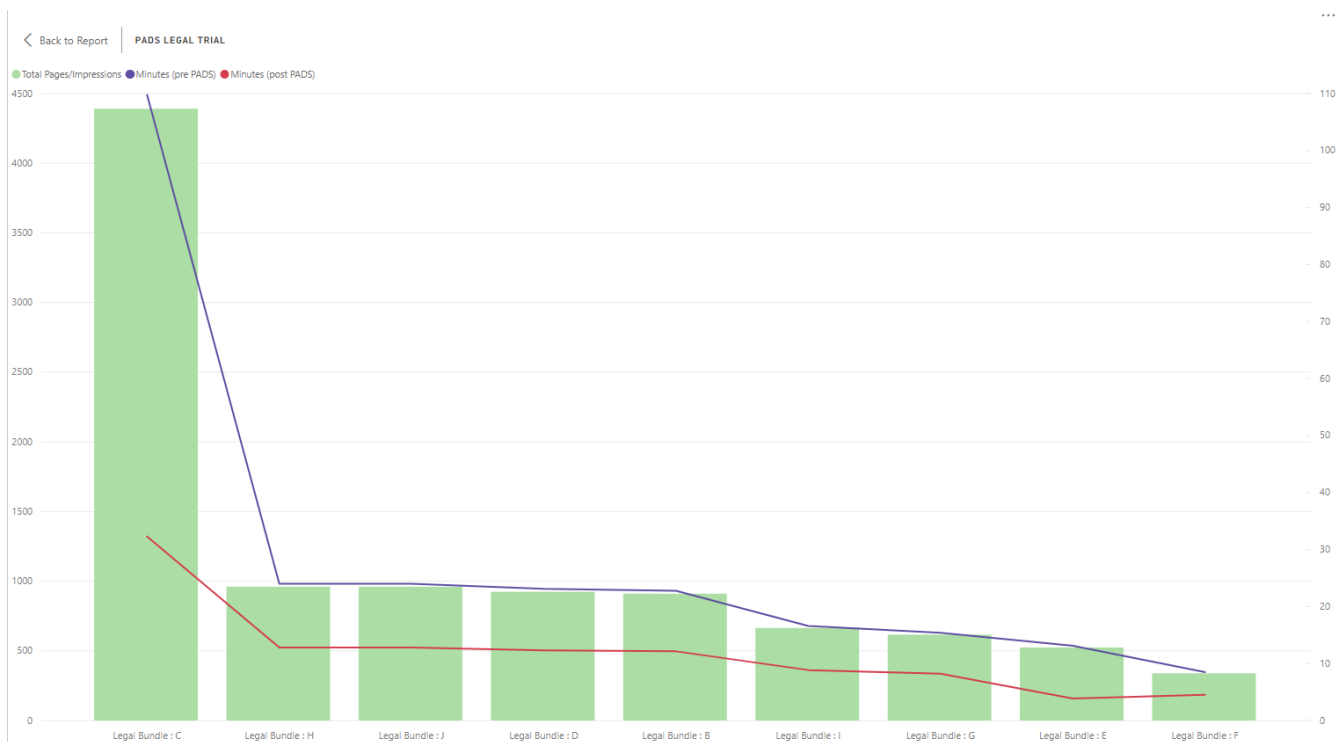
4.4.2 Customer Services

As part of TWWW flexible approach it was able to respond to the Customer Service Peer Review's challenge and upgrade the technology being used to serve customers in both the 1st Stop Shop (New George Street) and the Contact Centre (Taylor Maxwell House). Early in December, a programme of device deployment across these two sites was completed, upgrading the existing technology from Windows 7 desktops to Windows 10, following on from successful testing earlier in November (total of 18 desktops).

In total, 124 desktops were replaced, with a handful left behind (for varying reasons, mainly due to incompatibility between specific software and Windows 10). To measure the benefits this upgrade

had, a time study look place, looking at a direct comparison between Windows 7 and Windows 10 devices across four specific scenarios. The results, presented in Figure 11, were extremely beneficial proving that there is a large scale reduction of time between undertaking tasks on a Windows 7 device and on Windows 10 desktop.

As a total, assuming that all machines are switched on only once per day and are used to view an email (not all machines are used for Academy or W2), then this represents a time saving of 14 productive hours per day (the data suggests a saving of approximately 7mins per device [from 7:48mins to 49secs] for the turning on a machine and opening up an email).

Figure 11: Customer Services scenario time study results

Time Study; Win7 and Win10

● Time (sec) Win7   ● Time (sec) Win10

682	468	423	420
44	49	19	130
Turning on machine to view Academy record	Turning on machine to open email	Open Academy to edit and save a record	Turning on machine to view W2 record
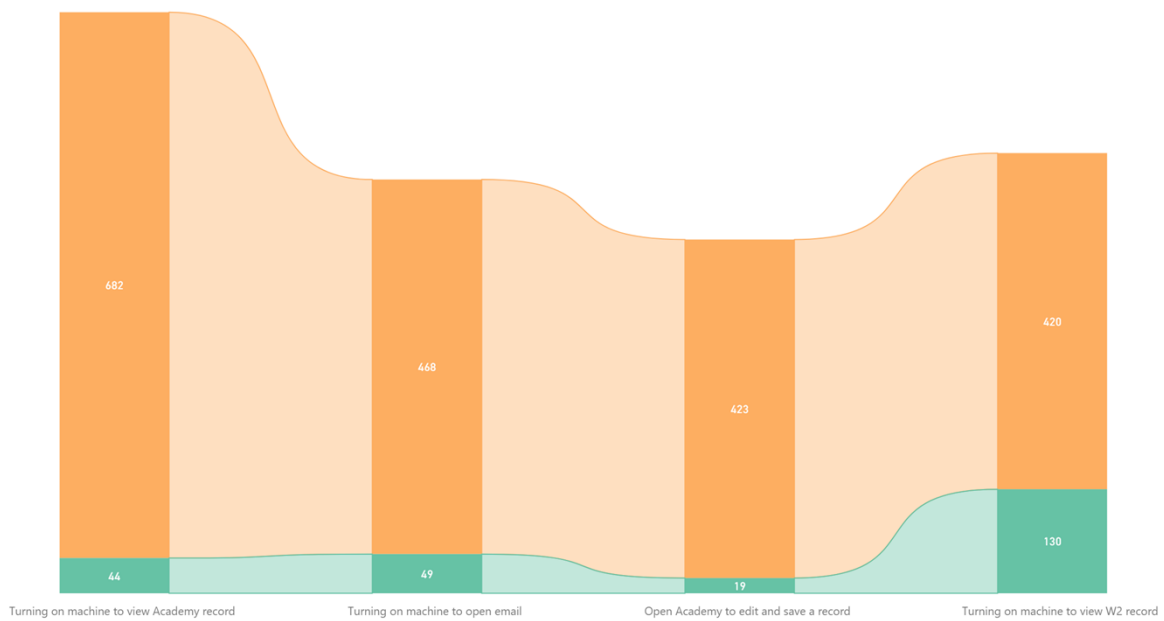
5. LESSONS LEARNED

The programme's delivery in tranche 1 has been in the main very successful, well received, within budget and without major incident, however, a number of important lessons learned have been captured to improve the delivery in tranche 2 and beyond. These lessons are included in the table below:

Issue	Impact	Lesson Captured
Accepting projects or additional work requests into an already live Programme environment without effective change control processes has a direct impact on the planned delivery work and can negatively impact quality.	This leads to unmanageable work commitments, resource requirements and budget requirements causing confusion and difficulties in managing to already committed timescales.	Ensure that all new ideas, projects already live go through appropriate change control mechanism prior to accepting the responsibility to deliver and ensure that Programme Board agree to the inclusion and its impacts before accepting the new scope.
Photographs for business requirements can be taken using mobile phones and transferred to new devices using Bluetooth technology	Enables immediate, reliable and secure transfer of photograph files from mobile phone to device enabling efficiencies to be gained in processes that require staff to take and store photographic evidence.	Ensure that this solution is passed on to staff in future cohorts when receiving the new devices.
There are a number of applications that are either not supported by the new devices (on Windows 10) or the latest Windows 10 build.	The project will undertake thorough UAT testing on all applications. Applications currently identified that require alternative solutions or increased UAT include AutoCad, Creative Suite, Livelink and Academy.	Ensure that solutions to these applications become enterprise wide and are re-used for future cohorts if they are identified as part of the application rationalisation project. Best practice to ensure UAT testing by each cohort and not to assume previous testing is a complete guarantee that applications will work for a given team.
Device changes were not communicated in a clear and consistent manner and this changed the expectations of staff about what a standard device should be. As users and stakeholders had got used to using the touchscreen functionality their perception was that it was now a minimal expectation on all devices. It was a functionality that was added with a view of there being no perceived reason not to, rather than a need for it.	The decision had been taken that touchscreen was not a requirement, and so to not have it was not considered a significant change. However stakeholder expectation had changed and so there were objections when this functionality was removed.	Ensure that all issues are reported clearly, consistently and timely to all key stakeholders ensuring that miscommunication does not occur. Agreed to use approved change control mechanisms for all future project changes. Recognition that user perception is a key consideration in device requirements and not just technical requirements that have been collected. Any change in physical functionality should be consulted on with key stakeholders. Also key learning that very quickly something that was considered a "nice to have" can quickly become perceived as an essential requirement once users have experienced it.
When there is an effective technical solution to VPN / Netmotion then the project can roll-out devices to increased cohort sizes in tranche 2, subject	Ensure that cohort sizes are maximised but not over-burdensome for the change elements.	Build increased numbers into the roll-out plans for tranche 2 to ensure that all users are on windows 10 devices by January 2020.

to resource availability.		
The project has identified issues within the process of obtaining devices for new starters as well as the process for dealing with leaver and pool devices	Many devices remain within the service area following staff departures, too many pool laptops are under-utilised with minimal levels of control providing direct competition for limited availability of NetMotion licenses from BAU activity vs project rollout.	There is a need to define an operational procedure for new starters, leavers and movers within the organisation and this should be a priority for the programme in tranche 2.
Prior to the commencement of the device rollout two High-spec devices were issued. These were sourced based on the technical requirements and the preference for a large screen size requested by users. The overall weight of these devices has meant that they have limited portability.	The user experience of using these large laptops has meant that they have found mobile working with them difficult. Recognising this means that we are unable to currently offer a standard high-spec device to those users that require one. This has delayed the rollout to some teams.	Consideration of screen size should not be an overriding factor in device choice. Show users an example device wherever possible before purchasing a non-standard device. Work on going with Delt to find alternative device options and should be added as a standard option early in Tranche 2.
Lack of communication on the delivery of project delta	Not documenting communication activities or formalising project deliverables and engagement activities led to misunderstandings, miscommunications and resistance in change implementation.	Ensure that all future projects have adequate approvals of deliverables and formally document messages and agreed activities with relevant stakeholders to avoid miscommunications.

APPENDICES (available upon request)

Appendix A: Case Study spreadsheet
Appendix B: Temperature Checks (monthly from Sep 18 – Dec 18)
Appendix C: Technology Performance Report (monthly from Sep 18 – Dec 18)
Appendix D: Programme Performance Report (Dec 18)

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PLYMOUTH CITY COUNCIL

Subject:	**Staff Survey 2018**
Committee:	**Performance, Finance and Customer Focus Overview Scrutiny Committee**
Date:	13th February 2019
Cabinet Member:	**Councillor Peter Smith (Deputy Leader)**
CMT Member:	Andy Ralphs Strategic Director of Customer and Corporate Services
Author:	Alison Mills
Contact details	01752 307865
Ref:	The View from you – Staff Survey 2018
Key Decision:	No
Part:	I

Purpose of the report:

To provide an overview of the results from the Staff Survey 2018, when employees are asked to complete an online questionnaire or paper questionnaire anonymously.

Corporate Plan

In order for the council to achieve its vision in the Corporate Plan, we need a motivated, skilled and engaged workforce. Our People Strategy supports this vision through the workforce themes of Talent, Leadership and Culture.

The staff survey helps us to measure our progress and therefore informs and measures the progress of the People Strategy on an ongoing basis.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

No specific capital or revenue implications have been identified at this time.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

No further implications have been identified.

Equality and Diversity

Has an Equality Impact Assessment been undertaken?   No

Recommendations and Reasons for recommended action:

To note the contents of the report.

OFFICIAL

Alternative options considered and rejected:

N/A

Published work / information:

N/A

Background papers:

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7

Sign off:

Fin		Leg	3050 8/01 /2	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member Andy Ralphs													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

THE VIEW FROM YOU - STAFF SURVEY 2018
SCRUTINY REPORT 13 February 2019
Human Resources and Organisational Development

1.   INTRODUCTION

Since 2010 we have run an annual staff survey to ask employees their views on working for the Council. During three weeks in November and December 2018, employees were asked to respond anonymously to an online questionnaire with 40 questions across 9 categories. The 9 categories are:

- My Job
- My Customer (new section for 2018 following the peer review)
- My Career
- My Employer, the Council
- My Team
- My Line Manager
- Senior Managers
- The Council
- Equality and Diversity

For staff without computer access at work, paper copies were made available either via their line manager, direct staff engagement, or posted to their home address.

The results from the 2018 staff survey have also been considered alongside the staff Wellbeing and Resilience survey and recommendations and proposed actions have been aligned where appropriate.

2.   SURVEY HEADLINES

This year the neutral response option was removed from the survey. This means that staff could only be either positive or negative in their responses. This clarity enables managers to more effectively action plan their responses to the results in their areas.

54% **(1343 people had their say)**	This year there was a drop in the overall response rate, returning it to the same level as the 2016 survey and the approximate average rate since the survey began in 2010. The response rate from staff with computer access was 62%, from staff without computer access it was 23%

Employee engagement (the commitment and enthusiasm employees have for their work at the Council) based on 12 questions within survey. Last year our engagement index was 67%.	**82%** **An increase of 15% and the highest level since we launched the survey in 2010.**

These are very positive findings, especially as 2018 was a challenging year for the Council's workforce, with many service areas undergoing transformational change. The percentage of positive responses to every question increased at the overall Council level since last year. The question regarding the use of customer feedback to improve our service showed the biggest improvement with the results going up to 82% (an increase of 29%).

Trust in, and leading by example, of Strategic Directors and Service Directors showed some of the most significant increases, both improving by 26%

The highest scoring responses to the survey show that our workforce remains committed to delivering their best and supporting the Council to achieve its goals. Staff were asked about knowing who their customers are and sharing best practice with colleagues. Both questions received exceptionally high positive feedback of 96% and 98% respectively.

3.   2017 COUNCIL RESULTS

3.1 SUMMARY RESULTS (scores out of 100):

CATEGORY	Plymouth City Council Results %	Change Since 2017 %
My Job	80	+13
My Customer	88	n/a
My Career	68	+18
My Employer, the Council	77	+17
My Team	89	+28
My Line Manager	82	+13
Senior Managers	73	+31
The Council	85	+8
Equality and Diversity	87	+11

Note: the benchmarking (showing the movement from last year's responses) has been included in the results, however with the removal of a response option this is for information only.

We have seen an overall improvement in the responses to every question. The average increase across all questions is 16%, with the highest increase 29% and the lowest increase 8%.

3.3 HIGHS AND LOWS

Highest scoring questions:	%
I know who my customers are (new question for 2018 following the peer review)	98
I want to help the Council achieve its goals (+8 from last year)	97
I share best practice with my colleagues (new question for 2018 based on feedback from CMT)	96

Biggest increases since 2017 survey:	%
My team uses customer / client feedback to improve our service (the biggest decrease in 2017)	+29 (now 82)
I trust my Strategic Director and Service Director to be open and honest (one of the three lowest scoring questions in 2017)	+26 (now 67)
My Strategic Director and Service Director lead by example (one of the three lowest scoring questions in 2017)	+26 (now 69)
The Council is a good employer	+25 (now 88)

Lowest scoring questions:	%
I have career and job opportunities at the Council	55 (+20)
I am able to share my views before changes are made which affect my job	64 (+19)
I am satisfied that my pay level is appropriate for my role	66 (+22)
I trust my Strategic Director and Service Director to be open and honest	67 (+26)
I am happy with my working environment	68 (+11)
My Strategic Director and Service Director lead by example	69 (+26)
I get the development or training I need to do my job well	69 (+21)
I feel valued for the work I do	69 (+14)

4. 2018 DIRECTORATE RESULTS

	Executive Office %	ODPH %	People %	Children's Services %	Place %	Customer and Corporate Services %	Finance %
RESPONSE RATE	61.18	76.09	61.70	38.62	51.31	87.38	51.91
ENGAGEMENT	86	82	84	83	85	77	79
My Job	83	79	80	83	80	78	78
My Customer	90	82	85	89	88	90	88
My Career	61	72	68	69	71	65	65
My Employer, the Council	80	78	77	77	82	69	79
My Team	94	84	88	91	88	90	84
My Line Manager	87	93	83	81	81	77	84
Senior Managers	81	82	85	76	77	58	61
The Council	90	85	86	87	89	81	79
Equality and Diversity	92	85	88	87	88	85	87

Response rate colour
70 plus - green
50 to 70 - amber
Below 50 - red

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5 THE WAY FORWARD

Our People Strategy 2016-20 was approved by Cabinet in May 2017 and defines our high level medium term plan and approach to developing a motivated, skilled and engaged workforce, through themes of Talent, Leadership and Culture.

The People Strategy objectives and interventions aim to enable the delivery of the Corporate Plan to create a 'motivated, engaged and skilled workforce' and to address the issues identified from the annual staff survey to continue to improve engagement levels across the organisation.

We are now developing a People Plan to underpin the strategy and support the transformation of the council in forthcoming years.

Interventions and impact:

5.1 TALENT

"we will attract and retain talented people and develop their strengths"

	Target Apr 18	Actual Dec 18
Apprenticeships as a percentage of our workforce	2.3%	2.03%[1]
External Hires as a percentage of roles we fill	50%	63%
Percentage of the organisation covered by a workforce plan	100%	85%

Identifying and developing our talent is essential.

▪ We have 54 new apprentices so far in 2018/19 and are on track to recruit the number required to meet (or exceed) the target of 2.3% of the workforce this year. We have appointed an Apprenticeship Talent Advisor to deliver our Apprenticeship strategy and ensure we maximise our use of the levy.

▪ In 2018 we embedded career aspirations and development as part of our annual performance conversations and integrated into regular performance discussions so all staff have the opportunity to discuss their career goals with their line manager.

▪ The development of Strategic workforce plans for each service area was a priority activity in 2018, encouraging service areas to identify key hard to fill roles and succession planning.

▪ We have increased our Graduate opportunities through the number of our higher level apprentices. We currently have 10 staff, funded by the Levy, who are working through the higher level apprenticeship programme. (Degree and Masters level).

These initiatives will address the following areas where we scored low:

- **I have career or job opportunities in the Council.**
- **I get the development or training I need to do my job well.**

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[1] 2.3% is the end of year target, currently exceeding the monthly target.

5.2 LEADERSHIP

"our leaders will be confident, inspiring and role model our values"

	Target Apr 18	Actual Dec 18
Employee satisfaction with managers	65%	82%
Employee satisfaction with senior leaders	40%	73%
% of managers who have had recent targeted development	50%	81.5%[2]

- Management Fundamentals Programme has now been rolled out to 135 delegates since it was first launched in 2017. In 2018, 45 staff from Phase 3 completed their formal learning on the seven month programme in July. The programme is structured around five core modules which cover a range of essential management skills, knowledge and behaviour including Being an authentic manager; Managing in Plymouth; Influencing with integrity; Emotionally Intelligent teams; and Managing and motivating through change. As a result of participating, 94% of Phase 3 delegates agreed that their management skills have improved, and 96% agreed that their management behaviours have improved.

- We launched a Manager's Driving Licence for all existing and aspiring managers in January 2018. The aim of the Managers Driving Licence is to ensure all our leaders are confident, inspiring and role models for our values and is an interactive, online development and reference tool, designed to support new, existing and aspiring managers to understand and achieve our business objectives. As of the end of 2018, 81.5% of our managers had completed the elearning. We'll continue to monitor the effectiveness of this programme with regular reviews.

- Team Plymouth continues to be an excellent opportunity for senior leaders and managers to work together to provide joined up services. The quarterly events are co-ordinated by the Organisational Development Team and this will continue in 2019, with the introduction of a year-long development plan to maximise the return on investment of this forum, as well as opportunities to take a collegiate approach to specific topics and issues.

- Multi Agency Coaching Network. We currently have 74 registered coaches from across 7 different agencies - Plymouth City Council; Devon County Council; Health Education England; Livewell South West; North, East and West Devon CCG; Plymouth Hospitals NHS Trust; and Somerset County Council. There are currently 17 active coaching arrangements and a total of 116 arrangements have been in place since we established the network in 2015. In 2018, member agencies held four panel meetings and arranged three peer coaching supervision sessions for registered coaches.

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[2] Manager's Driving Licence completion stats

5.3   CULTURE

"the way we will do things around here to be at our best"

	Target Apr 18	Actual Dec 18
Employee engagement levels	70%	82%
Employee views on how well the Council manages change	45%	64%
Employee advocacy of our organisation	64%	86%

- We have created a new manager role of Customer Liaison Manager who will ensure a standard approach is taken to handling Customer Feedback, including how we implement learning from feedback.

- **Communications**

- Effective communications continue to be key tool we've used to improve staff engagement. Having good internal communication is critical in helping to support the Council in achieving its corporate objectives, particularly the Corporate Plan, the People Strategy and the Way We Work programme.

- Although the results are not directly comparable to last year's survey, due to the removal of the neutral response option, we are pleased to see the communications used have supported the increase in staff engagement and support our work on culture.
Our dedicated internal communications advisor continues to work closely on improving communications across the organisation. We have initiatives in place to improve our internal communications and continue to seek feedback from staff on the effectiveness of these initiatives:

- Staff News is produced weekly to share successes and key information across the Council. In 2018 28% of employees, with access to email, opened the email. This is better than the 19% of emails opened in 2017 and it is believed this trend will continue this year.

- Tracey's Team Talk is shared each month where Tracey discusses corporate priorities and recognises key achievements. Managers are asked to share the Team Talk video with their teams and lead a discussion on the content, feeding information back as required. 75% of staff say they have regular access to Team Talk.

- We ran six 'Tea with Tracey' events in 2018 with, with 61 staff attending from across the organisation covering different areas away from the corporate centre including Chelson Meadow, Weston Mill Cemetery and Crematorium, along with specific groups such as Council Apprentices and managers / aspiring managers on the Management Fundamentals programme.

- Back to the Floor events where Chief Executive Tracey Lee visits areas of the business to hear about important issues for staff members continue and are now so popular there is a waiting list

- We ensure that all our major programmes of work that impact on staff such as the Way We Work programme, Elections, Ofsted inspection, Staff Survey and changes to Senior Management are supported by planned internal communications using all our channels

- We update Staff Room frequently with key corporate messages and important announcements

- We support the Annual Star Awards and the other service awards – encouraging nominations, creating materials including video content and sharing the winners celebrating

▪ We provide video content celebrating our staff at work which is used in Team Talk, on staff channels, at Team Plymouth and key events. We also share, where appropriate, these videos externally with residents.

▪ We continue to work with managers through the Team Plymouth group to improve their communication and engagement skills

One of the biggest challenges we continue to face is around 450 of the Council's employees are not directly able to receive email or intranet based communications. The rollout of mobile technology through The Way We Work project has helped this situation. However there remains the reliance on managers and team leaders to cascade information.

6   SUMMARY & NEXT STEPS

Our People Strategy provides a framework for the Council to improve engagement of the workforce through the themes of Talent, Leadership and Culture (TLC). This strategy has been reviewed and our People Plan is being developed to underpin it. Service Directors will lead conversations with their teams about what the department Staff Survey results mean, and how working together they can improve things. Each service area will produce their own action plans with staff by 31st March 2019. These plans will incorporate the themes that have come out of the Health and Resilience Survey, the Safety Climate survey and our sickness statistics around:-
☐   Work demands (particularly working intensively)
☐   Relationships (both internal and external) and
☐   Musculoskeletal impairment

The HR and OD department will continue to implement the People Strategy plan during 2019.

Corporately, the Strategic Director for Customer & Corporate Services will determine the priorities for the People Plan to support delivery of the councils' strategic programmes including the Customer Experience and The Way We Work. These will only be achieved through our most important asset – OUR PEOPLE

APPENDIX A: Staff Survey overview 2018

STAFF SURVEY 2018

| | High Scores | 85 |
| Low Scores | 40 |

Engagement: Stay / Say / Strive
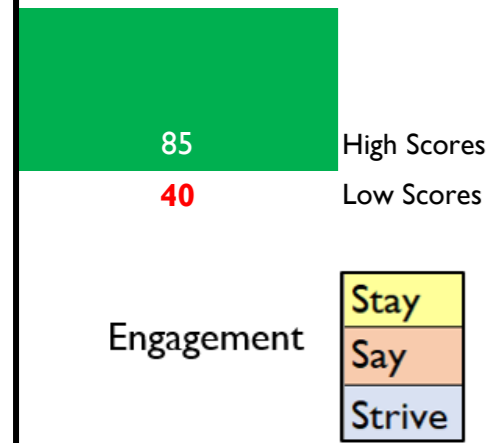
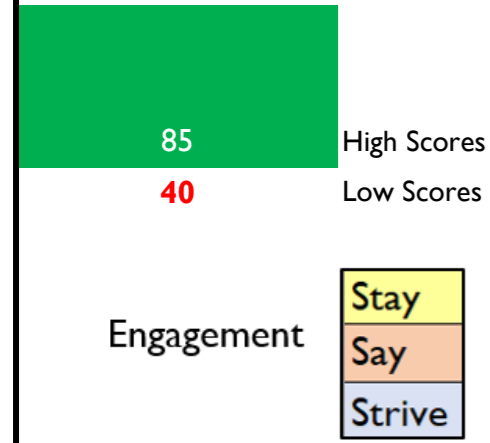|	COUNCIL	Change From	Executive Office	Change from	Office of the Director of Public Health	Change from	People	Change From	Children's Services	Change From	Place	Change From	Customer and Corporate Services	Change From	Finance	Change From
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Response Rate	54.26%	-6%	68.18%	-19%	76.09%	-22%	61.70%	-5%	38.47%	-8%	51.31%	-8%	87.38%	9%	51.91%	3%
Overall Engagement Score	82%	15%	86%	14%	82%	18%	84%	15%	83%	16%	85%	19%	77%	18%	79%	9%
My Job	80	13	83	9	79	13	80	11	83	12	80	17	78	15	78	8
Working in my job makes me want to do my best	93	8	97	3	87	13	93	9	96	6	94	13	91	8	87	0
I feel valued for the work I do	69	14	73	15	73	18	70	8	72	13	71	19	61	11	64	9
My job makes good use of my skills and abilities	82	13	85	2	83	18	78	9	84	13	84	17	81	14	81	10
I have the right tools to do my job	77	16	76	18	72	4	79	17	81	15	72	17	80	27	80	12
My Customer	88		90		82		85		89		88		90		88	
I know who my customers are	98		100		99		99		98		96		100		98	
I have the right tools to meet my customers needs	83		86		75		80		84		81		86		84	
I am able to provide the service my customers need	83		85		71		76		84		87		83		81	
My Career	68	18	61	10	72	18	68	19	69	16	71	22	65	20	65	14
I receive regular and valuable discussions with my line manager about my performance	80	14	78	5	89	15	84	15	84	8	77	21	78	15	79	11
I have career or job opportunities in the Council	55	20	38	5	46	15	50	19	54	21	63	24	56	23	45	12
I get the development or training I need to do my job well	69	21	68	21	83	24	71	23	68	20	72	21	60	21	72	19
My Employer, the Council	77	17	80	16	78	22	77	14	77	18	82	22	69	16	79	12
The Council is a good employer	88	25	90	20	84	34	91	28	89	29	92	30	80	27	87	10
The Council cares about my health, safety and wellbeing	78	22	78	16	84	36	77	18	77	25	82	23	70	18	85	16
I am satisfied that my pay level is appropriate for my role	66	22	67	21	71	22	63	17	68	21	66	28	65	15	66	23
I am satisfied with my benefits (annual leave, flexitime, flexible working, pension, iChoose options and discounts)	87	10	95	12	91	21	89	13	90	14	94	14	69	-2	92	4
I am happy with my working environment	68	11	71	5	71	14	54	-5	64	10	75	21	66	10	77	10
My job here allows me to balance my work and personal life	81	13	71	7	86	19	81	10	82	17	86	19	71	13	86	8
I would like to be working for the Council in 12 months' time	86	11	85	8	78	13	86	6	88	11	90	14	82	37	84	8
I am able to share my views before changes are made which affect my job	64	19	81	45	67	17	72	25	62	18	74	25	44	9	62	16
Working here makes me want to go the extra mile	76	18	83	16	71	22	81	15	77	19	78	22	73	21	68	10
My Team	89	28	94	27	84	31	88	24	91	23	88	29	90	25	84	22
It feels good to work as a part of my team	90		95		84		88		92		91		89		86	
My team works well with others across the Council to provide joined up services	88	12	93	13	83	16	89	13	94	13	87	15	84	11	85	3
I share best practice with my colleagues	96		98		99		97		96		94		98		94	
My team uses customer / client feedback to improve our service	82	29	88	35	71	28	80	27	81	26	83	34	87	30	71	16
My Line Manager	82	13	87	12	93	19	83	14	81	9	81	16	77	15	84	9
My line manager leads by example	84	17	79	10	90	18	83	16	86	18	82	17	84	19	84	11
My line manager keeps me informed about what the Council is doing in general	81	15	92	19	97	24	80	14	81	9	80	19	73	15	87	12
My line manager keeps me informed about changes in the Council and the service that are relevant to my role	84		93		93		85		86		84		79		85	
My line manager has shared Tracey's Team Talk with me regularly	75		79		94		78		69		75		72		78	
My line manager encourages me to put forward my ideas and opinions	83	12	90	9	88	11	86	16	83	9	84	14	79	14	86	10
Senior Managers (Directors and Assistant Directors)	73	31	81	44	82	30	85	32	76	33	77	34	58	28	61	29
I know who my Strategic Director and Service Director are	83		93		87		92		85		85		75		74	

STAFF SURVEY 2018

	85	High Scores
	40	Low Scores

Engagement

| Stay |
| Say |
| Strive |

	COUNCIL	Change From	Executive Office		Office of the Director of Public Health		People		Children's Services		Place		Customer and Corporate Services		Finance	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
I know how I can get access to my Strategic Director and Service Director if I need to	73		88		81		86		71		76		60		65	
My Strategic Director and Service Director lead by example	69	26	74	54	80	29	83	29	77	33	73	28	49	20	53	18
I trust my Strategic Director and Service Director to be open and honest	67	26	69	16	78	25	80	28	73	30	72	31	49	16	51	21
The Council	85	8	90	9	85	12	86	13	87	12	89	11	81	15	79	-1
I can see how my work here makes a positive difference to the people in the city	92	14	90	8	94	18	92	11	95	11	94	14	90	20	85	14
I am clear about how I contribute to the Council's priorities	91	17	93	9	89	18	90	17	94	19	92	18	89	22	87	11
I am kept well informed about the Council's plans and progress	75	21	83	14	79	32	76	19	74	18	82	25	69	22	66	17
The Council is effective at communicating with staff	71		83		76		72		74		78		59		63	
I want to help the Council achieve its goals	97	8	100	4	94	13	99	12	98	9	97	9	97	10	94	2
I speak highly of the Council to other people	86	19	91	15	78	18	89	20	86	16	88	25	84	23	82	5
Equality and Diversity	87	11	92	13	85	8	88	7	87	10	88	13	85	9	87	9
I am treated with fairness, respect and without discrimination	87	12	95	17	86	9	88	8	88	10	88	14	83	10	87	11
I feel able to report bullying, harassment or discrimination	87	10	88	9	84	7	88	6	87	10	88	12	88	9	87	8

PLYMOUTH CITY COUNCIL

Subject:	Registration Service update
Committee:	Performance, Finance, and Customer Focus Overview and Scrutiny Committee
Date:	13 February 2019
Cabinet Member:	Councillor Sally Haydon (Customer Focus and Community Safety)
CMT Member:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Mandy Macdonald, Strategic Development Manager
Contact details	Tel: 01752 305965 amanda.macdonald@plymouth.gov.uk
Ref:	
Key Decision:	No
Part:	I

Purpose of the report:

The purpose of this report is to provide an update on the Registration Service, specifically the successful completion of a restructure consultation, the service activity and performance.

The report also sets out and distinguishes between the statutory requirements and discretionary services provided, which will help inform decisions on how the service might best be delivered once Lockyer Street is vacated in 2020 and the land sold for a capital receipt.

Corporate Plan

In 2014 the Plymouth and West Devon Joint Plan (2014-2034) identified the Lockyer Street site for redevelopment (https://plymswdevonplan.co.uk/policy/so3/ply27)

In August 2017 a cross-party Place and Corporate Overview and Scrutiny Committee supported the disposal of the Lockyer Street site, for a capital receipt, as detailed in the Plymouth and South West Devon Joint Local Plan. The same Committee also recommended that proposals to relocate the registration service into the Council House were not acceptable, must be reconsidered and alternative accommodation was to be explored.
(http://web.plymouth.gov.uk/modgov?modgovlink=http%3A%2F%2Fdemocracy.plymouth.gov.uk%2FieListDocuments.aspx%3FCId%3D1193%26amp%3BMID%3D7591)

In December 2017 a delegated decision was made to invest £190k in the current Register Officer, Lockyer Street to facilitate a thorough investigation and identification of a new, permanent location within 3 years.
(http://web.plymouth.gov.uk/modgov?modgovlink=http%3A%2F%2Fdemocracy.plymouth.gov.uk%2FieDecisionDetails.aspx%3FId%3D3307)

During 2018 to support delivery of the Corporate Plan in spending money wisely, the Registration Service identified Building 1 as a new location for both the repository and the majority of office-based registrations. This will enable the Lockyer Street site to be freed up for a capital receipt and Building 1 fully utilised after being under-occupied for almost 4 years.

Also during 2018 to support the delivery of the Corporate Plan in listening to our customers, the Registration Service has consulted with customers on opening hours and locations for appointments to ensure we are delivering quality services.

On 19 November 2018, Full Council agreed to the Coroners Service moving to Customer Services to align with Registration.
(http://democracy.plymouth.gov.uk/documents/s92387/Full%20Council%20report%20181109%20Final.pdf)

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

Revenue
- Implications on running costs for Lockyer Street and Building 1
- Impact on income from non-statutory ceremonies (currently delivered in the Drake Suite, Lockyer Street)

Capital
- Resource required to achieve the move from Lockyer Street to Building 1 including £190k capital funds already allocated
- Capital receipt from the sale of land at Lockyer Street

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

- The Register Office at Lockyer Street was built in 1982 and accessibility is poor. The level access route from the car park is impractical and very often unclear to customers.

- The majority of office based registrations have to be carried out on the first floor which is not ideal for new parents, the elderly or those with mobility issues. A platform lift is available but due to unreliability is used only when absolutely necessary.

- The Drake Suite (currently used to deliver non-statutory ceremonies) consists of two ceremonies rooms, both of which do not have level access making it difficult for customers with mobility issues.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? No. An EIA will be undertaken on proposed new sites.

Recommendations and Reasons for recommended action:

The Registration Service is now in a strong and stable position to drive changes forward. To enable the Registration Service to vacate Lockyer Street by December 2020 the following actions are recommended:

1.   The Registration Service proceeds with plans to move the repository and the majority of office-based registrations (births/deaths/still-births/notices of marriage) to Building 1 by the end of September 2019. This will ensure:

- o   that Building 1 is fully-utilised after being under-occupied for almost 4 years
- o   alignment with Coroners Service already based at Building 1
- o   that accessibility is improved for customers
- o   closer working relationships with the Coroner's Service who share the same end-users and stakeholders
- o   improved communications with Derriford Hospital to improve GRO KPIs

2.   The Registration Service investigates whether it is viable to continue to provide non-statutory ceremonies (currently delivered in the Drake Suite, Lockyer Street). The following points need to be considered:

- o   customer demand for this type of non-statutory ceremony
- o   maintaining income
- o   the days of the week we might offer this type of non-statutory ceremony
- o   a suitable PCC location in the city centre which will mean revisiting use of the Council House or Guildhall
- o   a city centre location to support local businesses and revenue within the city

3.   The Registration Service fully promotes licensing to premises across the city so more have the opportunity to be approved for ceremonies which will:

- o   improve choice for those wishing to get married or enter into a Civil Partnership in Plymouth
- o   increase business and revenue with the city

4.   The Registration Service further investigates provision of office-based registrations (births/deaths/still-births/notices of marriage) in the city centre and other areas of the city if customer demand is proven.

Alternative options considered and rejected:

Option 1 - Registration Service to remain at Lockyer Street

The land has been identified in the Plymouth Plan for redevelopment. The building is not fit for purpose with regards to accessibility or aesthetics.

Option 2 – move the entire service to the Council House with the repository housed in the basement of Taylor Maxwell House

This option was rejected in 2017 by a cross-party Place and Corporate Overview and Scrutiny Committee.

Published work / information:

The Proper Officer's Guide to Registration Service Delivery version 3.10

Plymouth and South West Devon Joint Local Plan

Background papers:

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7

Sign off: comment must be sought from those whose area of responsibility may be affected by the decision, as follows (insert references of Finance, Legal and Monitoring Officer reps, and of HR, Corporate Property, IT and Strat. Proc. as appropriate):

Fin	pl.18.19.198	Leg	ALT/30508/31	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member													
Has the Cabinet Member(s) agreed the contents of the report? Yes / ~~No~~													

1.0   Introduction

In line with departments across Plymouth City Council, there is a continuing demand for the Registration Service to increase income and improve efficiency and performance. For many years the unstable management of the Registration Service has hampered the ability to drive necessary changes forward.

In 2009, as part of the Accommodation Strategy, Cabinet agreed to the move of the Register Office from Lockyer Street but no substantial progress has been made.

However, in July 2018 a restructure consultation was launched with the purpose of providing a management and staffing structure that would support much needed changes including the move from Lockyer Street to new premises.

2.0   Restructure outcomes

The consultation (in agreement with Unions) has now closed and the outcomes are as follows:

- There is now a clear management structure to lead service change and support staff in their roles. Meaningful annual performance discussions and regular 1:1s are now in place to support personal and professional development and the wellbeing of staff.

- The management team are embedding a training and development ethos with a training matrix implemented to identify skills gaps.

- Action plans are in place to review results of the Corporate wellbeing and staff surveys. This will allow the team and managers to fully understand and address any areas of concern.

- A Service Manager has been appointed who has retained responsibility for the Coroner's Service. The Registration Service and Coroners' Service are intrinsically linked with interdependent processes and shared stakeholders so this is a positive move.

- Two Team Leaders have been appointed. One is leading on the 'office-based' registrations offer and the other on our ceremonies offer.

- As a result of consultation with customers the opening hours for the Register Office will change from 1 April 2019. This ensures that staff resource is better allocated and means we can offer greater appointment availability including on Saturdays; this will improve the customer experience and helps the service to improve on KPIs set by the GRO. New opening hours are:

Monday	9am – 5pm
Tuesday	9am – 5pm
Wednesday	9am – 5pm
Thursday	9am – 5pm
Friday	9am – 5pm
Saturday	9am – 5pm
Sunday	CLOSED

- A new rota has been agreed with the team to ensure we have the staffing levels to provide good appointment availability and the delivery of more ceremonies.

- Recruitment for Ceremonies Officers is underway to add resilience to the service and enable us to extend our current offer and ability to bring in extra income.

- A new registration system is being scoped and is due for implementation within the next quarter. This will support the service in dynamic diary management to ensure good appointment availability and the better planning of ceremonies. More importantly it will allow our customers to book appointments and pay online.

The service is now in a strong and stable position to move forward with the move from Lockyer Street.

3.0   Service delivery

3.1   Statutory obligations

The Registration Service has a statutory obligation for the registration of:

- births
- deaths
- still-births
- marriages and civil partnerships (basic statutory ceremony at the Register Office for the couple and 2 witnesses, and attendance at licenced premises within jurisdiction)
- corrections and re-registrations
- the taking of notices of marriage/civil partnerships

The Local Authority is also obliged to deliver Citizenship ceremonies as part of the nationality journey for new British citizens.

The service provides a copy certificate service.

3.2   Discretionary services

The service can also offer discretionary services either through cross-governmental working (e.g. Tell Us Once, Nationality, Passport and Settlement Checking Services) or as a means of enhancing celebratory services (e.g. Naming Ceremonies, Renewal of Vows, Civil Funerals and Memorial Ceremonies).

The service can offer marriage or civil partnership ceremonies like the non-statutory ceremonies currently delivered in the Drake Suite, Lockyer Street.

4.0 Current service provision

4.1 Office-based appointments

At present the service delivers the following number of office-based appointments each year at Lockyer Street and at Building 1, Derriford:

Appointment type/duties	Average per annum	Appointments required per week
Birth	4099	79
Stillbirth	18	1
Death - MCCD (no coroner involvement)	1853	36
Death - Part A (coroner involvement)	903	17
Death - Part B (coroner involvement)	457	9
Notice of marriage	2273	44
	9602	185

In addition there are a number of re-registrations, corrections and conversions made each year.

As per the KPIs set by the GRO, appointment availability is good at 99%.

There is a requirement for births to be registered within 42 days and the service achieves 99% of this target.

There is a requirement for deaths (MCCD) to be registered within 5 days (includes weekends) and our target is 75%. The service is currently running at 69% working hard to achieve this but delays at Derriford are hampering our ability to achieve this. Delays in the issuing of MCCDs and also some poor quality MCCDs mean that despite good appointment availability we do not see the bereaved until after the 5 days have passed. We are working hard to strengthen the relationship with the Bereavement team at Derriford to improve this situation. Offering appointments on Saturday is just one of the other measures we are taking to improve performance.

Since November 2018 we have been consulting with customers on availability of appointments, location of appointments and travel methods. This consultation will continue for throughout January and February but some key points are:

• 99% of users said their appointment time was suitable.

• 88% travelled to their appointment by car, with 9% travelling by bus and the remainder walked or travelled in a taxi.

• 96% of users said they were happy with the location of their appointment although some attending birth appointments commented that accessibility was not good at Lockyer Street.

• 58% of users said they didn't mind where the appointment was, 29% were content with a city centre location and 13% preferred Derriford as a location.

Notice of marriage needs to be given 30 days prior to the event. Offering appointments on a Saturday will improve the experience for users.

4.2   Marriages/Civil Partnerships

At present the service delivers marriages/civil partnerships as follows:

	Total no. of ceremonies	Mon-Thu	Fri	Sat	Sun
2018					
Basic statutory ceremony (couple plus 2 witnesses)	190	188	2	0	0
Non-statutory ceremonies (currently delivered in the Drake Suite, Lockyer Street)	358	102	76	180	0
Attendance at approved premises	161	13	36	104	8
2017					
Basic statutory ceremony (couple plus 2 witnesses)	207	134	73	0	0
Non-statutory ceremonies (currently delivered in the Drake Suite, Lockyer Street)	377	77	101	199	0
Attendance at approved premises	183	4	36	132	11
2016					
Basic statutory ceremony (couple plus 2 witnesses)	160	105	55	0	0
Non-statutory ceremonies (currently delivered in the Drake Suite, Lockyer Street)	430	72	119	239	0
Attendance at approved premises	223	21	40	149	13
2015					
Basic statutory ceremony (couple plus 2 witnesses)	187	135	52	0	0
Non-statutory ceremonies (currently delivered in the Drake Suite, Lockyer Street)	420	82	110	228	0
Attendance at approved premises	263	21	54	166	22

Only the basic ceremony and attendance at approved premises is statutory.

4.2.1 Basic ceremonies

Basic ceremonies charged at £46, are conducted in a licenced office at Lockyer Street with the couple and 2 witnesses and last for approximately 15 minutes. Many couples choose this option if they are planning to subsequently have a ceremony abroad or at a venue that is not licenced.

4.2.2 Non-statutory ceremonies

Non-statutory ceremonies (currently delivered in the Drake Suite, Lockyer Street) are also on the decline but there appears to be an appetite for this type of ceremony in Plymouth. Non-statutory ceremonies (currently delivered in the Drake Suite, Lockyer Street) take approximately 30 minutes with up to 50 guests and generate income of between £50k and £60k per annum. Most are held on Fridays and Saturdays and we can deliver up to 7 per day.

4.2.3 Attendance at approved premises

Requirement for registrars to officiate over ceremonies at approved premises in Plymouth is declining year on year. Costs are based on providing two members of staff to officiate at venues.

5.0   Future service provision

5.1   Office-based appointments

The service can continue to fulfil the statutory requirements for office-based appointments at Building 1 with minimal impact for our customers. Registration events for end-users occur infrequently so constant repeated access to services is not a consideration. The vast majority of customers drive to attend an appointment and there is car parking available on site in addition to good bus routes. Being situated nearer to Derriford Hospital will allow us to strengthen relationships and communications with Derriford Hospital with the aspiration of registering within the hospital in the future.

The service will continue to investigate delivering appointments through outstations such as libraries, 1st stop shop or Ballard House.

5.2   Marriages/Civil Partnerships

The service can continue to fulfil the requirements for statutory basic ceremonies at Building 1 with minimal impact for our customers. This type of ceremony is office-based and is limited to the couple and 2 witnesses.

Attendance by registrars at approved premises will remain unchanged, however the service will actively promote licensing of more premises in Plymouth.

The Drake Suite, Lockyer Street (where we currently deliver non-statutory ceremonies) will no longer be available so the following options need to be considered:

- Do not offer non-statutory services

- Find an alternative to provide couples in Plymouth with the choice of a relatively inexpensive ceremony to share with family and friends (an equivalent to the non-statutory ceremonies currently delivered in the Drake Suite, Lockyer Street).

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Performance, Finance and Customer Focus Overview Scrutiny Committee

Work Programme 2018-2019

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.

For general enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Helen Prendergast, Democratic Adviser on 01752 304022.

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
27 June 2018	Corporate Finance Monitoring Report Q4 and Outturn	(5)	To monitor the Council's financial position and identify areas of concern for further scrutiny	Councillor Lowry/Andrew Hardingham
	Corporate Monitoring Q4	(5)	To monitor the Council's performance, and identify areas of concern for further scrutiny	Councillor Lowry/Siân Millard/Andrew Loton
8 August 2018	Debt Recovery and Enforcement	(5)	To review the Council's process for Debt Recovery	Councillor Penberthy/Councillor Lowry/Andrew Hardingham/Emma Rose
10 October 2018	Waste and Disposal (Pledges 90/93/94)	(4)	Receive an update on waste collection and disposal	Councillor Dann/Lou Hayward
	Tree Maintenance (Pledges 13 and 98)	(4)	To review the work being undertaken to reduce the backlog of Tree Works	Councillor Dann/Lou Hayward
	Corporate Monitoring Q1	(5)	To monitor the Council's performance, and identify areas of concern for further scrutiny	Councillor Lowry/Siân Millard/Andrew Loton
	Monthly Finance Reports (Month 4)	(5)	To monitor the Council's financial position and identify areas of concern for further scrutiny	Councillor Lowry/Paul Looby
12 December 2018	Parking (including CPZs, Parking Spaces, Legacy of Disabled Spaces) (Pledges 13 and 79)	(5)	To review the Council's parking arrangements	Councillor Coker/Anthony Payne
	Corporate Finance Monitoring Report Q2	(5)	To monitor the Council's performance, and identify areas of concern for further scrutiny	Councillor Lowry/Andrew Hardingham

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
	Customer Experience Peer Review	(4)	To review the recommendations from this Peer Review	Councillor Haydon/Giles Perritt/Andy Ralphs
	Corporate Plan Performance Report Q2	(5)	To monitor the Council's performance, and identify areas of concern for further scrutiny	Councillor Lowry/Siân Millard/Andrew Loton
13 February 2019	The Way We Work (ICT)	(5)	To receive an update on the work of Delt Shared Services and the Council's ICT requirements	Councillor Jon Taylor/Andrew Hardingham
	Staff Survey	(5)	To identify areas of concern raised from the annual staff survey	Councillor Peter Smith/Andrew Hardingham
	Registrar Office	(3)	Update on the current position regarding the Registrar Office	Councillor Haydon/Andrew Hardingham
	Corporate Finance Monitoring Report Q3	(5)	To monitor the Council's performance, and identify areas of concern for further scrutiny	Councillor Lowry/Andrew Hardingham
20 March 2019	Police/Safer Plymouth/ Community Safety (Update Report)	(4)	To receive an update	Councillor Haydon/Matt Garrett
	Customer Services (Complaints/Improvement to Delivery of Services)	(4)	To receive an update on the work undertaken by Customer Services, particularly complaints and the delivery services	Councillor Haydon/Andrew Hardingham
	Customer Experience Programme	(5)	To receive an update on the Customer Experience Programme	Councillor Jon Taylor/Haydon/Andy Ralphs
Items to be scheduled 2018/19				
	Customer Satisfaction Survey			
	Homelessness Action Plan			
	Site Visits			
Select Committee Reviews				
Joint Select Committee Reviews				
30/31 January 2019	Budget Scrutiny	(5)	Annual review of budget Joint Review	Leader/Cabinet Member for Finance /Strategic and Service Directors

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
Feb 2019	Universal Credit	(5)	Recommendation from Cabinet to hold a Select Committee Review on the proposal to move claimants on 'legacy' benefits to Universal Credit and Recommendation from the Select Committee Review hold in Feb 2018. Joint Review with Performance, Infrastructure and Legislative Change OSC	Councillor Penberthy/Andrew Hardingham
March 2019	Homelessness	(5)	Member request Joint Review with Health and Adult Social Care OSC and Brexit, Infrastructure and Legislative Change OSC	Councillor Penberthy/Carole Burgoyne/Matt Garrett

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Performance, Finance and Customer Focus Overview and Scrutiny Committee: Tracking Decisions

Minute No.	Decisions	Target Date, Officer Responsible and Progress
12 December 2018 Customer Experience Peer Challenge Minute 30	The Committee agreed to receive progress updates on the Customer Experience Programme 20 March 2019 meeting.	**Date:** December 2018 **Officer:** Jamie Sheldon **Progress:** The Committee's work programme has been updated accordingly.
12 December 2018 Work Programme Minute 34	The Committee noted its work programme for 2018/19 and agreed to schedule the following items – 1. Customer Experience Programme 2. Registrar Office 3. Staff Survey 4. The Way We Work (ICT)	**Date:** December 2018 **Officer:** Jamie Sheldon **Progress:** The Committee's work programme has been updated accordingly.

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