



Oversight and Governance

Chief Executive's Department
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Published 17 November 2020

PERFORMANCE, FINANCE AND CUSTOMER FOCUS OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 25 November 2020

2.00 pm

Virtual Meeting

Members:

Councillor Jordan, Chair

Councillor Vincent, Vice Chair

Councillors Buchan, Corvid, Derrick, Hendy, Mrs Pengelly, Tuffin and Wigens.

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

This meeting will be webcast and available on-line after the meeting. By joining the virtual meeting, councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

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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 meeting held on 07 October 2020.

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. Policy Update

(Pages 7 - 10)

6. Libraries

7. Work Force Report

(To Follow)

8. Capital and Revenue Monitoring Report 20/21 - Quarter 2

(Pages 11 - 30)

9. Accommodation Framework 2020-23

(Pages 31 - 38)

10. Work Programme

(Pages 39 - 42)

Performance, Finance and Customer Focus Overview and Scrutiny Committee

Wednesday 7 October 2020

PRESENT:

Councillor Jordan, Chair
Councillor Vincent, Vice Chair
Councillors Corvid, Derrick, Hendy, Samantha Leaves, Mrs Pengelly, Tuffin

Also in attendance:

Councillor Sue Dann (Cabinet Member for Environment and Street Scene), Councillor Chris Penberthy (Cabinet Member for Housing and Co-operative Development), Councillor Jon Taylor (Cabinet Member for Education, Skills and Transformation), Councillor Mark Lowry (Cabinet Member for Finance), John Hamblin (Shekinah), Paul Looby (Head of Financial Reporting and Planning), Andy Ralphs (Strategic Director for Customer and Corporate Services) and Jamie Sheldon (Democratic Advisor) Pete Honeywell (Transformation Architecture Manager), Philip Robinson (Service Director for Street Services, PCC) , Kathryn Deeney (Head of Environmental Planning, Strategic Planning and Infrastructure), Katrina Houghton (Head of Service Street Service) , Andrew Hardingham (Service Director for Finance) and Mike Taylor.

The meeting started at 2.00 pm and finished at 4.30 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.

94. **Declarations of Interest**

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

95. **Minutes**

The Committee agreed the minutes of the meetings held on 22 January 2020

96. **Chair's Urgent Business**

Under this item the Chair proposed to change the order of the agenda and take The Way We Work (TWWW) Programme Update, before Capital & Revenue Monitoring Report 2020/21- Month 4 item to accommodate Cabinet Members diaries.

The committee agreed to change the order of business.

Alan Knott (Policy Advisor) gave the Committee an update on the latest Policy Briefing -

Two main elements, Government announcements and consultations where Government seeks views prior to changing policies. This brief set out changes relevant to this committee. To note this month -

- The changes to eviction notices had been extended for 6 months;
- Furlough scheme come to an end but support packages were in for place from funding to advice;
- Fundamental review of Business Rate Consultation in two parts, responded to part one and would respond to part two when that comes out;
- Responded to the Governments call for representation regarding the Comprehensive Spend review, in place late last month.

The Committee noted the update

97. **The Way We Work (TWWW) Programme Update**

Councillor Jon Taylor (Cabinet Member for Education, Transformation and Skills) and Pete Honeywell (Transformation Architecture Manager) presented the The Way We Work (TWWW) Programme Update to the Committee –

The report provided an update on the work of the Transformation resources working to modernise the Council. It was the first time since the COVID lockdown in March that the panel would have had sight of the work of the team and the report described the work done during lockdown as well as the current priorities and status of the work being delivered under The Way We Work Programme.

In common with many other services during the Council's emergency response to Covid 19 starting in March this year, Transformation was mostly ceased at that time. The resources working on Transformation were redirected to projects across the business, helping departments respond to the new needs for public service in the City.

The accommodation rationalisation was focused initially on the potential for savings to be made by reducing the number of corporate office buildings required by the Council. The opportunity to reduce our corporate office estate had been created by the mass adoption of flexible working by staff during the period of lockdown. This had proved that home and flexible working could work to the benefit of many staff and for many roles – noting that where staff were either unable to perform their role from home or where their wellbeing was adversely impacted by working from home we would always want to offer these staff access to an office.

The need for a flexible and modern business support function was clear before the pandemic. During the emergency response business support resources were moved throughout the business to work to support our priorities as they changed. Having

seen how that worked, now is the right time to transform business support to be more innovative and modern.

Key areas of questioning from Members related to –

- where would the TWWW Programme be in 6 to 12 months' time;
- Thanked staff for their patience and support introducing the new remote working options to Councillors;
- Whether there was an increase in work life balance and increase in productivity;
- The Accommodation Strategy was not just in response to COVID crisis, some were long term issues. Could long term trajectories be shared such as environmental reductions, changes of the way we work with technology?

The Committee noted the update and agreed to schedule the Accommodation Framework at the next business meeting.

98. **Street Services**

Councillor Sue Dann (Cabinet Member for Environment and Street Scene), Philip Robinson (Service Director for Street Services), Kathryn Deeney (Head of Environmental Planning) and Katrina Houghton (Head of Service Street Services) presented this item -

Provided an update on current performance and finance information requested by Scrutiny on;

- Grass Cutting
- Garden Waste
- Wheelie bin charges
- Missed bin collections
- Performance data
- Fly-tipping

The report provided a brief overview of performance during these unprecedented times, which had presented myriad challenges. Street Scene and Waste (SSW) had been working to make sure critical services had been kept running whilst following government guidance, listening to concerns from residents and keeping the staff and public safe. This had meant that from the beginning of lockdown SSW had been prioritising services and working to bring services back on line as guidelines changed and lockdown eased.

SSW had seen increased demand in areas such as fly-tipping, street cleansing and household waste tonnages. There had also been unusual patterns of behaviour and footfall as well as public disorder to adjust and respond to. With all of the challenges presented by COVID19, there had been a huge effort to keep things going, but also opportunities to do things differently.

Key areas of questioning from Members related to –

- Whether grass cutting would be managed differently next year?
- Requested that the schedule for grass cutting for next year was shared to give time for questions to be asked around schedule;
- Bee Corridors, feedback on where communities would like to see them. This would allow more consultation and engagement before next year;
- Whether it was possible for Councillors to be given links to Social media information shared to help promote. Councillors were able to share information through personal platforms increasing communications and knowledge of what is going on;
- Positive increase in visible wild flowers and bees, commend teams, positive feedback from residents during all seasons;
- Customer reported missed household waste bins, increased in July to Aug – What happened to cause spike and what was the response to what happened;
- What analysis was completed on missed bins;
- Could data be separated so you could see data for not collected and bins not put out respectively;
- How are the public viewing changes to garden waste? Proactive stance on enforcement;
- Were brown bags going to be replaced? Introducing wheelie for garden waste;
- Reported fly tipping increase, could more have been done to reduce fly tipping? Could the tip of been opened earlier;
- Would Garden waste service be maintained to help reduce fly tipping if restrictions were enforced again;

Recommendations –

- 1) The Committee recommended that the grass cutting schedule and mapping for next year would be brought back to the January Committee meeting;
- 2) The Committee requested a report on tree campaign and how the Councillors and residents were involved to be added to the January Committee meeting.

99. **Capital & Revenue Monitoring Report 2020/21- Month 4**

Councillor Mark Lowry (Cabinet Member for Finance), Andrew Hardingham (Service Director for Finance) and Paul Looby (Head of Financial Reporting) presented the Capital & Revenue Monitoring Report 2020/21- Month 4 –

Outlined the capital and revenue finance monitoring position of the Council as at the end of July 2020;

Updated the report presented to Cabinet on 18 August 2020 which set out a revenue position statement for 2020/21 and the impact upon 2021/22 financial planning arising from the COVID-19 pandemic;

Set out the capital budget 2020-25, taking into account changes to the capital programme and adjustments to income assumptions as a result of the pandemic.

The forecast revenue outturn after the application of Covid grants and council mitigating actions was shown in Table 1.

Key areas of questioning from Members related to –

- We were 2.4 million into reserves, why were the reserves being used and separated;
- Budgeting setting process last year, identified 12-16 million savings. How had Covid pandemic effected the savings;
- Have legacy savings been effected and were they still trying to be achieved;
- Whether the budget needed to be reviewed;
- More clarification needed over income compensation scheme, concerns over percentage return;
- Did government pay for Nightingale hospital? More investigation needed.

The Committee noted the report and recommended that the Cabinet Member for Finance and Scrutiny Management Board write a letter to the Secretary of State to ask him to honour his pledge to fund councils fully.

100. **The impact of COVID-19 on Homelessness in Plymouth**

Councillor Chris Penberthy (Cabinet Member for Housing and Co-operative Development), Jackie Kings (Community Connections Manager), John Hamblin and Mike Taylor updated the Committee on The impact of COVID-19 on Homelessness in Plymouth –

The report sets out the impact of COVID-19 on homelessness in the city, provided data to demonstrate the levels of homelessness in the city and explained how Plymouth City Council were addressing these through partnership working.

Since the COVID-19 pandemic began, the impact on housing and homelessness had been significant; from needing to rapidly accommodate our most vulnerable rough sleepers who were at greater risk of infection, to continuing 'business as usual', creating outbreak guidance to enable support work to continue safely in a range of accommodation settings.

It was recognised that in a time of crisis, people were often more vulnerable and there was a need to ensure the right support was available at the right time to prevent homelessness wherever possible; this was true even more so at the present time.

The report-

- Described what impact COVID-19 has had on homelessness in the city;

- discussed the links to unemployment and homelessness;
- Provided performance data around homelessness;
- Outlined the gap between housing benefit payment and private landlord rent;
- Shared Plymouth City Council's mitigation plans as a city for homelessness.

Key areas of questioning from Members related to –

- Congratulated the team and Partners on the level of compassion and support delivered;
- How challenges had been dealt with in a multiagency approach. Dealing with mitigating issues whilst supporting the vulnerable;
- What work was taking place with private landlords to improve the situation? was this something that could be looked at;
- When could tenants be evicted and what support was in place for them.

The Committee noted the update.

101. **Work Programme**

The Committee noted the Work Programme.

Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	25 November 2020
Title of Report:	PFC Policy Brief
Lead Member:	Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Alan Knott (Policy & Intelligence Advisor)
Contact Email:	Alan.Knott@Plymouth.gov.uk
Your Reference:	PFC PB 25 1 2020
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

To provide Performance, Finance and Customer Overview and Scrutiny Committee with the latest national picture in respect of policy announcements and legislation relating to this committee.

Recommendations and Reasons

For Scrutiny to consider the information provided in regard to their role and future agenda items.

Alternative options considered and rejected

N/A

Relevance to the Corporate Plan and/or the Plymouth Plan

Delivery of the Corporate Plan and Plymouth Plan needs to take account of emerging policy and the legislative picture.

Implications for the Medium Term Financial Plan and Resource Implications:

N/A

Carbon Footprint (Environmental) Implications:

N/A

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

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

N/A

Appendices

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	PFC Policy Brief							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

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Originating Senior Leadership Team member: Andy Ralphs (Strategic Director of Customer and Corporate Services).											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 17/11/20											
Cabinet Member approval: Councillor Mark Lowry (Cabinet Member for Finance)											
Date approved: 17/11/20											

POLICY BRIEF

Performance, Finance and Customer Focus Overview Scrutiny Committee

25 November 2020



GOVERNMENT POLICY, LEGISLATIVE ANNOUNCEMENTS AND NEWS

Government announcements which may be of note to this committee made over the last few weeks.

Spending Review to conclude late November

The Chancellor will conduct a one-year Spending Review on 25 November in order to prioritise the response to Covid-19. The Chancellor will set department's resource and capital budgets for 2021-22, and Devolved Administration's block grants for the same period. Multi-year NHS and schools' resource settlements will be fully funded, as will priority infrastructure projects. He said "While the government would have liked to outline plans for the rest of this Parliament, the right thing (now) is to focus entirely on the response to Covid-19 and supporting jobs - that's what the public would expect".

The Spending Review and Local Government Finance

The Housing, Communities and Local Government Committee has launched a **new inquiry** into the spending review and local government finance. In this new inquiry, the Housing, Communities and Local Government Committee will consider what approach the Government should take to funding local government as part of the 2020 spending review.

The Committee invites evidence on the following issues:

- The approach the Government should take to local government funding as part of the 2020 Spending Review and what the key features of that settlement should be.
- The current financial situation of councils, how this has affected their ability to deliver services and the demand for services, including Adult Social Care.
- What the financial challenges facing councils are as a result of the COVID-19 pandemic, including lost income and local tax losses.
- What the impact is of another one-year spending review and a further delay to a multi-year settlement and the Fair Funding Review.

Submissions for evidence close on Friday 27 November.

New winter package to provide further support for children and families

Councils have been given new funding for vulnerable households. The funding will be ring-fenced, with at least 80% earmarked to support with food and bills, and will cover the period to the end of March 2021. Local Authorities will receive the funding at the beginning of December 2020.

- £170m Covid Winter Grant Scheme to support children, families and the most vulnerable over winter
- Holiday Activities and Food programme to be expanded, covering Easter, Summer and Christmas in 2021
- Healthy Start payments set to rise from £3.10 to £4.25 a week from April 2021
- Suite of measures represents long-term plan to help tackle poor health, hunger and education.

Package to support and enforce self-isolation

People who are required by law to self-isolate from 28 September, will be supported by payment of £500 for those on lower incomes who cannot work from home and have lost income as a result.

The Secretary of State for Housing, Communities and Local Government Robert Jenrick announced new measures to support rough sleepers which include:

- A new £10m Cold Weather Fund to support councils get rough sleepers off the streets during the winter by helping them to provide more self-contained accommodation.

- An additional £2m for faith and community groups to help them provide secure accommodation for rough sleepers.
- Comprehensive guidance to the sector, produced with Public Health England, Homeless Link and Housing Justice to help shelters open more safely, where not doing so would endanger lives.

Secretary of State Robert Jenrick launches 'Protect Programme': the next step in winter rough sleeping plan

A further £15 million has been allocated to specific areas to help protect some of the most vulnerable people in our communities. In a [statement](#), the Secretary of State, Robert Jenrick stated that all councils in England will be asked to update their rough sleeping plans and consider interventions for anyone sleeping rough.

Government extends Furlough to March 2021 and increases self-employed support


The Coronavirus Job Retention Scheme (CJRS) will now run until the end of March with employees receiving 80% of their current salary for hours not worked.

Similarly, support through the Self-Employment Income Support Scheme (SEISS) will be increased, with the third grant covering November to January calculated at 80% of average trading profits, up to a maximum of £7,500. A fourth grant will cover a three-month period from 01 February 2021 until 30 April 2021. The Government will review the level of the second grant and set this in due course. The Job Support Scheme is postponed and the CJRS will be reviewed in January.

Local Restrictions Support Grants (LRSB) and Additional Restrictions Grant (ARG): guidance for local authorities (New)

This guidance for local authorities is on paying grants to support businesses during the November to December 2020 national lockdown and periods of local restrictions.

OPEN CONSULTATIONS

Date of publication	Performance, Finance and Customer Focus Overview Scrutiny Committee	
21 Oct	The Housing, Communities and Local Government Committee has launched a new inquiry (call for evidence) into the spending review and local government finance. Finance team responding.	27 Nov

Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting: 25 November 2020

Title of Report: **Capital & Revenue Monitoring Report 2020/21– Quarter 2**

Lead Member: Councillor Mark Lowry (Cabinet Member for Finance)

Lead Strategic Director: Andrew Hardingham (Service Director for Finance)

Authors: Paul Looby – Head of Financial Planning and Reporting
Hannah West - Finance Business Partner

Contact Email: email: paul.looby@plymouth.gov.uk
email: hannah.west@plymouth.gov.uk

Your Reference: PLQ2

Key Decision: No

Confidentiality: Part I - Official

Purpose of Report

This report:

- Outlines the capital and revenue finance monitoring position of the Council as at the end of September 2020;
- Sets out the capital budget 2020-25, taking into account changes to the capital programme and adjustments to income assumptions as a result of the pandemic.

The forecast revenue outturn after the application of Covid grants and council mitigating actions is shown in Table I.

Table I: End of year revenue forecast

	Budget £m	Forecast Outturn £m	Variance £m
Total General Fund Budget	193.678	194.600	0.922

Recommendations and Reasons

The Performance, Finance and Customer Focus Overview and Scrutiny Committee are asked to note the report

The below recommendations were agreed at City Council 16 November 2020

That Council

1. Notes the current capital and revenue monitoring position;
2. Approves the Capital Budget 2020-2025 as revised to £621.182m (as shown in appendix 1).

Alternative options considered and rejected

None – our Financial Regulations require us to produce regular monitoring of our finance resources and take the necessary actions to ensure that resources are in place to meet the Council's expenditure commitments.

Relevance to the Corporate Plan and/or the Plymouth Plan

This 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 the Medium Term Financial Plan and Resource Implications:

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan (MTFP). The Council's Medium Term Financial Forecast is updated regularly 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 MTFP going forward and require additional savings to be generated in future years.

Carbon Footprint (Environmental) Implications:

No impacts directly arising from the recommendations of this report.

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

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

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 and priorities as set out in the Corporate Plan

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
I	Detailed Breakdown of the Capital Programme							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

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Originating Senior Leadership Team member: Andrew Hardingham (Service Director For Finance)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 30/10/2020											
Cabinet Member approval: Councillor Mark Lowry (Cabinet Member for Finance)											
Date approved: 03/11/2020											

I. Introduction

- I.1 This report outlines the capital and revenue finance monitoring position of the Council as at the end of September 2020. The primary purpose of this report is to detail how the Council is delivering against its financial measures using its capital and revenue resources and report new schemes approved in the capital programme.
- I.2 This paper provides an update to the report presented to Cabinet on 15 September 2020 which set out the month 4 position and issues arising from the Covid 19 pandemic
- I.3 As shown in Table 1 of the main report, the estimated revenue overspend is £0.922m. The overall forecast net spend equates to £194.600m against a budget of £193.678m, which is a variance of 0.48%.
- I.4 The five year capital budget 2020-2025 is currently forecast to be £621.182m as at 30 September 2020. The capital budget has been adjusted to take into account the rolling forward of the programme from 2019-2024 to 2020-2025 as well as changes to the capital programme and adjustments to the income assumptions shown in the appendix to this report.
- I.5 The Council's budget for 2020/21 was approved by Council in February only a month before the country was placed into lockdown as a response to the COVID-19 pandemic. At the time of writing this report the country was due to be placed into another national lockdown. The Ministry for Housing, Communities and Local Government (MHCLG) has to date paid the Council un-ringfenced grant in four tranches in response to the additional costs faced by Plymouth arising from the pandemic. These are set out in Table 2 below.

Table 2: One-off Grants Received

Covid-19 Grant Funding	£m
MHCLG Grant Tranche 1	8.464
MHCLG Grant Tranche 2	7.236
MHCLG Grant Tranche 3	2.503
MHCLG Grant Tranche 4	4.843
Total Grant received	23.046
Less used in 2019/20	(0.496)
Total Grant available for 2020/21 costs	22.550

- I.6 In addition to the grant set out in Table 2 above, the Government announced an Income Compensation Scheme which will partially offset the council's lost income arising from sales, fees and charges. This compensation will be 'one off' in nature for 2020/21 and has a set of parameters and rules.

- I.7 In summary, after applying a deduction equivalent to 5% of the Council's budgeted income for 2020/21, the government will compensate 75 pence in every pound of losses thereafter from all eligible sales, fees and charges. Certain types of income have been deemed ineligible and will attract no compensation under the scheme. Ineligible income includes income from Commercial rents and Treasury Management investments. The Council has submitted a claim for £3.087m.
- I.8 Cabinet Members and officers must look at all opportunities to manage the impact of Covid 19, existing legacy and in year budget pressures. The Council must declare a balanced budget at year end and this report summarises a number of potential mitigations. Forecasts will be refined and updated over the coming weeks due to the imminent lockdown and the financial challenges facing the Council should not be underestimated and managing them continues to be a principal priority for the Council both in the current year and over the duration of the Medium Term Financial Plan.

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Table 3: Revenue Monitoring Position

Directorate	Gross Expenditure	Gross Income	2020/21 Latest Approved Budget	Forecast Outturn – Prior to use of Covid Grants	Forecast Year End Variation - Prior to use of Covid Grants	Movement from previous month.
	£m	£m	£m	£m	£m	£m
Executive Office	6.500	(0.506)	5.994	6.071	0.077	(0.047)
Finance	29.962	(5.295)	24.667	24.463	(0.204)	(0.204)
Customer and Corporate	81.748	(64.638)	17.110	19.709	2.599	(0.028)
Children’s Directorate	149.354	(95.669)	53.685	57.975	4.290	0.000
People Directorate	125.425	(35.710)	89.715	94.868	5.153	0.000
Office of the Director of Public Health	19.306	(19.697)	(0.391)	(0.055)	0.336	0.179
Place Directorate	85.002	(60.011)	24.991	35.060	10.069	1.295
Corporate Items	5.362	(27.455)	(22.093)	(17.854)	4.239	(0.587)
TOTAL – Prior to use of Covid Grants	502.659	(308.981)	193.678	220.237	26.559	
Less balance of COVID 19 grants – Tranche 1-3,					(17.707)	
Less (Estimated) Income Compensation Scheme					(3.087)	
Less Tranche 4 Covid Grant					(4.843)	
SUB TOTAL					0.922	

Integrated Fund

The financial position for the Plymouth Integrated Fund is not being reported for the start of 2020/21 due in part to the financial uncertainties for both the Council and Devon Clinical Commissioning Group (CCG) arising from the Covid-19 crisis. It is also a reflection of the CCG operating without a formal budget for the period April to July 2020, with all costs being compensated on a claims basis by NHS England. For these reasons, it has been agreed by both parties that the Risk Share Agreement is reset to 0% for both parties for the full financial year.

Table 4: Key Issues and Corrective Actions

Included in the budget, is an assumed vacancy target of £3.800m. For the purposes of budget monitoring, it is assumed that this target will be met in full. In addition to this there are numerous Legacy items that are being covered off with in-year savings, but these pressures will still need to be addressed in future years.

Issue	Total £m	Management Corrective Action
<p>EXECUTIVE OFFICE</p> <p>There are legacy pressures of £0.045m along with additional costs which have been incurred due to newspaper publications covering narrative on Covid19.</p>	(0.034)	<p>The department will continue to seek efficiencies by reducing costs and increasing potential income opportunities. Risks will be closely monitored and mitigated wherever possible.</p>
<p>EXECUTIVE OFFICE – Legal</p> <p>There is currently a pressure, £0.189m. £0.100m was to be achieved from a Service review as indicated in the MTFP and £0.089m is apportioned Transformation legacy savings.</p>	0.111	<p>A small vacancy savings is offsetting this slightly and a budget review is underway.</p>

<p>FINANCE</p> <p>Transformation programme savings totalling £0.500m remain a pressure.</p> <p>Facilities Management and Project Services have now moved to Human Resources and Organisational Development, resulting in an underspend now being reported.</p>	(0.204)	<p>An in depth review of the Treasury Management budget has been undertaken. Interest rates have fallen significantly reflecting the Bank of England base rate of 0.1%. Interest on investments is forecast to be below the budget target. The interest charged on fixed debt remains unchanged but the council is benefiting from the reduction in the cost of short term borrowing. This is reflected in the forecast which is showing an in year saving.</p>
<p>CUSTOMER and CORPORATE – Customer Services</p> <p>Housing Benefit additional costs incurred due to the impact of Covid19 and pressures related to recovery of overpayments</p> <p>Covid19 has also impacted on income on Court Fees and Registration.</p>	1.445	<p>Pressures are being offset in part by salary savings. The department will continue to seek further savings where possible.</p>
<p>CUSTOMER and CORPORATE – Service Centre</p> <p>Legacy item totalling £0.600m. Other transactional services to transfer into the Service Centre.</p>	0.619	<p>Savings previously reflected have moved in line with the Business Service Review.</p>
<p>CUSTOMER and CORPORATE – Human Resources & OD</p>	0.242	<p>The R&M budget will be targeted primarily to undertake essential maintenance.</p>

<p>Facilities Management (FM) and Project Services have now transferred in resulting in a significant change to month 5 figures.</p> <p>The overall position has got worse by over £0.200m mainly due to lost income as a result of Covid19. There is risk in Repairs and Maintenance (R&M) budget which is being monitored.</p>		No other risks identified.
<p>CUSTOMER and CORPORATE – Departmental</p> <p>The budget includes savings of £0.570m from Transformation, and £0.004m gap to budget delivery affected by response to Covid19.</p>	0.574	Plans are in the process of being developed e.g. a review of management overheads across the directorate and challenging decisions will need to be made to address these pressures.
<p>CUSTOMER and CORPORATE – Transformation</p> <p>Costs incurred for funding laptops for officers and Members and remote working, offset by salary savings.</p>	(0.281)	The forecast underspend is helping to offset other pressures across the directorate.
<p>CHILDREN'S DIRECTORATE Savings Plans:</p> <p>£0.578m attributable to Covid19 due to: 1) restructure delays, 2) planned placement reviews stalled as a result of increased demand.</p>	4.290	Directorate to identify further plans to mitigate shortfall. EP+S restructure now in-train and will achieve full savings for full year 2021/22; Home to School Transport plan now in place to deliver full £0.179m target. Current position is 86% of the savings plans are realised / on track for delivery by the end of the financial year.

<p>Placements - Independent Sector Providers</p> <p>Placements £0.346m. There has been an increase in the cost of young people’s placements due to the high levels of demand from our neighbouring local authorities and nationally, reducing the availability of the right sort of placement in order to meet a young person’s needs.</p> <p>The impact of Covid19 has had an effect on looked-after children placements. From April to September there has been an increase of 34 new Looked After Children placements equating to full year effect £2.016m. Using trend analysis, an increase of +16 placements bimonthly is forecast. Increased costs by year end by £1.066m if realised.</p> <p>Education Participation and Skills (EP+S)</p> <p>£0.104m lost income; from training courses fees.</p> <p>£0.052m costs: home to school transport from lack of sufficient vehicles to allow for social distancing and SEND costs due to the implementation of emergency short break packages for some children with complex needs with 1 to 1 support replacing group based sessions.</p>		<p>All placements continue to be reviewed with a view to reduce costs.</p>

<p>PEOPLE – Community Connections</p> <p>Bed and Breakfast numbers continue to increase due to Covid19; payments to our partner The Alliance has increased due to demand for services.</p> <p>Additional costs for more housing and associated staffing; expected Youth Centre loss of income; BAU saving is because of grant maximization.</p>	0.897	<p>All pressures being reported are Covid19 related.</p> <p>The department has been tasked with achieving delivery plans of £0.113m, as well as £0.268m of savings brought forward from 2019/20 that were realised from one off savings and needed to be achieved in this financial year. It is thought that they will achieved in full, however, some of these may be achieved through one off savings again, which could cause further pressure in 2021/22.</p>
<p>PEOPLE - Strategic Cooperative Commissioning</p> <p>Includes additional Covid-19 payments made to providers and also reflects additional payments relating to Discharge claims from Health</p> <p>After a period of Adult Social Care (ASC) client numbers dropping, now seeing rises in the numbers of both residential and community clients.</p> <p>Covid19 has also had a large impact on the department, with increased costs to providers, both one off and ongoing, as well as a very large cost of Personal Protective Equipment (PPE) that is being used for the local authority and also for providers.</p>	4.256	<p>The market will continue to be monitored over the coming months and risks and issues will be escalated to CMT and Cabinet.</p> <p>At the moment, most of the pressures being reported are Covid19 related.</p> <p>At this time, the service are hoping to cover off all delivery plans, however most of these may be achieved through one off grants again, which will cause further pressure in 2021/22.</p> <p>The development of the next phase of transformation is underway to support the delivery of sustainable savings during 2020/21 and thus reduce the reliance on one off savings in future years.</p> <p>£1.992m Additional projected costs for the remainder of the financial year.</p>

<p>Office of the Director of Public Health</p> <p>At the moment the Bereavement Service is forecasting to budget for numbers of cremations, but any pressure will be around the decision not to increase prices this year. For both Bereavement and PPS, all pressures are Covid related.</p> <p>Following the move to local COVID Alert levels, Plymouth will be eligible for additional payments to support the undertaking of proactive containment and intervention measures. The service are awaiting confirmation of the allocation which is expected to be approx. £0.260m.</p>	0.336	<p>At the moment, all pressures being reported are Covid19 related.</p> <p>Bereavement will be monitored closely over the coming months to understand the trends emerging in this financial year. However this budget is ring-fenced and cannot be counted towards any favourable variations for the Directorate.</p>
<p>PLACE - Strategic Planning and Infrastructure (SP&I)</p> <p>The September monitoring report shows a favourable variation of about £0.073m since the previous month, with an end-year underspend forecast of about £0.173m.</p> <p>EVRS related savings relating to 20/21 have now been included in the monitoring return and additional savings have arisen through an improved position on planning application fees, albeit this is still significantly short of budget target due to the impact of Covid-19 on development activity.</p>	(0.173)	<p>SP&I Management will continue to closely monitor opportunities for additional income and spend savings given wider budget pressures. The Service Director identified in July 2020 a series of emergency budget decisions. These include:</p> <ul style="list-style-type: none"> • Freezing recruitment for a number of posts for the rest of 2020/2021 £0.176m; • Shutting down or intentionally limiting project spend for the rest of 2020/2021 £0.266m plus; • One-off capitalisation for 2020/2021; • Additional In-Year Fees for Services Provided and External Partnership Income;

<p>These additional savings have more than compensated for some increased costs elsewhere in the department, particularly in relation to revenue costs associated with the delivery of the department's major capital programme of transport projects.</p>		<ul style="list-style-type: none"> • Negotiating one-off savings where contributions can be offset by reserves held by partnerships; • Postponing the Local Green Space Development Planning Document and stopping non-revenue generating work; • EVRS has been included this month, which realised approx. £0.063 savings.
<p>PLACE - Management Support</p> <p>£0.338m Accumulated Place legacy efficiencies target following apportionment of historic Transformation costs.</p>	0.338	<p>Overall Place monitoring will continue to seek one off efficiencies by reducing costs and potential income opportunities to reduce this pressure. With the in-year Covid19 impact however this is unlikely to be realised in full.</p>
<p>PLACE - Economic Development</p> <p>There are pressures due to income no longer achievable from the Computer Complex as a result of asbestos discovery at Stoke Business Park, and lack of resource to deliver on agreed budget priorities.</p> <p>These are being offset in part from planned savings that have been achieved; including capitalisation and NNDR commitments have reduced rates delisting.</p> <p>In addition there are pressures as a result of Covid19 impacting on commercial activities: these include but not limited to; Asset Investment Fund, Mount Edgumbe, The Box and City Market.</p>	2.733	<p>Risk based intelligence monitoring will ensure that these pressures are kept under ongoing review and reported appropriately.</p> <p>It is anticipated that National Government business grant payments to tenants will enable these PCC delayed invoice payments to be made. There remains however a significant risk of write off from tenants who do not recover and go out of business. This level of write off risk has been assessed by the Land and Property team for each area within ED.</p>

<p>PLACE - Street Services</p> <p>Street Scene & Waste (SSW) services:</p> <p>Street Scene and Waste are reporting an adverse variation of £2.168m.</p> <p>COVID-19 has also had a significant impact on SSW, causing a forecasted pressure of £1.093m due to lost income through Trade Waste, Bulky Waste and Sales of Recyclables, as well as additional costs as a consequence of increased tonnages and having to cease and then reopen services.</p> <p>Moreover, many of the agency and overtime costs are directly related to operating in a COVID-19 environment.</p> <p>SSW have BAU pressures of £0.519m, attributable to such things as vehicle running and maintenance costs. Grounds has an ongoing pressure of £0.155m in relation to backdated grant monies owed to the National Trust as well as reporting COVID-19 related pressure of £0.124m (of which £0.068 is lost income).</p> <p>Control and increased accountability are in place to drive down operational costs, increase income and manage historical pressure.</p>	<p>2.168</p>	<ul style="list-style-type: none"> • Street Scene and Waste has undergone a series of end-to-end reviews to understand the genesis of the cost pressures that exist across the service. • The service is looking at a series of measures that will introduce more accountability and tighter controls. • As part of the review, the service is also undergoing a series of changes as part of its modernisation agenda and this should see improved income, which will in part address the shortfall as well as some (but not all) of savings targets. • The impact of Covid-19 is significant and the service continues to monitor and assess the implications, particularly for trade and commercial income, as well as the additional costs of running Covid-safe services and adjusting working practices in a dynamic pandemic environment.
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<p>Fleet and Garage:</p> <p>Fleet and Garage are reporting a pressure of £0.127m. Fleet of £0.077m and Garage of £0.050m.</p> <p>Highways and Car Parking:</p> <p>Highways and Car Parking are currently reporting a pressure of £4.876m which is made up of £4.525m potential loss from Car parking income from On Street & Off Street, Permit Parking, Penalty Charge Notices & Corporate Permits based on the worst case scenario.</p> <p>£0.208m Efficiency Target not being achieved. £0.200m Tamar Bridge & Torpoint Ferry loss of income (shared with Cornwall). £0.103m mooring income & loss of rental from cruise operators. £0.025 Highways Legal Fees.</p> <p>There have been some staffing savings as a result of vacant posts and EVRS which total (£0.070m) and additional Capitalised Salaries targets of (£0.111m) and an expected reduction in spend on Safety Camera Partnership of (£0.026).</p>	<p>0.127</p> <p>4.876</p>	<p>The Tamar Bridge and Torpoint Ferry Joint Committee is predicting a shortfall of £4.2m income in 2020/21. The Act establishing the bridge requires that accumulated reserves are used first to offset any in year loss. Plymouth will be claiming its share (£2.1m) of the loss from the Government although at present guidance suggests we will only receive 71p in the £. After use of the reserves if there is still a deficit this is shared equally between Plymouth and Cornwall. At present the position is estimated to be £0.2m.</p>
<p>CORPORATE ITEMS</p> <p>There is £2.953m of pressure for The Way We Work (TWWW) programme as shown in the MTFP. Business</p>	<p>4.239</p>	<p>Boards have been convened to look at component of TWWW programme, including for example, the Accommodation strategy to review impact of Covid 19 on future service delivery.</p>

<p>Support Review resulted in £0.247m savings being captured.</p> <p>Costs totalling £1.286m are being forecast for the Temporary Mortuary which includes costs for PPE, equipment and signage.</p>		<p>EVRS council wide programme will drive out £0.500m this financial year. These savings are now reflected within each service area;</p> <table border="1" data-bbox="1171 268 2011 614"> <thead> <tr> <th>Service Area</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Children's Services</td> <td>-0.005</td> </tr> <tr> <td>Customer and Corporate Services</td> <td>-0.136</td> </tr> <tr> <td>Executive Office</td> <td>-0.035</td> </tr> <tr> <td>Finance</td> <td>-0.014</td> </tr> <tr> <td>People</td> <td>-0.087</td> </tr> <tr> <td>Place</td> <td>-0.147</td> </tr> <tr> <td>Business Support</td> <td>-0.084</td> </tr> </tbody> </table>	Service Area	£m	Children's Services	-0.005	Customer and Corporate Services	-0.136	Executive Office	-0.035	Finance	-0.014	People	-0.087	Place	-0.147	Business Support	-0.084
Service Area	£m																	
Children's Services	-0.005																	
Customer and Corporate Services	-0.136																	
Executive Office	-0.035																	
Finance	-0.014																	
People	-0.087																	
Place	-0.147																	
Business Support	-0.084																	
TOTAL	26.559																	
Less balance of COVID 19 grants (Tranche 1-3)	(17.707)																	
Less estimated ICS	(3.087)																	
Less Tranche 4 COVID 19 grant	(4.843)																	
NET TOTAL	0.922																	

Appendix I

Capital Finance Report Quarter 2 2020/21

The five year capital budget 2020-2025 is currently forecasted at £621.182m as at 30 September 2020. The capital budget has been adjusted to take into account new approvals and changes to the capital programme and adjustments to the income assumptions shown in table I.

Current Capital Resources

Table I The Capital budget consists of the following elements:

Description	£m
Capital Programme approved by CCIB	390.058
Income Assumptions *	231.124
Total Revised Capital Budget for Approval (2020-2025)	621.182

* Estimate of income to be received to finance future capital projects (funding see Table 2c)

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 2 and 3 below shows the revised capital programme for the period 2020-2025, as at the end of September 2020.

Revised Capital Programme

Table 2a Capital Programme by Directorate

Directorate	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m	£m
People	7.610	0.632	0.172	-	-	8.414
Place	155.300	92.960	68.743	10.706	2.676	330.385
Customer & Corporate	8.633	29.613	-	-	-	38.246
Public Health	5.209	7.804	-	-	-	13.013
Total	176.752	131.009	68.915	10.706	2.676	390.058
Financed by:						
Capital Receipts	4.465	4.057	2.152	0.608	0.659	11.941
Corporate funded borrowing	39.626	39.852	11.862	4.827	2.017	98.185
Service dept. supported borrowing	62.438	48.196	28.518	4.020	0	143.172
Grant funding	61.697	28.468	25.523	0	0	115.688
SI06 & CIL	6.621	10.319	0.860	1.250	0	19.050
Other contributions	1.905	0.117	0	0	0	2.022
Total Financing	176.752	131.009	68.915	10.706	2.676	390.058

Table 2b Funding of the 2020-25 Capital Programme

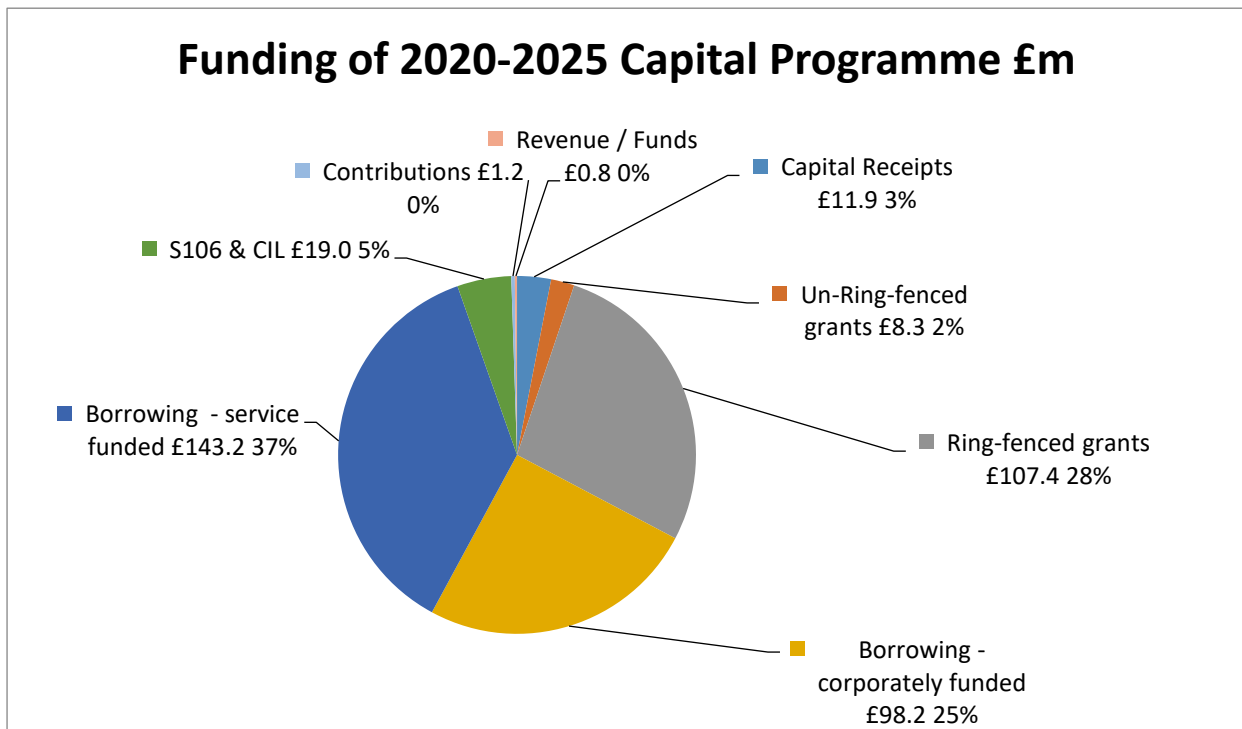


Table 2c Income Assumptions Funding Estimates

Funding Estimates	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m	£m
Capital receipts	1.275	0	0.462	0.939	0.914	3.590
Corporate & service borrowing	0	0	0	0	0	0
Grants	12.647	26.130	7.067	146.696	2.126	194.666
S106 and CIL	4.575	4.575	4.575	4.575	4.575	22.875
Other sources	0.227	1.298	7.268	0.600	0.600	9.993
Total	18.724	32.003	19.372	152.810	8.215	231.124

Covid 19

The effect from Covid 19 has slowed some elements of the capital programme delivery. As we come out of lock down the capital projects are all getting back to work but with the extra safety requirements of social distancing. There will be slippage in the delivery of the capital programme but the Resurgam group has been set up to accelerate the delivery of the capital programme.

Table 3: Capital Programme by Delivery Outcome

Primary Outcome of Projects	£m
Securing Growth in the City Centre/Waterfront	18.024
Securing Growth in Derriford and the Northern Corridor	57.398
Securing Growth in the Eastern Corridor	8.602
Delivering More/Better Housing	18.995
Ensuring Essential City Infrastructure	92.673
Improving Neighbourhoods and Community Infrastructure	3.910
Ensuring Good Quality School Places	1.802
Growing the Economy	55.964
Delivering Oceansgate	12.903
Connecting the City	26.996
Celebrating Mayflower	4.857
Delivering The Box	3.140
Transforming Services	84.792
Total	390.058

Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	25 November 2020
Title of Report:	Accommodation Framework 2020-23
Lead Member:	Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Nathan Sanders, Programme Manager
Contact Email:	Nathan.sanders@plymouth.gov.uk
Your Reference:	NS20
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

Over recent years, the Council's Accommodation Strategy has sought to identify future options for the corporate estate, particularly with a view to reducing costs associated with running and maintaining a significant number of buildings across the city. Since the Accommodation Strategy was last agreed there have been a number of significant changes and principles that now need to be incorporated within an Accommodation Framework.

The Accommodation Framework as set out will build on the principles and outcomes agreed by the Council, including the Climate Emergency Action Plan and the Corporate Carbon Reduction Plan that aims to make Plymouth carbon neutral by 2030, the significant increase in digital working and flexible working, and that Ballard House is now part of the Corporate Estate. The Framework also sets out how PCC's corporate office accommodation can be reduced by at least one building, rationalising the corporate estate, and providing opportunities to make progress towards the zero carbon by 2030 target and redevelopment in the north of Plymouth. The Framework approach rather than a Strategy approach reflects that a one size all approach to the corporate estate is not appropriate, but instead there are overarching principles that connect the management of all the Council's assets.

Alternative options considered and rejected

Do nothing: this was rejected given the previous Accommodation Strategy did not include any provision towards the aim of the Climate Action Plan - for Plymouth to be carbon neutral by 2030

Relevance to the Corporate Plan and/or the Plymouth Plan

The Accommodation Framework contributes to the key Corporate Plan priorities especially Growing City (reducing the carbon footprint of PCC's corporate estate to help achieve carbon neutrality by 2030) and Caring City (ensuring ease of access to the Council's services by the public). The Framework contributes to the delivery of the Corporate Plan through reducing expenditure on accommodation costs (spending money wisely) and continuing to enable staff to work flexibly where appropriate (motivated, skilled and engaged staff).

Implications for the Medium Term Financial Plan and Resource Implications:

The existing corporate estate is expensive to run and maintain; the Accommodation Framework sets out that by rationalising the corporate office estate, accommodation costs will be reduced to support the managing of the budget, whilst using buildings as efficiently as possible to underpin new flexible working arrangements will further realise financial benefits through income generation. The Accommodation Framework will reduce the total cost base for corporate office accommodation and create sustainable income generation.

Carbon Footprint (Environmental) Implications:

The Accommodation Framework will directly contribute to the aim of the Climate Emergency Action Plan and the Corporate Carbon Reduction Plan (2019-2021), through the principle of retaining and developing carbon efficient office locations and releasing or redeveloping those buildings which cannot cost effectively achieve carbon neutrality. The reduction of the corporate estate will reduce the Council's carbon footprint and reduce significant costs needed to make buildings carbon neutral. In addition, the Framework sets out the key driver to continue to work flexibly, where the staff involved and the requirements of the role can be safely and productively performed flexibly, reducing unnecessary travel to work by Council staff where possible and appropriate.

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

* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

No other direct implications

Appendices

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Accommodation Framework 2020-2023							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

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Originating Senior Leadership Team member: Peter Honeywell, Transformation Architecture Manager

Please confirm the Strategic Director(s) has agreed the report? Yes
Date agreed: 11/11/2020

Cabinet Member approval: Councillor Mark Lowry, Cabinet Member for Finance. Approved by e-mail.
Date approved: 13/11/2020

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ACCOMMODATION FRAMEWORK 2020 - 2023



The Way We Work Programme

CONTEXT

The Council has wide base of infrastructure and accommodation assets representing an important class within our capital programme. The different uses and pressures on the different types of building in our estate have meant that a one size fits all approach is inappropriate and that continues to be the case today. This document outlines the framework for our corporate office estate and should be seen as distinct from how we manage other buildings and infrastructure. However, there are some principles that connect the management of all our assets. This framework sits in the context of both the Corporate Plan and the Local Strategic Plan, complying with the values, objectives and policies contained in both.

In addition this framework builds on the principles and outcomes contained in the previous versions of our Accommodation Strategy, with the main changes summarised as follows:

- The framework responds to the 2030 net zero carbon target
- Building on the significant increase in digital update during the lockdown, the framework supports new ways of working including flexible working arrangements and increased use of digital technology
- Ballard House is now part of the corporate estate
- Rather than retain and refurbish Windsor House, it is now proposed that the building should be considered for release from the corporate estate

For completeness the following areas of the wider corporate estate are listed below and are guided by the same framework as the corporate office accommodation framework but out of scope of the rest of this document:

- Commercial estate
- Depots (operational buildings)
- Libraries
- Schools
- Civic buildings (Council House, Guildhall)
- Ancillary buildings e.g. WCs and changing rooms

Management of the operational estate is co-ordinated through asset management plans, which cover the running, maintenance and repair of the Council's buildings.

OUR VISION

To **rationalise** our need for accommodation, **modernise** our estate and **grow** our shared and income generating assets.

KEY DRIVERS

- Continue to work flexibly, where the staff involved and the requirements of their role can be safely and productively performed

- Ensure ease of access to the Council's services by the public
- Reduce accommodation costs in order to support the balancing of our budget
- Achieve carbon neutrality by 2030 in order to support the Climate Action Plan

OUR PRINCIPLES

- Individual staff needs and the requirements of each role will be used to define worker types so that we know how many desks are required in our reduced accommodation estate.
- Create clusters, grouping staff with functional and directorate linkages, whilst enabling new ways of working to suit service and customer needs.
- 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.
- Retain and develop carbon efficient office locations; exit and redevelop those buildings that cannot cost effectively achieve carbon neutrality.
- Use buildings as efficiently as possible whilst reducing square metres used, to underpin new flexible working arrangements. Working environments should include flexible and collaborative space.
- 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.

OUR PRIORITIES

Agree corporate standards for service delivery in a flexible working and digital environment

All staff and roles to be categorised into worker types i.e. home, office, flexible and front line worker

Ballard House	Windsor House	Midland House	Wider corporate estate
<ul style="list-style-type: none"> ▪ Use asset more efficiently ▪ Future occupant mix of PCC and partner organisations ▪ Income generation exploited with partner and commercial tenants 	<ul style="list-style-type: none"> ▪ Develop business case to release asset from PCC occupation ▪ Identify most appropriate method of disposing of asset, either through re-use, re-purposing or as a cleared redevelopment site 	<ul style="list-style-type: none"> ▪ Undertake options appraisal to identify whether building is best released from PCC occupation or retained for further consolidation of services ▪ Refurbish and re-purpose asset if retained ▪ If building is to be released from the corporate estate, identify most 	<ul style="list-style-type: none"> ▪ Identify and progress further opportunities for rationalising the wider corporate estate, to include disposal or income generation through leasing out properties ▪ Relocate corporate records to single purpose-designed site

		appropriate method of disposing of asset	
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OUR OUTCOMES

▪ Creating sustainable income streams	▪ Enriching the customer experience
▪ Reducing our cost base	▪ Improving environmental sustainability
▪ Delivering multi-agency co-operation	▪ Enhancing staff health and wellbeing

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**Performance, Finance and Customer Focus Overview
Scrutiny Committee**

Work Programme 2020-2021



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 Jamie Sheldon, Democratic Advisor on 01752 304001.

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
07 October 2020	Finance Monitoring Report Month 4	(5)	To monitor the Council's financial position and identify areas of concern for further scrutiny	Councillor Lowry/ Paul Looby
	Street Services	(5)	Grass Cutting, Garden Waste, Wheelie bins, performance data around this	Councillor Dann/Philip Robinson
	Homelessness	(5)	The impact of COVID-19 on homelessness in the city, provide data to demonstrate the levels of homelessness in the city and explains how we are addressing these through partnership working.	Councillor Penberthy/ Matt Garrett
	Transformation update report (Briefing)	(3)	To update the committee on the progress made to deliver the changes to be delivered through the The Way We Work Programme.	Councillor Jon Taylor/ Pete Honeywell
25 November 2020	Libraries (briefing)	(4)	General update, Libraries Charter, Outreach work and COVID-19 implications and Lessons learned from last Lockdown.	Councillor Smith/Andy Ralphs
	Accommodation Framework	(5)	Recommendation from Panel for Accommodation Framework to come to the panel following Cabinet	Councillor Lowry/ Andy Ralphs/Nathan Sanders

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
	Capital and Revenue 2020/21 Q2 Monitoring	(5)	To monitor the Council's financial position and identify areas of concern for further scrutiny	Councillor Lowry/Paul Looby
	Work Force Report	(5)		Councillor Smith/Kim Brown
20 January 2021	Customer Services			Councillor Sally Haydon/ Andy Ralphs
	Finance Monitoring Report		To monitor the Council's financial position and identify areas of concern for further scrutiny	Councillor Lowry/Paul Looby
	Grass Cutting Schedules			Councillor Sue Dann/Philip Robinson
17 March 2021	Finance Monitoring Report		To monitor the Council's financial position and identify areas of concern for further scrutiny	Councillor Lowry/Paul Looby
Items to be scheduled				
Blue Badges				
Grass Cutting Schedule				
Select Committee Reviews				
To be scheduled				
Joint Select Committee Reviews				

Annex I – Scrutiny Prioritisation Tool

		Yes (=1)	Evidence
Public Interest	Is it an issue of concern to partners, stakeholders and/or the community?		
Ability	Could Scrutiny have an influence?		
Performance	Is this an area of underperformance?		
Extent	Does the topic affect people living, working or studying in more than one electoral ward of Plymouth?		
Replication	Will this be the only opportunity for public scrutiny?		
	Is the topic due planned to be the subject of an Executive Decision?		
	Total:		High/Medium/Low

Priority	Score
High	5-6
Medium	3-4
Low	1-2

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