



**Oversight and Governance**

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## **PERFORMANCE, FINANCE AND CUSTOMER FOCUS OVERVIEW AND SCRUTINY COMMITTEE**

Wednesday 2 March 2022  
2.00 pm  
Warspite Room, Council House

**Members:**

Councillor Penberthy, Chair

Councillor Jordan, Vice Chair

Councillors Collins, Dann, Derrick, James, Laing, Lowry, Stevens and Stoneman.

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 entering the Warspite room, 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 - 20)**

To confirm the minutes of the meeting held on 22 September 2021, and 1 December 2021 as an accurate record.

### **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 Brief**

**(Pages 21 - 24)**

### **6. Finance and Capital Monitoring Report - December 2021**

**(Pages 25 - 38)**

### **7. Corporate Plan Performance Report - To Follow**

### **8. Returning to Work Safely - Presentation**

### **9. Business Support Review Update:**

**(Pages 39 - 44)**

### **10. Leisure Services Contract - to follow**

10.1. Governance and Management

10.2. Customer Experience

10.3. Stakeholder Engagement

10.4. Future Thinking

### **11. Tracking Decisions - to follow**

### **12. Work Programme**

**(Pages 45 - 48)**

**13. Exempt Business**

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it (they) involve the likely disclosure of exempt information as defined in paragraph(s) 3 of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000

**PART II (PRIVATE MEETING)**

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

**14. Leisure Services Contract**

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

**Wednesday 22 September 2021**

### **PRESENT:**

Councillor Penberthy, in the Chair.

Councillor Jordan, Vice Chair.

Councillors Collins, Dann, Derrick, James, Lowry, Stevens and Stoneman.

Apologies for absence: Councillor Burden.

Also in attendance: Councillor Jonathan Drean (Cabinet Member for Transport), Mike Artherton (Group Manager – Parking, Marine and Garage Services), Councillor Nick Kelly (The Leader), Brendan Arnold (Strategic Director for Finance), Andrew Loton (Head of Governance, Risk and Performance), Andy Ralphs (Strategic Director of Customer and Corporate Services) and Helen Rickman (Democratic Advisor).

The meeting started at 2.00 pm and finished at 4.35 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.*

### 11. **Declarations of Interest**

The following declaration of interest was made in accordance with the code of conduct:

<b>Member</b>	<b>Subject</b>	<b>Reason</b>	<b>Interest</b>
Councillor Stoneman	Minute 15 – Controlled Parking Zones Update	His father is a Civil Enforcement Manager employed by Plymouth City Council	Personal

### 12. **Minutes**

The Committee agreed that the minutes of the meeting held on 21 July 2021 are a correct record.

### 13. **Chair's Urgent Business**

There were no items of Chair's urgent business.

**14. Policy Brief**

Members were advised that no officer was in attendance for this item due to apologies submitted however any questions would be forwarded on as appropriate and responded to.

Members raised the following questions:

- had officers bid for the £1.6m of funding associated with the National Disability Strategy launched by the Government?
- had the council been involved in supporting bids between faith groups and the Government associated with the £1m Faith New Deal Pilot Fund?

Members noted the update provided in the agenda pack.

**15. Controlled Parking Zones Update - To Follow**

Councillor Jonathan Drear (Cabinet Member for Transport) and Mike Artherton (Group Manager – Parking, Marine and Garage Services) presented the Controlled Parking Zones Update and highlighted the following:

- (a) as contained within the report, the flow chart provided set out the process followed by officers when casework was raised regarding parking issues. Stage two of the flow chart was introduced in 2018 to allow the team to build historical data with parking records. Stages 1 – 5 was the listening, developing and proposal stages;
- (b) in current CPZ areas, healthcare assistants and business permits were available;
- (c) one of the challenges encountered with regards to CPZ was engagement from residents, specifically trying to get an outcome that everyone agreed upon. Sometimes the numbers needed to progress through the CPZ process were not met meaning plans could not be taken forward;
- (d) officers were still trying to assess the impact of Covid 19 with regards to people's habits, specifically were they working from home more/ commuting more – both having an impact on parking and controlled parking zones;
- (e) Plymouth had 54 CPZ with three legacy one hour zones, and three legacy two hour zones – the current policy introduced in 2018 introduced a minimum of three hour zones;
- (f) the report prepared set out the background to CPZ, the challenges identified alongside the background of support that the team had been able to provide over numerous wards as well as an outline suggestion of areas of discussion for the committee.

The Committee discussed the following key issues:

- (g) with regards to capacity, it was acknowledged that the team had worked in a different way in the last 18 months due to the pandemic, however there were still areas of the city that still experienced commuter parking issues. It was queried what was the capacity of the team to look at CPZ currently requested as well as new applications, especially considering different areas' parking issues may have changed during the pandemic;
- (h) when officers considered the implementation of CPZ, were they also looking at the potential overspill (displacement) of parking problems in neighbouring streets and the impact the CPZ may have overall and not just for the street/s applied for?
- (i) did the update take into consideration manifesto commitment 71 (*"we recognise that residential parking is an issue so we will provide funds and work with communities to create additional neighbourhood car parking spaces to be reconfigured in areas to allow diagonal and perpendicular parking"*) ? – had cost implications been considered? When would officers be in a position to commence and complete this manifesto commitment?
- (j) what sort of accountability and checking system was there with regards to the approval of business parking permits? It was considered by some Peverell ward residents that people were applying and being automatically approved for business parking permits who shouldn't be eligible, or for social/ leisure use?
- (k) it was questioned how manifesto commitment 62 (*"to assist residents living near the dockyard to park near their homes by encouraging Babcock and the Royal Navy to provide more onsite parking"*) was to be completed, how it fitted in with larger employers and their travel to work schemes, and that it didn't fit in with the Council's climate change agenda to reduce commuter parking and encourage the use of sustainable transport?
- (l) was there a commitment to look at the travel to work scheme of several large employers in the city to ease the pressure on residential parking issues in communities across the city?
- (m) how many motorcycles (2 wheels) were using residential parking permits and had paid for it? Were officers in a position to progress manifesto commitment 63 (*"we will exempt all motorcycles, 2 wheels, from having to have a residential parking permit, currently £30 per annum"*) as under the old system, vehicle types were not asked for on application. Was the new system, whereby vehicle type was specifically monitored, properly advertised on the Council's website? It was considered that this commitment couldn't be met until everyone with a permit under the old system, had applied under the new system – was there a timescale or costs for this? When could this manifesto commitment be implemented?

- (n) what safety measures were in place to prevent someone renewing a parking permit if they were no longer entitled?
- (o) when considering CPZ and the impact on residential parking and car use, were officers also reaching out to bus companies and employers to look at bus timetables and routes? It was considered that one reason why some residents weren't using buses was because the timetable meant that they would arrive 5 minutes later than their shift started – if this could be considered and amended then it would support more sustainable travel and the impact on CPZ in the city;
- (p) how did the profit and loss system currently work with regards to CPZ and what was being done to ensure its profitability or that operational costs were covered? Was the Cabinet aware of the full financial implications of the CPZ scheme? It was requested that information would be provided to Members regarding the impact of people working at home, and the number of manifesto commitments which had an impact on the scheme, should be reflected in the review;
- (q) would officers consider amalgamating controlled parking zones which were currently stretched or being shared? If there were gaps between these zones how quickly could these be dealt with? What resources were there available to make quick fixes?

The Committee agreed:

1. to request that that a written response would be provided to Members on the results of the review of the of the charging for CPZ and costs and timescales associated with it, as well as costings and timescales relating to parking manifesto pledges and the implications of those on the CPZ policy and budget;
2. to note the Controlled Parking Zones Update report.

### **Order of Business**

The order of business on the agenda was changed in order to facilitate good meeting management.

## 16. **Tracking Decisions**

The Chair provided an update on recommendations linked to the previous meeting, from 21 July 2021.

An update to minute 8 'Policy Brief Update' was provided to Members via email and read:

1. figures regarding government funding received by the Council linked to the Move On Fund would be provided to Members; *Funding was received however the actual figure was not known as this went directly to the Social Housing*



*provider;*

2. clarification as to whether the Council had submitted a response to the 'Domestic Abuse support within a safe accommodation: statutory guidance and regulations consultation' by the close date of 27 July 2021 would be provided to Members. *The Council had submitted a response however the actual response was not available as it was submitted online.*

The Chair requested that in the future, Officers completing consultation responses should keep a copy of their response so these were available for consideration; this was especially important now that a lot of Government consultation sought an online return.

With regards to minute 6 'Finance Monitoring Report Month 2' which read:

'The Performance, Finance and Customer Focus Overview and Scrutiny Panel noted the report and agreed to recommend that future financial reports would specifically include risks in the budget and what might cause them to happen in order to enable better scrutiny and promote transparency'

It was considered that this would be addressed later in the meeting during the Financial Monitoring Report July 2021 item.

#### 17. **Finance Monitoring Report - July 2021**

Councillor Nick Kelly (The Leader), and Brendan Arnold (Strategic Director for Finance) presented the Finance Monitoring Report – July 2021 to Members.

Key points highlighted to Members included:

- (a) the figures within the report would fluctuate over the course of the remaining months however it was hoped that they would travel in the right direction to balance the budget which was the key objective;
- (b) overall, in terms of the variants total, the Council had moved from a £1.276m overspend to a £1.446m overspend – this was highlighted as going in the wrong direction. Within the CCS directorate (Corporate and Customer Services Directorate) it had moved from £1.382m overspend to a £1.498m overspend. The Business Support Review, which fell under this directorate, had slipped by one month due to the impact of covid and this had had an adverse effect upon the timings/ savings. Within the overspend, there were other savings targets likely to be delivered later than planned, and included a legacy of £949,000 and the facility management saving target of £550,000. The Management Team continued to monitor the savings targets closely and assurance was given that the directorate was moving in the right direction; the August finance report included a positive significant move in the figures provided;
- (c) Members were aware of the unprecedented financial pressures on the Council's finances due to the Covid 19 pandemic; those pressures still

remained as infection rates in the city were above the regional and national averages. There was a commitment to continue to show the position of the additional costs and income lost due to Covid 19 which was currently showing a drawdown against grants of approximately £15.5m; these were set out in section b of the report. A full disclosure of revenue savings targets was included in appendix a of the report;

- (d) against the directorate total savings target of £4.571m, there was £2.266m worth of savings on track which was just shy of the 50% target the Council was aspiring to achieve by the end of the year;
- (e) it was considered that the Council had now seen the peak of the element of forecast overspend described by the Leader. Officers were now preparing the period 5 financial report which would arrive for further discussion by scrutiny in the future. It was expected that there would be a very significant reduction in the variants described, and this followed on from the work linked to the management of the CCS finances. Officers were working hard with the directorate to mitigate the overspend identified.

Members raised the following key areas of questioning:

- (f) with regards to the Childrens Services Directorate and the addition to the department's budget of £3m raised at the Council's budget setting meeting, as well as the added one off payment of £7.914m covid relief grant from Government, what actions was the Leader taking to address the Childrens Services Budget? Could the Leader share if he had a plan b and what that was?
- (g) it was highlighted that Cabinet had completed 22 of the 86 manifesto commitments; how much had the completion of those pledges cost and where was this reflected in the budget?
- (h) it was considered that there was greater financial information included in the June financial report submitted to Council than the Finance Monitoring Report submitted to scrutiny. How did the Council have such an improved financial position in the Place directorate, yet still seem to demonstrate £1.5m of pressure?
- (i) did the Council have any action plans to mitigate the overspend and risk in both the People and Children's Directorates budgets?
- (j) in the spirit of openness and transparency, could future finance monitoring reports be jargon free, user friendly with information supplied in a format and with language used that would be clearly understood by the general public?
- (k) the report implied that £1.498m overspend in the budget was due to legacy targets not yet realised – it was questioned what impact the failure to make savings last year effected this year's budget and the ongoing effect for next year?

- (l) the Home to School Transport Plan was previously reported in the last financial year as being on target to be delivered, however this was not yet delivered in this financial year – why had it not yet been delivered?
- (m) what was the cost impact on the budget of the manifesto commitments that were still to be delivered this financial year?

It was discussed that more detailed information relating to specific manifesto commitments may need to be considered at future scrutiny meetings in a part 2 (private) session due to their commercial sensitivity or confidentiality.

The Committee agreed –

1. that a written response detailing the breakdown of the financial information regarding how much the completion of 22 of the 86 manifesto commitments costed would be provided to Members;
2. a briefing note would be provided by the Service Director for Finance to detail the difference in financial pressures and projected overspend, specifically in the Place Directorate, between period 3 and period 4 of the financial monitoring reports;
3. that future finance monitoring reports provided would be jargon free, with a plain and simple narrative to enable them to be better understood;
4. a written response would be provided clarifying why the Home to School Transport Plan was not yet delivered in this financial year when it was previously reported that it was on target for delivery;
5. the next Finance Monitoring Report submitted to the Performance, Finance and Customer Focus Overview and Scrutiny Panel would include reference to and details of risks in the budget, specifically with regards to the red and amber columns (plans worked on for delivery/ planned internal or external actions required to deliver), in order to allow scrutiny to better understand the extent of the risk and mitigating actions. Any increase in borrowing requirements and the impact on capital funds would also be specifically referred to;
6. a written response would be provided to Members detailing the cost, impact on the budget and potential mitigating actions of manifesto commitments still to be delivered in this financial year (2021/22);
7. risks associated with, and budget implications for manifesto commitments planned to be delivered in 2022/23, and 2023/24 (in order to inform the Medium Term Financial Plan) would be included as part of the budget scrutiny paperwork planned for January 2022;
8. to note the current revenue monitoring position in the Finance Monitoring Report – July 2021.

18. **Corporate Plan Performance Report Quarter One 2021/22**

Councillor Nick Kelly (The Leader) and Andrew Loton (Head of Governance, Risk and Performance) presented the Corporate Plan Performance Report Quarter One 2021/22 to Members.

The following key points were highlighted:

- (a) the report covered the period April to June 2021 and could be used by the committee to help develop their work programme by identifying areas for further scrutiny;
- (b) key areas of good performance included:
- there was an improvement on the percentage of streets graded as acceptable identified by street audits carried out by the highways team;
  - the Council was continuing to improve target spend in the PL postcode including, in quarter one, the procurement of good and services from 1188 suppliers;
  - there was improved performance on new corporate indicator carriageway defects completed on time to 98.8%;
  - the Council was achieving its target for homelessness prevention however homelessness in general was still a persistent pressure with high numbers of households still in temporary bed and breakfast or temporary accommodation;
  - there was an improvement on the resolution of stage 1 complaints; in quarter one 93% were resolved within expected timescales;
  - the Council was achieving its target for the trajectory for collection of council tax;
- (c) key areas of performance challenges included:
- an increase in the average number of rough sleepers each week;
  - sickness levels in quarter one had crept up however were now on target.

The following key areas of questioning and concerns were highlighted:

- (d) pressures in homelessness and rough sleepers were highlighted in the report, how and where did those pressures reflect in the risks in the current budget delivery – what was the effect on the current revenue budget?

- (e) page 15 and 16 of the agenda set out the performance data for children, young people and adults protected – these numbers were increasing month on month and failing to meet targets. The Council was looking after more children and they were feeling less safe and secure in the Council's service – this was of concern;
- (f) the current administration had made seven manifesto commitments about housing – in terms of performance of building new homes, how was the council going to deal with current issues associated with the supply of material and skilled labour?
- (g) could the Leader provide assurance that the Stoggy Lane project for housing would continue and be brought forward in a timely manner?
- (h) Plymouth City Council had recently won Council of the Year, therefore was it time to consider tougher targets so continuous development could be achieved?

The committee agreed –

1. to recommend that performance issues highlighted in the Corporate Plan Performance Report with an associated budget pressure should also appear in the Financial Monitoring Report;
2. to note the Corporate Plan Quarter One Performance Report.

#### 19. **Work Programme**

The Committee considered their work programme and agreed the following:

- Trade Waste – to be a small task and finish group, potentially in part 2 (private) due to its commercially sensitive nature;
- Gambling Policy – to be a small task and finish group to discuss changes in the policy and the impact on Plymouth and the potential impact on mental health, addiction;
- Leisure Services – to be a small task and finish group starting in part 2 (private) with a selection of Councillors joining an officer group – then moving in to part 1 to discuss implications and delivery;
- Environment Bill Update – to be scheduled for December meeting to discuss how the Bill would affect the waste strategy and what financial impact it would have upon the Council;
- Business Support Review Update to move to March meeting;
- People Strategy Update – the strategy and update on the action plan to be circulated to Councillors, potential issues to be discussed at the following formal scrutiny meeting under 'work programme' if further scrutiny is

required;

- Member Development Update to be moved to March meeting;
- Equality and Diversity Update to be moved to March meeting;
- Bereavement Services Update to be considered at the December meeting.

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

**Wednesday 1 December 2021**

### **PRESENT:**

Councillor Penberthy, in the Chair.

Councillor Jordan, Vice Chair.

Councillors Collins, Dann, Derrick, James, Lowry, Stevens and Stoneman.

Also in attendance: Alan Knott (Policy and Intelligence Advisor), The Leader (Councillor Nick Kelly), Brendan Arnold (Service Director for Finance), Andrew Loton (Senior Performance Advisor), Councillor Deacon (Cabinet Member for Customer Services, Culture, Leisure & Sport), Sarah Lees (Consultant in Public Health), Karen Jennings (Head of Bereavement Services), Councillor Mrs Bridgeman (Cabinet Member for Environment and Street Scene), Philip Robinson (Service Director for Street Services) and Helen Rickman (Democratic Advisor).

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.*

20. **Informal Meeting**

The Chair advised Members that the meeting was being held remotely via Microsoft Teams due to the required deep clean of the Council House and the increase in positive Covid 19 cases, therefore was technically inquorate. The meeting was to be conducted on an informal basis and the minutes of the meeting, as well as any decisions, were required to be submitted to the next meeting for formal ratification.

21. **Declarations of Interest**

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

22. **Minutes**

Members agreed the accuracy of the minutes of the meeting held on 22 September 2021; these minutes would be required to be submitted to a future meeting for formal ratification.

23. **Chair's Urgent Business**

There were no items of Chair's urgent business.

24. **Policy Brief**

Alan Knott (Policy and Intelligence Advisor) presented the Policy Brief and advised Members that it contained key announcements in relation to legislation and policy change:

- the Environment Act became law – it would be driven by new legally binding environmental targets and enforced by a new independent Office for Environmental Protection (known as the OEP) to hold Government and other public bodies to account on their environmental obligations;
- the Department for Education had produced new guidance on the Education Act 2021 requiring schools to make uniforms affordable to all and for parents to get the best value for money;
- the Chancellor announced new requirements for businesses to set out their green credentials to potential investors and the roadmap to sustainable investing included rules which would apply to pension schemes, investment products, asset managers and were part of the Government's reforms to create a greener financial system;
- there were new duties for Council's to provide support and safe accommodation for victims of domestic abuse and this new regulation and guidance set out the support Councils were required to provide together with a requirement to work with partners such as the Police, local domestic abuse charities and published strategies on how they would provide support to victims by January 2022;
- the budget was announced in October 2021 and the core spending power for Councils was estimated to increase by approximately 3% in real terms – the Chancellor was providing Councils with £4.8b of new grant funding around social care and other services, and some headline announcements for Plymouth included £19.9m expansion of the George Park and Ride site through the levelling up fund, up to £50k to develop early stage proposals to reinstate passenger rail links between Tavistock and Plymouth through the restoring your railway ideas fund, and up to £90m for the new community forest in Plymouth and South Devon;
- in relation to housing and homelessness, a further £11m has been allocated to support 23 re-development schemes across 15 councils and Plymouth has been awarded £600,000 for five sites;
- in relation to the community renewal fund, the Government announced two successful bids for Plymouth: Plymouth Sound National Marine Park (£655,000), and Stonehouse Union (£552,000);
- Plymouth was awarded £165,000 to help support rough sleepers over winter;
- a consultation that came out following the publication of the Policy Brief



regarding enhanced legal support for those facing eviction and repossession; it would close on 20 January 2022;

- there was a series of free workshops for elected members on investing in walking and cycling infrastructure projects; the Department for Transport was offering a programme between November and January - the link was provided in the brief.

Members discussed:

- if Plymouth had the correct type of accommodation to support the victims of domestic abuse? Previously bed and breakfast accommodation was relied upon and this was not considered appropriate therefore was the Council in a position to adequately support those in need?
- in relation to the £65m support for vulnerable renters contained within the Policy Brief, how could the Council claim money for vulnerable renters? How would low income earners claim that money?
- with regards to the new standard for environmental reporting and the importance of green investments, would this affect the Council's procurement policies too? It was responded that officers were working with officers to develop and enhance the procurement approach as a result of this;
- had there been an update on what might be happening with green waste and environmental issues going through Government; it was responded that an update would be provided later in the meeting.

It was agreed that written responses would be provided for the questions posed by Members.

Members noted the update.

## 25. **Finance and Capital Monitoring Report September 2021**

The Leader (Councillor Nick Kelly) and Brendan Arnold (Service Director for Finance) presented the Finance and Capital Monitoring Report for September 2021 to Members.

Key points highlighted included:

- the report covered both the revenue forecasts and the capital position as at the end of September 2021 and were the same figures as those presented at full Council on the 22 November 2021 with the capital programme being voted through;
- the capital programme had been updated to reflect the newly approved schemes and full disclosure of the revenue savings targets and latest forecasts with regards to delivery. The forecast revenue outturn after the

application of COVID grants and accounts or mitigating actions, was currently in overspend of £729k;

- the Customer and Corporate Services directorate, moved from an overspend of £1.185 million to £765k, and this positive movement was attributed to further vacancy management and treasury savings; the Director was continuing to explore further opportunities to manage this position;
- the Place Directorate was reporting an overspend of approximately £38,000 which was an adverse movement from month 5 where there was an underspend of £139k and this was due to the pressure on income targets, especially around car parking. Service areas were taking action to mitigate these additional costs and loss of income;
- the position of the additional costs and income lost due to COVID was currently showing a drawdown against grants of £16.562m; officers and members would work closely to manage the finances towards a balanced position at the end of the year;
- after the second quarter the Council was reporting achieved savings of just over £3m and savings on track of a further £6.41 million making a total of just under £9.5 million of the £13.845 million target savings for revenue; with regards to capital and the five year capital budget from 2021 to 2026 it was currently forecast at approximately £647.5m as at the 30 September 2021 and it's been adjusted to take into account the newly approved schemes and to adjust future funding assumptions.

Members discussed:

- the £420k saving in the Corporate and Customer Services directorate from £1.185m overspend down to £765k and how that would impact on the performance; it was responded that there was a significant downward variance due to the sensible and pragmatic judgments about the use of temporary staff which was done in a way so that performance was not adversely affected. In addition the Directorate has tightened its belt in terms of expenditure and so there was not the same level of orders for some goods and services going through to bring the overspend under control;
- was the use of temporary staff more generally used across customer services and on what scale? It was responded that a written response could be provided however the Strategic Director of Customer and Corporate Services also covered finance, FM as well as customer services. The current vacancy rate across the department was in excess of approximately 6% of the establishment. The business support review that was started last year was now coming to fruition. The consultation process has been completed with the new structure due to be implemented on 12 January 2022; there would be some savings that are drawn from that;
- in respect of the capital programme, could reassurance be provided that

there was some structure in place to look at the risk and cost base that was increasing specifically for construction related projects; it was responded that a structured review of business cases was already being undertaken and business cases submitted to the City Council Investment Board were considered if they were still affordable against the original business case. Members were advised that a written response to this would be provided to the committee;

- were the grants from government addressing the overspend within the childrens and adults social care department? Were the council expecting to receive further grants from Government? It was responded that the Covid 19 grants that have been provided in the drawdowns that have been made in terms of additional monies. Inflation was spiking around 4%, and that made everything far more expensive. The children and adults departments were still under pressure however were presently sitting within the budget assumptions that were built in when the 2021/22 budget was set;
- an indication as to what the £500k savings in facilities managements included and when it would be delivered; it was responded that condition surveys were currently being carried out on the corporate estate and this would achieve savings with shortfalls coming from within the Customer and Corporate Services department; the surveys were expected to be completed by the end of February;
- responses were still required regarding costs for manifesto commitments that were raised at a previous meeting; it was responded that some information had already been provided to a number of questions however the final responses linked to mitigation, would be provided.

It was agreed that –

1. Members note the Finance and Capital Monitoring Report September 2021;
2. Members were advised that a written response would be provided detailing the risk and affordability of the council's business cases, specifically regarding construction, would be provided.

## 26. **Corporate Plan Performance Report Q2 2021/ 22 - to follow**

The Leader (Councillor Nick Kelly) and Andrew Loton (Senior Performance Advisor) presented the Corporate Plan Performance Report Q2 2021/22 to Members and highlighted the following key points:

- this was the second of the quarterly Corporate Plan Performance reports that was produced and it covered the period from July to September 2021;
- strong performance to date and some of the key areas of good performance in the report could be found on page 10 of the agenda pack. Specifically there was an improvement in the household waste collection for recycle, reduce or composting with an increase in quarter one of 21/22 to 37.3% and

then a further increase in quarter two to 40.1% exceeding the target of 39%;

- the report was set out in a user friendly format to clearly showcase trends and performance and enable scrutiny to hold the executive to account.

Members discussed:

- the importance of performance indicators, RAG ratings and especially trend to clearly demonstrate the direction of travel. A brief explanation would also make it clear what was happening in each area of concern; it was responded that there was an indication of trend in the report however due to the amount of information linked to each area the information was instead summarised in order to give an overview. Officers would use feedback provided to consider how the information in future reports could be displayed to adequately provide the trend and detail required;
- how many families with children were being housed in bed and breakfast accommodation for more than two weeks? It was responded that families were a priority for the service and that information whilst not included in the report was available and would be provided to Members.

It was agreed that:

1. Members note the content of the Corporate Plan Performance Report Q2 2021/22;
2. information upon the numbers of families that were being housed in bed and breakfast accommodation for more than two weeks would be provided to Members.

## 27. **Bereavement Services Update**

Councillor Deacon (Cabinet Member for Customer Services, Culture, Leisure & Sport), Sarah Lees (Consultant in Public Health) and Karen Jennings (Head of Bereavement Services) presented the Bereavement Services Update to Members and highlighted the following key points:

- the fire in Efford cemetery in December 2019 emphasized the fact that the crematory provision in Plymouth required modernization; from March 2020, following a decision made by the portfolio holder, all funeral services in the city's chapels had been live streamed free of charge. This continued whilst numbers were restricted because of covid19;
- saying goodbye to loved ones was a key part of mourning and one of the hardest challenges for the team was having to restrict the number of people permitted to attend funeral services;
- despite the many challenges the demand for funeral services had been met throughout COVID restrictions with no delay to waiting times; the fees charged for cremation had not increased in 2020-2021 despite entering into a

pandemic with the increased expectation of deaths. Additional costs, such as webcasting had been met by COVID-19 grants;

- the key challenge with regard to the budget was the delivery of the capital programme for the new crematorium. Replacing the old equipment with new state of the art and environmentally friendly crematoria required finance and moving to a new location. The new facility would create bigger and better ceremony rooms, modern offices and a cafeteria. Phase three was due to start in the New Year; once completed the buildings would go up fairly quickly with the whole project due to be completed by spring 2023.

Members discussed:

- the acknowledgement that profit should not be made from the crematorium service; how was this approached in the accountancy of the Council's finances? It was responded that work was still ongoing as to different operating models for a financial solution however a detailed response would be provided via a confidential briefing note to Members;
- were there any differences to the plans for the new crematorium and cemetery? It was responded that the quality and the front of house services would not be affected that was value engineered out. Changing the design so that block work was used instead of precast concrete was a more cost effective approach and would save time.

It was agreed that –

1. Members note the Bereavement Services Update;
2. a confidential briefing note would be provided to Members on the accounting treatment for the crematorium services.

## 28. **Environment Bill Update - verbal**

Councillor Mrs Bridgeman (Cabinet Member for Environment and Street Scene) and Philip Robinson (Service Director for Street Services) provided a verbal update on the Environment Bill and highlighted the following key points:

- the Environment Bill had gained royal assent and was now the Environment Act;
- in the new year a joint briefing between Councillors Mrs Bridgeman and Dann would be scheduled to discuss the wider implications of the Environment Act – this would also be made available for all Members;
- the Environment Act was much wider than just waste and resources, it covered the areas of governance, environmental principles, water, nature, and air. One of the principles that underpinned the Act was that it would take pressure off local authorities and shift the cost to businesses;

- in terms of electronic waste tagging, products would carry resource efficiency labels;
- the intention was for the Council, where possible, to convert the fleet vehicles to electric or more environmentally friendly options.

Members discussed:

- the importance of Councillor Mrs Bridgeman as Cabinet Member for Environment and Street Scene, taking action to assess current business cases affected by the Environment Act contained appropriate procurement routes; it was responded that this was already being done;
- who was the Senior Responsible Officer for the oversight and implementation of work to come out of the Environment Act? It was responded that this would be specified in the written briefing provided to Members;
- what was the governance surrounding the Environment Act and the impact upon the Council? It was discussed that this should be considered by the Scrutiny Management Board so that further cross party scrutiny could take place.

It was agreed that –

1. Members note the Environment Bill Update;
2. a written report on the Environment Act and the implications for the Council would be provided to Members; this would also detail the senior responsible officer and governance structures;
3. the Scrutiny Management Board should discuss the Environment Act at a future meeting in order to ensure that appropriate plans were in place to scrutinise the impact that this would have on Plymouth and the Council and its finances.

## 29. **Tracking Decisions**

Members discussed the tracking decisions document and highlighted that information requested at previous meetings was still outstanding.

It was agreed that this information would be requested again.

## 30. **Work Programme**

Members discussed the draft work programme specifically regarding the customer services strategy as well as scrutiny into leisure services. It was highlighted that the work programme may need to be amended slightly to fit in scrutiny.

31. **Exempt Business**

Agreed that under Section 100(4) of the Local Government Act 1972, to exclude the press and public from the meeting for the following items of business on the grounds that involves the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

32. **Commercial Waste Services**

Members discussed the Commercial Waste Services report and noted the update.

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# Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	02 March 2022
Title of Report:	<b>PFCF Policy Brief</b>
Lead Member:	Councillor Nick Kelly (Leader and Cabinet Member Finance and Performance)
Lead Strategic Director:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Alan Knott (Policy Advisor)
Contact Email:	Alan.Knott@Plymouth.gov.uk
Your Reference:	PFCF PB 02032022
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

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

## 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	PFCF Policy Brief – 02 Mar 2022							

**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:**

Fin	N/A	Leg	N/A	Mon Off	N/A	HR	N/A	Asset s	N/A	Strat Proc	N/A
Approved by: Giles Perritt, Assistance Chief Executive											
Date approved: Feb 2022											

## POLICY BRIEF

Performance, Finance and Customer Focus Overview Scrutiny Committee

02 March 2022



### GOVERNMENT POLICY, LEGISLATIVE ANNOUNCEMENTS AND NEWS

#### Government

##### [Government unveils levelling up plan](#)

The government has published the [Levelling Up White Paper](#) which sets out the plan for reversing the UK's geographic inequalities and improving the country. Key announcements for Plymouth include:

- Devon, Plymouth and Torbay are one of nine areas that have been invited to start formal negotiations to agree new County Deals alongside Cornwall; Derbyshire and Derby; Durham; Hull and East Yorkshire; Leicestershire; Norfolk; Nottinghamshire and Nottingham; and Suffolk, with the aim of agreeing a number of these deals by autumn 2022.
- Plymouth has been selected as one of the 55 areas to become an Education Investment Area to drive improvements through funding to intervene in underperforming schools, support growth of strong trusts and retain high quality teachers. This builds on work being undertaken since May 2020 as one of four areas selected to take part in a £10m initiative to become a place-based pilot that sees local schools collaborating with each other, working together to share priorities, expertise and experience.
- Plymouth has been included as a pilot to participate in a joint project launched between the Department for Education (DfE) and the Food Standards Agency to design and test a new approach for local authorities in assuring and supporting compliance with school food standards. Engagement with pilot cities will take place in March and go live in September.
- The Government will also invest over £750m in this Parliament on tree planting and peatland restoration in England and support the creation of new community forests in the North East, Cumbria and Plymouth to improve access to woodlands (previously announced as part of the Spending Review 2021).

##### [UK Shared Prosperity Fund pre-launch guidance](#)

Pre-launch guidance for the UK Shared Prosperity Fund (UKSPF) has been published alongside the Levelling Up White Paper. Led by the Department for Levelling Up, Housing and Communities (DLUHC), the UKSPF provides £2.6 billion of new funding for local investment by March 2025, and all areas of the UK will receive funding. The government will publish a full prospectus for the fund later in spring 2022.

#### Finance

##### [Final local government finance settlement 2022 to 2023](#)

Key information for local authorities on the final local government finance settlement 2022 to 2023.

##### [Authorities with increased business rates retention arrangements: final local government finance settlement 2022 to 2023](#)

Key information and explanatory note for authorities with increased business rates retention arrangements for the 2022 to 2023 financial year

##### [Core spending power: final local government finance settlement 2022 to 2023](#)

Spending power measures the overall revenue funding available for local authority services.

#### Street Services

##### [New plans to reform the waste industry](#)

The government has set out two new consultations to clamp down on waste crime and support people and businesses to manage waste correctly. The reform of waste industry will see increased background checks for firms who move or trade waste, as well as making it easier for regulators across the UK take action against rogue operators. The [Implementation of mandatory digital waste tracking](#) and [Waste carrier, broker and dealer system reform](#) consultations close 15<sup>th</sup> April 2022.

The government's new [Parking Code of Practice](#) has been announced. A new package of measures will protect drivers from unfair and extortionate charges, with a new Code of Practice to help keep cowboy private parking firms in check. The proposals include a maximum cap for parking fines, a 10-minute grace period before a late

fine can be issued, and a requirement for parking firms to clearly display pricing and terms and conditions. In England outside of London and in Wales, charges will be reduced from £100 to £70 or £50, depending on the seriousness of the breach. Private firms which breach the new Code could even be barred from collecting fines from motorists at all.

### **Environment**

#### [Consultation on Biodiversity Net Gain Regulations and Implementation](#) (New)

Plans to ensure wildlife can be better protected and enhanced in developments have been set out in a consultation launched today by Environment Minister Rebecca Pow. The consultation sets out proposals and asks questions about how biodiversity net gain will be applied to Town and Country Planning Act development, and, at a higher level, Nationally Significant Infrastructure Projects (closes 05 April 2022). The Government has also announced a new funding pot of over £4 million to help Local Planning Authorities and other local authorities with planning oversight, to prepare for Biodiversity Net Gain which will become mandatory two years after Royal Assent of the Environment Act.

#### [Social Housing Decarbonisation Fund Wave 1: successful bids](#)

Plymouth City Council have received £1M for Wave 1 of the Social Housing Decarbonisation Fund. Through the SHDF Wave 1, social housing properties currently below Energy Performance Certificate (EPC) C rating will be upgraded, helping to cut fuel bills for social housing tenants as well as delivering warm homes and reducing carbon emissions. The funding will also support jobs in the green energy sector and deliver carbon emissions savings.

# Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	02 March 2022
Title of Report:	<b>Finance Monitoring Report December 2021</b>
Lead Member:	Councillor Nick Kelly (Leader)
Lead Strategic Director:	Brendan Arnold (Service Director for Finance)
Author:	David Northey - Head of Integrated Finance Hannah West – Finance Business Partner
Contact Email:	David.northey@plymouth.gov.uk
Your Reference:	Fin/djn/2021(09)
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

This report sets out the forecast revenue finance monitoring position of the Council to the end of the financial year 2021/22, as at the end of December 2021.

The overall savings plans for the year continue to be set out in detail in Appendix A. Of the total target savings of £13.845m, Directorates are reporting that £8.016m (over 57%) are already achieved, with a further £3.416m (over 24%) on course to be delivered by the end of the year.

## Recommendations and Reasons

### That Scrutiny:

1. Notes the current revenue monitoring position.

### Alternative options considered and rejected

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

### Relevance to the Corporate Plan and/or the Plymouth Plan

The financial outturn 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 MTFP is updated regularly based on on-going monitoring information, both on a local



**Sign off:**

Fin	pl.21. 22.24 6	Leg	LS/37 984/A C/27/ 1/22	Mon Off		HR		Assets		Strat Proc	
Originating Senior Leadership Team member: Brendan Arnold (Service Director for Finance)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 17/12/2021											
Cabinet Member approval: Councillor Nick Kelly (Leader)											
Date approved: 21/12/2021											

## SECTION A: EXECUTIVE SUMMARY

Table 1: End of year revenue forecast

	Budget £m	Net Forecast Outturn £m	Variance £m
<b>Total General Fund Budget</b>	<b>195.568</b>	<b>196.094</b>	<b>0.526</b>

The forecast revenue outturn after the application of Covid grants and council mitigating actions is currently estimated at £0.526m over budget, which is a variance of +0.27% against the net budget (+0.10% against the gross budget). This is a favourable movement in the month of £0.218m from the last report (period 8). It should be noted that the financial position will fluctuate as we move through the year. Officers and Members will work closely to manage the finances towards a balanced position by the end of the year.

The pandemic continues to have a major impact on our financial resources, with a potential drawdown of £18.284m against the currently available grants. Accordingly there is a nil impact on the forecast variance.

## SECTION B: Directorate Review

Table 2: End of year revenue forecast by Directorate

Directorate	Budget £m	Forecast £m	COVID offset £m	Forecast Net Variance £m	Status
<b>Executive Office</b>	5.429	5.655	(0.226)	0.000	on budget
<b>Customer and Corporate Services</b>	44.031	45.267	(1.212)	0.024	over
<b>Children's Directorate</b>	53.074	63.575	(9.410)	1.091	over
<b>People Directorate</b>	89.441	93.018	(3.577)	0.000	on budget
<b>ODPH</b>	(0.537)	(0.715)	(0.127)	(0.305)	under
<b>Place Directorate</b>	24.976	28.708	(3.732)	0.000	on budget
<b>Corporate Items</b>	(20.846)	(39.414)	18.284	(0.284)	under
<b>Total</b>	<b>195.568</b>	<b>196.094</b>	<b>0.000</b>	<b>0.526</b>	<b>over</b>



## 1. Executive Office

- 1.1 The Executive Office is reporting a balanced position. COVID-19 related pressures reflect additional costs associated with court activity and resourcing.

## 2. Customer and Corporate Services Directorate

- 2.1 The Directorate is forecasting an over spend of £0.024m. This has improved by £0.594m in the last month owing to treasury management performance, savings on training budgets and continued management of staffing costs, aided by the use of the Covid Outbreak Management Fund. COVID-19 costs have grown due to impact on court fee income.

## 3. Children's Directorate

- 3.1 The Directorate is forecasting an over spend of £1.091m; this is an increase of £0.677m from the November forecast. £0.362 relates to a shortfall against savings; £0.201m pressure within Children's Social Work relating to increased assessment costs; and £0.114m increased interagency fees with the Regional Adoption Agency.

## 4. Office of the Director of Public Health (ODPH)

- 4.1 Public Protection Service, within Public Health, is reporting an under spend of £0.305m due to staffing costs being offset to Covid grant and additional funding.

### Place Directorate

- 4.2 The Directorate is reporting a balanced position, although COVID-19 related additional spend and income foregone totals £3.732m. The majority of this continues to relate to loss of car parking income.

## 5. Corporate Items

- 5.1 Favourable variances of £0.284m are expected at a corporate level and in addition. COVID-19 financial support continues to be held here.

## SECTION C: VIREMENTS

Directorate	Departmental movements £'000	Totals £'000
Executive Office	0	0
Customer and Corporate Services	477	477
Children's Directorate	(360)	(360)
People Directorate	0	0
Public Health	0	0
Place Directorate	(118)	(118)
Corporate Items	0	0
	0	0

These changes occurred in Q1 and reflect the full year effect of the Business Support Review

### Recommendation:

For Cabinet to approve these virements

## SECTION D Capital Finance Report Quarter 3 2021/22

The five-year capital budget 2021-2026 is currently forecast at £688.366m as at 31 December 2021. The capital budget has been adjusted to take into account the new approvals or changes to the capital programme and to adjust the future funding assumptions shown in table 1.

### Current Capital Resources

Table 1 The Capital budget consists of the following elements:

Description	£m
Approved Capital Programme 2021-2026	402.356
Future Funding Assumptions *	286.010
<b>Total Revised Capital Budget for Approval (2021-2026)</b>	<b>688.366</b>

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

The above table includes both existing programming and programming where funding may become available looking forward.

### Capital Programme

New schemes are added to the Programme following approval of an agreed business case. Once in receipt of officer authorisation, these business cases are presented for Executive decision and then reported to Cabinet in the quarterly updates to the Capital Programme.

### Future Funding Assumptions

The current estimate of future capital funding for the next five years 2021-2026 is £286m. (see table 2b). This figure changes from time to time and comprises both ring-fenced and un-ringfenced grants, S106 resources and other external contributions.

Tables 2a and 3 below show the revised capital programme for the period 2021-2026, as at 31 December 2021.

## Additions to the capital programme during the quarter

**Table 2. Additions to the capital programme**

During the quarter, the new approvals are as follows:

Project	£'000
Purchase of a Freehold Property Interest	2,069
Ballard House Roof Repairs	1112
New Data Migration Centre	221
National Marine Park (Development)	803
Derriford District Park	17,860
Safer Streets	444
Settled Housing – PATH	220
Woolwell to the George	33,501
Housing – Brownfield Land Release Funded Projects	950
Green Homes	1,752
King George V Playing Field	31
Plymouth Natural Grid	169
Other	566
<b>Total</b>	<b>59,698</b>

All additions to the capital programme in Table 2 above are fully funded within the existing budget.

The capital programme is delivering some major projects across the city and it has won large grant funding bids for these projects. Some of the notable projects:

- Future High Streets Fund grant - £12.047m
- National Marine Park - National Heritage Lottery Fund award £9.6m
- The Eclipse project - £1.887m
- Forder Valley Link Road – £41.191m
- Forder Valley Interchange - £7.336m
- Transforming Cities Fund – £51.244m
- Brunel Plaza redevelopment of Plymouth Train Station – £26.224m
- Highway maintenance and essential engineering – £19.198m
- Plymouth Crematorium - £13.001m
- Woolwell to the George – Levelling Up Fund - £19.924m
- Brownfield Land Release Funding - £0.600m
- Safer Street - £0.418m
- Green Homes - £1.752m

**Revised Capital Programme****Table 2a Capital Programme by Directorate**

Directorate	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m
People	8.930	11.876	3.716	0.132	0.132	<b>24.786</b>
Place - Economic Development	29.534	74.537	34.728	0.418	0.080	<b>139.297</b>
Place – Strategic Planning and Infrastructure	58.149	84.886	18.465	8.600	0.756	<b>170.856</b>
Place – Street Services	22.404	14.702	3.963	2.017	0	<b>43.086</b>
Customer & Corporate Services	8.768	3.193	0	0	0	<b>11.961</b>
Public Health	12.370	0	0	0	0	<b>12.370</b>
<b>Total</b>	<b>140.155</b>	<b>189.194</b>	<b>60.872</b>	<b>11.167</b>	<b>0.968</b>	<b>402.356</b>
<b>Financed by:</b>						
Capital Receipts	1.618	5.632	6.428	0.619	0.836	15.133
Grant funding	50.860	69.000	14.293	0.132	0.132	134.417
Corporate funded borrowing	47.282	33.011	10.208	9.310	0	99.811
Service dept. supported borrowing	33.041	70.424	26.433	0.304	0	130.202
Developer contributions	5.051	11.124	3.510	0.802	0	20.487
Other contributions	2.303	0.003	0	0	0	2.306
<b>Total Financing</b>	<b>140.155</b>	<b>189.194</b>	<b>60.872</b>	<b>11.167</b>	<b>0.968</b>	<b>402.356</b>

**Table 2b Future Funding Assumptions**

Future Funding Estimates	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m
Service borrowing & external loans	26.250	30.850	2.120	4.696	5.000	<b>68.916</b>
Grants	10.548	16.456	20.787	30.416	105.094	<b>183.301</b>
SI06 and CIL	4.071	4.452	4.088	3.736	3.791	<b>20.138</b>
Other sources	2.771	6.971	1.288	1.335	1.290	<b>13.655</b>
<b>Total</b>	<b>46.640</b>	<b>58.729</b>	<b>28.283</b>	<b>40.183</b>	<b>115.175</b>	<b>286.010</b>

**Table 3: Capital Programme by Delivery Outcome**

Primary Outcome of Projects	£m
Securing Growth in the City Centre/Waterfront	17.247
Securing Growth in Derriford and the Northern Corridor	75.642
Securing Growth in the Eastern Corridor	3.922
Delivering More/Better Housing	28.162
Ensuring Essential City Infrastructure	86.840
Improving Neighbourhoods and Community Infrastructure	5.511
Ensuring Good Quality School Places	0.868
Growing the Economy	74.514
Delivering Oceansgate	4.202
Connecting the City	32.068
Celebrating Mayflower	1.160
Delivering The Box	0.936
Transforming Services	71.284
<b>Total</b>	<b>402.356</b>

**Appendix A 2021/22 Savings status (I) Summary**

	<b>Total</b>	<b>Achieved savings</b>	<b>on track for delivery</b>	<b>Working on for delivery</b>	<b>Planned, internal/external actions required to deliver</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Children's	<b>4.001</b>	2.562	0.401	0.262	0.776
People	<b>3.160</b>	3.160	0.000	0.000	0.000
ODPH	<b>0.028</b>	0.028	0.000	0.000	0.000
Customer & Corporate Place	<b>4.571</b>	1.136	2.845	0.019	0.571
Corporate Items	<b>1.035</b>	0.080	0.170	0.257	0.528
	<b>1.050</b>	1.050	0.000	0.000	0.000
<b>2021/22 Savings</b>	<b>13.845</b>	<b>8.016</b>	<b>3.416</b>	<b>0.538</b>	<b>1.875</b>

## Appendix A 2021/22 Savings status (2) Detail

Directorate / Plans	Target Savings	Achieved savings	Plans on track for delivery	Plans worked on for delivery	Planned, internal/external actions required to deliver
	£m	£m	£m	£m	£m
<b>Children</b>					
EPS step up	0.152				0.152
Home to School Transport	0.179	0.179			
AST	0.500	0.293		0.207	
Fostering	0.670	0.189	0.082		0.399
Troubled Families	0.650	0.505	0.145		
Placement Review	1.400	1.171	0.174	0.055	
Management Actions	0.450	0.225			0.225
<b>Children - Savings</b>	<b>4.001</b>	<b>2.562</b>	<b>0.401</b>	<b>0.262</b>	<b>0.776</b>
<b>People</b>					
Care Package Reviews (SC)	0.775	0.775			
Direct Payment Reviews (SC)	0.250	0.250			
Increased FCP Income (SC)	0.100	0.100			
Commissioned Contracts (SC)	0.250	0.250			
Grant Maximisation (CC)	0.200	0.200			
Management Actions (CC)	0.050	0.050			
Income Targets (CC)	0.050	0.050			
One Off Savings 2020/21 (SC)	1.485	1.485			
<b>People - savings</b>	<b>3.160</b>	<b>3.160</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>ODPH</b>					

Additional Income	0.008	0.008			
Additional Income #2	0.020	0.020			
<b>ODPH - savings</b>	<b>0.028</b>	<b>0.028</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Customer, Corporate Services and Executive Office</b>					
Efficiency	0.949		0.949		
FM review	0.550				0.550
Business support	1.200	0.917	0.283		
ICT	1.000		1.000		
CEX; Legal services	0.100		0.100		
Coroner	0.040			0.019	0.021
Training	0.153	0.153			
Capitalise Capital Team	0.050	0.050			
Internal Audit	0.016	0.016			
Departmental	0.513		0.513		
<b>Customer &amp; Corporate Services and Executive Office savings</b>	<b>4.571</b>	<b>1.136</b>	<b>2.845</b>	<b>0.019</b>	<b>0.571</b>
<b>Place</b>					
Regeneration Property Fund	0.500				0.500
Concessionary Fares	0.080	0.080			
Weston Mill, bulky & trade waste income	0.208			0.180	0.028
Resident Parking	0.060		0.060		
On/Off parking	0.065		0.065		
Fees and charges including Mt. Edgcumbe	0.122		0.045	0.077	
<b>Place savings</b>	<b>1.035</b>	<b>0.080</b>	<b>0.170</b>	<b>0.257</b>	<b>0.528</b>
<b>Corporate</b>					
Schools PFI - adjustments	1.015	1.015			
Income target not allocated	0.035	0.035			
<b>Corporate savings</b>	<b>1.050</b>	<b>1.050</b>	<b>0.000</b>	<b>0.000</b>	<b>0.00</b>
<b>Overall Total savings</b>	<b>13.845</b>	<b>8.016</b>	<b>3.416</b>	<b>0.538</b>	<b>1.875</b>





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# Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date of meeting:	02 March 2022
Title of Report:	<b>Business Support Programme Review</b>
Lead Member:	Councillor Mark Deacon (Cabinet Member for Customer Services, Culture, Leisure & Sport)
Lead Strategic Director:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Ross Johnston
Contact Email:	ross.johnston@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I - Official

## **Purpose of Report**

To provide the Performance, Finance and Customer Focus Overview and Scrutiny Committee with a review of the changes and benefits of the Business Support Review Programme.

## **Recommendations and Reasons**

To note the changes to PCC's business support services.

## **Alternative options considered and rejected**

N/A

## **Relevance to the Corporate Plan and/or the Plymouth Plan**

The Business Support Review was established to deliver change against three commitments:

1. Empowering our people to deliver
2. Provide a quality service to get the basics right first time
3. Providing value for money

## **Implications for the Medium Term Financial Plan and Resource Implications:**

The Business Support Programme contributed significantly to the balancing of PCC's budget in 2021/22 and has further forecast deliverables that support the budget arrangements set for 2022/23.

## **Financial Risks**

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) 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.						
		1	2	3	4	5	6	7
A	Briefing report title							
B	Equalities Impact Assessment (if applicable)							

**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) 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.						
	1	2	3	4	5	6	7

**Sign off:**

Fin	djn.2 1.22. 278	Leg	LS/3 8146 /AC/ 21/2/ 22	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: Andy Ralphs											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 18/02/2022											
Cabinet Member approval: Councillor Mark Deacon approved by email											
Date approved: 21/02/2022											

## I. BUSINESS SUPPORT REVIEW CONTEXT

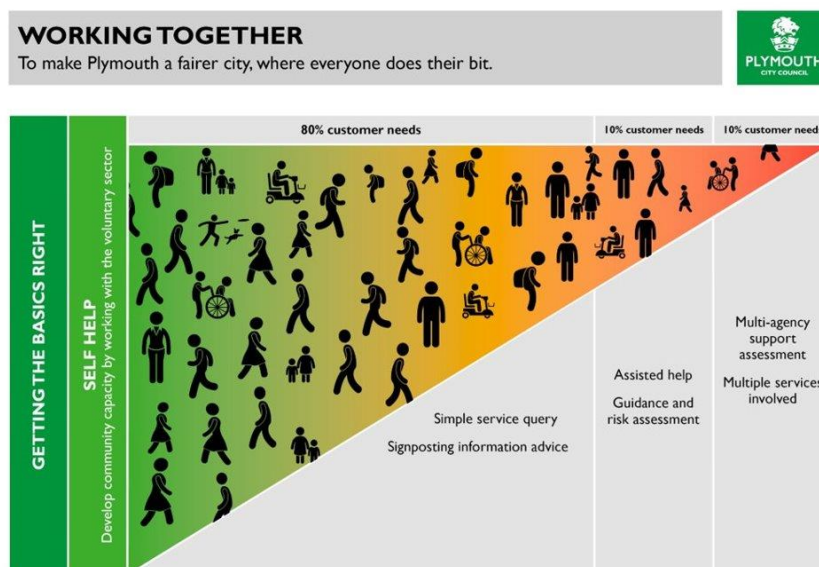
### I.1 What is Business Support in PCC?

Business Support was defined as the functions which provide support to the delivery of frontline and or specialist services. The project team undertook a comprehensive review, which included desktop research, interviews with staff and managers, visits to management teams and a digital questionnaire. The findings of the review showed that in PCC business support was performed across the organisation and that the practice was varied and decentralised. The analysis also defined the scope of the review which was finalised to include 46 roles profiles, with 283.17 FTE creating a total baseline payroll cost of £7.6m.

### I.2 Why were we changing Business Support in PCC?

Over the previous five years, PCC had led a number of transformation initiatives that changed the way we work. In assessing the journey of previous transformational efforts from 2016-2020 it was clear that PCC was now in a position to think innovatively about how it could operate its business support services. An operating model (Figure 1) was agreed which highlighted the importance of transforming how we delivered transactional support to customers and internally, to meet the 80% of customer needs.

**Figure 1: Corporate Operating Model**



The outcomes of previous transformations had seen the creation of a digital service, a centralised service centre, a move away from desktop PCs to laptops and an expansion of digital practices in the adoption of M365 Technologies. In addition, changes in both staff and customer behaviours as well as the continuing pressures for PCC to save money led to a portfolio of change called 'The Way We Work' (TWWW) being approved. A fundamental programme in TWWW was the Business Support Review and in October 2020, the Change Board approved the Business Support Review Business Case.

### I.3 What were the Business Support Programme's objectives?

The Business Support Review's business case outlined the vision to 'deliver modern, digitally focused, flexible, and efficient business and administration services to all PCC departments'. The vision was to be achieved by delivering against three strategic aims:

- Use existing skills, increasing comfort with digital and the growing carbon agenda to seek to replace legacy technology systems and manual processes with modern, digital, and standard ways of working.
- Use existing service centre functions and capabilities and growing digital skills to create efficiencies and deliver savings of £1.863m (200k in 2020/21 and 1,663m in 2021/22) to support balancing the corporate budget by remodelling the business support organisation structure to remove inconsistency and achieve the requisite financial savings.
- Use best practice and industry approaches to put in place a more rigorous management of business support to control outcomes, increase knowledge and create a resilient operation.

#### 1.4 How was the Business Support Programme structured?

The Business Support Review was established as a programme and its delivery has been aligned to the Corporate Plan's priorities of:

1. Empowering our people to deliver
2. Provide a quality service to get the basics right first time
3. Providing value for money

The Business Support Review was separated into three key project areas:

**Technology Transformation** - to improve business support's use of digital tools and optimise the investments that PCC have already made in Microsoft and other digital technologies.

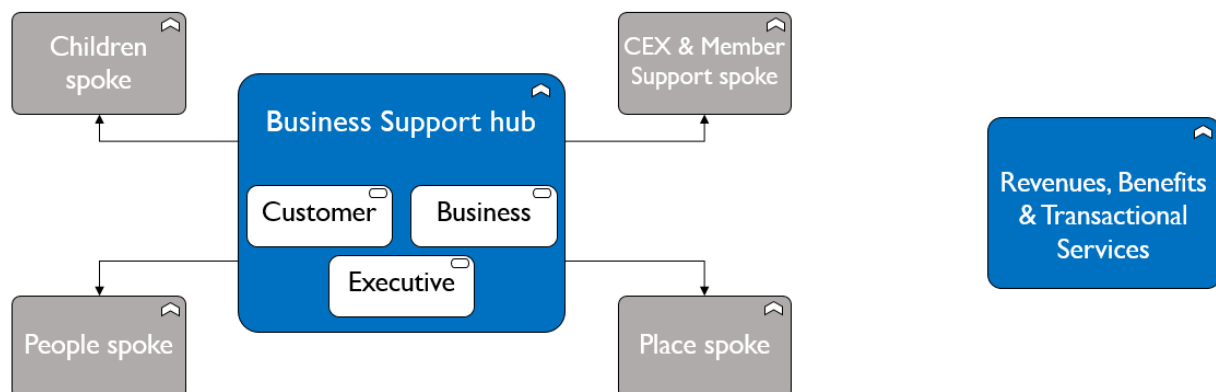
**Process Transformation** - to work with staff in scope and Digital Services to co-design and deliver simplified, streamlined, and digital processes where possible.

**Organisational Design** - to deliver a new Business Support Service, realise the required savings target from restructuring the organisation and developing a modern service with staff equipped with the right access and skills to use modern technologies.

## 2. WHAT IS BUSINESS SUPPORT NOW

On 12 January 2022 the new Business Support Service went live, see staffroom article [here](#). The launch was successful with all Team Leaders and Service Managers understanding their role and the requirements to develop their respective service and teams, in line with the new structure (Figure 2).

**Figure 2:** Business Support Structure Overview



This new structure was delivered following a variety of technology and process changes. These changes were fundamental in creating an environment that supported modern, efficient and streamlined business support services.

### 3. WHAT BENEFITS / OUTCOMES HAVE BEEN DELIVERED

The Business Support Review has achieved:

- £423k benefits in 2020/21 financial year – achieving 200% above business case target of £200k for 2020/21 through vacancy management;
- £1,475m permanent savings achieved following the removal of 61.8 posts through vacancy deletions and restructure delivered Nov – Dec 2021 and role profile rationalisation (detail outlined in Table 1).

**Table 1:** Overview of Organisational Change from Business Support Review

Theme	Baseline	Post Restructure	Change (Benefit)	% Change
Number of FTE Established Posts	283.17	221.36	- 61.81	- 21.8%
Number of Role Profiles	46	27	- 19	- 41.3%
Cost of Business Support	£7.6m	£6.2m	- £1.4m	- 18.5%

- Developed and launched an interactive ‘one stop’ [business support staffroom](#) page for all business support requests and activities integrating our existing digital tools
- Developed an interactive, automated and transparent reporting tool through Power BI, to share business support performance in an open and visual manner through a published dashboard on business support staffroom page;
- Developed and launched an automated and intelligent chatbot service, serving customers digitally at the first point of contact through Facebook;
- Increased the number of online forms, improving and increasing internal digital access to services;
- A cultural shift, where new tools, new digital and technical skills and amendments to service delivery have increased data driven management (new reporting), self-service delivery from senior management (utilising automated technology), matrix management (developing a modern structure) and improved ownership (performance visibility).

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

Draft Work Programme 2021-22



**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 Rickman, Democratic Adviser on 01752 398444.

Date of meeting	Agenda item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member /Officer
21 July 2021	Finance Monitoring Report Month 2	-	Progress update	The Leader/ Brendan Arnold
	The Year Ahead—The Leader and Cabinet Member Verbal Update	-	Overview of key priorities in the coming year and key decisions	The Leader/ Councillors Mrs Bridgeman, Deacon, Dreaan, Riley, Mrs Pengelly
	Safer Plymouth Update	-	Key priorities/ challenges/ work plan for consideration	Councillor Riley/ Jackie Kings
22 September 2021	Finance Monitoring Report—Month 4	-	To consider the revenue finance monitoring position of the council to the end of July 2021.	The Leader/ Brendan Arnold
	Corporate Plan Performance Report—month 4	-	To consider how the Council is performing against its priority performance indicators.	The Leader/ Rob Sowden
	Controlled Parking Zones	-	Report on current issues to be addressed and potential plans for the future	Councillor Jonathan Dreaan/ Mike Artherton

Date of meeting	Agenda item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member /Officer
<b>1 December 2021</b>	Finance Monitoring Report Month 6	-	To consider the revenue finance monitoring position of the council.	The Leader/Brendan Arnold
	Environment Bill Update	-	To discuss how the Bill would affect the waste strategy and what financial impact it would have upon the Council.	Councillor Maddi Bridgeman/ Phillip Robinson
	Corporate Plan Performance Report	-	To consider how the Council is performing against its priority performance indicators.	The Leader/ Andrew Loton
	Commercial Waste Services update	-	To consider a report on current services provided/ current issues	Councillor Maddi Bridgeman/ Philip Robinson
	Bereavement Services Update	-		Councillor Deacon/ Karen Jennings
<b>2 March 2022</b>	Finance Monitoring Report Month 9	-	To consider the revenue finance monitoring position of the council.	The Leader/ Brendan Arnold
	Corporate Plan Performance Report	-	To consider how the Council is performing against its priority performance indicators.	The Leader/ Rob Sowden
	Business Support Review	-	To be provided with an update on the Council's Business Support Review and impact.	Councillor Riley/ Andy Ralphs
	Leisure Services Contract	-	To be provided with an update on the Council's Leisure Services Contract.	Councillor Deacon/ Craig McArdle

Date of meeting	Agenda item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member /Officer
	Returning to Work Safely	-	To be provided with an update on the Returning to Work Safely programme.	Councillor Riley/ Andy Ralphs
	Finance and Capital Monitoring Report – December 2021	-	To consider the revenue finance monitoring position of the council.	The Leader/ Brendan Arnold
	Corporate Plan Performance Report	-	To consider how the Council is performing against its priority performance indicators.	The Leader/ Andrew Loton

**Items to be scheduled but not yet allocated a date:**

TBC	Grass cutting – biodiversity detailed data report	
TBC	Commitment to have community use options for Pounds House	
TBC	Digital Transformation and Inclusion	
TBC	Contact Centre	
TBC	Libraries	
TBC	Homelessness – joint work with Health scrutiny including health and housing and support	
TBC	Community Policing	
TBC	Electric charging points	
TBC	Election Bill Implications	
TBC	Rough sleeping strategy	
TBC	Policing in Plymouth – current police resources.	
TBC	People Strategy – strategy and update on the action plan to be circulated to Councillors	
TBC	Member development update	
TBC	Equalities and Diversity	
<b>Select Committee Reviews</b>		
TBC	Gambling Policy	
2 March	Leisure Services	

<b>TBC</b>	Customer Services Strategy	
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### Annex I – Scrutiny Prioritisation Tool

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

<b>Priority</b>	<b>Score</b>
<b>High</b>	<b>5-6</b>
<b>Medium</b>	<b>3-4</b>
<b>Low</b>	<b>1-2</b>