

# **Ambitious Plymouth**

**Monday 9 June 2014**

## **PRESENT:**

Councillor Bowie, in the Chair.

Councillor Mrs Beer, Vice Chair.

Councillors Sam Davey, Jarvis, Jordan, Sam Leaves, McDonald, Mrs Nicholson, Riley and Tuohy.

Co-opted Representatives: Clare Hamon, Non-Statutory Co-opted Representative.

Apologies for absence: Councillors Parker and Singh.  
Edith Bayley, Statutory Co-opted Representative.

Also in attendance: Les Allen (Transformation Programmes Manager), Carole Burgoyne (Strategic Director for People), Jayne Gorton (Lead Officer), Judith Harwood (Assistant Director for Education, Learning and Families), Councillor McDonald (Cabinet Member for Children, Young People and Public Health), Brad Pearce (Education Catering Manager), Craig Williams (Interim Programme Manager – Integrated Health and Wellbeing) and Lynn Young (Democratic Support Officer).

The meeting started at 10.00 am and finished at 12.00 pm.

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

### **1. TO NOTE THE CHAIR AND VICE CHAIR**

The panel noted the appointment of Councillor Bowie as Chair and Councillor Mrs Beer as Vice Chair for the municipal year 2014 – 2015.

### **2. DECLARATIONS OF INTEREST**

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

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

There were no items of Chair's urgent business.

### **4. TERMS OF REFERENCE**

The panel noted its terms of reference.

5. **APPOINTMENT OF CO-OPTED REPRESENTATIVES**

The panel noted the membership of the two existing co-opted representatives (one statutory, one non-statutory).

6. **SCHEDULE OF MEETINGS FOR THE FORTHCOMING YEAR**

The panel noted the schedule of meetings for the forthcoming year.

7. **OVERVIEW OF PRIORITIES FOR AMBITIOUS PLYMOUTH**

Carole Burgoyne (Strategic Director for People), Judith Harwood (Assistant Director for Education, Learning and Families) and Councillor McDonald (Cabinet member for Children, Young People and Public Health) provided the panel with an overview of priorities for the forthcoming year.

The panel were informed that –

- (a) there was a great deal of pressure on Childrens' Services, with an increase in both the number of referrals to the service, and the number of Children in Care;
- (b) it was necessary to raise the profile of Childrens' Services;
- (c) an OFSTED inspection was imminent, and Childrens' Services were well prepared for this;
- (d) it was vital to prevent children entering care, and the key focus for the forthcoming year was on early intervention and prevention;
- (e) all children had the ability to reach their potential through education.

Following members' questions it was reported that –

- (f) there had been an increase in the number of EAL (English as an Additional Language) pupils, and with the assistance of Jonathan Marshall (Director for the Plymouth Centre of Faiths and Cultural Diversity), schools received training, advice and support to overcome any potential problems;
- (g) Childrens' Services worked with the Plymouth Teaching School Alliance (PTSA) to deal with any issues that arose relating to EAL pupils. The PTSA was able to put schools in contact with each other to assist where necessary;
- (h) any extra costs that were incurred in relation to EAL pupils was borne by the pupil's school;
- (i) EAL students excelled at GCSE level;
- (j) there were fewer incidences of racial bullying in schools than incidences of homophobic bullying;

- (k) 100 per cent of primary schools participated in a School Sports Partnership, although not all schools prioritised PE;
- (l) Childrens' Services had strong links with the housing sector.

The Chair thanked Carole Burgoyne, Judith Harwood and Councillor McDonald for their report.

8. **TRANSFORMATION PROGRAMME - PEOPLE AND ORGANISATIONAL DEVELOPMENT (POD) OUTLINE BUSINESS CASE**

Les Allen (Transformation Programmes Manager) provided members with an overview of the Transformation Programme – People and Organisational Development (POD) Outline Business Case.

Members were advised that –

- (a) the People and Organisational Development (POD) Outline Business Case focused upon workforce delivery and accommodation and infrastructure; the intention was to have the right people in the right place at the right time with the right skills;
- (b) problems that the POD programme was expected to address included workforce planning to achieve the Council's vision, a move towards a systems led culture of collaboration and the size and state of the Council's current office space;
- (c) the aims of the programme included –
  - options to address the capability gap currently identified to ensure that staff had the required skill sets, training, knowledge and behaviour to provide increased capability;
  - to review current policies and procedures to assist the Council to work more efficiently;
  - addressing shared priorities for system improvement with partners through collaboration;
  - to release significant excess office space to reduce costs and enable flexible modern working spaces;
  - to encourage highly flexible working practices;
- (d) specific projects included –
  - the decant of the Civic Centre (due to commence in July and finish in September) to the newly refurbished Ballard House;

- the renovation of a former commercial property in New George Street to accommodate frontline staff;
  - a focus upon workforce capability requirements;
- (e) issues excluded from the scope of the programme included the development of a high level organisational structure and detailed design as well as the commercial estate;
- (f) specific financial benefits had not yet been identified as the programme was an enabling programme which supported the other four transformation programmes;
- (g) benefits of the programme included a reduction in accommodation space across the city, a reduction in associated lease and operational costs of property occupation and maintenance;
- (h) it was expected that, by moving staff to alternative accommodation, there would be a reduction in sickness absence and an improvement in employee satisfaction;
- (i) costs associated with the POD programme were linked to staff training and the use of resources to ensure the correct people were employed, however Council staff would be used on projects where appropriate;
- (j) the main equalities and diversity issues for the POD programme included the provision of facilities which were DDA compliant and ensuring staff were equipped with skills to provide excellent services and the ability to deal with them, ie dementia, disabilities etc;
- (k) key partners had been engaged in the development of the programme through a variety of communication channels including a full stakeholder analysis, consultation with elected members and the development of a plan of key events;
- (l) the main risks to the programme included the availability of both capital and revenue funding to support the delivery of the assets required for the programmes, ICT requirements and the scale and number of changes across the Council; it was considered that these would be addressed through prior planning and co-ordination;
- (m) key events for the POD transformation programme included –
- completion of Phase I of the refurbishment of Ballard House, approximately 250 staff would move in during July; with the building populated by the end of September;
  - renovation of the New George Street property in readiness for First Stop;

- continuation of shredding and removal of waste from the Civic Centre;
  - complete work with Business Architecture on a flexible working strategy;
- (n) it was hoped that scrutiny would help the programme by challenging where necessary.

Following members' questions it was reported that –

- (o) an analysis of staff skill sets was being undertaken to determine what training was required for staff;
- (p) the Transformation Teams were being trained, and would achieve industry standard qualifications – Project Managers were studying for the PRINCE2 qualification;
- (q) negotiations needed to be held to determine the possibility of sharing buildings with other public sector organisations;
- (r) storage space in Ballard House would be very limited, and staff were now taking steps to reduce the amount of paperwork held on file, which had resulted in a large amount of documents being scanned and shredded;
- (s) the possibility of a permanent storage facility needed to be investigated;
- (t) highly flexible working practices would be a two-way process, with staff (in theory) being able to work in any other location owned by the Council;
- (u) a different style of leadership needed to be adopted; staff needed to work in a different way and more collaboratively.

The Chair thanked Les Allen for his report.

## 9. **PLYMOUTH EDUCATION CATERING SERVICES - LOCAL AUTHORITY TRADING CO-OPERATIVE COMPANY**

Judith Harwood (Assistant Director for Education, Learning and Families), Councillor McDonald (Cabinet for Children, Young People and Public Health), Brad Pearce (Education Catering Manager) and Craig Williams (Interim Programme Manager – Integrated Health and Wellbeing) provided members with an overview of Plymouth Education Catering Services and the proposed creation of a Local Authority Trading Co-operative Company.

Members were advised that –

- (a) the creation of a Local Authority Trading Co-operative Company would enable the production of healthy meals using locally produced ingredients in the light of school funding reforms;

- (b) the educational establishments within the proposed structure included maintained infant, junior, primary and special schools and academies;
- (c) the co-operative trading company through its partners as shareholders would work together to deliver efficient, economic, viable and sustainable services committing budgets to provide fair access to services for all and for the benefit of all;
- (d) it was proposed that the trading company would be 51 per cent Council owned and 49 per cent owned by schools and would be a company limited by share.

In response to members' questions it was reported that –

- (e) advice was sought from the parents and doctor of children with any special dietary requirements ;
- (f) it was acknowledged that the city's demographic and the population was more diverse. Advice on best practise has been sought from other Local Authorities and at present where there had been any requests for particular cultural reasons then families often opted for the vegetarian option.

The Chair thanked Judith Harwood, Councillor McDonald, Brad Pearce and Craig Williams for their report.

#### 10. **WORK PROGRAMME**

The Chair advised the panel that the work programme would be produced before the next meeting and circulated to members for their approval.

#### 11. **EXEMPT BUSINESS**

There were no items of exempt business.