SELECT COMMITTEE REVIEW
TO FOLLOW

Thursday 22 September 2016
10.00 am
Warspite Room, Council House

Members:

Councillors Mrs Aspinall, Ball, Bowie, Mrs Bridgeman, Fletcher, Dr Mahony and Penberthy.

Please find attached additional information relating to agenda item 5b for your consideration.

Tracey Lee
Chief Executive

Select Committee Review

AGENDA

5.   SELECT COMMITTEE REVIEW: BUDGET AND POLICY PROPOSALS UNDER THE MEDIUM TERM FINANCIAL STRATEGY:

TIME FOR BIG DECISIONS
Joint Scrutiny Report – 22 September 2016

This report sets out the key findings of the budget engagement exercise carried out with Plymouth residents, community and voluntary and business sectors which will inform the Joint Budget Scrutiny session taking place on Thursday 22 September 2016.

1. BUDGET ENGAGEMENT WITH RESIDENTS

This engagement was designed to provide insight on public opinion in relation to the budget pressures faced by Plymouth City Council. Via an online survey, feedback was received on a number of bespoke questions between 22 August and the 12 September.

An Equality Impact Assessment was completed on this engagement exercise and is attached at the end of this report.

The final number of responses received from the public engagement exercise was **567**, which exceeded expectations for this type of qualitative exercise. **9,196** comments were analysed for the purpose of the report.

In addition, feedback was received from face to face sessions organised with the community and voluntary and business sectors.

2. METHODOLOGY

The new Administration is keen to communicate the financial situation that Plymouth City Council faces as a result of the reductions in Local Government funding and the rising demand for services.

It wants to engage residents in the difficult decisions that need to be taken to set a balanced budget for the next three years. The engagement exercise included sharing the issues and proposed actions, gathering views on the plans and encouraging further thinking to generate alternative ideas.

A narrative was developed around specific themes to set out the information as concisely as possible. Some bespoke questions were designed and posed to prompt respondents. There were 22 questions in total based around 10 themes;

1. Joining up with partners and working in new ways
2. Modernising the way we work
3. Growing Plymouth's economy
4. Making better use of our assets and taking a more commercial approach
5. Introducing a new plan for dealing with Plymouth's waste
6. Modernising social care for adults
7. Preventing harm to children
8. Looking at Council Tax levels
9. Reviewing fees and charges
10. What more can we do?

A final section asked citizens to comment on how they could improve their neighbourhood, however this has not been analysed and included in this report as the information was intended to feed into a future piece of engagement work.

3. PROMOTIONAL ACTIVITY

A number of promotional activities were undertaken and opportunities were sought to promote the engagement.

An invitation email including the link to the engagement online was sent to;

- 75,000 Council Newsletter respondents
- Plymouth Octopus Project for wider distribution to community groups
- Business community
- Diverse communities and representative organisations
- Partner organisations and Partnership Boards (for information)

Over 4,000 registered stakeholders were notified through the online engagement tool 'Objective' when the engagement was activated.

Hard copy feedback forms were made available at the main libraries and at First Stop and these were accompanied by promotional adverts on Council and First Stop TV screens.

A website page and banner, branded 'Time for big decisions' signposted people to the engagement and social media was used throughout the engagement period to encourage responses.

A promotional video was produced to convey a hard hitting message about the financial position of the Council.

A Staffroom/schoolroom article was produced to advertise and promote the engagement amongst school staff and to encourage them to take part.

Ward Councillors and staff were informed and encouraged to take part and to actively promote the engagement within their area and at any meetings held within the engagement timeframe.

4. WHO RESPONDED?

Demographic information was collected to find out a little bit about people responding to this type of engagement. These are the headline percentages for those who responded;

- The highest number of responses was received from the age groups 35 – 50 and 51 – 65 (34 per cent and 39 per cent respectively)
- 47.5 percent of respondents were female and 48.5 per cent were male
- Nearly 8 per cent of respondents indicated that they were disabled
- The majority of respondents indicated their ethnicity as white (89.9 per cent).

5. ANALYSIS

The responses received to each question were analysed and themed to generate a high level indication of people's views in the first instance. These have been summarised for each section and are supported by a number of comments from various respondents that were felt to be representative of the summary provided. Further analysis will be undertaken within services to provide more in-depth analysis and information to help drive forward improvements on reduced budgets.

SECTION 1- JOINING UP WITH PARTNERS AND WORKING IN NEW WAYS

Q1 – Do you support our approach of providing services in partnership if this saves money and maintains high standards?

516 responses were given for this question.

There was a good level of support for this approach on the proviso that the quality of service was enhanced or at the very least maintained. Respondents were more in favour of developing public sector partnerships as opposed to partnering with private sector organisations. It was made clear that any organisation making a profit from the public sector was not fully supported.

Some respondents mentioned that if more partnership arrangements were pursued then the benefits of such arrangements and the savings that were being made should be more transparent to the public. This was also the case for monitoring the performance of the partnership. There was also some concern expressed in the responses about accountability and being clear about who is ultimately accountable for what. For instance, respondents either wanted to have clear lines of accountability so they would know who to go to when there are issues to be resolved or they wanted the Council to have sole responsibility for the service being delivered in partnership so if service standards fall, the Council could be held accountable for this and not the partner organisation.

> *"Yes, but as long as you have appropriate control over quality and costs to the end users and prevent rampant profiteering and abuse of privileges afforded to service partners".*

> *"I do support this approach as long as it saves money and maintains high standards. Better use of space and joined up working is important. Communication with organisations and to those they provide support for is key. However, I do feel it is important for people to understand what service is actually provided by what organisation and individual identities (keeping the same name for example) are important I feel".*

> *"No, as it does NOT maintain high standards. Â reduction in staff and services are not creating a better way and still more cuts to be made. There is never any joined up writing and always someone behind schemes who will benefit financially rather than the public."*

> *"Yes partnership working can enhance buy-in from other organisations and communities - it also provides competitive pricing, value for money and hopefully higher standards of service delivery as long as it is clear WHO is accountable for each part of the process"*

> *"Absolutely. Never mind saving money, it will produce better services as well. However, you only seem to think of other agencies (schools, NHS etc), whereas many of the services in Plymouth are provided by the people of Plymouth. There are very capable, innovative people doing a lot of great things (Shekinah Mission, Eldertree etc etc). Why aren't you working with these people in the Voluntary and Community Sector, who have the*

expertise and links with the community to design and deliver better, cheaper services. They do it anyway, but the city would be stronger if we all worked together".

Q 2 – Are there any other services you think we should consider for this? Are there any services you think the Council should only deliver itself?

374 responses were given for this question.

Some respondents suggested we should consider other services for partnership working, however this was less than half of those who responded to this question. For those who did offer suggestions, Street Services e.g. waste collection, street cleaning and grass cutting were popular suggestions. Back office functions such as Human Resources, Payroll and Finance were also suggested as were libraries.

Conversely, a number of people were keen for Street Services to remain the sole responsibility of the Council. A number of respondents consider the Council should deliver social care services (adult and children) itself, particularly around child protection and safeguarding children and adults.

> *"The Council should review what statutory services it is responsible for directly providing and look to outsource through contracts, those other services. It should similarly review what can be jointly commissioned with other agencies such as Police Commissioner, Health Commissioner etc".*

> *"You might consider sharing services with adjoining local authorities".*

> *"No, l think all services should be considered for outsourcing. By all means involve staff and managers of different services to consider bidding for the delivery of each service in the form of a CIC or social enterprise or co-operative."*

> *"I think we need to maintain sole responsibility for the provision of public services such as protecting vulnerable children and adults. Outsourcing of such support carries huge risks around responsibility and parity of support available."*

SECTION 2 - MODERNISING THE WAY WE WORK

Q 3 - What are your views about moving more services online? Should online services always be the first point of contact most residents should have with the Council?

540 responses were given for this question.

The majority of respondents were in agreement with moving more services online, however a significant number of these were concerned that people lack access to the internet or are not computer literate, particularly elderly and vulnerable groups and therefore other means of contact should be protected. Some respondents cited issues around online services not being able to deal with sensitive issues or emergency situations as another reason why other forms of contact should be kept.

Some respondents suggested that if more services were to move online, they would like to see online access made freely available. They would also like to see training and support offered at various hub locations such as libraries or drop in centres.

A few respondents made the point that online services need to be easy to use and also reliable, with responses provided within a reasonable timeframe.

> *"Services online are a very good idea, accessible 24hr/365days. BUT there are people who, for various reasons, may not be able to access this service; and we should remember that some of our residents like to speak in person."*

> *"All non-urgent enquiries should be online - customer contact should be the last option not the first. To ensure this I would closely analyse the types of enquiry that the shop receives and consider closing it or reducing the opening hours and making it appointment only rather than drop in."*

> *"Making digital the default position is in line with general population behaviours. However some people are not able to use online services and alternative options for access must be maintained to ensure equitable access for everyone - particularly the most vulnerable."*

> *"I support this notion however certain communities need hubs (where libraries aren't available) for residents to come and get support to access online services. Face to face contact is also very crucial in some communities where residents are less confident and motivated."*

Q 4 – Would you be happy to receive bills and notices from the Council (such as Council Tax bills) by email instead of through the post?

547 responses were given for this question. (This question received the highest level of response).

An overwhelming majority of respondents indicated that they would be happy to receive bills and notices by email. However, a number of respondents would want this to be an 'opt in' or 'opt out' system rather than email contact being made mandatory. Some suggested that if people still wanted their bills and notices by post there could be a charge for this.

Those who were not in favour of this proposal tended to be worried about lack of security or reliability of receiving the email with the attached bill. Some respondents simply wanted to have a paper copy for their records.

Again, concerns mirrored those set out in question three in terms of lack of access or computer literacy issues for some people.

> *"Yes, letters/ paper bills are antiquated and add to the cost of recycling. Electronic bills can be read, electronically filed or deleted as the customer desires."*

"Yes! Why is this not happening??? How much does the Council spend in printing and posting?? Plymouth needs to move with the times."

"Absolutely, you might have to offer a temporary incentive, such as a reduced bill for paperless services. This has been successfully applied in the private sector (banks, utilities etc). The added bonus of adding an incentive such as this is that you could show that you were passing the savings on, directly to the customer."

"I would be fine with this, but I know not everyone would. I live in an area with a large number of elderly people and the residents committee found only a few years ago that the majority of residents still do not have an email address or access to any online services."

"Obviously not as I don't have or wish to have that facility. The old fashioned method works well for me and I suspect lots of other people. I've never had any problems paying my bills and I don't wish that to change."

SECTION 3 - GROWING PLYMOUTH'S ECONOMY

Q 5 – Do you have any comments on our plans to grow Plymouth's economy by creating more jobs and building more homes?

485 responses were given for this question.

The comments received for this section seemed to generate more views about the housing situation in Plymouth than about creating jobs.

A number of respondents were concerned about building on greenfield sites or losing green space and wanted to see brownfield sites being developed first. There was a lot of support for bringing empty homes and commercial units back into use.

A significant number of respondents cited concerns over lack of infrastructure as the city grows, particularly the lack of transport infrastructure (roads, rail and air). Concern was also expressed over how the provision of key services such as healthcare and education would cope with the levels of growth suggested and what the City would do about this.

Affordable housing was an issue raised by some respondents. It was felt that any new housing needs to be genuinely affordable to local people on an average wage. Also, any new housing must be made available for local families and not second home owners or investors.

A number of people made reference to the amount of student accommodation being developed and felt there was too much or that Plymouth does not need any more.

The few comments received about jobs mainly centred on the need for good quality, permanent, well paid jobs, which consider the needs of the local people rather than creating jobs for people to come in from outside the city.

"Good idea but the infrastructure needs to grow too, resources and accessibility needs to keep pace. No good building loads of homes if no infrastructure to support it."

"Building new homes is pointless if people can't afford them, most new developments are £170k + for a basic model. No first time buyer can afford this without money from family or extreme saving."

"We need more affordable homes - genuinely affordable. House building and job creation is an investment in the future of our city - don't cut it! Expand it!"

"Building more homes is a great idea, if only they weren't all for students. AS A COUNCIL YOU ARE NEGLECTING YOUR DUTY TO THE CITIZEN OF PLYMOUTH WHO DESPERATELY NEEDS ACCOMMODATION instead we are giving over land and buildings to developers who will make more money from student accommodation than will be achieved as a saving or income for the council."

SECTION 4 - MAKING BETTER USE OF OUR ASSETS AND TAKING A MORE COMMERCIAL APPROACH

Q 6 – Do you support the Council being more commercial in how it operates, such as through buying and selling assets?

508 responses were given for this question.

The majority of respondents indicated that they supported the council being more commercial in how it operates, however many of these respondents had reservations about selling Council assets, particularly buildings and land. Some respondents raised the point that these 'assets' belonged to Plymouth residents and should be protected for future generations. They did not want to sell assets for short term gain and decisions needed to be transparent to the public and beneficial to the needs of the city.

A significant number of respondents felt that the Council might not have the staff with the right skills and experience to run as a commercial entity and sought reassurance that the Council would have the ability to be successful in this venture if commercialisation was rigorously perused.

"I don't agree with the family silver being sold off but I do agree with commercialisation."

"Commercialisation is a good way forward, however it's not the be all and end all. As a council you need to be more commercial savvy but please look after the most needy."

"It's a difficult one as there is a danger of losing sight of the purpose of the council and it tipping into being more concerned about making money than the provision of services."

"Yes, as long as they are not disrupting the market place for small businesses and social enterprises."

"Only if the people buying and selling are highly qualified and experienced in this field."

Q 7 – Have you any suggestions for how we might raise income to help pay for local services?

408 responses were given for this question.

A significant number of respondents recommended making better use of Council assets rather than generating new or separate income streams, for instance, renting out existing buildings and facilities for community use or private sector enterprise. Respondents mentioned ideas such as using school hall/play facilities for community sport initiatives or using Council building for community meetings or night school.

A significant number of respondents would support greater use of existing enforcement powers, vigorously pursuing outstanding debt, for example outstanding council tax payments.

There was also a suggestion to use people who have been convicted and required to do a community sentence, as part of a community pay-back scheme, to keep the city clean and welcoming over and above what the existing Council services provides.

Another specific and frequent response as a means to raise income was the suggestion that students (who are currently exempt) should be charged an element of council tax . Increasing the number of concerts and events using council owned land or buildings was also suggested.

"Invest in events which raise the international profile of the city, e.g. bring the Tour de France to Plymouth! The spin off for Yorkshire has been immense."

"Somehow you need to cater better for the middle-class, middle-aged professional. Whether this is better shops in the city centre, or wider availability of mobile office space for the self-employed, or even a very high-spec conference centre - the city currently feels as though it doesn't really cater for this group (which is affluent!) I'm not sure whether public transport will feature in this survey - but it is woeful in Plymouth when compared with other cities. A decent, fast, cheap bus service would do much to generate income for the city and get people out of their cars. How about a 'Boris bikes' initiative to encourage people to cycle?"

"Enforcement and fines for littering, fly tipping and dog waste. In conjunction, increase community awareness and pride through education, such that costs for road cleaning etc. are reduced through reduced littering. Charge small fee for fireworks show (£2 per person). Small annual charge for parking permits or for more than one vehicle per household."

"Ensure that efforts are made to get back non-payment of Council Tax, and increase Council Tax for those who can afford it. Fortnightly refuse collections and encourage more people to recycle which would then warrant the fortnightly collection. Reduce street lighting so it is only on between peak hours and not on continuously throughout the night."

"Not pay for unnecessary things such as changing roads that are not needing to be changed and signs that are not needed e.g. 'Welcome to Devonport'. Ask those who are given community service to tidy areas to make them more attractive to tourists for

example and increase profits in local areas and save on costs of the Council tidying an area."

"Get students paying council tax. They use the services so should be paying for them."

Q 8 – Do you have any suggestions for how we might use our buildings and other assets to raise income to support local services?

373 responses were given for this question.

The majority of respondents suggested renting out existing premises particularly at times outside of traditional working hours and especially to benefit community organisations.

Sharing buildings was a frequent response both with other private and public sector organisations and allowing buildings to be used as pop up shops to utilise redundant buildings and capture reduced rent/rates was also suggested.

"Share buildings and cost with partners, i.e. police and health."

"Has any thought been given to usage outside normal opening hours? Are there organisations who operate predominantly at weekends or evenings who would be happy to pay reduced rent to use council premises?"

"Rather than sell buildings off as suggested in another question here, hire/lease the buildings out and divert that money to local services."

"Could rent out assets to local clubs - e.g. school sports pitches to local clubs at weekends."

SECTION 5 - INTRODUCING A NEW PLAN FOR DEALING WITH PLYMOUTH'S WASTE

Q 9 – Do you think we do enough as a city about recycling?

531 responses were given for this question.

Just over half of the respondents do not feel that the city does enough about recycling and that we need to do more to improve the service. A number of respondents thought that the Council did enough about recycling, however some of these still felt that more could be done.

> *"I think you offer the opportunity to recycle whether through bin collection or Chelson Meadow/Weston Mill. The problem is the education of the inhabitants of the properties to take responsibility for recycling. First identify the properties and inhabitants that are poor at recycling and then target them positively through education and, if that fails through penalty."*

> *"I am happy with the current way we recycle. We usually only put our 'dirty rubbish' out every other week when the recycling is collected. We recycle as much as possible -- but I am sure there will always be families who will not sort and recycle. It is our duty to look after our environment BUT difficult to get everyone to do so."*

> *"Yes I think so, but I would like the Council to publish what happens to the waste, how much does it cost to collect, how much is it sold for, if that what happens. Put it into monetary terms to make people realise what they can save."*

Q10 – Would your household recycle more if Plymouth introduced alternate weekly collections as other councils have done?

539 responses were given for this question.

A large majority of respondents indicated that they would not recycle more if alternate weekly collections were introduced. The main reason given was because respondents felt that they already recycled as much as they could. A small proportion said that they would recycle more, but for the most part this was under the proviso that they were given more or larger bins or the recycling moved to weekly collection.

There was some concern about moving to alternate weekly collections for general waste with respondents citing health and environmental concerns, particularly around rotting food waste creating an unpleasant smell within local communities and the potential for vermin. There was also concern about the green recycling bins getting fuller quicker and overflowing into the streets thus creating the need for greater levels of street cleansing in some areas and also the potential for increased fly tipping.

> *"My household recycle 100% where possible nothing that is recyclable is entered into the brown bin."*

> *"As a combined household of 2 properties that presents 1/2 a brown bin per week and 2 or 3 green bins on a fortnightly basis with a full quota of green bags, I would prefer that recycling collection is changed to weekly and non-recycling to fortnightly."*

"I have concerns about sanitation and infestations if waste collections are reduced in frequency which I do not feel will be addressed by improved recycling. The general waste will still need to be collected regularly to avoid smells / rats etc."

"I fill a recycle bin every week. Alternate weekly collections would require an additional or larger bin."

Q11 – How would you like to see the Council modernise and improve recycling services in order to increase recycling and therefore reduce waste?

446 responses were given for this question.

More education and awareness around how and what can be recycled was a prominent theme – school age children and students were cited as cohorts of people who could be targeted specifically. Respondents felt an awareness campaign should include the benefits of recycling and very clear instructions to make it as easy as possible for people to recycle as much as they can.

Collection of food waste was a popular suggestion. This aligns with a number of comments received regarding the ability to be able to recycle a wider range of items.

There was some suggestion that there needs to be more enforcement around waste collection generally, but specifically there was some support for issuing fines and penalties to those who do not recycle correctly, but conversely to provide incentive or to reward communities for active recycling. One suggestion included a reduction in Council Tax for a neighbourhood or area achieving high recycling levels.

Some respondents highlighted some negative points about the usability and cost of the current recycling centres, citing delays, queues, the need for identification, the opening hours and the remoteness which could result in an increase in fly tipping.

A few respondents mentioned the inconsistency around the Council's recycling policy, i.e. wanting to increase recycling rates, but not providing recycling bins in the city centre or around the city.

Another comment that received a number of responses was about better engaging businesses and manufacturers to potentially reduce packaging at the source.

"I think there should be fines for people found to be not using the coloured bins appropriately, and I also feel charging for collection of heavier items has led to a lot more fly tipping which must cost more in the longer term for council to clean away than just collecting when people ring through to request."

"I would like to see 'Food Waste' recycling brought in as has been successfully done in other areas (West Devon Borough Council for example). By encouraging people to recycle their food waste - which can then be used for industrial composting - this significantly reduces the amount of general waste. Provided food waste was collected regularly - then I think general waste and recycling collections could be reduced."

"You need to educate people - starting with school children - that they should use litter bins instead of just throwing their waste down on the pavement. Bins should offer recycling as well as general waste. Advocate businesses to use less packaging, give them an incentive to stop wasting so much material in the first place. Educate people about how to recycle. Make it easier for students to comply - they're a big reason why waste is an issue in this city, too - landlords do a lot of fly tipping in your local parks, and students aren't always given appropriate bins or instructions about waste disposal. Make landlords more accountable for the waste they are contributing. Stop charging people to take items to the tips - if you start removing incentives to recycle, people will just fly tip."

"Recycling could be extended to include recycling of more products using contracts that are cost neutral or for financial gain (i.e. use of advertising space for the contractee with no fee for the service paid directly by the council)."

"The way to try and deliver improvements into recycling is to show how much money recycling delivers back into the council coffers and how much it knocks off the households council tax bill. When people see the cash benefits, we all might do a bit more."

SECTION 6 - MODERNISING SOCIAL CARE FOR ADULTS

Q12 – Do you support the Council doing more work with health to provide services for adults who need care and support? What else can we do?

469 responses were given for this question.

The majority of respondents indicated that they would support the Council doing more work with health to provide services. The main reason given was that it was seen as the way forward to ensure services are protected and the vulnerable are supported.

There were various comments received which made suggestions about what else the Council, with its health partners could do. Prioritising prevention and better health education were frequently mentioned, as was encouraging families to provide more help and support to their vulnerable relatives. Respondents also suggested that by providing better care services in the home it would prevent the need for people to enter into a residential setting or indeed prevent them needing acute care in a hospital setting.

There were a number of comments which touched on better communication and collaboration with stakeholders and providers to help drive efficiencies and achieve value for money.

There was some feeling that everyone should contribute something to their own care, and that recipients should be means tested and to charge people who have not paid into the system.

> *"Yes, would rather sacrifice bin collections than support for vulnerable groups."*

> *"Most of us pay more for our cars to be cared for than our elderly relatives (or childcare). We need to accept there is a growing need to care for and protect vulnerable people in our community - this should not be cut. However, there are ways of making the service more efficient and contracting out to profit-making private companies is short-sighted and not good."*

Q13 – Do you have any ideas about how we could encourage citizens to be more proactive in doing things to prevent them needing help now and in the future?

421 responses were given for this question.

As mentioned in question twelve, better health education came out on top in terms of helping to prevent people needing help now and in the future. Encouraging healthier and more active lifestyles through better education and community engagement was also a prominent theme. Ideas for encouraging healthier lifestyles included:
  – gyms in workplaces
  – keep fit classes for the elderly
  – more and safer cycling initiatives
  – more affordable sports facilities
  – more fun ways to exercise
  – more social and community groups
  – outdoor gym equipment in public spaces.

Some respondents were of the view that people have to be more responsible for their own health or that people should be penalised if making poor lifestyle choices, particularly for those in receipt of benefits.

"It would be good to see the council getting behind a lot of health initiatives - it sounds silly but for overweight people who lose weight there could be a discount on their council tax or even discounted access to the life centre. Well-meaning leaflets are not enough here. I think the council could do a lot more to make cycling safer in the city as well as improve walking experience, some of which is covered by the strategic plan."

"Education about what is available to the ordinary person would be helpful. Some people don't seek help because they think they will be regarded as being socially dependent. Having seen two parents live to 93 each and having a next door neighbour of 95 shows me that with a little practical help folk can continue to live happily at home - they just need to know how and what they are able to access."

"Keep sports facilities open and cheap, increase the amount of cycle lanes, promote libraries and learning centres so people keep both mind and body active, a yearly membership at the life centre which was supposed to be for the benefit of Plymouth people is out of most peoples reach."

"Ensure that the growth and development agenda takes account of the evidence around health promoting environments, make sport and leisure facilities more affordable. Have a licensing policy that supports good management of on and off licensed premises and restricts growth where appropriate. Ensure that good quality housing is available to all. Put more effort into healthy jobs."

"Make it easier for people to express their needs, be in the community much more, people only share their issues if you ask."

SECTION 7 - PREVENTING HARM TO CHILDREN

Q14 – What services for children and young people do you think are most important?

437 responses were given for this question.

A significant number of respondents thought that all services provided by the Council for children, young people and families were important, however safeguarding of vulnerable children was considered to be a top priority. Targeted or specialist services around child protection and mental health followed closely.

A common theme was that respondents thought that the universal services provided such as schools were an important part of the services offered. Key points included not only the protection of children but also the provision of adequate space and activities for children, young people and families.

There were also comments received about more services required to support parents to reduce need for access to more specialist services. There were a small number of responses

indicating that school transport was perhaps an area that could be considered with potential to means test this.

> *"As a school employee, I am acutely aware of the services provided by the council, and in my view, social services require maximum investment at the moment, sadly. I think that school transport, in the form of taxis , provided for some, could be reassessed. This must be costly!"*

> *"A good start in life, support for the wider family in developing good family health and resilience for those in need of support, access to early intervention for health and care support for mental and physical wellbeing."*

> *"Anything which empowers the families to take ownership of their problems, assisting them to work through these problems whilst still promoting the health and well-being of the children as being the most important issue."*

Q15 – Do you agree with our approach of early help and prevention and have you any ideas of other things we could do which could save money?

386 responses were given for this question.

The majority of respondents agreed with our approach to early intervention with many of those indicating that improving links between different services and communities, and using expertise within the school setting were an essential part of the offer.

Comments received included - not enough visibility of early help services and the need for bodies other than the Council to take a more prominent role in delivering early help.

Some respondents felt that more responsibility should be taken by parents and families. Comments also included a focus on ensuring parents and families receive support to enable them to take responsibility.

> *"Completely - work with partners on the ground, e.g. housing officers, PCSOs, community champions to feed in issues in neighbourhoods before they escalate and an agreed set of partners in each neighbourhood to tackle issues e.g. possible CAF type approach??"* [Multi-agencies approach]

> *"I agree with your theory of early prevention but I have seen for myself that this is not as well executed as people are led to believe still far too much red tape."*

> *"Recognising that early help should start in schools, more social and emotional support. Recognise that children with emotional and behavioural difficulties at school will eventually become parents who will need help - stop them being failed by the school system."*

> *"Early help and prevention is an important first step. However sometimes this support goes on too long when it is clear another path needs to be taken. Early help needs to be seen as a short to mid-term option not a long term one."*

Q16 – We are actively seeking more people to become foster carers. How could we promote this in the future?

361 responses were given for this question.

The majority of responses identified increased marketing and advertisement of foster care as the best way to increase the number of carers. It was felt that there was a need for clear information on the benefits of foster caring and the financial and non-financial support that is provided.

Responses included the possibility of targeting certain groups to become foster carers, such as same sex couples, single people and mature members of the community whose children were now adults. There was a range of channels identified through which to advertise including electronic notices, via council tax bills, attending large events, and setting up specific events where people could meet and talk to those that have experience of fostering from both a 'carer' and 'cared for' perspective.

Some respondents thought that foster carer numbers could be improved by ensuring that the process is simplified and timely. There were also suggestions of increasing support to foster carers for example through the use of mentors.

Other suggestions included increasing incentives to help attract potential carers. Whilst most references were around financial incentive, there were also suggestions about free or subsidised access to activities and services.

> *"Offer incentives to the families - passes to leisure centre etc. A lot of people are desperate to be foster carers but face blocks by antiquated systems within the council and poor management."*

> *"Actively engage with schools and use Council Tax bills as a way to promote, also speed up the process that is what causes people to pull out."*

> *"I see adverts around, in my centre we have a TV screen which we show local events etc., encourage people by getting testimonies from successful foster carers onto a film and get centres like mine to show these, local cafes and the big screen could also show them."*

> *"By accessing 'non-typical' families? Same sex couples, single parent families etc."*

SECTION 8 - LOOKING AT COUNCIL TAX LEVELS

Q17 – Do you think we should consider increasing Council Tax by a minimum of another two per cent to protect some of our most valued services?

537 responses were given for this question.

Half of all the respondents who answered to this question said that they would be in favour of this council tax rise. The remaining respondents who commented either said they would not be in favour, they were unsure or they did not have a view either way.

The majority of those who indicated they would be in favour of a Council Tax increase, said they did so reluctantly. They appreciated that services needed to be maintained, but that people may not be in a position to afford the increase and indicated that their support was based on the expectation that services would not be cut.

They also sought clarification about which services are considered our 'most valued services' and what amount of funding we would receive from the increase.

Many who agreed with a rise in Council Tax thought that it should only be applied to higher banded homes.

For those respondents who were not in favour of a Council Tax rise, the main objection given was about people's ability to pay, particularly those on low incomes. In addition, many did not consider they were getting value for money for the amount that they currently pay.

Some respondents raised an issue about Council Tax increasing quicker than their pay and also many were concerned about ensuring those who should pay Council Tax did pay.

> *"It is inevitable that prices rise, as long as the service received doesn't decrease I think a 2% rise is acceptable."*

> *"Central government has already given you this opportunity. Why have you not done this already? You are leaders of this city - leadership means tough decisions."*

> *"Yes, I would rather see a marginal increase than see front line services cut, but I would want some public reassurance that the council has done everything in its power to improve efficiency and cut waste before this is implemented."*

> *"No. My pay has either been frozen or raised by 1%. I already have no disposable income after paying all my bills as in the area we are a low wage economy. I cannot afford any more demands on my income, I am already working to survive, not live."*

> *"NO I DO NOT.WHY SHOULD WE PAY MORE WHEN EVERYTHING IS BEING CUT."*

> *"No, because it seems to me those paying the taxes are disproportionately not reaping the benefits of it. I understand the concept of the strong supporting the weak, but it is taken to an absurd degree."*

SECTION 9 - REVIEWING FEES AND CHARGES

Q18 – Do you agree that we should increase fees and charges to ensure the Council can continue to deliver the service currently provided?

509 responses were given for this question.

The majority of respondents agree with the idea of increasing fees and charges. However, for many this was on the proviso that:
– any increase was fair on those with low incomes and those who are seen as most vulnerable

- the council applies any increase in moderation
- the council looks to apply market rates, i.e. any increase is applied in line with the council tax increase or interest rates etc.

Many were in favour of proportionate or means tested increases in fees or all pay a fair share. Some simply wanted the council to seek efficiencies before moving to proposals that would see fees and charges increase.

"Yes, this is part of being commercially viable.

"Yes, if you want an allotment or to bowl or moor a boat, why should the council subsidise this? Pay true costs."

"Yes, in all areas, wherever possible, until budget situations improve. It's not about what people want it's about what people need."

Q19 – What fees and charges do you think we should try and keep as low as possible and what types of service do you think we should consider raising the fees and charges for and why?

421 responses were given for this question.

This question divided opinion particularly around the issue of car parking. Half of respondents wanted the parking fees to stay the same and would not support an increase at all as they fear that any increase could lead to a deserted city centre and lower footfall for city centre shops and leisure activities. Respondents were in favour of free or cheap city centre car parks and affordable options to park outside of the city centre, in order to encourage trade in city centre. Some respondents felt that free evening parking should be offered and residents' parking permits should also remain low.

Conversely, half of respondents who provided a comment wanted an increase in the charge for parking permits and car parks. They felt that more areas should have permit parking. Some did not agree with free parking for disabled people and a small number of respondents felt that parking fines should be increased.

A number of respondents were in favour of charging for parking around schools. In addition, some indicated that all free car parks should implement charging and Council staff and Councillors should no longer be able to park for free.

Some suggested that the Council should increase charges for waste services, such as for disposing of trade waste or bulky waste collection and that fines should be increased for fly-tipping, dog fouling and littering.

Other services that respondents felt could be considered for an increase in fees included boat moorings (qualifying them as luxury), but with no increase for working boats. Some respondents did not feel that fees and charges should be implemented or increased for the following services:-
- residential care and care homes
- cemeteries and crematoria
- bus fares
- libraries and museums.

Some respondents shared a number of fears about counter-productive increases, in terms of people being deterred from using services if they have to pay an expensive price or to pay for them at all, for example;

– higher car park fees lead to lower footfall for shops/leisure activities/less visitors
– more expensive fees for trade waste/waste services leading to more fly-tipping
– paying for or more expensive libraries or museums leading to reduced use
– high prices for attending events organised by the council.

Ideas to mitigate the need to increase fees and charges included:-;

– offer a range of low/medium/high cost packages across services
– implement gradual fee increases
– look at better value for money
– create vouchers for council services
– apply discount for online payment
– offer council services to private households (painting, maintenance, lawn)
– get sponsors for green spaces
– devise a strategy to attract more visitors and shoppers
– have more big events.

"Why are you obsessed with raising fees? That's just a one dimensional strategy without any imagination, creativity or innovation."

"Charges should be kept low where there is a demonstrable impact upon other services for example low parking in commercial areas if this is seen to generate a viable economy, generating jobs and business rates. Fees can be raised where the council is providing services which are akin to other commercial services. For example pest control, trade waste etc."

"Perhaps need to assess services as to those that are basic requirements for educational or cultural reasons and keep fees low, those that are seen as potentially luxury items have higher fees applied. E.g. non-commercial boat mooring should be at an appropriate market rate."

"Keeping the cost of recreational pursuits down, this will encourage people to be more active."

SECTION 10 - WHAT MORE CAN WE DO?

Q20 – What more can we do – views and ideas?

388 responses were given for this question.

Several respondents felt that the Council could still do more to reduce its own expenses e.g. cutting management pay, cutting number of managers, cutting number of councillors, councillor pay and expenses, staff cuts, increasing staff efficiency.

A number of respondents were happy to see libraries (services and buildings) reduce and some suggested incorporating libraries into hubs with other services. However, some thought it was important to preserve libraries in their current format.

A number of respondents also suggested services such as grass cutting, street cleaning and park maintenance could be reduced or outsourced. Several respondents felt that the Council could encourage or incentivise volunteers or community groups to pick litter or cut grass. However, there was also some concern that if these services are not protected the city will suffer as a tourist destination.

Several respondents felt that the Council should cut spending on events, particularly if they are making a loss.

Adult and Children's social care were the services that respondents felt should be protected the most.

Finally there were a number of comments on road improvements and traffic calming measures, many of which were considered unnecessary or ineffective and a waste of money.

6. SOCIAL MEDIA SUMMARY

Our engagement via social media reached 14,037 hits. The overall sentiment of the comments received, was that the Council should prioritise spending on front line, 'every day services' such as the maintenance of roads, parks and green spaces. The comments also suggested spending less money on bringing in outside bodies or consultants to make structural changes to services and staff.

Comments generated via the media exposure aligned with those generated through social media. Most were suggesting cuts around staff, in house expenses and 'councillor privileges' and to spend more on every day, frontline services. A number of suggestions concerned the need for an increase in taxation to pay for the services which we all say we need.

7. COMMUNITY AND VOLUNTARY SECTOR ENGAGEMENT

Two workshops were organised and facilitated jointly by Plymouth Octopus Project and the council. These brought together members of the voluntary and community sector to discuss three topics selected by the sector based on feedback from previous participation:-

Community activity - How can small community groups support communities to achieve more and help reduce or prevent costs? See **Appendix 1** for workshop notes.

Waste and the environment - How can we provide better services for less? See **Appendix 2** for *workshop notes.*

Moving to preventative services - How can we improve preventative services for adults and children and also save money? See **Appendix 3** for workshop notes.

In addition there were plenary sessions, to encourage debate on wider topics and points made during these included:
  - Appreciating and building on the value of volunteering e.g every paid person will work with eight volunteers

- Making sure that older people are not seen as a problem, but as part of the solution– they need to be engaged and what they have to offer maximised
- Looking at every single option and not dismissing anything out of hand
- Creating impact not outputs
- Invest to save, for example small levels of seed funding to encourage community groups to flourish
- Preserving what works and be fair
- Strong leadership from the Council
- Open and honest conversations and communications about cutting services and who will be affected
- Starting small with initiatives that have the potential to grow and have a significant positive impact.
- Importance of the Council using its expertise to support the voluntary and community sector to apply for grants
- Importance of continued support to local communities to do things for themselves
- Balancing digital interaction with the ongoing benefits of face to face community engagement and also between online transactional and personal interactions
- Role of the council in changing behaviours about recycling and refuse
- Raising awareness about food waste and doing more education about dealing with this issue
- Consensus about charging for specific things and ensuring the charges are balanced, proportional and affordable (e.g. new History Centre).
- Support for community volunteers helping to run libraries
- Support for community hubs to deliver services differently and more efficiently
- Less unnecessary traffic calming and controlling measures
- Review street lighting to evaluate ideas to save money.

The full plenary notes from both sessions are available - see **Appendix 4.**

Further individual responses are available - see **Appendix 5.**

The Plymouth Octopus Project also provided a summary of the response to this engagement – see **Appendix 6.**

8. BUSINESS SECTOR ENGAGEMENT

A 'breakfast' business event was organised with the help of Devon Chamber. It brought together members of the business community to discuss and answer four questions as part of the budget engagement exercise.

Q1 - Are there any opportunities for Council Services to be delivered differently?

- Don't reinvent the wheel
    - Assumption that the Council has sought best practice or initiatives from other local authorities to be more efficient or effective
- Does this not depend on the political party in power and their priorities?

- There is an assumption and perception 'out there' that the council has to do everything! This needs to be addressed and challenged – for example, why do you have to collect bins so frequently?
- Contract management - out source
    - Needs to be profitable
    - Some services lend themselves more to outsourcing than others.
- Managing parks and open spaces
    - Can be opened up to charities and Trusts e.g. Devon wildlife trust.

Q2. What, if any, would the impact of a reduced budget have on Plymouth's business community?

- General consensus that the impact would be minimal
- There were a number of concerns from business leaders who already deliver services on behalf of the council and their profitability. Business leaders were starting to get to a position where they were not making enough profit for the business to be viable and may end up handing it back to the council (or not retendering going forward).

Q3. How can the council become more commercial in how it operates?

- Audit resources
- Tendering process with the Council not easy to navigate – it's not easy to do business with the Council **(a lot of agreement with this point)**
- If an issue arises as part of a contract, businesses don't know how to escalate it beyond the department with whom they are working – issues get stuck at department level
- Entry point for ideas - there is the opportunity during the tendering process to put forward innovative ideas – is this ever looked at? Would like feedback / transparency about how / if any of these ideas are used
- Play to the strengths of the city – geography and history. Mayflower 2020 is a great opportunity for this – eyes of the world will be on Plymouth – need to show ourselves as a city where investors want to come and people want to live.
- Need to encourage more business into the city - not doing enough to publicise the city - should be doing more to put Plymouth on the map and build a "quality" hotel
- Not quite sure the process used by the Council to identify opportunities for outsourcing – it seems like options are identified and worked up without discussion with anyone from the business community. If the Council wants to look at options to become more commercial – come to the business community first as the option may already exist locally that you can take advantage of – there is a real danger that the Council can come up with commercial options that would inadvertently put local business out of work

- How can the business community help the council deliver services when we don't know what all the services are?
- The Council needs to be more transparent and engaging with local business to generate new ideas and new ways to deliver in a commercial environment.

Q4. Are there any implications arising from the business rate retention engagement for the city in the long term?

- There is a lot of student housing in the city that is using city resources but they don't pay business rates – recommend to lobby government to change legislation to require student landlords to pay business rates – this would be their contribution from the business community
- Putting more business into the city to create regeneration for investment for the Council and town
- There is a slight disconnect or gap in communication between the Council's explanation on savings being made and the services being maintained
- What is the situation regarding charities and small/micro business which don't pay business rates if operating as out of their home or are eligible for 80 -100% relief? Need to balance growth in these areas against returns in business rates.

APPENDIX 1

NOTES FROM VOLUNTARY AND COMMUNITY SECTOR WORKSHOP

Budget Engagement Meeting POP/PCC 1st September 2016

- We should link all small groups currently delivering various services in communities to ensure that all residents have a local place/point of contact.
- Each community should have a key person "community connector" to assist in this linking and delivery of service
- Map community services already provided.

Faith perspective – 2 audits of work carried out by churches in Plymouth already conducted.

Showed that the church provided volunteers/voluntary work to the vales of £7.6 million

Belief that communities need to develop a strong 'better together' mentality.

Mapping of churches serving Plymouth already complete –"Caring Plymouth"

Have a shared vision that communities need to have belief that they have capacity and resilience –question is how do we get communities to recognise this and act on it?

Foodbank/Oasis Cafe – there are already very strong pockets of local community but it is difficult to empower people.

Voluntary and community groups could and should be better recognised by statutory agencies and empowered.

Often trust in communities is stronger when working with voluntary sector –we could build on that.

Improvements are needed from PCC and voluntary agencies – voluntary groups recognise and respect the whole person and try to signpost/work with/assist in every way possible and don't just deal with a single issue. It is felt that PCC is so fragmented that a person with multiple issues will be signposted and referred a number of times to have issues resolved. This does not ensure good feeling in residents.

All Nations Ministries – If you want to engage communities then you need to go out and do it, no expectation that they will come to you.

Once relationships are strong and trust is built then they will feel they can come to you.

Empower residents and communities –provide training and up-skilling – cooking/life skills/ English/Maths/food hygiene – and then hope that they share this knowledge amongst their community.

North Prospect Community Learning – we need to help people to help themselves.

This needs recognition from PCC that this cannot be done on little or no money.

There is a duplication of some services – youth work for example.

If community groups are empowered and trained to a good standard (finance required) then they can provide recognised services to a high standard, but PCC would have to provide the training and monitoring for it to be effective.

All Nations Ministries – Feel that we need to recognise our young people. Support them to achieve.

Provide positive young youth ambassadors to inspire.

Provide the services needed by these young people to achieve.

Darin Halifax –PCC – Stated that we need to measure impact not output and that he was grateful for the event. He agreed that PCC should facilitate the mapping of services.

Summary –

- We should tell PCC what is already being done in the community to reduce duplication of services.
- More training and support to smaller organisations will in the long run reduce costs as volunteers will be in a position to effectively signpost or manage at first point of contact if enabled to have an effective skill set.
- The sector will map its services and share with PCC.
- Advice services are already being provided by volunteers –it is not necessarily recognised. These outposts (Oasis Cafe for example) could relieve pressure on PCC advice services if properly recognised.

Budget Engagement Meeting POP/PCC 6th September 2016

A great deal is already happening in the community. It needs to be mapped, linked in some way, and resourced. It will then be a city wide, neighbourhood based, friendly and trusted network that supports people in their own community.

For example (case studies from people round the table)

The Wolseley Trust is a Community Economic Development Trust, with two business parks which generate income in a depressed area. They let 60 business units and earned surplus then goes into support for community activity. There are 600 local members, and the board is made up of local residents. They run a social prescribing service with Public Health and GPS, and are a one stop shop for crisis. They support a partnership of small community organisations in PL2 through a community grants programme, and they in turn deliver a year round activity programme. These small groups are very good at working with the community at close quarters, and they do things like camping, sailing, gardening as well as learning activities.

Intercom have recently moved into Plymouth and run city wide services for the LGBT community. They have a national helpline 0800 number, but are also physically in Devonport. They work with GPS, parents, young people and offer face to face support. They engage the whole community and work on positive attitudes. They work particularly with young people, supporting CAMHS and giving training sessions in schools.

Transforming Plymouth Together is working with churches to provide services to people in Plymouth. For example they have run 'holiday hunger' from church halls throughout the city in the summer holidays, for children who would have free school meals in term time. There are huge opportunities in the churches – venues, facilities and assets (ie people!). The whole

project is about harnessing the people assets. So congregations are being trained to be more dementia friendly, and work to reduce social isolation. There are 125 churches, which is a great opportunity to get resources out and work together.

Carol Rose outlined a specific church based (Churches Together in Plymouth) befriending scheme. This is just starting, and volunteers are being trained. This is a partnership involving the police, Livewell SW, Eldertree and Age UK. This is seen is part of what churches do, and there is a large group of volunteers with minimum funding.

Blake Lodge is an active hub for people with hearing loss. It has physical assets (buildings) and people asset (their Association). They provide deaf awareness training and an accessible space for hearing impaired people – a drop in centre for the deaf community and others. They can assist with things like phoning for hospital appointments, translating letters, and support health and general wellbeing. They work with other organisations to support mental health for people who suffer discrimination or are mistreated. This is all voluntary, and there is no other funding. It is quite difficult but it improves people's lives and means they don't progress to high level generic services. The point was also made that many services in Plymouth are inaccessible to people with hearing loss because of the lack of signers/interpreters. This applies to some services that are specifically for deaf people.

Discussion agreed that:

Volunteering is central to this work going on all over the city, and there needs to be a more strategic approach.

Churches and CEDTs have an infrastructure and resources, but smaller groups are not so self-sustaining. The struggle to sustain themselves takes a lot of effort. If they could be released from that they could be liberated to do a lot more work.

There could be a more formalised network of PCC/VCS organisations – contracted to deliver from a list of impacts, and funded for their basic core needs – admin/volunteer co-ordination etc.

There needs to be more community engagement – VCS needs to know who to deliver services to, and where. This should be on a locality/neighbourhood basis.

This could link with 'hub' discussions happening in Integrated Commissioning.

Other areas (Swindon/Torbay) have funding for community connectors – this level of on-going work in communities will make it comprehensive, flexible and sustainable.

There need to be considered interventions to allow real participation from communities.

Plymouth City Council can retain money for statutory duties – rest goes to VCS. Small areas can apply. Is the City Council up for radical action?

Volunteering doesn't mean a free service – volunteer organisations have to be supported. Seed fund money has to be available.

If real money is invested in a formalised community structure, then there will be accountability as well as fantastic opportunities. Churches/CEDTs/small community organisations/cross city specialist or special interest interventions…… Community Connectors will help individuals to

pull together, and also involve democratically elected members of the council interact more fully with their constituents.

There might be some really tough decisions, if you fund one thing you have to stop funding another. This needs to be understood by people in the city, and their expectations of 'them' doing it all have to change.

Asset based approaches are an answer. Don't look at what we don't have – appreciate and use what we do have. People are all assets! We are rich in assets in this city. Any money put in can be match funded with volunteers, and its impact measured.

The VCS is a major resource – we must move on from old VCS concepts and make challenges to the city of Plymouth.

Recommendations:
- With PCC budgets already tightly stretched and likely to get tighter, the Council should look to see what resources could be released from within communities through voluntary work.
- In order for voluntary work to flourish and to co-operate with the Council it needs to have a basic level of infrastructure in terms of buildings and staffing to provide a focus for voluntary action.
- Small locally based organisations tend to achieve very good engagement with their local communities if they are run by staff and volunteers drawn from that community who know the people and are trusted by them but these sorts of organisations appear to be in decline and finding it increasingly difficult to survive.
- Relatively small overhead costs end up representing a very high proportion of their overall budget and can absorb a disproportionate amount of the effort available within small organisations.
- The suggestion is that PCC adopts a strategic approach to community provision, perhaps through establishing a network of 'contracted' community centres which could be either dedicated buildings or lodged within other facilities. PCC would fund basic overhead costs and some basic staffing eg. a part time co-ordinator.
- 'Contracted' community organisations would continue to be able to access funding streams not open to PCC thus increasing the overall level of funding and services available.
- Potentially PCC might require community organisations to 'earn' their funding by undertaking some tasks on behalf of the Council or other authorities such as building a volunteer force, promoting health messages, collecting data and facilitating engagement opportunities between PCC and local residents.
- Within Plymouth this could perhaps be approached on a locality basis with encouragement for larger organisations to partner with smaller ones to capitalise on the stronger governance and accountability of larger organisations and the potential for smaller organisations to achieve good local community engagement.

APPENDIX 2

NOTES FROM VOLUNTARY AND COMMUNITY SECTOR WORKSHOP: WASTE AND ENVIRONMENT - 01/09/2016 & 06/09/2016

Key Themes and ideas:

1. **Integration – Collaboration and Cooperative Working across all levels**
    a. Introduction of some form of Environment Board to ensure wider information sharing and communications across Plymouth City Council, Council Officers and Community Groups/Businesses
    b. Utilising Specialists from across Plymouth to support PCC on a 'Board' or in creation of policy/decisions – People want to give their time in-kind/voluntarily to support but need a platform to offer horizontal communications.
    c. Environment Board could enable better dissemination of information to community groups, individuals, freelancers and businesses.
    d. More joined-up thinking at Council Department levels – still siloes of responsibility and many community groups work across different areas, which means they don't know which department they need to link to? (Example: Natural Infrastructure Team and Street Services and Waste)
    e. Promote community groups being 'heard' and action taken on recommendations – so much knowledge out there – it needs to be taken in and changes made (Example: strimming around trees in parks – damaging tree bark, impacting on trees and creating long-term expense due to damage. Simple changes can be made)
    f. Transparency – what is the current infrastructure, what are the contracts and agreements in place? You can only build stronger relationships with the community it clarity and transparency are there – change a culture of distrust!
    g. Clearer evidence of budget use – more transparency again and enables residents to understand income/expenditure – overcoming mistrust/barriers. (do annual infographics for residents – Ie. The Guardian UK Gov. Budget infographic)
    h. Climate Change and Sustainable Development needs to be central to PCC and Community decisions – stop cognitive dissonance on key topics! Consistent messages across all silos at PCC level and encourages more joined-up projects at grass-roots levels. Stops doubling up on the same things and reduces competition when groups can collaborate more successfully in accessing funding etc. – linked to Mapping organisations, groups and projects across the City.
    i. Reframe the culture – Prosperity! Move away from the negative ambience of 'Austerity' and highlight all the amazing prosperity the city has to offer.
    j. Create a 'common purpose' – things have to change and they could bring more people together across ethnicities, socio-cultural and economic backgrounds to work collectively on a common purpose.
    k. Encouraging 'democratic participation' – What's the big picture, voting, elections and the knock on impact of centralised decision making on local governance. How do people get voices heard in a constructive, pro-active and positive way? Promotes greater sense of civic responsibility.

l. Local Councillors make annual 'Pledges' towards overcoming one issue in their area each year– community based common purpose?

m. Concerns over Social Justice – needs to be maintained with economic cuts – a sustainable economic model prioritises social justice still and won't allow increased poverty and inequality to occur.

2. **Education – Communicating a Future Vision for the next generation**
   a. Prevention across all areas for waste and environment
      i. Recycling vs. residual waste
      ii. Food Waste prevention
      iii. Energy conservation
      iv. Water conservation
   b. Primary Schools – target next generation and engage parents through schools to promote wider engagement in environment and sustainability agenda for cost effectiveness and high quality services.
   c. Use specialists in the city to offer assemblies and workshops – they'll be happy to give their time!
   d. Create themed weeks for schools to have a focus on topics like waste or Energy (Waste Week, Recycling Week, Switch-Off Fortnight, Earth Day), offer packages to schools to buy into? – coordination role at PCC level vital!
   e. Public Engagement – linking education in with better communications between PCC and the communities of Plymouth
   f. Closed Loop Systems for long-term sustainable and resilient change for across the whole city –learning based community and school programmes
      E.g. Waste and Growing – Food Waste, Allotments, Guerrilla Gardening, Common Land shared for orchards, herbs, foraging planting and growing veg – affordable food sources and reduced household waste.
   g. Establish a voluntary infrastructure for natural spaces and community participation – do it through peer support and educational empowerment.

3. **Mapping – What's already happening and where?**
   a. Identifying all organisations, individuals and groups currently working across Plymouth in areas of waste, environment and sustainability so PCC can interconnect their work more closely with grass-roots activities.
   b. Clearer understanding of the roles and responsibilities of PCC Departments, so the community can more easily connect with and contact key Council Officers or find out about existing Council led programmes/projects.
   c. Celebrate and promote projects, groups and people doing amazing work already across the city – recognition and acknowledgement are vital to support passionate people who are happy to give their time!
   d. Mapping again mentioned as vital to ensure everyone is working from the same page and collaborating better on accessing community based projects and sharing resources better to achieve more.

4. **Coordination/Facilitation – enhancing what's already there!**
    a. Many groups are working voluntarily, enthusiastically and passionately to support change in a positive way for the city in waste and environmental issues – a link officer/coordinator or organisation linked to PCC to join that up would enable more momentum, clearer communications and stronger links between PCC and groups.
    b. Targeted resourcing – identifying projects where a range of groups could benefit from small-scale funding to achieve outcomes. This can only be done if a clearer overview of what's happening is created – Mapping vital! A lot can be done with very little!

5. **Food Waste – The next evolution for Plymouth's waste**
    a. Greening the City – increasing Plymouth's green credentials
    b. City wide education – preventing food waste
    c. Improved residual waste (clean and dry)
    d. Improves energy from waste plant output
    e. Community composting – support local schemes to start, or social enterprises to work across communities
    f. Reduces the impact of pests and vermin around waste on collections days – littering and street clean up!
    g. We have an anaerobic digester ready to use for food waste collections – the infrastructure is available - More closed loop systems can be established.

6. **Waste and Recycling**
    a. Education – vital to sustain understanding about how to recycle, what to recycle – why it's important and put the process into context – resources need to end up in a closed loop system – not just about the Energy from Waste Plant! Why do we need to recycle?
    b. Holistic approach with wider communications and public engagement on how the city system works, on improving purchasing choices at source (pick plastic bottles that can actually be recycled by the MURF – informing people is empowering them in their choices!)

7. **Cycling and Transport**
    a. Improve cycle lanes and renew city wide campaigns to promote cycling for health, environment and enjoyment (Plymotion) – impacts older demographics of population in time, less reliance on public services later in life.
    b. Reduce inner-city congestion – health and wellbeing – walking more, cycling more, reduces air pollution.
    c. Pedestrianise more of city centre and public bus service promotion
    d. Reduce amount of road signs around the city – increased amount of sat-nav usage now and it has been proven elsewhere to improve traffic flow and driver concentration

    e. Could even go as far as reducing the number of traffic lights!

8. City Wide Ideas

    a. Edible parks and city spaces – don't use money on annuals for decorative purposed – be practical and plant usable, edible and long-term. E.g. Wild Meadows across the city – already making Plymouth amazing for pollinators, saving Bees! More of this and get communities participating actively. Harvest our own seeds in Plymouth to keep extending the wild meadows – set up a seed bank for all allotments and growing projects to share and use.

    b. City Guardians/Caretakers – create small-scale local hubs with voluntary support from residents in the community and offer in-kind benefit for their time – no council tax for people taking on the responsibilities. Have physical community spaces that are free, PCC provide resources (tools, equipment) and maintain this – action and outcomes achieved through resident's efforts. Requires a link officer at PCC level to support and maintain – as well as keep the infrastructure functioning for use.

    c. Help set up informal cooperatives in local areas – take on care roles for parks/natural spaces – build on existing Friends Of groups

    d. Shareholding cooperatives to rent PCC buildings

    e. Maintain culture and arts across the city – expression, shared values, common purpose, civic pride and community engagement can be hugely empowering through creative arts.

    f. Promote 'buy local' to encourage more sustainability in local economy distribution.

    g. City Change Fund – really great for small-scale projects around the city supported by local residents and other external funders. Keep this going – especially for environment and sustainability projects.

APPENDIX 3

NOTES FROM VOLUNTARY AND COMMUNITY SECTOR WORKSHOP: PREVENTION

1st Sept 2016

Workshop 1: Took theme of Adult Social Care and Children as largest amount of money:

1. Develop a culture of prevention across services
2. Define prevention eg. 1st or 2nd preventative care according to the Care Act. This gives different levels of response
3. Describe a journey of behaviours that can lead to prevention and put in preventative measures if there is danger of someone becoming, isolated, depressed etc.....

4. Making SMART connections between services and providers eg. Isolation: police have calls from certain numbers all the time because people are isolated and vulnerable – link them with volunteers.

5. Engage and empower groups eg. Isolated elderly, autistic, offering training, free DBS etc...recognising that many want to help themselves but just need the support to do so.

6. Do a budget with rather than to – which would harness expertise in the VCSE and those in receipt of services.

7. Improve communication about what is happening and where to go for support and advice within the council and in the community.

8. Have a long term plan (care plans) for people from early years through to adult, rather than stop start which leads to confusion and people being left out that have needs. Make sure these are reviewed annually as that is a good opportunity to touch base with people and recognise if there are needs.

9. Also in relation to care plans sometimes people just need a little help to begin with and don't need everything committed at the same time, which could help save money over the long term.

10. Create a city wide strategy for volunteering across large issues that could save money for little expense – Plymouth Guild – what is their involvement?

Concrete ideas to reduce isolation:

Befriending of: elderly, link in with adult social care, other services to refer people into.....

See link with community discussion below for more specific ideas about this.

Key discussion points from Prevention Group (2) Sept 1st, with regard to things to consider when budget setting.

- Think beyond the 'setting' of the budget to its eventual 'allocation' via contracting and procurement processes and build into larger contracts the monitored requirement to not only add social value, but to achieve efficiencies via joint working, encouraging the use of shared assets (e.g. the co-location of workers from different sectors within each other's buildings to act as virtual hubs around specific pathways).

- Similarly build within contracts the requirement to offer capacity building / governance leadership to smaller organisations to support the readiness and ability of our sector overall to not only be a 'willing' provider of public services, but also an 'able' provider – one that is compliant in key areas (this is often the largest barrier for certain organisations to be commissioned) and one that does not compete with itself. This does not mean all providers have a role to play in achieving or releasing required efficiencies, there is a difference between being 'well meaning' and being 'well placed' to support transformation, but do we have criteria to tell the difference?

- The budget is allocated to services via integrated commissioning arrangements, but what are the arrangements for integrated delivery that will support greater collaboration, and move providers away from the stat / non-stat divide that persists (the 'us against them' culture that still prevails as opposed to the 'us with them' culture – a culture in the interests of supporting the most vulnerable clients)?

- There is a need for prevention that supports the 'earliest intervention' as opposed to the current 'early intervention' model that in itself as a result of cuts is increasingly becoming 'crisis intervention'. There are lost opportunities for earlier intervention as a result of poor communication between providers when indicators of potential need have been identified but not shared.

- When it comes to communication between commissioners to providers, it appears to be easier if you are a commissioned service, and more complex if not in receipt of local public sector funding. There are projects that operate in the city receiving national awards / recognition who could be sharing models of best practice across sectors, but do not know who to contact to achieve this. If a non-commissioned or small provider has an innovative idea that could achieve efficiencies is there a directory of commissioners available (with clear portfolios of responsibility) who they could talk to?

- Should all services that are accessed as part of delivery from our sector be free, could we be charging for components / aspects if there is evidence that this leads to better outcomes and does not discriminate? This would require robust impact and equality assessment, but there should already be impact and equality measures in place that run alongside any decisions that are made with regard to future budget allocation. We hear a lot about the transformation agenda, less is mentioned of impact assessment.

- The predicted £37million gap relates in part to increases in inflation and pensions going forward linked to existing providers, and as these services are potentially open to our sector in future, we can deliver things more cost effectively, but our sector also requires annual uplifts and cannot keep being tied into contracts with no increase (certain providers in our sector have seen no inflationary increase in contracts for over 6 years, in essence are already subsiding provision, and finding creative ways to achieve this).

Budget Meeting (2) – Tuesday 6th September

Groups present: Active Plus, Blake Lodge, PPCV, One Step Beyond/SPA, Plymouth Scrapstore, Wolseley Trust

Topic Table: Early Intervention & Prevention

1   a) We agreed that early intervention/prevention is about investing in relationships and supporting people early in their journey, to receive the support in whatever way they need. It is about identifying and solving problems early on.

b) Early Intervention in relation to CYP is about youth work, play, park rangers, Early Years Services, community engagement, quality IAG work and other activities not provided in schools

c) Part of early intervention is about reducing stigma

2. Challenge: How do we evaluate the impact of this 'early intervention' and prove that these interventions/activities reduce costs at a later stage, and where need becomes greater and/or more complex? The need for a robust, independent evidence base

a) A strategy of supporting prevention work has to involve placing workers in community settings (and where moving around is usual practice), easily accessible by local residents and placed in centres/projects/services where there is trust

b) Staff/volunteers/befrienders/known, caring people based in and close to the community need to be encouraged and resourced to walk with the client/service user to the next doorway/service/facility. Signposting is not always enough. Consider befriending models, faith based locations, etc etc

4. There are some core expectations that could be met in the heart of commissioned bids, eg
   - Quality Assurance
   - Legal and compliance requirements
   - Safeguarding
   - Communication needs – interpretation (BSL) and translation services

Including communication within the service specification which creates an inclusive service early on, rather than an add-on or need to 'target specific communities' at a later stage. Inclusivity demands that we invest in all sorts of communication methods, including a range of social media platforms (especially useful for parents with disabled children at home and those experiencing mental health issues)

5. During the discussions we heard about the additional barriers and challenges that some individuals and groups experience: stigma faced by SEND children and young people and their parents; deaf community; the links between people with communication barriers and increases in mental health problems emerging

6. Where services are provided for young people the child must be placed at the centre of all planning

7. This group heard of some useful past and current examples:
   - Parent School Advisers
   - Parent Projects – Surestart: local workers knew their communities inside out
   - Social Prescribing (with public health) – Wolseley Trust: is this a useful model that could be rolled out elsewhere?

8. Actions:

- We need to explore new and alternative forms of income generation – eg Social Investment Bonds.

- This group tasked POP to meet with PCC Officers and Business Community members to explore the potential of social investment and which services? We learnt that PCC Social Care staff and CCG are looking at this.

- We need to see and make easy links to examples of where social investment has been secured and been successful. What is the learning? Why, how and where does it work?

- The discussions on this table were not dissimilar to those about community projects and we recommend that links are made with the Strategic Work on H&WB hubs

- The VCSE wants to see community groups being considered in all decision-making and service planning of PCC, the CCG etc etc.

9. Questions

i) What is the impact on individuals in respect of recent cuts in sensory services? Where will these individuals go to?

ii) How can PCC make the One Stop shops more accessible and a place where people feel that their needs will be met?

APPENDIX 4

VCS BUDGET ENGAGEMENT

PLENARY DISCUSSION – 01/09/16

Peter Aley (PA) opened this session and asked the group if they had any views on the things captured in the engagement documents that had not been subject to the workshops today e.g. a discussion had begun earlier about the pro's and con's around charging for services. He asked if anyone had any thoughts or comments about things like the commercialisation of services or raising council tax. He reminded everyone that they can complete the whole survey either in hard copy or on line.

He explained that the survey had been promoted by way of PCC web; social media and also direct to specific groups. Jackie Clift (JC) also noted that information about where to find and fill in the survey had been circulated within the email invite to this event. The closing date for the survey has been omitted from the hard copy version. It was confirmed that it is 12/09/16 at 10:00 for the online survey and on the same date for the hard copy's to be received at Ballard House.

One member of the group explained there was a technical issue with completing the survey. Apparently if you want to go back on anything it doesn't save what you have already done and you then have to do it all again. PA said he would look into this glitch and try and get it resolved.

A discussion about charging was reopened with an example of how charging for plastic bags had led to a consequent change in behaviour and a point was made that should the council start to impose charges then this should be a longer term ambition alongside income generation. PA asked what type of services provided by the council would benefit from this principle being applied should more charging come into place. No specifics where mentioned but one member said that they would personally be willing to pay more in Council Tax (CT) so long as they are in receipt of the services and they were of a quality that matched the fee involved. There also needs to consideration about the person paying any increase being able to afford it.

PA reminded the group that no-one gets 100% support with CT anymore and there is a separate engagement about our support scheme and potential changes currently available. Details are available on PCC's web site:

http://www.plymouth.gov.uk/homepage/benefits/counciltaxbenefit/ctsupportengagement.htm

The role of the council in changing behaviours about recycling and reuse was highlighted. There is significant food waste in the city and the council could raise awareness and do more education about the benefits of reheating food or making left overs into different meals. While there is work to be done with shops about their waste more could be done about household waste and how this can lead to better diets and money saving in relation to personal budgets. It was said that there is plenty of evidence on how different approaches to household waste can both assist people direct and save money for the council e.g. less waste collection. This matter was also raised at the 'environment' scrutiny yesterday and by some participating today is seen as an important invest to save approach that the council should be implementing.

Some of the pitfalls in relation to charging policies were discussed again and examples given where:
- York - got it wrong and set a high level of charge for their museums/galleries that were off putting and footfall consequently fell and so did income
- Brighton - got it right and charged lower levels and managed to get the balance right and so the exhibitions etc paid for themselves.

It was noted that it will be essential for the new History Centre to get this right as it comes on line. Overall there appeared to be a consensus that on specific things charges would work if they were balanced; proportional and affordable.

A question was asked about how S.106 (aka Community Infrastructure Levy) monies are being used especially in relation to what seems like numerous student accommodation developments. PA advised that there was a process for this and that more information can be shared at a later date. It was suggested that more transparency is need about how this money is used and that potentially more could be done to maximise its contribution to the services the council has to deliver. It was also suggested that the CVSE could offer helpful input on how this money is allocated/best used if they are part of the process. PA undertook to get information about the process and how community's views are considered as part of any allocations.

The number of CCTV's and traffic lights in the city was highlighted with a suggestion that such numbers might not be needed and if reduced could save money. It was highlighted that Westminster proposed stopping using CCTV and there was a resultant petition to keep them turned on.

Concern was raised that in the City we seem to be getting more and more traffic calming measures such as 'sleeping policemen' and in many cases this doesn't seem needed and therefore a waste of money both in relation to staff and materials (Seagrave Road was given as an example). The 'speed bumps' in particular were a concern for car users in general and those with disabilities. It was also highlighted that the Ambulance Service have fed back that they can disrupt emergency treatment for patients as they are being 'blue lighted' to hospital.

Totnes has made a change to their street lighting arrangements to save money. There is now a rota system for when the turn on and off across the town and this is saving both money and energy. It was suggested that PCC consider something similar.

The session ended with JC reminding all those present how to complete the full survey. Both she and PA thanked everyone for their time and trouble plus their important contributions to the 'big decisions' ahead.

PLENARY DISCUSSION – 06/09/16

Peter Aley (PA) opened this session and asked the group if they had any views on the things captured in the survey that had not been subject to the workshops today that would assist in balancing the books. He reminded everyone that they can complete the whole survey either in hard copy or on line.

It was noted that in reality austerity can be very expensive and it touches all sectors with quite profound effects. It can also undermine instincts to preserve what works and to be fair. There needs to a 'cross party' perspective on what needs to happen with strong leadership so sight of these is not lost.

PA advised the group that the last engagement session had considered items such as CCTV; traffic lights; street lights; speed cameras and service charges. He wondered if this group wanted to make any comment on those or other issues as covered in the full survey.

Caution was expressed about the engagement process begin dominated by digital options and a reminder of the importance of face to face relationship based feedback especially via community development and capacity building. This was backed up by an example of where an NHS computer system collapsed leaving nurses not able to do their jobs because they were reliant on the information that was not available. It was suggested that although computers were important we should not become reliant on them.

There was a reminder that 'transactional' payments of things like Council Tax; parking fines etc are much cheaper and simpler on line especially for those who are IT literate, so further digitalisation will have to be an option under consideration moving forward. This was reiterated with a reminder that the internet also has many other uses like it can easily provide information on things like recycling that breaks down myths and increases an individual household's ability to recycle and so ultimately levels across the city.

The real challenge is how the council delivers services on less budget and how 'necessity has now become the mother of invention' and this will have to include on line options. Perhaps the ultimate challenge is while we can say that transformation is a great thing and will bring improved results in some places, there will be a time when there really is just not enough money and no matter what we try to transform it just can't be done. While ambitions about prosperity might be laudable, deprivation and poverty are real and we must not stop talking about them and be honest about the fact that within what is happening some-one is going to get hurt.

PA asked if anyone wanted to comment about ideas such as asking the community to do smaller jobs for themselves. He gave an example of hedge trimming as perhaps an area where the council offers support to communities to do this for themselves rather than do it for them. The support, for example might be about H&S training to do this type of task rather than the council not doing it at all or leaving the cutting for longer periods than at present. This would be a means of empowering communities without leaving them to completely fend for themselves.

It was recognised that everyone has to be realistic about what can and can't happen. Yes, there are assets and the council does still have a large budget but not big enough for everything that used to happen. Given this, a question was asked about whether or not we doing enough as a city to draw down different/new money such as the 'Life Chances Fund'. It was confirmed that the council is supporting a proposal going in against this fund.

The group was reminded that quite often the council were not in fact able to bid against these types of grants and are very supportive to organisations who can lending their expertise and advise where possible e.g. early years' services; economic development support to bids about services for those furthest away from the job market and backing to crowd funding. PA also described the investment the council has made into 'POP ideas' and the returns this is providing to specific community organisations and as new money income to the city as a whole.

The council could consider, like other authorities, if libraries could be run by community groups/volunteers. With this there would need to be a balance as some communities may have the requisite skills and abilities while others might not. The public will need to be reassured that if ideas like this were implemented that the balance between communities doing it for themselves and the support they get is actually in place.

In order to maximise the funding bids made within the city and chances of securing them, the CVSE could do with a data base of all the organisations so they can work together on collaborative bids. A mapping exercise of what these organisations do should also be undertaken so they can be more mutually supportive. Leaflets about the emerging CVSE infrastructure organisation were available for today's attendees.

APPENDIX 5

INDIVIDUAL COMMENTS SENT IN BY PEOPLE WHO COULD NOT ATTEND EITHER WORKSHOP:

1. I won't be able to make it on Thursday, but if I did I'd have liked to have raised and discussed the following points.

Identifying community/voluntary groups that work in a grass roots ethos, directly meeting need through the 'real' identification of issues that are perhaps out of statutory remit due to a lack of complexity or seriousness. This truly preventative work supports groups and individuals from reaching crisis point and subsequent costly statutory intervention by addressing emerging issues and dealing with them at this point. We all know that many statutory support services only kick in when the individual either reaches crisis point or their behaviour starts to

negatively impact on their community. In terms of prevention and reducing costly crisis care we absolutely need to start investing more into these services. This isn't news to anyone but no-one's doing it! It is often the early, softer, less invasive approach of more trusted, understanding community groups that help vulnerable individuals reconnect and engage with their community as opposed to often worrying intervention/interaction from statutory agencies which often only serves to isolate and disconnect individuals further. Better to invest less money here than more money later on.. I feel stupid saying it as it's common sense but why then doesn't it happen???

Also... I think the voluntary sector can provide public sector workers with a healthier and more effective approach to the support and management of staff health. If statutory services are looking to save money, how about investing more into the health of their staff by utilising external support networks. Staff sickness, commonly due to stress, costs local government an exorbitant amount of money in sickness pay, staff cover and the breakdown of worker/client relationships through a lack of consistency and loss of trust/confidence. Staff health and wellbeing should be a priority of any large public organisation. Particularly one that expects its workers to practice with often damaged, vulnerable and emotionally impacting client groups - the research is there. The focus tends to always be about the client when it is the worker who is expected to motivate and inspire change. That's hard to do when you're stressed outa your nut and have a caseload of 50 cos your colleagues are all burnt out and off sick. In terms of the voluntary sector providing support in this area, I think it would make for a more effective support network as we all know telling your own organisation that you're feeling burnt out can often lead to feelings of job insecurity and worry that you'll be managed out and so you put up and shut up until such times as you are feeling better, or it becomes so bad it can't be hidden any more. It happens. Having an external third party to go to for this support might be a better outlet and could support staff wellness, faith in employers, the reduction of staff illness/staff cover and costly client consequences.

2   Our main offer would be in Preventative Services:

The Youth Thrive proposal I sent you more or less sums this up and I think is the most relevant to this discussion, but we're already a C-carded sexual health advice centre for young people and work on substance abuse, smoking cessation (with the local surgery) and want to train staff and YP in mental health issue recognition and support. I would say the majority of good quality youth work adds enormously to the improvement of YP's health and crime prevention, but PCC has already axed most of its youth service, which negates the argument somewhat.

3   "The VCSE can support PCC in delivery of budget reduced services by creating a channel of communication between service providers and users that

a) is more responsive to actual need in a timely way,

b) ensures exhaustion of all available resources is complete prior to commissioning/spending on service provision

and

 c) in recognition of contributions coming from community with regard to a) and b), helps to operate a rewards system for innovative ideas that are community led, helping to build a bank of resources the community asks for, needs and agrees upon as their priorities.

This whole system can be facilitated by storytelling with key opinion leaders in communities, across the VCSE and within staff cohorts of the PCC.

I think Plymouth could become a storytelling city - the first of its kind in the UK and specifically driven by a need for more cohesive and efficient communities that own both their problems and the solutions to them.

APPENDIX 6

RESPONSES FROM PLYMOUTH OCTOPUS PROJECT (PLYMOUTH VCSE) TO THE BUDGET ENGAGEMENT EXERCISE FROM PLYMOUTH CITY COUNCIL

September 2016

We looked at three areas where the sector can make a difference. They are also three crucial areas for delivery of services in the city, and for the necessary culture change of citizens and communities taking responsibility from the council (hence reducing the council costs).

- The Environment (including Waste)
- Preventative Services (those which will catch people at the beginning of their journey to acute care and prevent them going further along that route)
- Community level services (those which provide the basis for wellbeing and local wealth in all its senses. Befriending, social prescribing, community centres and activities, community participation and involvement)

In all three areas the conclusion was that the council can save money and deliver a better service. There are plans outlined here for each area, and the VCS is willing to work with PCC in partnership to make these happen. This should also involve other partners, like Health, Police and the commercial sector.

Environment and Waste:

The sector is already moving towards integrating environmental services by establishing an Environment Board, and has given the council ideas on how to deliver better and cheaper waste services. This work can be continued in many areas. What is required is:

Integration – Collaboration and Cooperative Working across all levels

Education – Communicating a Future Vision for the next generation

Mapping – What's already happening and where?

Coordination/Facilitation – enhancing what's already there!

Food Waste – The next evolution for Plymouth's waste

Waste and Recycling

Cycling and Transport

City Wide Ideas – many of which link to the preventative and community sections below.

Please find attached the detailed thinking and suggestions behind all these headings. It is a start of the Plan for the Environment which will sit under the Plymouth Plan.

The sector's offer is to write the Plan for the Environment based on these headings through the already existing Environment Board. PCC involvement and co-design would be necessary, as would an examination of the cost. Most of this time is given voluntarily (see end for cost of just these workshops), but this is essentially an expert consultative role and would require investment.

This will improve and integrate environmental services for the city, and in the longer run deliver economies of scale. It will also save money as much of what is suggested is local volunteer work, or could attract external funding. We will be following this up with meetings with the PCC cabinet member and officers involved.

Preventative Services

The Prevention workshops were the best attended. We know that prevention is the answer to working with a smaller budget, as well as the best solution for people. The question is 'how do we introduce more preventative services in the short term, while still having to pay for acute and high level services?'

Suggestions were:

- Prevention is earliest intervention, not current 'early intervention' strategy. This is relationship based and will be delivered in community level services (befriending/social prescribing). See the community section of this report for a plan to deliver this across the city.
- There is a need for an integrated offer coming from VCS, as well as ways for PCC to follow Alliance Commissioning principles on the widest possible co-design basis. Currently it is easy for PCC service providers to access commissioners, but others delivering services recognised as excellent find it much more difficult to get ideas across. The sector is therefore creating Plymouth VCSE to encourage collaboration and be the place where PCC can contact the whole range of organisations.
- There is a difficulty in demonstrating that preventative services work. We need an evidence base, and impact measurement. This too can be a part of the community plan in the next section.
- We should investigate Social Bonds as a funding mechanism, since commissioning bodies are reluctant to commission preventative work while they cannot 'measure' its impact.
- Workers should be placed in community settings, where trust has already been built up, so that 'earliest intervention' can occur.
- Befriending models are needed (see the community plan later) – signposting is not enough. We have to walk people to the next service/activity they need.
- Include communication in specifications to ensure inclusivity.
- Link with strategic work on integrated health hubs.
- Investigate how people with sensory impairment can access services, and improve access to One Stop Shop.

- Consider and work with community groups in all council decision making and service planning.

See the attached notes from all three Prevention workshops for more detailed comments.

Community Services

There is a huge amount of community activity in Plymouth delivered on a voluntary basis by a range of organisations. See attached workshop notes for case studies. The pilot State of the Sector report last year found that just 40 randomly chosen organisations had a turnover of over £25m and offered 50,000 volunteer hours a year. Churches Together in Plymouth's audit last year showed that the churches provide £7.6m in volunteer work.

If this was linked up and formalised it would provide blanket wellbeing support for everyone in the community. This would not only reduce spending later on high level services, but be cheap to provide - given that it is largely funded by charitable funds and run by volunteers. This also allows citizens and communities to take responsibility.

It would need a formalised strategy. We suggest (and see workshop notes for more detail):
- A statement in the Plymouth Plan that, like green spaces, all residents should be near (half a mile?) to an active community centre.
- We can map these, along with green spaces.
- These are mostly small organisations that need core funding to exist, and spend a lot of time trying to find it when they could be delivering their service.
- PCC can provide some core funding to each of them in return for a range of impacts. We would then have a network of community support for all, with some guarantee of quality and provision.
- We can provide links to a whole range of city wide organisations (like MIND) that could link to communities. This is likely to fit with existing 'hub' proposals.
- We can provide the expertise to run neighbourhood based community participation programmes to ensure that all residents can influence what happens in their community and community centre. This would have a cost, but is vital if there is to be real access for all citizens.
- It would need a 'community connector' (a part time local resident) in each neighbourhood. These could be volunteers, but would be more sustainable if they were paid. The VCS can help in designing and seeking funding for this kind of service.

We can write a 'Plan for Communities' based on this, in partnership with PCC and other statutory services (Health/Police). We would need to negotiate costs for this major undertaking.

Please see the workshop notes on community services (attached) for more detail.
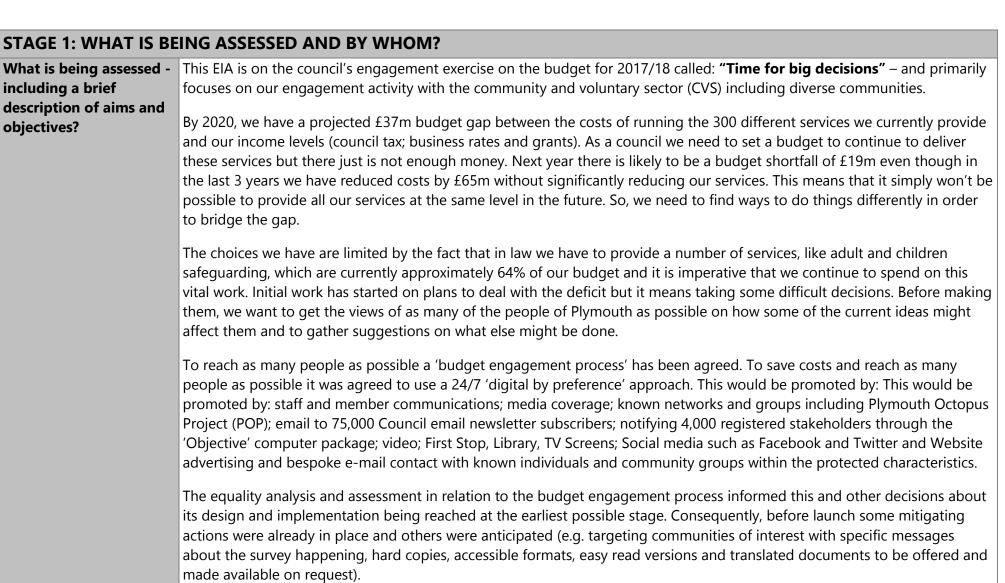

Notional cost of this exercise.

Evidence from Future of Doing Good debate + 2x Budget workshops.
- Approx. 400 volunteer hours from 100 people = £4400
- Approx. 40 paid hours through PCC VCS contract + core funding = £800

APPENDIX 7 - EQUALITY IMPACT ASSESSMENT (EIA)

Executive Office – Community Engagement - Budget setting for 2017/18

STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?	
What is being assessed - including a brief description of aims and objectives?	This EIA is on the council's engagement exercise on the budget for 2017/18 called: **"Time for big decisions"** – and primarily focuses on our engagement activity with the community and voluntary sector (CVS) including diverse communities. By 2020, we have a projected £37m budget gap between the costs of running the 300 different services we currently provide and our income levels (council tax; business rates and grants). As a council we need to set a budget to continue to deliver these services but there just is not enough money. Next year there is likely to be a budget shortfall of £19m even though in the last 3 years we have reduced costs by £65m without significantly reducing our services. This means that it simply won't be possible to provide all our services at the same level in the future. So, we need to find ways to do things differently in order to bridge the gap. The choices we have are limited by the fact that in law we have to provide a number of services, like adult and children safeguarding, which are currently approximately 64% of our budget and it is imperative that we continue to spend on this vital work. Initial work has started on plans to deal with the deficit but it means taking some difficult decisions. Before making them, we want to get the views of as many of the people of Plymouth as possible on how some of the current ideas might affect them and to gather suggestions on what else might be done. To reach as many people as possible a 'budget engagement process' has been agreed. To save costs and reach as many people as possible it was agreed to use a 24/7 'digital by preference' approach. This would be promoted by: This would be promoted by: staff and member communications; media coverage; known networks and groups including Plymouth Octopus Project (POP); email to 75,000 Council email newsletter subscribers; notifying 4,000 registered stakeholders through the 'Objective' computer package; video; First Stop, Library, TV Screens; Social media such as Facebook and Twitter and Website advertising and bespoke e-mail contact with known individuals and community groups within the protected characteristics. The equality analysis and assessment in relation to the budget engagement process informed this and other decisions about its design and implementation being reached at the earliest possible stage. Consequently, before launch some mitigating actions were already in place and others were anticipated (e.g. targeting communities of interest with specific messages about the survey happening, hard copies, accessible formats, easy read versions and translated documents to be offered and made available on request).

STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

<table>
<tr>
<td rowspan="6">Page 45</td>
<td>An online survey was designed around 11 themes with a total of 22 questions. A summary explained the themes and actions within them that are already happening or under consideration. The questions asked for comment on these actions plus potential changes to them and for any other suggestions from the respondents. Comment and ideas about working in partnership, collaboration and reviewing charges and fees including council tax levels was also requested.

To ensure as wide reach as possible, a bespoke e-mail notification about the survey was sent to individuals and organisations from diverse community groups known to our Social Inclusion Unit. This covered all the protected characteristic categories. The survey opened on 22/08/16 and closed on 12/09/16. It also contained the opportunity for respondents to complete an equality and diversity section so we when we get the overall feedback we can better understand what is important to different people according to their protected characteristics.

In order to increase the level of feedback and ideas from community and neighbourhood groups (including those who work with individual and or communities of identity, interest, specific needs and geography) two face to face events were held with the Community and Voluntary Sector (CVS). These were held on different days and at different times in the day in order to maximise attendance.

Council officers supported the Plymouth Octopus Project (POP) in planning the events and were also present to explain the 'difficult decisions' ahead and answer specific questions about services. Over the two events, a total of 49 individuals attended and represented organisations or community groups covering children and young people; disability and carers; environment; ethnicity and race; faith, belief and religion; financial advice and poverty; housing; health and health watch; lesbian, gay, bisexual and transsexual (LGBT); locality; maternity and pregnancy; mental health; police and press/media.

With these events and the multi-media promotion once analysed the feedback received should be inclusive across all the protected characteristics and the local priorities outlined in stage 3 of this analysis. As this EIA covers the engagement activity decisions and process only, separate EIA's should accompany the analysis of any feedback and the ensuing budget recommendations that are formulated later this year.</td>
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Author	Bronwyn Prosser (Social Inclusion Unit Manager)
Department and service	Chief Executives, Social Inclusion Unit.
Date of assessment	17/8/16 to 12/9/16

STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	**Evidence and information (e.g. data and feedback)** [i]	**Any adverse impact** See guidance **on how to make judgement**	**Actions**	**Timescale and who is responsible**
Age (children and young people - CYP)	The average age in Plymouth (39.0 years) is about the same as the rest of England (39.3 years), but less than the South West (41.6yrs). CYP under 18 account for 19.8 per cent of our population within this 17.5 per are under 16. In the CVS events – 14.28% (7) of those that attended were concerned with services to CYP which in terms of representativeness is about 5% less than the wider community. There were no children at the events.	• Young people are less likely to vote and are often put off by our existing mechanisms for engaging our local communities. • 'Digital by preference' is likely to have a wide reach to children and young people. • There is potential for some of the language within the documentation to be seen as professional jargon and to detract from understanding and engagement.	• For those in poorer household and perhaps without ICT equipment and varying literacy levels hard copies will be promoted and available. • Free post envelopes to return hard copy versions will be available with each document. • Free use of computers with staff support is available in our libraries. • Requests for 'plain English versions of the survey will be addressed on request. • Youth service participation team were advised of this survey in order to promote it to Youth Parliament; Youth Cabinet and Out Youth.	Caroline Marr (Policy and Business Planning Officer) post 12/09/16.
Age (older people)	81.2 % of our population is over 18. One in three people is over 50. Older people, especially those in the 75 plus age bracket, are among the heaviest users of our services, making up three quarters of all social care clients and nearly half of social care spending. The proportion of people living in our community who are aged over 75 years old is predicted	• Older people from certain backgrounds are more likely to be engaged through our standard engagement processes. • Older people may have retired before home computers (PCs) became widely used in the workplace. Some have gone on to learn about computer technology and the internet.	• For those without ICT equipment and literacy hard copies will be promoted and available. • Free post envelopes to return hard copy versions will be available with each document. • Free use of computers with staff support is available in our libraries. • Requests for 'plain English versions of the survey will be addressed on	Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16.

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STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	**Evidence and information (e.g. data and feedback)** [i]	**Any adverse impact** See guidance on how to make judgement	**Actions**	**Timescale and who is responsible**
Page 47	to increase by a quarter by 2021. In the CVS events – there was no attendance from individuals or organisations specifically concerned with older peoples services.	Others are deterred by their lack of experience. So, 'digital by preference' is likely to have less reach with older people. • There is potential for the professional jargon within the documentation to detract from understanding and engagement. • There was under representation of older people at the face to face events, limiting input from this protected characteristic.	request. • The responses received from online responses needs careful analysis to see if there is a representative contribution from older people and if not further mitigation put in place during any further engagement processes. • Age UK have been advised that the survey happening. We requested they alert their service users and the Senior Citizens Forum that their views will be appreciated.	Caroline Marr (Policy and Business Planning Officer) post 12/09/16.
Disability	A total of 31,164 people in our city (from 28.5% of households) have declared themselves as having a long-term health problem or disability. (National figures are 25.7% of households and this compares with an 11.6m total number of people in the UK with disabilities.) 10% of our population have their day-today activities limited a lot by a long-term physical or mental health problem or disability. There are 17,937 state pension age	• Disabled people are still less likely to live in households with access to the internet than non-disabled people making 'digital by preference' less likely to reach them. • Older disabled residents are less likely to utilise social media and modern communication technology than younger disabled residents (e.g. text instead of type talk) potentially creating a differential reach across the generations in	• For those without ICT equipment and literacy hard copies will be promoted and available. • Free post envelopes to return hard copy versions available with each document. • Free use of computers with staff support is available in our libraries. • Accessibility settings are available on all our web site platforms. • Requests for 'plain English versions of the survey will be addressed on request. • In line with our corporate	Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16.

STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	**Evidence and information (e.g. data and feedback)** [i]	**Any adverse impact** See guidance **on how to make judgement**	**Actions**	**Timescale and who is responsible**
	people with disabilities in Plymouth and 3,142 children with disability. We have 1,224 adults registered with a GP in Plymouth as having some form of learning disability (2010/11). Our schools report that of every 1,000 children 17.5 have a learning difficulty. The numbers of people registered nationally as blind or partially sighted are falling. Our Translate Plymouth services recorded that British Sign Language (BSL) is amongst our most requested language. More now than in the past, older people are living with a disability partially due to improved medical and social support. Older people therefore are disproportionately impacted by things such as declining eye sight and hearing; physical frailty; injury related disability from trips / falls and dementia. Nationally more than 70% of over 70 year-olds and 40% of over 50 year-olds have some form of hearing loss	relation to disability. • There is potential for some of the language within the documentation to be seen as professional jargon and to detract from understanding and engagement. While this may impact on engagement across all the protected characteristics depending on literacy levels, there is a stronger likelihood that it will disproportionately affect and reduce engagement from those with learning disabilities and who use British Sign Language as their first means of communication. (This does not translate easily into the written word.) • In face to face events our deaf attendees will be adversely affected unless signing is available. • Likewise, in face to face events our physically disabled (both ambulant and sensory) will be adversely affected unless the premises where they are held	standard, we offered accessible versions of the survey and received a request for an 'easy read' version. When produced this will be circulated to learning disability providers to discuss with their service users and their carers/families. For any feedback subsequently received, consideration will be given to how it can be included in the lead up to the final decision making. • Fully accessible premises were used for one of the face to face event while the other was mostly accessible. Other adjustments such as. BSL interpreting; hearing loop and other equipment was also available. • Plymouth and District Disability Action Network were advised of the survey and engagement events and requested to alert the many disability organisations that form their network and let them know that we would appreciate their views. We also contacted the Mental Health network with the same request.	

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STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	**Evidence and information (e.g. data and feedback)** [i]	**Any adverse impact** See guidance **on how to make judgement**	**Actions**	**Timescale and who is responsible**
	and sight loss/impairment. Plymouth has a higher rate (123.8 per 100,000 people) than the England average of 110.5 to the same proportion. One in three people over 65 develop dementia, and two-thirds of people with dementia are women. It is estimated that by 2015 there will be over 3000 people living with dementia in Plymouth. It's not just disabled people who are challenged by disability, but also the people who care for them on an unpaid basis. There are 6.5 million carers in the UK and 27,247 in Plymouth including at least 259 young carers. Over half of all unpaid carers in the city are themselves over 50. People aged 50 to 65 are twice as likely to be providing unpaid care as the wider population. In the CVS events – 22.5% (11) of those that attended were concerned with services relating to physical and sensory disability; mental health and also carers. This indicates a	are accessible and reasonable adjustments such as hearing loops are in place. • Unless accessible alternative formats such as braille; large print; audio; and easy read versions of the hard copies are available disabled people are likely to be marginalised throughout this process.		

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STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	**Evidence and information (e.g. data and feedback)** [i]	**Any adverse impact** See guidance on how to make judgement	**Actions**	**Timescale and who is responsible**
	proportionate representation when compared with the wider population.			
Faith/religion or belief	The 2011 census recorded that Christians (including all types of denominations) were still the largest faith community nationally although numbers have declined in the previous decade. While a majority of people still identify with some form of religion, more people than before identify with 'no religion'. Some smaller faith communities are growing, such as those following Islam. There are small but significant numbers of Buddhists, Hindus, Sikhs, Ba'hai and Hebrew followers. Other belief systems with smaller numbers of followers include Humanists, Atheists, Pagans and Spiritualists. Political beliefs are not included. Locally, 84,326 (32.9%) people said they had no religion and the Hindu, Buddhist, Jewish and Sikh religions combined totalled less than 1% of our population. The following is what Plymouth people declared in 2011: • 148,917 - Christian (58.1%) • 2,078 - Islam (0.8%)	• Face to face events need to be scheduled (as far as is reasonable) outside of recognised and significant days and times of 'worship' in order not to disadvantage the potential for inclusion of people in this protected characteristic. • Some religions are more likely than others to have members of their congregation that do not have English as their first language and they will be adversely affected if material is not available in translated versions.	• Having a 'digital by preference' approach that is available 24/7 enables inclusion of all faiths, religions and beliefs as it can be completed outside of key 'worship' times and days. • Accessibility settings including translation facilities are available on our web site. However it only applies to text not inserted documents or surveys. In line with our corporate standard we will make translations available on request. • Requests for 'plain English' or translated versions of the survey will in line with our corporate standards be addressed on request. • As there was underrepresentation at the CVS event from this community, responses received from online survey need careful analysis to see if there is a representative contribution from on line responses.	Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16. Caroline Marr (Policy and Business Planning Officer) post 12/09/16.

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STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	**Evidence and information (e.g. data and feedback)** [i]	**Any adverse impact** See guidance on how to make judgement	**Actions**	**Timescale and who is responsible**
	• 881 - Buddhism (0.3%) • 567 - Hinduism (0.2%) • 168 - Judaism (0.1%) • 89 - Sikhism: (less than 0.1%) Alongside our Christian sites for worship, our city has an Ashoka Buddhist centre, the oldest Ashkenazi Synagogue in the UK and a Baha'i spiritual assembly as well as active Sikh, Humanist and Pagan communities. In the CVS events – 18.36% (9) of the individuals were in attendance concerned with services relating to this protected characteristic. They mostly came from a Christian focus. Several attendees were from a specific church that has a strong Black and Ethnic Minority (BME) congregation. The attendance number is an underrepresentation when compared with the wider population.		• Our local Centre for Faith and Cultural Diversity was asked to notify their contacts - including the Council for Faith and Belief (which covers all the faiths, beliefs and religions in our city) about this survey welcoming their feedback.	
Gender - including marriage, pregnancy and	Overall 50.6% of our population are women and 49.4% men: which reflects the national figure of 50.8% and 49.2% respectively.	There are different pressures that apply to men and women that could potentially restrict their ability to be involved in face to face	• Having a 'digital by preference' approach that is available 24/7 enables men and women to have the option of completing it	Caroline Marr (Policy and Business Planning Officer) prior to

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STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	**Evidence and information (e.g. data and feedback)** [i]	**Any adverse impact** See guidance **on how to make judgement**	**Actions**	**Timescale and who is responsible**
maternity	Of those aged 16 and over, 90,765 people (42.9%) are married. 5,190 (2.5%) are separated and still legally married or legally in a same-sex civil partnership. There were 3280 births in 2011 with the highest numbers in Stonehouse (142), Whitleigh (137) and Devonport (137). In the CVS events – there was 1 individual (2%) in attendance concerned with services relating to pregnancy and maternity services. There was no-one present specifically from gender based strand organisations but the events included a reasonable mix of men and women.	community engagement events e.g. work pressures and child care commitments.	outside the times and days of other commitments. • As gender stretches across all the protected characteristics any of the mitigating actions described above and below may become applicable.	launch on 22/08/16.
Gender reassignment	It is estimated that there may be 10,000 transgender people in the UK. There were 26 referrals from Plymouth made to the Newton Abbott Gender Reassignment clinic, in 2013/14. The average age for presentation for reassignment of male-to-female is 40-49 and for female-to-male 20-29.	There are many complex and interlocking factors that could discourage those in this protected characteristic getting involved in face to face events. (For example lack of sensitivity and equality confidence by those running events, stage of transition, preference for privacy and perhaps	• Having a 'digital by preference' approach that is available 24/7 enables those in this protected characteristic an option to get involved without some of the possible other pressures affecting them. • We alerted Pride in Plymouth about the survey and asked them	Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16.

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STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	**Evidence and information (e.g. data and feedback)** [i]	**Any adverse impact** See guidance on how to make judgement	**Actions**	**Timescale and who is responsible**
	Twenty three transgender people belong to our local community of identity in relation to Lesbian, Gay, Bisexual and Trans (LGBT) - Pride in Plymouth. In the CVS events – there was no one in attendance concerned specifically with services relating to gender reassignment although there was I person present with a LGBT focus (2% of attendees) from Intercom Trust.	uncertainty about other attendees etc.)	to promote the survey with their membership know as well as let them know their views will be appreciated.	
Race	The proportion of our community that are White British is higher than the UK average. In 2011 it was 93% of our residents. Our Black and Minority Ethnic (BME) communities are very diverse and have grown from 3% in 2001 to 6.7% in 2011. The Polish, Chinese and Kurdish communities are amongst the largest. We have a small resident Gypsy and Traveller community. The census records that at least 43 languages are spoken in the city. Based on full year data for 2012-13,	• Some of our BME communities may not have English as their first language and they will be adversely affected if material is not available in translated versions. • It was recognised at an early stage that the budget survey contained relatively complex concepts and professionalised language. While this may impact on engagement across all the protected characteristics depending on literacy levels, there is a stronger likelihood that	• In line with our corporate standard we will offer translated versions of the survey on request. • The responses received from online feedback needs to be carefully analysed to see if there is a representative contribution from BME people. We alerted several of our BME community groups about this budget engagement process (e.g. Chinese, Thai, Filipino; Nepalese, Kurdish, Polish/Romanian, South Asian, and African) and asked them to promote this survey to their	Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16 and post 12/09/16 with regard to responses.

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STAGE 2: EVIDENCE AND IMPACT				
Protected characteristics (Equality Act)	**Evidence and information (e.g. data and feedback) [i]**	**Any adverse impact** See guidance **on how to make judgement**	**Actions**	**Timescale and who is responsible**
	our Translate Plymouth service recorded the most requested languages for interpreting were British Sign Language (BSL), Polish and Chinese Mandarin. Nearly 100 different first languages are spoken in schools with Polish and Arabic being the most commonly spoken - 385 and 143 children respectively. Some areas of our city are more diverse than others e.g. around the Plymouth University campus; the city centre; Stonehouse and the East End. Plymouth is a dispersal area for asylum seekers and c. 300 people are accommodated in the City. We also welcome refugees via the Afghan and Syrian national resettlement programme. In the CVS events – I (2%) person was in attendance concerned with services relating to race and ethnicity. (See above in relation to BME representation amongst those from the faith, belief and religion strand.) This is an underrepresentation when compared with the wider population.	it will disproportionately affect and reduce engagement from BME communities.	membership as well as let them know their views will be appreciated.	

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STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (e.g. data and feedback) [i]	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
Sexual orientation - including civil partnership	There is no precise local data on numbers of Lesbian, Gay and Bi-sexual (LGB) people in Plymouth, but nationally the government have estimated this to be between 5–7%. Stonewall agreed with this 2005 estimation which would mean in Plymouth we have approximately somewhere between 12,500 to 17,500 people (aged over 16) that are LGB. There are 464 people in a registered Same-Sex Civil Partnership. Lesbian, gay and bisexual people are more likely than those in other protected characteristics to report that they have never been asked about their views by local service providers. In the CVS events – I person (2% of the overall attendance) was concerned with services relating to sexual orientation also known as LGBT. This is an underrepresentation when compared with the wider population.	There many complex and interlocking factors that could discourage those in this protected characteristic getting involved in face to face events. (For example lack of sensitivity and equality confidence by those running events, preference for privacy, uncertainty about other attendee's responses and disclosure etc.)	• As Lesbian, gay and bisexual people recognise that data gathering about the sexual orientation of service users can be an important way to improve services, we have made sure that we have asked people to declare their sexual orientation in the online survey and also in the hard copy versions. • Having a 'digital by preference' approach that is available 24/7 enables those in this protected characteristic an option to get involved without some of the possible other pressures affecting them. • The responses received from online feedback needs to be carefully analysed to see if there is a representative contribution from LGBT people. • We alerted Pride in Plymouth about this budget engagement process and asked them to promote it within their membership as well as letting them know their views will be appreciated.	Caroline Marr (Policy and Business Planning Officer) prior to launch on 22/08/16. Caroline Marr (Policy and Business Planning Officer) post 12/09/16.

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STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? If so, please record actions to be taken.		
Local priorities	**Implications**	**Timescale / who is responsible**
Reduce the gap in average hourly pay between men and women by 2020.	As this EIA primarily relates to the CVS budget engagement activities process only, this particular council equality and diversity objective is not yet relevant. Having said this, any decisions made about service delivery and the associated workforce either within the council or across other agencies in the city could have an impact.	Not applicable to for this EIA but to be considered within EIA's accompanying budget decision proposals.
Increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.	Regardless of age and gender, previous experiences of discrimination and H/Mate crime can deter those within the protected characteristics (and those associated with them) from getting involved with community engagement activities and surveys. Last year (2015/16) a total of 694 incidents of discrimination or Hate crime was reported to the council and police which was nearly 12% above the increased target we set to get more reports than the year before. Addressing the issues and individuals responsible for these experiences can ultimately build trust in our diverse communities about our organisations commitment to equality, diversity and inclusion and lead to elevated levels engagement.	Continue with the ongoing Welcoming City Action plan which contains bespoke work in relation to increasing the reporting of incidents of discrimination and h/mate crimes so ultimately leading to increased participation in public life. - Led by One Plymouth spanning over 2016/17.
Good relations between different communities (community cohesion).	Sometimes poverty and a perceived preferential treatment of some groups of people over others can be a causal factor leading to community tensions. These can be made worse by the myths and distorted information perpetuated from a range of people and places particularly for those people who might be feeling aggrieved but have little experience or accurate knowledge about the diversity of people from within the protected characteristics which incidentally will also include them. This budget engagement process has been designed to reach as many people as possible in our city and give them their chance to have their say. In the CVS events there were 4 agencies present concerned with financial inclusion and or anti-poverty actions.	Continue with the ongoing Welcoming City Action plan which contains bespoke work in relation to improving what people say about how well they get on with people from different background – leading ultimately to increased participation in local communities. - Led by One Plymouth and spanning over 2016/17.
Human rights **Please refer to guidance**	Equality legislation is based on global Human Rights Conventions and our own Human Rights Act 1998. It also applies to all people regardless of their background and is consistent with 'British Values' as issued by Department of Education (2014).	The design and delivery of our 'Time for big decisions' engagement exercise with its mitigating actions

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STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? If so, please record actions to be taken.		
Local priorities	**Implications**	**Timescale / who is responsible**
Page 57	Between them, they describe the vital components for 'fairness, freedom and respect' which applies to everyone within a rights and responsibilities framework. The key considerations that apply to this EIA are the rights of free thought, conscience and religion, and the freedom to express beliefs and the right not to be discriminated against in respect of them so long as they do not lead to harmful actions. This is set within a requirement to: • have tolerance and promote harmony • understand the importance of identifying and combatting discrimination • respect each other regardless of cultural traditions and back grounds, and • give respect to democratically accountable public institutions and services. Each statutory requirement also aims to encourage respect for democracy and support citizen's participation in democratic processes. The ambition is also to create an understanding of how residents can influence democratic decision-making and engage in public life.	outlined in this EIA have had due regard to any potential and unintended actions that cannot be objectively justified. Led by Giles Perritt - Assistant Chief Executive by Jan 2017.

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STAGE 4: PUBLICATION

Responsible Officer: Peter Aley   Date 16/09/16

Head of Service

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i All data taken for Summary Equality Profile – January 2016 – available at:
http://www.plymouth.gov.uk/homepage/communityandliving/socialinclusion/equalityanddiversity.htm

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