



Oversight and Governance

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HOUSING AND COMMUNITY SERVICES SCRUTINY PANEL

Wednesday 16 October 2024
2.00 pm
Warspite Room, Council House

Members:

Councillor Finn, Chair

Councillor Blight, Vice Chair

Councillors Allison, Cuddihee, Dingle, Freeman, Goslin, Hendy, P.Nicholson, Poyser and Stevens.

Members are invited to attend the above meeting to consider the items of business overleaf. This meeting will be webcast and available on-line after the meeting. By entering the Warspite Room, Councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

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Tracey Lee
Chief Executive

Housing and Community Services Scrutiny Panel

1. Apologies

To receive apologies for non-attendance submitted by Councillors.

2. Declarations of Interest

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

3. Minutes (Pages 1 - 6)

To confirm the minutes of the meeting held on 26 July 2024.

4. Chair's Urgent Business

To receive reports on business which in the opinion of the Chair, should be brought forward for urgent consideration.

5. Street Services Performance Update: (Pages 7 - 26)

6. Bereavement Services Update: (Pages 27 - 38)

7. Work Programme: (Pages 39 - 42)

8. Tracking Decisions: (Pages 43 - 44)

Housing and Community Services Scrutiny Panel

Friday 26 July 2024

PRESENT:

Councillor Finn, in the Chair.

Councillor Blight, Vice Chair.

Councillors Allison, Freeman, Goslin, Hendy, Krizanac, P.Nicholson, Penrose, Poyser and Sproston (Substitute for Councillor Dingle).

Apologies for absence: Councillors Cuddihee, Dingle and Stephens.

Also in attendance: Councillor Haydon (Cabinet Member for Community Safety, Libraries, Events, Cemeteries and Crematoria), Councillor Penberthy (Cabinet Member for Housing, Co-Operative Development and Communities), Rosie Brookshaw (Democratic Advisor (Observing), Hannah Chandler-Whiting (Democratic Advisor), Tracey Naismith (Head of Community Safety), and Ann Thorp (Facilities Manager (Soft Services) (Virtual)).

The meeting started at 2.00 pm and finished at 3.46 pm.

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

1. **To note the appointment of the Chair and Vice Chair for the Municipal Year 2024/25**

The Panel agreed to note the appointment for Councillor Lee Finn as Chair, and Councillor Tess Blight as Vice-Chair, for the Housing and Community Services Scrutiny Panel for 2024/25.

2. **Declarations of Interest**

No declarations of interest were made.

3. **Scrutiny Panel Responsibilities**

The Panel agreed to note the responsibilities of the Housing and Community Services Scrutiny Panel.

4. **Minutes**

The minutes of the Performance, Finance and Customer Focus Overview and Scrutiny Committee meeting held on 21 February 2024, were agreed as an accurate record.

5. **Chair's Urgent Business**

There were no items of Chair's urgent business.

6. **Serious Violence Duty Action Plan & Funding Proposal**

Councillor Haydon (Cabinet Member for Community Safety, Libraries, Events, Cemeteries and Crematoria) introduced the report and highlighted the following points:

- a) In January 2023 the Government announced a new duty that required local areas to work in partnership to prevent and reduce serious violence;
- b) Plymouth had been awarded £125,000 in funding from the Home Office which had been shared across several projects and interventions;
- c) The Office of the Police and Crime Commissioner (OPCC) had played a role in delivering the Duty;
- d) Reports would be sent to the OPCC quarterly in line with the national measures which were as follows:
 - i) To see a reduction in hospital admissions for assaults with knives or sharpened objects;
 - ii) Reduction in crime type recorded by the police and;
 - iii) Reduction in homicides recorded by the Police;
- e) Plymouth had agreed several additional local indicators:
 - i) Improvement of the feeling of safety;
 - ii) Reduction in recording of violent crimes;
 - iii) Reduction in the number of children entering the criminal justice system;
 - iv) Reduction in the reoffending of violent crimes;
 - v) Reduction of the number of children excluded from school, and;
 - vi) Reduction in the number of 16 and 17 year olds not in education, employment or training.

Tracey Naismith (Head of Community Safety) added:

- f) The Government had identified the police, the National Probation Service and the Fire and Rescue and Health Authority as five authorities who had a legal duty to deliver the Duty Action Plan. The Government also recognised the importance of education, institutions, prison and youth custodial

establishments and communities in the voluntary sector;

- g) Plymouth adopted a public health approach which had helped highlight determinants that could cause serious violence;
- h) A Strategic Needs Assessment was published and had used data from various sources. It has highlighted that certain communities felt more impacted by violence than others;
- i) The underlying message was that violence was preventable and everybody had a role in doing so;
- j) There was an emphasis on putting a trauma responsive approach into practice, and on sharing the responsibility for supporting victims and those who caused harm;
- k) The Purple Flag accreditation ensured the city were working together to keep people safe in the night-time economy;
- l) 'MAN Culture' was made up of a group of men from a number of organisations who created the Male Allyship Network who recognised that the voice of men was needed to prevent violence against women and girls;
- m) Pathfinder had been working with young people who were violent, offering them interventions to help prevent them stepping into the criminal sphere;
- n) The NSPCC and partners including Plymouth City Council (PCC) had been looking for evidence and local understanding into how they could work with those who had harmful thoughts around children and whether the city was ready for that approach.

In response to questions, it was explained:

- o) The Community Safety Partnership would run a series of Management of Risk in Law Enforcement (MoRILE) workshops;
- p) The speech and language element of the Duty had been dropped due to there not being access to personnel to deliver the work;
- q) A speech and language therapist was embedded into the Impact programme at Plymouth Criminal Youth Justice;
- r) Only 70 cities in the UK and Ireland had received Purple Flag accreditation;
- s) The Purple Flag accreditation brought partners together such as Best Bar None, Pub Watch and the Street Pastors and Taxi Marshalls;
- t) There had been a delay in receiving the funding;

- u) A letter would be written to the OPCC to express the importance of releasing funding on time to ensure projects were correctly funded;
- v) Diverse communities were being represented through various partners;
- w) The Strategic Needs Assessment had comparators to similar family groups to give context to the data found in Plymouth;
- x) The number of reports of crime had increased, but this was due to the advertisement of how people can report in different ways;
- y) There would potentially be a spike in report of violence against women and girls as it had been highlighted on the national news;
- z) Hate crime was still vastly under reported;
- aa) An analyst from Devon and Cornwall Police would attend the MoRILE workshops to explain any spikes in the data.

The Committee agreed to the following recommendations:

1. That the Committee endorse the Reduction of Violence Action Plan, and;
2. The Committee would write a letter to the Police and Crime Commissioner asking that funding that was distributed through their office was passed onto authorities as soon as possible and prior to the project start dated in future to reduce delays to projects, following a delay for the Reducing Serious Violence Plymouth Project.

7. **Plan for Public Toilets Review**

Councillor Penberthy (Cabinet Member for Housing, Co-operative Development and Communities) introduced the reports and highlighted the following points:

- a) This report was due to be brought to scrutiny in January 2025 however was delayed due to changes in staff;
- b) Robust budget monitoring had been introduced in the past six months;
- c) The work on the public toilets at St Budeaux had been progressing and would soon be completed;
- d) A Public Toilets Champion would be announced later in the year;
- e) Budgets for the public toilets would be visible to the public.

In response to questions, it was explained:

- f) The public toilets by Tinside Lido were no longer owned by the Council;

- g) Public toilets had a large part to play in Plymouth's tourist economy;
- h) The budget was around £300,000 a year for public toilet provision;
- i) PCC would most likely not go out to public consultation for public toilets;
- j) Communities across Plymouth wanted public toilets where there were currently none, however this could only be done by totally changing the model.
- k) The public needed to be aware that the current situation was to best spend the resources PCC to support the economy through public toilets.

8. **Work Programme**

During discussion the following requests were made:

- a) The Bereavement Services update included the finances on The Park;
- b) Panel Members asked that the relevant Cabinet Members provide them with a list of projects that would be of interest to scrutiny for this municipal year;
- c) Panel Members asked for the link to the Forward Plan to be shared with them;
- d) Public Sector Equalities Duty compliance to be added to the work programme;
- e) There had been a request from Councillor Chris Penberthy (Cabinet Member for Housing, Co-operative Development and Communities) to hold a task and finish group or additional meeting in November 2024 to discuss changes to the Council Tax Relief Scheme, as Panel dates did not line up with the timeline for the changes. Hannah Chandler-Whiting (Democratic Advisor) explained Democratic Support would confirm dates of a meeting as soon as possible;
- f) The Housing and Homelessness Update would include winter resilience;
- g) An informal meeting would be held after the October scrutiny meeting to discuss points Panel Members would like included in the Housing and Homelessness Update;
- h) Panel Members asked for waste reduction and reuse to be included in the Household Waste and Recycling update.

The Committee agreed to note its Work Programme.

9. **Tracking Decisions**

The Committee agreed to note its tracking decisions document.

Housing and Community Service Scrutiny Panel



Date of meeting:	16 October 2024
Title of Report:	Street Services - Performance
Lead Member:	Councillor Tom Briars-Delve (Cabinet Member for Environment and Climate Change)
Lead Strategic Director:	Karime Hassan (Interim Strategic Director for Growth)
Author:	Philip Robinson
Contact Email:	philip.robinson@plymouth.gov.uk
Your Reference:	SS-SC:17-10-24
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

To provide the Housing and Community Services Scrutiny Panel with a general update regarding Street Services Performance.

Recommendations and Reasons

- I. For the Housing and Community Services Scrutiny Panel to note the update regarding Street Services Performance.

To facilitate effective oversight and scrutiny.

Alternative options considered and rejected

- I. N/A

Relevance to the Corporate Plan and/or the Plymouth Plan

Fewer potholes, cleaner, greener streets and transport.

Providing quality public services.

Spending money wisely.

Implications for the Medium Term Financial Plan and Resource Implications:

N/A

Financial Risks

N/A

Carbon Footprint (Environmental) Implications:

N/A

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

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

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Appendices

*Add rows as required to box below

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

Background papers:

*Add rows as required to box below

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

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

Sign off:

Fin	Click here to enter text.	Leg	Click here to enter text.	Mon Off	Click here to enter text.	HR	Click here to enter text.	Assets	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Philip Robinson											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 30/08/2024											
Cabinet Member approval: <i>Councillor Jemima Laing (Deputy Leader and Cabinet Member for Children's Social Care, Culture and Communications)</i>											
Date approved: 08/10/2024											

HOUSING AND COMMUNITY SERVICES SCRUTINY PANEL



Street Services – October 2024

1. EXECUTIVE SUMMARY

This paper fulfils the request made for a 'General Update on Street Services performance'.

Street Services includes the Council's most visible and high-profile services. The key functional areas are as follows:

- Environmental Operations* – Including Domestic Waste, Grounds maintenance & Arboriculture, and Street Cleansing.
- Plymouth Highways – including SWH contract, Structures, Parking & Marine Services
- Commercial Waste* – commercial collections and bulky waste
- Strategic Contracts & Disposal*: Chelson Meadow and Weston Mill Recycling Centres, all waste disposal contracts including the Energy from Waste Plant and the Materials Recycling Facility.
- Fleet Services – Fleet and Garage Management
- Environmental Planning – including strategic environmental projects (planning, delivery and funding) strategic oversight, transformation and development of PCC green estate play, playing pitches, parks, marine partnerships, and innovative green finance initiatives. Climate adaptation lead.

*Please note these services are generally grouped together as Street Scene & Waste and may appear as that on budgets.

Service Vision: *To improve and optimise the **safe delivery** of operational **Street Services** to ensure they meet the expectations of our customers; are considered good value; and help the City become a cleaner, greener and more vibrant place to live, whilst creating new opportunities to work alongside communities, reducing carbon and delivering climate resilience approaches.*

2. KEY CHALLENGES

Key challenges include:

- trying to deliver frontline services to a constantly growing City with resource levels which have reduced in real terms over the last 15 years.
- Lack of management resource has led to further challenges around service improvement capacity, culture change and tackling HS&W issues.
- Impending restructure over a long period has resulted in a management structure made up of temporary arrangements which has resulted in poor stability.
- Impacted by reduction in Corporate support functions over a number of years.

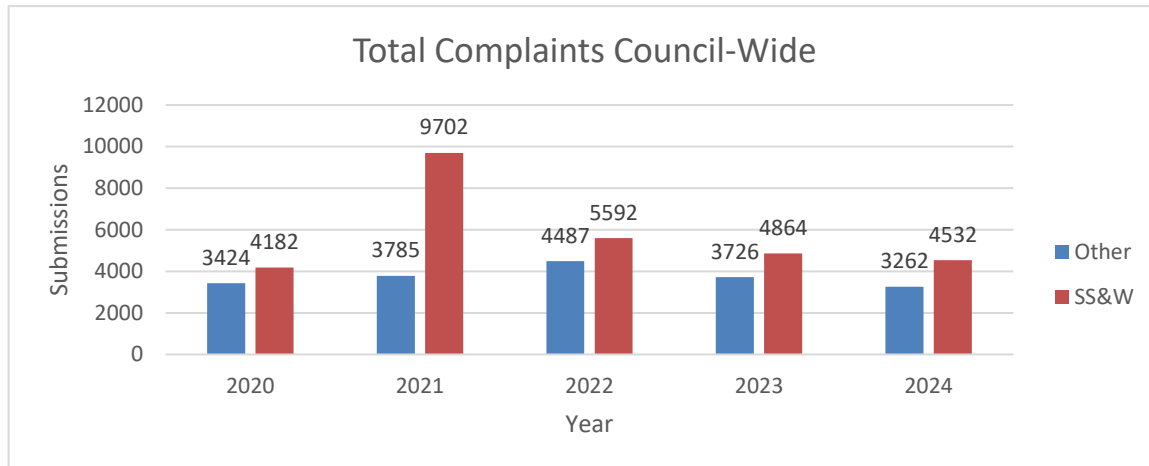
3. PERFORMANCE UPDATES BY FUNCTIONAL AREA

3.1 Environmental Operations Performance summary

3.1.1 General Customer / Cllr Correspondence:

- We have seen a 50% decrease in Street Scene & Waste complaints from 2021 to 2023 compared with a 14% reduction for complaints observed in all other Council areas combined over the same period.
- SS&W complaints as a percentage of all Council complaints have reduced from 72% in 2021 to 57% in 2023.

Figure 1: Comparison of SS&W complaints vs Council wide



3.1.2 Grassland Management

Overview

- 2021 was the year 60:40 grassland management policy was introduced. It set the principle of managing 60% for people and 40% for nature which was an increase from broadly 85:15 previously.
- Fairly static volumes for grass related feedback in last 3 years.
- Play areas – regular cutting since mid 2023 has drastically improved perception. Increased from 6 cuts in 2023 to a forecast 12 in 2024.
- Main road verges – regular cut has reduced feedback about visibility and appearance. Increased from 3 cuts in 2023 to a forecast 7 in 2024.
- General cutting – Added an extra seasonal cut in 2024 compared to last year but still struggling during main growing period of May to August. Compounded by a late start due to a very wet Spring. Latest cut has taken circa 6 weeks. Baling contract currently underway for designated wildlife meadows.

Plans to improve

There are a number of things in the pipeline to improve performance but they have not yet delivered improvements to delivery.

- Increasing capacity in Grounds resource - The net effect of the £300k extra resource agreed in February 2024 budget has not yet been fully realised as still recruiting and training teams – productivity increases planned for next year when full resource in place.
- Equipment – £154k investment in new grass cutting equipment that will improve service delivery. New push along and Ride on mowers. Better suited for longer grass.
- Traffic Management – Bedding in H&S requirements has almost doubled the time taken to do parts of the City. This started to be introduced in 2023 and has taken time to bed in. Teams will be more familiar with the systems next year which will drive productivity delivery.
- Restructure - supervision and oversight will improve as a result of the restructure of Grounds. It proposes new posts to support the planning, delivery and supervision of grounds teams to ensure policy compliance and support improvements in productivity.

- Team to review neighbourhood areas to remove parcels from meadow back to full cut whilst retaining 60:40 – request for Cllrs to engage in that process. Where Cllrs have been engaged satisfaction levels are higher.
- Propose further Cllr engagement (following last year's process) in autumn 2024.
- Plan for Nature and People – grassland management was one of 9 key themes arising from recent Summer of Nature survey. The Steering Group (Chaired by Cllr Briars-Delve) has advised that each of these themes are discussed in further detail as part of focus groups in the next stage of engagement.

3.1.3 Grounds general

PCC was awarded best Grounds Maintenance and Arboriculture service at the 2024 APSE Awards last month. Particularly for recognition for the work that the service had achieved in its work in relation to tree management and planting and community engagement in collaborative manner with Environmental Planning (see below for separate achievements linked to this).

3.1.4 Tree Management

The Council owns and manages around 69,000 street trees across the city. A number of these trees – 2,855 – require cyclical maintenance to remove the branches back to the stem at around 4m+ above ground – known as pollarding - to maintain the size of the canopy at a reasonable level within street settings. Failure to manage these trees in this way brings risk of tree failure and risk of property damage, public dis-satisfaction and loss of valuable ecosystem services these trees provide for the city.

PCC has now let a 4-year contract to a local contractor to complete the pollarding of the city's street trees. Appointing external contractors for this area of specialist work is the most cost-effective method for the Council to deliver this area of service provision, fulfilling its duty of care to maintain public safety and retain and maintain to high standards these important assets for the city.

Higher risk tree work has been a key area of focus over the last 12 months for our in-house arborist team. Tree Inspectors use a national standard Quantified Tree Risk Assessment process to capture any tree related risk. The level of intervention recommended by the HSE, which is less than or equal to 1:10,000, requires the Council to either take action or take steps to control the risk posed. Through the use of in house and external contractors the number of tree jobs in this category has reduced from over 250 in December 2023 to a current level of just over 50.

3.1.5 Street Cleansing

Over the past 12 months the Street Cleansing department have seen the introduction of new vehicles including 10 x small mechanical road sweepers and 3 x large sweepers.

Having struggled to secure a reliable Weed Treatment contractor in the prior 2 years a successful contract was delivered in 2024 with two citywide treatments. This has been bolstered by in house training and development of teams to undertake Controlled Droplet Application treatments across the City.

The team are busy focused on tackling the leaf fall season, working in conjunction with Highways to keep gullies clear from flooding. A further key focus has been deploying resource to keep the newly opened areas of the City Centre clean and tidy, including a regular surface washing treatment.

The team also visit 1078 street litter bins across the City and have emptied these bins a collective 104,407 times so far in 2024. They also manage fly-tipping, Unauthorised Encampment clearances and remove dead animals, graffiti, sex and drug litter and human waste daily, either through report or proactive observation.

3.1.6 Domestic Waste Collections

The team collect from 123k citywide properties every week for alternating residual or recycling waste, with a garden waste collection for 25k subscribed households every fortnight between April and November.

The latest performance data shows 5,053 missed bin reports in 2024 against a scheduled 4.7million domestic waste collections. These reports account for 0.1% of all scheduled collections against a target of <1%. By this point in 2023 we received 5,180 reported missed bins, showing a 2.5% improvement year-on-year.

Performance data against garden waste shows a reported 1,187 missed bins reported in 2024 against a scheduled 325,000 collections, accounting for 0.36% of all scheduled garden waste collections. Missed garden waste collections currently have no set target but are closely monitored to ensure a consistently high level of service quality. By this point in 2023 we had received 1,270 reported missed garden waste bins, showing a 7% improvement year-on-year.

Of those missed bins reported, 94.6% were collected within 2 working days against a target of >70%, vs 86.8% in 2023, marking a year-on-year improvement of 7.8%.

Often bins are missed due to access issues, usually caused by parked cars preventing access for our waste collection vehicles. This results in wasted return trips for crews in the hopes that vehicles have moved and, in instances where we were still unable to gain access, missed collection reports from residents. Since 1 January 2024 crews have reported over 7,500 instances where they were unable to collect domestic waste from a property due to access issues.

A project in Keyham was completed earlier this year which introduced parking restrictions in and around rear lanes that were regularly blocked by parked vehicles. The team have also been busy working with residents and Cllrs to review collection points for a series of locations around the City, which were posing H&S concerns related to manual handling for crews. So far, improvements have been made at 10 locations with more planned.

3.2 Plymouth Highways Performance summary

We currently employ South West Highways (SWH) to carry out our Highways Maintenance and Minor Work programme on a 10 year contract which is due to expire 2027. A lesson learnt review is ongoing to measure the effectiveness of this Term Maintenance Contract. We monitor performance by the use of Key Performance Indicators (KPI's), the result of this monitoring is reported to Corporate via Democratic Support, in addition, data is shared with DfT, who monitor departmental performance, which can influence funding by way of classification of council performance and efficiencies.

This information comes from SWH and is only looking at carriageway black defects (the closest analogue to potholes we have) this data excludes agreed exceptions, velocity jobs, emergency jobs and planned works. I am unclear on how it handles jobs returned a very low value, which I would ordinarily exclude.

Period	Jobs Received	Jobs Complete	Complete vs Received %	In time %
2024/25 Q1 – 01/04/24 to 30/06/24	775	939	121%	99%
2024/25 Q2 – 01/07/24 to 30/09/24	320	309	97%	100%

2024/25 Q1-2 01/04/24 to 30/09/24	1095	1248	114%	99%
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Internal KPI's are utilised to monitor contractual obligations, this includes performance and added value commitments

The local highway network is the largest and most visible community asset for which local authorities are responsible. It is used daily by the majority of residents, businesses and those passing through the City and is fundamental to the economic, social and environmental wellbeing of the community. It helps to shape the character and quality of the local areas that it serves and makes an important contribution to wider local authority priorities, including regeneration, social inclusion, community safety, health and wellbeing. With a total replacement cost circa £2 billion, the importance of its effective and efficient management cannot be understated.

We have adopted an asset management strategic approach that seeks to optimise the value of highway assets over their whole life and follows best practice as recognised by Dft . Plymouth City Council recognises that by taking an asset management-based approach to its local highway maintenance, investment can be targeted on long term planned activities that prevent expensive short-term repairs. This approach not only maximises value for money, ensuring informed investment decisions can be made, but also manages risk and maintains a highway environment that is safe and secure and accessible for our customers.

This approach includes a variety of factors including corporate strategy, local vision, local transport policies, expectations of stakeholders and legal and financial constraints.

Below is a summary of the assets maintained by Plymouth.

Asset Group	Quantity
Carriageways	873km
Footways and Cycleways	890km
Structures	175 Bridges, Retaining Walls and Culverts
Drainage	42,627 Highway Gullies
Street Lighting	31,066 Street Lights 5,360 Illuminated Signs
Traffic Signals	179 Traffic Signals and Pedestrian Crossings
Street Furniture and Signs	427 Grit Bins 18 Car Park Guidance Signs 14 Variable Message Signals

Carriageways

2024/25 delivery:

- Velocity spray injection patching Up to 13/09/2024 = 2,713 repairs completed, containing an estimated 3,931 defects, 135 m³, and 3,904 m²
- SWH reactive works = 2,230 carriageway defects, 740 pedestrian area defects, and 153 gully defects

SWH Find and fix patching works

- Up to mid-September we have issued a total of 54 streets to SWH for “Find and Fix” patching repairs to be completed, 19 of which are reported as completed. The list is added to as Highways Safety Inspectors and Technicians record defects in roads that would benefit from repairs even though they may not yet meet our investigatory levels. Repairs will be ongoing for the rest of this financial year.

Carriageway schemes (See Carriageways spreadsheet attached for further detail)

- Resurfacing schemes as follows:
 - 4 Carriageway schemes completed to date with a total area of 3,271.34 m²
 - 14 Carriageway schemes still to be delivered with a total area of 22,136.65 m². Most programmed for Sept/Oct 2024 with a few programmed for Jan 2025
- Surface Dressing schemes as follows:
 - 2 completed pre-surface patching sites with a total area of 351.81 m²
 - 38 pre-surface patching sites still to be delivered with a total area of 2,993.23 m². Most programmed for Oct/Nov 2024 with 14 awaiting programming.
 - 40 outstanding Surface Dressing schemes to be completed by specialist contractor in the next financial year, for which funding will be rolled from this year’s budgets. Total area of 102,530.38 m² and expected to be delivered in May/June 2025.

Carriageways are the most valuable highway asset in Plymouth, having a Gross Replacement Cost of nearly £1.5 billion and receive the greatest levels of maintenance expenditure. They were the first asset for which lifecycle plans have been developed, resulting in the creation of several investment scenarios which have modelled current condition, investment levels and desired performance outcomes. This has enabled a greater understanding of where to target investment to achieve the desired levels of service.

Plymouth City Council is responsible for the maintenance of 53km of principal (A) roads, providing transport links within or between large urban areas. The Council is also responsible for 211km of non-principal (B&C) roads connecting towns and villages and feeding traffic between principal and smaller roads. Unclassified, estate and rural roads serving local traffic account for 609km, the largest proportion of the Plymouth network. The condition of the carriageway asset is measured through annual surveys and inspections.

Planned maintenance is delivered by an annual programme. This programme of capital funded schemes of work is identified using an asset management approach. This evidence-based approach to maintenance is endorsed by Council Members and supports the overarching priorities of the authority.

Management of potholes and other carriageway safety issues arising across the network is delivered using a combination of capital and revenue funding. By employing an asset management-based approach and improving the co-ordination of road maintenance and improvement activity, Plymouth will continue to increase the value achieved in road maintenance, improve network resilience and reduce the burden on revenue budgets through the delivery of effective programmes of preventative work.

FOOTWAYS AND CYCLEWAYS

2024/25 delivery:

740 pedestrian area defects identified by routine inspection or customer reports via Firmstep

We carry out programmed works throughout the fiscal year, to date we have completed 10 schemes covering an area of 8,046m² and a further 4 schemes are due to be completed by March 2025 that covers 1,491m². We select a range of treatments, dependant on asset condition, ranging from Slab replacement, Replacement of slab with Asphalt and Slurry Seal

Footways and cycleways are critical assets supporting access and mobility for people in Plymouth. Securing continuous improvement in the safety and serviceability of footways and cycleways is necessary to encourage alternatives to the car, particularly for journeys in urban areas. Well maintained footways aid social inclusion, particularly improving accessibility for vulnerable people and support the Active Travel agenda.

Plymouth City Council is responsible for the maintenance of 31km of primary footways in high footfall areas, for example town centres, and 872km of footways providing access in residential and remote areas. The Council also maintains a number of cycleways as part of the highway network, mostly those which form part of, or are adjacent to, either the carriageway or footway networks. The footway and cycleway assets have a Gross Replacement Cost of nearly £182 million.

Footway and cycleway condition is assessed through regular condition surveys and inspections. Planned maintenance has historically been determined on a worst first basis and concentrated in urban areas with high footfall. However, in recent years this has transitioned to a more targeted asset management approach. The shortfall in maintenance budget or expenditure has resulted in overall long-term deterioration of the footway and cycleway network, a problem experienced by highway authorities nationally.

Following unprecedented levels of walking and cycling across the UK during the 2020 pandemic, the Department for Transport is keen to encourage more people to choose alternatives to private vehicles. This includes improved public transport and active travel options, making healthier habits easier and helping make sure the road, bus and rail networks are ready to respond to future increases in demand. This also aligns with the Council's environmental agenda to address the current climate emergency.

DRAINAGE

2024/25 delivery:

153 gully defects

Drainage (See drainage spreadsheet attached for further detail)

- A total of 24 drainage schemes ordered this financial year, of which:
 - 10 drainage schemes completed as of today
 - 1 drainage scheme in progress
 - 13 schemes awaiting programming. Dates are programmed in advance to ensure effective partnership working with South West Water

The highway drainage asset is critical to ensuring the controlled removal of water from the carriageway to allow customers to use it safely. The impact that failure of the drainage asset can have on other highway infrastructure is significant, particularly to the carriageway.

We have recently transferred 1x Inspector into the team dedicated to addressing drainage and surface water issues.

The current inventory of highway drainage assets across Plymouth includes approximately 42,000 gullies and 81 culverts. As part of an invest-to-save initiative, an inspection-led regime is being adopted in conjunction with the use of SmartWater, a risk-based prioritisation model, to focus gully cleansing activity on those gullies that need cleansing while utilising an Internet of Things (IoT) based approach. The prediction model will be verified through both re-inspection and real-time performance measurement through use of strategically placed sensors in gullies.

Outside of routine maintenance, the current approach to repairs and improvements is predominantly reactive, focussed on analysing and addressing known flooding hotspots to reduce those areas

presenting the highest risk of flooding. To proactively maintain the entire drainage asset into the future, we will continue to build a complete inventory and good understanding of condition including the associated risks that come with failure. This will enable us to undertake programmes of preventative maintenance whilst monitoring and reviewing performance.

Drainage is complex to maintain as it can be influenced by many other assets, including those not maintained as part of the highway network. As such, the establishment of a cross-discipline Water Management Group, with input from several areas of the Council, will enable effective management of drainage and flooding.

A key factor in the ongoing maintenance of the drainage asset is building upon the understanding of where the Council's assets interface with those owned and maintained by utility companies. A constructive dialogue with utility companies enables an effective resolution to be established where issues are seen to originate on assets not owned or maintained by the Council.

Improving our knowledge of drainage infrastructure across the city enables us to demonstrate evidence-based decisions on drainage maintenance and support our ability to secure future funding investment, while demonstrating savings in revenue expenditure through efficient and effective maintenance.

Permitting

Permits applications.

Received - 1/4/24 to 2/10/24 -	6334
Granted - 1/4/24 to 2/10/24 -	5432

Prediction for year totals - 2024/25

Received	-	12100
Granted	-	10500

Fixed Penalty Notices issued

1/4/24 to 2/10/24 - 294

Prediction for year total 2024/25 -580

Inspections completed

1/4/24 to 2/10/24 - 8031

Prediction for year total 2024/25 - 16700

Defects recorded

1/4/24 to 2/10/24 - 297

Prediction for year total 2024/25 - 550

Network Safety Engineering

Inclusive Mobility – To date, 20 pedestrian dropped crossing and improvement schemes across the City with 8 delivered to date. There are a further 5 scheme requests on the list to deliver in 2025/26.

Traffic Regulation Order Review No.13 has finished consultation and will be put before the Cabinet Member this month. This contains 39 proposals for Traffic Order changes across the City which will be delivered in the current financial year.

Living Streets Traffic Order Review No.7 is currently being prepared for advertisement. Consultations with ward councillors are still ongoing and funding will be allocated from individual living streets budgets.

Stentaway Rd Footway and Traffic Calming Scheme – This scheme will provide and footway and traffic calming scheme on a link used by both primary and secondary school pupils in the Plymstock area.

Embankment Rd Speed Limit changes – Consultation on this scheme is due to commence during the current financial year following a fatal collision in Jan 2023 (Inquest 14/11/24). It involves extension of the 30mph Speed Limit from Gdynia Way to Arnolds Point and replacement of the Safety Camera System between Seagull Bridge and Marsh Mills Roundabout. The Police are funding 50% of this project which is expected to be delivered in 2025/26.

Millbridge Shared Use Crossing and Stoke/N Stonehouse 20mph Zone – the Cabinet Member Report for this scheme is currently being prepared with construction due to begin in January 2025. This scheme is part funded (300k) from the Dft Active Travel Grant and supported by Plymouth Highways Capital from Inclusive Mobility and Collision reductions budgets as well as Living Streets contributions from both St Peter and the Waterfront and Stoke Wards.

Structures

2024/25 delivery Programme:

Resurfacing of 2 Footbridge

Review of City Wide Asset ownership and Ground Condition surveys at Elliot Rd Bridge, Haystone Place, Austin Crescent

VRS Barrier Repairs – Larkham Lane

Laira Bridge Cycle Way repairs

Refurbishment of 8 Subways

Soft Verge and Air Space clearance of Structural Assets across City

40 Structural Reviews on PCC bridges and Subways

Plymouth City Council actively manages its structural assets in accordance with principles set out in the UK Roads Liaison Group publication 'The Management of Highway Structures, A Code of Practice'. There are approximately 97 bridges and culverts, 25 footbridges, 48 subways, 4 tunnels and 1 viaduct being maintained, with a Gross Replacement Cost estimated to be £458 million. Routine maintenance of structures is based on a prioritised system of required work with the aim of minimising the risk to public safety and future maintenance costs.

The condition of the structures is monitored with four different types of inspections: general inspection, principal inspection, special inspection and post-tension special inspection which are all undertaken in line with guidance BD63-Inspection of Highway Structures.

All structures are maintained in a condition 'fit for purpose and safe for use'. This is undertaken in line with a risk-based methodology, prioritising identified works on safety critical elements as well as primary and secondary structural elements of the asset.

STREET LIGHTING

2024/25 delivery Programme:

City Wide Structural and Electrical Safety Inspections (7000 units to date)

CMS Control Node Upgrades x 4500

Replacement Column programme x2056 including Underground Cable interconnections (ICP)

Relighting design of Laira Bridge Cycle Bridge

Delivery of out of hour call out facility to deal with RTC and emergency incidents

Routine Maintenance and minor Repairs x 3670 to date

Street lighting is an important highway asset, contributing to public amenity, safety and the night-time economy. With a Gross Replacement Cost of £34 million, the lighting asset consists of approximately:

- 31,066 Street Lights (column and wall mounted);
- 5,360 other inventory items (i.e. illuminated and reflective bollards, internally and externally illuminated signs, school flasher etc);

The overall condition of the street lighting asset is monitored in accordance with 'Institute of Lighting Professionals Technical Report 22'. Plymouth City Council operates a 3 yearly general maintenance and visual inspection and 6 yearly general maintenance cycle, with all columns in the city being visually inspected for structural and electrical condition at each visit. This maintenance cycle has an overall aim of minimising non-routine visits and improves the efficient operation of the asset.

TRAFFIC SIGNALS

2024/25 PROGRAMME:

Tavistock Road/Park and Ride signal refurbishment – Target Delivery 31/03/25

Ford Hill/Milehouse Road signal refurbishment/Pedestrian improvements – Target Delivery 31/03/25

Old Laira Road/Bramley Road pedestrian crossing refurbishment – Target Delivery 31/03/25

Fort Austin Avenue/Widey Lane pedestrian crossing refurbishment – Target Delivery 31/03/25

Billacombe Road/The Ride signal refurbishment – Target Delivery 31/03/25

Ferry Road/Park Avenue – Equipment Replacement – Target Delivery 31/03/25

4 new VMS signs installed. (Final commissioning by 30/10/24)

2 new Mobile VMS signs delivered.

MOVA validation completed on Crownhill Road/Budshead Road

MOVA validation completed on North Hill/North Road East

MOVA validation completed on Embankment Road/Elliott Road

MOVA validation completed on Devonport Road/Paradise Road

MOVA Validation Transit Way/Crownhill Road – Target Delivery 31/12/24

MOVA Validation Wolseley Road/Auckland Road – Target Delivery 31/12/24

MOVA Validation Millbay Road/The Crescent – Target Delivery 31/12/24

MOVA Validation Union Street/Western Approach – Target Delivery 31/12/24

Brest Road/Morlaix Drive signal restaging – Target Delivery 31/12/24

Faults dealt with – 548 from April to September

Periodic Inspections – 62 Site inspections completed from April to September

Tavistock Road/Derriford Business Park – Traffic signal junction installation

Junction Design approval – Woolwell to the George Phase I traffic signal sites

Traffic signal-controlled junctions and pedestrian crossings form an important highway asset, contributing to the safe and efficient use of the road network and promoting economic growth within the city. With a gross replacement cost of £20 million, its efficient operation and maintenance allows those using the road network to move around the city with the minimum of delay and disruption. Efficient maintenance regimes also ensure that the traffic signal installations are maintained in a safe structural and electrical condition.

There are currently 119 signal-controlled junctions, 60 pedestrian signal crossings, 105 other inventory items (i.e. car park signs, variable message signs, traffic management CCTV cameras etc).

Congestion reduction is a key corporate target in line with the goal of Keeping Plymouth Moving for which traffic signals play a vital role. Key Performance Indicators (KPI's) are set and monitored to ensure that our contractor attends and rectifies faults within specified contract time periods.

Street Furniture

2024/25 delivery Programme:

Grit Bin Review

- We have completed a review of all existing 480 grit bins (both green and yellow) on the Highways network and have also considered an unprecedented 630 requests for new grit bins received since the Winter of 2022/23. Following a review of best practice used in other Councils, we considered a series of scoring factors to use against both new and existing bins with the total score being used as a guideline (subject to some site-specific exceptions) to recommendations to consider keeping or removing an existing bin, and whether or not to install a new requested bin. The findings of the report have been compiled and a report is being sent to the Highways portfolio holder, Councillor Mark Coker, for consideration and discussion with other councillor colleagues.
- No changes will be made to the grit bin network in this 2024/25 Winter season, but it is expected that any agreed changes that come from this review will be implemented after the conclusion of this Winter season on 31/03/2025 and prior to the commencement of the 2025/26 Winter season on 01/10/2025

A well designed and managed highway environment generates benefits for residents, businesses and visitors to the city. Road markings, signs and street furniture have a significant presence within this environment and appropriate design and maintenance of these assets is required to offer a safe and attractive public realm to road users.

PARKING SERVICE

Services

The Parking Service supports the management of Plymouths transport network and helps to support a safe transport network through the delivery of a range of services, these include:

- Parking policy and strategy

- Setting parking charges and restrictions
- Delivery of decriminalised parking enforcement (Issuing 65,000 fines)
- Manage 54 residential parking schemes
- Manage more than 40,000 applications for parking permits (Residents, Visitors, Hoteliers, Business, Pedestrian zones and Health Services)
- Management of the Councils Off-Street car parks

Key Assets

In delivering these services Parking is responsible for the management of a number of key assets:

- 47 Car parks including
 - 5 Multi Storey car parks
 - City wide district car parks
- On Street parking
- Over 200 payment systems
- Over 5500 parking bays
- 52 FTE of staff

Financial Performance

Parking generates net income to the Council, where income received through the delivery of services exceeds the cost of delivering these services. The net income from parking provides a critical source of income to support the delivery of key services, where net income is used to support the delivery of Highway services.

In 2024/25 parking is budgeted to contribute £4.912M to Highways.

The main sources of parking income are:

- 71% Income from the payment for parking time
- 16% Income from fines
- 12% Income from permits
- 1% Other income – such as fees for requests the suspension/closure of parking

DATA MANAGEMENT AND INFORMATION SYSTEMS

Plymouth City Council understands that in order to drive continuous improvement and inform effective asset management-based decision making, having the right data management systems in place is vital. The Authority believes that the collection, management and use of data needs to be based on a process, which identifies:

- Ownership
- Data requirements
- Responsibilities
- Costs to store, manage and maintain data

Asset data comprises information on what physical highway infrastructure assets the Council is responsible for, where they are and how they perform. Effective asset management planning and decision-making relies on this data being available, appropriate, reliable, up to date and accurate.

This data has been collected through condition surveys and comprehensive inspections regimes for highway assets and is stored within Plymouth's Highway Information Management systems. These systems support decision making through managing information and data to support asset management as well as to record and monitor its implementation.

The data management systems utilised to support highways asset management enable data-led modelling of investment scenarios and accurate feedback of both statutory and good practice data returns such as the Whole Government Accounts (WGA) asset valuation.

A data management strategy has been developed that fully supports the asset management strategy and performance framework.

The Climate Change Act 2008 places obligations on the Council and others to reduce greenhouse gas emissions and prepare to adapt to longer term climate change. On the 18th March 2019, City of Plymouths Elected members voted unanimously to declare a climate emergency and in doing so, committed to meeting the most significant challenge facing our city and our planet.

As part of declaring a climate emergency the Council have produced a Corporate Carbon Reduction Plan 2021 to support the goal to become net zero by 2030. Plymouth Highways support this plan through the reduction of emissions by changing illuminated bollards and sign lights to LED and to increase to over 50% (by 2025/26) the number of road junctions with LED traffic lights. This follows a successful programme of LED streetlight conversion.

The highway delivery programme mitigates production of the gasses which are key contributors to climate change in other areas. Our asset management approach maximises early planned maintenance interventions avoiding costly reactive works reducing disruption and congestion on the road networks cutting journey times, reducing fuel use and the carbon footprint of travel. By looking to carefully adopt new and emerging practices we minimise carbon cost with a carefully managed impact on the overall lifecycle of the effected assets.

Sustainability with regards to asset management links highways to the wider environment and sustainability principles of the Council. The long-term approach driven by asset management considers the actions required to mitigate both direct and indirect impacts of highway maintenance on the environment and our local community. These include:

- Active Travel (walking and cycling)
- Biodiversity
- Carbon outputs
- Effects of Extreme Weather
- Environmental Impact
- Air Quality

We engage with neighbouring authorities and SW Highway Alliance to share good practice and we utilise ALARM and NHT to benchmark performance. We are currently working with a number of suppliers to ensure we adopt the most efficient asset maintenance techniques with regard to Cost and Carbon emission

INNOVATION

The Well-Managed Highway Infrastructure Code of Practice suggests that local authorities should be considering the adoption of new and emerging technologies as part of their highway service. Given the ever-changing technological landscape it is important that consideration should be given to new ideas, methods of working and innovation to drive greater efficiency.

Plymouth City Council is committed to driving innovation through the highway service and their membership to LCRIG will support their aim of making innovation a key aspect of its service delivery.

Best Practice and Performance Monitoring

Plymouth City Council is committed to the development of good practice and continuous improvement, having already played a leading role in the development of the regional agenda on highway asset management. Examples of memberships and actions that demonstrate the Council's commitment include membership of:

- The South West Highways Alliance;
- The Association of Directors of Environment, Economy, Planning and Transport (ADEPT)
- Local Council Roads Innovation Group (LCRIG)
- Institute of Asset Management (IAM),
- Ringway Client Group - Well Managed Highway Infrastructure
- CIPFA HAMP Network; and
- Attendance at a variety of local and regional events.

With this strategy an implementation plan has been created to enable to continual review of progress against this plan in addition to undertaking formal annual reviews. The following Asset management objectives have been developed:

- To provide a safe, efficient, accessible and health-enabling highway network
- To reduce the environmental impact of the highway asset
- To deliver cost effective asset management
- To encourage the adoption of innovation in the highway service

3.3 Commercial Waste Performance summary

The commercial waste services consist of two main functions, firstly the servicing of business waste across the City and secondly the removal and disposal of bulky items from households and businesses.

In late September 2024 we were awarded the Plymouth University waste and recycling contract. This is a huge success for the service as we were up against national companies and is the largest contract by far that Commercial Waste Plymouth has. It is a 5-year initial term with an extension of a further 2 years. The service will start on the 1st of November so currently the infrastructure required to support the contract will be a priority for the team during October to ensure a smooth transition from Biffa to us. The contract is complex with 3rd party suppliers being used for clinical and hazardous waste. There is also a myriad of KPIs that are required to be achieved and reported on, some with financial penalties for non-compliance.

3.4 Strategic Contracts & Disposal Performance summary

The disposal team operate two Household Waste Recycling Centres, a Refuse Transfer Station and a closed landfill site. The focus is always on providing a safe and compliant operation at all our facilities.

The HWRC sites at Weston Mill and Chelson Meadow provide a service to allow residents to recycle their bulky household waste. In 2023/24 the sites received a total of 21,800 tonnes of which 65% was recycled.

The RTS provides a valuable commercial service to local waste disposal companies, we currently have over 280 customers using the site regularly. Revenue generated has increased year on year since 2019 and the focus is now on maximising the benefit from this operation to help support the service.

The closed landfill site has a leachate treatment plant which ensure that water from the old landfill does not cause pollution. The plant has been operational for over 25 years and as a result needs some maintenance and improvements to ensure that it can continue to operate effectively.

The current contract to operate the Materials Recycling Facility at Chelson Meadow is due to expire during next year and the focus is on agreeing an extension to that contract for a further 5 years. This will allow sufficient time for the full effects of new legislation to be known so that a competitive long term tender process can be concluded.

3.5 Fleet Management Performance summary

Fleet provides continuous legal management and compliance of the council's operator Licence for compliant vehicles with Council operations, this is a requirement of operating HGV's vehicles within our service.

The Operating Licence places statutory requirements upon the Council around : -

- Preventive maintenance standards auditing
- Service maintenance scheduling for all vehicles and plant average of (1,327) compliance checks a year
- Daily walk around checks compliance
- Drivers Hours monitoring
- Driver training Vehicle tracking and utilisation, challenging driver behaviour, measuring and improving efficiencies reporting to departments
- Vehicle overloading monitoring
- Tax & Insurance of all vehicles
- Vehicle hire bookings
- 6 monthly driver licence compliance checks with regular eye checks for compliant drivers the Council currently have 92 Compliance drivers and 1057 vehicle drivers across the whole Council

Figure 1 – The fleet replacement programme as of October 2024 Phase I

Phase	Delivery	Business Case	Vehicles	Value
I	2022/2024	Replacement of Hire Vehicles	12 of 35	£1,550,438
	2020/2024	Street Scene & Waste Vehicles	21 of 24	£2,605,645
	2020/2024	Electric Vehicles (Complete)	54 of 54	£1,175,811
Total			81	£5,331,894

Tenders are currently in process to deliver the remaining vehicles within Phase I

Figure 2 – Procurement in Process October 2024 Phase 2 & 3

Phase	Delivery	Business Case	Vehicles	Value	Spent
2	2024/2026	Phase 2 Sweepers, Bus's, SSW	26 of 44	£5,233,410	£3,531,000
	2025/2026	Phase 3	0 of 25	£2,147,000	0
Total			69	£7,3804,410	£3,531,000

Climate consideration

An additional 24 vehicles were identified to be suitable for conversion to Electric, PCC fleet now consists of 70 Electric Cars and Vans with plans to replace an additional 5 once alternatives have been identified.

There are now a number of alternative Electric commercial vehicles coming to the market, although these are very expensive with very little residual value after just a few years.

3.6 Environmental Planning Performance summary

Environmental Planning is made up of 65 staff members with a total expenditure budget of £2,579,638, the majority of which is salaries. The service has an income target against salaries of £1.77m which means 77% of staff costs are covered through income with remaining staff salaries acting as match to secure the external income. The income comes from many sources to ensure a diverse portfolio.

The Environmental Planning service has not been restructured since it was transferred to Street Services in April 2023. Which means many aspects remain unresolved since the move which did change roles and areas of responsibility. A restructure has been developed to resolve these issues. The proposed restructure approach will however also seek to bring together similar service areas in Street Services and align the successful income generation of the Service with the wider management of the estate and deliver a greater enhancement for people and nature.

The service has been shortlisted and won a number of awards showing the strength of delivery and innovation of approach including:

- **APSE Awards 2024**
 - Ocean City Nature (OCN) - Best Commercialisation and Entrepreneurship Initiative.
 - Best Service Team for Parks, Grounds and Horticultural Service, thanks to an incredible tree-planting programme that delivered more than 3,000 new trees across the city last winter.
 - Alongside the wins, we were also nominated in three other categories for the work of the Green Communities team (Best Community and Neighbourhood Initiative), the Bircham Valley Natural Flood Management and Plymouth Beaver Project (Best Innovation or Demand Management Initiative) and the Plymouth Natural Grid (Best Climate Action or Decarbonisation Initiative).
- **Green Business Awards**
 - OCN - Best Nature project shortlisted
- **Insider Property Awards**
 - Property deal of the year - shortlisted
- **ADEPT Presidents Award**
 - OCN - Highly commended
- **Plymouth Natural Grid**
 - Countryside Managers Association - Project of the Year 2023
 - Best Kickstarter (Diversity) programme in UK

ENVIRONMENTAL PLANNING DELIVERY

The service has a core focus on delivering across the City for nature and people. Enabling our green space sites to be more nature rich and welcoming for people – this includes a focus in our nature reserves, green spaces as well as in the heart of communities. The services natural spaces deliver needs to be enhanced to support a growing City. Therefore, enhancing the ability for these spaces to support the wellbeing of communities, support the management of water to improve water quality and reduce flood risk, help mitigate climate change and enable a high-quality investment environment is at the forefront of everything delivered. Delivery includes:

- Tree planting through the Plymouth and South Devon Community Forest
 - 2023/2024 – planted 55,036 trees which equates to 89.5ha
 - 2024/2025 – the planned pipeline includes 246.57ha of planting including 10-15ha urban planting within PCC boundary.
- Delivering the complex and innovative Central Parks Ponds project which is now nearing completion.
- Delivering capital projects at Poole Farm and Tinside to enable spaces for young people as part of the Youth Investment Fund
- Enabling events and activities in neighbourhoods – The Green Communities project enabled work in:
 - Keyham 76 events engaging 801 people

- Devonport 93 events engaging 1462 people
- Central Park 80 events engaging 1679 people
- Directly delivered activities across PCC sites to enhance them for people and nature people engaging 502 people in the works and securing 152 hours of volunteering support.
- Delivering a programme building resilience in communities in relation to flooding including the following and connecting with over 12,000 people in the process.
 - Delivery of a city wide 'Slow the Flow' Campaign to reach a wider audience
 - Create a neighbourhood flood relief pilot scheme in Lorrimore Avenue
 - Create a school flood awareness delivery programme
 - Deliver online and face to face training and workshops to Flood Responders & Flood Action Groups.
- Developing evidence base documents to support the growth of the City are underway including:
 - Plymouth Open Space Assessment, Review and Update - Underway
 - Plymouth Local Nature Recovery – Under development to meet Environment Act requirement.
 - Playing Pitch Strategy, Review and Update – Underway

INNOVATION

Innovation of approach and seeking to transform our natural spaces and how we value and care for them is a current focus and includes:

- **Green Finance** - Developing a Council Owned company, Ocean City Nature, as a new vehicle to develop the Green Finance Investment offer for Plymouth. The first fund within OCN is the habitat bank, which will develop biodiversity units which can be sold to developers and projects to ensure they can meet their legal obligations under the Environment Act.
- **Creative Partnerships** – All projects are developed in partnership and seek to maximise impact against Council and Plymouth priorities. Things delivered in the last 12 months include:
 - Youth Investment Fund - By linking natural spaces and young people's wellbeing funding has been secured not only for typical Ranger roles but also 3x Senior Youth Workers, 2 x Youth Workers and 1 x Eco therapist.
 - Rebalanced Earth – Natural Capital Investment Fund organisation signed an MoU with PCC to collectively work to drive investment into nature-based work around water management.
 - South West Water and Environment Agency – MoU signed with PCC and delivery programme being developed to focus on improving water quality and developing new nature-based approaches to delivery and funding.
 - National Trust – 10 year partnership which has led to joint PCC/NT ranger teams working across the City to enhance natural spaces in line with City priorities.

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Housing and Community Service Scrutiny Panel



Date of meeting:	16 October 2024
Title of Report:	Bereavement Services Update
Lead Member:	Councillor Sally Haydon (Cabinet Member for Community Safety, Libraries, Events, Cemeteries & Crematoria)
Lead Strategic Director:	Ruth Harrell (Director of Public Health)
Author:	Ruth Harrell
Contact Email:	ruth.harrell@plymouth.gov.uk
Your Reference:	Click here to enter text.
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

To provide an update on progress of the Plymouth Crematorium at The Park. As requested by this committee at the meeting in November 2022 this report also outlines the transition to opening and the future of the Efford and Weston Mill sites.

Recommendations and Reasons

1. That the Committee notes the Bereavement Services Update report.
Reason: to update the committee on the progress of the Plymouth Crematorium at The Park including the future of the Efford and Weston Mill sites.

Alternative options considered and rejected

1. Do nothing – this is not a viable option as Committee have asked for an update

Relevance to the Corporate Plan and/or the Plymouth Plan

The Council is committed to delivering quality public services and as part of that the Bereavement Service seeks to ensure it provides a high-quality remembrance and cremation service fit for the future. The Plymouth Plan sets out a single vision for the city to 2034 with a clearly stated ambition to grow Plymouth's population as well as new developments on our urban fringes. Crematoria and burial capacity are recognised as a key infrastructure requirement for a growing city.

Implications for the Medium Term Financial Plan and Resource Implications:

There is no negative impact forecast on the baseline net revenue position as a result of this report. In the event of unforeseen revenue costs these will be fed into the preparation of the MTFP as part of the 2025/26 budget process.

Financial Risks

N/A

Carbon Footprint (Environmental) Implications:

No direct carbon / environmental impacts arising from the report.

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

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

No other implications.

Appendices

*Add rows as required to box below

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

Background papers:

*Add rows as required to box below

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

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

Sign off:

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Originating Senior Leadership Team member: Ruth Harrell

Please confirm the Strategic Director(s) has agreed the report? Yes

Date agreed: 07/10/2024

Cabinet Member approval:



Date approved: 7th October 2024

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BEREAVEMENT SERVICES UPDATE

Housing and Community Scrutiny: October 2024



1. The Park and what it offers

- 1.1. Plymouth's new crematorium, The Park, opened on the 12 August 2024. The building design is inspired by the landscape, where the buildings nestle into the slope of the site. It is built of Plymouth Limestone, while inside light and airy ceremony rooms look out onto pooled water.
- 1.2. The Park offers three ceremony rooms, each designed to accommodate different needs and preferences, embracing all faiths and cultures. The two main ceremony rooms can accommodate 120 and 80 (with additional standing) with the third ceremony room providing a more intimate space with capacity for 12.
- 1.3. The ceremony rooms feature modular / movable seating for accessibility, a rise & fall lectern, colour-wash wall (the first in the country), customisable lighting, and an undercover flower view area with raised plinth. None of these features were available at Efford or Weston Mill.
- 1.4. The Park offers dedicated memorial spaces including a children's memorial area, surrounded by nature, trees and running water.
- 1.5. The site also benefits from a new public café, which will be open to serve refreshments for people attending funerals, for those visiting the site to pay their respects and for passers-by. It has two rooms available for families to hire for wakes, memorialisation events or other family functions. The rooms will be able to accommodate up to 40 guests or combine both rooms with the retractable wall and it will hold 75 guests.
- 1.6. The cremator technology is also significantly different from the cremators at Efford and Weston Mill. All three are fitted with 100% mercury abatement technology that meet current, and future, emissions requirements that support a green, sustainable city. The cremators are also designed to accommodate bariatric patients, who would otherwise be cremated at Bodmin or Exeter. There is space for an additional cremator if required in the future.

2. The Park development process; from empty field to final product

- 2.1. The rationale for investing in a new crematorium was provided by issues with the existing crematoria at Efford and Weston Mill, and the desire to continue to provide key services to the residents of the city and surrounding areas.
- 2.2. The issues faced at the time included the time limited life expectancy of the existing cremators, estimated at five years to critical failure, and that none of the existing facilities had space to enable the latest abatement technology to be installed to reduce emissions to meet the requirements of central government. DEFRA were undertaking a review of regulatory guidance it is thought that this will place a statutory requirement to retro fit abatement equipment to all cremators. As that could not be done easily at either Efford and Weston Mill and there would be a risk of the sites being closed.
- 2.3. In addition, the existing sites are limited in terms of parking provision and accessibility. Limitations of the existing aging facilities at Efford and Weston Mill in terms on seated capacity, flexibility, cultural sensitivity and ability to meet the expectations of modern customers.

- 2.4. There was also the service desire to achieve operational efficiencies to better resource maintenance of green estate and improve front-of-house service, and to enhance customer experience and broaden the offer available.
- 2.5. Investing in the existing facilities at Efford and Weston Mill was not recommended due to several factors. Although new cremators would bring financial savings and improved environmental impacts, modern cremators have a larger footprint due to width for wider coffins, automatic charge-in equipment for improved operation and safety and filtration systems required. Therefore, physical extension would be required. However, existing sites are physically constrained by existing burials, paths and driveways with Victorian structures already presenting challenges for maintenance in confined spaces, poor ventilation and the required movement of trolleys to charge-in coffins and rake out chambers.
- 2.6. Investing in the existing sites would also fail to address other identified weaknesses. Crematory at both sites are limited in terms of space, have limited welfare facilities for staff, have poor ventilation and do not provide an efficient flow for working and movement of staff and coffins. The crematorium buildings are limited in terms of capacity and flexibility to overflow. They are also of a physical design due to their era that is not culturally sensitive. Existing car parking facilities and pedestrian and vehicle flow around both sites are not suitable to meet modern requirements. Finally, existing facilities at Efford and Weston Mill do not meet modern accessibility requirements.
- 2.7. It was also recognised that continued two site operation will not achieve optimum operation for efficient gas consumption, building or resourcing efficiencies that a single two / three chapel site would provide.
- 2.8. Thus, investing in a new site was the recommended option in order to accommodate new cremator technology, provide flexibility for future expansion, enable accompanying provision of memorialisation and burial plots for at least the investment period and provide opportunity to address identified weaknesses to meet customer expectations.
- 2.9. General guidance for the siting of a crematorium is provided by the Crematorium Society of Great Britain who state: 'sufficient land is required to provide an appropriate setting for a crematoria, adequate internal access roads, car parking space and space for disposal of ashes'. Research has shown that sites of around 3-5 acres will suffice, with some recently approved sites ranging from 5-10 acres.
- 2.10. The siting of the crematorium building is constrained by the Crematorium Act 1902 which determines that no crematorium shall be constructed nearer to any dwelling-house than two hundred yards (approx. 183m), except with the consent, in writing of the owner, lessee and occupier of such house, nor within 50 yards (approx. 45m) of any public highway.
- 2.11. These factors present restrictions to the possibility of the new crematorium being sited either within an urban environment or on the edge of settlements. The open nature of crematorium developments and the need for gardens and a landscaped setting are very important in achieving a peaceful setting for services and remembrance, making crematoria inappropriate within many busy urban environments.
- 2.12. A detailed site search and site assessment was therefore undertaken to identify potential sites to provide a new crematorium, with or without cemetery space. The search area was defined as the city of Plymouth, and an adjoining area of the South Hams at Langage and Sherford. 50+ small sites were investigated but ruled out. A small number of potential sites were investigated and SWOT analysis undertaken, with the one area of land off Haye Road (Sherford West) considered most suitable.
- 2.13. An Executive Board was established for the Project, including a wide range of internal and external partners. Project Management support included Rose Project Management initially and then Ward Williams Associates.

- 2.14. Aecom were appointed early in the life of the project following a very comprehensive tender process. Aecom were able to offer a multi-disciplined team that covers a range of required specialists including planning, ecological, landscape, transport and highways consultants. Therefore they were able to offer a joined up team approach. They selected Bailey Partnership to provide the Architectural support for the project based on a long term relationship and a number of impressive local designs in the region.
- 2.15. Though not factored in to the original plans and budget, the vision for The Park included a separate space where families and friends could gather, perhaps before a funeral, or at key dates afterwards when they come to visit memorials. From market testing, it was clear that people would also welcome a facility for wakes, that was easily accessible to those attending the service. Therefore a Café and Events space was designed and included within the design and financial envelope. The Hays Road site allowed for this to be sited completely separately to the Crematorium (a five minute walk away) close to the entrance, and discretely shielded by trees.
- 2.16. In July 2022, a delegated decision was taken to appoint Kier Construction Ltd the main contract award for the new Plymouth Crematorium at the Park. Kier Construction Ltd were awarded under a NEC4 contract which was procured through the Southern Construction Framework demonstrating competition and value for money.
- 2.17. The form of the contract reduced the risk of delays and of overspends by its nature. This was important for such a complex project, which had a number of testing, commissioning and training elements which all need to be completed as part of that handover process. This can take time and often involves a number of different parties. In the case of the new crematoriums we also have the added complexity of a different contractor with its own set of testing and commissioning that needs to be carried out again as part of handover process.
- 2.18. The Park was handed over to PCC in July. There followed a short period of completing all of the internal fit out, and training for staff. For the first 3 weeks there was a programme of familiarisation and testing for staff and for our key customers such as Funeral Directors and celebrants. The Café also opened, managed by Fully CaterEd. We were also very pleased to be able to welcome members of the public who were some of the first to make bookings at The Park, to come and look around so that they felt familiar with the buildings and location before the funeral of their loved one.
- 2.19. By mid August, The Park was fully operational.

3. The Park Finances

- 3.1. The capital funding for The Park has been through a number of iterations. The first iteration in 2018, was very much based on estimates and only included the crematorium building. This was for £11.985m.
- 3.2. In July 2020, the total resources were increased by £4.044m to £16.029, to cover the revised crematorium costs and to include a café & wake facility.
- 3.3. A further funding approval of £13.352m was approved July 2022, the latest approved budget is therefore £29.381m (table 1).

Table I: Executive Decision approvals

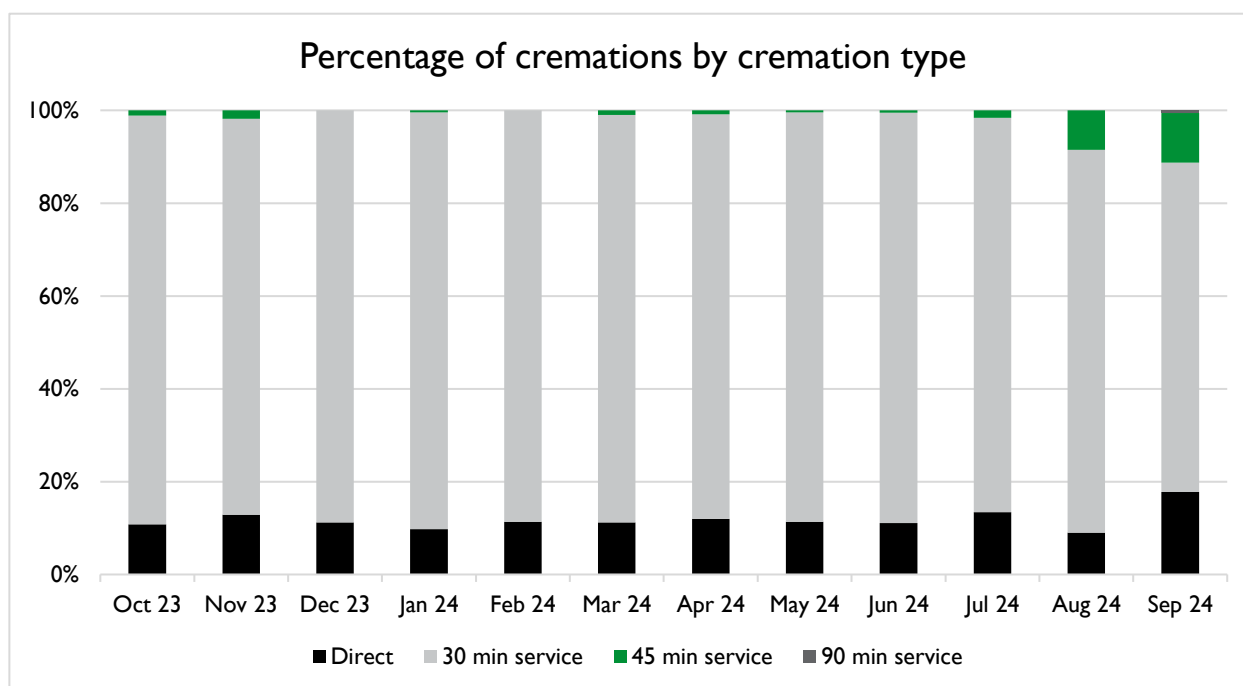
	Capital Approvals	Funding Source	
		Corporate Borrowing	Service Borrowing
	£m	£m	£m
July 2018	11.985		11.985
July 2020	4.044		4.044
July 2022	13.352	13.352	
Total	29.381	13.352	16.029

- 3.4. The project is still in the final stages of budget reconciliation, with certainty over around £28.2m. Current estimates, which have overestimated commitments, are that the final figures will be less than 2% over budget.
- 3.5. The Council's commitment to this project and the associated costs was based on a business model which demonstrated the need for the new crematorium and showed how the costs would be offset by savings. This model was based on a number of assumptions such as;
- Reduced gas costs due to more efficient cremation
 - Reduced repair and maintenance costs due to new equipment (previous cremators were circa 25 years old)
 - Greater operational efficiency due to the use of one site, modern and customised for the required purposes
 - A growth in services, created by projected increased population as well as wider catchment area given the higher quality of customer experience
 - An increase in income as a result of the improved customer services on offer at the new site
- 3.6. The business model has been regularly updated, and will continue to be so as the assumptions are tested. It should be noted that the first two years after opening were noted as higher risk due to a combination of some higher costs in the first two years and the need to develop the offer to customers.

4. The Park; initial observations from the first 6 weeks

- 4.1. The location people are choosing for cremations has changed significantly since the opening of The Park. In the first few weeks of opening, there was a strong shift to The Park with 90 per cent of all booked cremations occurring at The Park instead. Demand for the other sites has continued to drop, to almost zero.
- 4.2. As well as this shift from the older sites to The Park, the service has also seen a shift towards customers choosing longer services times at The Park, indicating that the improvement in the facilities is being reflected in customers choosing to spend longer there.
- 4.3. September was the first full month of offering wakes or other events in the Function Rooms at the café; 29 bookings were made by the Bereavement Service. By the 2nd October the team already have 13 bookings made.
- 4.4. The lack of a bus route to The Park has been highlighted recently. Plymouth City Council recognise the importance of the site being accessible to all, and are in discussions around this issue currently.

Figure 1: Percentage of cremations by cremation type.



4.5. Customer feedback has been extremely positive.

- Funeral Directors and Celebrants have particularly praised the attention to detail which means that the whole customer experience has been considered and planned for. *“You have really thought about everything to make the worst day easiest for us”.*
- The ceremony spaces were found to be *‘impressive, lovely and light and airy but warm and welcoming as well’, ‘The facilities at The Park in reality are stunning, providing a serene and peaceful environment that was beautifully conducive to reflection and remembrance.’*
- the way in which the staff met their needs with compassion; the staff *‘were incredibly supportive and attentive. They displayed a level of professionalism that was both reassuring and comforting, helping to ease the burden of an emotionally challenging process’*
- on the flexibility and sense of flow that the wake facility provided. *The Wake facility and Cafe added to the whole experience. Being able to stay on site created a flow to the event, which you cannot underestimate.. we wanted something that continued the calm, light, private, relaxed feeling that everyone had experienced during a very emotional ceremony.*

5. Weston Mill and Efford

- 5.1. As was always expected, The Crematorium at the Park has replaced both of the crematoria at Weston Mill and Efford. Following EDs L10 18/19 and CSLCC02 24/25 Efford and Weston Mill are no longer functioning crematoria and officially cease to be crematoria from the 6 October 2024. The cremators at Efford have now been decommissioned, and the cremators at Weston Mill are contracted to be decommissioned soon.
- 5.2. However, both sites continue to be used for burials and memorialisation, including the Book of Remembrance Room.
- 5.3. Since the Park opening, there has only been one enquiry about the use of the ceremony space at Efford or Weston Mill; and no bookings made. As a result, the service has temporarily stopped offering use of the crematorium buildings at Efford and Weston Mill until mid-October due to the lack of demand.
- 5.4. This change is not unexpected. As part of the pre-design consultations run in August and September 2018 members of the public and stakeholders were asked about their potential future use of Efford and Weston Mill. Responses were clear. The majority of respondents

were unlikely to use either site for funeral services or burial in the future and were also unlikely to book the crematorium buildings for any other purpose.

- 5.5. It is however important to note that the facilities offered by Plymouth City Council Bereavement Services are not the only places in the city where a funeral service can be held prior to interment. Additional to the various churches and chapels across the city and surrounding areas, alternative venues include Boringdon Park Golf Club, Devonport Guildhall, Langdon Court, Mount Batten Centre, Ford Park Cemetery, Staddon Heights Golf Club, and The Moorland Garden (Yelverton). A full list of locations is provided in appendix A.
- 5.6. The ceremony building spaces at Efford and Weston Mill are costly to maintain. They are Victorian buildings with high ceilings and the heating costs alone are extremely high. It is therefore not cost effective to keep the buildings maintained, heated, and with sufficient staffing to be able to open them up. With this combined with the fact that demand has been at zero within a few weeks of The Park opening, and the recognised inability of these buildings to offer modern facilities which are inclusive for all, it is proposed that Plymouth City Council consider closing the buildings permanently for the purposes of Bereavement Services.
- 5.7. This would require a formal decision process, along with consultation on the options of any alternative models or uses.

Alternative funeral service locations

Churches and chapels (Plymouth unless otherwise specified)

All Saints Church (Millbrook)
All Saints Church (Sparkwell)
Cathedral Church of St Mary and St Boniface
Cornerstone Church (Torpoint)
Crownhill Methodist Church
Crownhill Methodist Church
Emmanuel Church
Ford Park Cemetery
Gifford Place Jewish Burial Site
Holy Cross Catholic Church (Tavistock)
Holy Family Roman Catholic Church
Holy Redeemer Roman Catholic Church
Maryfield Church (Torpoint)
Pennycross Methodist Church
Pilgrim Church Plymouth
Plymouth Methodist Central Hall
Plymouth Unitarian Church
Ridegway Methodist Church
St Andrew's Church
St Anne's Church, Glenholt
St Bartholomew's Church (Yealmpton)
St Boniface Church, St Budeaux
St Budeaux Methodist Church
St Budeaux Parish Church
St Demetrios & St Nikitas Greek Orthodox Church
St Edward the Confessor Church
St Edward's Church, Eggbuckland
St Eustachius Church (Tavistock)
St Georges Church (Modbury)
St John's Church
St John's Church (Ivybridge)
St Joseph's Roman Catholic Church
St Jude's Church
St Mary's and All Saints Church, Hooe
St Mary's and St Julian's Church (Maker)
St Mary's Church, Laira
St Mary's Church, Plympton
St Mary's Church, Tamerton Foliot
St Matthew's Church, Elburton
St Nicholas and St Faith's Church, Saltash
St Pauls Catholic Church
St Pauls Church, Efford
St Peters Roman Catholic Church
St Stephens Church (Saltash)
St Thomas More, Southway

St Werburgh's Church (Wembury)
St Gabriel the Archangel Church
Stoke Damerel Parish Church
The Church of the Ascension, Crownhill

Other venues

Boringdon Park Golf Club
Calstock Arts Centre (Calstock)
Cliffords Family Funeral Services in-house chapel
Co-op Funeral Care Service chapel, Plympton
Devonport Guildhall
Drake Memorial Park
Langdon Court (Down Thomas)
Mount Batten Centre
Pentillie Castle (Saltash)
Plymouth & District Funeral Services in-house chapel
Plymouth Albion Rugby Club
South West Funeral Care in-house chapel
Staddon Heights Golf Club
The Cardinals Hatt (Saltash)
The Corner Flag (Newton Abbot)
The Moorland Garden (Yelverton)
Yealmpton Woodland Burial (Yealmpton)

Housing and Community Services Scrutiny Panel

Work Programme 2024/25



Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance.

For general enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Rosie Brookshaw (Democratic Advisor) on 01752 305155.

Date of Meeting	Agenda Item	Prioritisation Score	Reason for Consideration	Cabinet Member/Lead Officer
26 July 2024	Serious Violence Duty Action Plan & Funding Proposal	(3)	Deferred from the meeting on 21 February 2024.	Councillor Haydon/Tracey Naismith
	Plan for Public Toilets Review	(3)	Identified for consideration at a work programming meeting on 10 July 2024.	Councillor Penberthy/Ann Thorp
16 October 2024	Bereavement Services Update	(5)	Identified for Consideration at the 30 November 2022 meeting. A detailed report would be provided to scrutiny upon the transition to opening and the future of the Western Mill and Efford sites.	Councillor Haydon/Graham Smith
	General Update from Street Services Performance	(3)	Identified during a work programming session in July 2024.	Councillor Briars-Delve/Philip Robinson
4 December 2024	Housing and Homelessness	(4)	Identified at Work Programme meeting on 10 June 2024.	Councillor Penberthy/Matt Garrett/Jackie Kings
5 February 2025	Customer Services Strategy	(4)	Identified at Work Programme meeting on 10 June 2024.	Councillor Dann/TBC

	Improved Public Connectivity with City Council	(5)	Motion on Notice from 20 November 2023 meeting of City Council.	Councillor Dann/Pete Honeywell
Items to be scheduled for 2024/25				
Before January 2025	Public Toilets Strategy Review	TBC	Motion on Notice from 29 January 2024 meeting of City Council.	Councillor Penberthy/Ann Thorp
2024/25	Household Waste and Recycling (to include Reuse and Food Waste)	TBC	Identified for consideration in 2022/23	Councillor Briars-Delve/Philip Robinson
2024/25	City Centre Parking	TBC	Identified at Work Programme meeting on 10 June 2024.	
2024/25	Child Poverty Plan	TBC	Identified at Work Programme meeting on 10 June 2024.	
2024/25	Cost of Living Taskforce	TBC	Identified at Work Programme meeting on 10 June 2024.	
2024/25	Public Sector Equalities Duty Compliance	TBC	Identified for consideration at the July 2024 meeting.	Councillor Penberthy/Kevin McKenzie
2024/25	Introduction from the Chief Operating Officer	N/A	Identified at a work programming meeting on 10 July 2024	TBC
Items to be scheduled for 2025/26				
Items Identified for Select Committee Reviews				

Scrutiny Prioritisation Tool (P-Score)

Criteria	Explanation	Yes (=1)	Evidence	
Public Interest	Is it an issue of concern to partners,			

	stakeholders and/or the community?			
A bility	Could Scrutiny have an influence?			
P erformance	Is this an area of underperformance?			
E xtent	Does the topic affect people living, working, or studying in more than one electoral ward of Plymouth?			
R eplication	Will this be the only opportunity for public scrutiny?			
	Is the topic due planned to be the subject of an Executive Decision?			
Total:			High/Medium/Low	

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

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Housing and Community Services Scrutiny Panel – Tracking Decisions 2024/25

Minute No.	Recommendation/Action	Target Date, Officer Responsible and Progress
Minute 7 Serious Violence Duty Action Plan & Funding Proposal 26 July 2024	Data would be provided to the Panel to give context of what types and levels of violent crime in Plymouth occurred in the night-time economy and would include data on Plymouth's statistical neighbours.	Date Due: 12 August 2024 Officer: Tracey Naismith/Devon and Cornwall Police Progress: Complete. PDF circulated to all Panel members and substitutes 28 August 2024.
Minute 7 Serious Violence Duty Action Plan & Funding Proposal 26 July 2024	The Panel would be provided with the Annual Strategic Crime Data which would detail the priorities for the Community Safety Partnership for the following 12 months.	Date Due: December 2024. Officer: Tracey Naismith/Devon and Cornwall Police Progress: Formal request made, data due December 2024.
Minute 7 Serious Violence Duty Action Plan & Funding Proposal 26 July 2024	The Committee agreed to write a letter to the Police and Crime Commissioner asking that funding that is distributed through their office is passed onto local authorities as soon as possible and prior to the project start dates in future, to reduce delays to projects following a delay for the Reducing Serious Violence in Plymouth Project.	Date Due: 20 August 2024 Officer: Tracey Naismith/Rosie Brookshaw Progress: Complete. Formal request made to officers 6 August 2024. Chased 28 August 2024. Chased 03 September 2024. Letter sent to the OPCC 10 September 2024.

Housing and Community Services Scrutiny Panel – Tracking Decisions 2024/25

<p>Minute 9</p> <p>Work Programme</p> <p>26 July 2024</p>	<p>Request from a Cabinet Member to hold a task and finish group in November 2024 to discuss changes to the Council Tax Relief Scheme, as Panel dates did not line up with the timeline for the changes. Democratic Support to confirm if it was in the remit of the Panel and if so, organise session.</p>	<p>Date Due: 16 August 2024</p> <p>Officer: Rosie Brookshaw/Ross Jago</p> <p>Progress: Late July 2024, confirmed as under the remit of this panel.</p>
<p>Minute 9</p> <p>Work Programme</p> <p>26 July 2024</p>	<p>Members of the Panel asked for the link to the Forward Plan to be shared with them.</p>	<p>Date Due: 12 August 2024</p> <p>Officer: Hannah Chandler-Whiting</p> <p>Progress: COMPLETE. Link circulated to Panel members via email 26 July 2024.</p>
<p>Minute 9</p> <p>Work Programme</p> <p>26 July 2024</p>	<p>Request from Panel Members that the relevant Cabinet Members provide them with a list of projects that would be of interest to scrutiny for this municipal year.</p>	<p>Date Due: 14 August 2024</p> <p>Officer: Rosie Brookshaw</p> <p>Progress: Formal request made 31 July 2024. Chased 04 September 2024.</p>