



**Oversight and Governance**

Chief Executive's Department

Plymouth City Council

Ballard House

Plymouth PL1 3BJ

Please ask for Ross Jago

01752 305155

[democraticsupport@plymouth.gov.uk](mailto:democraticsupport@plymouth.gov.uk)

[democraticsupport@plymouth.gov.uk](mailto:democraticsupport@plymouth.gov.uk)

[www.plymouth.gov.uk](http://www.plymouth.gov.uk)

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**SCRUTINY MANAGEMENT BOARD**

Wednesday 30 October 2024

2.00 pm

**Members:**

Councillor Stephens, Chair

Councillor Darcy, Vice Chair

Councillors Allison, Blight, Dingle, Finn, Holloway, Murphy, Ney, Reilly and Ricketts.

Members are invited to attend the above meeting to consider the items of business overleaf. For further information on attending Council meetings and how to engage in the democratic process please follow this link - [Get Involved](#)

**Tracey Lee**

Chief Executive

## **Scrutiny Management Board**

### **1. Apologies**

To receive apologies from absent Councillors.

### **2. Declarations of Interest**

To receive declarations of interest from any members.

### **3. Minutes**

**(Pages 5 - 10)**

To confirm the minutes of the meetings of the 31 July 2024 and 28 August 2024.

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

To receive any items of Chair's Urgent Business.

### **5. Finance Monitoring Report:**

**(TO FOLLOW)**

### **6. Strategic Risks Quarter I 2024/25**

**(Pages 11 - 22)**

To consider Strategic Risk report for Q1 2024/25

### **7. Training- More Productive Scrutiny Meetings**

**(Pages 23 - 28)**

To discuss training relevant to sitting Councillors.

### **8. Plan for Budget Scrutiny:**

**(Pages 29 - 34)**

### **9. Update from Committee Chairs and Work Programmes**

**(Pages 35 - 46)**

To receive updates from individual Chairs of their respective Scrutiny Committees and associated work programmes.

### **10. Work Programme**

**(Pages 47 - 48)**

For discussion of items on the Scrutiny Management Board's Work Programme.

# Scrutiny Management Board

Wednesday 31 July 2024

## PRESENT:

Councillor Stephens, in the Chair.

Councillor Darcy, Vice Chair.

Councillors Allison, Blight, Dingle, Finn, Holloway, Murphy, Ney, Penberthy, Reilly and Ricketts.

Also in attendance: David Northey (Service Director for Finance), Ross Jago (Head of Governance, Performance and Risk), Joshua Longstaff (Democratic Support).

The meeting started at 2.02 pm and finished at 3.55 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. **Confirmation of Chair and Vice Chair for the Municipal Year 2024-25**

The Committee agreed to note the appointment of Councillor John Stephens as Chair and Councillor Ian Darcy as Vice-Chair for the municipal year 2024-25.

### 2. **Declarations of Interest**

There were no declarations of interest.

### 3. **Terms of Reference**

Ross Jago (Head of Governance, Performance & Risk) notified the Committee of the change to the attached terms of reference resultant from the recent Annual General Meeting as well as providing the opportunity to take questions from the panel in respect to the general operation of the Committee.

The Committee agreed to note the Terms of Reference for the Scrutiny Management Board.

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

There were no items of Chair's Urgent Business.

### 5. **Medium Term Financial Forecast 2024/25 – 2028/29**

The report was introduced by David Northey (Service Director for Finance) with further contributions from Ross Jago (Head of Governance, Performance & Risk).

Discussion regarding budget scrutiny protocol and planning was additionally brought forth to the Committee.

Contributions were received from Councillors Ricketts, Finn and Allison.

Items of discussion included:

- a) Cumulative savings and increased efficiencies required and hitherto attained as a result of the reduction in government funding;
- b) Capital projects at potential risk from a reduction in funding;
- c) A general overview of Budget Scrutiny planning.

The Committee agreed to note the Medium Term Financial Forecast 2024/25 – 2028/29.

## 6. **Budget Scrutiny Planning**

*(Item 5- Medium Term financial Forecast 2024/25 – 2028/29 and item 6- Budget Scrutiny Planning were agreed to be taken in combination, discussion occurred during the previous item)*

## 7. **Annual Scrutiny Report 2023/24**

The report was presented by Ross Jago (Head of Governance Performance & Risk).

Contributions were received from Councillor Stephens, Murphy and Darcy

The Committee agreed to –

1. Request that performance metrics for each respective scrutiny area were included in future reports to assist analysis of the effectiveness of scrutiny for residents and the Council;
2. Note the report.

## 8. **Corporate Plan Performance and Risk Report Quarter 4**

The report was introduced by Councillor Penberthy (Cabinet Member for Housing, Cooperative Development and Communities) with further contributions from Ross Jago (Head of Governance Performance & Risk) and David Northey (Service Director for Finance).

Contributions were made by Councillors Blight, Stephens, Finn, Darcy, Murphy, Ricketts and Holloway.

Topics of discussion included:

- a) Timescales of these reports and temporal inclusion of items;

- b) Trends and the tracking of trends;
- c) Outcomes and data;
- d) Evictions, landlords and Section 21 laws and the impact of these on future risk reports;
- e) Homelessness and affordable housing;
- f) Cyber security engagement in coordination with schemes and pilots;
- g) Departmental breakdowns of sickness absence reports;

The Committee agreed to:

- 1. Request an additional sitting of the Scrutiny Management Board to consider upcoming major contract renewals to take place before the subsequent City Council meeting;
- 2. A request for increased granularity, including departmental breakdowns, in sickness and absence reports as well as future discussions around this issue to be brought forth to the panel at a later date;
- 3. Note the report

#### 9. **The King's Speech 2024**

The report was introduced by Ross Jago (Head of Governance, Performance & Risk).

The committee agreed to note the report.

#### 10. **Update from Committee Chairs and Work Programmes**

Councillor Darcy (Chair of Natural Infrastructure and Growth Scrutiny Panel) provided the following update:

- a) Discussed the potential impacts of national policy changes and the influences these changes may have on the scrutiny agenda.

Councillor Reilly (Chair of Children, Young People and Families Scrutiny Panel) provided the following updates:

- b) The 'Emotional Health and Wellbeing of Children' Select Committee was intended for operation before the end of the calendar year.

Councillor Stephens (Member of the Children, Young People and Families Scrutiny Panel) provided the following update:

- c) The focus on SEND Sufficiency for the municipal year.

Councillor Murphy (Chair of Health and Wellbeing Scrutiny Panel) provided the following updates:

- d) The outlook for specialist consultations to take place across the County;
- e) The backlog within the NHS and the follow-on effects.

Councillor Finn (Chair of Housing and Community Services Scrutiny Panel) provided the following updates:

- f) Discussed the Serious Violence Duty Action Plan which had been examined at the recent sitting;
- g) multi-agency approaches to probation;
- h) Financing for the public toilets review was being investigated.

11. **Work Programme**

The Committee agreed to add the following items to the Work Programme:

1. Procurement of Domiciliary Care;
2. Local Government and Social Care Ombudsman Recommendations;
3. Updates on the progress of the build at Derriford Hospital as part of the New Hospitals Programme.

## **Scrutiny Management Board**

**Wednesday 28 August 2024**

### **PRESENT:**

Councillor Stephens, in the Chair.

Councillors Allison, Blight, Dingle, Moore, Murphy, Ney, Reilly and Ricketts.

Apologies for absence: Councillors Darcy and Holloway.

Also in attendance: Peter Honeywell (Transformation Architecture Manager, Digital and Customer Experience), Ross Jago (Head of Governance, Performance and Risk) and David Northey (Service Director for Finance)

The meeting started at 11.30 am and finished at 1.03 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.*

#### 12. **Apologies**

Apologies were received from Councillors Holloway (Councillor Moore acting as substitute) and Darcy.

#### 13. **Declarations of Interest**

There were no declarations of interest.

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

There were no items of Chair's urgent business.

#### 15. **Delt Services Re-Procurement**

The report was introduced by Peter Honeywell (Transformation Architecture Manager, Digital and Customer Experience) with further contributions from Councillor Dann (Cabinet Member for Customer Services, Sport, Leisure & HR, and OD).

Contributions were received from Councillors Ricketts, Blight, Allison, Reilly, Moore and Murphy.

Topics of discussion included:

- a) The shareholder structure and associated risks of this structure held by DELT services;

- b) The risks associated with various negotiation schemes taking place at the current time;
- c) Responses to changes in technology including AI;
- d) The utilisation of the range of services offered by DELT including services which may be employed;
- e) The risk associated with termination of the contract;
- f) SLA satisfaction and reasons for dissatisfaction.

The Committed agreed to:

1. Recommend to Cabinet that issues of this nature should in future be available for discussion at scrutiny at an earlier point in the process;
2. Recommend to Cabinet that further reviews of the Delt contract should be undertaken in twelve months and subsequently at year 2, 4, 6 and 8 in advance of contractual break clauses;
3. Recommended to the Monitoring Officer that a mechanism which allows the scrutiny function to scrutinise the companies owned by the council should be included as part of the development of a Governance Framework pertaining to the Family of Companies.



# Scrutiny Management Board



Date of meeting:	24 October 2024
Title of Report:	Strategic Risks Quarter I 2024/25
Lead Strategic Director:	David Northey
Author:	Ross Jago
Contact Email:	Ross.Jago@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I- Official

## Purpose of Report

The Strategic Risks Quarter I 2024/25 provides an update in regards to the Authority's ongoing strategic and operational risk focusing on the 20 risks outlined in the Strategic Risk Register.

The report contains a list of strategic risks, indexed scores and risk appetites against various statutory and identified service obligations and outcomes, providing a detailed update of the amount of risk experienced by each of the 20 identified areas.

## Recommendations and Reasons

That the Scrutiny Management Board:

- I. Notes the Strategic Risks Quarter I 2024/25 report.

Reason: to update committee on the change in risk throughout the preceding quarter.

## Alternative options considered and rejected

The Strategic Risk Register is a key reporting document that provides transparency on the Council's performance and as such reporting this performance is considered best practice.

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

This report is fundamentally linked to delivering the priorities within the Council's Corporate Plan.

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

The Strategic Risks Quarter I 2024/25 is a core component of the Council's strategic framework and has a vital role to play in translating the Council's ambition and priorities set out in the Corporate Plan 2023- 26.

## Carbon Footprint (Environmental) Implications:

No direct carbon/environmental impacts arising from the recommendations.

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

No other implications

**Appendices**

\*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Strategic Risks Quarter 1 2024/25							

**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 <a href="#">Part 1 of Schedule 12A of the Local Government Act 1972</a> by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Fin	DJN.24.2 5.047	Leg	LS/ 000036 09/8 /LB/12/ 07/24	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: <b>David Northey</b>											
Please confirm the Strategic Director(s) has agreed the report? Date agreed: CMT / 27 August 2024											



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# STRATEGIC RISK REGISTER Q1

## I. Risk Monitoring Quarter One Summary

I.1. There are currently 20 risks in total on the Strategic Risk Register. All risks have been updated during the quarter.

Impact	Likelihood				
	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Certain (5)
Catastrophic (5)			1	1	
Major (4)		1	4	2	1
Moderate (3)		1	5	2	
Minor (2)	1	1	1		
Insignificant (1)	1				

### Strategic Risks

I.2. Since the last reporting period two strategic risks have been removed from the register. The risk removed concerned the lawful accounting treatment of the MIEL pension transaction following the capitalisation directive from Government and a risk concerning Financial Sustainability which has been resubmitted.

## 2. Risk Appetite

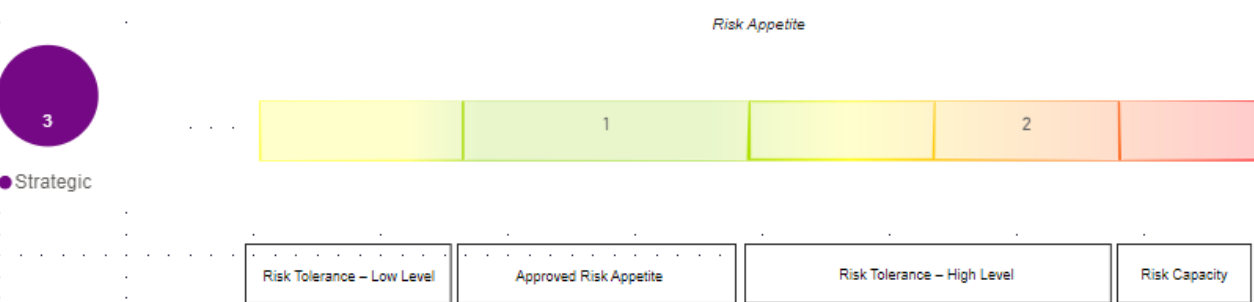
2.1. Risk appetite is the amount of risk, on a broad level, that Plymouth City Council is willing to accept in pursuit of value. Each category of risk has a Risk Appetite as defined in the Risk and Opportunity Management Strategy (2023-2025). Current Risks against risk appetite are identified below.

### Compliance, Regulation and Safeguarding (no appetite for risk)



2.2. The majority of Compliance, Regulation and Safeguarding Risks currently fall within the lower half of the approved risk appetite. All risks under this category have retained the previous months risk scoring. The risks relate to Carbon Reduction Targets, Failure to meet statutory duties (Children’s Social Care), insufficient workforce (Children’s Social Care) and keeping data secure.

### Financial (lower appetite for risk)

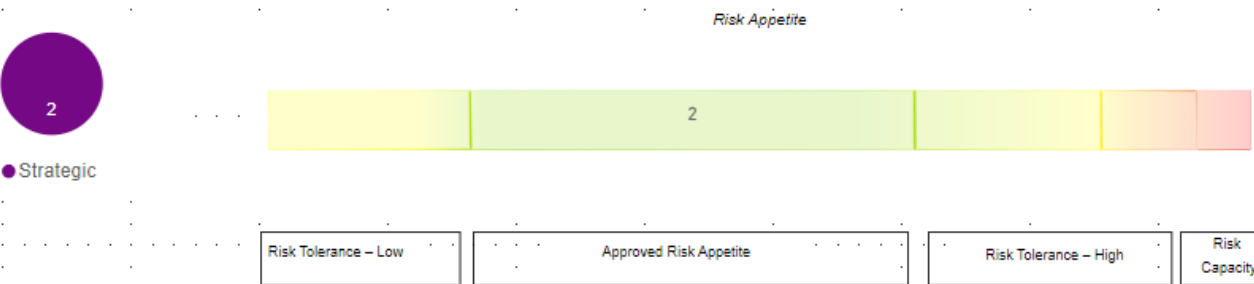


2.3. The two significant risks relate which fall outside of our risk appetite are related to –

- The Council’s expenditure exceeds the resources available to meet that expenditure within the MTF5 2024-28.
- Increased and sustained pressure on adult social care budgets.

2.4. Economic Development continue to maintain a lower-level risk in respect of Capacity and Cost inflation of major projects, with no change to the risk score for this reporting period.

### Development and Regeneration (higher appetite for risk)

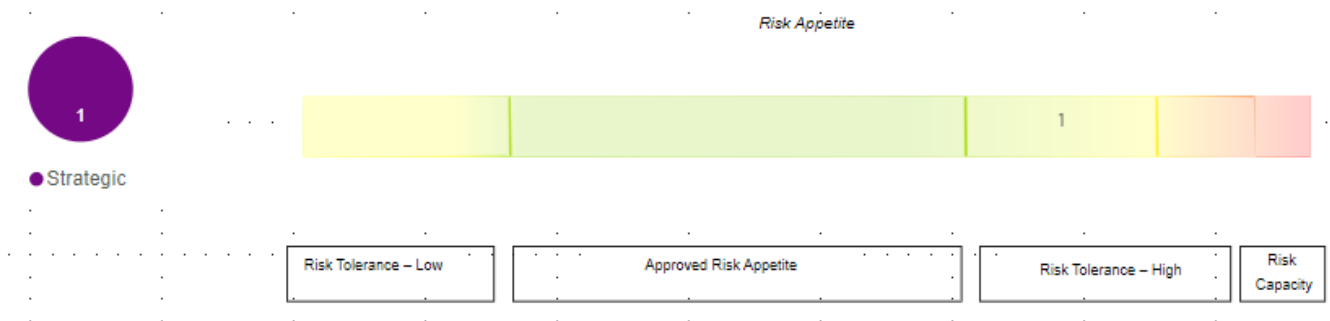


2.5. Two strategic risks have been identified within development and regeneration. Both have maintained the Q4 risk score and remain within our approved risk appetite. The risks are –

- Insufficient Economic Performance (Strategic)

- Housing Delivery (Strategic)

**People and Culture (higher appetite for risk)**



2.6. One risk remains in this category falling slightly outside of the approved risk appetite. There is an expectation that this risk will be reduced in the Q2 report following successful recruitment activity.

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Risk Owner	Directorate	Department	Risk Type	Title	Which Corporate Priority does this risk primarily relate to?	Risk Description	Existing Key Controls	Q4 23/24 Probability	Q4 23/24 Impact	Q4 Total Risk Score	Mitigation	Q1 24/25 Probability	Q1 24/25 Impact	Q1 Total Risk Score	Is this risk being managed in collaboration with another directorate?	Which Directorate is this being managed with?	Does this risk impact our partners?	Which Partners?	Notes
Chris Squire	Resources Directorate	HUMAN RESOURCES AND ORGANISATIONAL DESIGN	Strategic	Insufficient statutory senior leadership capacity	Empowering and Engaging our staff	The Council having insufficient statutory senior leadership capacity and resilience to deliver the required to meet statutory obligations.	Develop a peer-support network of leaders Develop our managers through Chartered Management Programmes	4	5	20	Recruitment for Senior Manager Appointments are underway through appropriate executive search / recruitment agencies. Permanent appointments made to Strategic Director Children's, SD EPS, SD HR-OD, extension to 151 arrangements to March 2025. COAP campaigns just started for Strategic Director Adults, Service Director Integrated Commissioning, Director of Public Health, Service Director CYPFS, Head of Finance	4	5	20			FALSE		Remains on register until recruitment completed. Review in Q1/2 24/25.
Carolyn Haynes	Resources Directorate	FINANCE	Strategic	The Council's expenditure exceeds the resources available to meet that expenditure within the medium term financial plan period (2024/25-2027/28)	Spending money wisely	A balanced budget for 2024/25 has been set and 2023/24 Month 2 monitoring is showing a balanced position but with underlying risks. We are now embarking on closing the MTFP gap of £25m for the next two years	System of monthly financial reporting to DMT's, CMT, and Cabinet and Quarterly to Full Council, with monthly consideration of directorate level financial issues at each Scrutiny Committee. In addition the Council has introduced a system of detailed monitoring of their delivery of savings targets so that a view is published monthly in Cabinet reports. The Council also holds an annual review of fees and charges and has annual and ongoing programmes of work to identify and understand potential savings opportunities. The governance system of the Council - as unpacked in the Annual Governance Statement comprise a rigorous system of financial control.	4	5	20	Close monitoring of 2023/24 spend with mitigations for any forecast pressures. Early engagement with SLT and Team Plymouth. Launch "Every £ Counts" in July 2024. MTFF will be published to July Cabinet, with clear plan set out to produce a balanced MTFP in November and Budget in February 2025. All monitoring reports will be presented to Scrutiny Management Board CIPFA Financial Self Assessment undertaken June 2024 with action plan CIPFA undertaking a financial review July/August 2024	4	5	20	TRUE	All Directorates	FALSE		
Gary Walbridge	People	INTEGRATED COMMISSIONING	Strategic	Increased and sustained pressure on Adult Social Care budget	Working with the NHS to provide better access to health, care and dentistry	The escalating and sustained strain on the Adult Social Care budget, driven by rising care costs, hospital flow challenges, and a growing population with complex needs, poses a risk of failing to meet statutory service obligations.	Real time management information Strong Reablement Offer Established Review Programme Commissioning Strategies / Intentions and Commissioning Activity to further develop models of care.	4	4	16	Strengthen Scheme of Delegation and management actions focused on practice with our key Partner LiveWell South West Increase focus on Practice and outcomes Continued work with health partners to increase numbers discharged from Hospital to the "Home first" pathway Design of appropriate workforce development plans providing care workforce sufficient and skills 1-2 year mitigations Dom Care zoning approach included in procurement aimed to increase efficiency and reduce waste and intermediate care growth to include front door.	4	4	16	TRUE	Resources	TRUE		No previous impact/probability scores recorded
Ruth Harrell	Office of Director of Public Health	PUBLIC HEALTH	Strategic	Failure to reduce Health Inequalities	Focusing on prevention and early intervention	Failure to reduce Health Inequalities will mean our poorest residents continue to live shorter lives as well as more years in ill health.	The Thrive Plymouth framework Plymouth Plan and Integrated Commissioning Strategies	4	4	16	Significant council actions are underway to address Health Inequalities. This has included the recent cost of living programme and ongoing work around reducing barriers to opportunity. The strength of external factors (Cost of Living Crisis etc) which are beyond the Council's control mean that this risk is unlikely to be further mitigated. The development of the Building Bridges to Opportunity Framework will help to draw further attention to the potential mitigations across the city	4	4	16	TRUE	Health / NHS Services	TRUE	No significant change currently; some positive signs with energy costs reducing, and inflation slowing but there is still significant risk that inequalities will not reduce, driven by elements around living costs and poverty	
Ruth Harrell	Office of Director of Public Health	PUBLIC HEALTH	Strategic	Pandemic or high impact disease outbreak	Keeping children, adults and communities safe	Pandemic or high impact outbreak of infectious disease including new variant of COVID infection with no or limited population immunity or available control measures. With worldwide changes to climate, movement of people, poor environment, overcrowding, modern social living patterns, health related pathogens are more likely to be encountered and spread globally rapidly. Includes accidental or deliberate release of a novel pathogen.	UKHSA disease surveillance and early warning system including local participation in disease surveillance and reporting schemes e.g. NOIDS and Port health / UKHSA case responses/ planning exercises; COVID19 and flu seasonal vaccination programme/ Corporate emergency response plans / business continuity plans / regular meetings ODPH and UKHSA	3	4	12	Incident response and recovery plans, and business continuity plans, which are flexible, up to date and have incorporated key learning from covid, and are tested regularly. There are national alerting systems for new potential threats and the plans to manage them.	3	4	12	TRUE	Health / NHS Services	TRUE	Health / NHS Services	The covid 19 outbreak management plan has been re written for a generic disease, capturing the processes and systems put in place for public health management. PH team are linked in to emerging disease information via UK HSA and the CMO
Philip Heseltine BSc, MSc, MPhil MCIHT	Place	PLANNING AND INFRASTRUCTURE	Strategic	Carbon reduction targets	Fewer potholes, cleaner, greener streets and transport	Risk of the City Council failing to meet its carbon reduction targets to reach net zero by 2030.	A governance structure is in place to ensure that the city and council's climate emergency objectives are led, managed and delivered.	4	3	12	A 3-year City Council Net Zero Action Plan (NZAP) is rolled forward on an annual basis. This focuses on things in direct control of the City Council and the influencing actions of the Council in support of the Net Zero agenda. The Growth and Infrastructure Overview Committee is engaged in the development and monitoring of the NZAP, and the NZAP is endorsed and supported annually by the City Council. Annual monitoring of PCC corporate emissions is undertaken to keep track of progress and to identify specific areas of focus for driving down emissions.	4	3	12		All Directorates	FALSE		
John Finch	Resources Directorate	DIGITAL AND CUSTOMER EXPERIENCE	Strategic	Cyber-attack	Providing quality public services	A Cyber-attack renders all of the Council's IT inaccessible for an extended period of time therefore impacting on the Council's ability to deliver services.	IT Security Policy current and adhered to Business Continuity plans tested and fit for purpose IT Infrastructure patched to current levels All IT providers assessed regularly All connected partners / Suppliers assessed and accredited	3	4	12	Cyber Security Briefings now part of CMT quarterly reports. DELT Cyber Security plan now developed for CMT sign off. The council has undertaken significant action to mitigate against cyberattacks, however the threat remains constant as such the probability of attack remains high.	3	4	12	TRUE	All Directorates	FALSE		
John Finch	Resources Directorate	DIGITAL AND CUSTOMER EXPERIENCE	Strategic	IT supply chain constraints	Providing quality public services	IT supply chain constraints results in increased costs and extended lead times for equipment.	Regular IT Budget monitoring Regular Delt engagement Procurement liaison Business Continuity plans tested and fit for purpose ICT Review Group Other project and programme boards	3	4	12	PCC to pre plan as far ahead as possible on any purchases of technical goods or services, notifying Delt during the planning phase of such work. Delt engagement with current suppliers and escalation of any changes to current prices / lead times.	3	4	12	TRUE	All Directorates	FALSE		Risk is reducing and probability will likely change at Q1 24/25.

Maat Garrett	People	COMMUNITY CONNECTIONS	Strategic	Homelessness	Keeping children, adults and communities safe	There is a significant demand for homelessness services, leading to pressure on service delivery and statutory targets with additional significant budget implications.  Realisation of risk will lead to significant negative impact upon individuals, families and communities in Plymouth.	The Homelessness Delivery Plan 2020 - 2025 which encompassed all work within Homelessness services in the city. Demand has now risen over and above the planned demand as articulated in the strategy.	3	4	12	Homelessness Recovery Plan has been developed. Housing Task Force providing strategic leadership and is driving the recovery plan this includes representation from across the council to ensure that the organisational has the appropriate focus on this priority areas - This is led by the Relevant Cabinet Member and the Chief Executive. The Homelessness Recovery Board is managing / delivering operational elements of the recovery plan, and reports onto the Taskforce.	3	4	12	TRUE		TRUE		
Philip Heseltine BSc, MSc, MPhil, MCIHT	Place		Strategic	Failure of bus companies to operate the current network of bus services commercially	Fewer potholes, cleaner, greener streets and transport	The income collected by bus companies through public sector subsidies and through the fare box is capped because of the £2 fare cap, level of reimbursement for participating in the £2 fare cap being linked to CPI and continued suppression of trips made by concession pass holders still less than 70% of pre-Covid-19 demand. Bus operating costs (congestion, salaries, parts and fuel) have and continues to be higher than growth in income. The continued squeeze on profit margins means the withdrawal of commercial bus journeys to reduce costs is more likely and to impact on wider parts of the city. The Council only has a fixed Non-Commercial Bus Services budget to secure replacement journeys through the competitive tendering process.	PCC has been monitoring patronage levels locally, both fare paying and concession pass holders. PCC has secured £816,000 of BSIP Phase 2 funding for 23/24 and will receive a further £816,000 in 2024/2025 to supplement the existing NCR budget to at least enable the retention of routes which otherwise would have disappeared. To make the budget go as far as possible, routes have been redesigned where possible to enable the use of developer contributions to part or wholly fund some non-commercial routes. BSIP+ funding is also being used to implement measures to improve information for bus passengers along a demonstration corridor between St. Budeaux, Devonport, City Centre, Plymouth and Plympton to understand the impact small scale measures could have on raising patronage. PCC has refreshed its Bus Service Improvement Plan which was published on 8th July 2024. PCC also signed its Enhanced Bus Partnership with all its local bus operators in March 2023 and now meets quarterly. Linked to the partnership are two parallel Scheme Delivery Groups that are focusing on the Passenger Charter and passenger information. Schemes continue to be delivered through the Transport Capital Programme to encourage patronage returning to pre-pandemic levels as soon as possible. FVLR and Morlaix Drive	3	5	15	Further mitigation is to provide passenger improvements on Royal Parade for completion by Spring 2025. The Council submitted in December 2023 a bid, in partnership with Plymouth Citybus and parent company Go-Ahead Group, to fund 50 new zero emission buses representing about 50% of the current Peak Vehicle Requirement. That bid has been successful and delivery for the 50 battery powered vehicles is planned for 2025/2026. The Council will also be undertaking the Woolwell to the George Transport Improvement Scheme, with the first phase commencing in 2024. With the expansion of the number of spaces at the Park and Ride site and improvements to the highway to improve bus service reliability and reduce bus journey times on this part of the A386, bus use should become a little more attractive. The Council has also secured Outline Business Case approval for improvements on the Major Road Network and at Manadon, both of which incorporate bus priority for delivery over the next 5 years.	3	4	12	FALSE		TRUE		
Temilola Salimon	Childrens' Services	CHILDREN, YOUNG PEOPLE AND FAMILIES	Strategic	Failure to meet statutory duties	Keeping children, adults and communities safe	Failure to meet statutory duties due to growing volume and complexity of demand for children's social care services	Trend analysis informing projections about the numbers of children coming into care to monitor activity. Regular scrutiny via lead member for children and finance.	3	3	9	Regular review of demand and capacity. Additional Social Workers recruited to support Children and Families. Focus on reduction of overall demand through Early Intervention and Prevention. Risk regularly considered as part of Corporate Management Team discussions. Referrals increase in months 10 and 11 of Q4 but reduced significantly in month 12.	3	3	9	TRUE	Executive Office	TRUE	Health / NHS Services	
David Draffin	Place	ECONOMIC DEVELOPMENT	Strategic	Insufficient economic performance	Green investment, jobs, skills and better education	Insufficient economic performance to sustain the City's economy and growth plans.	Account management of our key businesses helps to identify businesses under economic stress. Labour market remains very tight and is likely to remain tight, restricting economic growth. We are working closely with people directorate to support the skills launch pad. Destination Plymouth are funded by the Council to undertake brand and image study of Plymouth around attracting talent to the City. The defence sector and HM Naval Base has significant construction plans we are working closely with government and Homes England to position Plymouth for additional investment and help attract new people/workforce to the City. Shared Prosperity Funding is targeted at support for Port development, City Centre and Skills. In addition we are still facing the longer term impact of inflation, higher levels on interest rates and Covid debt repayment. The combined effect of which is to reduce the level of capital available for new investment in both the public and private sectors.	3	3	9	Seeking to maximise all opportunities to secure inward investment, additional funding for economic initiatives including focussing on creating new jobs in the Blue and green economy. Account manage new inward investment landings in high growth sectors. The initiatives include: The Plymouth and South Devon Freeport, National Marine Park, large scale defence investment, £4bn development pipeline and over £100m of grant funding. We will continue to maximise all inward investment and good growth through account management and seeking funding opportunities for our city region. We also have a strong economic monitoring function and well developed strategic economic partnership to monitor and oversee our interventions and impact.	3	3	9	FALSE	Business Community	Unemployment / Claimant Count Rising / economic shock from incidents such as riots		
Philip Heseltine BSc, MSc, MPhil, MCIHT	Place	PLANNING AND INFRASTRUCTURE	Strategic	Housing Delivery	Build more homes – for social rent and affordable ownership	Risk of failing to deliver the range of housing to meet Plymouth's need	Driving progress on previous Plan for Homes site releases to seek accelerated construction of new homes, progress regularly reviewed with Portfolio Holder. Sites identified in the JLP 5 year land supply regularly reviewed to consider what actions might bring forward sites currently in years 6 and 7 into 5 year supply. Delivery Strategy for JLP sites, with options identified for potential intervention based upon the identification barriers and resources. Data base established to allow for more effective review of actions and progress. Review of partnerships and partners to manage delivery and ensure capability and maximise capacity, including funding for new homes.	3	3	9	Plymouth is on track to meet the Plymouth Local Planning Authority (LPA) area target set out in the Joint Local Plan of 13,200 net additional dwellings to be delivered over the period 2014 to 2034 (annualised to 660 dwellings per annum). Monitoring development activity in the construction sector to understand the effect of housing market disruption caused by a combination of Brexit, COVID-19 high build cost inflation, increasing interest rates, supply chain challenges, availability of skilled labour on housebuilding. Managing 5 year land supply position to ensure that decisions on sites are taken using a balanced and objective assessment of market conditions. Launched Plan for Homes 4 in March 24 to provide the framework for future housing delivery initiatives to deliver the ambition of a minimum of 5,000 homes over the next five years. Working in partnership with Homes England to create a long term partnership for housing growth and regeneration, with a particular focus on the city centre, with the aim to create the right conditions and confidence for the private sector to also invest and deliver, to shape placemaking and ensure an appropriate range and mix of housing tenures are delivered. Continuing to bring long term empty homes back into use. Focus on delivering our existing pipeline of sites (Plan for Homes and developer led) that could deliver over 3,000 homes of which circa 60% would be affordable. Continuing to bring long term empty homes back into use.	3	3	9	FALSE				
David Draffin	Place	ECONOMIC DEVELOPMENT	Strategic	Major projects - capacity and cost inflation	Green investment, jobs, skills and better education	The Economic Development team has a pipeline of £1bn of major projects with over £100m of grant funding to be spent by 2026. This included major programmes such as the Freeport, National Marine Park and latterly the onboarding of the Civic Centre. This is a major endeavour which needs additional project management capacity. In addition all of these projects have inflationary cost pressures combined with a contractor market that won't give a guaranteed maximum or fixed price.	All projects have strong governance models using Prince 2 methodology with identified SRO, Project Dir and Programme manager. All political decisions clearly flag risk and there is monthly reporting on all projects. There however remains a significant programme risk linked to grant funding deadlines of March 25 and March 26.	3	3	9	We have secured additional project management capacity for the NMP, Freeport and Civic Centre. These costs are added to overall project costs. We have also increased contingency where possible to allow for the current contractor market instability. We have liaised with funding bodies such as DLUC and Homes England to ensure that the programme and inflationary risks are shared.	3	3	9	FALSE	Central Government			

Gary Walbridge	People	INTEGRATED COMMISSIONING	Strategic	Adult Social Care (ASC) Reforms	Spending money wisely	There are a number of reforms to ASC that have created significant financial uncertainty in terms of being able to accurately understand the cost, volume and funding that will be made available to deliver the requirements of these reforms.	National and regional groups including Local Government Association and ADASS ASC reform programmes established Fair cost of care exercise to better understand position Departmental and directorate management teams	3	2	6	Continued uncertainty over much needed reform increases risks of sustainability over time. We will continue to advocate for the need for reform along with the key issues and solutions we feel reform will need to address/can offer through regional ADASS and LGA bodies and the Offers and Asks of our directorate.	3	2	6	TRUE	Executive Office	FALSE						
Gary Walbridge	People	STRATEGIC DIRECTOR FOR PEOPLE	Strategic	Lack of adult social care workforce	Keeping children, adults and communities safe	Lack of adult social care workforce and growing fragility of Adult Social Care Market leading to inability of Authority to meet statutory duties and meet eligible need.	Real time management information Provider Contingency Plans and Mutual Aid Protocol Activity Dialogue with Care Market Enhanced risk management process around individual client list.	2	2	4	There has been some return to stability in the ASC Market workforce, although we would want to see another quarter of good performance before we consider risk reductions.	2	2	4	TRUE	Resources	FALSE					This risk is likely to be removed at Q1 review.	
John Finch	Resources Directorate	DIGITAL AND CUSTOMER EXPERIENCE	Strategic	Keeping data secure	Providing quality public services	The Council not meeting its obligation to keep data secure by failing to adhere to Data Protection Act 2018 Regulations results in loss of trust in the Council and/or financial penalty from the Information Commissioner's Office (ICO)	Annual IT Health Check Vulnerability scan IT Infrastructure patching policy ICO Action Plan Information Audit Staff workshops GDPR	2	2	4	Continued roll out staff awareness training to all staff. Implement greater reporting consistency within directorates. Implement improved incident analysis within the Service Desk. Improved contract management with partners. Improve Privacy notice templates and ensure all gaps are addressed Standardised breach management processes distributed to key staff. Reviewed policies to be communicated to all staff	1	2	2	TRUE	All Directorates	FALSE						
Emma Crowther	People	INTEGRATED COMMISSIONING	Strategic	Commissioned providers - workforce recruitment and retention	Keeping children, adults and communities safe	Regarding Commissioned Providers - Risk of adult social care workforce choosing to leave the profession, risking the delivery of care in the short, medium and longer term.	Caring Plymouth Partnership - working with providers, schools and colleges and those seeking work to match people to careers and job opportunities.	2	2	4	Update August 2024: Regular provider events, tracking of demand and capacity in the provider market, protocols such as Shackleton to draw on mutual support in the event of a provider failure. Waiting lists for home care remain stable and relatively low. Broader provider stability is tracked through "Provider of Concern" briefings to the Service Director to support intervention where needed. Quarterly meetings are in place with CQC to share market intelligence. The Caring Plymouth partnership and annual celebration event are helping to improve the perception of careers in care as worthwhile and sustainable. If a provider faces challenges we provide wrap around support for the staff to ensure they are aware of other employment options in the sector.	1	2	2	TRUE	Voluntary and Community Sector	TRUE					This risk is specific to commissioned providers and is in addition to identified ASC workforce risk.	
Chris Squire	Resources Directorate	HUMAN RESOURCES AND ORGANISATIONAL DESIGN	Strategic	Insufficient workforce	Providing quality public services	The Council having insufficient workforce capacity and resilience to deliver the required range of services to meet statutory obligations and administration priorities	Workforce data. Employee Assistance Programme. Organisational Restructure toolkit.	2	3	6	Targeted support for Children Services – resourcing and capacity / Introduction of new assistant social worker positions Review of People Strategy for 2024 Presented proposals to SLT in relation to Recruitment and retention strategy. These will now be developed and implemented as appropriate. Improving induction processes. Recruitment sprint project completed, moving to 2nd phase Recruitment Manager Appointed Collaborative work with ADEPT on national campaign for Place recruitment Extension of apprenticeships	1	1	1	TRUE	Resources	FALSE					Work continues as described under Mitigation. Work has also started on targeting schools & colleges. Linked to apprenticeship programme, work experience and supported internships. Linking with Destination Plymouth and other organisations on promoting Plymouth as a place to work. Working with OCSW on our training offer, including functional skills. Workforce planning tools developed and about to be implemented.	
Emma Crowther	People	INTEGRATED COMMISSIONING	Strategic	Adult Social Care - funding for National Living Wage increase	Keeping children, adults and communities safe	Risk of adult placement providers withdrawing services or seeking to place with other local authorities if the cost of meeting the increase to the National Living Wage is not met.	Budget planning in hand to ensure that the cost of the increase is covered.	2	3	6	Update August 2024: Regular provider forums continue and communications. Contract managers remain available for any providers experiencing financial issues to be able to have a more in depth discussion. Benchmarking with other local authorities as part of regional groups. Providers have in the majority accepted the proposed uplifts for 2024/25 and been understanding of our financial and funding position. We continue to have individual conversations where this has not been accepted - currently 2 providers.	1	1	1	TRUE	Resources	TRUE	Voluntary and Community Sector				Fewer than 5 providers have challenged the uplifts and these are being followed up individually.	

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# Scrutiny Management Board



Date of meeting:	24 October 2024
Title of Report:	Scrutiny Development Proposal
Author:	Ross Jago
Contact Email:	Ross.Jago@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I- Official

## Purpose of Report

The proposal by Dr. Dave McKenna aims to enhance the productivity of scrutiny meetings for Plymouth City Council. It outlines an initial two-hour interactive development session designed to help councillors improve their scrutiny practices. The session will focus on effective meeting techniques, impactful questioning, and making recommendations. It will include small group discussions, practical tips, and frameworks from local government and parliamentary scrutiny, as well as insights from conversation experts. The goal is to enable councillors to share best practices and identify practical improvements tailored to their needs. Based on the outcomes of this initial session, a comprehensive development plan will be formulated.

## Recommendations and Reasons

That the Scrutiny Management Board considers and approves / suggest amendments to the initial plan.

## Alternative options considered and rejected

None – Scrutiny development is a core element of ongoing improvements to governance processes.

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

This report is fundamentally linked to delivering the priorities within the Council's Corporate Plan.

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

Minor costs will be covered through existing budgets. There is no impact on the MTFP.

## Carbon Footprint (Environmental) Implications:

No direct carbon/environmental impacts arising from the recommendations.

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

No other implications

**Appendices**

\*Add rows as required to box below

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

**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.

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# More productive scrutiny meetings

## A scrutiny development session proposal for Plymouth City Council

by Dr Dave Mckenna  
October 2024

### Summary

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This proposal covers:

- Relevant knowledge and expertise
- Aims for the work
- Proposal
- Costs
- Contact Dave

## Relevant knowledge and expertise

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Dave is a dedicated scrutiny practitioner with ten years' experience as manager of Swansea Council's scrutiny team. Dave has been based in West Sussex since 2017 working as an independent consultant. An associate with the Centre for Governance and Scrutiny, Dave has provided numerous training and support sessions for scrutiny councillors for more than 30 different councils across England and Wales and hosted workshops at Centre for Governance and Scrutiny and Association of Democratic Services Officers annual conferences. As a Tpas associate Dave also provides training, support and research for tenant scrutineers.

Dave has been BRIEF<sup>1</sup> trained in solution focussed techniques and has expertise in public governance; particularly local government scrutiny, partnership working and public participation. He has a PhD in local politics and is an associate of the Institute of Local Government Studies and an Honorary Research Fellow with Swansea University.

Other selected recent projects include:

**Review of Anglesey Scrutiny Arrangements** (2024) Using a research-informed framework along with interviews, observations and document reviews, provided an assessment of the Council's scrutiny structure and practice.

**Councillors and Care** (2021-24) Employed as a research fellow for this project looking at how councillors, including in the scrutiny role, can make a difference to adult social care.

<https://21stcenturypublicservant.wordpress.com/councillors-and-care/>

**LGA Local Leadership Framework for Councillors** (2022-3) Part of the team that refreshed this framework for councillors to use as they work with local communities to make a difference.

<https://www.local.gov.uk/publications/local-leadership-framework-councillors>

**Constructive Conversations.** (2020-) Designed and delivered this virtual course for school governors, scrutiny councillors and independent members of health and housing boards.

<https://www.publicgov.co.uk/constructive-conversations-course/>

**Scrutiny Meetup.** (2020-) Co-facilitator of zoom meetings for scrutiny support officers using a range of participatory techniques. <https://scrutinymeetup.publicgov.co.uk>

**Housing Guide for Scrutiny Councillors.** (2018) A Local Government Association guide produced by the Centre for Public Scrutiny. <https://www.cfps.org.uk/taking-on-the-housing-challenge-a-scrutiny-councillors-guide/>

**Independent Review of Governance for Kensington and Chelsea Council.** (2018) Lead consultant for the Centre for Public Scrutiny. <https://www.cfps.org.uk/change-council-independent-review-governance-royal-borough-kensington-chelsea/>

Client contacts on request.

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<sup>1</sup> <https://www.brief.org.uk>



## Aim of the session

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Plymouth City Council would like to provide a development session for their scrutiny members to support more productive meetings. This session builds on the Council's ongoing scrutiny development work including a 2022 review of scrutiny arrangements by the Centre for Governance and Scrutiny (CfGS). Additional sessions might follow if helpful.

Following the CfGS review, the aim of the session is to help councillors think about how to get the best from scrutiny, focussing on effective meetings and questioning, to identify practical improvements that will fit within the Councils' approach to scrutiny.

## Proposal

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*This proposal can be adapted following discussion with the client.*

### **More productive scrutiny meetings**

This will be a two-hour, interactive development session, in person, giving councillors the opportunity to share their own good practice as well as hear about frameworks, techniques and tips that others find useful. Rather than presenting 'the right way to do this', the idea is that councillors can decide what's most likely to work for them and what they might find useful to try.

As well as helpful practice from local government and parliamentary scrutiny, the session will also include content that draws on the wisdom of conversation experts such as coaches, facilitators and mediators to provide frameworks, techniques and tips that can be easily used and shared.

The session will be a mix of work in small groups and contributions from Dave. An opportunity for whole group reflection will be provided at the end.

Key topics will include:

- What does a productive scrutiny meeting look like?
- What helps to make questioning effective?
- What helps to make recommendations and proposals impactful?
- How best to draw on the knowledge and experience of scrutiny members?
- What is working well for us already?
- What additional tips and techniques might be helpful?

The proposed menu for the session is as follows:

- **What does a productive meeting look like?** Small group discussion, ideas collected on the flipchart.
- **What do we do now that helps to make our scrutiny meetings productive?** A zero to ten scaling exercise to help participants generate examples followed by small group discussion. A summary list of 'our best examples' is produced at the end of this activity.
- **Productive scrutiny meetings – helpful ideas.** Presentation by Dave illustrated with plenty of practical things that councillors might try, followed by small group discussion.
- **Whole group reflection.** Opportunity to raise any issues and ask any questions to Dave and the whole group. Identification of helpful ideas going forward.
- **Extra Time.** Following the close of the session, Dave is happy to stay around and chat informally to participants if they want to.

All participants will receive a copy of the slides of the slides and of the work done on the flipchart.

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# Scrutiny Management Board



Date of meeting:	24 October 2024
Title of Report:	Draft Budget Scrutiny Timetable
Author:	Ross Jago
Contact Email:	Ross.Jago@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

The Select Committee Review Plan for Plymouth City Council's 2025/26 budget scrutiny outlines a comprehensive two-day review process, with a potential third day if needed. The committee, chaired by Councillor Stephens and comprising 13 politically proportional members, will evaluate the Cabinet's budget implementation plan, focusing on organisational priorities. The review will include sessions with various Cabinet members and officers, covering topics such as the Council's resources, children's social care, health and adult social care, housing, strategic planning, and climate change. The aim is to ensure effective budget planning and implementation, with findings and recommendations reported directly to the Cabinet.

## Recommendations and Reasons

That the Scrutiny Management Board considers and approves / suggest amendments to the initial plan.

## Alternative options considered and rejected

None – Budget scrutiny is a key element of the budget planning process.

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

This report is fundamentally linked to delivering the priority "Spending Money Wisely".

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

N/A

## Carbon Footprint (Environmental) Implications:

N/A

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

N/A

**Appendices**

\*Add rows as required to box below

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		1	2	3	4	5	6	7

**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.

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# SELECT COMMITTEE REVIEW PLAN

Overview and Scrutiny



## SELECT COMMITTEE TOPIC

**BUDGET SCRUTINY 2025/26**

**Raised by -**

**Overview and Scrutiny Management Board**

**Date -**

16 / 17 December 2024

## Purpose of Review

This Select Committee will consider whether the Cabinet has an effective plan for the implementation of the budget for the next financial year, focusing on organisational priorities, and make recommendations to Cabinet as a result.

Taking into account positive feedback from the 2024/25 budget scrutiny process, information available to the Select Committee will be requested again.

The proposal suggests two days of scrutiny, with a third day if required on a date to be determined by the committee, this may provide flexibility for further discussions where required.

The timetable is as proposed to ensure that the Committee has sufficient time to focus on the priority areas the proposed session plan is set out in 'Process' below.

## Select Committee Membership – politically proportional

Councillor Stephens (Chair)

Total 13 – Politically Proportional

## Process

Methodology/Approach	<p><b>Welcome</b></p> <ul style="list-style-type: none"> <li>• Apologies and Substitutions</li> <li>• Declarations of Interest</li> <li>• Chair's Urgent Business</li> <li>• Draft Aims and Objectives</li> </ul>	Chair
	<p><b>SESSION ONE</b>  <b>Leader of the Council and Cabinet Member for Finance</b></p> <ul style="list-style-type: none"> <li>• The overview of the Council and its resources (to include lobbying / communications)</li> <li>• The Corporate Plan</li> <li>• 2025/26 Revenue and Capital Budget</li> <li>• Medium Term Financial Plan</li> <li>• Municipal enterprise / Family of Companies</li> <li>• Economy and Enterprise including Freeport</li> </ul>	<p><b>Cllr Tudor Evans</b>  <b>OBE</b></p> <p><b>Cllr Mark Lowry</b></p> <p><b>Cllr Jemima Laing</b>  Tracey Lee  David Northey  Paul Barnard  (Capital)  Wendy Eldridge  (Capital)</p>

	<ul style="list-style-type: none"> <li>• Strategic and commercial projects</li> </ul>	Steven Coker (Revenue)
	<p><b>SESSION TWO</b>  <b>Cabinet Members for Children’s Social Care, Culture, Events and Communications</b>  <b>Cabinet Member Education Skills and Apprenticeships</b></p> <ul style="list-style-type: none"> <li>• Early Intervention and Prevention</li> <li>• Children’s Social Care / Children in Care / Children in Need</li> <li>• Early Years</li> <li>• Schools</li> <li>• Post 16 – Education and training</li> <li>• Skills and Employability</li> <li>• Adult Education</li> <li>• Youth Services</li> </ul>	<p><b>Cllr Laing and Cllr Cresswell</b></p> <p>David Haley Temilola Salimon Lisa Linscott</p>
	<p><b>SESSION FOUR</b>  <b>Cabinet Member for Health and Adult Social Care</b></p> <ul style="list-style-type: none"> <li>• Early Intervention and Prevention</li> <li>• Older people’s services</li> <li>• Market Sufficiency</li> <li>• Mental Health services</li> <li>• Physical disability services</li> <li>• Drug &amp; Alcohol services</li> <li>• Public Health Funding</li> </ul>	<p><b>Cllr Mary Aspinall</b>  Gary Walbridge Ruth Harrell</p>
	<p><b>SESSION 5</b>  <b>Cabinet Member for Housing, Co-operative Development and Communities and Cabinet Member Customer Services, Sport, Leisure, Human Resources and Organisational Development</b></p> <ul style="list-style-type: none"> <li>• Homelessness</li> <li>• Tackling poverty and Child Poverty</li> <li>• Cost of Living Taskforce</li> <li>• Council Tax Support Scheme</li> <li>• Council discretionary welfare funds</li> <li>• Anti-Social Behaviour</li> <li>• Customer Services</li> <li>• Community engagement</li> </ul>	<p><b>Cllr Penberthy and Cllr Dann</b></p> <p>Gary Walbridge Matt Garrett</p>
	<p><b>SESSION 6</b>  <b>Cabinet Member for Strategic Planning and Transport</b>  <b>Cabinet Member for Environments and Climate Change</b></p> <ul style="list-style-type: none"> <li>• Public transport</li> </ul>	<p><b>Cllr Coker and Cllr Briars-Delve</b></p> <p>Karime Hassan Phillip Robinson Paul Barnard</p>

	<ul style="list-style-type: none"> <li>• Active travel</li> <li>• Concessionary fares and non-commercial routes</li> <li>• Parking</li> <li>• Flood risk management</li> <li>• Highways operations and maintenance</li> <li>• Plymouth Net Zero 2030</li> <li>• Street cleaning</li> <li>• Commercial and domestic waste management (&amp; Garden Waste Recycling)</li> <li>• Green Estate Management</li> </ul>	
Sources of Information/Evidence	<ul style="list-style-type: none"> <li>• Draft Budget Report 2024 - 25</li> <li>• MTFP</li> <li>• Budget Engagement?</li> <li>• Departmental Budgets</li> <li>• Capital Programme</li> <li>• Establishment Information</li> <li>• Council Tax Base and Council Tax Support Scheme</li> <li>• Finance Monitoring Report Month 6</li> <li>• Treasury Management Strategy</li> <li>• Capital Financing Strategy</li> <li>• Corporate Plan Monitoring Report Q2</li> <li>• Risk Monitoring Report Q2</li> <li>• External Audit Reports</li> </ul>	
Consultation Exercises	The committee will review any engagement undertaken.	
Witness/Expert Participation	Cabinet Members and their nominated Officers.	
Site Visits	None identified.	
Resource Requirements	Will be met through existing support for scrutiny by Democratic Support.	
Meeting Frequency	Six sessions across two days.	
Dates of Meetings	16 / 17 December 2024	

### Post Review

Reporting Process	The Select Committee will make recommendations directly to Cabinet.
Anticipated Completion Date	18 December 2024
Draft Report Deadline	Tbc

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**Natural Infrastructure and Growth 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 Hannah Chandler-Whiting (Democratic Advisor) on 01752 305155.

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Prioritisation Score</b>	<b>Reason for Consideration</b>	<b>Responsible Cabinet Member/Lead Officer</b>
<b>17 July 2024</b>	Economic Intelligence and Insight	Standing Item	Standing Itedeem	David Draffan/Amanda Ratsey/Lauren Paton/Toby Hall
	Plymouth City Centre Company BID (2025-30)		Added prior to pre meet on 10 June 2024	The Leader/Cllr Lowry/Matt Ward/Patrick Knight/Steve Hughes
	The Box Annual Performance Review		Annual Update	Cllr Laing/Victoria Pomery
<b>29 October 2024</b>	Economic Plan		Agreed via recommendation at the 14 February 2024 meeting.	The Leader/Amanda Ratsey
	Port Strategy		Added prior to pre meet on 10 June 2024	The Leader/Matt Ward/Iain Mackelworth
	Bus Services Improvement Plan 3		Added prior to pre meet on 10 June 2024	Cllr Coker/Paul Barnard/Rosie Starr
	District Heating		Added prior to pre-meet on 10 June 2024	Cllr Tom Briars-Delve/Jonathan Selman
<b>11 December 2024</b>	Economic Intelligence and Insight	Standing Item	Standing Item	David Draffan/Amanda Ratsey/Lauren Paton/Toby Hall

	Culture Plan Annual Update (to include how Summer Sessions performed)		Annual Update	Councillor Laing/Hannah Harris/Victoria Pomery
	National Marine Park Update (to include Place Partnership)		Identified for consideration by the Committee at the July 2023 meeting.	The Leader/Cllr Briars-Delve/Kat Deeney/Elaine Hayes
	Freeport Annual Update	(4)	Annual Update	The Leader/Richard May/Ian Cooper
<b>12 February 2024</b>	Draft NZAP 25-28 and NZAP 24-27 Final Progress Report		Annual Update/Report	Cllr Briars-Delve/Paul Barnard
	Visitor Plan/Branding Annual Update		Annual Update	Cllr Laing/Amanda Lumley
	Co-op Strategy		Added prior to pre meet on 10 June 2024	Cllr Penberthy/Anna Peachey/Amanda Ratsey
	Creative Industries Plan		Added prior to pre meet on 10 June 2024	Cllr Laing/Hannah Harris/Victoria Pomery
<b>Items to be scheduled for 2024/25</b>				
<b>2024/25</b>	Chelson Meadow Solar Farm Annual Review	(4)	Agreed via recommendation at the March 2023 meeting.	Councillor Briars-Delve/Kat Deeney
<b>2024/25</b>	Plymouth Plan Review (To ensure that play was embedded into the plan and that it then set a framework a play delivery plan with targeted interventions)	TBC	Action from City Council 18 September 2023.	Paul Barnard
<b>2024/25</b>	Habitat Banking Vehicle Update	TBC	Identified for consideration at briefing session in February 2023.	Councillor Briars-Delve/Kat Deeney

<b>2024/25</b>	Adaptation Plan and Mitigation Plan	TBC	Identified for consideration by the Committee at the July 2023 meeting.	Kat Deeney
<b>2024/25</b>	Future Skills Strategy	TBC	Identified for consideration by the Committee at the November 2023 meeting.	Tina Brinkworth
<b>2024/25</b>	Commercial Estate	(5)	Identified for consideration by the Committee at the February 2022 meeting.	David Draffan
<b>2024/25</b>	Transportation Provision in Plymouth (to connect with Strategic Transport Board)	TBC	Identified for consideration by the Committee at the July 2023 meeting.	Councillor Coker/Paul Barnard
<b>2024/25</b>	Sustainable Transport	TBC	Identified for consideration by the Committee at the July 2024 meeting.	Councillor Coker/Paul Barnard
<b>Items to be scheduled for 2025/26</b>				
<b>Items Identified for Select Committee Reviews</b>				

### Scrutiny Prioritisation Tool

		Yes (=1)	Evidence
<b>P</b> ublic Interest	Is it an issue of concern to partners, stakeholders and/or the community?		
<b>A</b> bility	Could Scrutiny have an influence?		

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

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

**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.

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Prioritisation Score</b>	<b>Reason for Consideration</b>	<b>Cabinet Member/Lead Officer</b>
<b>26 July 2024</b>	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
<b>16 October 2024</b>	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
<b>4 December 2024</b>				
<b>5 February 2025</b>	Customer Services Strategy	(4)	Identified at Work Programme meeting on 10 June 2024.	Councillor Dann/TBC
	Housing and Homelessness	(4)	Identified at Work Programme meeting on 10 June 2024.	Councillor Penberthy/Matt Garrett/Jackie Kings

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

### Scrutiny Prioritisation Tool (P-Score)

Criteria	Explanation	Yes (=1)	Evidence	
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<b>P</b> ublic Interest	Is it an issue of concern to partners, stakeholders and/or the community?			
<b>A</b> bility	Could Scrutiny have an influence?			
<b>P</b> erformance	Is this an area of underperformance?			
<b>E</b> xtent	Does the topic affect people living, working, or studying in more than one electoral ward of Plymouth?			
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	Is the topic due planned to be the subject of an Executive Decision?			
<b>Total:</b>			High/Medium/Low	

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

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**Health and Adult Social Care Scrutiny Panel:**

Work Programme 2024/25



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For enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Elliot Wearne-Gould (Democratic Advisor) on 01752 398261.

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Prioritisation Score</b>	<b>Reason for Consideration</b>	<b>Responsible Cabinet Member/Lead Officer</b>
<b>16 July 2024</b>	Quarterly Performance & Financial Report for H&ASC, + Risk Monitoring Report.	4 (Medium)	Regular monitoring of performance and finance for H&ASC.	Rob Sowden, Helen Slater and Ross Jago
	PASP Draft Case for Change	4 (Medium)	Requested by NHS due to potential service change implications	Katie Harding (NHS D)
	DFG performance	4 (Medium)	To scrutinise concerns regarding DFG waiting lists, financing and performance.	Dave Ryland
	Right Care Right Person	4 (Medium)	To scrutinise introduction of new Police initiative, and its implications.	D&C Police
<b>22 October 2024</b>	Quarterly Performance & Financial Report for H&ASC, + Risk Monitoring Report	4 (Medium)	Regular monitoring of performance and finance for H&ASC.	Rob Sowden, Helen Slater and Ross Jago
	Winter Preparations and Planning	4 (Medium)	To scrutinise vaccine programmes, hospital capacity and other measures ahead of anticipated winter pressures.	Chris Morley (NHS D)
	End of Life Care Update	4 (Medium)	To receive an update against the	Chris Morley (NHS D)

			NHS D performance plan for End of Life Care	
	ICB finance and planned changes	4 (Medium)	An overview of NHSD financial position and any changes planned/required. Importance of planned, communicated and engaged response rather than rapid changes/ cuts to services. Particular ask to explain the cutting of the Stroke Service - Stroke Association in Plymouth, and where support will now be provided from.	Chris Morley (NHS D)
	Policy Brief for Health and Adult Social Care	3 (Medium)	To inform members of Government priorities and announcements for Health & ASC	Alan Knott
<b>10 December 2024</b>	Care Homes Commissioning Plan			Emma Crowther (on leave). Caroline Paterson?
<b>11 February 2025</b>				
<b>Standing Items</b>				
	Quarterly Performance & Financial Report for H&ASC, + Risk Monitoring Report	4 (Medium)	Regular monitoring of performance and finance for H&ASC.	Rob Sowden, Helen Slater and Ross Jago

<b>Items to be scheduled for 2024/25</b>			
Local Care Partnership Plan			
Maternity Care (Following Derriford's CQC Report)			
Update On The Progress And Outcomes Of The Drug And Alcohol Oversight Board			
ICB Capital Funding Report			
Health And Wellbeing Hubs: Update And Future Sites			
Overview Of Adult Social Care Provider Market (Workforce, Quality, Capacity)			
Better Care Fund Update on Progress			
Systems Plan for Winter Progress Monitoring Update			
Independent Prescribing Pathfinder Programme (NHS Devon)			
Mental Health			
Right Care Right Person Update (D&C Police)			Chief Superintendent Fergus Paterson
<b>Items Identified for Select Committee Reviews</b>			

**Scrutiny Prioritisation Tool**

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

## Scrutiny Management Board

### Work Programme 2024/25



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For general enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Ross Jago (Head of Governance, Performance and Risk) on 01752 305155.

Date of Meeting	Agenda Item	Prioritisation Score	Reason for Consideration	Cabinet Member/Lead Officer
<b>Items to be scheduled for 2024/25</b>				
	Procurement of Domiciliary Care	(3)		
	Local Government and Social Care Ombudsman Recommendations	(3)		
	Updates on the progress of the build at Derriford Hospital (New Hospitals Programme)	(3)		
<b>Items to be scheduled for 2025/26</b>				
<b>Items Identified for Select Committee Reviews</b>				

**Scrutiny Prioritisation Tool (P-Score)**

<b>Criteria</b>	<b>Explanation</b>	<b>Yes (=1)</b>	<b>Evidence</b>
<b>P</b> ublic Interest	Is it an issue of concern to partners, stakeholders and/or the community?		
<b>A</b> bility	Could Scrutiny have an influence?		
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<b>Medium</b>	<b>3-4</b>
<b>Low</b>	<b>1-2</b>