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OVERVIEW AND SCRUTINY MANAGEMENT BOARD

DATE: WEDNESDAY 3 MARCH 2010

TIME: 2.00 PM

PLACE: COUNCIL HOUSE (NEXT TO THE CIVIC CENTRE)

Committee Members –

Councillor James, Chair Councillor Mrs Watkins, Vice Chair Councillors Coker, Fox, Purnell, Roberts, Thompson, Viney and Wildy

Co-opted Representative –

Mr D Fletcher (Chamber of Commerce)

Substitutes-

Named substitutes from the Panels may act as a substitute member provided that they do not have a personal and prejudicial interest in the matter under review.

Members are invited to attend the above meeting to consider the items of business overleaf.

Members and Officers are requested to sign the attendance list at the meeting.

BARRY KEEL CHIEF EXECUTIVE

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

PART I (PUBLIC AGENDA)

AGENDA

1. APOLOGIES AND SUBSTITUTIONS

To receive apologies for non-attendance submitted by Overview and Scrutiny Management Board Members and to note the attendance of substitutes in accordance with the Constitution.

2. DECLARATIONS OF INTEREST

Members will be asked to make any declarations of interest in respect of items on this agenda.

3. MINUTES (TO FOLLOW)

The Management Board will be asked to agree the minutes/report of the meetings held on -

- 3a 3 February 2010 (to confirm)
- 3b 15 and 17 February 2010 (to confirm report submitted to Council on 1 March 2010)

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. CALL-INS:

- 5a Members will be advised of any executive decisions that have been called in
- 5b To monitor actions from Call-ins
- 5c Members will receive a schedule of executive decisions that have been deemed urgent with the agreement of the Chair

6. TRACKING RESOLUTIONS (TO FOLLOW)

The Management Board will monitor progress on previous resolutions, including relevant resolutions of the LSP executive.

7.		CAL STRATEGIC PARTNERSHIP / OVERVIEW AND RUTINY PANELS UPDATES:	
	7a	To receive updates from each Panel on ongoing / completed work with the related LSP Theme Groups	
	7b	To agree further meetings / discussions with the LSP Theme Groups	
8.	PEF	FORMANCE MONITORING:	
	8a	To receive updates from Panels on actions / progress on performance issues previously identified	
	8b	To monitor performance against the Scrutiny Improvement Plan / development of Protocols (deferred from last meeting)	(Pages 1 - 10)
9.	REC	COMMENDATIONS FROM PANELS:	
	9a	To receive and consider recommendations from Panels for O & S Management Board, Cabinet or Council (TO FOLLOW)	(Pages 11 - 12)
	9b	To monitor actions against recommendations made to Cabinet / Council	
10.	WO	RK PROGRAMMES:	
	10a	To consider and approve work programmes for each of the Panels (TO FOLLOW)	(Pages 13 - 20)
	10b	To consider and approve additions to work programmes	
	10c	To receive new items from the Forward Plan for 1 March to 30 June 2010 with a view to identifying items for scrutiny	(Pages 21 - 24)
	10d	To agree Project Initiation Documents / Task and Finish Groups	
	10e	To receive updates on Task and Finish Groups (TO FOLLOW)	
11.	CO	MMUNICATIONS:	
	11a	To receive reports of any press coverage	
	11b	To consider any communication plans	

12. EXEMPT BUSINESS

To consider passing a resolution under Section 100A (4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph(s) ... of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II (PRIVATE MEETING)

AGENDA

MEMBERS OF THE PUBLIC TO NOTE

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

NIL.

Scrutiny and LSP Theme Group Inter working Protocols

Definitions

Plymouth City Council Scrutiny function, this describes the roles and operation of meetings covering the Overview and Scrutiny Management Board and thematic scrutiny panels. This function has a statutory obligation to cover within its scope the work of the Local Strategic Partnership. Additionally, external assessment (such as the new assessment regime for the city and it's partners – Comprehensive Area Assessment) of the work of statutory bodies within the city is enforcing closer alignment and accountability through to Scrutiny. For clarity the current thematic panels are as follows:

- Children and Young People
- Customers and Communities
- Health and Adult Social Care
- Support Services
- Growth and Prosperity

Plymouth Local Strategic Partnership Theme Groups, these are the 4 forums in which the partners within the LSP come together to direct and coordinate actions to deliver the outcomes described in the Sustainable Community Strategy. For clarity the current theme groups are as follows:

- Healthy
- Wealthy
- Safe and Strong
- Wise

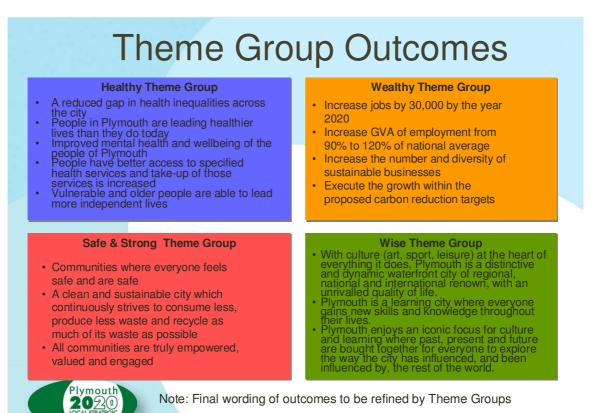
Purpose:

This paper describes the relationships and interfaces between the Plymouth City Council Scrutiny (hereafter described as scrutiny) function and the Plymouth Local Strategic Partnership Theme Groups (hereafter called LSP theme groups). The paper has been prepared as both functions have recently been restructured and re-focused. The Scrutiny responsibilities now include a statutory obligation to oversee the work of the LSP. The paper includes: a model and description of how and where the groups work together; a description of the working relationships between the LSP theme group coordinators and the lead officers supporting the scrutiny panels and the governance principles for both types of function.

The paper provides a starting point for the respective functions to work effectively together. It is not intended to provide a detailed guide for every circumstance or interaction.

Working together : Aligned work programmes

The alignment of the two types of function starts with an understanding of the work programmes for each. The theme groups are currently laying out their work programme in the form of plans and revisions to their governance structures. The diagram below illustrates the outcomes that have been defined by the Theme Groups as their contribution to the overall 2020 vision. These outcomes represent high level requirements on their plans.



Securing the future for generations ahead

Recommendation 1: Overview and Scrutiny Panels review the delivery plans proposed by the theme groups

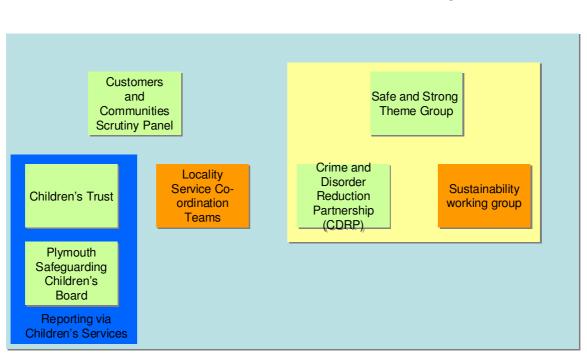
Recommendation 2 Overview and Scrutiny Panels use the delivery plans to provide a framework for the scrutiny of the LSP theme groups.

Scrutiny work programmes are based on:

- The Council Forward Plan
- Priorities within the Corporate Plan and Sustainable Communities Strategy
- Inspection reports
- Key strategies within the Council's budget and policy framework
- Items are also selected during the year based on key policy or performance issues that arise during the year.

The work programmes for each panel are found in the minutes of the scrutiny management board which can found <u>here</u>.

The interplay between the activities of Scrutiny and LSP theme groups stems from the alignment of their work programmes. This alignment in turn, will allow for the effective management of the bodies that they both work with to achieve their goals.

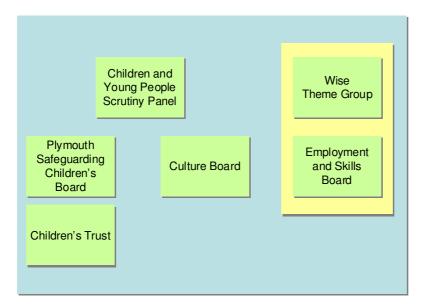


Thematic Programme Alignment Customers and Communities – Safe and Strong

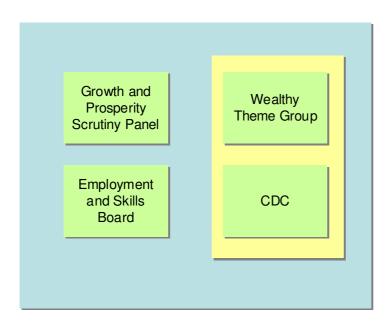
The diagram above illustrates the relationships between the Safe and Strong theme group, the Customers and Communities scrutiny panel and the partnership organizations that contribute to this agenda. The blue box indicates those bodies that are formally overseen by the scrutiny panel. The smaller yellow box shows those bodies that are responsible to the theme group. Note: it is expected that overview of the activities within the yellow box would be achieved through overview of the theme group, thereby removing a requirement on some delivery bodies to maintain a direct relationship with scrutiny panels. The colour coding shows green for established bodies and amber for bodies that are in the process of being established.

Using the same style of diagram each of the other thematic areas are pictured below:

Thematic Programme Alignment Children and Young People - Wise

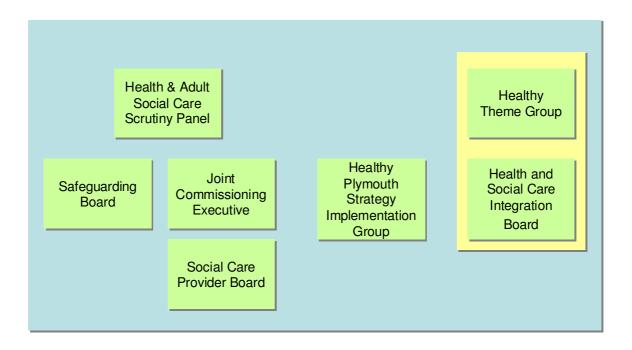


Thematic Programme Alignment Growth and Prosperity - Wealthy



Note: The responsibility that the Wealthy Theme Group have to the sustainability agenda will be scrutinized by the Support Services Scrutiny Panel.

Thematic Programme Alignment Health and Adult Social Care - Healthy



Recommendation 3: Overview and Scrutiny Panels use the diagrams within the protocols to ensure that the right parties are held to account.

Working together : key relationships

Good working relationships will need to be maintained between the chair of each scrutiny panel and the chair of the respective theme groups. The table below sets out the parties with these roles:

Scrutiny Panel/Chair	Theme Group/Chair
Health and Adult Social Care/Councillor Joan Watkins	Healthy/John Richards CEX Plymouth NHS
Growth and Prosperity/Councillor David Viney	Wealthy/Douglas Fletcher Chair of Plymouth Chamber of Commerce
Children and Young People/Councillor Pauline Parnell	Wise/Michael Totterdell Dean of Education University of Plymouth
Customers and Communities/Counillor Andy Fox	Safe and Strong/Andy Bickley Plymouth BCU Commander (Devon and Cornwall Police)
Support Services/Councillor David James	N/A

Each scrutiny panel now has a lead officer assigned to help it manage it's work programme and business. Each theme group has a co-ordinator assigned to help it manage it's work programme and business. The relationship between these two roles within each thematic grouping is vital to avoid overlaps and gaps being created between scrutiny and theme groups.

Scrutiny Panel/Lead Officer	Theme Group/Coordinator
Health and Adult Social Care/Christina Smale	Healthy/Neil Boot Plymouth NHS
Growth and Prosperity/Gill Peele	Wealthy/David Draffan PCC
Children and Young People/Richenda Broad	Wise/Colin Moore PCC
Customers and Communities/Peter Aley	Safe and Strong/Sandra Oxton Plymouth BCU (Devon and Cornwall Police)
Support Services/Simon Arthurs	Sustainability (within Wealthy) Jackie Young PCC

Recommendation 4: Scrutiny chairs and theme group chairs set up quarterly one to one working sessions to align agendas going forward and discuss experience from the last quarters work

Recommendation 5: Scrutiny lead officers and theme group coordinators set up monthly one to one working sessions to maintain forward plan alignment Recommendation 6: Opportunities for joint training will be identified by Senior Democratic Support Officer (Scrutiny) and the LSP Manager, these roles will also be responsible for inviting the relevant parties to the training. Note the Member development programme for Scrutiny is being developed at time of writing this document.

Recommendation 7: Scrutiny Panel chair and theme group chairs will continue to work closely together and take an overview role in the development of theme group delivery plans.

Working together: Governance Principles

The role of Scrutiny is described within the Council's democratic processes and the constitution. The Council is the accountable body for the LSP and scrutiny has an obligation under statute to oversee the working of key partners and the delivery of the LSP vision.

In summary its role is to:

- To add value to Council and partners business and decision-making.
- To hold the Cabinet and Executive to account.
- To monitor the budget and performance of services.
- To assist the Council in the development of policy and review the effectiveness of the implementation of Council policy.
- Work to outcomes, which can be measured and have a positive impact on the community.
- To improve the quality of the scrutiny process.

• To exercise effective scrutiny.

The role of theme groups within the LSP are to support the LSP Executive and Board in the delivery of the LSP vision for Plymouth. A set of proposed governance principles were discussed at LSP Exec in November and will be used to flesh out the membership of theme groups going forward, these are:

- Each theme group will be responsible for the direction and co-ordination of actions to ensure the delivery of the outcomes that make up the group's contribution to the 2020 vision. This responsibility would include the ownership of LAA targets on behalf of the LSP.
- Each theme group will only oversee the delivery of outcomes that span more than one member. Outcomes that are the sole responsibility of an individual partner will be managed by that partner, with the theme group taking responsibility for holding the partner to account where necessary.
- Each theme group will be responsible for involving community representatives to ensure that the requirements of the groups they are serving are understood and met as effectively as possible.

Action Plan

Recommendation	Priority	Scrutiny /Theme Group comment	Officer responsible	Implemented by:
1. Overview and Scrutiny Panels review the delivery plans proposed by the theme groups	High			
2. Overview and Scrutiny Panels use the delivery plans to provide a framework for the scrutiny of the LSP theme groups	Medium			
3. Overview and Scrutiny Panels use the diagrams within the protocols to ensure that the right parties are held to account	Medium			
4. Scrutiny chairs and theme group chairs set up quarterly one to one working sessions to align agendas going forward and discuss experience from the last quarters work	Medium			
5. Scrutiny lead officers and theme group coordinators set up monthly one to one working sessions to maintain forward plan alignment	High			
6. Opportunities for joint training will be identified by Senior Democratic Support Officer (Scrutiny) and the LSP Manager, these roles will also be	High			

responsible for inviting the relevant parties to the training.			
7. Scrutiny Panel chair and theme group chairs will continue to work closely together and take an overview role in the development of theme group delivery plans	High		

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Health and Adult Social Care Overview and Scrutiny Panel

27 January, 2010

Draft Minute No. 56 – Joint Strategic Needs Assessment

The Assistant Director for Business Support (Community Services) and Director for Public Health were in attendance to report on the Joint Strategic Needs Assessment (JSNA), a document that, when analysed, drew out the main health, social care and well-being needs of the city. It was used to inform those who commissioned adult care services and children's services and set priorities in order to ensure that services were shaped by the community and inequalities were reduced.

The report -

- (i) set out the ten domains covered by the JSNA;
- (ii) demonstrated how the JSNA was informed and used to influence documents such as
 - Corporate Plan
 - Housing Strategy
 - Community Strategy
 - NHS Strategic Framework
- (iii) detailed some of the findings, including that eight in ten of all deaths in the city were caused by heart and vascular problems, cancers, respiratory diseases and digestive problems;
- (iv) highlighted changes to the city's population such as a
 - 46% increase in babies being born
 - 5% increase in resident population
 - slight increase in the 65+ and 75+ age groups
 - slight increase in females than males
- (v) highlighted a difference in life expectancy of 13 years between the city's affluent and deprived neighbourhoods;
- (vi) identified a number of emerging issues for the city such as -
 - mental health
 - child poverty
 - smoking
 - alcohol
 - teenage pregnancy
 - obesity
 - breastfeeding

In response to questions raised, it was reported that -

- (vii) whilst recent regeneration projects in Devonport may have had something to do with keeping the 13 year gap in life expectancy static, it was not expected that this gap would close for some time yet as the real issue was money. People knew how to live a healthy lifestyle but until they could afford to do so the situation would not change;
- (viii) figures reflecting the actual increase in type 2 diabetes in the city compared to nationally would be circulated to panel members via the Democratic Support Officer.

Members welcomed the report and its recognition of how health impacted upon services in the city.

Given that health cross-cuts many of the Corporate Improvement Priorities (CIPS) agreed as part of the Council's plan to improve quality of life in the city, it was <u>recommended</u> that the Overview and Scrutiny Management Board recommend to Cabinet that the Director for Public Health be recognized as an essential element in the development of plans and strategies for the City and be invited to attend all future Corporate Management Team, Cabinet and Local Strategic Partnership meetings, or any other meetings deemed to be appropriate.

Agenda Item 10a



Overview and Scrutiny Management Board

Work Programme 2009/10

Topics	A	S	0	Ν	D	J	F	М	Α	М	J
Timetable for all documents for submission to Government, including Cabinet and Council dates, requested. Includes timetable for external inspections.											
Corporate Plan revising and updating						6?	3?				
Capital Strategy and Asset Management Plan							15 & 17				
Capital Programme 2010/11							15 & 17				
Setting Revenue Budget and Council Tax levels 2010/11							15 & 17				
Medium Term Financial Strategy							15 & 17				
Joint Finance and Performance monitoring, including LAA performance monitoring	5 Up to 31.5.09		7 15.9.09 Cab Jun/Jul		2 10.11.09 Cab Aug/Sep		3 19.1.10 Cab Oct/Nov	31 16.3.10 Cab Dec/Jan			
Scrutiny quarterly monitoring					2			31			
Overview and Scrutiny Function – development of Scrutiny Handbook											
Scrutiny and LSP protocols					2			3			
Leader and Chief Executive				4		6					
Plymouth Local Investment Plan								31			

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Health and Adult Social Care Overview and Scrutiny Panel

Work Programme 2009/10

Topics	J	J	Α	S	0	Ν	D	J	F	М	Α
Specialised Commissioning – Proposed Service Changes -											
Soft Tissue Sarcoma				23							
Specialised Burn Care Services								27			
South West Ambulance Services NHS Trust – Foundation Trust Consultation				23						31	
Plymouth Hospitals NHS Trust - Monitoring Future Provision of Maternity Services				23						31	
Plymouth Hospitals NHS Trust – Foundation Trust Status and Hygiene Code Update				23							
Adult Social Care Service Performance Update					28						
Adult Social Care – Integrated Services					28						
NHS Plymouth Draft Strategic Framework					28						
Pandemic Flu Plan (NHS Plymouth)					28						
Residential Care: Update on Modernisation of Older People's Services (Consultation Results) - Consultation of future use of Whitleigh Residential Home to be brought back to Panel, as agreed 28/10/09					28						
Hyperbaric Medical Centre					28						
Plymouth Hospitals Trust Strategy Review 2009					28						
A Focus on Reducing Teenage Conception Rates in the City (Joint Task and Finish Group with CYPOSP)					21	11 & 24		22	22		
Plymouth Hospitals NHS Trust – Car Parking Update						25					

Topics	J	J	Α	S	0	N	D	J	F	М	Α
NHS Plymouth – Mental Health Commission Annual Report 2008						25					
Carers' Strategy/Contract						25					
LINk Update						25					
Quarterly Scrutiny Report						25				31	
Adult Social Care CQC Judgement and ASC Action Plan									23		
Dementia Strategy and Action Plan								27			
Monitoring Delivery of the Alcohol Harm Reduction Strategy (arising from Drug and Alcohol Review)								27	23		
Monitoring Adaptations Budget and Performance	17							27			
Smoke Free City (LAA stretch target – reducing smoking during pregnancy – in particular)								27			
Adult Protection/Safeguarding Adults Review								27			
Joint Strategic Needs Assessment								27			
Joint Finance and Performance Monitoring, including LAA Performance Monitoring (subject to referral from Management Board)								27		31	
Welfare Benefits and Tax Credits Take Up		29									
Plymouth Hospitals NHS Trust - Infection Control Update										31	
NHS Plymouth – GP Led Health Centre Update										31	
Monitoring Health and Safety Action Plan (including minutes of CHS&W Committee)		29								31	
Identification of additional specialist surgical centres for rare Cancers											
GynaecologyHead and Neck								27			

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Topics	J	J	Α	S	0	Ν	D	J	F	М	Α
Private Rented Housing Issues – Condition Stock Survey Results	April/May 2010										
Monitoring Implementation of the National Dual Diagnosis Strategy											
All Our Futures											
End of Life Care Pathway											
Barriers to Access											
Participation Rates in Sports (to include details of progress with the free swimming programme for the over 60's)											
Fuel Poverty											

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Children and Young People's Overview and Scrutiny Panel

Work Programme 2009/10

	Topics	J	J	Α	S	0	N	D	J	F	М	Α	М	J
including LAA per	l Performance monitoring, formance monitoring (subject to Scrutiny Management Board the Panel)						19		28		25			
Placement	Adoption													
Services	Fostering													
	Localities													
Integrated	Children with Disabilities, including information on integration and support for children with disabilities, short breaks, independent living, pooled budgets and education						19		28					
Services	Facilities for children with disabilities <i>(joint task and finish group with Customers &</i> <i>Communities OSP))</i>													
	Review of the flowchart created by Occupational Therapy regarding adaptations													
	Child Protection Plans													
Safeguarding	Plymouth Safeguarding Children Board													
	Cyber-bullying													
OFSTED	Children's Service Advice and Assessment (Contact & Referral Service)								28					
Inspections	Action Plan re Little Teds													
Provision and Sup	oport for Young Carers													
Employment for y	oung people (NEETs)													
14 – 19 Service Inspection														
Common Assessment Framework														
Recruitment and Retention for Foster Carers														
Sexual Health Str	ategy													

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Topics		J	J	Α	S	0	Ν	D	J	F	М	Α	М	J
Tackling Bullying Strategy														
CAMHS Strategy											25			
Absenteeism and sickness amongst CS staff														
Preventing & Managing Obesity in Young People of Plymouth														
Performance Review (including budget)	Performance Review						19				25			
	Performance indicators causing concern and what localities they occur in*													
Complaints and Compliments Annual Report							19		28					
Quality Assurance Framework											25			
School Attainment Results									28					
Strategy for Change Building Schools for the Future	Forward Plan item FP 31 09/10 'Building Schools for the Future – Governance'										25			
	Strategy													
Youth Justice Plan*														
Children and Young People's Plan (including CYPP Priorities and Annual Performance Assessment)														
Forward Plan item FP 40 09/10 'Information advice and guidance service for young people'									28					
Local Democracy Week														
Quarterly Scrutiny Reports							19				25			
Music in Schools														

* new municipal year

Agenda Item 10c

NEW FORWARD PLAN ITEMS 1 MARCH TO 30 JUNE 2010

PLACE MANAGEMENT STRATEGY (FP 53 09/10)

Nature of the decision:

To agree a Place Management Strategy for the development and promotion of the city's day visitor economy, and the establishment of a new Strategic Destination Management Organisation to co-ordinate the management of the City Centre, Waterfront and Barbican areas.

Who will make the decision? Cabinet (on the recommendation of Councillor Fry)

Timing of the decision? 16 March 2010

Who will be consulted and how?

Persons to be consulted with:

City Council Directors / City Centre Company / City Development Company / Visit Plymouth/ Chamber of Commerce / Wealthy Theme Group

Process to be used:

Formal presentations to all of the above organisations

Information to be considered by the decision makers:

Consideration of written responses

Is this a part of the Budget and Policy Framework? Yes

Documents to be considered when the decision is taken

Written report and documents appended to the report

Representations: In writing by 1 March 2010 to -

(1) Assistant Director for Economic Development

(2) Councillor Fry (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact: David Draffan, City Centre Manager E mail: david.draffan@plymouth.gov.uk Tel: (01752) 304325

SHORELINE MANAGEMENT REVIEW PLAN - DURLSTON HEAD TO RAME HEAD (FP 54 09/10)

Nature of the decision:

Adoption of the "Shoreline Management Plan Review (SMP2) – Durlston Head to Rame Head"

Who will make the decision? Cabinet (on the recommendation of Councillor Fry)

Timing of the decision? Between 1 June 2010 and 30 July 2010

Who will be consulted and how?

Persons to be consulted with:

City Council directors, City Centre Company, City Development Company, Visit Plymouth, Chamber of Commerce and Wealthy Theme Group

Process to be used:

The stakeholders have been consulted during the preparation of the SMP2 by a variety of methods including three rounds of key stakeholder meetings held at number of locations along the length of coast covered. The round of meetings occurred during March, July and November 2009. Full details of consultees and the consultation process followed will be set out in Appendix B of SMP2 to be published in March 2010, when it can be viewed at www.sdadcag.org.

Information to be considered by the decision makers:

The decision makers will be presented with a written report including -

(i) extracts of the "Shoreline Management Plan Review (SMP2) - Durlston Head to Rame Head" that contain the recommended policies for the coastline within Plymouth City Council's boundary;

(ii) Appendix B" of SMP2 - detailing consultees and consultation process undertaken. In addition a hard copy of the SMP2 will be made available at the Cabinet meeting.

Is this a part of the Budget and Policy Framework? Yes

Documents to be considered when the decision is taken

as above for decision makers

Representations: In writing by 17 May 2010 to -

(1) Director for Development and Regeneration;

(2) Councillor Fry (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Tom White, Highways Transformational Change Project Manager

E mail: tom.white@plymouth.gov.uk Tel: (01752) 304256

INFORMATION, ADVICE AND GUIDANCE SERVICE FOR YOUNG PEOPLE (FP 55 09/10)

Nature of the decision:

To give approval to exemption to tender for the Information, Advice and Guidance contract. This will delay the tender process until 2011. Therefore approval is sought to extend the existing contract until 31 March 2012

Who will make the decision? Cabinet (on the recommendation of Councillor Monahan)

Timing of the decision? 16 March 2010

Who will be consulted and how?

Persons to be consulted with:

Plymouth Children's Trust Executive Group Plymouth Integrated Youth Support Strategy Group 14-19 Strategy Group Peninsula Local Authority Commissioning Group Chief Executive Careers South West and the Careers South West Management Board Officers within the Corporate Support directorate

Process to be used:

Direct discussions Meetings Presentations Reports

Information to be considered by the decision makers:

Exemption Report

Is this a part of the Budget and Policy Framework? Yes

Documents to be considered when the decision is taken

"Quality Choice and Aspiration, A Strategy for Young Peoples Information Advice and Guidance. (Oct 2009)

Representations: In writing by 1 March 2010 to -

(1) Director of Services for Children and Young People

(2) Councillor Monahan (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact: Fiona Fleming, Commissioning Manager for Children's Services

E mail: fiona.fleming@plymouth.gov.uk Tel: (01752) 307328

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