



Barry Keel
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Date: 6 December 2011

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OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Date: Wednesday 14 December 2011

Time: 2 pm

Venue: Warspite Room, Council House

Members:

Councillor James, Chair

Councillor Nicholson, Vice Chair

Councillors Mrs Aspinall, Mrs Bowyer, Browne, Coker, Lock, Lowry, McDonald, Stark, Thompson and Wildy.

Co-opted Representative:

Mr D Fletcher (Chamber of Commerce)

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

MEMBERS PLEASE NOTE: THIS MEETING HAS BEEN RESCHEDULED FROM 30 NOVEMBER 2011 AND THE AGENDA PAPERS HAVE PREVIOUSLY BEEN CIRCULATED. PLEASE BRING YOUR PAPERS TO THIS MEETING ATTACHING THIS NEW FRONT SHEET. IF YOU NO LONGER HAVE YOUR PAPERS PLEASE LET ME KNOW.

Please note that unless the chair of the meeting agrees, mobile phones should be switched off and speech, video and photographic equipment should not be used in meetings.

Barry Keel
Chief Executive

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

AGENDA

PART I – PUBLIC MEETING

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 (Pages 1 - 14)

The Management Board will be asked to agree the minutes of the meetings held on 7 and 21 September 2011.

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. PERFORMANCE AND FINANCE REPORT (Pages 15 - 68)

To consider the report submitted to Cabinet on 15 November 2011.

6. LORD MAYORALTY BRIEFING PAPER (Pages 69 - 72)

To consider a briefing paper on provision of the Lord Mayoralty service.

7. DEVONPORT REGENERATION COMPANY PARTNERSHIP (DRCP) SUCCESSION STRATEGY

To receive a briefing paper reviewing the succession arrangements put in place following the demise of the Devonport Regeneration Company Partnership.

8. TRACKING DECISIONS (Pages 73 - 96)

The Overview and Scrutiny Management Board will monitor progress on previous decisions.

9. CAPITAL PROGRAMME APPROVALS (TO FOLLOW)

To consider a briefing paper on Capital Programme Approvals.

10. CALL-INS

Members will be advised of any executive decisions that have been called in.

11. URGENT EXECUTIVE DECISIONS (TO FOLLOW)

Members will receive a schedule of executive decisions that have been deemed urgent with the agreement of the Chair of the Overview and Scrutiny Management Board.

12. FORWARD PLAN (Pages 97 - 116)

To receive new items from the Forward Plan with a view to identifying items for scrutiny.

13. RECOMMENDATIONS (Pages 117 - 118)

To receive and consider recommendations from panels, Cabinet or Council.

14. BI-ANNUAL REPORTS (Pages 119 - 140)

To consider the bi-annual reports submitted on behalf of the scrutiny panels and the Management Board.

15. WORK PROGRAMMES (Pages 141 - 150)

To consider and approve work programmes for each of the Panels, to include a progress update from each of the Chairs.

16. PROJECT INITIATION DOCUMENTS (PIDS) (TO FOLLOW)

To consider proposals for task and finish groups submitted by the overview and scrutiny panels.

17. TASK AND FINISH GROUP REPORTS / UPDATES (Pages 151 - 202)

To receive for consideration any Task and Finish Group reports or updates on Task and Finish groups currently in progress –

- Children's Emotional Well-being and Mental Health
- Winter Maintenance Preparation (Gritting)

18. 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 I 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 Panel 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.

Overview and Scrutiny Management Board

Wednesday 7 September 2011

PRESENT:

Councillor James, in the Chair.

Councillor Nicholson, Vice-Chair.

Councillors Mrs Aspinall, Browne, Coker, Lock, Lowry, McDonald, Stark and Wildy.

Co-opted Representatives: Doug Fletcher and Viv Gillespie.

Apologies for absence: Councillors Mrs Bowyer and Thompson.

Also in attendance: Chris Trevitt (Head of Capital and Assets), David James (Head of Strategic Projects), Graham Potter (Corporate Property Manager), Peter Ford (Head of Development Management), David Taylor (Strategy Co-ordinator – Planning Team), Tom Westrope (Spatial Planning Officer), Councillor Ricketts (Cabinet Member for Transformation, Performance and Governance), David Northey (Head of Finance), Patrick Hartop (Senior Policy, Performance and Partnerships Adviser), Giles Perritt (Lead Officer) and Katey Johns (Democratic Support Officer).

The meeting started at 2 pm and finished at 4.05 pm.

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

31. **DECLARATIONS OF INTEREST**

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

32. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

33. **CALL-INS**

There were no call-ins for consideration at this meeting.

34. **FUTURE OF CIVIC CENTRE**

The Board received a presentation which –

- updated members on the options regarding the future of the Civic Centre following the soft marketing testing undertaken earlier this year;
- provided background to the issues around the Civic Centre site;
- detailed the assumptions that had been made;
- identified the options that were available;

- evaluated and risk-assessed those options to give a recommended way forward;
- established a timeline for refurbishment re-occupation.

In response to questions raised, Members were advised that –

- (a) the sale of Windsor House in the current market was not a viable financial option;
- (b) the accommodation strategy established the Council's future requirements for office space and Windsor House, Midland House and part-occupation of the Civic Centre were considered to be the best-fit option;
- (c) the Council had looked at taking on the development itself and then selling the investment on once the building was fully occupied, however, this had been considered to be too much of a risk given that the expertise in this field lay within the private sector;
- (d) English Heritage were happy for a six-storey development to take place within the Council House car park but building on top of the Council House was not an option;
- (e) break-clauses would form part of the negotiations with the developer.

Whilst Members welcomed the informative presentation, concern was expressed by some that pre-decision scrutiny had not taken place on the matter and it was disappointing that scrutiny had not been able to influence the decision.

The Board thanked the officers for their attendance and proposed that an all-member briefing be held on the future of the Civic Centre.

35. **PROPOSED NON-IMMEDIATE ARTICLE 4 DIRECTION FOR HOUSES IN MULTIPLE OCCUPATION**

Councillors Lowry and Wildy queried whether the Cabinet decision on this matter had been taken. When it was confirmed that it had, both Members reiterated concerns raised at the end of the previous item, adding that to give the matter further consideration was a waste of both Member and officer time and resource. They then withdrew from the meeting.

The Board considered the report which –

- explained that, as a University City and a major urban area, Plymouth experienced considerable pressure in parts of the city for change of use from family dwellings to houses in multiple occupation;
- set out the existing situation in Plymouth;
- highlighted the changes to legislation relating to HMOs;
- explained the Article 4 Direction and detailed the recommended approach.

In response to questions raised, Members were advised that –

- (a) the areas identified for inclusion in the proposed Article 4 Direction were those where there was already a high concentration of HMOs, namely the City Centre, Mutley and Greenbank;
- (b) the Article 4 Direction would help to manage and control the distribution of future HMOs;
- (c) recent changes to housing benefit that increases the age before which an individual can receive payments towards unshared properties meant that there would be a potential demand in the near future for an estimated 900 individuals who will require approximately 150-300 HMO properties across the City;
- (d) the Article 4 Direction would not raise standards nor make landlords more responsible, however, the planning application process itself could influence future provision of amenity and internal living space;
- (e) there were other cities in the Country who were far more advanced in the process than Plymouth and Officers were monitoring their progress closely;
- (f) the costs of introducing an Article 4 Direction could be met by the current Planning Services revenue budget and the additional case load would be managed within the existing staffing structure.

The Chair thanked the officers for their attendance.

Agreed that –

- (1) Monitoring and implementation of the Article 4 Direction for house in Multiple Occupation be referred to the Growth and Prosperity Overview and Scrutiny Panel for inclusion in its work programme;
- (2) Members concerns at the lack of opportunity to engage in pre-decision scrutiny on this and the Civic Centre Options proposals be raised with the Leader and Chief Executive at the Board's next meeting on 21 September 2011.

(Councillors Lowry and Wildy withdrew from the meeting)

36. **JOINT FINANCE AND PERFORMANCE REPORT**

The Board considered the first monitoring report for 2011/12 which outlined the performance and finance monitoring position of the Council as at the end of June 2011.

In response to questions raised, Members were informed that –

- (a) many of the indicators were new and required significant levels of research and expertise to develop. Where departments were still developing baselines and targets, assurances were given that every effort would be made to

complete this work before the next quarterly report;

- (b) with regard to the number of young people not in Education, Employment or Training (NEET), the City was continuing to promote training up to the age of 18 and was using some pump-priming money from the DfE to look at ways of increasing participation;
- (c) the increase in time taken to process housing benefit applications was due to the increase in number of applications being received as a result the economic downturn;
- (d) the Council uses capital receipts as part of its funding streams. However, due to a mismatch on timing between receipts generated and receipt requirements, any temporary shortfalls need to be funded by short-term unsupported borrowing that would be financed from the Capital Finance Reserve or the working balance, until such time as additional capital receipts were generated.

Members were reminded that Panels should be receiving their respective performance area score cards for consideration.

Agreed that written responses be provided to the Overview and Scrutiny Management Board with regard to –

- (1) what was being done to improve the time taken to process new housing benefit claims;
- (2) how new schemes in the Capital Programme were being funded;
- (3) whether more imaginative ways of funding repairs and maintenance to the City's Victorian-style school buildings were being investigated;
- (4) clarifying the £0.234m forecast overspend in Environmental Services.

(Councillors Lowry and Wildy were absent for this item)

(The Vice-Chair took the Chair for part of this item)

37. **URGENT DECISIONS**

Members considered the two urgent decisions which had been taken in consultation with the Chair of the Overview and Scrutiny Management Board, namely –

- De-recognition of UNISON from Local Collective Bargaining Arrangements
- Plymouth City Council (PCC) as Guarantor for Flexible Support Fund Grant to Enterprise Plymouth Limited

Agreed that post-decision scrutiny be undertaken in respect of the De-recognition of UNISON.

(Councillors Lowry and Wildy were absent for this item)

38. **FORWARD PLAN ITEMS**

The Board considered new additions to the Forward Plan, namely –

- Contract Award: Single Homeless Hostel Support Service (Block Contract)
- Public Toilets Options
- Waste and Recycling Options
- Riverside Primary School Basic Need – Provision Through Existing PFI Contract
- Capital Investment Delivery for Marine Academy Plymouth and All Saints Academy Plymouth
- Events on the Public Highway
- Localities and Neighbourhood Working

The Chair reported that whilst Public Toilets Options was an issue for future consideration, the matter of immediate concern which had been addressed by Cabinet actually related to the refurbishment of the toilets in Armada Way.

Agreed that the Board's concerns at the late inclusion of new items in the Forward Plan with short timescales for decision-making be raised with the Leader and Chief Executive at its next meeting on 21 September 2011.

(Councillors Lowry and Wildy were absent for this item)

39. **EXEMPT BUSINESS**

Agreed that under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

40. **FUTURE OF CIVIC CENTRE (E3)**

The Board did not discuss the part II element of the Future of Civic Centre report.

(Councillors Lowry and Wildy were absent for this item)

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Overview and Scrutiny Management Board

Wednesday 21 September 2011

PRESENT:

Councillor James, in the Chair.

Councillor Lock, Vice-Chair.

Councillors Mrs Aspinall, Mrs Bowyer, Browne, Churchill (substitute for Councillor Nicholson), Coker, Evans (substitute for Councillor Lowry), McDonald, Stark, Thompson and Wildy.

Co-opted Representatives: Viv Gillespie.

Apologies for absence: Councillors Lowry and Nicholson and Doug Fletcher (Co-opted Representative).

Also in attendance: Councillor Mrs Pengelly, Leader, Barry Keel, Chief Executive, Jonathan Fry, Senior Policy, Performance and Partnership Advisor, Giles Perritt, Lead Officer, and Katey Johns, Democratic Support Officer.

The meeting started at 2 pm and finished at 4.15 pm.

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

41. APPOINTMENT OF VICE-CHAIR

In the absence of Councillor Nicholson, the Chair sought nominations for a Vice-Chair.

Agreed that Councillor Lock, having been proposed by Councillor Mrs Bowyer and seconded by Councillor Browne, is appointed Vice-Chair for the purpose of this meeting.

42. DECLARATIONS OF INTEREST

The following declarations of interest were made in accordance with the Code of Conduct in relation to items under discussion at this meeting –

Name	Minute No. and Subject	Reason	Interest
Councillor Mrs Bowyer	52 – Project Initiation Documents	Manager of a Care Home	Personal

43. MINUTES

Agreed -

- (1) the minutes of the meeting held on 27 July 2011;

- (2) that the minutes of the meeting held on 7 September 2011 be submitted to the next business meeting in order to give Members more time to consider them.

44. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

45. **LEADER AND CHIEF EXECUTIVE**

The Chair welcomed the Leader and the Chief Executive who were in attendance to report on current City and Council issues, which included -

- Americas Cup – Plymouth had successfully played host to this prestigious yachting event which had attracted thousands of spectators to the Hoe and surrounding foreshore;
- Inward Investment - a team of 50 representatives had recently visited the City to see what Plymouth had to offer;
- British Arts Show - the City was current host to the 7th British Arts Show with exhibitions on display at five different venues from 17 September to 4 December 2011;
- Life Centre – works continued to progress well with the development overall and the hi-tech, state-of-the-art fitness suite was very impressive. Members were encouraged to make arrangements to visit the development;
- Plymouth Argyle – the Council had offered to consider purchasing back the ground should it become a factor in saving the club. Any sale would be subject to an open market bidding process;
- Terms and Conditions – agreement had now been reached with all of the unions following eight months of difficult negotiations. This agreement will help achieve the £18m worth of savings required from the employment budget over the next three years;
- Senior Management Structure – a report proposing changes to the Senior Management Structure would be presented to City Council in October.

Members commented that –

- they had concerns about the accuracy and consistency of some of the information being provided following departmental restructures, particularly in Children's Services where some staff were appearing on more than one structure chart – this was something that was currently being pursued through the Children and Young People's Overview and Scrutiny Panel;
- it would be helpful to know the timescale for the senior management structure;
- lessons could be learned from the America's Cup, particularly with regard to the co-ordination of different events in the City. Identification of a nominated lead officer within the Council for such events would help Councillors with any queries or issues they may have;
- sight of the economic gain to the City from the America's Cup would be welcomed, including a breakdown of what it actually cost the City to host the event;
- whilst an opportunity to visit the Life Centre was welcomed, it appeared visits were currently restricted to being accompanied by Councillor Bowyer;

- the opposition had submitted a motion on notice to City Council back in January to buy back the ground from Plymouth Argyle;
- the de-recognition and subsequent recognition of Unison may have damaged the Council's reputation;
- the Forward Plan often included new items at short notice with tight timescales for decision-making.

In response to comments/questions raised Members heard that –

- (a) the concerns raised in regard to the restructure of children's services had been noted and an undertaking given to investigate the matter;
- (b) Plymouth had had just six months to prepare for the America's Cup whereas most countries had a two-year lead-in period. It was acknowledged that mistakes had been made and it was important that lessons were learned for future events. A designated point of contact for Councillors was something which could be considered;
- (c) Plymouth Argyle had not been in administration back in January and the value of the ground had been estimated to be £7m – it was now considerably less. Any decision to buy back the land would be subject to approval by City Council;
- (d) there were a number of people (both from within and outside of the authority) who had been supportive of the action taken to de-recognise Unison. Ultimately, the action taken had helped the situation and got the union to support the wishes of its membership;
- (e) Cabinet was often in the difficult situation of having to make decisions quickly and the Forward Plan reflected this. However, the work of scrutiny was appreciated and it was acknowledged that, as an organisation, the authority could do better in terms of pre-decision scrutiny.

Agreed that responses be provided in writing to Members of the Board in respect of -

- (1) the economic gain to the City from the America's Cup, including a breakdown of what it actually cost the City to host the event;
- (2) visits to the Life Centre being restricted to parties only accompanied by the Cabinet Member for Finance, Property and People.

46. **UPDATE ON BUDGET SCRUTINY RECOMMENDATIONS**

Further to minute 113, the Board received an update on progress against recommendations arising from scrutiny of the Budget and Corporate Plan 2011. In attendance to present the report and respond to questions were Jonathan Fry, Senior Policy, Performance and Partnership Advisor, Councillor Mrs Pengelly, Leader, and Barry Keel, Chief Executive.

In response to questions raised Members were advised that –

- (a) recommendations requiring no further action would be greyed out to make it clearer where to focus attention in future;
- (b) with regard to R7, the matching funding for the small grants scheme for community and voluntary groups would be coming from the Drake Foundation Consortium;
- (c) with regard to R13, that a review of all grants relating to the provision of children's services that were not continuing with succession arrangements would be published in explicit detail in the second quarterly report;
- (d) with regard to R2, Plymouth was participating in a number of shared service projects, including the energy from waste plant and audit. Other potential projects were also being considered including broadband / connectivity with Cornwall and Devon.

Agreed that responses be provided in writing to Members of the Board in respect of –

- (1) a list of shared service projects currently being considered;
- (2) the situation in Plymouth regarding the new homes bonus;
- (3) progress on the Local Enterprise Partnership (LEP).

47. **TRACKING DECISIONS**

The Board considered the schedule of decisions made. Members were advised that Cabinet had considered a number of the Board's recommendations, including those relating to the Localities and Neighbourhood Working Review at its meeting on 13 September.

With regard to –

- (a) R2.7 relating to preparation of draft proposals for years three, four and five of the capital programme, Members again considered the response from Cabinet and questioned when it would be appropriate;
- (b) R4.1 relating to recycling targets, Members queried the last time monthly tonnage rates had been written up at the tip.

Agreed that –

- (1) the tracking decisions schedule is updated to reflect progress on budget scrutiny recommendations, as reported under minute 46;
- (2) a written response is sought from Cabinet on when it would be appropriate to prepare draft proposals for years three, four and five of the capital programme as part of the ongoing budget setting process;
- (3) a written response is sought to the question raised in relation to the writing up of monthly tonnage rates at the tip, together with an explanation as to why

this is no longer happening;

- (4) Cabinet's response to the Board's recommendations, including the Localities and Neighbourhood Working Review is circulated to Board Members and incorporated into the tracking schedule.

48. **CALL-INS**

There were no call-ins for consideration at this meeting.

49. **ANNUAL SCRUTINY REPORT**

Further to minute 11, Members were advised that the Annual Scrutiny report had now been circulated to all scrutiny panels and no comments had been received.

Agreed –

- (1) that a more fitting tribute to Councillor Viney is included;
- (2) subject to (1) above, that the Annual Scrutiny Report is submitted to the next meeting of City Council.

50. **TASK AND FINISH GROUP UPDATES/ REPORTS**

Members received an update on progress with the Growth and Prosperity Task and Finish Group on Winter Maintenance. Highlights of the update included –

- (a) seven roads had been identified as priorities for gritting in the City as part of the winter maintenance programme. Any grit bins at these locations would be moved to roads of a lesser priority;
- (b) that the salt barn at Prince Rock Depot was not being used to store salt. As a result, Amey was to be approached to enquire whether they would be interested in leasing the barn from the council for salt storage;
- (c) it would cost £90k to fill the salt barn. The Council should consider the benefit of making a bulk purchase during the warmer months and thus having the capacity to meet demand in the winter as well as the ability to assist partner organisations, such as Police, NHS and Fire Service;
- (d) submission of the report to the next meeting of the Overview and Scrutiny Management Board would delay consideration of the recommendations by Cabinet.

The Board noted the update with thanks.

Agreed that approval of the Growth and Prosperity Task and Finish Group Winter Maintenance report be delegated to the Scrutiny Lead Officer in consultation with the Chair

of the Overview and Scrutiny Management Board, Councillor James, and Councillor Mrs Aspinall.

51. **RECOMMENDATIONS**

The Board endorsed and agreed the following recommendations –

Customers and Communities Overview and Scrutiny Panel

(1) **Appeal against Council's response to a Petition**

the Council's response to the petition was satisfactory.

(2) **Work Programme**

the revenue and benefits service item is removed from the Customers and Communities Overview and Scrutiny Panel's work programme and any issues concerning benefits make-up are considered within the universal credit and/or financial inclusion service items on the programme;

(3) a task and finish group on social media.

Children and Young People's Overview and Scrutiny Panel

(4) **Tracking Resolutions**

the panel look at Child Poverty at its November meeting;

(5) **Priorities and Challenges for Children's Services**

the Child Poverty Multi-agency Delivery Plan prepared as a result of the motion accepted at City Council on 25 July 2011 is reviewed by the Children and Young People's Overview and Scrutiny Panel at its meeting on 10 November, prior to its approval by Cabinet. The review will ensure that targets, actions and milestones within the plan are SMART, appropriately resources and prioritised.

52. **PROJECT INITIATION DOCUMENTS**

The Board considered the following Project Initiation Documents (PIDs) –

- Apprenticeships;
- Children's Emotional Wellbeing and Mental Health;
- Safeguarding Vulnerable Adults.

With regard to –

- (a) Apprenticeships, the Chair of the Children and Young People's Overview and Scrutiny Panel reported that some information had been omitted from the

PID and she would therefore like to give it further consideration;

- (b) Safeguarding Vulnerable Adults, the Board was advised that additional text was required to Objective 11 so that it read “To review and assess the adequacy of unannounced visits to care settings for vulnerable adults”.

Agreed –

- (1) the Project Initiation Documents in respect of –
- Children’s Emotional Wellbeing and Mental Health;
 - Safeguarding Vulnerable Adults (as amended).
- (2) that approval of the Apprenticeships Project Initiation Document be delegated to the Scrutiny Lead Officer in consultation with the Chair and Vice-Chair of the Overview and Scrutiny Management Board.

(Councillor Mrs Bowyer declared a personal interest in respect of the above item).

53. **WORK PROGRAMMES**

The work programmes of the Overview and Scrutiny Management Board were submitted for consideration and approval.

Agreed that -

- (1) the De-recognition of Unison is added to the work programme of the Overview and Scrutiny Management Board;
- (2) consideration is given to using a provisional meeting to look at the next Joint Finance and Performance Monitoring Report;
- (3) approval of the Customers and Communities Overview and Scrutiny Panel’s Project Initiation Document on Social Media is delegated to the Scrutiny Lead Officer and the Chair and Vice-Chair of the Overview and Scrutiny Management Board;
- (4) the Growth and Prosperity Overview and Scrutiny Panel undertake a task and finish group on the 5-week programme of works to the Tamar Bridge.

54. **EXEMPT BUSINESS**

There were no items of exempt business.

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Subject: Performance and Finance Report (including Capital Programme update)

Committee: Cabinet

Date: 15 November 2011

Cabinet Member: Councillor Bowyer and Councillor Ricketts

CMT Member: CMT

Author: David Northey, Head of Finance
Patrick Hartop, Policy and Performance Officer

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Ref: fin/djn1111

Key Decision: No

Part: 1

Executive Summary:

This report is the second monitoring report for 2011/12 and outlines the performance and finance monitoring position of the Council as at the end of September 2011.

The primary purpose of this report is to detail how the Council is delivering against its key indicators in terms of performance, and its financial measures using its capital and revenue resources. It is deliberately strategic in focussing on key areas of performance, expenditure, and risk, and includes under each Departmental Business section a balanced scorecard detailing key issues.

Performance summary

Performance indicators used in this report represent Plymouth City Council's contribution to delivering the citywide priorities of Growth, Aspiration, Inequalities and Value for Communities.

The overall performance position, as per the previous quarter, continues to have no highly critical issues. In fact, it should be noted that 45% of our performance indicators monitored in year are on track, with a further 31% just off track. Therefore, despite the difficult circumstances we are currently facing, we can report 76% of our performance indicators are there or there about on target.

Examples of positive outcomes include:

- The America's Cup World Series event has been officially hailed a huge success.
- Delayed Transfers of Care continues to perform strongly
- Learning Disability and Mental Health targets are improving

- National Non Domestic rate collection (NNDR) is above target
- Council Tax collection rates remain strong at 54.04%
- Eastern Corridor Phase I is scheduled to complete 1st November

Areas requiring close scrutiny are:

- Serious acquisitive crime is a concern, although we continue to perform well when compared to similar cities in our family group.
- There are increasing numbers of 16 -18 year old young people who are not in Education, Employment or Training (NEET).
- Numbers of children in the Residential and Independent Sector Foster Care are currently not meeting the 2011/12 targets.
- The cumulative average time to process new Housing and Council Tax Benefit claims is currently 28.9 days against an annual target of 20 days. Performance has slightly improved since the first quarter when it stood at 29.7 days.

As stated in the first quarter report, the performance of the authority cannot be viewed in isolation from what is happening to the global economy, and the knock-on effect to the local Plymouth economy. Consumer confidence remains at its lowest for the past few years; the UK economy is dependent on the success of its European trading partners; much now depends on the success of the agreement drawn up by European Leaders to bail out failing national economies and underpin the future of the Euro. One immediate and obvious impact of the current economic issues could see a further increase in the number of benefit claims. Further strains on local businesses could also result in pressure on rate payments with an impact on our income collection rates.

Finance summary - Revenue

The Council is forecasting a revenue overspend at year end of £0.569m (previous report £1.294m) against a net revenue budget of £208.237m (0.3%).

The main variations relate to Community Services, forecasting an over spend of £0.755m, although this has improved by £0.218m in the three months from June 2011, and represents 0.7% of the £108.7m budget. This reflects increases in supported living packages across the Adult Social Care service, with some continuing healthcare funded cases becoming the Council responsibility in the Learning Disability Service. The service continues to focus on scrutinising all spend and managing down expensive packages of care, in particular targeting the Learning Disability Service. Progress is scrutinised and challenged through the ASC Programme Board.

All other departments also show an improvement in their costs over the three month period.

Good progress has been made against the £15.742m revenue delivery plans set for 2011/12. Where there has been slippage in implementation, Directors have brought forward other actions to compensate. There does however remain risk regarding the scale of change that we are implementing across the council. RAG rated delivery plans are detailed within the report.

During the last three months, CMT has undertaken a full review of all Council reserves; working balance; reserves; and provisions. As a result, this report includes a recommendation to transfer some small, un-used balances into the revenue “invest-to-save” reserve which was created last year. There is a further recommendation to allocate this increased reserve to ICT investment and road repairs.

Finance summary - Capital

Following approval at Full Council in October 2011, the Capital Programme for the year was increased through approved new expenditure of £3.247m. Projects included the purchase of Plymouth Argyle Football Ground for £1.681m; Refurbishment of Armada Way Toilets for £0.500m; School projects for £1.066m. However, with further schemes and re-profiling being recommended to the next Full Council, the projected Capital Spend for 2011/12 reduces to a proposed £85.679m. The main variation reflects updated profiling of forecast expenditure on the two Academy Projects, which were initially assumed to be delivered during 2011/12.

Through this report, we are seeking approval to merge the monies held in the Capital Receipt Reserve into the regular capital receipts programme. This will allow additional, already approved, capital schemes to be funded from capital receipts rather than unsupported borrowing, which will relieve pressure on revenue funding.

Corporate Plan 2011-2014:

This quarterly report is fundamentally linked to delivering the priorities within Council's corporate plan. Allocating limited resources to key priorities will maximise the benefits to the residents of Plymouth

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan. The Council's Medium Term Financial Forecast is updated regularly based on on-going monitoring information.

Other Implications: e.g. Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. Equality Impact Assessments have been undertaken on the delivery plans that underpin the 2011/12 budget.

Recommendations & Reasons for recommended action:

That Cabinet:-

1. Approve the variations to capital spend and re-profiling as detailed in Table 5
2. Cabinet recommend to Full Council the new capital schemes for investment as detailed in Table 6 amounting to £0.128m additional capital spend for 2011/12 and £1.795 for future years
3. Approve the consolidation of the Capital Receipt Reserve balance of £19.056m into the regular capital receipts programme.
4. Approve the budget virements as detailed in Table 8 of the report
5. Approve the consolidation of unrequired reserves, value £0.462m into the Invest-to-Save reserve.
6. Recommend to Full Council that the revised Revenue Invest-to-Save reserve be allocated £1.3m to the provision of an ICT Data Centre at Windsor; £1.3m to road repairs in the city,

Alternative options considered and reasons for recommended action:

Actions are recommended in response to specific variances in either performance and / or finances identified throughout the report.

Background papers:

- Sustainable Community Strategy
- 2011 Plymouth City Council Corporate Plan
- 2011/12 Budget Setting papers published in December 2010
- Joint Performance and Finance Report – August 2011

Sign off:

Fin	MC111 2.016	Leg	TH0029	HR	MG	Corp Prop		IT		Strat Proc	
Originating SMT Member M Coe											

Plymouth City Council
Performance and Finance Monitoring – 2011/12
Quarter 2 to 30 September 2011

I. Introduction

- 1.1 With diminishing financial resources, it is fundamentally important that the Council maintains a clear focus on delivering progress against the identified corporate and city priorities.
- 1.2 A challenging set of revenue budget delivery plans have been approved for 2011/ 12 in order to deliver a balanced budget. Capital grants have been significantly reduced heightening the importance of clear prioritisation of spend linked to delivering tangible outcomes.
- 1.3 Performance and Finance information, and associated Delivery Plans, are owned by Directors and their Management Teams. Much progress has been made in recent years to ensure that cross cutting priorities are delivered and that finance is allocated to areas of most importance to the public (e.g. protecting the delivery of front line services)
- 1.4 This report outlines the progress against key performance indicators, forecasts the year end revenue position, provides details of progress against delivery plans and recommend updates to the council's capital programme and revenue reserves. This is the second quarterly report of the year, and the period of this report covers April to the end of September 2011.
- 1.5 A score card has been included within each Directorate report which focuses on exception reporting and identifying remedial action to be taken where necessary.
- 1.6 This report contains the following sections and Appendices:-

Section 'A' – Executive Summary - Performance

Section 'B' – Executive Summary - Finance

- Revenue
- Income
- Capital

Section 'C' – Executive Summary – Human Resources

Section 'D' – Departmental Performance & Finance Report

- Department scorecards
- Department Budget Delivery Plans
- Department Risk items
- Departmental Medium Term Issues
- Corporate Items and Cross Cutting Issues

Section 'E' - Concluding Remarks

Appendices

- Appendix A – Finance Monitoring Summary Graph.
- Appendix B – Capital
- Appendix C – Departmental Delivery Plans

SECTION A - EXECUTIVE SUMMARY PERFORMANCE

Performance Management arrangements









2.1 The performance indicators used in this report represent Plymouth City Council's contribution to delivering the citywide priorities of Growth, Aspiration, Inequalities and Value for Communities. The indicators are arranged over 3 levels and are defined as follows;

Level 1 - is a small basket of strategic indicators that track progress towards achieving Plymouth's long term vision. Targets are set for the next ten years. *Example: Increase Life Expectancy*

Level 2 - are high level outcome indicators that support delivery of Level 1. In many cases the indicators need to be delivered in partnership. Targets are set on a 3 year rolling basis. *Example: Housing decency - Number of Category 1 Hazards removed*

Level 3 - are single agency indicators that either support Levels 1 and 2 or are business critical to the organisation. Targets are set on a 3 year rolling basis. *Example: % people from health deprived neighbourhoods accessing Sports Development activities*

2.2 A performance summary is provided for departments in a scorecard format along with budget variances. The narrative within the scorecard provides a high level overview with a focus on explaining corrective action where required. The scorecards use a RAG (red, amber, green) traffic light system to indicate current performance. There are instances where indicators, baselines and targets are still being finalized; these are coloured white. Grey indicates that the Directorate does not monitor indicators at this level. Explanation of the scorecard rules are outlined below.

RAG Rating key - Budgets			
	0% - 0.8% overspend / 0% - 1.8% under spend		0.8% - 0.99% overspend / 1.8% - 1.99% under spend
	1% or more overspend / 2% or more under spend		
RAG Rating key -Measures – an average of all measures that sit within Departments			
	Indicators are on track		Overall rating is up to 15% off target
	Overall rating is more than 15% off target		No data available. Baseline data and targets are yet to be agreed
	No indicators set for this service		

2nd quarter performance headlines

2.3 Some of the key points raised in the scorecard narrative are:

Community Services

2.4 Serious acquisitive crime remains a concern. At the end of September 2011 we have recorded an increase of 19% (237 more crimes) compared to the same period the year before; this means we are currently missing the target to reduce crime levels. Despite this concerning performance we continue to perform well when compared to similar cities in our family group.

2.5 Delayed Transfers of Care continue to perform strongly. Adults with Mental Health problems, Supported to Live Independently is above target. Both Learning Disability and Mental Health targets are improving and this is expected to continue as it is dependent on review activity which will increase in the latter part of the year.

2.6 Self-Directed Support/Direct Payments are slightly below target in September. However the implementation of Phase 3 of the Carefirst upgrade necessitated considerable 'time out' from front line duties for Proof of Concept staff during August which will have impacted on performance. Performance will be kept under close review to minimise further slippage.

Children's Services

2.7 Numbers of children in the Residential and Independent Sector Foster Care are currently not meeting the 2011/12 targets. The additional financial pressure this presents is being eased by under-spend in in-house placements and the reduction of average cost for these placement types through competitive commissioning.

2.8 Following a slow start to the year greater numbers of 'Common Assessments' are now being undertaken and as Locality working develops the year-end target is expected to be achieved.

2.9 There are increasing numbers of 16 -18 year old young people who are not in Education, Employment or training (NEET). Through extensive research a greater understanding of risk factors that make individuals more vulnerable to being NEET has been gained. This will inform the specification of the Career South West contract for 2012-13.

Corporate Support

2.10 National Non Domestic Rates (NNDR) collection is above target at the end of September, standing at 65.85% against the in-year target of 60.65%.

2.11 Council Tax collection narrowly missed the in-year target during this period, recording 54.04% against a target of 54.28%

2.12 Sickness absences continue with a downward trend towards the Council's target of 6 days per FTE. New policies and procedures, as well as a focus on employee health are having the desired impact.

2.13 The cumulative average time to process new Housing and Council Tax Benefit claims is currently 28.9 days against an annual target of 20 days. Performance has slightly improved since the first quarter when it stood at 29.7 days.

The new structure in the Revenue and Benefits department takes effect from 1 November; this will have a clear focus on driving service improvement.

Development and Regeneration

- 2.14 The America's Cup World series event has been officially hailed a huge success, with an estimated 115,000 visitors through the seven days of racing. There were over 1 million hits on the YouTube site covering the racing from the city showing the waterfront and Hoe in the most spectacular environment possible.
- 2.15 The first phase of the Eastern Corridor transport improvement scheme is scheduled to be completed on 1st November. The changes will significantly cut congestion and improve traffic flow in the East End. This will make an important contribution to easing accessibility across the city.
- 2.16 The first edition of Plymouth's Economic Review shows that over the long term, the city's economic performance has tended to fall behind the national average, but there were signs of improvement in the years leading up to the recession of 2008/9.

Chief Executive

- 2.17 A period of public consultation is being planned for the Council's budget plans 2012/13. 'Priorities Our Pounds' will run between 11th October and 7th November.

SECTION B - EXECUTIVE SUMMARY – FINANCE

3. General Fund Revenue Budget

- 3.1 Council approved a net revenue budget of £208.237m for 2011/12 at its meeting on 28 February 2011. At the end of June 2011, a revenue overspend of £1.294m (0.6%) was forecast. At the end of September 2011, this forecast overspend has now reduced to £0.569m (0.3%). Table I below shows the forecast year end position across departments.

Table I - End of year revenue forecasts

DIRECTORATE	Council Approved Budget Feb '11 £000	Latest Approved Budget £000	Latest Forecast Outturn £000	Monitoring Variation June 2011 £000	Monitoring Variation Sept 2011 £000	Movement in Quarter £000	
CHILDREN AND YOUNG PEOPLE	49,383	49,236	49,070	(66)	(166)	(100)	-0.3%
COMMUNITY SERVICES	109,180	108,710	109,465	973	755	(218)	0.7%
DEVELOPMENT & REGENERATION	17,073	17,988	18,057	177	69	(108)	0.4%
CORPORATE SUPPORT	27,400	27,814	27,833	210	19	(191)	0.1%
CHIEF EXECUTIVE	1,508	2,492	2,384	0	(108)	(108)	-4.5%
CORPORATE ITEMS	3,693	1,997	1,997	0	0	0	0.0%
GENERAL FUND BUDGETS	208,237	208,237	208,806	1,294	569	(725)	0.3%

- 3.2 Further details of the variations are outlined in the individual Directors reports in Section D of this report. The more significant variations are summarised below:

3.2.1 Children & Young People:

There are no major adverse variances forecasted at this stage. The forecast underspend is a result of early implementation of future year delivery plans in LifeLong Learning.

3.2.2 Community Services:

Adult Social Care is forecasting an over spend of £0.750m with on-going pressures within learning disabilities and older peoples mental health. We have seen increases in supported living packages across the service with some continuing healthcare funded cases becoming the Council responsibility in the Learning Disability Service. The service continues to focus on scrutinising all spend and managing down expensive packages of care, in particular targeting the Learning Disability Service.

3.2.3 Development:

There is an income shortfall in economic development due to increased voids and reduced commercial rent linked to the current economic climate. £0.070m of the cost of the America's Cup event managed by Economic Development will be met from the 2012/13 Leisure Budget; therefore the Department is expected to overspend by this amount in 2011/12. The major improvement in the quarter is the projected £0.100m saving against the Waste Management project.

3.2.4 Corporate Support:

There have been delays in implementing the staff restructure within Democracy and Governance Services. However the resultant over spend has been offset by other savings. Restructures across Revenues and Benefits, Customer Services and changes in Finance Management have resulted in Delivery Plan targets being exceeded for 2011/12.

3.3 **Delivery Plan Update**

In setting the budget for 2011/12, departmental delivery plans totalling £15.742m were agreed in order to achieve a balanced budget. Overall, significant progress has been made across the majority of these plans. The Red / Amber / Green (RAG) rating applied in this report have been robustly challenged

Inevitably, throughout the year, original Delivery Plans will change due to changes in circumstances. Some will overachieve whereas others will not generate the savings target anticipated. Where such variations occur, initially it is the responsibility of the sponsoring department to develop and implement alternative budget delivery plans and actions. Major variations to delivery plans will be reported within individual departmental sections.

Only where there is no planned remedial action to address a non performing delivery plan will a forecasted overspend be reported. However, overspends can also occur in the event of unforeseen budget pressures such as a significant increase in service demand or loss of income stream. Similarly, underspends are identified where 'over' delivery of plans have been achieved, (or forecasted), surplus income achieved or a reduction in service demand identified.

Table 2 below summarises the progress against the published, (December 2010), revenue budget delivery plans by department.

Table 2 – Delivery Plan Summary

DIRECTORATE	Total Delivery Plans	Red	Amber	Green
CHILDREN AND YOUNG PEOPLE	3,890	60	1,360	2,470
COMMUNITY SERVICES	4,686	830	810	3,046
DEVELOPMENT & REGENERATION	790	250	300	240
CORPORATE SUPPORT	5,376	120	2,526	2,730
CHIEF EXECUTIVE	400	100	300	-
CORPORATE ITEMS	600	295	-	305
Total Delivery Plans	15,742	1,655	5,296	8,791
% Total Delivery Plans	100.0%	10.5%	33.7%	55.8%

Overall, progress against this challenging agenda is encouraging, with just under 90% of plans rated as Green or Amber status. A detailed breakdown, by department can be seen at **Appendix C**.

We must continue to work on achieving all of the delivery plans for the current year, not only to achieve our budget for the year, but also because the majority of the current plans roll forward and underpin the budgets for the coming two years.

CMT are holding Budget Challenge Sessions by Directorate to review current and future plans. Cabinet Members must also continue to challenge all Directors.

4 Income Summary

- 4.1 As previous reported, continuing to improve income collection rates remains a challenge within the current economic environment. Whereas significant progress has been made in improving the in- year Council Tax collection target and Sundry Debtors target in recent years, such improvement becomes more difficult to sustain each year. However, we remain ambitious and constantly review alternative, more effective ways of joining up and collecting income owed to the Council.
- 4.2 Progress made against 2011/12 income collection targets as at 30 September 2011 is shown in table 3 below:

Table 3 – Income Collection performance

Type of debt	Budgeted income 2011/12	Year to date Target % 2011/12	Year to date Actual % 2011/12	Achieved % 2010/11	Year end Target % 2011/12
Council Tax	£93m	54.3	54.0	96.1	96.5
NNDR	£86m	60.7	65.9	97.3	97.5
Sundry Debt	£61m	95.0	93.0	92.5	95.0

- 4.3 We are confident, given the current performance of collection rates for both Council Tax and NNDR that the year-end target will be achieved. However, Sundry Debtor collection rates are currently (marginally) below the ambitious improvement targets set at 95%. We will continue to explore opportunities for increasing this collection rate such as, wherever possible, encouraging pre-payment for goods and services.

5. Capital Programme

- 5.1 In the quarterly report June 2011, the 2011/12 Capital Programme stood at £102.975m. Following approval of new schemes at Full Council in October 2011, the current capital programme for 2011/12 is **£106.222**.

This increase of £3.247m is shown in Table 4. The table also sets out the additional schemes approved for our Capital Medium Term Financial Forecast (MTFF) which cover the period to 2014/15.

Table 4 – Schemes Approved at July & October Council Meetings

£000	£000	£000	£000	Schemes Approved at July & October Councils
11/12	12/13	13/14	14/15	
1,681	-	-	-	Purchase of Argyle Football Ground
500	-	-	-	Refurbishment of Armada Way Toilets
-	3,148	-	-	MRF Upgrade (increased provision)
566	1,235	2,512	629	Wave 2 Primary School Basic Need Projects
500	1,000	-	-	Boringdon School
-	(601)	-	1,000	School Condition Works
3,247	4,782	2,512	1,629	Total of Schemes Approved

- 5.2 Due to timing around the delivery of capital spend, and variations due to project slippage, changes in priorities, contractor performance, ability to achieve capital receipt etc. we are now reporting the following changes to the timing of capital spend over the next four financial years:

Table 5 – Recommended Variations to Capital Spend

£000	£000	£000	£000	Re-profiling / Other Variations
11/12	12/13	13/14	14/15	
(18,897)	8,472	10,425	-	<u>Academies Re-profiling</u> Re-profiling of forecast expenditure on Academy projects. This will be updated as more detailed information becomes available, following design work etc
(2,000)	2,000	-	-	<u>Plymouth Life Centre Re-profiling</u> A timetable for the re-provision of ice and arena facilities has now been agreed in line with the OJEU procurement process.
625	391	(1,016)	-	<u>Other Re-profiling</u> Details in Appendix B
(399)	-	-	-	<u>Variations & Virements</u> Details in Appendix B
(20,671)	10,863	9,409	0	Total Re-profiling / Other Variations

- 5.3 The Capital Delivery Board has recently considered, and prioritised, a number of other new capital investment projects that deliver outcomes against corporate priorities. These schemes will be presented for approval at the next Full Council meeting in December 2011.

Table 6 – New Schemes for recommendation to Full Council (Dec 2011)

£000 11/12	£000 12/13	£000 13/14	£000 14/15	Schemes to be Approved at December Council
-	1,571	-	-	Academies – additional funding from Central Gov't
74	-	-	-	Prospect Row Play Area
30	-	-	-	Environmental Survey Works
-	50	-	-	St Budeaux Multi Use Games Area (MUGA)
24	-	-	-	Bretonside & Notte St Improvement Works
-	174	-	-	Traffic Improvements
128	1,795	0	0	Total of new Schemes for approval Dec 2011

- 5.4 The Capital Programme is always subject to variations, due to a number of different factors. The further revision of the 2011/12 programme will move the latest known position to £85.679m.

	£m
Programme following approvals at Full Council October 2011	106.222
Re-profiling for approval at November Cabinet (Table 5)	(20.272)
Variations for approval at November Cabinet (Table 5)	(0.399)
New Schemes for approval at December Council (Table 6)	0.128
Revised (Latest Forecast)	85.679

Capital Expenditure to Date

- 5.5 To date, we have accrued actual spend of £34.350m which equates to 40.1% spend against the revised estimated annual spend of £85.679. Departments are confident that they will be able to deliver the vast majority of the approved capital programme in year however further amendments will be considered by the Capital Delivery Board, fed up to Cabinet and recommended to Full Council, as appropriate.

Recommendations:

1. Cabinet approve the re-profiling and variations to capital spend as detailed in Table 5.
2. Cabinet recommend to Full Council the new capital schemes for investment as detailed in Table 6 amounting to £0.128m additional capital spend for 2011/12 and £1.795 for future years

Capital Receipts

- 5.6 There has been extreme pressure on the council's ability to generate capital receipts over the last couple of years due to falling property and land prices. The current Medium Term capital programme assumes generation of £34.7m new receipts up to, and including, 2014/15.
- 5.7 The council received a net capital receipt of £19.056m (including notional interest) in relation to the one-off sale of Plymouth CityBus in 2009. This is currently held separately in a Capital Receipt Reserve. To date, this receipt has not been applied to the general Capital Receipts Programme.
- 5.8 During September 2011, CMT, as part of the 2012/13 budget setting process, undertook a full review of all reserve and provision balances. We currently hold the balance of £19.056m in a separate Capital Receipt Reserve. In order to fund our ambitious Medium Term Capital Programme it is necessary to consolidate this reserve balance into the general Capital Receipts Programme. Therefore, for transparency purposes, we now propose to incorporate this one off receipt within the overall projected capital receipts of the Council.
- 5.9 This amalgamation will allow a number of projects which are currently funded by unsupported borrowing to be funded from capital receipts. This will reduce the level of borrowing, reduce the cost of borrowing, and therefore relieve pressure on revenue funding.
- 5.10 Following this consolidation, the capital receipts now available to fund the programme (RAG rated) from the disposal of land and buildings are as follows:

Disposal of Land / Buildings	£m
2010/11 B/fwd	0
2011/12 Rec'd to Date	0.402
Capital Receipt Reserve transfer	19.056
2011/12 Estimated to be Rec'd	1.685
2012/13 Estimated Receipts	6.682
2013/14 Estimated Receipts	4.569
2014/15 Estimated Receipts	1.001
Total	33.395

- 5.11 The Council uses capital receipts as part of its funding streams; however the timing of when the capital receipts are paid into the Council does not always match up with when we wish to apply them to schemes. This mismatch on timing between capital receipts generated and capital receipts requirement has been flagged up consistently in previous reports. As such, any temporary shortfall of required capital receipts will need to be funded by short-term unsupported borrowing that would be financed from the Capital Finance Reserve or the working balance, until such time as additional capital receipts are generated.

- 5.12 Given the current economic climate it is likely that the potential capital receipts level may not be realised due to lower values being achieved, or sales delayed, and officers are constantly reviewing the position to achieve maximum returns. To fully fund our Medium Term Forecast, we require total Capital Receipts of £34.767m; our RAG rated receipts schedule currently projects receipts of £33.395m, leaving a shortfall of £1.372m

Recommendation:

3. Cabinet approve the consolidation of the Capital Receipt Reserve balance of £19.056m into the general capital receipt programme.

Capital Medium Term Forecast

- 5.13 Projecting forward the above changes across the next three financial years provides an initial capital programme as detailed in Table 7. This is the programme based on known projects and funding streams. The council will remain proactive at optimising external grant funding wherever possible in order to continue significant capital investment in the city. The Council has adopted a four year Capital MTFF aligning it with the number of years over which the revenue MTFF is based. The programme will grow in future years when we receive more certainty around future funding streams.

Table 7 – Capital Medium Term Forecast & Funding

	2011/12 Revised £000	2012/13 Revised £000	2013/14 Revised £000	2014/15 Revised £000	Total £000
Children's Services	19,551	22,231	12,937	1,629	56,348
Community Services	27,866	4,532	183	337	32,918
Corporate Support	11,040	3,622	500	0	15,162
Development & Regeneration	27,222	12,569	6,523	7,371	53,685
	85,679	42,954	20,143	9,337	158,113

Funding Source	£m
Capital Receipts	34.767
Unsupported Borrowing	24.774
Supported Borrowing	0.324
Grants, Contributions & S106	96.729
Revenue & Funds	1.519
Total	158.113

SECTION C – EXECUTIVE SUMMARY – HUMAN RESOURCES

Human Resources Key Messages

- 6.1 The total wage bill for the Council (including on-costs) is around £130 million. Each year the Council's budget includes a savings target of 3% for 'vacancy savings' which is naturally achieved from vacant positions and natural turnover of staff.
- 6.2 HR indicators monitor establishment, sickness and agency spend and details are now included on the departmental score cards. This section summarises the position across the Council as a whole, excluding schools, as at the end of September 2011.
- 6.3 **Key facts and figures are;**
- We currently have 3421.3 FTE central employees in post.
 - Control of agency staff has improved, following the award of the temporary workers' (Pertemps), contract in 2010. Corporately a threshold of 5% of the total wage bill has been set, to monitor the use of agency staffing. Agency Spend is currently 4.93% of the monthly wage bill;
 - Sickness – there have been improvements throughout the council at reporting absences providing much better management information. A rigorous target of 6 working days per FTE per year has been set. However, actual sickness levels at the end of September 2011 are 10.18 working days per FTE for the last rolling 12 months. There is a corporate drive to significantly reduce this level and HR is working closely with departments to consistently address proactive management of absence.
- 6.4 The Council aims to reduce the direct and in-direct costs of the workforce through:
- Natural turnover
 - Planned retirements / use of temporary contracts
 - Recruitment controls and improving redeployment opportunities
 - Reducing the overheads of the workforce (direct and indirect)
 - Negotiated workforce reductions
 - Modernisation and workforce re-modelling
 - Maintaining capacity and improving productivity (which will also require some investment from the Council in skills, training and support)
 - Reducing the overall size of the workforce

Redundancies and Voluntary Release:

- 6.5 At the end of September 2011, over the past 12 months, 70 people left the Authority for reason of redundancy and 53 people who were at risk of redundancy were redeployed.
- 6.6 The voluntary release scheme will result in a total of 85 people leaving the Authority before the end of the year.
- 6.7 The Council's target is to improve our rate of re-deployment to only one out of eight people being made redundant during 2011/12 through improved redeployment and vacancies created through the Voluntary Release Scheme.
- 6.8 The Council currently has £2.6m put aside in a specific reserve to fund the costs of redundancies and voluntary releases brought about by reducing the overall workforce.

Review of Terms and Conditions

- 6.9 The collective agreement was agreed and signed by the trade unions on 14 September 2011. This is delayed from the original implementation date of 1 April 2011.
- 6.10 Implementation is taking place in accordance with the implementation timetable.

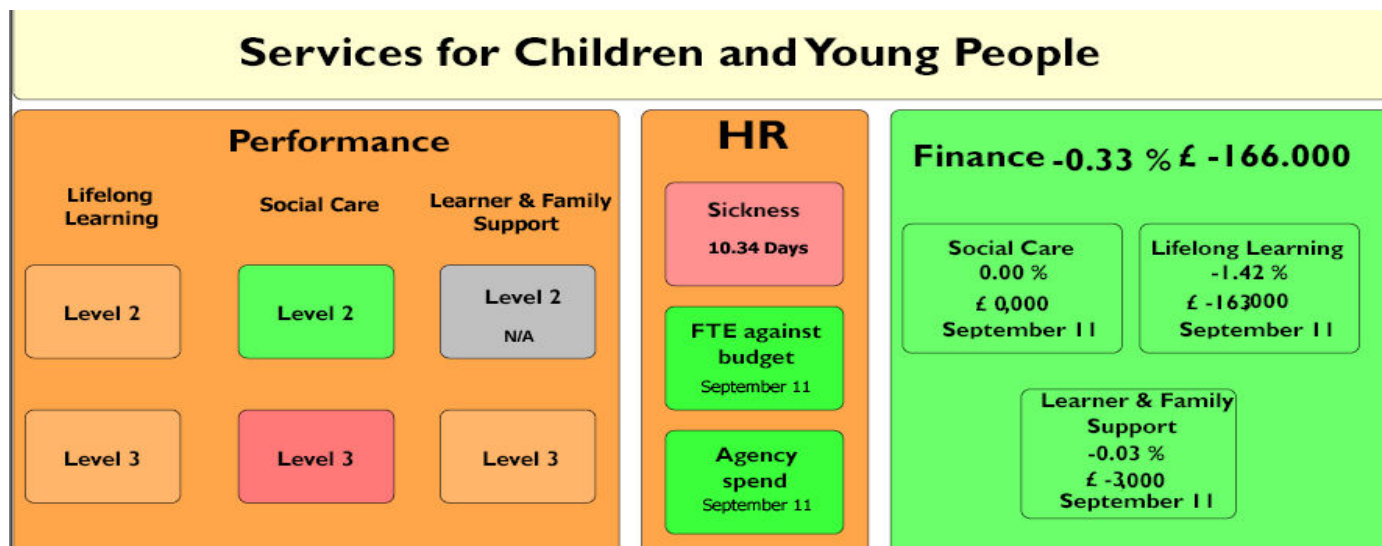
Senior Management Review

- 6.11 The new directorate structure was agreed by Full Council on 10 October 2011. This will reduce the number of directorates to three on 1 January 2012. Director level appointments are delegated to the Appointments Panel that will sit in November 2011.
- 6.12 Consultation has commenced on the next phase, which will involve changes to the assistant director structure. Recommendations on the new structure will be submitted to Full Council on 5 December 2011.

SECTION D – DEPARTMENTAL PERFORMANCE & FINANCE REPORT

7 Children & Young People's Services

7.1. Scorecard - General Fund Revenue Forecast is an underspend £0.166m



Responsible Officers: Maggie Carter / Colin Moore / Mairead MacNeil

Social Care

Social care reports a nil variation in the second quarter of the year. The number of residential placements has increased from 17 to 19 (against a target of 13) and the number of Independent Sector Foster placements from 65 to 66. This has resulted in an increased forecast expenditure within the quarter of £0.046m which has been offset by savings within 16+ Service placement budget and the In- House Fostering provision.

Analysing quarter 2 performance, the achievement of 2011/12 targets for Residential and Independent Sector Foster Care, as well as the overall number of children in care target is looking difficult to achieve. **This is because we will always put children's safety first.** The additional financial pressure this presents is being eased by under-spend in in-house placements and the reduction of average cost for these placement types through competitive commissioning. Caseloads and budgets are under weekly scrutiny.

Learner and Family Support

Learner and Family Support reports a favourable variation of (£0.003m). Special Educational Need transport pressures of £0.134m have been partially offset by additional income sourced for Extended Right to Free Travel of (£0.092m). The Integrated Disability Service is forecasting an under spend resulting from maximising the use of grant funding (£0.155m). These favourable variations offset other pressures relating to the release of staff and grants ending prior to the cessation of staffing contracts. Greater numbers of 'Common Assessments' are being undertaken and as Locality working develops the year end target is expected to be achieved.

Lifelong Learning

Lifelong Learning report a favorable variation of (£0.163m). There is a pressure relating to the tax liability of School Improvement Partners, which could result in an additional payment of £0.100m. The pressure has been offset by the early achievement of 2012/13 delivery plans. We continue to report increasing numbers of 16 -18 year old young people who are not in Education, Employment or training (NEET) through extensive research we have developed an understanding of risk factors that make individuals more vulnerable to being NEET. This will inform the specification of the Career South West contract for 2012-13 to ensure better targeted and intensive work with Young People from vulnerable groups. We are also introducing a post-16 reengagement model within the localities team.

People Management

The Services' sickness levels is showing 10.34 and is slightly below the overall council figures (10.18), but is still above the Council's target (6 days). Collaborative action is being taken to monitor and manage absences, particularly around long term sickness cases which are of particular sensitivity.

7.2 Delivery Plan Update

Children & Young People has a Delivery Plan of £3.890m for 2011/12. The table below shows the summary position by Red Amber and Green rating (RAG). The detailed Delivery plan is contained in Appendix C

Service	Red £000	Amber £000	Green £000	Total £000
Learner & Family Support	0	360	190	550
Lifelong Learning	0	0	0	0
Social Care	0	580	180	760
Other Delivery Groups	60	420	2,100	2,580
Total CYP	60	1,360	2,470	3,890

Performance against delivery continues with the Commissioning & Finance programme board tracking progress on a monthly basis.

7.3 Risks and Issues

- The numbers of Children in Care can change quickly and so Diversion from Care strategies and related initiatives will continue to be implemented – this will impact on the revenue budget and the delivery plans. At the current time, Social Care savings will need to be achieved to deliver a balanced budget but there is a risk of increased numbers resulting in higher costs in the second half of the year if mitigating action is not taken.

- Demand for Transport could increase and result in higher costs.
- The Carefirst programme currently has a net £0.600m resourcing gap over capital and revenue streams spread across the current and next 3 years. This gap needs to be closed to fully balance the project.

7.4 Invest to Save

The department has two invest to save projects. Parent and Child Assessments and Intensive Support for Young People with Multiple and Complex Needs.

Parent and Child Assessments

A Team Leader has been appointed and started during October, which means 6 months slippage. There has been an increase in court ordered placements in the first 6 months, and as a result there will be slippage in the estimates stated in the original business case. Once the team is established it is imperative that the in-house team pick up the majority of these assessments in order to achieve the savings contained in the business case (although the slippage in the recruitment to October will partially offset costs with savings).

Assessment Type	Business Plan	Revised Plan	Actual to date
Court Ordered External	14	15	9
In-house	9	3	1

Autistic Spectrum Disorder (ASD) and Complex Needs

The full business case to facilitate supporting children with complex care needs in the family home and the local community, placing less reliance on the expensive independent residential sector was approved by the Capital Delivery Board with work on the building due to commence in December 2011. The operational project team is currently providing the planned service from various venues with a view to becoming fully operational within the one venue when building work is complete.

7.5 Schools

The Schools DSG position is regularly reported to the Schools Forum.

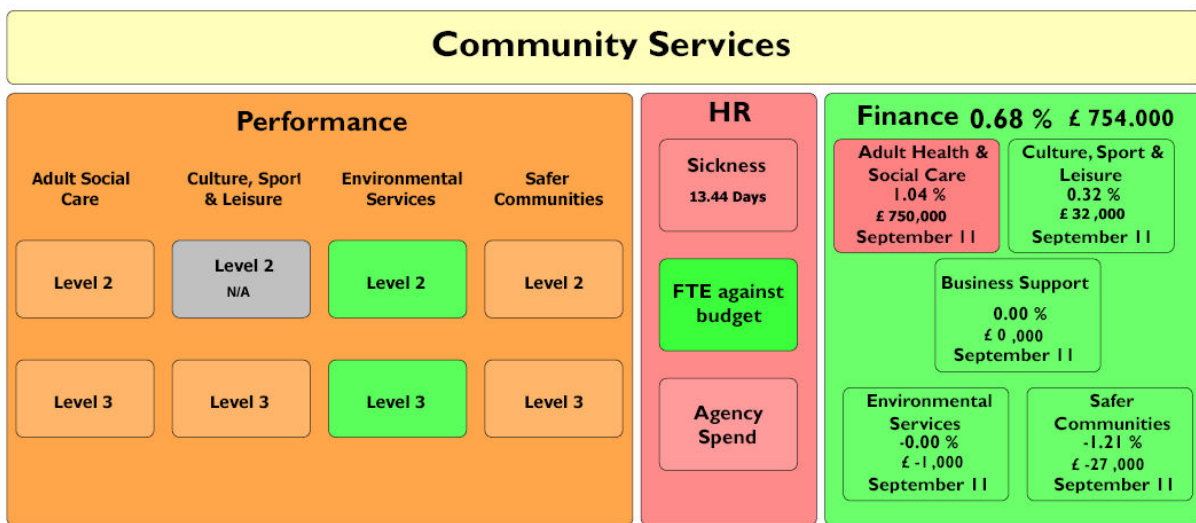
The latest forecast shows a projected underspend of £0.138m for DSG funded activities. Pressures relating to insurance costs being borne by a smaller number of schools because of Academy transfers and the increased Planned Admission Numbers for some schools have been offset by the lower take-up of the early years free entitlement and reductions in independent sector placements.

7.6 Medium Term Issues

- The level of Schools buy back and Academy business will impact on the level of income and the net cost of services. Furthermore, a significant increase in the central government top slicing of the overall local authority formula grant, which is then used to fund academies, will result in less resources being passed to the council and in particular Childrens’ Services and schools.
- Changes to Grants and funding streams could have an adverse impact on the service

8. Community Services

8.1 Scorecard - General Fund Revenue Forecast is an overspend of £0.754m



Responsible Officers: Pam Marsden, James Coulton, Jayne Donovan and Pete Aley

Adult Social Care

There is a forecast £0.750m overspend in Adult Social Care, assuming all delivery plans are achieved by year end. There have however been increases in supported living packages across the service with some continuing healthcare funded cases becoming the Council responsibility in the Learning Disability Service. The service continues to focus on scrutinising all spend and managing down expensive packages of care, in particular targeting the Learning Disability Service. Progress is scrutinised and challenged through the ASC Programme Board.

We are slightly below target in September for Self Directed Support/Direct Payments. However the implementation of Phase 3 of the Carefirst upgrade necessitated considerable ‘time out’ from front line duties for Proof of Concept staff during August which will have impacted on performance. Performance in this area will be kept under close review to minimise further slippage.

On a more positive note Delayed Transfers of Care continues to perform strongly. Adults with Mental Health problems, Supported to Live Independently is above target. Both our Learning Disability and Mental Health additional targets are improving and this is expected to continue as it is dependent on review activity which will increase in the latter part of the year.

Culture Sport & Leisure

There is a forecast overspend of £0.032m as a result of an operating deficit on the Mayflower Centre , which PCC have longstanding agreements to underwrite. The centre is experiencing a reduction in income due to the proximity of building works for the Plymouth Life Centre and the awareness of its impending closure.

Museum visits were down this August due to the closure of the galleries in preparation for the British Art Show and has impacted on visitor numbers for the quarter. Increased numbers of enquiries at the Tourist Information Centre was largely due to the Americas Cup event. Library attendances continue to be above target.

The transfer of leisure staff to Everyone Active has proved successful with reported increases in attendances at Plympton Pool and Brickfields Sports Centre.

Environmental Services

The £0.234m forecasted overspend at June 2011 has reduced to nil mainly due to forecasted reductions in tonnages going to landfill from 79,000 Tonnes to a projected 77,500 Tonnes. There are however continuing revenue pressures particularly in Waste Collection that are offset by an assumption of a Landfill Tax rebate of £0.398m.

The amount of residual waste at the end of quarter 2 (NI 191) is 320.6kg per household, a reduction of 4.1% when compared to the same period last year, and, although residual waste will increase during the winter months, it is currently on course to meet the annual target. The percentage of waste diverted from landfill (NI 192) is 34.15%, currently 1.15% above target. Performance will fall as composting reduces through the winter, offset to some extent by an extended garden waste collection, and should be very close to the annual target of 33%.

Waste minimisation and recycling education has continued to raise awareness during the quarter with road-shows, doorstepping events and talks to community groups as well as working closely with our collection service to target specific areas where problems have been highlighted.

Safer Communities

There is a projected £0.027m underspend as a result of additional commissioning savings and efficiencies in business support.

Levels of overall crime in Plymouth remain low when compared to other similar cities (4th lowest in our family group of 15).

Serious acquisitive crime remains a concern, at the end of September 2011 we have recorded an increase of 19% (237 more crimes) compared to the same period the year before, this means we are currently missing the target to reduce crime levels. The biggest increases are in levels of domestic burglary (+107) and theft from motor vehicle (+113). Despite this we continue to perform well when compared to similar cities in our family group. Council crime reduction staff and partners have undertaken several initiatives recently, targeting identified key areas. The increase in serious acquisitive crime has also impacted on our target to reduce crime in the neighbourhoods which have the highest crime rates (compared to the city average). Levels of violence and criminal damage continue to reduce across the city, and we are on target to achieve our target to reduce violence with injury.

People Management

Agency spend is measured as a percentage of our overall monthly spend on wages (salary including on-costs plus agency costs). Agency spend stands at 10.79% of the overall wage bill for Community Services against the corporate target of 5%, which is a increase of 1.84% from the previous month. The department is working hard to reduce this position.

The Council has set a target of 6 working days per FTE. Sickness levels at the end of September are 13.44 working days per FTE for the last rolling 12 months. The council wide sickness statistics are 10.18 days per FTE for the last rolling 12 months. The department is working hard with HR to address this position.

8.2 Delivery Plan Update

Community Services has Budget Delivery Plans of £4.686m for 2011/12. The table below shows the summary position by Red Amber and Green rating (RAG). The detailed Delivery Plan is shown as **Appendix C**

Service	Red £000	Amber £000	Green £000	Total £000
Adult Health & Social Care	0	520	2,001	2,521
Culture, Sport & Leisure	250	140	540	930
Environmental Services	480	0	435	915
Safer Communities	0	0	70	70
Other Delivery Groups	100	150	0	250
Total	830	810	3,046	4,686

There are a number of significant risks emerging in the Community Services Delivery plan where savings and efficiencies are possible but will not materialise until the end of the current or the next financial year.

- The Leisure Management contract has been signed and there are some savings in the current year. Full year savings will occur from 2012/13.
- The programme of Community Asset transfers is also unlikely to delivery savings in the current financial year although alternative options may in part produce some savings
- Business and Administrative Reviews are currently in the early stages of determining the full scope for savings in 2011/12.

8.3 Risks and Issues

- Maintaining front line services whilst implementing a number of Delivery plans will be challenging.
- Managing expectations of enhanced level of service against the current budget, particular in the service area of Waste Collection ,Street Scene and Parks
- Achieving Adult Social Care Delivery Plans and associated budget reductions without compromising safeguarding issues and ensuring sufficient scope to develop the market successfully to meet the requirements of the personalisation agenda.
- Growth in demography and increasing levels of long term care needs for high dependency within Adult Social Care
- Impact on social care of the Primary Care Trust QIPP (Quality, Innovation, Productivity & Prevention) efficiencies and the Health Service Transformation.
- Reductions in ad hoc and SLA income from Plymouth Community Homes
- Repairs to foreshore at Mount Edgcumbe estate where sea wall collapse is undermining the highway
- There is an assumption that Environmental Services will receive a landfill tax rebate of £0.398m, the full value of the claim, lodged in March 2011

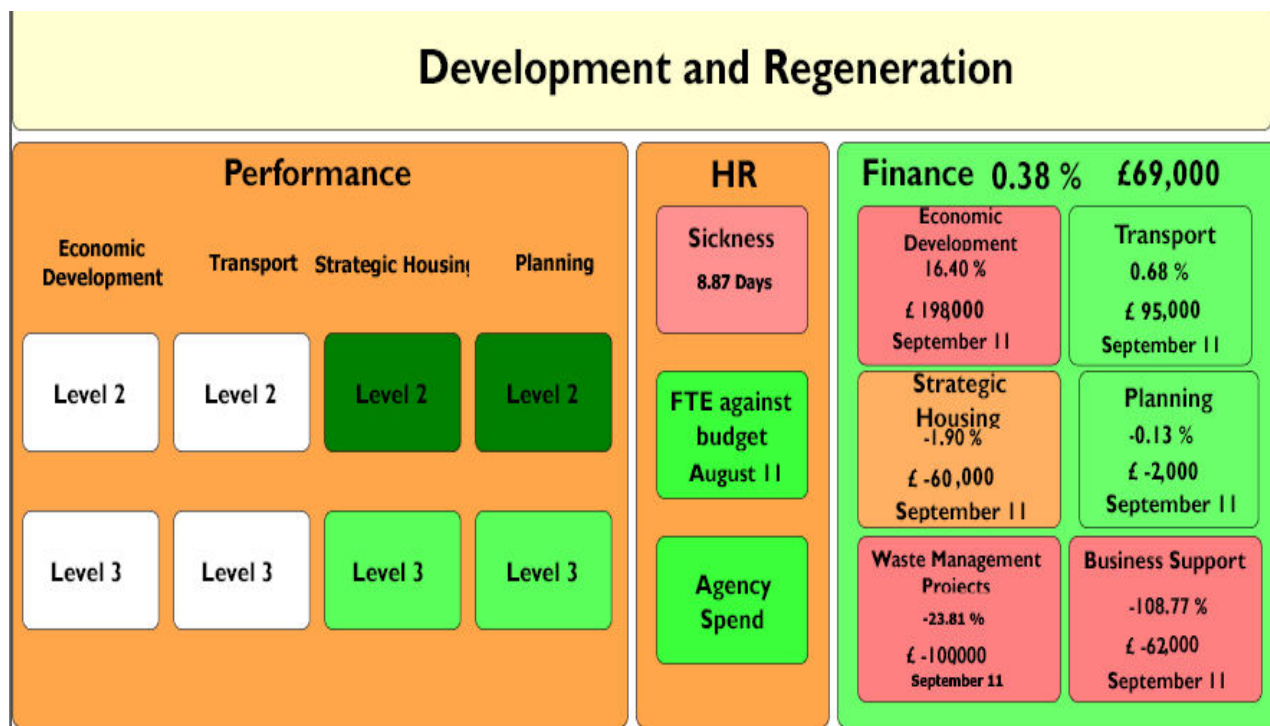
8.5 Medium Term Issues

- The Council has issued an OJEU notice inviting expressions of interest for the provision of Ice and Arena facilities. This will enable the Council to explore options over the coming 6 months. Consequently, there will be an associated £0.800m revenue implication to extend existing services at Plymouth Pavilions to September 2012, subject to review depending on progress once competitive dialogue commences.

- Municipal Waste Management Strategy (MWMS) identified that waste management costs would increase significantly due to the need to procure a waste disposal facility. This needs to be compared against the current Waste Management provision of £2.4m
- Gypsy & Travellers permanent site provision
- Downturn in Economy leading to less opportunity to maximise discretionary fees
- The effect of demographic increases on demand led services with stand still budgets
Outstanding Government Election pledge - Increase of £250 per person for the low paid (1,400 staff in Community Services - £0.420m)

9. Development and Regeneration

9.1 Scorecard - General Fund Revenue Forecast is an underspend of £0.069m



Responsible Officers: Clive Perkin/Gill Peele/David Draffan/Paul Barnard/Stuart Palmer/Mark Turner

The Department continues to make good progress in supporting and enabling Growth within the City.

Development is responsible for 5 long term outcome measures and has almost finalised the targets for its basket of Level 2 and 3 indicators, informed by the Economic Review.

Economic Development

Destination Plymouth is nearing completion of the City’s first ever Visitor Plan to achieve a 25% increase in visitors by 2020 and the Waterfront Partnership are consulting with businesses on their first draft Business plan for the Plymouth Waterfront Business Improvement District.

The America’s Cup World series event has been officially hailed a huge success, with an estimated 115,000 visitors through the seven days of racing. There were over 1 million hits on the YouTube site covering the racing from the city showing the waterfront and Hoe in the most spectacular environment possible. The PCC inward investment programme attracted many influential visitors and resulted in proactive discussions in support of the growth of the city, including visits to potential development sites.

The transfer of key assets from the South West Regional Development Agency has been completed. These include Royal William Yard, Plymouth International Medical and Technology Park and reclaimed land at Stonehouse Creek. The Council has also acquired Derriford Business Park which is earmarked as a possible site for the proposed Derriford District Centre. These transfers support the plans for long term economic growth and the potential to create many jobs.

A new group has been established to keep a watch on the city's economic progress.

The Economic Intelligence sub-group of the Plymouth Growth Board will publish six-monthly economic reviews. By using a range of statistics, research, projections and business surveys, the reviews will provide a better understanding of what is happening in Plymouth's economy, and will provide a more robust analysis for the Level 1 and 2 targets

The first edition of Plymouth's Economic Review shows that over the long term, the city's economic performance has tended to fall behind the national average, but there were signs of improvement in the years leading up to the recession of 2008/9.

The report highlights the fact it is vital that the city must regain the momentum developed before the recession to ensure it is competitive in the recovery. The city's Local Economic Strategy (LES) provides the platform for this, identifying the economic development priorities for delivering sustainable growth in the long-term.

There is a shortfall in net budgeted income of £0.102m relating to increased voids and rental reductions linked with the current difficult economic climate. Forecasted savings in Business Support, the Waste Management project team and Strategic Housing offset these overspends.

The current overspend position of £0.096m for the cost of the America's Cup event managed by Economic Development will not be met from a contribution of £0.070m from the Leisure Budget until 2012/13; therefore the Department is expected to overspend by this amount in 2011/12.

Planning Services

The performance of the determination of Major Planning Applications within the prescribed timescale of 13 weeks has, so far this year, significantly exceeded the nationally set target of 60% by achieving a cumulative total of 78%

Strategic Housing

We will exceed the year end target for the number of new affordable homes delivered with good progress on sites as part of the £56M Affordable Housing programme running into next year, and providing over 1000 new affordable homes. We are nearing completion of contracts between the Homes and Communities Agency and a range of delivery partners for the new Affordable Rent Framework launched by the government this year, delivering new homes over the next four years as part of our Housing Plan 2012-17, which will be coming to cabinet for approval in December.

This includes an increased grant rate above the national average for the North Prospect regeneration project, as the only UK exception in an otherwise low grant regime, recognising the difficulties of delivering the largest regeneration scheme in the South of England. Although the number of potentially homeless people approaching the service has increased by 28% so far this year, our homeless prevention work continues to achieve the overall target.

Transport

The first phase of the Eastern Corridor transport improvement scheme is scheduled to be completed on 1st November. The changes will significantly cut congestion and improve traffic flow in the East End, hence making an important contribution to easing accessibility across the city.

There is a net forecast overspend of £0.095m mainly due to the work relating to the shoreline asset management plan and CCTV historical cost pressures which is an improvement of £0.075m from the position reported at the end of June.

Strategic Waste

Delivery of the long term waste PFI project continues within budget, following the submission of the planning and permit applications. The two capital environment projects at Chelson Meadow are similarly on budget and programme capping works and leachate treatment upgrade due to be completed by April 2012

People Management

Sickness levels are at 8.87 working days per FTE for the last rolling 12 months, against a target of 6 days and a council wide average of 10.18 days. This has decreased by 0.66 from the previous month as a result of initiatives led by HR including increasing management and staff awareness.

9.2 Delivery Plan Update

£0.640m (net) of delivery plans were set within the 11/12 revenue budget for Development and £0.240m are green (more than 50% achieved). Progress against the remaining red and amber delivery plans are summarised below and shown in detail on Appendix C. Any plans not delivered will be replaced by alternative savings. In addition there is an allocation of a further £0.150m of delivery plans where savings will be achieved from other directorate projects. These are included in the table below as "Other Delivery Groups".

Service	Red £000	Amber £000	Green £000	Total £000
Strategic Housing	0	0	210	210
Departmental (Loss of New Growth Points funding)	0	0	(1,020)	(1,020)
Departmental (including Growth Fund)	100	0	850	950
Transport	0	300	0	300
Economic Development	0	0	200	200
Other Delivery Groups	150	0	0	150
Total	250	300	240	790

9.3 Risks and Issues

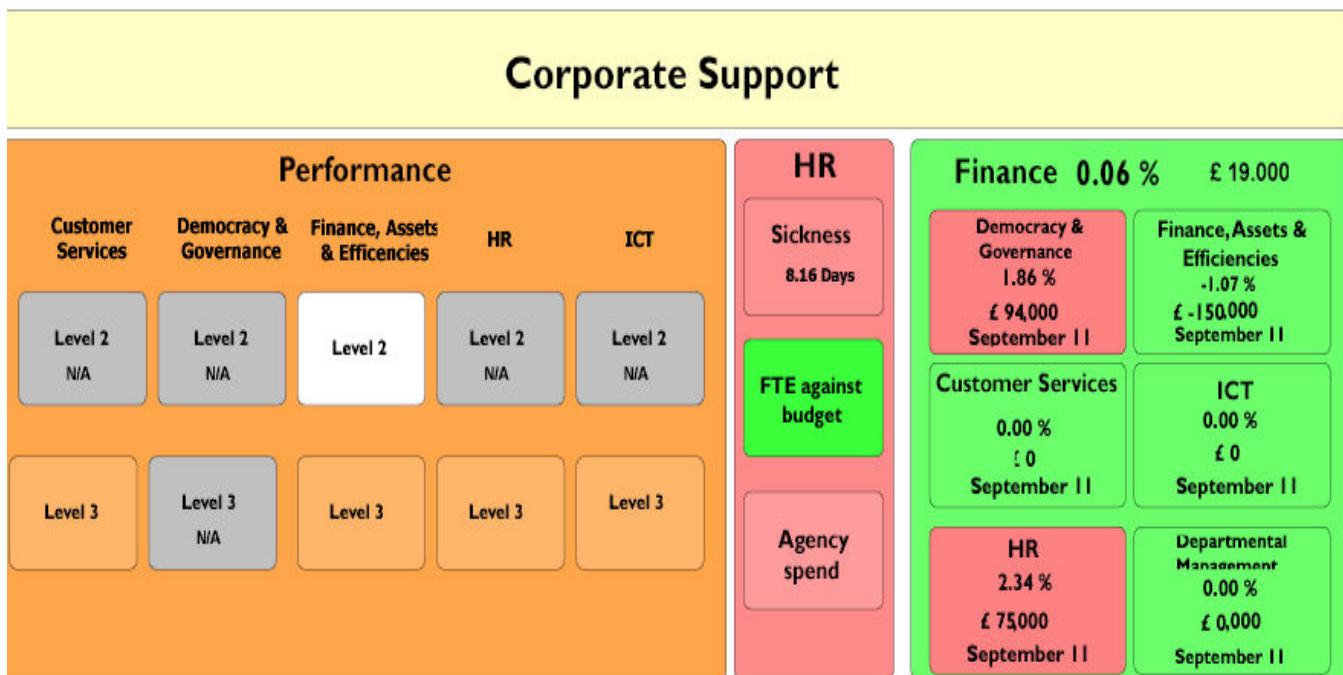
- Heavy reliance on income generation which is affected by market forces e.g. car-parking;
- Commercial rent income is becoming increasingly unreliable due to the current economic climate with a consequential cost of voids and rental reductions;
- Requirement to invest revenue resources to develop schemes which are 'ready to go' when the economic situation improves as growth is a key priority for the Council;
- Private Sector Renewal funding ceased from April 2011 restricting the amount of funding available for the removal of Category 1 hazards, energy efficiency measures, empty homes and impacting on adaptations work.

9.4 Medium Term Issues

- Resourcing a long term growth agenda rather than reacting to short term delivery needs will be challenging in the current economic climate
- Reduced public expenditure (from £8.4 billion to £4.5 billion for 2011 to 2014) will impact on our ability to deliver new affordable homes

10. Corporate Support

10.1 Scorecard - General Fund Revenue Forecast is an over spend of £0.019m



Responsible Officers: JP Sanders / Tim Howes / Malcolm Coe / Mark Grimley / Neville Cannon

Customer Services

Social Care complaints performance has improved significantly due to increased focus and assistance from colleagues in Legal services helping with the very heavy court case burden. However a review of the resources for this service are required, and will be presented to CMT, as there has been a steady increase in workloads. The non social care complaints performance was consistent through the month - however this will take careful handling over the next few months as responsibilities for this are handed over following restructure. Work in both areas is subject to new guidelines and policies coming from central government and the Information Commissioner. In addition the structure of the various Ombudsman is also subject to change as well, which we are monitoring.

Finance Assets and Efficiencies

The cumulative average time to process new Housing and Council Tax Benefit claims is currently 28.9 days against an annual target of 20 days. Performance has slightly improved since the first quarter when it stood at 29.7 days. The on-going restructure and an increasing workload which is now nearly 31,000 representing a 10% increase over the last year has had an impact on performance. The restructure will go live from 1st November and it is anticipated that performance will improve in the 3rd and 4th quarters once the team has bedded down.

National Non Domestic Rate collection (NNDR) is above target at the end of September standing at 65.85% against the in year target of 60.65%. Council Tax collection narrowly missed the in year target during this period recording 54.04% against a target of 54.28%.

The forecasted financial savings of £0.150m relates to an over-achievement of 2011/12 budget delivery plans, primarily regarding reducing staff costs.

HR and Organisational Development

Sickness absence continues to have a downward trend towards the Council's target of 6 days per FTE. New policies and procedures, as well as a focus on employee health is having the desired impact. Further management interventions and targeted programmes at key staff will continue. Staff are being encouraged to take up the winter vaccine against influenza.

Agency spend is marginally above tolerances, this is predominantly temporary capacity during restructures and time-limited project work that is more cost-effective for short-term engagements.

The Council is on target for the number of apprenticeships created to support work-based learning and skills.

ICT

Following last month's dip in availability of core systems, performance has resumed and is now above target.

Performance across the year in terms of numbers of Freedom of Information requests processed has improved. However, we are still below target and therefore further work along with process reviews are required to enable us to meet all expectations.

In respect of numbers of Subject Access Requests processed, quarterly performance had increased in July and August. However, a dip in September's performance was due to staff absence.

Democracy and Governance

Through ongoing efficiency savings and reductions in general running expenses in legal services, Officers have reduced the deficit figures. Officers are continuing to review options to cover the now reducing forecast adverse variation of £0.094m.

People Management

Agency spend is measured as a percentage of our overall monthly spend on wages (salary including on-costs plus agency costs). Agency spend stands at 5.42% of the overall wage bill for Corporate Support which is an increase of 1.11% from the previous month.

The Council has set a target of 6 working days per FTE. Sickness levels at the end of September are 8.16 working days per FTE for the last rolling 12 months, which is a decrease of 0.02 days per FTE from the previous month.

The council wide sickness statistics are 10.18 days per FTE for the last rolling 12 months.

10.2 Delivery Plan Update

Corporate Support Services has direct Delivery Plans totalling 2.360m for 2011/12. The table below shows the summary position by Red Amber and Green rating (RAG). The detailed Delivery plan is attached as Appendix C

Service	Red £000	Amber £000	Green £000	Total £000
FAE/Customer Services	0	0	1,100	1,100
HR	0	0	400	400
Democracy & Gov.	0	380	130	510
ICT	0	50	250	300
Senior Management	0	0	0	50
Total	0	430	1,830	2,360

There has been slippage in some delivery plans. That said, this is a marked improvement on the position reported at the end of the 1st quarter. Overall, progress is encouraging with either some plans being bought forward or alternative actions put in place.

Cross Cutting Delivery Plans

In addition to the above there are indirect (cross-cutting) Delivery Plans within Corporate Support totalling £3.016m to be achieved through savings across the Council. The plans are being driven by Theme groups comprising of cross departmental representatives. Examples include:

- Delivering the accommodation strategy
- Driving savings from strategic procurement and
- Negotiating revised terms and conditions across the council

Service Lead	Red £000	Amber £000	Green £000	Total £000
FAE	0	1,246	850	2,096
Customer Services	0	100	0	100
HR	70	700	0	770
Democracy & Gov.	50	0	0	50
Total	120	2,096	850	3,016

Again, there has been a lot of improvement within this area; in particular we are starting to see tangible savings from the Procure 2 Pay (P2P) project.

10.3 Risks and Issues

- Challenge of improving support services whilst managing down spend and meeting delivery plan savings targets;
- Capacity within the department to support the Council's change agenda and challenging financial targets
- Ensuring that expertise is retained throughout the service and redundancy costs are minimised
- Accommodation Strategy – risk of not achieving required revenue long term savings through delays in obtaining a long term solution for the future of the Civic Centre.
- Any delay in the implementation of the new Customer Relationship Management system will delay the move of services into the Customer Service team and subsequent cross cutting delivery plan.

10.4 Medium Term Issues

Significant investment in ICT is still needed in order to facilitate much of the transformational change required across the council. Progress has been made through the accommodation strategy, and further efficiencies will be realised from next year following Full Council approval to invest in the SAP replacement payroll system.

The continued trend in Schools converting to academy status will have a significant impact on corporate support. The department will need flexibility in order to scale down services and overheads should less schools commission our services.

On-going economic issues could lead to a sustained increase in Benefits claimants, increasing workloads for a team that has reduced in size. In addition uncertainties about Universal Credit and the future delivery of benefits and the shape of NNDR reforms will hamper future planning.

Customer Services transformational change to provide cost effective service and to facilitate cross cutting efficiencies is dependent on the adoption and implementation of our single Customer Relationship Management system - Microsoft Dynamics.

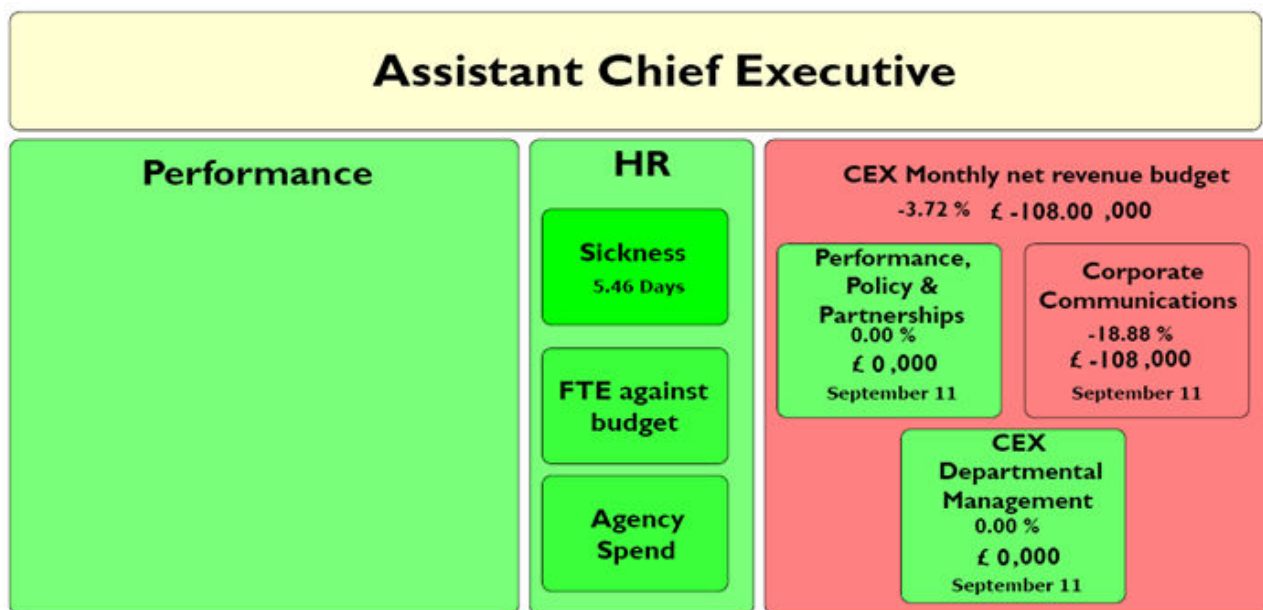
10.5 Invest to Save

Accommodation Strategy - The project is progressing well with several vacated premises generating £400k savings to date. On-going delays around the future of the Civic remain a challenge.

Procurement Category Management – we are now engaged with our advisors Agilysis and workshops and meetings with key personnel and DMTs are well progressed. A budget benefit realisation mechanism has now been approved by CMT and to date we have realised savings in excess of £350k. A monthly report is now being produced and savings signed off by each Directorate.

11. Chief Executive

11.1 Scorecard - General Fund Revenue Forecast is an underspend of £0.108m



Responsible Officers: Ian Gallin, Giles Perrit, Richard Longford

Chief Executive

The overall position in Chief Executives is currently forecasting £0.108m underspend. The Corporate Communications Unit has been working towards achieving the Chief Executive's Department's element of the Printing, Publicity and Advertising cross-cutting Delivery Plan. The mechanism for capturing these savings across the authority has still to be agreed hence the Delivery Plan is continuing to be reported as 'Red' and therefore the savings are now being declared as a monitoring variation.

Performance & Policy

Performance & Policy units across the Council have been merged into one unit within Chief Executives as part of a delivery plan .The implementation date for this new structure was 1st September 2011 and therefore the salary savings achieved from this process have now been established.

People Management

The Council has set a target of 6 working days per FTE. Sickness levels at the end of September are 5.46 working days per FTE for the last rolling 12 months, which is a slight increase of 0.10 days per FTE from the previous quarter.

The council wide sickness statistics are 10.18 days per FTE for the last rolling 12 months.

11.2 Delivery Plan Update

Chief Executive's has a total Delivery Plan of £0.4m for 2011/12. There is one direct delivery plan for the department and three delivery plans that will be delivered across all departments. The table below shows the summary position by Red Amber and Green rating (RAG). The detailed Delivery plan is contained in Appendix C.

Service	Red £000	Amber £000	Green £000	Total £000
Performance & intelligence	0	100	0	100
Consultation	0	100	0	100
Corporate Subscriptions	0	100	0	100
Printing, publicity & Advertising	100	0	0	100
Total	100	300	0	400

Printing, Publicity and Advertising – RED

This is where we will challenge the current demand across the council and rationalise future publicity & advertising activity. The notional saving for the department is based on reducing 25% of total council expenditure. Agreement needs to be reached on how savings are removed from departments. The aim is for savings to be driven out by the new process for approving publications.

11.3 Risks and Issues

- The success in the Printing, Publicity and Advertising delivery plan is reliant on staff changing attitudes and ways of working.

11.4 Medium Term Issues

- Civil protection unit talks are still on-going with regard to the peninsular wide unit

12. Corporate Items and Cross Cutting Issues

Revenue budget forecasted out-turn

- 12.1 As with the previous quarter's report, no variation is currently forecast on the corporate items budget, despite a challenging target to deliver just under £1m of savings from treasury management activities. Whilst there have been some favourable one off items during the year so far, the ability to achieve significant returns from our cashflow investments are impaired by continuing low interest rates. The impact of this plus increased borrowing to support our increasing Capital Programme, is reflected in the Red rated delivery plan status. We are showing £295k as red against the delivery plan total of £600k

The Treasury Management Board is still focussed on delivering a break even budget at year end.

Capital Financing Budget /Treasury Management

- 12.2 Since the last quarterly report credit conditions have deteriorated with problems with sovereign debt in the Eurozone and credit rating downgrades for a number of banks. As a result of this the decision was made to reduce credit risk by using available cash flow to repay short-term borrowing on maturity. At 30 September 2011 the Council's borrowing stood at £213.598 compared to £261.408 at 30 June 2011. All borrowing activity during the year has remained within the approved borrowing limits. Investment at 30 September 2011 stood at £95.913m down from £162,109 at 30 June 2011.

Maturity limits on Investments were also reduced with the majority of deposits made in liquid call accounts. The average rate on investments taken in the period 1 April 2011 to 30 September 2012 was 1.0246% compared to a target rate for new deposits in the year of 1%. All investment activity has been undertaken in accordance with the approved strategy and counter party limits.

- 12.3 The Treasury Management Board continues to meet regularly to discuss the actions in respect of borrowing and investments in accordance with the approved strategy. Credit conditions have had an impact on savings achieved against the overall £0.924m target although borrowing and investment decisions made earlier in the year had achieved savings of £0.305m. This together with reductions in Minimum Revenue Provision (MRP) and other interest have resulted in total savings of £0.688m. The Treasury Management board continues to review options to achieve the shortfall in savings against target of £0.236m.

- **Debt Rescheduling**

Movements in gilts over the first half of the year have reduced PWLB loan interest rates meaning that there have been no opportunities to date to achieve savings from the repayment or rescheduling of long-term debt. It is unlikely that in the current climate interest rates will move in a favourable direction but PWLB rates continue to be monitored by Council officers and our Treasury management advisors Arlingclose to take any opportunity to make revenue savings as and when this occurs.

- **Investments**

Council Officers and Arlingclose will monitor credit conditions and further deposits will be made in line with the Council's Treasury Management strategy when conditions are appropriate for such investments.

- **Reserves**

The calculation of the impairment on Icelandic deposits in 2009/10 allowed for accrued interest to be credited to revenue over the next few years. This accrued interest resulted in a transfer of £0.324m to the Icelandic Bank reserve in 2010/11 to cover the possibility of an increase in impairment. The anticipated repayment of Icelandic bank investments is now looking more favourable than 12 months ago and this reserve may not be required.

Icelandic Bank Update

12.4 The Council continues to receive regular dividend payments in respect of its investment in Heritable bank with the following dividends received in the period April – September 2011:

	Principal £000	Interest £000	Total £000
April 2011	187	10	197
July 2011	122	6	128

Further, we can confirm the receipt of the next dividend at the end of October 2011:

October 2011	126	6	132
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This brings the total amount recovered to date to £2.037m (64.6%)

12.5 Investments in Landsbanki (£4m) and Glitnir (£6m) remain subject to court proceedings. The Council is expecting its claim to be heard by the Icelandic Courts in September 2011, with a decision likely either late October or early November 2011. If the outcome is known after publication of this report, an update will be given in a timely manner to Council as appropriate.

Based on the test case hearings, the Council is hopeful that its claims will receive priority creditor status and 100% of monies in Glitnir will be recovered, with recovery of money in Landsbanki at 95%.

The Council continues to work with Bevan Brittan solicitors and the LGA continues to actively pursue the recovery of its total investments.

Contingency

12.6 Standard practice is to set a revenue contingency budget which is held within Corporate Items. For 2011/12 this is £0.500m and, at this stage, although there are no commitments against contingency, it is assumed that the budget will be used in full during the year.

Budget Virements

- 12.7 The Council's net budget requirement was set by Council at its meeting on 28 February 2011 at £208.237m. Amendments to this overall budget can only be made by Full Council. During the year there will be several movements in budget allocations across services/departments as part of the delivery of the day to day business of the Council. Movements in the budget are continually tracked and an audit trail held for budget control purposes. In addition, Financial Regulations require all budget virements in excess of £100,000 to be approved by Cabinet.
- 12.8 Cabinet are now requested to approve the budget virements detailed in Table 9. All of these virements balance to zero with the overall council net revenue budget remaining at £208.237m

Table 8 – Virements over £100k for Cabinet Approval

Virements over £100k	£000's			
	Carry forwards	Delivery Plans	Other	Total virements
DIRECTORATE				
CHILDREN AND YOUNG PEOPLE SERVICES	0	(406)	0	(406)
COMMUNITY SERVICES	0	127	(203)	(76)
DEVELOPMENT & REGENERATION	100	0	107	207
CORPORATE SUPPORT	300	175	550	1,025
CHIEF EXECUTIVE	0	105	0	105
CORPORATE ITEMS	(400)	0	(454)	(854)
TOTAL	0	0	0	0

A brief explanation of these virements is as follows:

Carry forwards

- 12.9 As part of the Corporate adjustments at closedown, monies were approved for carry forward to 2011/12. These were £100k to support Development & Regeneration fund the America's Cup, and £300k to Corporate Support for the cost of urgent ex-school demolitions. These demolitions were urgent due to on-going Health & Safety concerns relating to vandalism of both sites. The funds were being held within Corporate Items.

Budget Delivery Plan (including Disaggregation of Business Support)

- 12.10 In the previous quarter's report, we advised that the Chief Executives delivery plan contains an action to deliver a new Corporate Policy and Performance service. This involves the transfer of functions, budgets and staff from both Children's Services and Community Services business support and strategy units to the Chief Executive department.

Other

- 12.11 As part of the management of the Carefirst project a movement of budget has been made from Community Services to Corporate items. There has also been a transfer of budget re flood water management from corporate items to the service area within Development, as well as a transfer of the Centralised Repairs budget from Corporate Items to Capital & Assets which sits within Corporate support.
- 12.12 Further virements will be required going forward, and will be reported in the quarterly reports as required.

Insurances

- 12.13 As reported last time, over the past quarter, the savings on service budgets have been clawed back from departments and held within corporate items pending the annual review of reserves and provisions at year end.

Working Balance

- 12.14 The Council's working balance stood at £11.518m at 1 April 2011. This equates to 5.2% of the Council's net revenue spend for 2011/12 and remains in line with the medium term financial strategy to maintain a working balance of at least 5%.

Revenue Invest-to-Save Reserve

- 12.15 In September 2010, as part of the 2011/12 Budget setting process, the Council approved the creation of a revenue "Invest-to-Save" Reserve in the value of £2.262m. During September 2011, CMT has undertaken a further review of all reserves and recognised that certain existing reserves are no longer required, and should be used to augment the Invest-to-Save reserve.

	£m
Invest-to-Save reserve balance June 2011	2.262
CIP reserve no longer required	353
Chief Executive 2010/11 Carry-forward	12
Corporate Capital Database 2010/11 Carry-forward	31
Corporate Support 2010/11 Carry-forward	66
Invest-to-Save reserve balance September 2011	2.724

- 12.16 Following discussions with Cabinet Members, CMT further recommend that the Revenue Invest-to-Save reserve is used to fund the purchase of an ICT Data Centre at Windsor House, at £1.3m; and used to fund road repairs in the city in the sum of £1.3m
- 12.17 The Council continues, as do most organisations, to place more reliance on the continuing availability of its ICT systems. Access to information, and the increasing use of hosted systems means that additional measures need to be taken to meet these operational needs, and to comply with the Civil Contingency Act 2004. The Council has previously agreed to build a data centre facility at Windsor House. The £1.3m now being sought will provide the additional equipment necessary to furnish this facility and to operate in this new, more resilient manner.
- 12.18 Plymouth roads, as in other cities across the country, have suffered due to recent extreme winter temperatures and resultant heavy frosts. Thaws have left the roads damaged with "potholes". Following a successful resurfacing and patching programme on the road network this financial year, additional funding of £1.3m has been allocated to deal with further phases of resurfacing. This money will help address the problem, and will be prioritised as required to best serve the city.

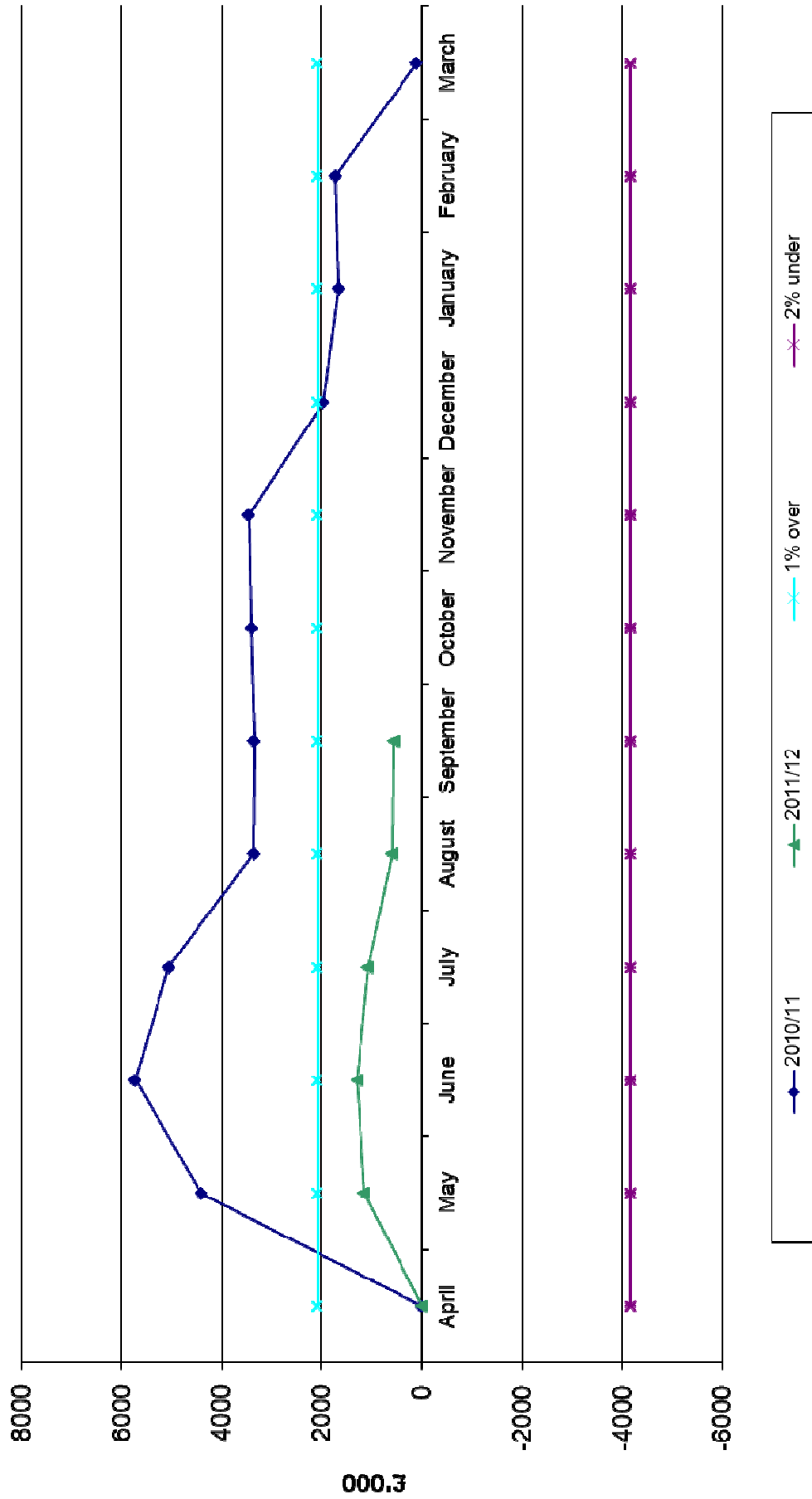
Recommendations

4. Cabinet approve the budget virements as detailed in Table 8.
5. Cabinet approve the consolidation of unrequired reserves, value £0.462m and detailed above, into the Revenue Invest-to-Save reserve.
6. Cabinet recommend to Full Council that the revised Invest-to-Save reserve be allocated £1.3m to the provision of an ICT Data Centre at Windsor; £1.3m to road repairs in the city.

SECTION E - CONCLUDING REMARKS

- 13.1 2011/12 is the first full year of significant public sector funding reductions under the new Comprehensive Spending Review. The council has prioritised reduced funding in order to continue to protect front line priority services.
- 13.2 2011/12 is year one of our three year budget, in which we need to achieve budget savings of £30m by 2013/14. It is imperative that the current year Delivery Plans are achieved in-year as they roll forward to underpin the budget for the next two years.
- 13.3 In total, the council has embarked on £15.742m of revenue budget delivery plans for the current year. Where possible, we have engaged in cross departmental officer groups to generate significant spending reductions in areas such as accommodation, business support and procurement.
- 13.4 Despite reduced funding, the council remains committed to improving services and has revised its performance management framework to ensure that key focus is maintained on performance measures that contribute most towards the council and wider city's priorities.
- 13.5 There are no critical issues to report on finance this time around, although there are some areas of variance within individual departments that require close scrutiny.
- 13.6 Revenue budgets are currently forecasting an end of year overspend of £0.569m. Departments will continue to bring forward new delivery plans in order to address this overspend.
- 13.7 During the second quarter, the percentage of Delivery Plans which are rated Green or Amber has increased from 84.5% to 89.5%. The remaining Red rated plans have therefore reduced from 15.5% to 10.5%.
- 13.8 The council still has an ambitious capital investment programme. With the inclusion of £19.1m for two academy schools, the projected capital spend over the next four years is in excess of £158m.
- 13.9 We face unprecedented reductions in future funding, and are continually receiving details of new Central Government initiatives. Officers are compiling appropriate responses to consultation documents for areas such as NNDR reform; Council Tax benefit reform. CMT has commissioned an officer working group to look at our planning for and response to welfare reform and related issues. The group's aims will include:
- Influencing National policy on welfare reform and related issues
 - Ensuring effective services for our customers most affected by the reforms
 - Recommending budget priorities in response to reforms
 - Planning medium-term strategy in response to reforms.
- 13.10 Officers are now working hard to put together the revenue budgets for 2012/13 to 2014/15. The draft budget will be signed off by Cabinet at the end of November, in preparation for our public scrutiny sessions scheduled for mid-January 2012.

General Fund Monitoring Comparison 2010/11 & 2011/12



Capital Programme – Variations and Re-profiling

Section 5.3 Table 6 cross-refers

£000	£000	£000	£000	Re-profiling for Approval
11/12	12/13	13/14	14/15	
785	236	(1,021)		<u>Basic Need</u> - Reprofiting of Basic Need (Wave 1) project expenditure based on revised cashflows. This will enable the provision of required school places for September 2012.
(197)	197			<u>Tor Bridge (Estover) Campus</u> – Reprofiting of forecast expenditure to revised cash flow. Project remains on time and within budget.
40	(45)	5		<u>Plymouth Life Centre</u> – Reprofiting of internal cost budgets to be used to fund the FF&E.
(81)	81			<u>Horsham & Staddiscombe</u> - An opportunity of additional funding from the Football Association for the Staddiscombe element of the project has led to the works being postponed in order that this can be explored.
(359)	359			<u>Corporate Accommodation Strategy</u> – Reprofiting of resources required for 2011/12 arising from changes in planned Business Case proposals.
(58)	58			<u>Woolwell & Mt Wise</u> - Rescheduling of improvements to Mutton Cove bus stop and to Woolwell roundabout.
(51)	51			<u>Royal Parade Crossing</u> – Reprofiting of the phase 2 works of this scheme into 2012/13.
4	(4)			<u>Leachate Treatment Works</u> - reprofiling.
(351)	351			<u>A386 George Junction</u> – potential compensation payments.
2,500	(2,500)			<u>East End Major Transport project</u> – cost of land acquisitions.
(1,607)	1,607			<u>Chelson Meadow</u> – Reprofiting of restoration works following detailed contractor negotiations.
625	391	(1,016)	0	Total Re-profiling for Approval

£000	£000	£000	£000	Other Variations for Approval
11/12	12/13	13/14	14/15	
(190)				<u>Devolved Capital for New Start Academies</u> – Reduction to the latest forecast in respect of these secondary allocations, which will now be paid directly to the schools rather than the Council.
33				<u>Additional School Contributions</u> – An increase to the programme in respect of school matched funding for projects, where this funding is sourced from revenue or other external means.
(57)				<u>Primary Capital Programme</u> - Saving achieved in Demolition Works at West Park School. Expenditure is reported as part of the Shakespeare school delivery.
(400)				<u>Devolved Capital Forecast</u> - This reflects the removal of centrally held devolved capital funding. This will be used to support the advanced profile of Basic Need expenditure as approved by the Schools Forum.
(31)				<u>Plymouth High School for Girls</u> – Minibus and mobile equipment.
(10)				<u>Devonport High School for Boys</u> – Boundary fence and gates.
19				<u>Eggbuckland Vale</u> – Car park resurfacing.
9				<u>Longcause</u> – Sports hall.
9				<u>Beaumont Park</u> - Variation re the installation of equipment (including benches) at Beaumont Park.
235				<u>Accommodation Strategy</u> – changes to the original works, ie, kitchen equipment and heating improvements at Martins Gate Referral Units and capitalised maintenance works at Windsor House, all funded from revenue contributions.
(28)				<u>ECO Homes - Garrison Close & Riverside</u> – Changes to the original scheme forecast.
30				<u>Smart Ticketing</u> - An increase to the current Smart Ticketing scheme which will be met by a contribution from Devon County Council.
(18)				<u>Strategic Property Acquisition</u> – Reduction on original estimate of fees.
(399)	0	0	0	Other Variations for Approval

Balancing the budget : Areas for savings, efficiency gains or increase income		Delivery Plan Savings		Progress Update	
		2011/12	Budget		Revised
		£000	Risk		R/A/G
1a	Transport: Cease concessionary transport from Sept '11 (over calculated in error, £280 was never achievable. New plans needed in 2011/12)	130	A	Transport Policy changes re cessation of Concessionary fares on track for implementation from Sept 2011. However, these changes will only produce a part year saving of £70k. Full year savings in 12/13 £120k	A
1b	Transport: Review Special School routes and develop a more flexible approach for Special Educational Needs Transport from Sept '11	80	A	Volatile budgets dependant on needs of SEN statements. A clearer position will be known by the end of October following on from the robust review of routes undertaken during the Summer	A
1c	Catering: Efficiency savings	150	A	Efficiency savings made on labour and food costs. Additionally the meal selling price has been increased to a more realistic level to reduce the amount of subsidy needed.	A
1d	Selling services to Academies	20	A	Buy back from Academies into the Education Welfare Service	G
2	Locality Restructure	100	A	Posts deleted from system	G
3	Disability Service Restructure	70	A	On track - deletion of posts and use of grant	G
4	Review staffing requirements in the light of changes to statutory Special Educational Needs policies	0	A	Restructure of SEN Services planned as part of department restructure	G
LEARNER & FAMILY SUPPORT TOTAL		550			
5	Equalities and Diversity reconfiguration	0	G	No action required for 2011/12. However, the service will be subject to a number of other DP's and a restructure that are being dealt with at DMT level	
6	Reduce Primary Advisory support	0	G		
7	Early Years - reduction in staffing	0	G		
LIFELONG LEARNING TOTAL:		0			
8	Recommissioning of placements years 0-24 in line with 'Diversion of Children From Care' PLAN	400	R	Cost and volume contract re-negotiated. In-house fostering recruitment assessments continuing. £0.260m market rate savings and £6k savings on existing frameworks. Performance scorecard developed to track Diversion of Children from Care strategy and this is reviewed each month so remedial action can be implemented as early as possible.	A
9	Staff reductions - Impact of reducing services	0	R	Supernumery posts (over establishment) now deleted and agency staff reduced. Permanent front-line staff recruitment under offer. Structures will contract in future years as the number of children in care is reduced whilst safeguarding is maintained	A
10	Secure Budget - Trends show that there has been a reduction in court ordered placements (£150k) Transport (£30k)	180	A	No secure placements used. However, the Home Office transfer of financial responsibility for young offenders remanded to the local authority may have an impact	A
11	Youth Offending Service - reduce PCC Contribution by 10%	50	G	Achieved realigning service - integrating preventative service with youth service	G
12	Review and reduce financial support and non statutory payments made to Care Leavers and review B&B	130	G	Achieved WEF 1/4/2011	G
13	Integration of various child care services - restructuring to deliver efficiencies	0	A	Intensive support service diverting children from care	A
CHILDREN SOCIAL CARE TOTAL:		760			

Savings delivered to Children & Young People by other budget delivery groups:

14	Performance and Intelligence: rationalise performance management, completion of government returns and data analysis across the council. 1/3rd of total planned savings applied to Children & Young People at this early stage of development	100	G	Informal staff consultation completed and restructuring is currently in progress	A
15	Administration & Business Support Review: Rationalise Business Support & Administration across the council. Includes savings generated from Care First project	220	A	Agreement to hold vacant posts pending formal restructure. Staff being surveyed.	A
16	Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on total council spend.	100	A	Budget reductions agreed and savings identified against cost centres. Actual spend to be closely monitored to determine level of savings achievable	A
17	Reduction in Senior Management: consistent with other departmental plan, objective of reducing senior management by 20%	50	G	Vacant posts identified for initial discussion and following Union consultation these have now been deleted	G
18	School Catering: Charge Schools for packed lunch catering arrangement* (Blue Collar Group)	60	A	Following confirmation of school lunch grant for 2011-12, work in progress to identify details and impact for affected schools. The required action will not come into place until April 2012	R
19	Area Based Grant reduction	350		EIG focus is shifting to prevention. EIG commitments reviewed and a programme of contract award is in place. Children's plan approved so now the remaining EIG can be targeted against priorities. Tendering and SLA's will be the next steps. Planned savings blocks on the EIG will target £2.005m savings which will contribute towards the ABG target DP20 above.	G
20	Early Intervention Grant reduction	1,700			G
SAVINGS FROM OTHER DELIVERY GR		2,580			
TOTAL OF ALL DELIVERY PLANS: CHI		3,890			

Green = clear plans in place / capacity to deliver identified / more than 50% of financial savings have already been realised

Amber = clear plans in place / capacity to deliver identified / clear milestones and project management arrangements identified / evidence of significant progress against these milestones

Red = no clear project plan / no milestones in place to evidence achievability of required revenue savings for 2011/12 and / or no clear capacity identified in order to implement the delivery plan.

Community Services Delivery Plans Sept '11

APPENDIX C

	Balancing the budget : Areas for savings, efficiency gains or increase income	Delivery Plan Savings		Progress Update	Revised R/A/G
		2011/12	Budget		
		£000	Risk		
1	Domiciliary Care Services: remodel in house provision	342	A	Reablement business case developed.	G
2	Supported Living: remodelling of services and standardisation of unit rates	262	A	Delivered	G
3	Care Management Services: reviewing of high cost packages and alternative service provision	200	A	Delivered	G
4	Day Care: remodelling of services and standardisation of unit rates	164	G	Delivered	G
5	Enabling and Floating Support: remodelling of services and standardisation of unit rates	463	A	Delivered or on track	G
6	Residential Care - Under 65: remodelling of services and standardisation of unit rates	570	A	On track	G
7	Workforce re-modelling: linked to CareFirst 6 and Charteris Business Process Re-design	320	A	On track.	A
ADULT SOCIAL CARE TOTAL:		2,321			
8	Events, grants and other funds initiatives	140	A	The delivery plans continue to be worked through to achieve the required savings	A
9	Reduction in revenue support grants - Theatre Royal & Pavilions	120	A	On target saving realised. Pavilions site market test will provide greater clarity on way forward for achieving future year savings.	G
10	Library Service: modernisation of service.	370	R	Library service review is continuing. £380k savings on track through staff restructure along with other actions within the service.	G
11	Museum: restructure	50	G	Savings realised through restructure.	G
12	Transfer of assets: transfer of assets / facilities to local community ownership.	0	R	Not due to commence until 2012/13, but research underway	G
CULTURE, SPORTS & LEISURE TOTAL		680			

Community Services Delivery Plans Sept '11

APPENDIX C

13	Performance and Intelligence: rationalise performance management, completion of government returns and data analysis across the council. 1/3rd of total planned savings applied to Community Services at this early stage of development	100	R	Community Services Staff included in ringfence. Restructure currently in progress	A
14	Administration & Business Support Review: Rationalise Business Support & Administration across the council.		R	Community Services engaged in project proposals but no firm savings yet identified.	R
15	Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on total council spend.	100	A	Community Services engaged in project proposals but no firm savings yet identified.	R
16	Equalities: Transforming Plymouth to self financing model and other reshaping of the service to reflect national changes, local priorities & deliver efficiency savings.	70	G	Post deleted and self financing model established. NHS have signed a short term SLA and negotiations over Longer Term SLA are looking positive.	G
17	Bulky waste: Increase bulky waste collection charge	15	G	The charges were increased on the 1st April 2011.	G
18	Management of Toilets: Transfer some public toilets from PCC to be maintained by others	200	A	Independent research into footfall is underway and a range of options will shortly be presented to Cabinet Planning	R
19	Playgrounds: Transfer some playgrounds to local community ownership	50	A	Dialogue with the community sector is underway and play spaces are being surveyed	R
20	Bowling Greens: Transfer some bowling greens to clubs / local community ownership	160	A	Plan to increase fees from April 2012 (Fee structure to be agreed), meetings with Bowling Clubs has taken place to discuss future options for alternative delivery models.	R
21	Cemeteries & Crematoria: increase fees above the rate of inflation	300	A	Charges were increased on 1st April 2011	G
22	Rationalisation of Environmental Services Structure	120	A	Completed. Posts removed from establishment by 1 April 2011	G
23	City water features: to be delivered by others	70	G	Annual maintenance was not undertaken however, a long term solution is still needed as water features are incurring cleaning costs	R
24	Reduction in Senior Management: consistent with other departmental plan, objective of reducing senior management by 20%	50	G	A range of options are currently being considered	A
25	Leisure Management Contract	250		The Leisure Management contract has now been awarded and will commence in February 2012 so there will be no savings in the current year. Full year savings will occur from 2012/13.	R
26	Review specialist placement spend	200		£217k identified to Sept 2011	A
SAVINGS FROM OTHER DELIVERY GR		1,685			

TOTAL OF PLANS FOR COMMUNITY S	4,686
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Development & Regeneration Delivery Plans Sept '11 Appendix C

Balancing the budget : Areas for savings, efficiency gains or increase income		Delivery Plan Savings			Sep-11
		2011/12	Budget	Progress Update	Revised
		£000	R/A/G		R/A/G
1	Family Intervention and Anti Social Behaviour: Review and rationalise the service to account for a total loss in Revenue Grant £682k	210	A	Saving to alleviate pressure achieved through reducing the service to fit the resources available in 2011/12, continuing to seek external funding, negotiating income from Registered Social Landlords £200k and EIG Grant £400k (£268k reduction from 2009/10). No sustainable solution identified for 2012/13 onwards.	G
2	Package of Transport Options: considering options for increased income and/or revised service provision. For example, subsidised bus fares, shop mobility, car park charges etc.	300	A	Savings identified to date: £130k from new concessionary fare repayment mechanism; £50k from Access Plymouth; £20k from income on S278/38 works. Shortfall in savings plans of £70k still being reviewed	A
3	Loss of Grant Funding: New Growth Points revenue grant removed (£1.02m). Replacement grant funding still requires further clarification	(1,020)	A	Already reduced expenditure/staffing to take account of lost grant as far as possible without adversely affecting growth agenda	G
4	Create a Growth Fund: creating a 'ring fenced' revenue growth fund from potential new revenue streams which are currently out to consultation and will become live from April 2011.	550	A	New Homes Bonus announced and ring-fenced through growth fund	G
	NEW Additional income to be achieved through new growth related revenue streams e.g. New Homes Bonus	300	A	New Homes Bonus announced and ring-fenced through growth fund	G
5	Economic Development: removal of remaining contribution to City Development Company.	200	G	Closure of the CDC delivered ongoing £200k saving, however, a CDC Legacy Fund working with the HCA and RDA has been created to support economic development activity	G
	NEW Additional income to be achieved through Fees and Charges	100	R	Department reviewing all fees and charges over and above those already built into the base budget and taking into account the difficult economic climate	R
DEVELOPMENT DIRECT PLANS TOTAL:		640			

Savings delivered to Development by other budget delivery groups:

6	Administration & Business Support Review: Rationalise Business Support & Administration across the council.	0	A	Department has already taken action to further reduce admin support in base budget of £66k.	A
7	Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on total council spend.	100	A	Department has already taken action to reduce service base budgets in these areas by £67k. Additional savings will be required to achieve this target and when identified during the year it is anticipated that the RAG rating will become green	R
8	Reduction in Senior Management: consistent with other departmental plan, objective of reducing senior management by 20%	0	G	Awaiting wider Corporate proposal but no impact on 2011/12	G
9	NEW Reduction in Senior Management: Accelerate implementation of senior management restructure	50	A	Awaiting wider Corporate proposal. Assumed to be effective from September 2011.	R
SAVINGS FROM OTHER DELIVERY GROUPS:		150			

TOTAL OF ALL DELIVERY PLANS FOR DEVELOPMENT	790
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Corporate Support Services Delivery Plans Sept '11

Appendix C

Balancing the budget : Areas for savings, efficiency gains or increase income		Delivery plan Savings		Progress Update	
		2011/12	Budget		
		£000	Risk		R/A/G
1	Finance: further refinement of the staff structure	100	9	Savings will be achieved in 2011/12 following the final changes to the Finance Management plus additional in-year vacancies	G
2	Corporate Property: Management restructure and efficiency savings on Facilities Management	100	6	Consultation with the Unions completed in February 2011. 3 Posts were removed in June 2011 and the £100k 2011/12 savings have started to be realised.	G
3	Cashiers: Revise and refine the council's approach to cash collection	100	12	Cashiers closed. Combined with plans 4, 5 & 7. We are now midway through the restructure process and new structure will be implemented from 1 September, with full savings coming on stream once staff are either redeployed or drop out of the PCC process.	G
4	Debt Management: better co-ordination of existing processes. Challenge the effective use of legal services / bailiffs etc	100	9	Combined with plans 3, 5 & 7. We are now midway through the restructure process and new structure will be implemented from 1 September, with full savings coming on stream once staff are either redeployed or drop out of the PCC process.	G
5	Income Generation: increase selling of support services externally and explore the potential for advertising on corporate assets	50	12	Combined with plans 3, 4 & 7. We are now midway through the restructure process and new structure will be implemented from 1 September, with full savings coming on stream once staff are either redeployed or drop out of the PCC process.	G
6	Audit Fee: Negotiate a reduction in external and internal audit scope and associated fees	50	6	Revised fee negotiated. Financial savings have been delivered. No FTE impact.	G
24*	Benefits Subsidy: Improvements to Housing Benefits subsidy claim to maximise income from benefit overpayments.	300	6	Joint work between finance and revs & bens has reduced our financial liability to DWP in respect of 2008/09 and 2009/10 claims. Improved processes to maximise HB subsidy claim. This financial saving is achievable based on current monitoring information.	G
7	Customer Services & Revenues & Benefits: integration of services, including Single Point of Contact & increased use of the Council website	300	12	Combined with plans 3, 4 & 5. We are now midway through the restructure process and new structure will be implemented from 1 September, with full savings coming on stream once staff are either redeployed or drop out of the PCC process.	G
8	Human Resources: staff restructure (relies on e-transactions, shared services & investment). To include a review of Trade Union Facilities	50	9	5.2 FTE reduction July 2011 further savings to be achieved through SharePoint and a new payroll database	G
9	Training & Development: review the provision of training throughout the department / council	350	12	Saving target includes ICT training team (£250k).	G
10	Democratic Services: reduce the level of Civic engagements and restructure the democratic support service	200	16	2 posts advertised and filled and Admin Support reorganised which allows deletion of 2 vacant posts. Consultation to begin on deletion of posts - additional pressures through delay in approving new Constitution and Scrutiny structure after June '11	A
11	Legal Services: Restructure the service and reduce support in non-critical areas	230	16	Discussion with finance over rationalisation of debt underway but delays have adversely impacted on elements of budget savings Legal Services are therefore revisiting its delivery plan to find alternative delivery methods.	A
12	Registration Service: challenge the structure and increase fees and charges	80	9	New fees and charges introduced, time lag due to advance bookings. Nationality checking being introduced as additional income stream.	G
13	ICT Support: Reduce support provided to departments and minimise duplication across the council (will need some ICT investment)	150	12	Departmental systems, infrastructure and telephony reviewed for duplication and reduced where appropriate. Further projected savings identified with replacement of legacy systems with enterprise solutions.	G
14	ICT direct costs: Reduce licence costs, lease costs, phone rentals, licences etc	100	9	Significant savings achieved by improved analysis and robust challenge of existing hardware and software licence portfolio.	G
15	Data Quality Project. Reduction in duplication across different systems	50	16	Awaiting investment in dynamics and data matching software to be agreed. The savings from this investment will accrue across other departments from operational savings.	A
16	Senior Management: Reduce Senior management structure/ costs by 20%	0	6	No plans in place to achieve this saving to date. Assessed as 'Green' (not Red) as no requirement for financial savings to be made in 2011	G
16a*	Senior Management: Accelerate implementation of Sen Man restructure	50	12	Requirement to bring 2013/14 savings forward to commence in 2011/12. No plans in place yet to achieve this saving hence risk assessed as red.	G
CORPORATE SUPPORT DIRECT TOTALS:		2,360			

Publicly Cross-Cutting: Savings delivered on behalf of, or reliant on, other departments

2011/12

17	Procurement: Procure To Pay / Buyer roll out. Driving efficiencies out of external purchasing	850	16	Buyers now in place for Corporate Support, Community Services, Children's and Development - processes revised and updated. Beginning to realise financial savings. Savings vs target will be closely monitored throughout the year.	G
17a	Corporate Support: Procurement *	381		Added target as part of the 2011/12 final budget setting process in February 2011. Proposed contingency of £400k from 2010/11 end of year adjustments.	A
18	Customer Contact Centre: bring in services from other departments into contact centre. Improve service & reduce costs	100	12	Social Care complaints now successfully moved and finalising plan to move car park telephone queries progressing well. Implementation of Microsoft Dynamics CRM critical to moving other services - progress dependent on installation of latest version of Dynamics which is behind schedule.	A
19	Employee Terms & Conditions: review and revise Terms and Conditions across the whole council *	700		At least £400k of the £700k savings target at risk due to delay in implementing the new Terms and Conditions.	A
20	Workforce Management: remove duplication with staff based within departments	70	8	Staff still within departments - next step requires CMT buy-in to moving resources into one co-ordinated organisational team	R
21	Print and Document Services (PADS) - consider options for future service delivery and/or increase productivity	0	20	Intending to undertake options appraisal back end of 2011/12. No financial or staff savings planned for next financial year	G
22	Accommodation Strategy	715	12	Vacated several satellite offices generating £350k under phase 1 from actions to date. Risk of not achieving £750k in 2011/12 due to delay in selling the Civic. Bringing forward Phase 2 asset disposals to mitigate this risk.	A
		150	12		A
23	Business Support: restructure across the Council - anticipated savings attributable to Corporate Support	50	9	This plan is aimed at saving significant sums of money across all departments through a comprehensive restructure of Business Support. No tangible plans in place as to how this will be achieved - hence assessed as 'Red'	R
CORPORATE SUPPORT INDIRECT TOTAL:		3,016			
TOTAL DELIVERY PLANS CORPORATE SUPPORT		5,376			

Chief Executive Delivery Plans Sep '11

Appendix C

	Delivery Plan savings	Budget	Progress Update	Revised	
				2011/12	R/A/G
				£000	RAG
Balancing the budget : Areas for savings, efficiency gains or increase income					
1	Performance and Intelligence: rationalise performance management, completion of government returns and data analysis across the council. 1/3rd of total planned savings applied to Chief Executives at this early stage of development	100	G	Lots of good work has been carried out to restructure in order to realise this DP within the timescales originally set - this has now been successfully implemented. The DP is still being reported as Amber as there is still a slight shortfall in achieving the targets originally set, however other ways on delivering these savings are being reviewed within the Department.	A
2	Performance and Intelligence: Impact of losing the Performance Reward Grant. Overall restructure linked to Item 1 above	0	G	Risk assessment included in PID. Main risks highlighted here	G
CHIEF EXECUTIVE DIRECT PLANS TOTAL:		100			
Savings delivered on behalf of, or reliant on, other departments					
2	Consultation: Better joined up / rationalised small team of dedicated consultation staff. Look at duplication between departments and ensure consultation activity is relevant and required	100	G	Although the restructure above addressed this action there is still a question over whether this activity is still being carried out within Departments, therefore the DP is resported as Red.	A
3	Corporate Subscriptions: challenging the need for subscriptions to professional organisations. Joining up subscriptions and/or removing non essential spend.	100	G	Departments requested to submit business plans. These indicate a substantial saving compared to previous years could be achieved in 11/12, exceeding budget targets but some departments are yet to respond. These savings will not be directly cashable. Final position will not be known until year end but will be monitored during the year.	A
4	Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on reducing 25% of total council spend.	100	A	Agreement needs to be reached on how savings are removed from departments. Savings are being driven out by the new process for approving publications but this will not deliver the corporate savings of £400k. To be raised/discussed at SMT	R
CHIEF EXECUTIVE INDIRECT PLANS TOTAL:		300			
TOTAL OF ALL DELIVERY PLANS FOR CHIEF EXECUTIVES:		400			

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Overview and Scrutiny Management Board

Request for this information was made, by Councillor Nicholson, at the OSMB agenda planning meeting held on 30 November 2011.

I. A summary of the implementation to date of the revised arrangements:

Criteria for events and engagements to which the Lord Mayor is invited were introduced in December 2010:

Events the Lord Mayor will attend:

- Council initiatives/events that support the council's/the city's priorities
- Community events – events organised by local people and attended by local people. This includes improving the representation and participation of minority groups.
- Military events – Armed Forces Week, Atlantic Day Blitz service, memorial/remembrance services, home coming parades etc
- Council meetings, Lord Mayor Choosing events, events relating to Freeman/Aldermen of the city, Citizenship Ceremonies, Remembrance Sunday, Fishing Feast
- Religious ceremonies and events of all denominations
- Twinning
- Traditional events ie, Thanksgiving, Queen's Anniversaries, Scott 100
- 100th birthday celebrations and visits and significant anniversaries

Events the Lord Mayor will not normally attend:

- Purely commercial/business engagements unless they are likely to have a measurable/positive/significant impact on the local economy (increasing jobs/training/apprenticeships/...)
- Charity events, unless they support the city's/council's priorities
- Social events, which may include performances by theatre/ drama groups; ward members/other councillors'/ events; family occasions; dinners and dances
- Events held outside the city of Plymouth, unless there is a specific and overriding factor

However, the council will be flexible and will take a common sense approach to the criteria when assessing invitations received by the Lord Mayor.

The number of events and engagements attended by the Lord Mayor in 2010/2011 was 562 (47 per month) and, to the end of October 2011, 204 engagements had been attended (30 per month).

Other

The focus of the Lord Mayor's staff is on the council's civic programme and Lord Mayoral support rather than upon the Lord Mayor's charities. The Lord Mayor's office does not have the staff resources to act as fundraisers and the Lord Mayor is advised to set up a charity committee. However, the staff may assist with the content and wording of tickets,

posters, menus etc; bank charity monies; balance the account at the end of the year; and provide mailing lists.

Councillors' annual visit to the pantomime at the Theatre Royal has been discontinued and, instead, the complimentary tickets are distributed to looked after children.

The annual civic heads social event has been discontinued and the Lord Mayor no longer accepts invites to other authorities' civic heads social events.

2. How many invitations have been received, accepted and declined?

The number of engagements received since May 2011 is 321 of which 207 have been accepted and 114 have been declined.

3. Customer feedback results

Feedback is always sought after civic events. Below is a sample of some of the comments, which are closely considered when either the same or a similar event is being organised.

Lord Mayor's Choosing, AGM (May) – positive: children's ukulele band excellent, well organised, excellent throughout ... less positive: sound not good at rear of Guildhall, should be a time limit for speeches, don't like cardboard cups (refreshments after the ceremony).

Lord Mayor's Choosing, evening dinner (May) – probably the best dinner I've had in the Guildhall, menu and wine very good, very enjoyable, price just right ... less positive: overpriced and poor menu, couldn't hear the entertainment.

Lord Mayor's Choosing, civic service) (May) – thoroughly enjoyed the service, well organised ... less positive: should be more orders of service, order of precedence not observed in the seating arrangements.

2nd Royal Tank Regiment homecoming parade (July) – positive: entire event was a success, excellent, very good, perfect, well organised, good to have children there, use of the Big Screen was great ... less positive: vegetarian pasties could have been available, difficult to hear at times, a programme would have been nice.

Fishing Feast (July) – positive: excellent day, good hotel, very good food, hope we do the same next year... less positive: more varied food would be nice, would like different music.

3 Commando home coming parade (November): very positive feedback received from councillors, dignitaries and the media (no less positive feedback received).

Remembrance Sunday Service (November): feedback currently being received.

Currently, the Lord Mayor's office does not ask organisers of external events for feedback. However, letters of thanks are regularly received. The National Association of Civic Officers provides some suggestions about asking for and obtaining feedback – these are currently being examined with a view to introducing a feedback process for each external event.

4. Review of current budget spend

The Democratic and Member Support Manager has been charged with achieving a £200,000 budget saving in the 2011/2012 financial year. This equates to a 23.5% saving on a total budget of £849,077 (Democratic Support, Lord Mayor, Elliot Terrace, Overview and Scrutiny and Special Functions).

The Lord Mayor's annual budget is as follows:

	£
Lord Mayor (This budget includes the salaries of the Civic Support Manager, the Lord Mayor's Secretary and the Mace Bearers, the Lord Mayor's allowance, fuel and leasing costs for the Lord Mayor's vehicle, printing, photocopying and postage)	161713
Special Functions (Lord Mayor's Choosing events, Remembrance Sunday Service on the Hoe, homecoming and freedom parades, Lord Mayor's Day, Lord Mayor's Carol Service, the Fishing Feast and hospitality)	73000
Elliot Terrace (This budget includes the salary of the housekeeper, electricity, gas, rates, water charges, sewerage, refuse and laundry and excludes annual repair and maintenance costs)	51787
Total	286500

Staff cost savings:

	Annual saving £
LM Secretary post reduced from 5 days/week to 3.5 days/week	7600
Dem/Member Support Asst deleted. Previously 2 administrative posts, now there is one post shared between the Lord Mayor's office and Democratic Support (£19,300 divided by 2)	9650
Other staffing cost savings to be realised in 2011/2012	17500
Total	34750

Special functions: over the past 2 years, concentrated efforts have been made to ensure that the budget for each function is not overspent. In most cases, special functions have been delivered within budget. One exception is the cost of hosting the 3 Commando homecoming parade, approximately £12,500. This will result in a budget overspend of £7,500 under this cost centre heading.

The Lord Mayor's hospitality budget is £20,000/annum. Target saving is £10,000. Expenditure to date is £4,000.

5. Report on the use of Elliot Terrace.

The licence agreement with the Lord Chancellor's office achieves an income of £6,000 a year.

Guided tours: the delegated decision taken in February this year stated that, 'If the number of tours continues at its current level (20 - 30 guided tours conducted each year) this will produce an annual income of around £2,000 which will contribute to the income target set. The number of tours cannot be accurately forecast as the number of guided tours may diminish once charges are introduced.'

The number of paid for tours has been five to-date which has achieved an income of £490. No marketing of guided tours at Elliot Terrace has yet been undertaken but this is scheduled to take place by the end of the financial year.

One of the reasons for introducing charges was to cease the practice of the council subsidising tours as the Mace Bearer's time and the housekeeper's time, as well as the cost of refreshments, were not charged for. The Lord Mayor may still choose to offer guided tours to local and community groups and the cost of this is deducted from the Lord Mayor's hospitality budget.

All of the council's assets are being examined with a view to maximising their use and/or income. It is too early to provide a report to Members on further use of Elliot Terrace as the consideration of options is at a very early stage.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
30 NOVEMBER 2011**

TRACKING DECISIONS

Grey = Completed

OVERVIEW AND SCRUTINY MANAGEMENT BOARD 2010/11 DECISIONS

Minute number	Decision	Date agreed	Action by	Progress	Target date
95	Budget and Corporate Plan Scrutiny 2011 Agreed the Budget and Corporate Plan Scrutiny Report 2011.	26/01/11	Cabinet	Response received at OSMB on 23 March 2011 and update provided to meeting on 21 September 2011. Recommendation Agreed.	
R2.1	where shared service arrangements with other local authorities are being developed, the Overview and Scrutiny Management Board be given an oversight role. Partners should be involved at the earliest opportunity to ensure a more joined up approach in delivery of shared services.		Ian Gallin and Adam Broome	As and when proposals for shared services are at an appropriate point in discussions O&SMB will be advised.	
R2.3	Value for Money and performance benchmarking information against the Council's 'family group' should form part of the performance management reporting that is submitted to the Overview and Scrutiny Management Board.		Ian Gallin and Adam Broome in consultation with CMB	There are now no national performance benchmarking tools available to assess comparative performance. The Local Government Group is developing a prototype tool which will be available to all councils towards the end of 2011/12. This year the council will be able to compare cost and performance using CIPFA's VFM tool, which provides annual data, and this will be used for the budget challenge. Comparisons are now more likely to be based on the unitary rather than family group, as this will be more challenging.	

Minute number	Decision	Date agreed	Action by	Progress	Target date
R2.4	The Corporate Income Recovery Plan relating to how the Council collects the money owed to it from a variety of sources should be the subject of pre-adoption scrutiny by the Support Services scrutiny panel. Options relating to cash collection as set out in the Corporate Support Services budget delivery plan should be included.		Adam Broome	Quarterly reports tabled showing work strand green. Cashiers closed on 31 March 2011 as planned, with presentations and communications with members and officers taking place throughout the closure.	
R.2.5	That the Overview and Scrutiny Management Board receive a progress report on the Council's new procurement initiatives , namely Procure to Pay, buyer rollout, and 'sell to Plymouth'. The Board will monitor, through the quarterly performance and finance monitoring reports, ongoing work around these projects which equate to £4m savings over the next 3 years.		Adam Broome	Progress has been reported quarterly – with regular up-dates on new procurement initiatives through the Support Services Scrutiny Panel.	
R2.6	That governance and scrutiny arrangements are agreed between the Scrutiny Management Board and the Cabinet and the Corporate Management Team with regard to the prioritisation of the capital programme and the 'invest to save' programme.		Anthony Payne	The original timeframe for this piece of work was by June 2011. In the current national climate of capital funding to local authorities being subject to significant change and uncertainty over funding levels beyond the current year the work is ongoing at present. In the meantime changes to the capital programme continue to be reported via Cabinet and Council enabling scrutiny of any decisions. These changes are carefully prioritised against the Council's scarce resources. The revised timeframe for the work to be completed is by December 2011.	
R2.7	That draft proposals for years 3, 4 & 5 of the capital programme be prepared for this budget and as part of the ongoing budget setting process.			Cabinet have been asked to advise when it would be considered appropriate. Response awaited.	

Minute number	Decision	Date agreed	Action by	Progress	Target date
R2.8	That a proposal for a small grants scheme for community and voluntary groups is developed and implemented jointly with Plymouth 2020		Ian Gallin	Funding for this has been agreed from Performance Reward Grant (£3k pa 2011-14) and the Third Sector Consortium, which has agreed to administer the scheme, is seeking matching funding.	
R2.9	That urgent consideration is given to addressing the funding shortfall for the Volunteer Centre and infrastructure support for community and voluntary groups created by the ending of Local Area Agreement Performance Reward Grant.		Ian Gallin	Funding has been secured from PRG and partners and the contracts renewed for 2011/12.	
R2.10	In making savings to the cost of senior management , a risk analysis of potential loss of capacity within the Council to deliver its change agenda should be undertaken.		CMT	Senior management review still being considered by the Chief Executive and considerations around capacity will be part of the work.	
R2.11	That Directors and Assistant Directors should ensure that reporting of service provision which affects people (for example adults' and children's social care) should include statistics as both a percentage and in terms of actual numbers of people. Where possible, measures of dispersion – geographic / neighbourhood information should be included.		SMT	Statistical data referred to where appropriate in the short narrative that accompanies, for example, the performance scorecard.	
R2.12	Cabinet and delegated decision reports include provision to indicate where an Equality Impact Assessment is required, and, if so, this is listed as one of the background papers.		SMT	Implemented – Guidance on completing committee reports now reflects this requirement.	
R2.13	That consideration should be given to ensuring that there is better public understanding of the role of the Plymouth 2020 Partnership and how community views are represented on it.		Ian Gallin	P2020 Executive currently considering future development of the constituent Theme Groups and Boards and the role they play in relation to the wider community, given the requirements of new legislation e.g. Health and Wellbeing Board	

Minute number	Decision	Date agreed	Action by	Progress	Target date
R3.2	That a prioritised list of capital projects in Children's Services be prepared and published pending clarity from Government about the availability of resources				
R3.3	That a review of all grants relating to the provision of children's services that are not continuing, with succession arrangements, is published		CMT	This will be reported in the second quarterly report	
R4.1	That the recycling target be reviewed in the light of Plymouth's aspirations for excellence and the benchmarks for similar authorities within the Council's 'family group'.		Carole Burgoyne	<p>Recycling targets have been reviewed and benchmarked with similar authorities. The performance targets selected are realistic but challenging and exceed national targets for the re-use, recycling and composting of household waste. The 2010 /11 recycling performance was the highest the authority recorded for this indicator, providing a demanding baseline upon which future more challenging targets could be set. The performance targets are 33% for 2011/12; 34% for 2012/13; 36% for 2013/14.</p> <p>On 13 Sept Cabinet will consider a report that includes pilot extension of garden waste to Nov 2011; an expansion of garden waste collection to 19,000 households in 2012; a pilot for glass recycling in 2012; and soft pilot testing for a replacement for the Material Recycling Facility</p>	

Minute number	Decision	Date agreed	Action by	Progress	Target date
R4.2	That a policy with respect to community transfer of assets in line with the provisions within the Localities and Decentralisation Bill be developed and submitted to the Scrutiny Management Board. Specifically the feasibility of asset transfers referenced within Community Services budget delivery plans should be quantified.		Adam Broome, Carole Burgoyne and Ian Gallin	Discussions ongoing and will be brought forward as appropriate	
R4.3	That a review of all grants relating to the Community services that are not continuing, with succession arrangements, is published.			This will be reported in the second quarterly report.	
R4.5	That a Volunteering Plan for the city is produced, including provision for the increased use of Community Payback resources to undertake work on behalf of the Council and partners to increase efficiency savings.		Peter Aley	The Guild has agreed to work with the council to produce this Plan, but the deadline needs to be later in the year. In the meantime, information promoting Community Payback has been circulated to Neighbourhood Liaison Officers.	
R4.6	Plymouth takes a lead role in establishing a Crime Panel in line with legislative proposals.		Carole Burgoyne	Plymouth City Council has reached agreement with other authorities in Devon & Cornwall that it will lead this work and is in discussion with stakeholders about development of the Panel.	
R4.7	That targets for the Personalisation agenda be set in line with 'family group' authorities rather than regional comparators.		Carole Burgoyne	There is now just on national target, which is 60% by April 2012 and 100% by April 2013. We are on track to meet this target and compare favourably with our family group.	

Minute number	Decision	Date agreed	Action by	Progress	Target date
R4.8	Proposals for use of the £3.5m health fund , and any other related unallocated resources be brought to the Health and Adult Social Care scrutiny panel.		Carole Burgoyne	We secured money from the DH for 2010/11, 2011/12 and 2012/13 to support us with winter pressures, post discharge support from hospital and for re-ablement. We undertook to brief Health, Overview and Scrutiny in their June meeting and we were asked to return with a more comprehensive account of the spend on 14th September 2011. The monies for this year and next need to be spent on services that benefit both Health and Social Care and we have a number of jointly agreed priorities with health partners around which we are developing business cases which will then be implemented.	
R4.9	Details are provided of the specific proposals about savings related to events, grants and other initiatives as set out in the Culture, Sports and Leisure budget delivery plan.		Carole Burgoyne	This item contains a number of small scale savings in different areas. Most are on target , and we are examining the others and where appropriate considering other areas to ensure that the required level of savings are achieved	

Minute number	Decision	Date agreed	Action by	Progress	Target date
R5.0	Details are provided of the transport options for savings currently being considered in the budget delivery plan.		Anthony Payne	To date £230K of the total £300k savings have been identified. This includes: £130K from concessionary fares (new reimbursement rate introduced but savings subject to overall demand on concessionary travel); £50K from Access Plymouth (achieved through new working practices); £30K projected from mooring fees; £20K from new rates for S.278/S.38 highway works. Work is ongoing to identify the remaining £70k savings.	
R5.1	Following ministerial feedback, the revised Local Economic Partnership for Plymouth be reviewed by the Growth and Prosperity overview and scrutiny panel		Anthony Payne	A report will be taken to the Plymouth Growth Board on 3 Oct 2011. A report on growth, which includes the LEP and its delivery arm in Plymouth, the Growth Board, is going to September's Growth and Prosperity Panel.	
R5.3	That interim targets for job creation between now and 2026, including monitoring and evaluation criteria with regard to sustainability should be put in place to enable more effective monitoring.		Anthony Payne	A study of the city's economy will be published in Sep/Oct 2011 and when trends are analysed it will become possible to explore/agree targets	
20 (1)	Tracking Decisions <u>Agreed</u> that – the concerns highlighted regarding the lack of Equality Impact Assessments and failure to set target dates against the budget scrutiny recommendations be raised at the Board's next meeting in September;	27/07/11	OSMB	To be raised under discussions on progress against Budget Scrutiny recommendations at the Board's meeting on 21 September 2011	

Minute number	Decision	Date agreed	Action by	Progress	Target date
(2)	Cabinet be recommended to arrange provision of monthly budget updates to the Overview and Scrutiny Management Board;		Cabinet	Recommendation considered by Cabinet on 13 September 2011 who agreed that the OSMB would continue to receive the full quarterly Performance and Finance Monitoring Reports and extracts from the report will be submitted to City Council meetings.	
23	<p>Task and Finish Group Updates/Reports Localities and Neighbourhood Working Review <u>Agreed</u> to recommend to Cabinet all of the following recommendations, subject to the inclusion of Councillor Lowry's proposal to cost the amount of officer time spent on localities working.–</p> <p>(1) Locality and Neighbourhood Working should be renamed Neighbourhood Working;</p> <p>(2) Locality Teams as set up as part of Locality and Neighbourhood Working arrangements in February 2010 should be discontinued. A member of the Council's Senior Management Team (SMT) should be nominated for each Ward within the city, with designated duties with respect to support for Ward Councillors and Neighbourhood Working. The Lead Ward Councillor decision should be rescinded;</p>	27/07/11		Recommendations considered by Cabinet on 13 September and City Council on 10 October 2011. An extract from the minutes of that meeting containing the response to the Board's recommendations is attached as an appendix to this tracking schedule.	

Minute number	Decision	Date agreed	Action by	Progress	Target date
(3)	best practice protocols regarding neighbourhood meeting arrangements should be produced and shared amongst Neighbourhood Liaison Officers and newly designated SMT members with a view to promoting, implementing and monitoring consistent high quality arrangements;	27/07/11			
(4)	the role and identity of members should be included in publicity regarding neighbourhood meetings;				
(5)	Neighbourhood Liaison Officer (NLO) roles should be reviewed to ensure that skill sets of individuals match the demands of the job. Specific training needs analysis should be carried out to ensure training and development is available where needed. Line managers of NLOs should include the role within the NLO's personal objectives, and seek feedback from Members at appraisal. NLO's and their line managers should ensure that the role is integral to, rather than in addition to their work programme, and that adequate support is available to assist them in the role;				
(6)	revised arrangements should be commended to Plymouth 2020 partnership and, subject to agreement be publicised and briefed to relevant stakeholders from all agencies and to residents;				
(7)	analysis of repeat issues in Neighbourhoods, and of complaints should be undertaken to ensure that the necessary learning is taking place. This practice should be included in best practice protocols for Neighbourhood Working;				
(8)	a review is undertaken by the Customers and Communities Overview and Scrutiny Panel and a report submitted to the Overview and Scrutiny Management Board with respect to the role of community infrastructure and community anchor organisations in supporting neighbourhood working;				

Minute number	Decision	Date agreed	Action by	Progress	Target date
(9)	the Shadow Health and Wellbeing Board takes responsibility for ensuring that neighbourhood level interaction takes place with key health agencies;	27/07/11			
(10)	plans are put in place to adopt the proposed boundary changes set out in the overview report;				
(11)	Neighbourhood Profiles are reviewed and updated in line with the findings and recommendations of this review;				
(12)	a review is undertaken of communication methods around neighbourhood working, with recommendations back to the Customers and Communities Overview and Scrutiny Panel;				
(13)	the Constitution be updated to reflect revised member and officer accountability arrangements for Neighbourhoods and Wards;				
(14)	a review of these arrangements is carried out as a Task and Finish Group in July 2012.				
26	<p>Work Programmes</p> <p><u>Agreed</u> the work programmes as submitted, subject to the Overview and Scrutiny Management Board taking the lead in driving localism agenda through the Council and inviting all Members to a Localism Bill Seminar.</p>			<p>Recommendations considered by Cabinet on 13 September 2011 who responded that –</p> <p>they support the need for Member briefings and seminars on new legislation and will instruct officers to take this work forward jointly between OSMB and relevant Portfolio Holders starting with a Member seminar of the Localism Bill.</p>	

Minute number	Decision	Date agreed	Action by	Progress	Target date
(4) (5) (6)	<p><u>Recommended</u> to Cabinet – that Cabinet undertake urgent discussions with Cornwall County Council, Devon County Council and Torbay Council to minimise the difficulties that the exodus of local authority maintained schools to become Academies is causing Plymouth and its neighbouring authorities;</p> <p>the adoption of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982;</p> <p>the content of the draft Sex Establishment Licensing Policy with the inclusion of the following –</p> <ul style="list-style-type: none"> • (hours of opening) to include ‘Good Friday’ on a similar basis to Sundays; • (notification) that residents, chairs of school governors, religious establishments, within a specific distance from the proposed sex establishment, as well as the relevant Ward Councillors, are notified of any application by individual letters. 	27/07/11		<p>the OSMB recommendation on school academy transfers is noted and that Cabinet requests a financial report, outlining the risks of schools not buying into council services, as part of the budget report;</p> <p>the OSMB is advised that the officer report on the Sex Establishment Licensing Policy document, to be considered by Cabinet on 15 November 2011, will address the recommendations of the scrutiny panel.</p>	
34	<p>Future of Civic Centre</p> <p><u>Recommended</u> that an all member briefing be held on the future of the civic centre.</p>	07/09/11	Cabinet		
35	<p>Proposed Non-Immediate Article 4 Direction for Houses in Multiple Occupation</p> <p><u>Agreed</u> that the monitoring and implementation of the Article 4 Direction for Houses in Multiple Occupation be referred to the Growth and Prosperity Overview and Scrutiny Panel for inclusion in its work programme.</p>	07/09/11	Growth and Prosperity OSP	Referred to Growth and Prosperity OSP and included in work programme.	

Minute number	Decision	Date agreed	Action by	Progress	Target date
36	<p>Joint Finance and Performance Report <u>Agreed</u> that written responses be provided to the Overview and Scrutiny Management Board with regard to –</p> <p>(1) what was being done to improve the time taken to process new housing benefit claims;</p> <p>(2) how new schemes in the Capital Programme were being funded;</p> <p>(3) whether more imaginative ways of funding repairs and maintenance to the City's Victorian-style school buildings were being investigated;</p> <p>(4) clarifying the £0.234m forecast overspend in Environmental Services.</p>	07/09/11	Head of Finance	Written responses have been obtained and are attached as an annex to this tracking resolutions schedule.	
37	<p>Urgent Decisions <u>Agreed</u> that post-decision scrutiny be undertaken of the De-Recognition of Unison from Local Collective Bargaining Arrangements.</p>	07/09/11	OSBM	PID drafted and to be considered at OMSB meeting on 30 November 2011.	
38	<p>Forward Plan Items <u>Agreed</u> that the Board's concerns at the late inclusion of new items in the Forward Plan with short timescales for decision-making be raised with the Leader and Chief Executive at its next meeting on 21 September 2011.</p>	07/09/11	OSMB	Raised at meeting on 21 September 2011 with Leader and Chief Executive who reported that Cabinet often had to make decisions quickly. It was however acknowledged that the authority could do better in terms of pre-decision scrutiny.	
41	<p>Appointment of Vice-Chair <u>Agreed</u> that Councillor Lock, having been proposed by Councillor Mrs. Bowyer and seconded by Councillor Browne, is appointed Vice-Chair for the purpose of this meeting.</p>	21/09/11		Councillor Lock took the Vice-Chair for the meeting.	
45	<p>Leader and Chief Executive <u>Agreed</u> that responses be provided in writing to Members of the Board in respect of –</p> <p>(1) the economic gain to the City from the America's Cup, including a breakdown of what it actually costs the City to host the event;</p>	21/09/11		Written responses have been obtained and are attached as an annex to this tracking resolutions schedule.	

Minute number	Decision	Date agreed	Action by	Progress	Target date
(2)	visits to the Life Centre being restricted to parties only accompanied by the Cabinet member for Finance, Property and People.	21/09/11			
46	<p>Update on Budget Scrutiny Recommendations See also minute number 95 above. <u>Agreed</u> that responses be provided in writing to Members of the Board in respect of –</p> <p>(1) a list of shared service projects currently being considered;</p> <p>(2) the situation in Plymouth regarding the new homes bonus;</p> <p>(3) progress on the Local Enterprise Partnership (LEP).</p>	21/09/11		Written responses have been obtained and are attached as an annex to this tracking resolutions schedule.	
47	<p>Tracking Decisions <u>Agreed</u> that –</p> <p>(1) the tracking decisions schedule is updated to reflect progress on budget scrutiny recommendations, as reported under minute 46;</p> <p>(2) a written response is sought from Cabinet on when it would be appropriate to prepare draft proposals for years three, four and five of the capital programme as part of the ongoing budget setting process;</p> <p>(3) a written response is sought to the question raised in relation to the writing up of monthly tonnage rates at the tip, together with an explanation as to why this is no longer happening;</p> <p>(4) Cabinet's response to the Board's recommendations, including the Localities and Neighbourhood Working Review is circulated to Board Members and incorporated into the tracking schedule.</p>	21/09/11		<p>See minutes 95 and 46 above.</p> <p>Written responses have been obtained and are attached as an annex to this tracking resolutions schedule.</p> <p>See minute 23 above and attached annex.</p>	
49	<p>Annual Scrutiny Report <u>Agreed</u> –</p> <p>(1) that a more fitting tribute to Councillor Viney is included;</p> <p>(2) subject to (1) above, that the Annual Scrutiny Report is submitted to the next meeting of City Council.</p>			Report updated and submitted to City Council on 10 October 2011.	

Minute number	Decision	Date agreed	Action by	Progress	Target date
50	<p>Task and Finish Group Updates/Reports <u>Agreed</u> that approval of the Growth and Prosperity Task and Finish Group Winter Maintenance report be delegated to the Scrutiny Lead Officer in consultation with the Chair of the Overview and Scrutiny Management Board, Councillor James, and Councillor Mrs. Aspinall.</p>	21/09/11		Report approved and submitted to Cabinet on 18 October 2011. A copy of the report also submitted to OSMB on 30 November 2011 for information.	
51	<p>Recommendations The Board endorsed and <u>agreed</u> the following recommendations – <u>Customers and Communities OSP</u> Appeal against Council's response to a Petition (1) The Council's response to the petition was satisfactory; Work Programme (2) the revenue and benefits service item is removed from the Customers and Communities Panel's work programme and any issues concerning benefits make-up are considered within the universal credit and/or financial inclusion service items on the programme; (3) a task and finish group on social media; <u>Children and Young People OSP</u> Tracking Resolutions (4) the panel look at Child Poverty at its November meeting; Priorities and Challenges for Children's Services (5) the Child Poverty Multi-agency Delivery Plan prepared as a result of the motion accepted at City Council on 25 July 2011 is reviewed by the Children and Young People's OSP at its meeting on 10 November, prior to its approval by Cabinet. The review will ensure that targets, actions and milestones within the plan are SMART, appropriately resourced and prioritised.</p>	21/09/11		Board's approval of these recommendations has been fed back to the relevant panels.	

Minute number	Decision	Date agreed	Action by	Progress	Target date
(1) (2)	<p>Project Initiation Documents <u>Agreed</u> – the Project Initiation Documents in respect of –</p> <ul style="list-style-type: none"> • Children’s Emotional Wellbeing and Mental Health • Safeguarding Vulnerable Adults (as amended) <p>(2) that approval of the Apprenticeships Project Initiation Document be delegated to the Scrutiny Lead Officer in consultation with the Chair and Vice-Chair of the Overview and Scrutiny Management Board.</p>	21/09/11		Approval of the PIDS fed back to the relevant panels. Children’s Emotional Wellbeing and Mental Health Task and Finish has now been completed.	
53 (1) (2) (3) (4)	<p>Work Programme <u>Agreed</u> that –</p> <p>(1) the De-recognition of Unison is added to the work programme of the Overview and Scrutiny Management Board;</p> <p>(2) consideration is given to using a provisional meeting to look at the next Joint Finance and Performance Monitoring Report;</p> <p>(3) approval of the Customers and Communities Overview and Scrutiny Panel’s Project Initiation Document on Social Media is delegated to the Scrutiny Lead Officer and the Chair and Vice-Chair of the Overview and Scrutiny Management Board;</p> <p>(4) the Growth and Prosperity Overview and Scrutiny Panel undertake a task and finish group on the 5-week programme of works to the Tamar Bridge.</p>	21/09/11		All approvals/recommendations fed back to the relevant Panels.	

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OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Written responses to questions raised at meeting
held on 7 September 2011



JOINT FINANCE AND PERFORMANCE REPORT

- Q1 What is being done to improve the time taken to process new housing benefit claims?
A1 The department restructure process focused on driving improvement throughout the service. The implementation date for the new structure is 1 Nov '11 and we would expect improvement on this deliberately challenging target to start to 'kick in' from Jan '12.
- Q2 How are new schemes in the Capital programme are being funded?
A2 As discussed at the meeting, there are three main sources of funding available; specific grant funding; capital receipts; unsupported borrowing. In the current economic climate, capital receipts are under pressure and shortfalls are being supplemented by unsupported borrowing. Officers continue to monitor to effect the best funding available.
- Q3 Whether more imaginative ways of funding repairs and maintenance to the City's Victorian-style school buildings are being investigated?
A3 The responsibility for the maintenance of schools buildings is nationally delegated to schools and their Governing bodies. There is a weighting in Plymouth's formula funding that means that those schools that are of Victorian get an age weighted factor which offers them slightly more funding than newer properties. However it is true that all schools spend considerably less on repairs and maintenance than is recommended as an industry standard. The recommended level is £65/m² and the school average is £41/m².
- Schools have been able to undertake capital repairs using devolved capital funding, however this have been reduced by 81% in this years government allocations. This has made a big difference to the amount of work the schools can achieve. The Council has retained some funds for schools to bid into to supplement their funds to achieve larger scale repairs.
- Given the scale of capital funding available is now much less, it has been proposed to the premises sub group of Schools Forum that a pooled arrangement of funds held at local authority level would be more affective in dealing with repairs, allowing larger projects such as boiler replacement more major roof repairs to be undertaken at schools on a turn by turn basis. However this proposal was resisted in favour of the current delegated model.
- Q4 Clarification of the £0.234m forecast overspend in Environmental Services.
A4 Please see table below -

The net overspend is made up of the following major variations -

Service	Major Variations <i>(only major variations over £0.050m are shown so this will not add up)</i>	Variation £m	Net Variation £m
Waste Disposal	Employee savings via contracting activity at Weston Mill	-0.279	
	Landfill Tax Rebate	-0.395	
	Increased gate fees	0.300	
	Net Favourable Variation		-0.331
Parks	Foreshore repairs	0.039	
	Jennycliff Landslip R&M	0.089	
	Capital recharge savings	-0.072	
	Net Adverse Variation		0.018
Waste Collection & Street Scene	Transport costs (fuel and repairs)	0.712	
	Employee vacancy net of Pertemp	-0.162	
	Net Adverse Variation		0.543
Public Protection Services	Increased income	-0.251	
	Net Favourable Variation		-0.269
Fleet & Garage	Capital recharge savings	-0.118	
	Net Favourable Variation		-0.145
Total Adverse Variation			0.234

Capital recharge savings are for Prince Rock but appear in each service

CITY OF PLYMOUTH

Subject: Localities and Neighbourhood Working Review
Committee: Cabinet

Date: 13 September 2011
Cabinet Member: Councillor Jordan
CMT Member: Director for Community Services
Author: Nick McMahon, Localities Officer
Contact: Tel: 01752 304335
e-mail:nick.mcmahon@plymouth.gov.uk

Ref: NJM

Key Decision: No

Part: 1

Executive Summary:

The introduction of a Locality Working model was agreed by Council on 1st February 2010, and introduced in June 2010. The Council agreed to review Locality working, one year on from its introduction.

The Overview & Scrutiny Management Board set up a Task and Finish Group to carry out this review. The Group met in July 2011 and its findings are set out in a report. These findings were considered by the Management Board on 27 July 2011.

This report makes recommendations to Cabinet arising from the review.

Corporate Plan 2011 – 2014:

Locality working helps to meet City and Council priorities, in particular:
Raising Aspiration – promoting Plymouth and encouraging people to aim higher and take pride; *Reducing inequalities* – taking targeted actions to reduce inequality gaps; *Value for Communities* – working together to maximise resources to benefit communities, achieving efficiency through transforming our service delivery and support arrangements, and our support to customers.
Performance on responding to issues raised at neighbourhood meetings is a level 2 performance indicator.

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

Recommendations in this report can be met from within existing budgets.

Other Implications: Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion

An Equalities Impact Assessment for Locality working is being updated.

Recommendations & Reasons for recommended action:

That recommendations 1, 3, 4, 5, 7, 8, 11, 12, 14 and 15 of the Overview & Scrutiny Management Board on Localities and Neighbourhood Working are agreed subject to the comments in section 3 of this report.

That recommendations 2, 6,9,10 and 13 of the Overview & Scrutiny Management Board on Localities and Neighbourhood Working, subject to the comments in section 3 of this report, are recommended to full council.

Reasons: the recommendations review the evidence available to the Management Board and are considered a sensible way forward.

Alternative options considered and reasons for recommended action:

Not to respond to the conclusions of the Overview & Scrutiny Management Board would ignore the evidence identified by the review, fail to learn from the process and be a missed opportunity to deliver improvements.

Background papers:

Overview & Scrutiny Management Board Task and Finish Group Report, July 2011: 'Localities and Neighbourhood Working Review'

Report to Cabinet, 19 January 2010: 'Locality Working'

Sign off:

Fin	CoS F SC1 112 002	Leg	TH0 021	HR		Corp Prop		IT		Strat Proc	
Originating SMT Member: Peter Aley, Assistant Director, Safer Communities											

3.0 Response to Recommendations

- 3.1 The recommended responses to the Overview & Scrutiny Management Board's recommendations are outlined below.

Task and Finish Group Recommendation (R)1 *Locality and Neighbourhood Working should be renamed Neighbourhood Working*

Accept (work undertaken by Strategic Housing in priority neighbourhoods to continue to be known as 'Neighbourhood Management').

R2 *Locality Teams as set up as part of Locality and Neighbourhood Working arrangements in February 2010 should be discontinued. A member of the Council's Senior Management Team (SMT) should be nominated for each Ward within the city, with designated duties with respect to support for Ward Councillors and Neighbourhood Working. The Lead Ward Councillor decision should be rescinded*

Accept, subject to SMT Members' role being to support and guide NLOs and not overlap their role.

R3 *Best practice protocols regarding neighbourhood meeting arrangements should be produced and shared amongst Neighbourhood Liaison Officers and newly designated SMT members with a view to promoting, implementing and monitoring consistent high quality arrangements*

Accept, and this to include flexibility over meetings to allow joint Neighbourhood meetings up to ward level (only) if agreed locally

R4 *The role and identity of members should be included in publicity regarding neighbourhood meetings*

Accept

R5 *Neighbourhood Liaison Officer (NLO) roles should be reviewed to ensure that skill sets of individuals match the demands of the job. Specific training needs analysis should be carried out to ensure training and development is available where needed. Line managers of NLOs should include the role within the NLO's personal objectives, and seek feedback from Members at appraisal. NLO's and their line managers should ensure that the role is integral to, rather than in addition to their work programme, and that adequate support is available to assist them in the role.*

Accept

R6 *Revised arrangements should be commended to Plymouth 2020 partnership and, subject to agreement be publicised and briefed to relevant stakeholders from all agencies and to residents.*

Accept

R7 Analysis of repeat issues in Neighbourhoods, and of complaints should be undertaken to ensure that the necessary learning is taking place. This practice should be included in best practice protocols for Neighbourhood Working

Accept

R8 A review is undertaken by the Customers and Communities Overview and Scrutiny Panel and a report submitted to the Overview and Scrutiny Management Board with respect to the role of community infrastructure and community anchor organisations in supporting Neighbourhood working

Accept, and combine with R12

R9 The Shadow Health and Wellbeing Board takes responsibility for ensuring that Neighbourhood level interaction takes place with key health agencies

Accept, subject to Health and Wellbeing Board arrangements being confirmed.

R10 Plans are put in place to adopt the proposed boundary changes set out in the overview report (see Appendix A and Figure I attached to this report).

Accept

R11 Neighbourhood Profiles are reviewed and updated in line with the findings and recommendations of this review

Accept

R12 A review is undertaken of communication methods around Neighbourhood working, with recommendations back to the Customers and Communities Overview and Scrutiny Panel

Accept, and combine with R8

R13 The Constitution be updated to reflect revised member and officer accountability arrangements for Neighbourhoods and Wards

Accept

R14 A review of these arrangements is carried out as a Task and Finish Group in July 2012.

Accept, however it is suggested the review is held later to allow a full 12 months of implementation under the new arrangements.

The Management Board also requested that in order to better inform the next review, the cost in officer time attributed to localities working between now and then should be recorded.

Accept

4.0 Conclusions

- 4.1 The recommendations in this report provide a positive way forward for Neighbourhood Working in Plymouth, consistent with the Government's Localism agenda.
- 4.2 The review's findings endorse the principles of working at neighbourhood level both to engage communities and to encourage joint working between services and communities to tackle issues. As expected, with the benefit of experience, some changes to the current model are proposed. These include changes to some Neighbourhood boundaries to fit with Ward boundaries, discontinuation of Locality Teams, and a strengthened role for the Council's Senior Management Team. This together with further work on communications and the role of the community and voluntary sectors in the process, can enhance the evolution of Neighbourhood Working in Plymouth.

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SERVICES FOR CHILDREN AND YOUNG PEOPLE BASIC NEED PROGRAMME

Nature of the decision:

To consider proposals, for consultation, on the development of the Wave Two projects to meet an increased number of primary age pupils with effect from September 2012.

The Cabinet cannot consider key decisions if they have not been included within the Forward Plan unless they fall within the two exceptions set out in paragraphs 15 and 16 of the Access to Information Procedure Rules.

PARAGRAPH 15 – GENERAL EXCEPTION

subject to Rule 16 (special urgency), the decision may still be taken if:

- (a) the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next forward plan and until the start of the first month to which the next forward plan relates;

The last forward plan was published on 15 September 2011 and the item was included in the plan with an anticipated decision date of 18 October Cabinet and Council approval of the capital programme amendment. However due to the requirement for Council approval to change the capital programme in good time to achieve the already tight delivery times for the cohorts arriving at school in September 2012 we must achieve the special meeting and Council meeting also on the 10 October rather than 5 December which would result in insufficient time to let and complete the contract before the new school term in September 2012.

- (b) the monitoring officer has informed the Chair of the relevant Scrutiny Panel: Councillor Wildy, Chair of the Children and Young People Overview and Scrutiny Panel on 30 September 2011;
- (c) the monitoring officer has made copies of that notice available to the public at the offices of the Council;
- (d) at least 5 working days have elapsed since the monitoring officer complied with (a) and (b).

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

Timing of the decision? 10 October 2011

Who will be consulted and how?

Persons to be consulted with:

Schools, governors, officers of the Council, Diocesan bodies

Process to be used:

Mainly using direct meetings

Information to be considered by the decision makers:

Cabinet paper

Documents to be considered when the decision is taken

Investment for Children Cabinet paper approved 11 November 2008

Plymouth City Council Children's Services Strategy for Change Investment for Children

Basic Need Cabinet paper 19 October 2010

Basic Need Cabinet paper 8 March 2011

Community Infrastructure Levy and Plymouth Infrastructure Needs Assessment Cabinet report July 2011

Representations:

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Gareth Simmons, Project Director for Buildings and the Learning Environments

Email: gareth.simmons@plymouth.gov.uk Tel: 01752 307161

**PLYMOUTH ARGYLE FOOTBALL CLUB
DATE FIRST INCLUDED IN THE FP**

Nature of the decision:

To consider the possibility of the purchase of the freehold of Home Park (and other appropriate terms and conditions) and leaseback to the football club by the Council on a commercial basis.

The Cabinet cannot consider key decisions if they have not been included within the Forward Plan unless they fall within the two exceptions set out in paragraphs 15 and 16 of the Access to Information Procedure Rules.

PARAGRAPH 15 – GENERAL EXCEPTION

subject to Rule 16 (special urgency), the decision may still be taken if -

- (a) the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next forward plan and until the start of the first month to which the next forward plan relates;

The last forward plan was published on 15 September 2011 and the item could not be included because the detail of the formal offer of the land was received after that date. The next forward plan will be for the period commencing on 1 November 2011 and it is impracticable to defer the decision until Cabinet in November 2011 because the Council's decision is linked to the purchase of the club which needs to be completed before November.

- (b) the monitoring officer has informed the Chair of the relevant Scrutiny Panels on 10 October 2011:

Councillor Thompson, Chair of the Customer and Communities Overview and Scrutiny Panel;

Councillor Nicholson, Chair of the Growth and Prosperity Overview and Scrutiny Panel;
Councillor James, Chair of the Overview and Scrutiny Management Board and Support Services Overview and Scrutiny Panel.

- (c) the Monitoring Officer has made copies of that notice available to the public at the offices of the Council;

- (d) at least 5 working days have elapsed since the Monitoring Officer complied with (a) and (b).

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

Timing of the decision? 18 October 2011

Who will be consulted and how?

Persons to be consulted with:

Council officers

Process to be used:

Draft Cabinet report

Information to be considered by the decision makers:

Report to cabinet which explains the proposed property transaction and the financial implications. The report will also include property, finance, legal and valuation advice.

Documents to be considered when the decision is taken

Report to Cabinet

Representations:

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Anthony Payne, Director for Development and Regeneration

Email: anthony.payne@plymouth.gov.uk Tel: 01752 304710

**BUSINESS IMPROVEMENT DISTRICT FOR PLYMOUTH WATERFRONT
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011**

Nature of the decision:

To Support a Business Improvement District for Plymouth Waterfront

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

Timing of the decision? 15 November 2011

Who will be consulted and how?

Persons to be consulted with:

Business community in the Waterfront BID area
Destination Plymouth, Plymouth City centre Company
Economic Development, Leisure, Strategic Planning and Transport

Process to be used:

The BID Business Plan Summary to be circulated to all of the business community in the Waterfront BID area and is also available on the Plymouth Waterfront BID website. Businesses within the area will then vote to agree to have a Business Improvement District for the Waterfront area.

Information to be considered by the decision makers:

What is going to be presented to the decision maker? Plymouth Waterfront BID Business Plan

Documents to be considered when the decision is taken

Written committee report and Plymouth Waterfront BID Business Plan

Representations: In writing by 31 October 2011 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: Patrick Knight, Head of Place Management

Email: patrick.knight@plymouth.gov.uk Tel: 01752 304472

**COMMUNITY INFRASTRUCTURE LEVY: DRAFT CHARGING SCHEDULE
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011**

Nature of the decision:

To approve the publication of and submission process in relation to the Community Infrastructure Levy (CIL) Draft Charging Schedule.

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

Timing of the decision? Between 17 January 2012 and 27 February 2012

Who will be consulted and how?

Persons to be consulted with:

Public, private and third-sector organisations and groups.

Local community.

Land owners, businesses and developers.

Other stakeholder groups.

Process to be used:

Range of consultation methods, including statutory notices, in accordance with the Statement of Community Involvement and statutory requirements.

Information to be considered by the decision makers:

Consultation responses received in relation to the Preliminary Draft Charging Schedule.
Evidence base reports.

Documents to be considered when the decision is taken

Report to Cabinet

- Evidence base reports on development viability
- Evidence base reports on funding gap analysis
- Schedule of consultation responses received in relation to Preliminary Draft Charging Schedule
- Plymouth Core Strategy April 2007
- Planning Obligations and Affordable Housing Supplementary Planning Document – First Review August 2010
- CIL Regulations 2010 (as amended) and Communities and Local Government guidance notes

Representations: In writing by 23 December 2011 to -

1. Assistant Director of Development and Regeneration (Planning Services);
2. Councillor Fry (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Jonathan Bell, Head of Development Planning

Email: jonathan.bell@plymouth.gov.uk Tel: 01752 304353

**LOCAL DEVELOPMENT FRAMEWORK: HOE AND EAST END
SUSTAINABLE NEIGHBOURHOODS CONSULTATION
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011**

Nature of the decision:

To approve the publication for consultation purposes of issues and options pamphlets for the Hoe and East End, as part of the process of reviewing the Local Development Framework Core Strategy.

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

Timing of the decision? Between 17 January 2012 and 27 February 2012

Who will be consulted and how?

Persons to be consulted with:

Public, private and third-sector organisations and groups.

Waterfront Partnership.

Local community, land owners and businesses (including representative groups).

Other stakeholder groups.

Process to be used:

Range of consultation methods, including statutory notices, in accordance with the Statement of Community Involvement and statutory requirements.

Information to be considered by the decision makers:

Results of previous consultation exercises on the Local Development Framework
Relevant Local Development Framework and other evidence base reports

Documents to be considered when the decision is taken

Report to Cabinet

- Hoe & East End Issues & Options reports and consultation responses
- Local Development Framework Core Strategy
- Relevant Local Development Framework and other evidence base reports (housing, employment, retail, visitor economy, transport, green space, heritage etc)
- Local Development Scheme
- Hoe Conservation Area Appraisal and Management Plan
- Plymouth Waterfront Partnership Business Plan
- Plymouth Infrastructure Needs Assessment
- Local Transport Plan 3
- Local Housing Strategy
- Local Economic Strategy

Representations: In writing by 23 December 2011 to -

1. Assistant Director of Development and Regeneration (Planning Services);
2. Councillor Fry (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Jonathan Bell, Head of Development Planning

Email: jonathan.bell@plymouth.gov.uk Tel: 01752 304353

**LOCAL DEVELOPMENT FRAMEWORK: PLANNING OBLIGATIONS AND AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT SECOND REVIEW
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011**

Nature of the decision:

To approve the publication for consultation purposes of the Planning Obligations and Affordable Housing Supplementary Planning Document Second Review.

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

Timing of the decision? Between 17 January 2012 and 27 February 2012

Who will be consulted and how?

Persons to be consulted with:

Public, private and third-sector organisations and groups.

Local community.

Land owners, businesses & developers.

Other stakeholder groups.

Process to be used:

Range of consultation methods, including statutory notices, in accordance with the Statement of Community Involvement and statutory requirements.

Information to be considered by the decision makers:

Consultation responses received in relation to the Preliminary Draft Charging Schedule for the Community Infrastructure Levy.

Evidence base reports.

Documents to be considered when the decision is taken

Report to Cabinet

- Evidence base reports on development viability
- Schedule of consultation responses received in relation to Preliminary Draft Charging Schedule
- Plymouth Core Strategy April 2007
- Local Development Scheme July 2011
- Planning Obligations and Affordable Housing Supplementary Planning Document – First Review August 2010.
- Community Infrastructure Levy Regulations 2010 (as amended) and Communities and Local Government guidance notes

Representations: In writing by 23 December 2011 to -

1. Assistant Director of Development and Regeneration (Planning Services);
2. Councillor Fry (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Jonathan Bell, Head of Development Planning

Email: jonathan.bell@plymouth.gov.uk Tel: 01752 304353

**COUNCIL TAX BASE 2012/13
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011**

Nature of the decision:

The Cabinet will be requested to give approval to the Council Tax Base, which will be used as the basis for setting the Council Tax level for 2012/13

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

Timing of the decision? 13 December 2011

Who will be consulted and how?

Persons to be consulted with:

The Council Tax base is calculated as part of a statutory process, based on data relating to the council tax property base. Consultation is not applicable.

Process to be used:

Not applicable

Information to be considered by the decision makers:

1. The regulations governing the calculation of the tax base (Local Authorities Calculation of Tax Base) Regulations 1992;
2. The tax base report;
3. The level of estimated collection rate and the option to vary the discounts given on second homes and empty properties.

Documents to be considered when the decision is taken

as above for decision makers

Representations: In writing by 28 November 2011 to -

1. Assistant Director of Finance, Assets and Efficiencies ;
2. Councillor Bowyer (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Martine Collins, Council Tax Manager

Email: martine.collins@plymouth.gov.uk Tel: 01752 305413

**CONTRACT AWARD: SUPPORTED LIVING SERVICES ADULTS WITH A LEARNING DISABILITY AND WHO HAVE COMPLEX NEEDS
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011**

Nature of the decision:

The Cabinet will be requested to give approval to award a number of contracts operating within a framework for the provision of support, enablement and care services for people who have a learning disability and complex needs for a period of 3 years with the option to extend for a further year.

The contracts allow for client choice in accordance with the personalisation agenda.

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

Timing of the decision? 17 January 2012

Who will be consulted and how?

Persons to be consulted with:

Strategic Procurement Manager
Senior Specialist Procurement Lawyer
Finance Client Manager

Process to be used:

Sign off of contract award report including evaluation criteria

Information to be considered by the decision makers:

Cabinet report

Documents to be considered when the decision is taken

Cabinet report

Representations: In writing by 23 December 2011 to -

1. Director for Community Services;
2. Councillor Monahan (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Claire Hodgkins, Supporting People Project Manager

Email: claire.hodgkins@plymouth.gov.uk Tel: 01752 307074

**CONTRACT AWARD: SUPPORTED LIVING SERVICES ADULTS WITH A LEARNING DISABILITY AND WHO ARE AT RISK OF PERPETRATING HARMFUL BEHAVIOUR
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011**

Nature of the decision:

The Cabinet will be requested to give approval to award a number of contracts operating within a framework for the provision of support, enablement and care services for people who have a learning disability and are at risk of perpetrating harmful behaviour for a period of 3 years with the option to extend for a further year.

The contracts allow for client choice in accordance with the personalisation agenda.

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

Timing of the decision? 17 January 2012

Who will be consulted and how?

Persons to be consulted with:

Strategic Procurement Manager
Senior Specialist Procurement Lawyer
Finance Client Manager

Process to be used:

Sign off of contract award report including evaluation criteria

Information to be considered by the decision makers:

Cabinet report

Documents to be considered when the decision is taken

Cabinet report

Representations: In writing by 23 December 2011 to -

1. Director for Community Services;
2. Councillor Monahan (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Claire Hodgkins, Supporting People Project Manager
Email: claire.hodgkins@plymouth.gov.uk Tel: 01752 307074

POLICY FRAMEWORK ITEM: CORPORATE PLAN 2012-15
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011

Nature of the decision:

To approve the Corporate Plan 2012 – 15

(Note: this item is a voluntary addition to the Forward Plan. The decision is not a Key Decision).

Who will make the decision? City Council (Cabinet Member: The Leader)

Timing of the decision? 27 February 2012

Who will be consulted and how?

Persons to be consulted with:

1. Lead officers for related strategies and plans
2. Plymouth 2020 on priorities and progress with them
3. Members of the Council's senior management team
4. Public through budget consultation and use of previous survey data
5. Overview and Scrutiny Management Board
6. Cabinet

Process to be used:

Draft proposals will be considered by Cabinet on 13 December 2011, for consultation. Consultation will be with -

1. Corporate and departmental management team meetings;
2. Overview and Scrutiny Management Board meetings on 16 and 18 January 2012 to make recommendations to Cabinet;
3. Cabinet meeting on 7 February 2012.

Information to be considered by the decision makers:

Findings from needs assessment, previous year's Plymouth Report; analysis of performance and changing national context; city priorities
Recommendations from Cabinet.

Documents to be considered when the decision is taken

Medium Term Financial Strategy 2012-15
Asset Management Plan 2012 - 15

Representations: In writing by 23 January 2012 to -

1. Assistant Chief Executive;
2. Councillor Mrs Pengelly (Leader).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Jonathan Fry, Senior Policy, Performance and Partnerships Adviser

Email: jonathan.fry@plymouth.gov.uk Tel: 01752 304144

**POLICY FRAMEWORK ITEM: LOCAL DEVELOPMENT FRAMEWORK:
SUBMISSION OF DERRIFORD AND SEATON AREA ACTION PLAN
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011**

Nature of the decision:

To seek approval for the submission of the Derriford and Seaton Area Action Plan (AAP) to the Secretary of State, including publication of the revised pre-submission version of the Area Action Plan for the purposes of consultation.

Who will make the decision? City Council (Cabinet Member: Councillor Fry)

Timing of the decision? 30 January 2012

Who will be consulted and how?

Persons to be consulted with:

Public, private and third-sector organisations and groups
Plymouth NHS Hospitals Trust
Local community. land owners and businesses (including representative groups)
Investor and development interests
Other stakeholder groups
Cabinet on 17 January 2012

Process to be used:

Range of consultation methods, including statutory notices, in accordance with the Statement of Community Involvement and statutory requirements.

Information to be considered by the decision makers:

All consultations and evidence base reports relating to the AAP to date

Documents to be considered when the decision is taken

Report to Cabinet

- Derriford and Seaton AAP – documents and consultation responses relating to each stage of the plan-preparation process
- Local Development Framework Core Strategy
- Relevant Local Development Framework and other evidence base reports (housing, employment, retail, visitor economy, transport, green space, heritage etc)
- Local Development Scheme
- Plymouth Infrastructure Needs Assessment
- Local Transport Plan 3
- Local Housing Strategy
- Local Economic Strategy

Representations: In writing by 23 December 2011 to -

1. Assistant Director of Development and Regeneration (Planning Services);
2. Councillor Fry (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: Jonathan Bell, Head of Development Planning
Email: jonathan.bell@plymouth.gov.uk Tel: 01752 304353

BUDGET ITEM: SETTING THE 2012/13 BUDGET AND THE COUNCIL TAX DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011

Nature of the decision:

To agree the 2012/13 Budget (including the revenue and capital budget and the treasury management strategy) and the Council tax for 2012/13.

(Note: this item is a voluntary addition to the Forward Plan. The decision is not a Key Decision)

Who will make the decision? City Council (Cabinet Member: Councillor Bowyer)

Timing of the decision? 27 February 2012

Who will be consulted and how?

Persons to be consulted with:

Corporate and Departmental Management Teams
Key Partners
Businesses
General public
Overview and Scrutiny Management Board
Cabinet

Process to be used:

Draft proposals will be considered by Cabinet on 13 December 2011, for consultation. Consultation will be by written reports and meetings, including the Overview and Scrutiny Management Board on 16 and 18 January 2012, to make recommendations to Cabinet on 7 February 2012.

Document to be published on the website.

Information to be considered by the decision makers:

Findings from the Plymouth Report - which covered, performance, public consultation, inspection and other data;
Plymouth City Council's Corporate Plan 2012-2015;
Quarterly Joint Performance and Finance Reports presented to Cabinet and Scrutiny throughout 2011/12.

Documents to be considered when the decision is taken

Council budget report and associated papers - March 2011;
Quarterly monitoring reports 2011/12;
Medium Term Financial Strategy;
Plymouth City Council's Corporate Plan 2012-2015;
Cabinet recommendations.

Representations: In writing by 23 January 2012 to -

1. Director for Corporate Support;
2. Councillor Bowyer (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: David Northey, Head of Finance

Email: david.northey@plymouth.gov.uk Tel: 01752 304566

**BUDGET ITEM: MEDIUM TERM FINANCIAL STRATEGY
DATE FIRST INCLUDED IN THE FP: 13 OCTOBER 2011**

Nature of the decision:

The City Council will be requested to adopt the Medium Term Financial Strategy for both revenue and capital and note the future year forecasts on resources available and spending commitments. The City Council will also be requested to adopt the Council's 'summary financial objectives' and targets within this document.

(Note: this item is a voluntary addition to the Forward Plan. The decision is not a Key Decision)

Who will make the decision? City Council (Cabinet Member: Councillor Bowyer)

Timing of the decision? 27 February 2012

Who will be consulted and how?

Persons to be consulted with:

Corporate Management Team, Directors, Assistant Directors and key partners.
Cabinet on 13 December and 7 February 2012
Overview and Scrutiny Management Board on 16 and 18 February 2012.

Process to be used:

Draft proposals will be considered by Cabinet on 13 December 2011, for consultation. Consultation will be by presentations to management team meetings. Publish document on website. Present, and challenge through the scrutiny process

Information to be considered by the decision makers:

Sustainable Community Strategy;
Plymouth City Council Corporate Plan;
Quarterly performance and finance reports presented to Cabinet and scrutiny throughout 2011/12;
Cabinet recommendation from the meeting on 7 February 2012.

Documents to be considered when the decision is taken

Council budget report and associated papers – February 2011
Quarterly monitoring reports 2011/12

Representations: In writing by 23 January 2012 to -

1. Director for Corporate Support;
2. Councillor Bowyer (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents:

For further information contact: David Northey, Head of Finance
Email: david.northey@plymouth.gov.uk Tel: 01752 304566

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SERVICES FOR CHILDREN AND YOUNG PEOPLE PRIMARY BASIC NEED PROGRAMME
DATE FIRST INCLUDED IN THE FP: 27 OCTOBER 2011

Nature of the decision:

To make recommendations on the expansion of schools within the Primary Sector in Waves 3 – 6 to meet the growth in the birth rate across the city.

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

Timing of the decision? 13 December 2011

Who will be consulted and how?

Persons to be consulted with:

1. Plymouth Schools
2. Parents
3. Governors
4. Neighbouring local authorities
5. Other interested parties

Process to be used:

Publication of full proposal and other relevant material on the Council website at www.plymouth.gov.uk/basicneed.

Information to be considered by the decision makers:

Report of responses, previously consultation material.

Documents to be considered when the decision is taken

Written Report

Representations: In writing by 28 November 2011 to -
The Director for Services for Children and Young People;
Councillor Sam Leaves (Cabinet Member).

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact: Jayne Gorton, School Organisation and Pupil Access Manager
Email: jayne.gorton@plymouth.gov.uk Tel: 01752 307431

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MOUNT EDGCUMBE COUNTRY PARK - SALE OF PICKLECOMBE COTTAGE

Nature of the decision:

To consider the sale of Picklecombe Cottage at Mount Edgcumbe Country Park.

The Cabinet cannot consider key decisions if they have not been included within the Forward Plan unless they fall within the two exceptions set out in paragraphs 15 and 16 of the Access to Information Procedure Rules.

PARAGRAPH 15 – GENERAL EXCEPTION

subject to Rule 16 (special urgency), the decision may still be taken if -

- (a) the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next forward plan and until the start of the first month to which the next forward plan relates;

The next forward plan will be for the period commencing on 1 January 2012 and it is impracticable to defer the decision until Cabinet in January 2012 because of the risk that the offer may be withdrawn if a decision is not made quickly.

- (b) the monitoring officer has informed the Chair of the relevant Scrutiny Panel on 21 November 2011:

Councillor Thompson, Chair of the Customer and Communities Overview and Scrutiny Panel;

- (c) the Monitoring Officer has made copies of that notice available to the public at the offices of the Council;

- (d) at least 5 working days have elapsed since the Monitoring Officer complied with (a) and (b).

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

Timing of the decision? 29 November 2011

Who will be consulted and how?

Council officers with the draft Cabinet report.

Information to be considered by the decision makers:

Report to cabinet on the sale of Picklecombe Cottage, further to Cabinet minute 44 of 23 August 2011.

Documents to be considered when the decision is taken

Report to Cabinet.

Representations:

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
James Coulton, Assistant Director for Culture, Sport and Leisure
Email: james.coulton@plymouth.gov.uk Tel: 01752 307013

OVERVIEW AND SCRUTINY MANAGEMENT BOARD – 30 NOVEMBER 2011

RECOMMENDATIONS

Date/min number	Resolution / Recommendation	Explanation (if required)
Customers and Communities Overview and Scrutiny Panel		
Minute 34 24/10/11	Strategic Framework for Information and Advice Services Framework The panel <u>agreed</u> to recommend to the Overview and Scrutiny Management Board to adopt the strategic framework for information and advice services 2012-15.	This item has been submitted to the next Overview and Scrutiny Management Board meeting scheduled for 30 November 2011.
Minute 36 24/10/11	Work Programme The panel <u>agreed</u> to formally raise the issue of the provision of training for councillors outside of normal working hours with the Overview and Scrutiny Management Board.	Councillors raised concerns regarding the provision of training during normal working hours, which proved difficult for those councillors in full time employment to attend. This item has been submitted to the next Overview and Scrutiny Management Board meeting scheduled for 30 November 2011.
Growth and Prosperity Overview and Scrutiny Panel		
Minute 44 17/10/11	Economy and Growth Board Update <u>Recommended</u> to the Overview and Scrutiny Management Board that approval is given to the Growth and Prosperity OSP to set up a three month review task and finish group of four members to scrutinise apprenticeships available to young people between the age of 16-24, specifically focusing on the council as an employer and the effects of the current economic climate on opportunities for young people.	
Children and Young People's Overview and Scrutiny Panel		
Minute 44 10/11/11 (1)	Progress update on previous tracking resolutions <u>Agreed</u> that – Matthew Currie is invited to be a Young Person Co-opted Representative on the Children and Young People's Overview and Scrutiny Panel	
Minute 47 10/11/11	<u>Agreed</u> that the panel undertake a task and finish on the Youth Service subject to approval from the Overview and Scrutiny Management Board.	Integrated Youth Support Service

Date/min number	Resolution / Recommendation	Explanation (if required)
Health and Adult Social Care Overview and Scrutiny Panel		
Minute 45 9/11/11 (1)	<p>Parking Proposals - Plymouth NHS Hospitals Trust</p> <p>that the panel <u>recommends</u> to the cabinet member for transport that the facilities at the Derriford Hospital bus interchange are upgraded to include an increased number of shelters and benches;</p>	
(2)	<p>that the panel <u>recommends</u> to the cabinet member for transport increased marketing and advertising activity is undertaken with regard to the George park and ride;</p>	

PLYMOUTH CITY COUNCIL

Subject: Bi-annual Scrutiny Report
Committee: Customers and Communities Overview and Scrutiny Panel
Date: 21 November 2011
Cabinet Member: -
CMT Member: Director for Community Services
Author: Pete Aley, Assistant Director for Safer Communities
Contact: Tel: 01752 304321
Email: pete.aley@plymouth.gov.uk
Ref: CCOSP 2011/12
Key Decision: No.
Part: I

Executive Summary:

This report sets out a review of the Customers and Communities Overview and Scrutiny Panel for the period June 2011 – October 2011.

Corporate Plan 2011 – 2014:

The Customers and Communities Overview and Scrutiny Panel provides strategic scrutiny for the following City and Council priorities –

- reduce inequalities
 - value for communities
-

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

None.

**Other Implications: e.g. Community Safety, Health and Safety, Risk Management and
Equality, Diversity and Community Cohesion:**

None.

Recommendations & Reasons for recommended action:

To note the report.

Alternative options considered and reasons for recommended action:

n/a

Background papers:

Customers and Communities OSP Terms of Reference
Reports submitted to panel meetings
Minutes

Sign off: n/a

1.0 Customers and Communities Overview and Scrutiny Panel Bi-annual Report

1.1 Introduction

This report sets out the progress of the Customers and Communities OSP for the period of June 2011 to October 2011 which includes the following meetings –

6 June 2011
18 July 2011
12 September 2011
24 October 2011

2.0 Scope of the Overview and Scrutiny Panel

2.1 The Customers and Communities OSP is primarily concerned with the strategic scrutiny of the following city and Council Priorities, the key areas are as follows –

- reduce inequalities
- value for communities

2.2 The detailed terms of reference for the panel are contained in appendix I.

2.3 Through effective strategic and operational scrutiny, the panel aims to support the following Cabinet Members and Council Management Team member –

Title	Name
Cabinet Member for Finance, Property and People	Councillor Bowyer
Cabinet Member for Community Services (Safer Communities and Leisure, Culture and Sport)	Councillor Jordan
Cabinet Member for Community Services (Street Scene, Waste and Sustainability)	Councillor Michael Leaves
Cabinet Member for Customer Services	Councillor Jordan
Director for Community Services	Carole Burgoyne

2.4 The panel consists of the following Councillors and officers –

Name	Attendance (4 meetings)
Councillor Thompson (Chair)	3
Councillor Peter Smith (Vice Chair)	4
Councillor Mrs Beer*	3
Councillor Mrs Bowyer	4
Councillor Browne*	1
Councillor Churchill	4
Councillor Davey	3
Councillor Delbridge	3
Councillor Martin Leaves	4
Councillor Reynolds	2
Councillor Penberthy	4
Councillor John Smith	3
Councillor Vincent	4
Pete Aley Lead Officer	3
Helen Wright – Democratic Support Officer	4

* following confirmation at full council on 25 July 2011 Councillor Mrs Beer replaced Councillor Browne.

3. Key Achievements during the period of June 2011 to October 2011

- 3.1 The panel believes it has made a positive and constructive contribution to support the strategic and operational overview, in particular the following achievements have been made –
- the panel continued to monitor the Plymouth Life Centre and related projects. As the construction of the building was nearing its completion, the panel had moved its focus to monitoring the progress of the contract and had requested that the leisure contractor provide an overview at its November 2011 meeting.
 - following concerns raised from the Chief Constable's report to the Police Authority regarding the increase in serious acquisitive crime, the panel requested a report providing detail behind this increase. The panel was assured to hear that the Devon and Cornwall Police area was the third safest force area in England and Wales. However, both burglaries from dwellings and thefts from vehicles had increased. The panel heard that a wide range of work was being undertaken to address this problem and agreed to bring this issue back to its March 2012 meeting to consider the Police's experience of crimes, particularly burglary over the Christmas period. By discussing this issue the panel had raised public awareness as it had attracted media attention.
 - the panel was requested to consider an appeal against the Council's response to a petition that had been received relating to allowing Plymstock residents to vote on a site for a swimming pool. Mr Sharpe, the petition organiser and Council officers were invited to the panel's meeting in September to present their respected cases. The panel considered all the evidence and found that the Council's response to the petition had been satisfactory.

- following consideration of the Sex Establishment Licensing Policy, the panel agreed to recommend to Cabinet that Good Fridays be included in the Policy with similar opening hours to Sundays and that individual letters were sent to residents, chairs of school governors, religious establishments, as well as relevant Ward Councillors notifying them of any application.
- the panel considered the Strategic Framework for Information and Advice Services Framework. The panel heard that the provision of good quality information and advice services were central elements in supporting the Council's customers. This was particularly relevant at the present time due to the scale of changes relating to the reform of welfare benefit and delivery of adult social care services. The panel were concerned to learn that a total of £14m of benefits had not been claimed. The panel agreed to recommend the approval to Cabinet of the Framework.

4. Future Issues for the Panel

- 4.1 The panel had agreed to participate in scrutiny training at its next meeting scheduled for 21 November 2011. The training would be delivered by an independent trainer who would meet with the panel one hour prior to its meeting to provide training on two pre-determined subjects (chosen by the panel). The trainer would observe the meeting, provide verbal feedback and constructive criticism, followed by a written report to the panel's next meeting.
- 4.2 The panel would be holding a Task and Finish Group to look at social behaviour in the Compton Ward, namely in Carlton Close and Channel Park Avenue on Monday 28 November 2011. Representatives from Plymouth City Council's anti social behaviour unit had been invited to attend together with representatives from the police, youth service, Neighbourhood Liaison Officer, Plymouth Community Homes, Ward Councillors and residents.

5. Recommendations

- 5.1 That the progress of the Customers and Communities Overview and Scrutiny Panel is noted by the Overview and Scrutiny Management Board.

Customers and Communities Overview and Scrutiny Panel Terms of Reference

- To review new and existing policies and consider how they may be improved and developed;
- To monitor the budget and performance of the Cabinet Member, Department and partners to ensure that the priorities for the area are being delivered upon;
- To monitor performance against the relevant Corporate Improvement Priorities;
- To review Policies within the Budget and Policy Framework;
- To consider Equality Impact Assessments against new and existing policies;
- To investigate local issues to find out how the council and its partners can improve to meet the needs of local people;
- To make recommendations about service delivery to the Cabinet (via the Board)
- To review and scrutinise the performance of partner organisations
- To set up Ad-Hoc Working Groups as and when required;
- To produce quarterly progress reports to go to the management board

Policy areas

- Customer Services
- Environmental Services
- Safer Communities
- Leisure, Culture and Sport
- Environmental regulation
- Crime and Disorder (This Panel will take on the role of the Crime and Disorder Overview and Scrutiny Panel)

Cabinet Members

- Community Services (Street Scene, Waste and Sustainability) formerly Street Scene, Waste and Sustainability
- Customer Services formerly Customer Services, Performance and Partnerships
- Community Services (Safer and Stronger Communities and Leisure, Culture and Sport) formerly Safer and Stronger Communities

Directorates

- Community Services
- Corporate Support

Corporate Priorities

- monitor performance against the relevant corporate priorities

LSP Link

- Safe and Strong

Membership

The Chair of the Panel shall serve on the Overview and Scrutiny Management Board. The Customers and Communities Overview and Scrutiny Panel will be chaired by a Member of the majority political group with the vice-chair from the opposition political group. All Members of the panel will adhere to the general rules of Overview and Scrutiny.

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PLYMOUTH CITY COUNCIL

Subject: Health and Adult Social Care Overview and Scrutiny Panel
Biannual Report

Committee: Health and Adult Social Care Overview and Scrutiny Panel

Date: 9 November 2011

CMT Member: Carole Burgoyne (Director for Community Services)

Author: Ross Jago (Democratic Support Officer)

Contact: ross.jago@plymouth.gov.uk

Ref:

Part: Part I

Executive Summary:

This report sets out a review of the Health & Adult Social Care Overview and Scrutiny Panel incorporating the meetings of 8 June 2011 – 14 September 2011.

Corporate Plan 2010-2013:

The Health & Social Care Overview and Scrutiny Panel provides strategic scrutiny of the following Corporate Improvement Priorities and key areas:

- Corporate Priority - Delivering Value For Communities
- Corporate Priority - Reducing inequalities
- Health performance
- Adult Social Care performance
- Commissioning
- Health and Adult Social Care Integration

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

Adult social care is one of the Council's largest areas of revenue spend, so effective scrutiny of Health delivery plans is a key element of corporate performance management arrangements.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc

None

Recommendations & Reasons for recommended action:

That the report is noted

Alternative options considered and reasons for recommended action:

N/A

Background papers:

Health & Adult Social Care Overview and Scrutiny minutes and forward plan

Sign off: N/A

PLYMOUTH CITY COUNCIL

Health and Adult Social Care Overview and Scrutiny Panel Biannual Report

1. Introduction

This report sets out a review of the Health and Adult Social Care Overview and Scrutiny Panel, incorporating the meetings of 8 June 2011 – 14 September 2011.

2. Scope of the Overview and Scrutiny Panel

2.1 The Health and Adult Social Care Overview and Scrutiny Panel is primarily concerned with the strategic scrutiny of the following Corporate Priorities and key areas:

- Corporate Priority - Delivering Value For Communities
- Corporate Priority - Reducing inequalities
- Health performance
- Adult Social Care performance
- Commissioning
- Health & Adult Social Care Integration

The terms of reference have recently been revised to reflect the statutory functions of the panel and have been approved by full council. The detailed terms of reference for the panel are contained in Appendix 1.

2.2 At the meetings of the 8 June and 14 September 2011, the panel consisted of the following members and officers -

Title	Name	Attendances (3 meetings)
Councillor (Chair)	Mrs. Bowyer	2
Councillor (Vice Chair)	McDonald	3
Councillor	Dr Salter	3
Councillor	Mrs Beer	1
Councillor	Dr Mahony	3
Councillor	Gordon	2
Councillor	Mrs Bragg	3
Councillor	Tuffin	3
Councillor	Mrs Nicholson	3
Councillor	Mrs Aspinall	3
Councillor	Drean	3
Councillor	Casey	2
Councillor	Browne	2
Lead Officer	Giles Perritt	3
Democratic Support	Ross Jago	3
Co-opted Representative – Local Involvement Network (LINK)	Chris Boote	3
Co-opted Representative PHT Non-Exec Board Member	Margaret Schwarz	2

2.3 The Panel, through effective strategic and operational scrutiny, supported the following cabinet members and CMT officers -

Title	Name
Cabinet Member (Adult Health & Social Care) 2011/12	Cllr Monahan
Director for Community Services	Carole Burgoyne

3. Key achievements to date

3.1 The panel has met on three occasions since the last quarterly report was presented to the Overview and Scrutiny Management Board. Meetings have been well structured, managed efficiently and well attended by panel members. A positive contribution has been made to support an effective strategic and operational overview; in particular the following achievements have been made -

- Following a petition presented last year, the panel scrutinised the proposed move of gynaecological cancer surgery services to Truro away from Plymouth. As a result of recommendations made to the Peninsula Cancer Network by the panel the Plymouth service will remain in Derriford Hospital and will provide patients with an appropriate care experience.
- Quality accounts of NHS Plymouth were amended following scrutiny to include information on the formation of Plymouth Community Healthcare.
- A non-executive Board member from Plymouth Hospitals NHS Trust has been reconfirmed as a co-opted member to the Panel, along with the representative from Plymouth LINK
- Recommendation has been made to the Public Health Development unit on the Tobacco Action Plan for Plymouth. The panel challenged several aspects of the plan and will receive a revised version in the near future.
- The panel continues to keep the approach to dementia care under review and will receive further information at future meetings.
- Following a series of “never events” at Derriford Hospital the panel had requested that the Hospital return to the panel should further events occur. The panel received a further report of a “never event” in July 2011.

4. On the Horizon

4.1 The panel has a programme planned over the coming months which include –

- A review of urgent care in plymouth.
- The initial business plan for foundation trust status from Plymouth Hospitals Trust.
- The Dementia Strategy
- The Plymouth Hospitals NHS Trust Infection Control Update

- NHS Plymouth, Plymouth Hospitals Trust and Plymouth City Council Joint Finance and Performance Monitoring, including performance monitoring.
- A report of the work towards alcohol and tobacco harm reduction.

4.3 A Project Initiation Document (PID) has been approved to undertake a task and finish group on Safeguarding Vulnerable Adults, amongst other things–

- To review and assess the adequacy of policies relating to the protection of whistleblowers.
- To review and assess the adequacy of the current unannounced
- To consider guidance and procedures and to be assured that care services are protecting vulnerable adults in a range of care settings.
- To understand the triggers for raising an alert
- To examine multi-agency alerting procedures for reporting alleged cases.

4.4 The Health and Adult Social Care Overview and Scrutiny Panel looks forward to a challenging year which will focus on the changes being experienced in the Health sector and the impact on social care services. Public health transition into the local authority will also feature on the panels agenda along with the development of the Health and Wellbeing Board and Healthwatch. The panel will consider these strategic issues alongside service changes proposed by adult social care and health services and continue to monitor the performance of services for the people of Plymouth.

5. Recommendation

That the progress of the Health and Adult Social Care Overview and Scrutiny panel is noted by the Overview and Scrutiny Management Board.

Health and Adult Social Care Overview and Scrutiny Panel
Terms of Reference

1. To scrutinise matters relating to health, adult social care and public health. To hear the views of local residents, with a view to improving health services, reducing health inequalities and improving the health of local residents.
2. To respond to consultations by local health trusts and by the Department of Health.
3. To consider whether changes proposed by local health trusts amount to a substantial variation or development and, if so, to take appropriate action including appointing members to any joint committee where the proposals cover more than one local authority's area, including undertaking all the statutory functions in accordance with Section 244, of the National Health Act 2006, regulations and guidance under that section.
4. To assist the council in the management of its contractual arrangements relating to LINKs under section 221 (1) of the Local Government and public involvement in health act and statutory instrument 2008 No. 528.
5. To scrutinise the impact of the Council's own services and of key partnerships on the health of its population.

In performing the above duties the Panel will scrutinise:-

- Arrangements made by local NHS bodies to secure hospital and community health services for the residents of Plymouth;
- The provision of family health services, personal medical services, personal dental services, pharmacy and NHS ophthalmic services;
- the public health arrangements in the area, e.g. arrangements by NHS bodies for the surveillance of, and response to, outbreaks of communicable disease or the provision of specialist health promotion services;
- the planning of health services by NHS bodies, including plans made in co-operation with local authorities, setting out a strategy for improving both the health of the local population, and the provision of health care to that population;
- The arrangements made by NHS bodies for consulting and involving patients and the public under the duty placed on them by Section 11 of the Health & Social Care Act 2001;
- Any matter referred to the Committee by a patients' forum under the NHS Reform And Health Care Professions Act 2001;
- Social care services and other related services delivered by the authority.

Policy Areas

- Adult Social Care
- Partner Organisations NHS Plymouth, NHS Plymouth Hospitals Trust, South West Ambulance Service, LINK, Strategic Health Authority and the Department of Health.

Cabinet Members

- Adult Health and Social Care

Directorate

- Public Health
- Community Services

Plymouth Priorities

Monitor performance against the relevant corporate priorities.

Membership

The Chair of the Panel shall serve on the Overview and Scrutiny Management Board. The Health and Adult Social Care Overview and Scrutiny Panel will be chaired by a Member of the majority political group with the vice-chair from the opposition political group. The panel can consider inviting non-voting co-opted members to join the panel, subject to the approval of management board. All Members of the panel will adhere to the general rules of overview and scrutiny.

PLYMOUTH CITY COUNCIL

Subject: Bi-annual Scrutiny Report

Committee: Support Services Overview and Scrutiny Panel

Date: 24 November 2011

Cabinet Member: -

CMT Member: Adam Broome (Director for Corporate Support)
Ian Gallin (Assistant Chief Executive)

Author: Paul Chapman, Head of Value for Money and Efficiencies

Contact: Tel: 01752 304878
e-mail: paul.chapman@plymouth.gov.uk

Ref: SS-OSP 11/12

Key Decision: No

Part: 1

Executive Summary:

This report sets out a review of the Support Services Overview and Scrutiny Panel for the period June 2011 to October 2011.

Corporate Plan 2011-2014:

The Support Services Overview and Scrutiny Panel provide strategic scrutiny of the following City and Council Priorities and key areas:

- Value for Communities
-

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

None

**Other Implications: e.g. Community Safety, Health and Safety, Risk Management and
Equality, Diversity and Community Cohesion:**

None

Recommendations & Reasons for recommended action:

That the report is noted.

Alternative options considered and reasons for recommended action:

N/A

Background papers:

Support Services OSP Terms of Reference (Appendix one)
Support Services OSP minutes

Sign off: N/A

Support Services Overview and Scrutiny Panel Bi-Annual report 2011-2012

1. Introduction

1.1 This report describes the work of the Support Services Overview and Scrutiny Panel during the period June 2011 – October 2011. This includes the following meetings:

- a) 23 June 2011
- b) 21 July 2011
- c) 15 September 2011
- d) 27 October 2011

2. Scope of the Support Services Overview and Scrutiny Panel

2.1 The Support Services Overview and Scrutiny Panel is primarily concerned with the strategic scrutiny of the following City and Council Priorities and key areas:

- “Value for Communities” (Achieve efficiency through transforming our service delivery and support arrangements, and our approach to customers)

2.2 The Support Services Overview and Scrutiny Panel is primarily concerned with scrutinising the strategic and operational activities of the following council directorates:

- Chief Executives Directorate
- Corporate Support Directorate

2.2 The Panel, through effective strategic and operational scrutiny, supports the following cabinet members and CMT officers:

Councillor Ian Bowyer, Cabinet Member for Finance, Property and People
Councillor Richard Ball, Cabinet Member for Customer Services
Councillor Steven Ricketts, Cabinet Member for Performance, Transformation and Governance
Adam Broome, Director for Corporate Support
Ian Gallin, Assistant Chief Executive

2.3 The panel has a budget of £2,000 to support its scrutiny work.

3. Membership of the Panel

3.1 The membership of the panel and members attendance for the period June 2011 – October 2011 is contained in table 1:

Table 1:

June – September 2011	Name	Attendance (4 meetings)
Councillor (Chair)	James	3
Councillor (Vice Chair)	Lowry	2
Councillor	Berrow	4
Councillor	Casey	4
Councillor	Delbridge	2
Councillor	Evans	4
Councillor	Lock	2
Councillor	Murphy	4
Councillor	Rennie	2
Councillor	Reynolds	0
Councillor	Stark	4
Councillor	Stevens	3
Co-opted representative	Janet Isaac	3
Lead Officer	Paul Chapman	4
Democratic Support	Ross Johnston	4

3.2 Table 2 shows the members who have substituted on the Support Services OSP in the period June 2011 – October 2011:

Table 2:

June – September 2011	Name	Attendance (4 meetings)
Councillor	Mrs Aspinall	2
Councillor	Browne	1
Councillor	Mrs Dolan	1
Councillor	Penberthy	1
Councillor	Thompson	1
Councillor	Wildy	2

4. Key achievements

4.1 The panel believes it has made a positive and constructive contribution to support the strategic and operational overview of the Chief Executive's and Corporate Support Directorates, in particular the following achievements should be noted:

- The Panel agreed to appoint Janet Isaac from the University of Plymouth as a co-opted representative to the panel for the municipal year.
- The panel continued to scrutinise the Value for Money programme and recommended to the Overview and Scrutiny Management Board that departmental delivery plans are shared with

the relevant scrutiny panels so that value for money in each service area can be monitored to identify where efficiencies have been achieved.

- Further scrutiny of Value for Money at the meeting on 15 September 2011 led to members questioning the incentives for staff to recognise and deliver value for money benefits and therefore agreed that Paul Chapman, Lead Officer would report back to a future meeting on providing staff incentive programmes or reward and recognition schemes to assist in the delivery of value for money.
- The Panel continued to monitor the progress of the Corporate Accommodation Strategy through Phase one and into Phase two and identified the relocation of the Register Office to Pounds House as a vital part in the delivery of Phase two. Further reviews of this project were agreed that would focus primarily on scrutinising the future use of Pounds House, the accessibility into Pounds House and the consultation with users of the Register Office and Coroners Service.
- Following further reviews of the relocation of the Register Office to Pounds House it was agreed by members that they would review bus destination and origin figures on bus journeys to and from Pounds House and a Traffic Impact Assessment, Equality Impact Assessment and traffic modelling on the impact of users of Outland Road and Peverell Park Road.
- In order to assist with the scrutiny into the relocation of the Register Office to Pounds House it was agreed that the author of the Equalities Impact Assessment and a representative of Hydrock Byways and Highways would be invited to attend a future meeting of the panel.
- Panel members comprehensively undertook to review strategic workforce issues within the Human Resources department including:
 - Staff Terms and Conditions
 - Senior Management Restructure
 - Redeployment PolicyFollowing this review it was agreed that members would scrutinise further HR issues at a future meeting.
- Following the transfer of many of Plymouth's schools to Academy status the panel scrutinised the implications of the transfers and agreed that further scrutiny of this issue should be undertaken. The panel also recommended that Cabinet undertake urgent discussions with Cornwall Council, Devon County Council and Torbay Council to minimise the difficulties that the exodus of local authority maintained schools to become Academies is causing Plymouth and its neighbouring authorities.
- Further scrutiny into the transfer of school academies brought about a resolution that a meeting be set up between Cllr David James, Chair (SS OSP), Cllr Mark Lowry, Vice-Chair (SS OSP), Paul Chapman, Lead Officer (SS OSP), Cllr Nicky Wildy, Chair (CYP OSP), Cllr David Stark, Vice-Chair (CYP OSP), Claire Oatway, Lead Officer (CYP OSP), Colin Moore, Assistant Director for Lifelong Learning and Mark Grimley, Assistant Director for Human Resources and Organisational Development to discuss School Academy Transfers and decide upon how each scrutiny panel would review the topic and in what format.

This meeting took place on 17 October 2011 and it was agreed that the Support Services OSP would continue to monitor and review issues that affect the council's ability to support schools from a resource perspective (e.g. Staff and finance) and the Children and Young People OSP would maintain looking at statutory issues that effect children. It was agreed that:

1. A briefing report would be provided to panel members by the Children and Young People's lead Officer.

2. Paul Chapman and Claire Oatway, Lead Officers, would review the panels' Terms of Reference and ensure that they were clear on each panels' remit.

- Following the Overview and Scrutiny Management Board on 29 June 2011 reviewing the Council's Forward Plan it was suggested that the Support Services OSP should undertake pre-decision scrutiny of the Local Carbon Framework. On 15 September 2011 the panel scrutinised the framework and agreed that they supported the report's recommendation to undertake 'Phase 2' of the Local Carbon Frameworks development as a programme of engagement and consultation prior to the production of the final Local Carbon Framework report in late 2011.

5. On the horizon

5.1 Having received an overview of the Corporate Support Directorate and reviewed the City and Council priorities at its first meeting of the municipal year the panel updated its work programme which sets out the following issues to be scrutinised in second half of the municipal year:

- Relocation of the Register Office to Pounds House (Accommodation Strategy)
- Embedding Value for Money ethos across the council
- Staff Sickness Review
- Appraisal Review
- Management of Agency Staff
- Performance and Finance Report
- Social Networking and Communications

5.2 Panel members are encouraged at each meeting to identify additional areas of council business to scrutinise under the agenda item 'work programme'.

6. Recommendations

6.1 That the progress of the Support Services Overview and Scrutiny panel is noted by the Overview and Scrutiny Management Board.

Paul Chapman
Lead Officer, Support Services Overview and Scrutiny Panel

Support Services Overview and Scrutiny Panel

Terms of Reference

- To review new and existing policies and consider how they may be improved and developed;
- To monitor the budget and performance of the Cabinet Member, Department and partners to ensure that the priorities for the area are being delivered upon;
- To monitor performance against the relevant Corporate Improvement Priorities;
- To review Policies within the Budget and Policy Framework;
- To consider Equality Impact Assessments against new and existing policies;
- To investigate local issues to find out how the council and its partners can improve to meet the needs of local people;
- To make recommendations about service delivery to the Cabinet (via the Board)
- To review and scrutinise the performance of partner organisations
- To set up Ad-Hoc Working Groups as and when required;
- To produce quarterly progress reports to go to the management board

Policy Areas

- Business Transformation
- Finance
- ICT
- Human Resources and Organisational Development
- Democracy and Governance
- Assistant Chief Executive
- Policy and Performance
- Communications

Cabinet Members

- Finance, property and people
- Customer services
- Transformation, performance and governance

Directorate

- Chief Executive's
- Corporate Support

Corporate Priorities

- Monitor performance against the relevant corporate priorities

LSP Link

- LSP Support

Membership

The Chair of the Panel shall serve on the Overview and Scrutiny Management Board. The Support Services Overview and Scrutiny Panel will be chaired by a Member of the majority political group with the vice-chair from the opposition political group. All Members of the panel will adhere to the general rules of Overview and Scrutiny.

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Work programme	J	J	A	S	O	N	D	J	F	M	A
Review into role of Community Infrastructure and Community Anchor <i>(referred to the Panel from the Overview and Scrutiny Management Board 27 July 2011)</i>										12	
Review of Communications Methods around Neighbourhood Working <i>(referred to the Panel from the Overview and Scrutiny Management Board 27 July 2011)</i>										12	
Task and Finish Group											
Councillor Call for Action – Anti Social Behaviour in Compton Vale						28					
Social Media											
Other											
Bi Annual Scrutiny Reports						21				12	
Appeal Against Council's Response to Petition				12							
Joint Finance and Performance Monitoring						21					
City and Council Priorities											
Reduce Inequalities											
Value for Communities											

* This/These items appear on the Work Programme for the first time.

**Children and Young People's Overview and Scrutiny Panel
Work Programme 2011/12**

Topics	J	J	A	S	O	N	D	J	F	M	A	M
Commissioning, Policy and Performance												
Performance and Budget - Delivering growth - Raising Aspiration - Reducing Inequalities - Value for Communities		14			13			5		1		
Learner and Family Support												
Hospital School (Review July 2011)				8								
School Transport (under regular review)								5				
Locality Review								5				
Lifelong Learning												
Commission on School Libraries (Written Report)				8								
Primary School Attainment (Written Report)								5				
Work Experience		14										
Adult Learning												
Children's Social Care												
Independent Foster Placement Costings/Recruitment of Foster Carers (Under regular review)						10						
Adoption Inspection				8								
Children's Health												
Child Poverty						10						

Topics	J	J	A	S	O	N	D	J	F	M	A	M
Task and Finish Groups												
Young Carers Task and Finish Group – review of recommendations (Sept 2011)				8								
Apprenticeships (New Year)												
Children’s Mental Health to inc Emotional Wellbeing and Mental Health Strategy and Emotional Health of Children					11 & 12			5				
Youth Service #												
Updates												
Policy Updates/Legislative Changes		14		8		10		5		1		
Quarterly Scrutiny Reports										1		
Update from Children and Young People’s Trust		14		8		10		5				
Update from Corporate Parenting Group						10				1		
Update from Local Safeguarding Children’s Board		14		8				5				
Update from relevant LSP Theme Groups		14				10				1		
Strategies and Plans												
Children and Young People’s Plan (Action Plan) (July 2011)					13							
Youth Justice Action Plan (Review July 2011)						10						
Training and Development												
Development Session for panel members												

Key:

New Item = #

Work Programme 2011/12

Topics	J	J	A	S	O	N	D	J	F	M	
Health and Social Care Bill											
Healthwatch				14							
Health and Wellbeing Boards				14							
Public Health											
Alcohol Harm Reduction & Tobacco Control Strategy						9					
NHS Plymouth Primary Care Trust Services											
Gynaecological Cancer Surgery Service Change Update				14							
NHS Plymouth - Quality Improvement Productivity and Prevention (QIPP) Update		20									
Stroke Service Redesign								25			
NHS 111 Urgent care telephone number								25			
Review of Urgent Care Services						9					
Plymouth NHS Hospitals Trust											
Plymouth Hospitals NHS Trust – Infection Control Update										7	
Trust Status Business Plan								25			
Never events post inspection update		20									
Plymouth City Council – Adult Social Care											
Winter pressure and reablement fund Update				14							

Topics	J	J	A	S	O	N	D	J	F	M	
Safeguarding Adults						9					
Dementia Strategy Update						9					
Task and Finish Groups											
Safeguarding Adults (TBC)							6/7				
Performance Monitoring											
Quality Accounts										7	
NHS Plymouth, Plymouth Hospitals Trust and PCC Joint Finance and Performance Monitoring, including LAA Performance Monitoring.								25			

Key:

* = New addition to Work Programme

Proposed work programme	J	J	A	S	O	N	D	J	F	M	A
School Academy Transfer update		21		15							
Staff sickness review						24					
Appraisal Process review						24					
Management of agency staff						24					
Democracy and Governance											
Coroner's Service review				15							
Member Learning and Development											
Assistant Chief Executive											
Local Strategic Partnership Resource Plan											
Policy and Performance											
Local Carbon Framework Review				15							
Other Issues											
Budget and Performance Report	23					24					
Review Data Sharing between agencies (referred by O&S Management Board 2010/11 – OSMB 97a (2) refers)											
City and Council Priorities											
Value for Communities											
Task and Finish Groups											
Revenues and Benefits, Cashiers, Incomes and Creditors and Customer Services					TBC						

Key:

New Item

Deleted Item

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Overview and Scrutiny Management Board

Work Programme 2011/12

Topics	J	J	A	S	O	N	D	J	F	M	A	M
Budget Scrutiny								11, 16 & 18				
Cabinet response to budget scrutiny recommendations				21						28		
Joint Finance and Performance monitoring, including LAA performance monitoring and Medium Term Financial Strategy	29			21		30			1			
Scrutiny Quarterly Monitoring / Annual Scrutiny Report	29			21						28		
Leader and Chief Executive	29			21		30				28		
Review of Progress on the Joint Strategic Needs Assessment (min 67(2) refers)									1			
Devonport Regeneration Company Partnership (DRCP) Succession Strategy – Review of Succession Arrangements (mins 53 and 116 refers)						30						
Localities and Neighbourhood Working Task and Finish Group		11 & 12										
Procure to Pay Progress Report (arising from Budget Scrutiny Recs)									1			
Minutes of Public Sector Board (when available)												
De-recognition of Unison*												
Capital Programme Approvals* (referred from City Council)						30						

* New Item

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**CHILDREN'S EMOTIONAL WELL
BEING AND MENTAL HEALTH**

Children and Young People Overview and Scrutiny
Panel Task and Finish Group



CONTENTS

1. Introduction
2. Executive Summary
3. Recommendations
4. Scrutiny Approach
5. Key Issues Arising from the Evidence
6. Findings:
 - 6a Context in Plymouth
 - 6b Prevention and Promotion
 - 6c Early Intervention
 - 6d Specialist Services

I INTRODUCTION

The Children and Young People's Overview and Scrutiny Panel scrutinises matters relating to the health and well being of children and young people living and learning in the city. The Panel reviews the impact of services provided by agencies ranging from the Council, Health, Police, schools and colleges and the Voluntary and Community Sector. The panel also considers the impact of partnerships such as the Children and Young People's Trust, the Plymouth Safeguarding Children Board and Plymouth 2020 Wise Theme Group.

One of the issues considered by the panel is the emotional wellbeing and mental health of children and young people. This has been prioritised because of concerns about the emotional health of children as reported through the Tellus 4 survey and through campaigning in Youth Parliament elections. The Children and Young People's Overview and Scrutiny Panel convened a task and finish group in October 2011 to hear evidence from professionals from across the city to understand the prevalence of mental health needs among children and young people and to review the Children and Young People's Emotional Wellbeing and Mental Health strategy and its development.

This report summarises the findings of that review and makes recommendations for improvements to key services.

2 EXECUTIVE SUMMARY

The scope of this review encompasses the broad range of mental health needs among children and young people across Plymouth, and the extent to which they are being effectively met. Around 15% of the the under 18 population, or 7800 individuals need some form of support in relation to their emotional wellbeing and mental health. The panel found that, although there is a broad range of services in place to provide preventative or early interventions, there does not appear to be a coherent framework in place providing appropriate access to these services for young people and their families. Schools do not feel fully supported by professional services in addressing emotional wellbeing issues once identified, and there is a perceived lack of direct intervention services, including counselling and family therapy.

Crucially, the review identified performance issues relating to the Child and Adolescent Service Multi-Disciplinary Team provided by Plymouth Community Healthcare, resulting in a backlog of over 250 children awaiting treatment, some for several months. The Panel are concerned about performance management arrangements relating to this service, and the resulting impact on the affected children and young people.

3 RECOMMENDATIONS

R1	The Panel extends its congratulations to members of the Youth Cabinet for their work in carrying out the survey of attitudes towards mental health that is referenced in this report
R2	Representatives of Children and Young People Overview and Scrutiny Panel attend the Youth Cabinet to feed back on the report and recommendations following task and finish review
R3	The Council should consider the use of social media networks to promote consultation initiatives
R4	The Children's Trust allocates responsibility to a lead agency to develop a framework that clearly identifies the roles of statutory and non-statutory agencies and the resources available both in prevention and early intervention work with regard to mental health among children and young people.
R5	The Children's Trust review reasons for non attendance of key professionals at Common Assessment Framework meetings, and make recommendations to ensure that such meetings are timely and properly resourced, with particular attention being paid to the role of Educational Psychologists and communication interaction professionals.
R6	Plymouth Community Healthcare (PCH) prepare a communications strategy with respect to children and young people's mental health and revise content of media as appropriate
R7	The Panel commends the Excellence Cluster for their flexible approach to the delivery of services and the best practice demonstrated in their work
R8	PCC and PCT commissioners review the range of early intervention services available and assess the value for money of the range of options.
R9	The Council ensures that key universal services including schools and youth services are notified of alternative counselling services available in the city.
R10	The Council update the Panel regarding the impact of new multi-disciplinary locality teams on Children's emotional well being and mental health services in six months
R11	An urgent summit meeting to be arranged between strategic leads from CYPOSP, PCC, PCT and PCH regarding the findings of this report
R12	PCH review the cost effectiveness of participation support services for young people using mental health services
R13	The Children's Trust investigate and report on ways in which the work of clinicians and other children's professionals can be better coordinated with respect to mental health support
R14	The Children's Trust establishes a clear and transparent process for the identification, monitoring and escalation of issues such as those identified in this report.
R15	Commissioners from the Children's Trust provide interim updates to CYPOSP on the response to these recommendations.

4 SCRUTINY APPROACH

The Overview and Scrutiny Management Board approved in principle on 21 September 2011, the establishment of a Task and Finish Group to review Children's Emotional Well being and Mental Health with membership drawn from the Children and Young People Overview and Scrutiny Panel.

Task and Finish Objectives

The group was asked to:

- Understand the prevalence of mental health needs among children and young people
- Review the Children and Young People's Emotional Wellbeing and Mental Health strategy and developments

The Work Programme Request (PID) is attached as Appendix I.

Membership

The Task and Finish Group had cross party membership comprising the following Councillors –

- Councillor Wildy (Chair)
- Councillor Stark (Vice Chair)
- Councillor Bowie
- Councillor Mrs Bowyer
- Councillor Delbridge
- Councillor Tuohy

For the purposes of the review, the Task and Finish Group was supported by -

- Claire Oatway, Lead Officer for Children and Young People OSP
- Liz Cahill, Commissioning Officer and Panel Adviser
- Amelia Boulter, Democratic Support Officer

Methodology

The Task and Finish Group convened over two days 11th and 12th October 2011 to consider evidence and hear from witnesses –

- Camille Smith, Routeways
- Alistair Baggott, Routeways
- Caroline Storer, Platform 51
- Wendy Brett, Headteacher, Sir John Hunt
- Lisa Hartley, Excellence Cluster
- Mel McMahon, Excellence Cluster
- Emily Carter, Member of Youth Parliament and Kerry Whittlesea
- Alan Fuller, Principal Educational Psychologist, Plymouth City Council
- Cate Simmons, Head of Children Services, Plymouth Community Healthcare
- Dan O'Toole, Director of Finance, Plymouth Community Healthcare

- Michelle Thomas, Operations Director, Plymouth Community Healthcare
- Fiona Fleming, Commissioning Manager, Plymouth City Council
- Paul O'Sullivan, Director of Joint Commissioning, Plymouth Primary Care Trust

Background material provided to the group included:

- Briefing Paper
- Mental Health 5-a-day leaflets for Children, Young People and Young Adults
- Extract from Children's Fund Consultation 2010 – Mental Health and Emotional Wellbeing
- 'Improving the State of our Minds' – Emotional Wellbeing and mental Health of Children and Young People in Plymouth – Joint commissioning Strategy 2009 – 2014
- An Introduction to Children and Young People's Emotional Wellbeing and Mental Health in Plymouth Needs Analysis
- South West Public Health Observatory – Children's and Young People's Mental Health in the South West
- Presentation from Youth Parliament

5 KEY ISSUES ARISING FROM THE EVIDENCE

The focus for the task and finish group was intended to be on the range of emotional wellbeing and mental health issues in the city. There are some findings and recommendations relating to this broad spectrum of work. However, a disproportionate amount of time was taken to consider performance issues within Plymouth Community Healthcare's Child and Adolescent Service Multi-Disciplinary Team. This specialist service currently has 254 children awaiting treatment, some for several months.

- It is estimated that approximately 15% of the under-18 population need some form of support in relation to their emotional wellbeing and mental health. There are a number of young people who are effectively hidden and not accessing services who are at a higher risk because they haven't been able to access preventative or early intervention services.
- A broad range of services are in place across the city to provide preventative or early intervention services. However, there is no coherent framework around these services which can make it difficult for young people or families to access them.
- Schools have a number of professionals who have been trained to intervene. Where children need more targeted support a CAF assessment will be held. It can be difficult to pull together all relevant professionals around the table which leads to a lack of knowledge among workers and delays in the support provided. This also leads to schools feeling left with an issue that should have multi-disciplinary ownership.
- Young people do not tend to seek advice from professionals – particularly GPs and teachers if they have a problem. Friends were seen as more of a comfort when young people have an issue and could be in similar situation.
- Direct interventions including counselling and family therapy were seen as effective in containing and resolving issues. However, there was a perceived lack of services in the City.

- More than 250 children are currently on a waiting list for the specialist multi-disciplinary team. For children had waited 6 months and longer for a referral, it is quicker for parents to refer through their GP.
- Contract monitoring had identified a backlog in Autumn 2010. However, there has been a significant delay in remedial action by the provider service. An intervention plan has now been developed – awaiting sign-off - that brings in professionals from other services to ensure young people and their families get urgent support.
- By the time the children were referred to CAMHS their needs were complex and the service could not respond to new children coming in.
- Issues of confidence in resolving the problems emerged during the review. There was significant concern among members of the panel about the impact that delays were having on children and families and the impact this backlog was having on other services for children

6 FINDINGS

6a Context In Plymouth

The World Health Organisation defines mental health as :

'A state of well being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her community'

The Mental Health Foundation describes emotional wellbeing as :

'A positive sense of wellbeing which enables an individual to be able to function in society and meet the demands of everyday life; people in good mental health have the ability to recover effectively from illness, change or misfortune.'

For the purpose of the strategy and this paper child and adolescent mental health services or 'CAMHS' is defined in its broadest sense to include all services that promote emotional well-being and develop good mental health, as well as those which respond to and meet the mental health needs of children and young people through assessment and support.

An Introduction to Children and Young People's Emotional Wellbeing & Mental Health in Plymouth: Needs Analysis November 2008 gives a full breakdown of need, including stakeholder consultation, and found that national prevalence of mental health need for children and young people under 18, described at three levels of need¹, is:

- Those whose needs require use of a specific specialist service. This is estimated at 2.5% of the population (1,040 in Plymouth), including a very small % that may require inpatient care.
- Those whose needs can be managed by other professionals with the relevant skills and experience. This is estimated at 7.0% of the population (3,600 in Plymouth)
- Those who experience mild emotional and behavioural difficulties or early stages of disorders. This is estimated at 15% of the population (7,800 in Plymouth)

We should expect to see increased levels and severity of the problems faced in Plymouth due to the correlation between social deprivation and mental health problems

There are some groups of children and young people who experience particular risks to mental health, these include; those with learning disabilities; Children in Care; asylum seekers and refugees; those in the criminal justice system.

There are also some clear inter-relationships between mental health and childhood abuse and trauma, substance misuse, chaotic family backgrounds and parental mental illness.

The Panel was impressed with engagement work undertaken in the city, but concerned with value for money issues with the Routeways contract relating to the very small number of young people they were working with and funded by CAMHS. Queries were raised as to how much of CAMHS works is subcontracted and to whom.

¹ Research by Child and Maternal Intelligence Unit

On behalf of the Children's Trust, the Children and Young People's Emotional Wellbeing and Mental Health Partnership (the Partnership) was formed in 2007. It consists of representatives across schools, health services, early years services, youth services, social care and the voluntary and community sector. It was formed to have oversight of improvements in children's emotional wellbeing and mental health services.

The strategy outlines key objectives for improvement based on three strategic outcomes:

Area of Work	Outcomes
Promotion and Prevention	Raise aspirations, address stigma and discrimination, and increase resilience of children, young people and their families in relation to their emotional wellbeing and mental health.
Early Intervention	Children, young people and families with emerging mental health needs receive support that prevents problems developing further, and reduces the impact of this on their lives.
Specialist Services	Ensure delivery of integrated services for children and young people with identified mental health needs.

This framework will be used to organise findings from other written submissions and evidence

6b. Prevention and Promotion

The panel received a variety of evidence outlining young people's views of mental health and support. The 2010 Children's Fund consultation asked 2532 young people aged 10-16 about mental health and emotional wellbeing including feeling angry or unhappy and support they receive. Headline results are shown below:

	Certainly True	Somewhat True	Not true
I get very angry and often lose my temper	632	1141	515
I worry a lot	459	1143	685
I am often unhappy, downhearted or tearful	206	785	1274

	Yes	No
Would you talk to someone if you were worried about your emotional health?	1548	682
Have you ever asked for advice about your emotional health	200	1958
If yes, was the advice helpful?	162	36

Young people responded to the invitation to provide evidence by carrying out an online survey. The survey was supported by PCC and was advertised via an independent facebook page, more than 120 young people took part in the survey over a two week period and the spread was representative across the City.

Who would you talk to if there was a problem?

	% Answer
Friend	29%
Parents	22%
Youth Worker	14%
Teacher	9%
Doctor	7%
Sibling	7%
Other members of family	6%
Someone else	6%

- Respondants would like to see a range of options not necessarily through GP and someone to talk to
- Young people are worried about being judged if they ask for help and don't feel that they necessarily trust a doctor enough to tell them exactly what is going on.
- Friends were seen as a good source of support because they are with young people on a regular basis, are normally the same age and young people would trust their advice
- Perception that 'something is wrong with you' if you have poor mental health
- Over a quarter of people asked didn't know if services were available close by to help them if they needed it
- Almost 60% of young people had received counselling, however this may include a range of support including mentoring at school, may be over different lengths of time and may not be of a consistent quality.
- Young people hear about emotional health through school lessons and youth work session but the experience was inconsistent across schools and year groups
- Other results could be due to relationship between teacher and student and whether young people access youth services. Other members of the family wouldn't be approached because of concern that parents would be told.

R1	The Panel extends its congratulations to members of the Youth Cabinet for their work in carrying out the survey of attitudes towards mental health that is referenced in this report
R2	Representatives of Children and Young People Overview and Scrutiny Panel attend the Youth Cabinet to feed back on the report and recommendations following task and finish review
R3	The Council should consider the use of social media networks to promote consultation initiatives

The panel heard that a number of services had developed prevention and promotion responses. Schools in particular are playing a major role. In 2010, 97% of Plymouth schools achieved Healthy School status. Healthy Schools Plus has now been rolled out in three phases with a total of 28 schools choosing to focus on mental health as their key area of need. A recent evaluation of this

programme showed that young people report they are better at managing their feelings and are more ready to learn.

The panel heard from a headteacher:

- If a child is not ‘in a good place to learn’ then they will not progress. Whilst there is an underlying drive towards teaching and learning schools are providing appropriate pastoral care to support that learning. In addition, schools tend to be where a crisis happens and rapid support is needed.
- A range of pastoral support is available including learning mentors, pastoral leaders and family liaison workers in school. Targeted services are bought in e.g. this school currently buys in two days a week counselling service. There are good links with other services including voluntary and community services, the Salvation Army, the Youth Service and a Connexions adviser
- The school workforce had been trained at the discretion of the headteacher to identify mental health issues and to provide a first level of response.
- Where schools have a concern they will call a Common Assessment Framework (CAF) meeting. Not all professionals attend which can lead to a delay in interventions starting, gaps in knowledge and concern that not all professionals working with the family have heard the issues. Sometimes the meeting is delayed or does not go ahead – instead being escalated via another route. In particular Educational Psychologists and Communication Interaction professionals miss meetings. This in effect leaves the issue as a school problem when the support of other agencies is needed.
- Headteachers had to make choices about how to allocate resources. Many schools worked together to provide support through economies of scale. Schools do not have a clear framework around levels of support and share expertise across school areas, sometimes developing pilots together.

R4	The Children’s Trust allocates responsibility to a lead agency to develop a framework that clearly identifies the roles of statutory and non-statutory agencies and the resources available both in prevention and early intervention work with regard to mental health among children and young people.
R5	The Children’s Trust review reasons for non attendance of key professionals at Common Assessment Framework meetings, and make recommendations to ensure that such meetings are timely and properly resourced, with particular attention being paid to the role of Educational Psychologists and communication interaction professionals.

The panel heard that the Plymouth Community Healthcare had commissioned a series of leaflets promoting mental health to children, young people and young adults. The leaflets had been designed based on survey evidence from young people through Routeways and the actual format was developed by students at Notre Dame school. The leaflets had been launched in April 2011 and the level of reach would be tested in an upcoming survey of young people this Autumn.

Panel members were concerned that the language used in the leaflets was duplicated across all age groups and the only apparent customisation was in the use of pictures or photographs. It was felt by several members of the panel that the text used whilst general was not accessible or engaging for target audiences, particularly older young people.

Panel heard that the leaflet was left in key areas on school sites and the issues formed part the wider Social Emotional A Literacy curriculum.

R6	Plymouth Community Healthcare (PCH) prepare a communications strategy with respect to children and young people’s mental health and revise content of media as appropriate
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6c. Early Intervention

A broad range of services were commissioned by members of the Children’s Trust to deliver counselling or psychological therapy services. This support was either on a consultative basis – for example providing support including training to professionals working with children and families, or on a more directive basis with direct work – typically counselling or psychological therapy including family therapy being provided directly to the young person. There is mixed opinion about sufficiency of services – including a feeling that young people are having a lot of direct, informal work through support staff working as para-professionals.

The Excellence Cluster described their services:

- Providing mentoring support, counselling and therapeutic support and integrated professional sport advising professionals and schools.
- Providing intensive support at earliest stage – not normal, service model designed around the child as opposed to the professional working with the child.
- Working as part of a practice network with other professionals providing psychological support at a targeted level – coordinated by CAMHS, Routeways, Zone, Hamoaze etc. However need to do more to develop model of cohesive and connected services. Perception that there is ‘plenty of work for everyone’.
- Reported a high degree of interest from schools with previous linked schools reinvesting / recycling their package of support so that other schools can have same experience
- Reported requests from schools and other services to review targeted intervention and how funding is used to access counselling and therapeutic work to ensure spread and access and so de-escalate need.

The Excellence Cluster described perceived gaps in service provision:

- family therapy in primary and secondary schools
- limited access to art or drama therapy then only provided after been through different elements of service
- time limits on services don’t necessarily meet with needs of the child.
- not all schools take up service – secondary schools may get cheaper service elsewhere
- lower cost or free to access counselling services

R7	The Panel commends the Excellence Cluster for their flexible approach to the delivery of services and the best practice demonstrated in their work
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Among the examples given was the Zone’s counselling service. This was an open access service that was funded via Public Health. It was recently publicly announced that the Zone would be ceasing the CAMHS service. In a paper submitted to the panel the organisation suggested that demand outstripped the level of funding and that it felt that it could no longer subsidise the service. According to the report, demand increased by 36% year on year with 136 young people seen in the first quarter.

The panel asked witnesses about the service, some had used the service to support young people as an independent setting outside school. Witnesses had not been made aware of the closure of the service nor of alternative provision available in the City.

R8	PCC and PCT commissioners review the range of early intervention services available and assess the value for money of the range of options.
R9	The Council ensures that key universal services including schools and youth services are notified of alternative counselling services available in the city.

The panel heard from the Educational psychology service about the reorganisation of services around localities with a more focussed offer of prevention and early intervention support for children and young people. In the new service design multi-disciplinary teams would include staff from educational psychology service, youth service and education welfare. All schools have a linked educational psychologist and the locality approach should provide an additional layer of support. Essentially though the service is on consultative basis – direct work can be provided but is costly compared to other providers.

R10	The Council update the Panel regarding the impact of new multi-disciplinary locality teams on Children's emotional well being and mental health services in six months
-----	--

The panel were told by representatives in the voluntary and community sector that

- young people and young adults, particularly young women were concerned that services were not available, that there were often long waiting lists and services were not generally available in their communities. For example, specialist counselling such as for sexual abuse or rape could have 3-6months waiting time.
- there was very limited access to free counselling and to counselling for under 18's and there was no therapeutic work in the City.
- Mental illness is often hidden and can be avoided through prevention work earlier on.

6d. SPECIALIST SERVICES

In-patient care Plymouth Primary Care Trust (PCT) has commissioned an in patient CAMHS unit, Plymbridge Unit in partnership with Devon, Torbay and Cornwall PCTs. This is a variable contract which depends on uptake. There are 12 bed spaces available for the Peninsula.

Community Specialist Services Plymouth PCT and Plymouth City Council have specific funding for CAMHS which has been bought together as an aligned budget since 2005. In 2010 a Joint Commissioning and Pooled Funding Agreement was established under Section 75 of the National Health Service Act. Under this agreement the PCT act as the lead commissioner.

The overall budget in the pooled fund for this service is:

Plymouth PCT	£	2,582,000
Plymouth City Council	£	731,006
Total Pooled Fund	£	£3,313, 006.00

This model includes:

- a. An Outreach Team: To manage the needs of Children and Young People who are at risk to themselves or others.
- b. An enhanced service for Children in Care: Co-located with Children's Social Care
- c. An enhanced service for those with Severe and Profound Learning Disability: Working with Special Schools and the Integrated Disability Team
- d. An Infant Mental Health Team: Working with parents and 0-5 year olds who are presenting with mental health need.
- e. A Multi-Disciplinary team: Operating a Single Point of Access to mental health intervention for those who do not require an emergency or enhanced response. This also includes enhanced provision to the Youth Offending Service.

All teams except the multi-disciplinary team are delivering the expected volume of service. The latest report from the service shows there are 254 children and young people waiting for an assessment, with the longest wait being 32 weeks. Over 90 children are waiting longer than the contracted 18 week period.

The contract is monitored on a quarterly basis and capacity issues began to emerge in the 2nd quarter 2010/11 – six months into the new contract. The panel received a chronology of activities since then that log concerns and on behalf of commissioners in PCT and PCC demand improvement action plans. The issue had also been escalated to key partnership and executive boards including the Plymouth Safeguarding Children's Board, Plymouth Children and Young People's Trust and the NHS Plymouth Trust Board.

Between June 2011 and September 2011, feedback from the provider has not included a satisfactory improvement plan to improve access. Concerns have been fed back from clinicians that the caseload was more complex than anticipated and as a result that clinicians were not able to deliver expected turnover in cases. Additional information was received however that suggested that vacancy freezes had reduced capacity within the team exacerbating the issues.

In October 2011, an intervention plan has been developed by the commissioners and representatives of the provider to develop an emergency response to the excessive waiting list. This was shared with the panel as a confidential document awaiting signoff by PCH Board.

Representatives of Plymouth Community Healthcare attended and fed back:

- Only one of five teams had a waiting list
- Clinicians were indicating that the caseload included significant risk cases in their opinion and this had led to a backlog. It was felt that by the time cases get to treatment issues are complex and that this absorbs team capacity.
- First priority was to bring the current referral to treatment time back down to 18 weeks. It is planned to review the current caseload in a multi-agency panel – identifying whether appropriate or alternative services could be put in place to support families including removing names from the list. With an understanding of the cases and capacity PCH would be able to project how long it will take to reduce down the waiting list.
- Second priority to review the working model of the multi-disciplinary team to achieve a faster throughput of cases on a more sustainable basis – this is expected to be delivered by end of March 2012.
- PCH asserted that there are not enough staff to respond to the need of the community but recognized that the team is not performing within existing expectations.

- PCH asserted that the clinician group was autonomous and that their judgement must be taken regarding levels of risk and most appropriate package of care

Members of the panel were concerned that the issues regarding the multi-disciplinary team coincided with wider issues around the reorganisation of the provider service into a social enterprise model. That organisational context combined with the failure to respond in a timely manner escalated the risk of delivering actions that would keep children safe in their communities and presented concerns about transparency. The panel was particularly concerned about the impact that pressures on the multi-disciplinary team waiting lists would have both for individuals and families on the waiting list and on other services for children.

R11	An urgent summit meeting to be arranged between strategic leads from CYPOSP, PCC, PCT and PCH regarding the findings of this report
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The panel heard from Routeways regarding projects that provided advocacy services for young people in the secure unit and participation work “In Other Words” with young people using CAMHS to empower young people that access the service to challenge their workers. CAMHS staff put forward young people who may benefit from the service and to date only 6 young people were working with the service. Young people fed back that they were generally happy with the service with some minor complaints.

R12	PCH review the cost effectiveness of participation support services for young people using mental health services
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Feedback was received from other witnesses that:

- waiting times can be 6 months or more with known cases of 12 months, and up to two weeks if high risk
- referrals via a GP were treated more quickly than referrals from school.
- Once in the system there needs to be greater transparency for cases and better engagement between multi-disciplinary team clinicians and other professionals – for example clinicians making recommendations that don’t fit with a school structure and not investigating other factors including bullying.
- Schools are not necessarily made aware if children are medicated and sometimes there can be delay between work with children and the report reaching schools.
- CAMHS workers experiencing a crisis in terms of workload etc
- Individual cases where CAMHS are cancelling appointments over a series of months – so child is not engaging in therapy, no replacements if workers are ill or no maternity cover.
- where children do not attend service is withdrawn – concern that non attendance is not seen as a symptom of mental illness as opposed to as a reason for not providing service.

R13	The Children’s Trust investigate and report on ways in which the work of clinicians and other children’s professionals can be better coordinated with respect to mental health support
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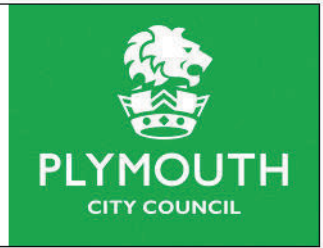
Witnesses representing Plymouth City Council and Plymouth Primary Care Trust Cluster commented as follows:

- An action plan had been developed to tackle the waiting list.
- nationally few people have the expertise to provide the service, so it is difficult to substitute with another service
- there is a good history of partnership working but the delays are unacceptable. Commissioners had to give the provider the opportunity to understand the problem – prevalence, demand and activity. Commissioners were looking for the provider to create a response, which had not been timely or sufficient and the intervention plan was developed to support those families affected.
- there was a need to get the service to work alongside other people across the City if and when the service improves sustainably.
- the ultimate sanction is to find an alternative supplier, however Commissioners were concerned that due to the delay in tendering the service this would not ensure that young people on the waiting list would be seen any sooner. However, this has not been rejected as an option.
- PCC has responsibility to act under probity for LA finance, responsibility through the section 75 agreement and through wider corporate parenting role and the Children and Young People’s Trust. Under the s75 agreement, if PCC felt that the agreement was no longer working the Council could issue notice and withdraw cash in line with the agreement. However, other elements of the agreement were working well – such as the support to children in care.
- The issue has been escalated to the Plymouth Safeguarding Children Board and the Children and Young People’s Trust who are holding this as an urgent issue to resolve. The Children’s Trust Executive are clear that this action plan is an intervention plan and are clear in their challenge to the provider. The solutions that are provided are put forward to consider and safeguard the whole needs of children and families – the delays are putting pressure on other areas of children’s lives including education. The timing of scrutiny review coincides with the actions that are being taken to escalate and resolve the issues.

R14	The Childrens Trust establishes a clear and transparent process for the identification, monitoring and escalation of issues such as those identified in this report.
R15	Commissioners from the Children’s Trust provide interim updates to CYPOSP on the response to these recommendations.

WINTER MAINTENANCE PREPARATION (GRITTING)

Growth and Prosperity OSP- Task and Finish Group



CONTENTS

1	Introduction
2	Executive Summary
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7	Findings
8	Recommendations and Reasons

Appendix 1 – Project Initiation Document (PID)

Appendix 2 – Winter Maintenance Overview – PowerPoint presentation

Appendix 3 – Register of Salt Bins and Piles

Appendix 4 – Principle Gritting Network

Appendix 5 – Emergency Gritting Routes

Appendix 6 – Winter Service Benchmarking

Summary of Terms -

- HMPE – Highways Maintainable at Public Expense

Highway maintainable at public expense (HMPE) is highway where the liability for maintenance rests with the Highway Authority. HMPE may sometimes be referred to as 'public highway', although this term has no meaning in law. The Highways Act 1980, section 36, sets out which highways are HMPE.

- T & H P – Transport & Highways Partnership

I INTRODUCTION

The Overview and Scrutiny Management Board approved in principle on 27 July 2011, the establishment of a Task and Finish Group to review the winter maintenance preparation regime to ensure it was fit for purpose.

2 EXECUTIVE SUMMARY

The Growth and Prosperity Panel established a Task and Finish Group to review the Winter Maintenance regime in Plymouth. Several officers provided information to the panel and attended as witnesses to aid the panel in improving the regime.

3 THE PANEL

The Task and Finish Group's cross party membership comprised of the following Councillors –

- Councillor Nicholson (Chair)
- Councillor Coker (Vice Chair)
- Councillor Berrow
- Councillor Churchill
- Councilor Murphy
- Councillor Mrs Nicholson
- Councillor Williams
- Councillor Wright

For the purposes of the review, the Task and Finish Group was supported by –

- Gill Peele, Business Manager for Development and Regeneration
- Ian Ellis, Assistant Network Manager, Plymouth Transport & Highways Partnership
- Duncan Malloch, Network Manager, Plymouth Transport & Highways Partnership
- Tom White, Head of Network Management Unit, Plymouth Transport & Highways Partnership
- Helen Rickman, Democratic Support Officer

4 SCRUTINY APPROACH

4.1 The Task and Finish Group convened on two separate occasions to consider evidence and hear from witnesses –

- 8 September 2011

- 15 September 2011

4.2 Members of the Task and Finish Group aimed to examine and make recommendations about the Winter Maintenance regime in Plymouth to assess if it was fit for purpose.

4.3 The Work Programme Request (PID) is attached as Appendix I.

4.4 At its meetings on 8 September 2011 and 15 September 2011 the Task and Finish Group considered evidence from witnesses, raised questions and considered answers and recommendations relating to the Winter Maintenance regime.

4.5 Key issues and findings from the 8 September 2011 meeting included that –

- (a) Plymouth had experienced two bad winters in a row;
- (b) the Winter Maintenance regime in Plymouth was of public interest;
- (c) there were limited resources to grit the entire road network in Plymouth;
- (d) there were approximately 400 grit bins throughout the city – officers received several requests to refill the grit bins throughout the winter period;
- (e) gritting resources were focused on primary and secondary roads;
- (f) the current Transport & Highways Partnership Winter Maintenance Plan was not intended to cover maintenance of the corporate estate such as schools and road/land that was not maintainable at public expense;
- (g) it was a common misconception that grit was used in treating the road network in the winter when it was in fact salt that was used;
- (h) grit could be added to the salt when the stock diminishes however this would result in a residual product which could become a slipping hazard;
- (i) the Winter Maintenance regime ran from October to April;
- (j) it was important to put salt down on the road network before the formation of ice and snow;
- (k) there were a fixed number of operatives who dealt with the gritting of roads;
- (l) it was considered that 200 tonnes of salt was required to maintain the grit bins throughout the winter period;
- (m) seven snow ploughs were used in Plymouth to clear the snow from the road network;
- (n) the Council was proactive in liaising with its partners/businesses regarding the need for them to purchase salt stocks however several had not yet responded;
- (o) salt was only effective to the temperature -9
- (p) footpaths were not pre treated in Plymouth;

- (q) officers ensured that there was always a six day stockpile of salt at Hatfield House;
- (r) the council aimed to buy salt in the summer months as it is cheaper;
- (s) gritters were sent around the Plymouth road network to analyse known 'wet spots' which were known to form ice;
- (t) not all grit bins in the city were maintainable at public expense;
- (u) the location of grit bins were strategically placed to assist where the gritter lorries did not reach;
- (v) the contract that Plymouth City Council had with Amey was on the basis of a fixed annual fee;

4.6 Key issues and findings from the 15 September 2011 meeting including that –

- (a) there were four main emergency routes across Plymouth that were kept open and clear of snow at all times;
- (b) salt was approximately £30 per tonne in the summer but increased to £100 per tonne last winter;
- (c) Plymouth was named as 5th for customer satisfaction for winter maintenance out of 90 local authorities;
- (d) PCC and Amey were due to host a winter maintenance road show to offer advice;
- (e) there was capacity at Prince Rock depot to store several tonnes of salt;
- (f) PCC Corporate Support (asset management) had responsibility for the Prince Rock depot;
- (g) Amey tried to respond in an emergency to provide salt to partners/businesses however were not always able to facilitate every request;
- (h) officers received intelligence from members of the public and councillors who ring/write on the issues experiences with the winter maintenance regime;

5 WITNESSES

The Task and Finish Group heard representations from –

- Ian Ellis, Assistant Network Manager
- Duncan Malloch, Network Manager
- Tom White, Head of Network Management Unit
- Mike Hocking, Corporate Risk Manager

- Chris Davey – Highway Maintenance Technician
- Victoria Hutchings – Amey Watchman
- Ian Banfield – Maintenance Team Leader
- Phil Lord – Property Information Officer

6 KEY ISSUES ARISING FROM THE EVIDENCE

- 6.1 from the results of the evidence provided to the panel the following key themes emerged–
- 6.1.1 there was not a clear and concise approach to the coordination of the winter maintenance regime for non HMPE land; this resulted in a reactive and unreliable response which often affected the Transport & Highways Partnerships salt stocks;
- 6.1.2 Council departments did not have a co-ordinated approach to the procurement of salt, hence not providing value for money;
- 6.1.3 Council departments did not have a co-ordinated or formalised approach to the allocation or distribution of salt;
- 6.1.4 there was no robust policy or criteria for the location of additional grit supplies such as grit bins or bags;
- 6.1.5 the Prince Rock depot has an unutilized salt barn and would be an obvious resource in storing salt for the winter over and above the supplies maintained by the Transport & Highways Partnership;
- 6.1.6 that primary and secondary routes are gritted, but there was no clear criteria beyond this.

7 FINDINGS

The panel was assured of the arrangements in place with the Transport & Highways Partnership to protect the priority primary and secondary gritting routes across the city. The panel received and endorsed the rationale for treating the main roads in Plymouth first and only applying post treatment to the footpaths if resources are available. The panel also received information on a number of additional sites, such as Crematorium, Ferry port, NHS Derriford, where the Transport & Highways Partnership provided additional chargeable services.

The panel identified however, that there is no strategic co-ordination for the management of non HMPE (highways maintainable at public expense) land or gritting provision to ensure safe access/ egress to corporate buildings, nor those of our partner organisations. Historically arrangements have been very reactive and usually late and unplanned and result in undue pressure on the salt supplies held by the T & H Partnership. This un-coordinated activity also includes un-controlled ad-hoc purchasing of salt supplies by council departments at considerably higher prices during the peak times and in the last two years has resulted in treatment of non HMPE land being dictated by salt stocks alone, rather than by identified priority need.

8 RECOMMENDATIONS AND REASONS

1. That the Council make best use of the salt barn at Prince Rock and procure additional salt provision. This will guarantee greater capacity for the city wide gritting service and as a purchase of an asset should be regarded as a financial investment. The ability to treat areas of high footfall and high dependency will reduce the negative impact on the economy in the event of another harsh winter. The panel recommends that the salt be purchased soonest to secure the lower rates per tonnage and as salt is not perishable can be sold on at a later date.
2. That the Departments of Corporate Support and Development & Regeneration be responsible for the development of the business case for the actual salt procurement and the development and implementation of an operating model that will ensure optimum value for money This will include the responsibility and arrangements for the distribution and spreading of the supplies to non HMPE locations and the identification of corporate resources.
3. That PCC develop a Gritting Policy which will identify and prioritise needs over and above the existing Transport & Highways Winter Service plan that primarily deals with primary and secondary network routes. The policy which will be developed over time, will state criteria for the prioritisation of non HMPE and provide a clear transparent strategy for specific areas of the city to be treated ahead of others. To develop these criteria, officers will consider;
 - Areas of high footfall
 - Areas of high dependency
 - Ward Councillors feedback on specific hot spots within their wards, which should be considered as a priority and why
 - The views of residents at neighbourhood meetings
4. That Ward Councillors be asked to review existing grit bin sites in co-operation with the Transport & Highways partnership, and in accordance with the newly developing criteria. This will help determine the most appropriate provision for hot spot areas e.g. salt bins, salt bags or additional gritting to ensure the most cost effective treatment.
5. That PCC has a role in the strategic co-ordination and planning for gritting and supplies across the city by partner organisations such as NHS Derriford, Fire Service. That the appropriate PCC lead officer be identified to review previous ad-hoc demand for salt and to identify lead officers in partner organisations with whom we can work to ensure that key high risks areas across the city are identified.

REQUEST FOR SCRUTINY WORK PROGRAMME ITEM



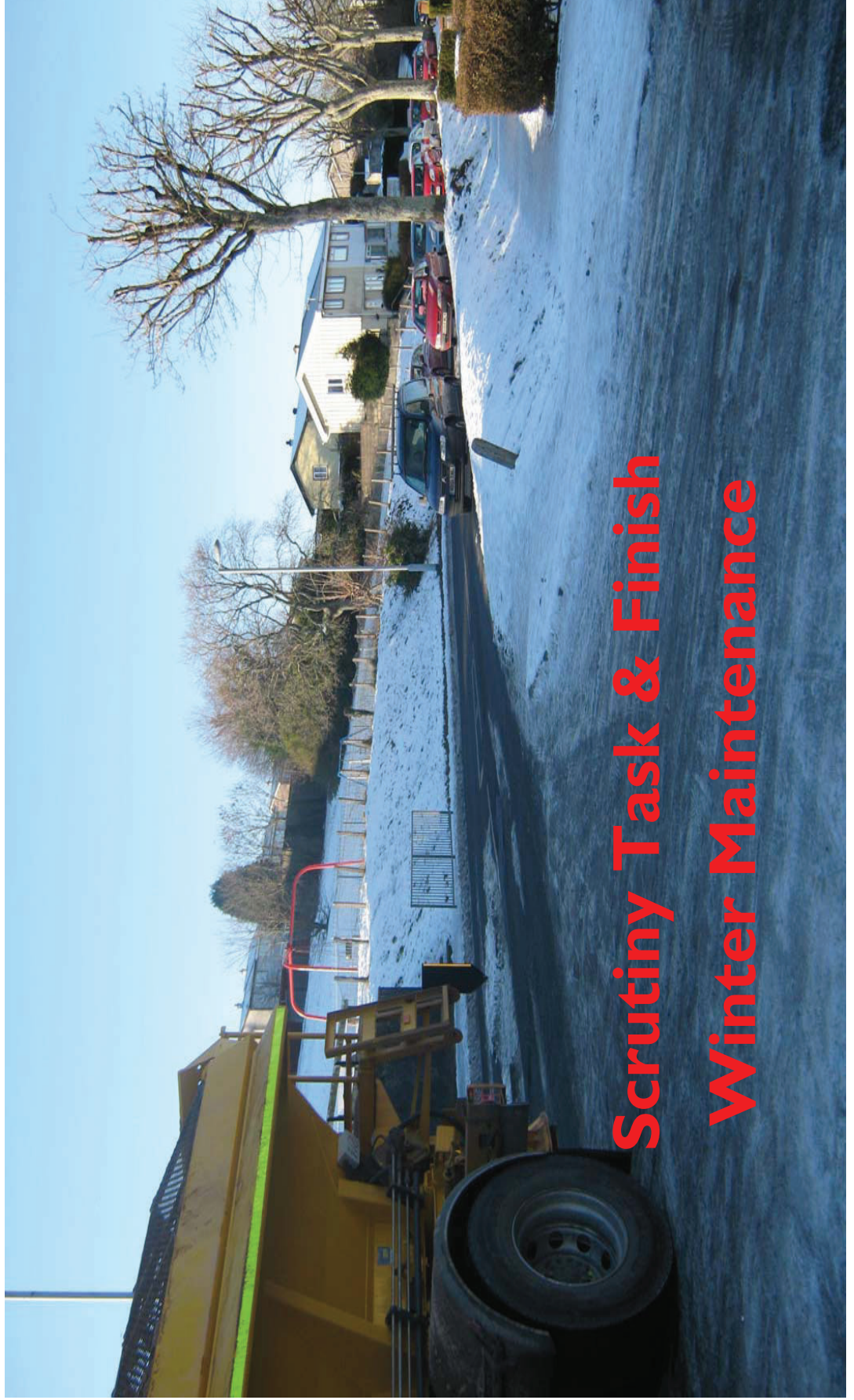
	Title of Work Programme Item	Review of Winter Maintenance Preparation: Gritting rounds and salt bins
2	Responsible Director (s)	Anthony Payne : Director for Development & Regeneration
3	Responsible Officer Tel No.	Tom White : Head of Network Management, Transport & Highways 01752 304256
4	Relevant Cabinet Member(s)	Cabinet Member for Transport
5	Objectives	Scrutiny members will gain a better understanding of: <ul style="list-style-type: none"> • The highway network and class of routes • Resources • Current locations/ routes (including non HMPE land) • Current assessment criteria • Comparison with other unitary authorities • Industry standards
6	Who will benefit?	The review will benefit the Council and Plymouth residents by reviewing current practice and value for money
7	Criteria for Choosing Topics (see table at end of document)	A high level of public interest, due to the icy conditions during the last two winters. <ul style="list-style-type: none"> • Issues consistently identified by Members as key through constituency activity • Public interest issue covered in local media
8	What will happen if we don't do this review?	The current Winter Maintenance Preparation programme will continue as normal.

9	What are we going to do?	<p>The scrutiny will review the current locations and arrangements for the gritting of the road network and pavements across the city and consider the assessment criteria to seek a fit for purpose winter maintenance programme.</p> <p>Overview of current provision including all non HMPE salt bins; Overview of current routes gritted; Review of current assessment criteria; Obtaining and understanding local and national comparators and Industry standard; Consideration of value for money;</p>
10	How are we going to do it? (witnesses, site visits, background information etc.)	Site visits, officer presentations, background information
11	What we won't do.	The scrutiny will exclude any activity that does not fall within the criteria of winter maintenance preparation.
12	Timetable & Key Dates	August/September 2011
13	Links to other projects or initiatives / plans	n/a
14	Relevant Overview and Scrutiny Panel / Membership if Task and Finish Group (to be decided by OSP before submission to OMB)	Growth and Prosperity Overview & Scrutiny Panel
15	Where will the report go? Who will make the final decision	To the scheduled meeting dates of the panel, the Overview and Scrutiny Management Board and Cabinet /Council
16	Resources (staffing, research, experts, sites visits and so on)	Plymouth City Council staff resources Amey staff resources
17	Is this part of a statutory responsibility on the panel?	No
18	Should any other panel be involved in this review? If so who and why?	N/A
19	Will the task and finish group benefit from co-opting any person(s) onto the panel.	No
20	How does this link to corporate priorities?	Delivering Growth, Value for Communities.

Task and Finish Review 2011



PLYMOUTH
CITY COUNCIL



**Scrutiny Task & Finish
Winter Maintenance**

What is the service?

- Winter Season is October to April
- Pre treatment of the main roads in Plymouth
- Post treatment to footpaths (subject to resources), after roads, doing City Centre and shopping areas first, then by risk assessment.
- Maintaining 400+ grit bins (total 200t to refill).
- Clearance of snow off the main roads.
- Snow clearance on other roads after the main roads
- Snow clearance on footpaths if resources available

Legal implications and liabilities



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CITY COUNCIL

- Duty to maintain the highway under the Highways Act, 1980 which embraces Winter service.
- Highway Authority for a highway maintainable at the public expense are under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

From the Winter Maintenance Operational Plan



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- 14 pre-treatment routes have been defined - 7 Primary and 7 Secondary routes. These detail roads that are more heavily used or provide access to hospitals, fire stations etc.
- We pre-treat this defined network to prevent the formation of frost, ice or the laying of snow.
- 4 snow routes prioritise when snow is on the ground.
- Over 400 grit bins have been strategically placed across the network.
- We do not pre-salt the footway network.

We also support others in Plymouth



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- Crematorium - supply of salt bins.
- Treatment to some park and rides.
- Ferry port - gritting
- Torpoint Ferry - treatment of parking area
- Corporate Property - treatment of Windsor House Car park, Prince Rock Depot and supply of 20t of salt
- Community Grant fund - additional green grit bins

Last year we also supported Schools, NHS Derriford, Police and Fire Brigades when their salt stocks ran out, and City Centre Company when they wanted their own salt.

Salt supply

- Last year we used a total of 1522 tonnes
- We now have in stock 870 tonnes
- As used we will re-order to maintain a 6 day reserve.
- We can call upon local support, e.g. DCC and Amey Hampshire contract
- Last year Central Gov “Salt Cell” controlled national distribution, setting up a 250,000t stockpile.
- Amey brought in shipments to Southampton to support.

Last year

- 36 Early morning inspections (EMI)
- 24 Primary routes actions
- 18 Secondary routes actions
- Snow ploughs and continuous action on 2 days.
- Replenished grit bins 3 times
- In general it takes 4 hours to treat the 7 primary and secondary routes
- EMI two gritters dispatched to check known wet spots and check the network. Can escalate if needed to full action.



Grit bins, over 400 and growing!



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- Actually hold salt not grit
- Not all grit bins are HMPE
- Can become litter bins, some people complain they don't want them by their property, abused by others.
- In our plan we review annually but based on historic information and new requests are considered as follows:
 - On a already treated route? Then normally rejected
 - Is the location traffic sensitive, with high volume?
 - Is the location a repetitive accident / incident spot?
 - Is the location commensurate with other sites?

This year's review and recommendations



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- Plymouths Growth agenda, new developments.
- Change in emergency services locations
- Revised guidance in terms of spread rates.
- Revised considerations, city centre and shopping area footway areas.
- Different plant, Multihog unit.

Ideas for consideration



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- Stock pile for Corporate use? - PCC currently own a 3000t Salt Barn at Prince Rock , could this be better used.
- Grit Bin review - do we have too many? Are they in the right places? how do we consider new requests?
- Grit Bin Policy – to help us define how we deal with new requests

Register of Salt Bins and Piles			
Road / Street	Location (395 Salt bins)	Map Reference	Comments
Adams Close	Side of number 26 Kings Tamerton Road	7 E5	
Adams Close	outside number 28 Kings Tamerton Road	7 E5	
Almond Drive	Greenwood Park Road	15 G3	
Almond Drive	Outside number 41	15 G3	
Amados Drive	Merafield Drive	14 C5	
Amados Drive	Top end	14 C5	
Antony Gardens	Adjacent to number 87	11 G1	
Austin Crescent	Bircham View	13 E1	
Bampfylde Way	Bonville Road	4 B4	
Bardsey Close	Langley Crescent	5 E3	
Barndale Close	Barningham Crescent	5 E4	
Barne Close	Outside Mail Depot	10 A1	
Beacon Park Road	West Down Road	11 G 2	
Beare Close	Outside number 116	18 C6	
Beeston Walk	Side of number 1	13 E2	
Bellingham Crescent	Outside number 54	15 G5	
Bellingham Crescent	Totnes Close	15 G5	
Belliver Industrial Estate	Haxter Close	5 F1	
Belliver Industrial Estate	Porsham Close	5 F1	
Belliver Industrial Estate	Roundabout lamp post 20	5 F1	
Berwick Avenue	Dingwall Avenue	8 B4	
Bircham View	South side at first junction	9 F6	
Blackmore Crescent	Hancock	4 B4	
Blackstone Close	Opposite Netton Close	19 H5	
Bloomball Close	Windsor Road	12 D3	
Bodmin Road	Carlisle Road	8 A3	
Bodmin Road	Junction Warwick Avenue	9 A3	
Boringdon Hill	Opposite Devonia Close	14 D2	
Braemar Close	Outside number 9	15 H5	
Brean Down Close	Outside number 1	12 A3	
Brean Down Road	Ludlow Gardens	12 A2	
Brean Down Road	Burleigh Lane	12 A2	
Brest Road	Tavistock Road	8 D3	
Bridwell Road	Near Northumberland Street	10 C1	
Bridwell Road	Church Way at top end	10 C1	
Broadley Park Road	Junction near Belliver Industrial Estate	5 F1	
Broughton Close	Lockington Avenue	12 B2	
Brynmoor Walk	In turning head	12 C3	
Budshead Road	Dayton Close	8 B4	
Budshead Road	Westbury Close	8 A3	
Budshead Road	Near lamp post number 38	9 A3	
Budshead Road	Opposite lamp post number 39	10 A3	
Budshead Road	Lamp post 30	11 A3	

Budshead Road	Outside number 115	12 A3	
Buena Vista Close	Buena Vista Drive	5 G4	
Buena Vista Close	Buena Vista Way	5 G4	
Burleigh Lane	Berrow Park Road	11 H2	
Burnett Road	Opposite lamp post number 7	12 B1	
Burnett Road	Drax Gardens	12 B1	
Burnham Park Road	Brent Knoll Road	11 H2	
Burrow Hill	Outside number 10	19 E5	
Byron Avenue	Outside number 29	7 G5	
Camperdown Street	Outside number 43	16 B1	
Campion View	Lamp post 1	5 H2	
Cann Wood View	Lamp post 1	5 H3	
Challock Close	Rogate Drive	9 F2	
Charlton Road	Lansdowne Road	8 C4	
Charlton Road	Grosvenor Road	8 C4	
Cherry Tree Lane	St Maurice Lane	15 F5	
Chesterfield Road/Close	Outside number 61	12 D5	
Chivenor Avenue	Opposite 8, near Debden Close	6 C6	
Church Hill	Lamp post numbers 98 and 99	12 D1	
Church Park Road	Opposite number 2	5 H2	
Church Road	Pick Pie Drive	5 H2	
Church Road	Outside number 83	19 F4	
Church Road	Lamp post number 10	19 F4	
Clifton Avenue	Rashleigh Avenue	14 D2	
Colebrook Lane	Boringdon Hill	14 D2	
Colesdown Hill	Below lamp post First Avenue	19 G3	
Colesdown Hill	Second Avenue	19 G3	
Colesdown Hill	Near Wixenford Farm	19 G3	
Colwill Road	Chelson Gardens	9 H4	
Colwill Road	Outside vets	9 H4	
Combley Drive	Durriss Close	9 G3	
Compass Drive	Opposite Newnham Drive	15 F2	
Copse Road	Drunken Bridge Hill	14 C5	
Copse Road	Rear of number 51	14 C5	
Cornwood Road	The Spinney	15 G5	
Coronation Place	Cardinal Avenue	6 D6	
Cot Hill	Dudley Road	14 B4	
Coypool	Car park	13 H2	
Coypool	By Railway level crossing	13 H2	
Cressbrook Drive	Opposite lamp post DR	9 H4	
Crossway	Plymbridge Road	14 C2	
Crownhill Road	By footway to Selkirk Place	8 B4	
Culver Way	Lamp post number 5	12 B1	
Danum Drive	Lotherton Close	15 G6	
Dark Street Lane	Underwood Road	14 D4	
Darwin Crescent	Outside number 9	13 F4	
Dean Hill	Outside number 38/42	19 F4	
Deer Park	Oregon Way	13 E3	
Donnington Drive	Eggbuckland Road	12 D2	
Donnington Drive	Upton Close	12 D2	
Dove Gardens	Outside shop	13 E3	
Duloe Gardens	Antony Gardens	11 G1	

Dunclair Park	Outside Residential Home	13 F4	
Dunnet Road	Lamp post P985	8 A1	
Dunraven Drive	Moorland View	8 C1	
Dunster Close	Outside number 7	15 H5	
Dunstone Road	Crownhill Road	7 E4	
Dunstone View	Dunstone Lane	19 G4	
Earlswood Drive	Plymbridge Road	9 H3	
Efford Lane	Chesterfield Road	12 D5	
Eggbuckland Road	By lamp post number 28	12 D1	
Eggbuckland Road	Eastfield Crescent opposite 4	12 C2	
Elburton Road	Alexandra Close	19 H3	
Elford Crescent	Outside number 165	15 E2	
Erlstoke Close	Freshford Walk	9 F6	
Fairview Avenue	Darwin Crescent	13 F4	
Fairview Avenue	Manor Lane	13 F4	
Fairview Way	Fairview Avenue	13 F4	
Farnley Close	Opposite number 24	5 E4	
Flamborough Road	Clittaford Road	4 D3	
Fletemoor Road	Moor Lane	6 D6	
Fletemoor Road	Outside number 120	6 D6	
Ford Hill	Opposite Browning Street	11 E4	
Forder Heights	Fort Austin Avenue	9 E5	
Foresters Road	Outside number 20	19 E4	
Foresters Road	Outside number 42	19 E4	
Foresters Road	Lamp post number 1	19 E4	
Fort Austin Avenue	Outside School	8 C5	
Fosbrooke Court	Side of number 69	12 B4	
Fountains Crescent	Outside number 122	11 G1	
Fountains Crescent	Outside number 44 junction of Springhill	11 G1	
Frensham Gardens	Outside number 15	5 F3	
Freshford Walk	Eastlake Close	9 F5	
Frontfield Crescent	Coplestone Road	8 A1	
Frontfield Crescent	By street nameplate at top	8 A1	
Furzehatt Avenue	Furzehatt Rise	19 G5	
Furzehatt Avenue	Shute Park Road	19 G5	
Geasons Lane	Outside School	14 D4	
Glen Road	Outside number 33	14 D3	
Glen Road	Parkstone Lane	14 D3	
Godding Gardens	Reddicliff Close	4 C4	
Goosewell Hill	Outside number 37	12 D1	
Goosewell Park	Road Shute Park Road	19 G5	
Goosewell Road	Holmwood Avenue bottom end	19 G5	
Goosewell Road	Lower Park Drive	19 G6	
Goswela Gardens	Goswela Close	19 G6	
Goswela Gardens	Staddon Park Road	19 G6	
Grantham Close	Outside number 3	14 B4	
Grantley Gardens	Outside number 4/5	12 C5	
Greatfield Road	Outside number 23	12 D2	
Greenacres	Billacombe Road	19 F3	
Greenacres	Garden Village	19 F3	
Greenbank Road	Just up from Lipson Road	3 D1	
Greenbank Road	Opposite Clifton Place	3 D1	

Greenwood Park Close	Lamp post number 1	15 G3	
Greenwood Park Road	Near Raleigh Court	15 G3	
Greenwood Park Road	Lamp post number 14	15 G3	
Greenwood Park Road	Outside number 55	15 G3	
Greenwood Park Road	Lamp post number 19	15 G3	
Grimspound Close	Lamp post number 13	13 G1	
Grimspound Close	Side of lamp post number 15	13 G1	
Gwyn Road	Near lamp post number 7	18 B1	
Hallerton Close	Lamp post number 1442	9 G5	
Ham Close	Opposite lamp post number 2	12 G1	
Ham Drive	By lamp post 64 junction of Langstone Road	11 E2	
Ham Lane	Above old Depot on hill	11 F 1	
Hartford Place	Outside number 11	10 C1	
Hartley Road	Mannamead Road	12 A3	
Hartwell Avenue	Sherford Road	20 C4	
Hawkinge Gardens	Outside number 91	6 D2	
Hawkinge Gardens	Near lamp post number 4	6 D2	
Hawthorn Way	Opposite number 12	12 D2	
Haye Road	By King George V playing fields	20 B3	
Haye Road	South Car park entrance	20 B4	
Healy Place	Garden Street	16 B1	
Healy Place	Pentamar Street	16 B1	
Hemerdon Heights	Outside number 152	15 F3	
Hemerdon Heights	Footway above number 217	15 F3	
Hessary Drive		5 F2	
Hessary Drive		5 F2	
Hessary Drive		5 F2	
Hickory Drive	Redwood Drive	15 G4	
Highclere Gardens	By lane	5 F3	
Hillcrest Drive	Wolridge Avenue	15 F4	
Hillcrest Drive	Ridgeway	15 F5	
Holly Park Drive	Milford Lane	7 F1	
Holly Park Drive	Lamp post 868	7 F1	
Hollycroft Road	Opposite number 38	12 C2	
Holmwood Avenue	Goosewell Road at top	19 G6	
Holne Chase	Prestonbury Close	5 E3	
Homer Park	Hooe Road	18 D6	
Hooe Hill	Sharrose Close	18 C6	
Hooe Hill	Bell Vue Close	18 C6	
Hooksbury Avenue	Neal Close	15 G5	
Horsham Lane	Mary Dean Avenue	4 A3	
Hosford Close	Coleman Drive	19 G6	
Humber Close	Deer Park Drive	13 F3	
Jackson Close	York Road	10 D1	
James Street	Outside Tamar House	16 B4	
James Street	Outside Lynher House	16 B4	
Jasmine Gardens	Side of number 16	15 H4	

Jasmine Gardens	Greenwood Park Road	15 H4	
Kenmare Drive	Hillcrest Drive	15 F4	
Kenmare Drive	Opposite number 82	15 F4	
Kenmare Drive	Outside number 102	15 F4	
Kenmare Drive	By lamp post 10 Z2096	15 F4	
Kennel Hill Close	Copse Road	14 C4	
Keswick Crescent	Miller Way Asda end	9 F4	
Keswick Crescent	Opposite number 171 in car park	9 F4	
Kirkwall Road	Budshead Road	8 A4	
Kitter Drive	Opposite number 77	19 G6	
Knapps Close	Opposite Sherborn Close	20 B5	
Knapps Close	Cul-De-Sac end	20 B5	
Kneele Gardens	Mannamead Road	12 A1	
Lake View Close	Outside number 47	7 F1	
Lake View Drive	Outside numbers 65/67	7 F1	
Lake View Road	Opposite number 61	7 F1	
Lakeside Drive	Outside number 12	6 C2	
Landulph Gardens	Junction near lamp post 1	10 B1	
Langdale Gardens	Langdale Close	9 G5	
Langley Crescent	In Langley Close side of 152	4 B3	
Larkham Lane	Plymbridge Road	14 B3	
Larkham Lane	The Dell	14 B3	
Leatfield Drive	Windermere Crescent	8 B2	
Leypark Drive	Opposite lamp post number 5	9 G4	
Leypark Walk	Opposite Community Centre	9 G4	
Linketty Lane West	West Lamp post numbers 1 & 8	12 B1	
Linton Road		4 A3	
Lipson Vale Lane	rear of Chudleigh Road	12 C5	
Little Ash Road	Outside number 4	6 A5	
Lockington Avenue	Dynevor Close	12 B2	
Long Ley	Higher Mowles	12 D3	
Long Meadow	Meadow View	14 D2	
Long Park Drive	Riverford Close	5 G3	
Looseleigh Park	Outside number 2	8 B1	
Loughborough Road	Stanhope Road	6 B5	
Lower Farm Road	Meadow Rise	15 F5	
Lucas Lane	Opposite lamp post 8	14 C3	
Ludlow Road	Berrow Park Road	11 H2	
Lynwood Avenue	Outside number 68	14 A3	
Lynwood Avenue	Outside number 1	14 A3	
Maddock Drive	Yealmpstone Close	15 G5	
Maidenwell Road	Underlane	14 C4	
Mallard Close	Outside number 10	15 E4	
Manadon Drive	St Peters Drive	12 A1	
Manifold Gardens	Pike Road	13 F4	
Manor Park	Outside number 2	15 F4	
Marrett Road	Outside number 20	7 E4	
Meadow Way	Outside number 64	14 C2	
Medland Crescent	Hurrell Close	4 B4	
Merfield Rise	By bus stop	14 C4	
Milford Lane	Truro Drive by lamp post 1	7 F1	
Milford Lane	In the narrows	7 F1	
Miller Way	Langdale Gardens	9 F2	

Miller Way	Opposite lamp post number 25	9 F2	
Millwood Drive	By street nameplate	9 H6	
Millwood Drive	Shell Close	9 H6	
Moor Lane	Ferrers Road	6 D6	
Moses Close	Dunnet Road	4 C3	
Moses Close	Clifford View	4 C3	
Mowhay Road	Opposite number 15	7 E6	
New Park Road	Outside number 3	15 F5	
Norfolk Road	Side of number 31	13 E4	
Normandy Hill	Pemros Road	6 A5	
Northampton Close	Lamp post number 1	7 F2	
Old Laira Road	Outside St Marys Church	12 D5	
Old Laira Road	Opposite Wycliffe Road	12 D5	
Oregon Way	Opposite lamp post 10	13 E3	
Oregon Way	Lamp post number 1	13 E3	
Pattinson Drive	Pattinson Close	9 G4	
Peeks Avenue	Church Road	19 G4	
Pendeen Crescent	Outside number 63	4 D4	
Penrith Gardens	Miller Way Asda End	9 F3	
Peters Close	Outside number 17	20 A4	
Peters Park Close	Peters Park Lane	6 D5	
Petersfield Close	Eggbuckland Road	12 D5	
Pike Road	Outside number 67	13 E4	
Pike Road	Opposite number 96	13 E4	
Pike Road	Opposite shops	13 E4	
Pinewood Drive	Opposite number 41	5 H3	
Plymbridge Road	Earlwood Drive	9 H3	
Plymbridge Road	Outside Treverbyn House	14 C3	
Pode Drive	Edwards Close	15 G5	
Pode Drive	Opposite number 36	15 G5	
Pode Drive	Bellingham Crescent	15 G5	
Pollard Close	Lalebrick Road	18 C6	
Pollard Close	Lamp post number 6	18 C6	
Powis Gardens	Farm Lane	7 G4	
Powisland Drive	Looseleigh Lane	8 C2	
Powisland Drive	Lamp post number 30	8 C2	
Prince Maurice Road	Salcombe Road	12 B5	
Quarry Park Road	Rollis Park Road	19 E4	
Rashleigh Avenue	Delacombe Close	15 E2	
Raphael Drive	Hogarth Walk	19 G5	
Reddicliff Road	Rowland Close	18 D6	
Reddicliff Road	Reddicliff Close	19 E6	
Reddicliff Road	Broom Park	18 D6	
Reddington Road	Hollycroft Road	12 C2	
Reddington Road	Opposite number 39	12 C2	
Rendlesham Gardens	Dover Road	9 G4	
Reservoir Road	South of Stanborough Road	19 H5	
Reservoir Road	Outside number 10	19 H5	
Reservoir Road	Lamp post number 11	19 H5	
Reservoir Way	Reservoir Crescent	20 A4	
Ridgeway	Maddock Drive	15 G5	
Roborough Avenue	Powisland Drive	8 C2	
Rochford Close	Junction lamp post number 30	7 E2	

Rochford Close	Junction of Westhampnett Place	8 E2	
Romilly Gardens	Robert Adams Close number 5	14 A4	
Romilly Gardens	Morley Close	14 A4	
Rosewood Close	Greenhill Close	19 G6	
Rowan Way	Opposite Maple Way	5 H3	
Russet Wood	By School entrance	7 E3	
Rydal Close	Opposite Rydal Close	9 F5	
Savage Road	Poole Park Road	10 B1	
Savage Road	Roope Close lamp post 10	10 B1	
School Close	Outside number 30	14 D2	
Sefton Avenue	Outside number 48	12 C5	
Sefton Avenue	Outside number 50	12 C5	
Sefton Avenue	Opposite number 130	12 C5	
Sefton Avenue	Opposite number 146	12 C5	
Sefton Avenue	Lipstone Crescent	12 C5	
Segrave Road	Lopes Road	11 F3	
Selkirk Place	At junction	8 B4	
Seymour Road	Compton Avenue	12 B2	
Sherford Road	Sherford Crescent	20 B4	
Sherford Road	Station Road	20 B4	
Sherford Road	Above Portway Close	20 B4	
Southgate Avenue	Outside number 17	19 F6	
Southgate Avenue	Tudor Close	19 F6	
Southgate Avenue	Outside number 9	19 F6	
Southgate Avenue	Southgate Close	19 F6	
Southway Drive	Opposite number 123	4 B5	
Speedwell Walk	Speedwell Crescent	12 D2	
Springhill Green	Outside number 19	11 G1	
St Budeaux By-Pass	Outside fire station	10 D1	
St Johns Road	Outside St Lukes Hospice	18 B4	
St Maurice Road	Hele Gardens	15 F5	
St Maurice View	Lamp post number 2	15 H5	
St Vincent Street	Outside number 4	10 D4	
Staddiscombe Road	Outside number 9 in verge opposite bus stop	19 G6	
Staddiscombe Road	Outside numbers 81/82	19 G6	
Staddiscombe Road	Outside number 57	19 G6	
Staddiscombe Road	Outside number 95	19 G6	
Staddiscombe Road	Opposite lamp post 36	19 G6	
Station Road	Tory Brook Residential Home	14 D3	
Station Road	Outside Tory Brook Residential Home	14 D3	
Station Road	Hillside Old Peoples Home	14 D3	
Steer Park Road	West Park Drive	15 H4	
Stefan Close	Lalebrick Road lamp post 6	18 C6	
Stentaway Road	Church Road	19 F4	
Stirling Road	Saltburn Road	6 B5	
Tamerton Close	Outside number 15	7 F1	
Tamerton Foliot Road	Opposite lamp post P1273	8 A1	
Tamerton Foliot Road	Opposite lamp post P1266	8 A1	
Tamerton Foliot Road	Foxwood Gardens lamp post 3A	8 A1	
Tamerton Road	Broadley Park Close	5 F1	
Taunton Avenue	Warwick Avenue	7 F1	

Tavistock Road	Opposite Turners Car Sales	5 F3	
Tern Gardens	Ridge Park Road	15 E4	
The Dell	Lamp post number 144	14 B3	
The Heathers	Lamp post number 7	5 G3	
Tithe Road	Off Woodford Avenue	14 A3	
Tor Lane	Outside Burleigh Manor	11 H2	
Towerfield Drive	Outside CSA lamp post 1	5 G2	
Turret Grove	Outside 118 Old Laira Road	12 B5	
Underhill Road	Outside Residential Home	16 D1	
Valley View Close	Deer Park Drive number 2	12 D3	
Valley View Road	Outside number 18	12 D2	
Valley View Road	Outside number 3	12 D2	
Vicarage Gardens	Normandy Hill	6 B5	
Vicarage Gardens	Junction opposite lamp post 1	6 B5	
Victoria Road	Outside number 230	6 C5	
Wain Park	Number 20	15 F5	
Waring Road	Near Dunnet Road	4 B3	
Wellhay Close	At junction	20 B5	
Wellsbourne Park	Outside number 12	12 C3	
Wembury Road	Opposite number 6	19 H5	
Wembury Road	Junction Coltness Road	19 H5	
Wembury Road	Opposite Coltness Road	19 H5	
Wensum Close	At junction	15 F4	
Wentwood Gardens	Miller Way	9 G4	
Western Drive	Castle Rise	12 D5	
Westfield	Outside school entrance	15 F3	
Westfield	Hemerdon Heights	15 F3	
Whin Bank Road	By lamp post E526	8 A4	
Whitsoncross Lane	Lamp post number 29	4 A3	
Wills Close	Opposite number 1	4 C3	
Windsor Road	Opposite R E Lucas & Son	12 D2	
Wolseley Road	Outside number 792 in Saltash Passage	6 A5	
Wolseley Road	Side of number 872	6 A5	
Wolverwood Lane	Aycliffe Gardens	15 G6	
Wolverwood Lane	Canefield Avenue	15 G6	
Wolverwood Lane	Burniston Close	15 G6	
Wolverwood Lane	St Stephens Road	15 F6	
Wood end Road	Opposite Meadowlands	5 G3	
Woodland Drive	Outside number 10	14 B4	
Woodland Drive	Amados Road	14 B4	
Woolwell Road	Lamp post number 15	5 G2	
Wycliffe Road	Opposite number 32	12 D5	
Wythburn Gardens	Lamp post number 2	9 G4	
York Road	Carlton Terrace	10 C1	

PRINCIPAL GRITTING NETWORK

Access Road to Train Station	P5	Clovelly Road	P1
Albert Road	P5	Clovelly Road	P2
Alexandra Road	P2	Clovelly Road	P4
Alexandra Road	P6	Cobourg Street	P4
Alma Road	P5	Cobourg Street	P5
Ashwood Park Road	P3	Colebrook Road	P3
Beacon Park Road	P5	Compton Park Road	P2
Beacon Park Road	P7	Cothill Road	P2
Beaumont Road	P1	Cothill Road	P3
Beaumont Road	P5	Coypool Road	P2
Beechwood Avenue	P7	Cremyll Street	P4
Belliver Way	P3	Cross Way	P3
Biggin Hill	P6	Crownhill Road	P2
Billacombe R/B	P1	CrownHill Road	P6
Billacombe Road	P1	Crownhill Road	P7
Blandford Road	P2	Cunningham Road	P6
Boringdon Hill	P3	Dale Road	P7
Boringdon Road	P3	Dean Cross	P1
Bovisand Lane	P1	Dean Cross Road	P1
Bovisand Road	P1	Dean Hill	P1
Brentonside	P4	Deep Lane	P2
Brest Road	P7	Derriford Hospital	P7
Broadley Park Road	P3	Derriford R/B	P3
Budhead Road Slip Road	P7	Derriford R/B	P7
Budhead Way	P2	Derriford Road	P7
Budshead Road	P6	Derry Cross	P4
Budshead Way R/B	P6	Devonport Hill	P4
Caroline Place	P4	Drake Circus	P4
Cattedown R/B	P1	Dunnet Road	P6
Cattedown R/B	P3	Durnford Street	P4
Cattedown Road	P2	Eagle Road	P3
Cattedown Road	P3	Eastern Wood Road	P3
Centre Park Avenue	P7	Ebrington Street	P5
Chapel Street	P4	Egerton Road	P6
Charles Cross	P5	Eggbuckland Road	P6
Charles Cross R/B	P4	Elburton Road	P1
Charles Street	P5	Elliot Road	P4
Charles Street	P4	Embankment Road	P3
Charnhill Way	P1	Embankment Road	P1
Chumberland Road	P4	Emma Place	P4
Church Hill	P6	Ernesettle Lane	P6
Church Hill Road	P1	Exeter Street	P5
Church Road	P1	Exeter Street	P4
Clarence Place	P4	Ferndale Road	
Clittaford Road	P3	Ferry Road	P5
Clittaford Road	P6	Finnigan Road	P4

Ford Hill	P4	Kinterbury Street	P4
Ford Park Road	P7	Knighton Road	P6
Forder Valley R/B	P3	Laira Bridge	P1
Forder Valley Road	P2	Laira Bridge Road	P1
Forder Valley Road	P3	Laira Bridge Road	P4
Fore Street	P4	Langage R/B	P3
Fore Street	P6	Langstone Road	P7
Fort Austin Avenue	P2	Lanhydrock Road	P6
Fort Austin Avenue	P6	Larkham Lane	P3
Fort Austin Avenue	P7	Lawrence Road	P1
Furzehatt Road	P1	Linton Close	P6
Gasking Street	P5	Linton Road	P6
Gdynia Way	P2	Lipson Hill	P1
George Lane	P2	Lipson Hill	P6
Glen Road	P2	Lipson Road	P1
Glen Road	P3	Lipson Road	P5
Golden Square	P3	Lipson Road	P6
Goosewell Road	P1	Little Dock Lane	P6
Greenbank Avenue	P6	Longbridge Road	P3
Greenbank Road	P2	Longbrook Street	P2
Greenbank Road	P7	Longcause	P2
Gydnia Way	P3	Longfield Place	P1
Gydnia Way	P4	Lower Compton Road	P2
Gydnia Way	P5	Lucas Lane	P3
Ham Drive	P5	Macadam Road	P1
Ham Drive	P7	Macadam Road	P2
Haye Road	P2	Macadam Road	P4
Hele Terrace	P4	Manadon R/B	P6
Heles Terrace traffic lights	P1	Manadon R/B	P7
Hender's Corner	P6	Mannamead Road	P2
Henderson Place	P4	Mannamead Road	P6
High Street	P4	Maple Grove	P7
Hillcrest Drive	P3	Marshmills R/B	P3
Hoe Approach	P4	Martin Street	P4
Holland Road	P3	Maxwell Road	P4
Honicknowle Green	P2	Mayflower Street	P4
Honicknowle Green R/B	P6	Meavy Way	P7
Honicknowle Lane	P2	Meavy Way	P6
Honicknowle Lane	P6	Melville Road	P4
Hooe Road	P1	Merafeild Road	P2
Horn Cross	P1	Milehouse Junction	P7
Houndiscombe Road	P7	Milehouse Road	P4
Hyde Park Road	P7	Military Road	P6
Jennycliff Lane	P1	Millbay Road	P4
Jubilee Road	P6	Millbridge	P4
Keyham Road	P5	Molesworth Road	P4
Kings Road R/B	P4	Moorland Road	P2
Kings Street	P4	Morshead Road	P7

Mount Gould Road	P1	Shakespeare Road	P2
Mudge Way	P2	Shallowford Road	P6
Mutley Plain	P5	Shapters Road	P2
Mutley Plain	P6	Shapters Road	P4
Mutley Plain	P7	Shapter's Road	P5
New Park Road	P2	Southway Drive	P3
New Passage Hill	P5	Southway Drive	P6
Newnham Road	P3	Springfield Road	P1
North Cross R/B	P4	St Andrew's Cross R/B	P4
North Hill	P5	St Aubuyn Road	P5
North Prospect Road	P7	St Budeaux By-Pass	P5
North Prospect Road	P5	St Budeaux Square	P5
Northolt Avenue	P6	St John's Road	P1
Notte Street	P4	St Levan Road	P4
Novorossisk Road	P3	St Levan Road R/B	P5
Oakfeild Terrace Road	P4	St Maurice Road	P2
Octagon Street	P4	St Modwen Road	P3
Old Laira Road	P2	St Peter's Road	P2
Old Laira Road (Slip Road)	P3	St Peter's Road	P6
Outland Road	P2	St Stephen Road	P2
Outland Road	P5	Staddiscombe Road	P1
Outland Road	P7	Staddon Lane	P1
Paradise Road	P4	Stamford Lane	P1
Park Avenue	P4	Stanborough Cross	P1
Park Avenue	P5	Stanborough Cross	P2
Parkway (Service Road)	P3	Stanborough Road	P1
Pemros Road	P5	Steer Park Road	P3
Pennycombequick R/B	P5	Stoke Road	P4
Pennycombequick R/B	P7	Stonehouse Bridge	P4
Peverell Park Road	P7	Stonehouse Street	P4
Pike Road	P2	Strode Road	P3
Plumer Road	P2	Stuart Road	P4
Plumer Road	P7	Sutherland Road	P7
Plymbridge Lane	P7	Tamerton Foliot Road	P6
Plymbridge Road	P3	Tamerton Road	P3
Plymouth Road	P2	Tavistock Road	P2
Plymouth Road	P3	Tavistock Road	P3
Pomphlett Road	P1	Tavistock Road	P6
Queens Road	P1	Tavistock Road	P7
Radford Park Road	P1	The Crescent	P4
Reservoir Road	P1	The Octagon	P4
Ridgeway	P2	The Parkway Flyover	P5
Roman Way	P5	The Viaduct	P4
Royal Parade	P4	Tor Lane	P2
Saltash Road	P5	Tothill Avenue	P2
Saltash Road T/L	P5	Tothill Avenue	P6
Sandy Road	P3	Tothill Road	P2
Seagrave Road	P5	Tothill Road	P6

Trelawny Place	P5
Trevithick Road	P5
Underlane	P1
Union Street	P4
Uxbridge Drive	P6
Vauxhall Street	P4
Victoria Road	P5
Victoria Road	P7
Wembury Road	P1
Western Approach	P4
Western Wood Road	P3
Weston Mill Road	P5
Whitsoncross Lane	P6
William Prance Road	P7
Wilton Road	P4
Wilton Street	P4
Wolseley Road	P4
Wolseley Road	P5
Wolseley Road	P7
Wolverwood Lane	P2
Woolwell R/B	P3
Yeomans Way	P2

EMERGENCY ROUTE NO 1

TRAVEL Out of Depot. Travel to Cattedown R/b.

GRIT Cattedown R/b to Embankment Road to Laira Bridge Road to Billacombe R/b **CIRCULATE** to Haye Road R/b **CIRCULATE** to Elburton R/b **CIRCULATE** and **RETURN** to Elburton Road **GRIT THROUGH** to Gdynia Way and Cattedown R/b.

TRAVEL Embankment Road to Prince Rock School.

GRIT Embankment Road to Marsh Mills R/b **CIRCULATE** to Plymouth Road to St Marys Bridge to the Ridgeway to Sandy Road R/b **CIRCULATE** to Sandy Road to Langage R/b **CIRCULATE** to Glen Road to Hillcrest Drive **TURN LEFT** at Hillcrest Drive to the Ridgeway R/b **CIRCULATE** and **RETURN** to Hillcrest Drive to Glen Road through dual carriageway section to Strode Road R/b **CIRCULATE RETURN** to dual carriageway and **GRIT** other side **U/TURN** at end of Dual carriageway.

TRAVEL **RETURN** to Strode Road R/b.

GRIT Glen Road to St Marys Bridge.

TRAVEL St Marys Bridge to Plymouth Road to start of Dual Carriageway.

GRIT Plymouth Road to Marsh Mills R/b to Embankment Road to Gdynia Way **BEAR RIGHT** to Heles Terrace to Laira Bridge Road **T/Lights TURN RIGHT** to pass Prince Rock School to Embankment Road to Cattedown R/b.

TRAVEL **RETURN TO DEPOT**

EMERGENCY ROUTE NO 2

TRAVEL Out of Depot. Travel to Charles Cross R/b

GRIT The Viaduct to Royal Parade to Union Street to Stonehouse Bridge to Cumberland Road to Park Avenue to Ferry Road **TURN LEFT CIRCULATE** to Ferry Entrance and **RETURN** to Park Avenue **TURN LEFT** to Albert Road Turn Left to Albert Road to Keyham Road to Saltash Road to Wolseley Road **TURN LEFT** to St Budeaux Square to Victoria Road to Victoria Road R/B **CIRCULATE** and **RETURN** to St Budeaux Square to Wolseley Road to Camels Head **TURN LEFT** to St Budeaux By-Pass to R/b **CIRCULATE** and **RETURN** to Camels Head **TURN LEFT** to Wolseley Road to Milehouse traffic lights to Citybus Depot **CIRCULATE DEPOT RETURN** to Milehouse traffic lights and Camels Head traffic lights to Saltash Road.

TRAVEL Saltash Road to St Levan Road, **TURN LEFT**.

GRIT St Levan Road to Wolseley Road R/b **CIRCULATE** and **RETURN** to St Levan Road to Bartholomew Road **TURN LEFT** to Milehouse Road **TURN RIGHT** to the traffic lights through to Devonport Road to Albert Road **TURN RIGHT** to Park Avenue **TURN LEFT**.

TRAVEL Park Avenue to Fore Street.

GRIT Fore street to Paradise Road to Kings Road **TURN RIGHT** to Stonehouse Bridge **TURN LEFT** to Union Street to Western Approach **TURN LEFT** to North Cross R/b **CIRCULATE RETURN** to Western Approach to Union Street **TURN LEFT** to Royal Parade to the Viaduct.

TRAVEL **RETURN TO DEPOT**

EMERGENCY ROUTE NO 3

TRAVEL Out of Depot. Travel to Marsh Mills R/b

GRIT Marsh Mills R/b to Slip Road Delamere R/b **CIRCULATE** R/b to Forder Valley Road to Crownhill Road to Meavy Way **TURN LEFT** to Tavistock Road **TURN LEFT** to Budshead Road to Budshead Way to Crownhill Road **TURN LEFT** to Plumer Road **TURN LEFT** to Tavistock Road to Morshead Road **TURN LEFT** to Crownhill shops to Crownhill Road **TURN LEFT** Crownhill Road to Victoria Road R/b **CIRCULATE** and **RETURN** to Forder Valley to Novorossisk Road **TURN LEFT** to Wrigleys R/b **TURN LEFT** to Plymbridge Road to Tavistock Road **TURN LEFT** to Southway Drive **TURN RIGHT** to Tamerton Foliot Road **TURN RIGHT** to Southway Drive (dual carriageway) **RETURN** to Tavistock Road **TURN LEFT** to Plymbridge Road to Novorossisk Road to Forder Valley to Delamere R/b

TRAVEL **RETURN TO DEPOT**

EMERGENCY ROUTE NO 4

TRAVEL Out of Depot. Travel to Cattedown R/b

GRIT Cattedown R/B to Exeter Street to Charles Cross R/b to Drake Circus R/b to Pennycomquick R/b to Alma Road to Milehouse traffic lights **TURN RIGHT** to Outland Road through to Tavistock Road to the boundary at Roborough R/b **CIRCULATE** and **RETURN** to Tavistock Road to Milehouse traffic lights **TURN LEFT** to Alma Road and **RETURN ROUTE** to Cattedown R/b **TURN LEFT** to Lipson Road to Mutley Plain Hyde Park Hotel **CIRCULATE** to Mannamead Road to the Golden Hind R/b **CIRCULATE** and **RETURN** to Mutley Plain to North Hill traffic lights **TURN RIGHT** to North Hill and to Drake Circus R/b **CIRCULATE** and **RETURN** to Mutley Plain to Alexandra Road to Old Laira Road to Embankment Road.

TRAVEL **RETURN TO DEPOT**

Winter Service Benchmarking with SW Authorities – 2010/11

Authority	Maximum salt storage capacity (tonnes)	Winter maintenance spend (£000's)	Population	Road Length (Km)	Cost per capita (£'s)	Cost per Km (£'s)
Bath and North East Somerset Council	1,500	663,000	177,738	930.20	3.73	712.75
Borough of Poole	1,200	239,000	141,200.00	481.80	1.69	496.06
Bournemouth Borough Council	1,000	151,000	168,100	474.10	0.90	318.50
Bristol City Council	2,500	412,000	441,300	1,089.00	0.93	378.33
Cornwall County Council	15,681	INA	INA	INA	INA	INA
Devon County Council	25,200	INA	INA	INA	INA	INA
Dorset County Council	10,400	INA	INA	INA	INA	INA
Gloucestershire County Council	9,650	2,310,000	593,500	4,403.00	3.89	524.64
North Somerset Council	2,000	609,000	209,100	1,026.70	2.91	593.16
Plymouth City Council	900	481,000	256,700	805.80	1.87	596.92
Somerset County Council	9,000	2,449,000	530,200	5,962.80	4.62	410.71
South Gloucestershire Council	6,000	688,000	264,800	1,338.00	2.60	514.20
Swindon Borough Council	5,000	INA	192,900	815.00	INA	INA
Torbay Council	3,000	380,000	134,000	523.00	2.84	726.58
Wiltshire County Council	17,000	4,054,000	455,450	3,864.00	8.90	1,049.17

INA = Information not available

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