

## **Ambitious Plymouth**

**Monday 14 April 2014**

### **PRESENT:**

Councillor Bowie, in the Chair.

Councillor Mrs Beer, Vice Chair.

Councillors Casey (substitute for Councillor Sam Davey), Gordon, Jarvis, Jordan, Michael Leaves (substitute for Councillor Martin Leaves), Mrs Nicholson, John Smith (substitute for Councillor Parker) and Stevens.

Co-opted Representatives: Clare Hamon (Non-Statutory Co-opted Representative).

Apologies for absence: Councillors Sam Davey, Martin Leaves, Parker, and Wright, Edith Bayley (Statutory Co-opted Representative), Jayne Gorton, Anthony Payne.

Also in attendance: Paul Barnard (Assistant Director for Strategic Planning & Infrastructure), Simon Dale (Interim Assistant Director – Street Services), David Draffan (Assistant Director for Economic Development), Nigel Gooding (Growth, Assets and Municipal Enterprise Programme Manager, Transformational Change), Phil Morgan (Senior Policy, Performance and Partnership Adviser) and Lynn Young (Democratic Support Officer).

The meeting started at 4 pm and finished at 5.10 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.*

#### 61. **DECLARATIONS OF INTEREST**

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

#### 62. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

#### 63. **TRANSFORMATION PROGRAMME - GROWTH, ASSET AND MUNICIPAL ENTERPRISE (GAME) (OUTLINE BUSINESS CASE)**

Phil Morgan, Senior Policy, Performance and Partnership Adviser, gave a brief overview of the Growth, Assets and Municipal Enterprise (GAME) Outline Business Case (OBC). The panel were informed that –

- (a) his remit was to work with the four Scrutiny panels and the Co-operative Scrutiny Board to co-ordinate scrutiny of the Transformation Programme;

- (b) the GAME Transformation Programme did not fit in with the remit of Ambitious Plymouth;
- (c) the Co-operative Scrutiny Board would review the plan for the scrutiny of the Transformation Programme at the meeting on 23 April 2014;
- (d) all Scrutiny panels would receive their Transformation Programme presentation by 23 April 2014;

Paul Barnard, Assistant Director for Strategic Planning & Infrastructure, Simon Dale, Interim Assistant Director – Street Services, David Draffan, Assistant Director for Economic Development, Nigel Gooding, Growth, Assets and Municipal Enterprise Programme Manager, Transformational Change and Phil Morgan, Senior Policy, Performance and Partnership Adviser provided a presentation on the GAME OBC.

The panel were informed that

- (e) the problems that the programme needed to address were –
  - the need to accelerate and co-ordinate economic growth and housing delivery within the city whilst incentives remained;
  - financial imperatives, reducing financial envelope in which to deliver services, whilst improving quality;
  - a range of services that were designed around service provision rather than customer need with varying degrees of service quality to the citizen;
  - lack of customer data, capability and skills to introduce commercialism across the council thus not maximising revenue;
- (f) the overall aims of the programme were –
  - an increase in income and a reduction in expenditure;
  - an increase in sustainable income streams from new homes and businesses;
  - an increase in investment in Plymouth;
  - an increase in sustainable income streams from charged and commercialised services;
  - more efficient use of and increased revenue from, corporate and commercial estate;
  - an improvement in the quality delivery of front line services at reduced cost;
  - an increase in employment opportunities, reduced dependency on benefits and increased local economic activity;
  - an enhanced reputation for growth and opportunity;
- (g) specific projects included in the programme were –
  - Growth and Assets – *the encompassing of existing and future economic and housing development within the programme to ensure delivery;*

- *Municipal Enterprise – an umbrella term for a range of projects. This includes the review, development and delivery of the new street service, the development of new delivery models and the new/enhanced commercial focus to existing and future service provision;*
    - waste collection reorganisation;
    - commercialism – to include the expansion of commercial waste;
    - category management – fleet services;
    - street services review;
- (h) specific issues excluded from the programme included –
- facilities management;
  - commercial activity from Children’s and Adults services;
- (i) substantial financial benefits were anticipated during the course of the programme;
- (j) there were a number of key desired non-financial benefits/outcomes which included –
- the growth of partnerships within the city and beyond the city boundaries;
  - support for the building of 2000 new houses to support the population;
  - the growth of a stronger economy creating a range of jobs and new business opportunities within the city;
  - the growth of Plymouth’s economy making it an attractive place to live, work and do business;
  - the development of more opportunities, thus reducing benefit dependency, resulting in improved health outcomes;
  - the development of efficient, well run, joined-up targeted services delivered to residents and businesses making Plymouth a brilliant place to live and work;
  - citizens and businesses who choose to live and work in Plymouth as a default;
  - an improvement in service delivery and a pioneering approach to improving service delivery and making Plymouth best in class;
- (k) the investment costs in the programme were anticipated to reduce over the course of the programme;
- (l) the main equality and diversity issues for the programme included –
- the overall programme should not result in equality and diversity issues;
  - each project would be aligned with the outcomes and recommendations of the Fairness Commission;
  - each project would include an equality and diversity impact assessment which would be completed by the end of May;

- (m) key partners were engaged in the development of the programme by ensuring that –
- a full stakeholder analysis had been undertaken for the projects;
  - the communications plan for the programme had been developed and each project would have its own engagement and communications plan;
  - elected members had been consulted at early stages of the projects;
  - external partners (which included AMEY, Plymouth Community Homes, Derriford NHS Trust and Plymouth University) had been part of the development of the projects and work streams;
  - voluntary groups and third sector organisations had worked on the street services review;
  - Trade Unions and staff had been part of Blueprint (programme and project development);
- (n) a number of risks were associated with the programme and included –
- the revaluation of business rates which would now take place in 2017, with the resulting outcome that there was a residual risk to the financial benefits after the programme life cycle;
  - no clear indication that Central Government would continue with the New Homes Bonus after 2015, with the resulting outcome that there was a residual risk that this revenue stream would cease, resulting in a significant loss of income;
  - people who saw the programme as a cost-cutting exercise and ignored the growth element;
  - staff who did not understand or engage in the programme as messages about transformation were unclear and inconsistent;
- (o) there were a number of key events/actions for the Ambitious Plymouth panel and included –
- the development of detailed project business over the next three months for –
    - Growth and Assets project;
    - waste collection re-organisation project;
    - category management – fleet;
    - Street Services review;
  - communications and equality impact assessments for each project;
- (p) scrutiny would add value to the programme over the next six to twelve months by –
- provision of feedback on plans and progress;
  - examination of decisions and progress towards savings targets and other benefits;
  - ensuring the project promotes the vision of the programme for the

benefit of the people of Plymouth.

Following members' questions it was reported that –

- (q) the main objective of the programme was to generate income – by the building of houses and the creation of jobs;
- (r) the Council need to investigate the possibility of sharing resources with other partners;
- (s) there were risks involved with each of the five programmes;
- (t) three of the programmes were currently in operation;
- (u) the greatest risk for this programme involved municipal enterprise;
- (v) the commercialisation of services needed to improve and was vital to generate additional income;
- (w) Transformation was a three year programme and more projects would be added during its duration;
- (x) it was vital that the Council align themselves with the rest of the peninsula, especially in relation to highway maintenance.

The Chair thanked Paul Barnard, Simon Dale, David Draffan, Nigel Gooding and Phil Morgan for their presentation.

64. **EXEMPT BUSINESS**

There were no items of exempt business.