

# Public Document Pack



#coopscrutiny



## **Democratic Support**

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## **CO-OPERATIVE SCRUTINY BOARD**

Wednesday 23 July 2014

4.00 pm

Council House (Next to the Civic Centre)

### **Members:**

Councillor James, Chair

Councillor Mrs Aspinall, Vice Chair

Councillors Mrs Beer, Bowie, Darcy, Philippa Davey, Jordan, Sam Leaves, Murphy, Jon Taylor and Kate Taylor.

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

**Tracey Lee**

Chief Executive

# CO-OPERATIVE SCRUTINY BOARD

## AGENDA

### PART I – PUBLIC MEETING

#### 1. APOLOGIES

To receive apologies for non-attendance submitted by Co-operative Scrutiny Board Members.

#### 2. DECLARATION OF INTEREST

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

#### 3. MINUTES (Pages 1 - 8)

The Co-operative Scrutiny Board will be asked to agree the minutes of the meeting held on 25 June 2014.

#### 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. WORK PROGRAMMES (Pages 9 - 12)

The Co-operative Scrutiny Board will be asked to consider and approve the work programmes for each panel and receive a progress update from each Chair.

#### 5a. DECISIONS TAKEN UNDER DELEGATED AUTHORITY (Pages 13 - 16)

The Board will receive notification of the decisions taken under delegated authority with the Board's Lead Officer in consultation with the Chair and Vice Chair.

#### 6. TRACKING DECISIONS (Pages 17 - 24)

The Co-operative Scrutiny Board will monitor the progress of its previous decisions.

#### 7. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 25 - 28)

To receive new items from the Forward Plan of Key Decisions and Private Business with a view to identifying items for scrutiny.

**8. SCRUTINY ELEARNING**

The Board will receive a presentation on the Scrutiny ELearning course.

**9. CORPORATE MONITORING REPORT (FINANCE AND HR) (Pages 29 - 32)**

The Board will receive the corporate monitoring report (finance and HR) for May 2014.

**10. REVIEW OF CORPORATE PLAN (Pages 33 - 42)**

The Board will receive the review of the Corporate Plan.

**11. COSTS AND BENEFITS MONITORING INFORMATION FOR TRANSFORMATION (TO FOLLOW)**

The Board will receive monitoring information for the costs and benefits of the transformation programme.

**12. CALL-INS**

The Co-operative Scrutiny Board will be advised of any executive decisions that have been called in.

**13. URGENT EXECUTIVE DECISIONS**

The Co-operative Scrutiny Board will be advised of executive decisions that have been deemed urgent with the agreement of the Chair (if any).

**14. RECOMMENDATIONS**

To receive and consider recommendations from Panels, Cabinet and Council.

**15. CO-OPERATIVE REVIEW(S)**

The Co-operative Scrutiny Board will be asked to consider cooperative review(s) (if any).

**16. 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 the likely disclosure of exempt information as defined in paragraph 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 Board is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

NIL.

## **Co-operative Scrutiny Board**

**Wednesday 25 June 2014**

### **PRESENT:**

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillors Mrs Beer, Darcy, Philippa Davey, Sam Davey, Jordan, Sam Leaves, Murphy, Stevens and Kate Taylor.

Apologies for absence: Councillors Bowie and Jon Taylor

Also in attendance: Ross Jago (Performance and Research Officer), David Northey (Head of Corporate Strategy), Giles Perritt (Assistant Chief Executive) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 5.45 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.*

1. **NOTE THE APPOINTMENT OF THE CHAIR AND VICE CHAIR**

The Board noted the appointment of Councillor James as its Chair and Councillor Mrs Aspinall as its Vice Chair for the forthcoming municipal year 2014/15.

2. **DECLARATION OF INTEREST**

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

3. **MINUTES**

The Board agreed that the minutes of the meetings held on 9 April and 23 April 2014 are confirmed as a correct record.

4. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

5. **TERMS OF REFERENCE**

The Board noted its terms of reference which included a change in its membership from 10 members to 11.

6. **APPOINTMENT OF CO-OPTED REPRESENTATIVES**

The Board considered the appointment of co-opted representatives for the forthcoming municipal year and agreed to appoint co-opted representatives for specific items on the work programme and for co-operative reviews.

7. **WORK PROGRAMMES**

The work programmes of the Co-operative Scrutiny Board, Caring Plymouth Panel, Working Plymouth Panel and Your Plymouth Panel were submitted for consideration and approval.

The Board agreed the work programmes for -

- (1) the Caring Plymouth Panel with the inclusion of implementing the Care Act 2014 project brief and that scrutiny of maternity services will be undertaken jointly with Devon and Cornwall;
- (2) the Working Plymouth Panel; however, scrutiny of the following items from the GAME transformation programme will be undertaken jointly with the Your Plymouth Panel –
  - Waste management
  - Recycling and street cleansing
  - Climate change and sustainability
  - Parks (including playgrounds and green spaces)
- (3) the Your Plymouth Panel with the inclusion of the following items –
  - Waste management
  - Recycling and street cleansing
  - Climate change and sustainability
  - Parks (including playgrounds and green spaces)

(these items formed part of the GAME Transformation Programme would be scrutinised jointly with the Working Plymouth Panel, to prevent duplication of work (as these items formed part of Your Plymouth Panel's terms of reference).

The Board considered that it would be unable to scrutinise all of the following transformation programme items at its meeting scheduled for 13 August 2014 –

- Strategic Centre Project Full Business Case
- Commissioning and Procurement Project Full Business Case
- HR, Finance and Corporate Services Project Full Business Case
- FM and business support full business case

The Board agreed –

- (4) its work programme;
- (5) that it will activate its provisional meeting scheduled for 27 August 2014 to consider two of the transformation programmes businesses cases.

The Performance and Research Officer presented the scrutiny of the transformation programmes (including the timetable) which provided information relating to –

- the budget scrutiny process and recommendation;
- summer scrutiny;
- objectives;
- approach;
- allocation of work to the Board and the Panels;
- timetable.

The Board agreed –

- (1) the timetable for the transformation programme;
- (2) that the additional meetings to consider the transformation programme items will be held as reviews rather than extra ordinary business meetings and a set of minutes will be drafted rather than a report, in order to meet the restricted timescales for consideration of these items.

## 8. **TRACKING DECISIONS**

The Board considered its schedule of decisions and noted the latest position.

With regard to minute 104, following the Board's decision to formally request Cabinet to re-adopt a four month forward plan of key decisions and private business, the plan now included items for consideration up until November 2014.

## 9. **FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS**

The Board considered the following executive key decisions in the Forward Plan which were scheduled to be discussed at the Cabinet meetings between 10 March 2014 and September 2014 –

- award of building contract for Langage employment units and to agree any associated financial increases within the capital programme;
- review and prioritisation of the capital programme;
- a framework for working with our citizens and communities;
- controlled parking zones: on street parking review;
- co-operative children and young people's services outline business case;
- integrated community health and social care delivery – detailed business case;

- fairer charging;
- integrated commissioning – detailed business case;
- implementing the Care Act 2014 – project brief;
- award of a contract extension for the ongoing management of landfill gas at Chelson Meadow landfill site;
- street services review project final business case;
- waste collection reorganisation project final business case;
- commercialisation project final business case;
- category management: fleet services project final business case;

The Board agreed to include on the Caring Plymouth Panel's work programme implementing the Care Act 2014 project brief.

10. **FINANCIAL OUTTURN 2013/14 INCLUDING CAPITAL PROGRAMME UPDATE**

The Head of Corporate Strategy presented the financial outturn 2013/14 which included an update on the capital programme, which highlighted the following key points –

- (a) the revenue position for the year, assuming that the transfers to and from reserves as proposed were approved, was a net spend of £212.618m;
- (b) following approval there would be a requirement for a transfer from the Working Balance, leaving a net working balance of £10.739m at 31 March 2014;
- (c) the final capital outturn position for 2013/14 was £47.217m;
- (d) the 2013/14 budget had set an ambitious target of reducing spend by £17.6m, which was over 8 percent of the total budget; the final outturn overspend at the end of the year was just £0;058m which was more than the target set;
- (e) it was proposed to transfer to the Transformation Reserve a total of £0.950m;
- (f) the main overspend was Co-operative Commissioning and Adult Social Care, with a final outturn position of £2.1m overspend; other savings within the People Directorate had reduced the overall overspend to £0.862m.
- (g) following the time limited introduction of the Voluntary Release Scheme (VRS) a total of 45 members of staff had left the authority's employment which resulted in a saving in excess of £0.150m for 2013/14;



- (h) a total of £1.483m additional unbudgeted income had been achieved through the Devon wide Business Rate Pool and the Small Business Rates Relief Fund.

The Board was advised that subsequent to the report being submitted to Cabinet on 17 June 2014, it had agreed a further recommendation 'that the Chief Executive meets with Councillor Lowry (Cabinet Member for Finance) and Councillor Tuffin (Cabinet Member for Health and Adult Social Care) to review the budget with a view to providing additional support for adult social care and to report back to Cabinet on any findings'.

The Board requested that a report on the movements within the budgets could be provided, in order to fully understand the financial position of the Council.

The Chair took the opportunity to thank the finance team for their hard work in reducing the overspend to £58,000.

11. **CALL-INS**

There were no call-ins to consider.

12. **URGENT EXECUTIVE DECISIONS**

There were no urgent executive decisions to consider.

13. **RECOMMENDATIONS**

The Board endorsed and agreed the following –

(1) Working Plymouth Panel -

- with regard to minute 4, the following items which formed part of the GAME Transformation Programme would be scrutinised jointly with the Your Plymouth Panel, to prevent duplication of work (as these items formed part of Your Plymouth Panel's terms of reference) –
  - ▶ waste management
  - ▶ recycling and street cleaning
  - ▶ climate change and sustainability
  - ▶ parks (including playgrounds and green spaces)
- with regard to minute 6, provisional monthly meetings are set up in order to undertake the anticipated high level of work;
- with regard to minute 10, the Board recommends to Cabinet the Growth and Assets Full Business Case;

- with regard to minute 11 (2), items relating to the Plymouth Plan (once known) would be scheduled in to the Panels' work programmes;
- the review request and scrutiny review project plan for electoral services (specifically looking at the help provided to those residents who were unable to read or write but wished to vote and were eligible to do so) to be taken under delegated authority with the Lead Officer, Chair and Vice Chair of the Board.

### (2) Your Plymouth Panel -

- with regard to minute 5, Steve Meakin, Money Advice Co-ordinator, Devon and Cornwall is appointed as its co-opted representative for the municipal year 2014/15;
- with regard to minute 6 (1), Cabinet delays consideration of the Framework for Working with Citizens and Communities on 15 July 2014 and defers it to its next meeting;
- with regard to minute 6 (2), pre decision scrutiny in the form of a co-operative review takes place to –
  - ▶ explore using community organisations, for example existing community economic development trusts (CEDTs), to hold and deploy neighbourhood budgets and commission services such as youth services and health projects;
  - ▶ explore incorporating public health funding into devolved neighbourhood budgets so that communities can commission services projects and initiatives to improve the health and wellbeing of their neighbourhoods and tackle highly localised public health issues;
- with regard to minute 8, a cross panel and transformation focussed co-operative review is undertaken into the Customer Access Strategy;
- with regard to minute 9, the work programme subject to the inclusion of the following –
  - ▶ the Safer Plymouth Partnership; Crime Figures Update scheduled for September to include details of incidents of anti-social behaviour and hate crime;
  - ▶ a further update in respect of Safer Plymouth Partnership: Crime Figures to be scheduled for

consideration by the Panel at its meeting on 16 March 2014;

(3) Caring Plymouth Panel –

- with regard to minute 8, the panel forwards comments to the lead officer on the strategy so that a response to the draft strategy is prepared and the panel will be able to consider it at its meeting on 2 July 2014, prior to the strategy being submitted to NEW Devon CCG on 8 July 2014;
- NEW Devon CCG to bring back the draft locality plan for health and wellbeing hubs to include the service model and procurement process to select community providers (once developed but before it is undertaken). Timescale to be confirmed;
- provide further information about the adequacy of personalised budgets and regularity of reviews/assessments.

#### 14. **CO-OPERATIVE REVIEW**

Councillor Darcy, the Chair of the review, presented the controlled parking zones: on street parking scrutiny report for the Board's endorsement. At present there was no policy in place and as such controlled parking zones were implemented on an informal basis. The report and recommendations would therefore help to inform the policy.

Councillor Darcy took this opportunity to thank the members and officers involved in the review and paid particular thanks to Gill Peele (Lead Officer) and Helen Rickman (Democratic Support Officer) for their support.

Following discussions the Board highlighted the following key areas –

- (a) with regard to 5.1.1 (aa), there had been little or no response from residents living in the East End, relating to the on street parking consultation undertaken in 2011, as at that time there were no controlled parking zones in operation in this area;
- (b) with regard to recommendation 3, concerns were raised relating to whether ward councillors should use their Living Streets budgets to pay for incidental expenses incurred whilst undertaking the initial and informal consultation with residents;
- (c) with regard to recommendation 5, concerns were raised that the proposal to radically reduce the zones and time restrictions may have a detrimental effect in Wards; any restrictions imposed would need to complement neighbouring areas/Wards;

- (d) with regard to recommendation 11, the proposal to seek clarification on whether households that were exempt from council tax could be considered separately and be exempt from parking permits, would specifically penalise students in the city;
- (e) whilst it was recognised that across the city there were currently 53 resident parking zones in operation, caution was urged relating to rationalisation of the schemes, as each area had its own unique issues;
- (f) concerns of Ward Councillors with regard to the frequency of consultation with residents on proposals for controlled parking zones and the possibility of imposing a time limit before conducting another consultation.

The Board agreed that the recommendations outlined in the controlled parking zones – on street parking scrutiny report are referred to Cabinet for consideration together with the comments of the Board.

The Board further agreed the co-operative review into the Fairer Charging Policy and the Integrated Health and Wellbeing Transformation Programme submitted by the Caring Plymouth Panel.

15. **EXEMPT BUSINESS**

There were no items of exempt business.

# Co-operative Scrutiny Board

Work Programme 2014/15



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

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Helen Wright, Democratic Support Officer, on 01752 304022.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
25.06.2014	Financial Outturn 2013/14 Including Capital Programme Update	To identify areas of concern (if any).		David Northey, Head of Corporate Strategy
23.07.2014	Corporate Monitoring (Finance and HR) May 2014	To identify areas of concern (if any).		David Northey, Head of Corporate Strategy
	Review of Corporate Plan	To identify areas of concern (if any).		Giles Perritt, Assistant Chief Executive
	Scrutiny E-Learning		To provide training for Members (and officers)	Lorraine Slinn, Senior ICT Trainer
	Costs and Benefits Monitoring Information for Transformation	To identify areas of concern (if any).		Mike Hirst, Finance Manager
13.08.2014	HR, Finance and Corporate Services Project Full Business Case (CCO) (Transformation)	Pre decision scrutiny.		Piers Newton, Co-operative Centre of Operations Programme Manager
	FM and Business Support Full Business Case (CCO) (Transformation)	Pre decision scrutiny.		Piers Newton, Co-operative Centre of Operations Programme Manager
	Child Poverty	The Board will receive a 12 month progress update.		Candice Sainsbury, Senior Policy, Performance and Partnership Advisor
27.08.2014	Commissioning and Procurement Project Full Business Case (CCO) (Transformation)	Pre decision scrutiny.		Co-operative Centre of Operations Programme Manager
	Strategic Centre Project Full Business Case (CCO) (Transformation)	Pre decision scrutiny.		Co-operative Centre of Operations Programme Manager

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Annual Scrutiny Report	To meet statutory requirement		Giles Perritt, Assistant Chief Executive
25.09.2014	Corporate Monitoring (Finance and HR) July 2014	To identify areas of concern (if any)		David Northey, Head of Corporate Strategy
	Corporate Plan Performance Monitoring Report	To identify areas of concern (if any)		Peter Honeywell, Transformation Programme Manager
22.10.2014				
19.11.2014	Corporate Monitoring Report (Finance and HR)	To identify areas of concern (if any)		David Northey, Head of Corporate Strategy
	Corporate Plan Performance Monitoring Report	To identify areas of concern (if any)		Peter Honeywell, Transformation Programme Manager
17.12.2014				
07.01.2015	<b>Budget Scrutiny (Day One)</b>	The Board's recommendations will form part of the consultation process.	Pre decision scrutiny	Giles Perritt, Assistant Chief Executive
12.01.2015	<b>Budget Scrutiny (Day Two)</b>	The Board's recommendations will form part of the consultation process.	Pre decision scrutiny	Giles Perritt, Assistant Chief Executive
14.01.2015	<b>Budget Scrutiny (Day Three)</b>	The Board's recommendations will form part of the consultation process.	Pre-decision scrutiny	Giles Perritt, Assistant Chief Executive
21.01.2015				
18.02.2015				
11.03.2015				
15.04.2015				
<b>Issues Identified for Scrutiny (no date agreed)</b>				
	Plymouth Plan	Board to form part of the consultation process.	Pre-decision scrutiny	Paul Barnard, Assistant Director for Planning Services/Richard Grant, Local Planning Team Leader
	Flood Protection	Identified as a recommendation (15) from Budget Scrutiny.		Anthony Payne, Strategic Director for Development
	Review of Staff Engagement and Negotiation	Identified as a recommendation (17) from Budget Scrutiny.		Chris Squires, Assistant Director for HR and Organisational Development

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	City MPs	Provide an overview of current issues and areas of joint working.		Helen Wright, Democratic Support Officer
	Leader and Chief Executive	Provide an overview of the council's priorities and progress		Helen Wright, Democratic Support Officer

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# Co-operative Scrutiny Board

Decisions Taken Under Delegated Authority



## CARING PLYMOUTH

CABINET 15 JULY 2014



### CONTEXT

On the 2<sup>nd</sup> and 3<sup>rd</sup> of July the Caring Plymouth Panel undertook a review of the Fairer Charging Policy, the Integrated Commissioning and Integrated Delivery elements of the Integrated Health and Wellbeing Transformation programme.

The panel considered the full business cases of the transformation projects and the fairer charging policy document. Following presentations from officers representing Plymouth City Council and the NEW Devon Clinical Commissioning Group members fully supported the proposals to Cabinet and agreed the following recommendations.

### DRAFT RECOMMENDATIONS

#### Fairer Charging Policy

Agreed that Caring Plymouth fully supported and commend the following recommendation to Cabinet -

To agree the proposed fairer charging policy as submitted which takes into account 70% of Disability Living Allowance, Attendance Allowance and Severe Disability Allowance as income, with the remaining 30% being disregarded to cover additional disability related expenditure. The proposal includes the ability for individuals to request an assessment and provide evidence of their disability related expenditure if they consider that their expenditure is greater than the equivalent of the 30% disregard.

Caring Plymouth also made the following recommendations and agreed that-

1. a review of the Fairer Charging Policy is undertaken every 6 months over the next 2 years;
2. Cabinet should consider that through the Fairer Charging assessment process, whole household Benefits Assessments should be offered to ensure maximisation of benefits is taken up;
3. information around the Care Act to be provided to the panel with a possible joint review with Ambitious Plymouth on how the Care Act will impact on young people moving into adulthood;
4. the panel support the £1.2 m in income from Fairer Charging to reduce the £2.2m deficit within Adult Social Care;
5. through the assessment process for people with learning disabilities ensure that an adequate advocacy service is in place.

The panel felt assured that the consultation process was undertaken appropriately and that the Fairer Charging Policy is fair and equitable.

#### Integrated Commissioning

Agreed that Caring Plymouth fully support and commend the following recommendations to Cabinet –

In order to meet the challenges facing the health and care system it is recommended that NEW Devon Clinical Commissioning Group and Plymouth City Council follow a road map towards integrated commissioning by formally approving the following steps-

1. Plymouth City Council to review all commissioning activity across The People Directorate and Office of the Director for Public Health and establish a single co-operative commissioning unit ahead of integration;
2. Plymouth City Council works collaboratively with NEW Devon CCG to achieve the first stage of an Integrated Commissioning Function by March 2015;
3. Plymouth City Council works with NEW Devon CCG to develop a section 75 agreement(s) by the end of March 2015 to pool budgets based around:
  - 3.1 Wellness;
  - 3.2 Community Based Care;
  - 3.3 Complex / Bed Based Care (excluding acute).
4. Plymouth City Council works with NEW Devon CCG to develop single commissioning strategies based around the above.

Recommendations III and IV are subject to further Plymouth City Council and NEW Devon CCG Governance Approvals prior to implementation in November 2014.

### **Integrated Delivery**

Agreed that Caring Plymouth fully support and commend the following recommendations to Cabinet –

Public Services are facing challenges from rising demand, increased complexity and financial pressures. To address these concerns and improve outcomes for service users and patients, Plymouth City Council and NEW Devon CCG propose to integrate health and social care services.

The recommendations drawn from the analysis are:

1. Plymouth City Council to work with NEW Devon CCG to develop a Section 75 agreement that pools relevant Adult Social Care and CCG budgets to facilitate the creation of a single community health and social care delivery model
2. Plymouth City Council to work with NEW Devon CCG to develop robust governance, contractual and financial systems that provide appropriate assurance to both organisations
3. Plymouth City Council works with NEW Devon CCG and Plymouth Community Healthcare (PCH) as the incumbent local community health provider, on developing and evaluating options for the integration of Community Health and Adult Social service delivery in the City by April 2015.
4. To consult with staff, unions and stakeholders in developing the new service model.
5. The final position to be presented to Cabinet and NEW Devon CCG Governing Body in November 2014 for decision.

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# Co-operative Scrutiny Board

Tracking Decisions – June 2014



	Resolution	Target date, Officer responsible and Progress	
		Date:	Officer responsible and Progress
25.06.2014 Appointment of Co-opted Representatives Minute 6	The Board considered the appointment of co-opted representatives for the forthcoming year and <u>agreed</u> to appoint co-opted representatives for specific items on the work programme and for co-operative reviews.	Date:	June 2014
		Officer:	Helen Wright, Democratic Support Office
		Progress:	Will be actioned as appropriate.  <b>Completed</b>
25.06.2014 Work Programmes Minute 7	<p>The Board <u>agreed</u> the work programmes for –</p> <p>1. the Caring Plymouth Panel with the inclusion of implementing the Care Act 2014 project brief and that scrutiny of maternity services will be undertaken jointly with Devon and Cornwall</p> <p>2. the Working Plymouth Panel, however, scrutiny of the following items from the GAME transformation programme will be undertaken jointly with the Your Plymouth Panel –</p> <ul style="list-style-type: none"> <li>• Waste management</li> <li>• Recycling and street cleaning</li> <li>• Climate change and sustainability</li> <li>• Parks (including playgrounds and green spaces)</li> </ul>	Date:	June 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	Information had been fed through to the relevant officers.  The Board's provisional meeting for 27 August 2014 has been activated to consider two of the transformation programme items.  The Board's work programme has been updated.  <b>Completed</b>

	Resolution	Target date, Officer responsible and Progress	
	<p>3. the Your Plymouth Panel with the inclusion of the following items –</p> <ul style="list-style-type: none"> <li>• Waste management</li> <li>• Recycling and street cleaning</li> <li>• Climate change and sustainability</li> <li>• Parks (including playgrounds and green spaces)</li> </ul> <p>(these items formed part of the GAME Transformation Programme would be scrutinised jointly with the Working Plymouth Pane, to prevent duplication of work (as these items formed part of Your Plymouth Panel’s terms of reference).</p> <p>The Board considered that it would be unable to scrutinise all of the following transformation programme items at its meeting scheduled for 13 August 2014 –</p> <ul style="list-style-type: none"> <li>• Strategic Centre Project Full Business Case</li> <li>• Commissioning and Procurement Project Full Business Case</li> <li>• HR, Finance and Corporate Services Project Full Business Case</li> <li>• FM and business support full business case</li> </ul> <p>The Board <u>agreed</u> –</p> <p>4. its work programme;</p> <p>5. that it will activate its provisional meeting scheduled for 27 August 2014 to consider two of the transformation programmes businesses cases.</p>		

	<b>Resolution</b>	<b>Target date, Officer responsible and Progress</b>	
25.06.2014  Scrutiny of the Transformation Programme (including the timetable)  Minute 7	The Board <u>agreed</u> –  1. the time for the transformation programme;  2. that the additional meetings to consider the transformation programme items will be held as reviews rather than extra ordinary business meetings and a set of minutes will be drafted rather than a report, in order to meet the restricted timescales for consideration of these items.	Progress	This information had been fed back to the relevant officers.  <b>Completed</b>
25.06.2014  Forward Plan of Key Decisions and Private Business  Minute 9	The Board <u>agreed</u> to include on the Caring Plymouth Panel's work programme implanting the Care Act 2014 project brief.	Date:	June 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	This information has been fed back to the relevant officer.  <b>Completed</b>
25.06.2014  Financial Outturn 2013/14 Including Capital Programme Update  Minute 10	The Board requested that a report on the movements within the budgets could be provided, in order to fully understand the financial position of the Council.	Date:	June 2014
		Officer:	David Northey, Head of Corporate Strategy
		Progress:	This has been fed back to the relevant officer.
25.06.2014  Recommendations Minute 13	The Board endorsed and <u>agreed</u> the following –	Date:	June 2014
		Officer:	Helen Wright, Democratic Support Officer

	<b>Resolution</b>	<b>Target date, Officer responsible and Progress</b>	
	<p>I. Working Plymouth Panel –</p> <ul style="list-style-type: none"> <li>• With regard to minute 4, the following items which formed part of the GAME Transformation Programme would be scrutinised jointly with the Your Plymouth Panel, to prevent duplication of work (as these items formed part of Your Plymouth Panel’s terms of reference) – <ul style="list-style-type: none"> <li>▶ waste management</li> <li>▶ recycling and street cleaning</li> <li>▶ climate change and sustainability</li> <li>▶ parks (including playgrounds and green spaces)</li> </ul> </li> <li>• With regard to minute 6, provisional monthly meetings are set up in order to undertake the anticipated high level of work;</li> <li>• With regard to minute 10, the Board recommends to Cabinet the Growth and Assets Full Business Case;</li> <li>• With regard to minute 11(2), items relating to the Plymouth Plan (once known) would be scheduled in to the Panels’ work programmes;</li> </ul>	Progress:	<p>Information has been fed back to the relevant officers.</p> <p><b>Completed</b></p>



Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
	<ul style="list-style-type: none"> <li>• The review request and scrutiny review project plan for electoral services (specifically looking at the help provided to those residents who were unable to read or write but wished to vote and were eligible to do so) to be taken under delegated authority with the Lead Officer in consultation with the, Chair and Vice Chair of the Board;</li> </ul> <p>2. Your Plymouth Panel –</p> <ul style="list-style-type: none"> <li>• With regard to minute 5, Steve Meakin, Money Advice Co-ordinator, Devon and Cornwall is appointed as its co-opted representative for the municipal year 2014/15;</li> <li>• With regard to minute 6 (1), Cabinet delays consideration of the Framework for Working with Citizens and Communities on 15 July 2014 and defers it to its next meeting;</li> <li>• With regard to minute 6 (2), pre decision scrutiny in the form of a co-operative review takes place to –</li> </ul>		

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
	<ul style="list-style-type: none"> <li>▶ explore using community organisations, for example existing community economic development trusts (CEDTs), to hold and deploy neighbourhood budgets and commission services such as youth services and health projects;</li>   <li>▶ explore incorporating public health funding into devolved neighbourhood budgets so that communities can commission services, projects and initiatives to improve health and wellbeing of their neighbourhoods and tackle highly localised public health issues;</li>   <li>• with regard to minute 8, a cross panel and transformation focussed co-operative review is undertaken into the Customer Access Strategy;</li>   <li>• with regard to minute 9, the work programme subject to the inclusion of the following – <ul style="list-style-type: none"> <li>▶ the Safer Plymouth Partnership; Crime Figures Update scheduled for September to include details of incidents of anti-social behaviour and hate crime;</li>   <li>▶ a further update in respect of Safer Plymouth Partnership; Crime Figures to be scheduled for consideration by the panel at its meeting on 16 March 2014;</li> </ul> </li> </ul>		

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
	<p>3, Caring Plymouth Panel –</p> <ul style="list-style-type: none"> <li>• with regard to minute 8, the panel forwards comments to the lead officer on the strategy so that a response to the draft strategy is prepared and the panel will be able to consider it at its meeting on 2 July 2014, prior to the strategy being submitted to NEW Devon CCG on 8 July 2014;</li> <li>• NEW Deon CCG to bring back the draft locality plan for health and wellbeing hubs to include the service model and procurement process to select community providers (one developed but before it is undertaken). Timescale to be confirmed;</li> <li>• provide further information about the adequacy of personalised budgets and regularity of reviews/assessments.</li> </ul>		
<p>25.06.2014 Co-operative Review Minute 14</p>	<p>The Board <u>agreed</u> that the recommendations outlined in the controlled parking zones: on street parking scrutiny report are referred to Cabinet for considerations together with the comments of the Board</p> <p>The Board further <u>agreed</u> the co-operative review into the Fairer Charging Policy and the Integrated Health and Wellbeing Transformation Programme submitted by the Caring Plymouth Panel.</p>	Date:	June 2014
		Officer:	Helen Wright, Democratic Support Officer
		Progress:	<p>The report on the controlled parking zones: on street parking will be considered by Cabinet on 17 July 2014. The Cabinet will also consider the Board's comments.</p> <p>The Caring Plymouth Panel undertook the reviews to consider the Fairer Charging Policy and the Integrated Health and Wellbeing transformation programme. Recommendations from the review are being considered at Cabinet on 17 July 2014.</p>

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# Co-operative Scrutiny Board

Forward Plan of Key Decisions and Private Business



**LIST OF KEY DECISIONS AND PRIVATE BUSINESS**

<b>Reference</b>	<b>Title</b>	<b>Decision Maker and Date of Decision</b>
I059752	AWARD OF BUILDING CONTRACT FOR LANGAGE EMPLOYMENT UNITS AND TO AGREE ANY ASSOCIATED FINANCIAL INCREASES WITHIN THE CAPITAL PROGRAMME	Council Leader / Cabinet Member for Finance Between 30 May 2014 and 31 August 2014
I059756	REVIEW AND PRIORITISATION OF THE CAPITAL PROGRAMME	Council Leader Between 1 August 2014 and 30 November 2014
I060812	THE BRILLIANT CO-OPERATIVE STREET SERVICE FINAL BUSINESS CASE	Cabinet (on the recommendation of Councillor Vincent) 12 August 2014
I060811	WASTE COLLECTION REORGANISATION PROJECT FINAL BUSINESS CASE	Cabinet (on the recommendation of Councillor Vincent) 12 August 2014
I061854	SPECIAL EDUCATIONAL NEEDS AND DISABILITY REFORM	Cabinet (on the recommendation of Councillor McDonald) 12 August 2014
I061870	DECLARATION OF AIR QUALITY MANAGEMENT AREA	Cabinet (on the recommendation of Councillor Vincent) 12 August 2014
I062018	PARKING IT AND PCN PROCESSING CONTRACT	Cabinet (on the recommendation of Councillor Coker) 12 August 2014
I061855	CARER'S STRATEGY 2014 - 18 AND CARER'S ACTION PLAN 2014 -2015	Cabinet (on the recommendation of Councillor Tuffin) 2 September 2014
I061856	DEMENTIA STRATEGY OVERVIEW DEVON AND PLYMOUTH AND DEMENTIA ACTION PLAN 2014-15	Cabinet (on the recommendation of Councillor Tuffin) 2 September 2014
I060813	COMMERCIALISATION PROJECT FINAL BUSINESS CASE	Cabinet (on the recommendation of Councillor Vincent) 2 September 2014

I060966	CATEGORY MANAGEMENT: FLEET SERVICES PROJECT FINAL BUSINESS CASE	Cabinet (on the recommendation of Councillor Vincent) 2 September 2014
I062020	NEW COMMUNITY ECONOMIC DEVELOPMENT TRUST	Cabinet (on the recommendation of Councillor Penberthy) 14 October 2014
I061853	RESIDENTIAL AND NURSING CARE HOME FAIR PRICE FOR CARE	Cabinet (on the recommendation of Councillor Tuffin) 14 October 2014

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# MAY FINANCE MONITORING

## Revenue Monitoring Position

Directorate	2014/15 Council Approved Budget	2014/15 Budget Virements	2014/15 Latest Budget	Forecast Outturn	Forecast Year End Overspend / (Underspend)	Movement in Month
	£m	£m	£m	£m	£m	£m
Executive Office	3.697	0.000	3.697	3.897	0.200	0.200
Corporate Items	16.929	0.000	16.929	16.769	(0.160)	(0.160)
Transformation and Change	29.712	0.000	29.712	29.832	0.120	0.120
People Directorate	121.228	0.000	121.228	126.597	5.369	5.369
Public Health	0.010	0.000	0.010	0.010	0.000	0.000
Place Directorate	33.104	0.000	33.104	33.434	0.330	0.330
<b>TOTAL</b>	<b>204.680</b>	<b>0.000</b>	<b>204.680</b>	<b>210.539</b>	<b>5.859</b>	<b>5.859</b>

**Key Issues and Corrective Actions (if required)**

Issue	Variation £M	Direction of Travel	Management Corrective Action
<p><b>PLACE - Economic Development - Commercial Rents</b> Downward pressure on commercial rents on lease renewals and rent reviews together with rent free incentives required in order to attract tenants and increased void periods. City Centre ground lease income is reducing due to increase in vacant city centre retail units and falling rents on the geared head leases at rent reviews and lease renewals.</p>	0.300	Declining	The current method of using contingencies will be reviewed with the budget manager as this will affect the current monitoring position. The commercial rent position is updated and reviewed regularly by Finance and the budget manager. Contingent action plan for June.
<p><b>PLACE - Economic Development - Potential pressure re Mayflower 400 project manager post</b> This new fixed term post will be directly accountable to the Mayflower Leadership Group and report in the interim to the Chief Executive of Destination Plymouth</p>	0.030	Declining	To obtain final details of budget required once appointment made and how it can be met.
<p><b>TRANSFORMATION &amp; CHANGE – Finance</b> Pressures due to storm damage partly offset by reducing planned maintenance (0.050). Reduced savings on Civic Centre Decant due to retained occupancy (0.050). Ballard House delay in refectory being operational (0.020).</p>	0.120	Declining	Managers to continue to review budgets to identify potential savings to address issues.
<p><b>PEOPLE – Children’s Social Care</b> The current pressure can be attributed to an increase in young people’s placements, including an increase in large sibling groups being accommodated. Residential placements have also increased with a significant number of these placements being high cost due to the complex nature of these children’s needs.</p>	1.650	Declining	Work has continued to manage down the pressure created. In order to mitigate the current pressure the annual round of ‘Star Chambers’ together with a number of key activities to address the issues have been put into place.

<b>PEOPLE – Co-operative Commissioning &amp; Adult Social Care</b> Cost pressure due to changes in client numbers and costs since budget prepared (2.639), a further reduction in expected income (0.533) and changes increased spend on Community Equipment Service above budget (1.172).	3.669	Declining	The Management Team, as part of a budget containment plan, are looking at ways to bring down the spend of the service and a programme of reviewing and right-sizing the care packages has begun that could have substantial savings.
<b>PEOPLE – Education, Learning &amp; Family Support</b> Potential pressure due to contribution to the events programme.	0.050	Declining	Managers to continue to review budgets to identify potential savings to address issues.
<b>CORPORATE ITEMS - Transformation</b> Currently forecasting an underspend in transformation.	(0.160)	Improving	Managers to continue to review forecasts .
<b>EXECUTIVE OFFICE</b> Potential pressure due to shortfall on planned efficiency savings.	0.200	Declining	Managers to continue to review budgets to identify potential savings to address issues.
<b>TOTAL</b>	<b>5.859</b>		

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**PLYMOUTH CITY COUNCIL**

**Subject:** Corporate Plan Review  
**Committee:** Cabinet  
**Date:** 15 July 2014  
**Cabinet Member:** Councillor Evans  
**CMT Member:** Tracey Lee (Chief Executive)  
**Author:** Peter Honeywell, Performance Manager  
**Contact details:** peter.honeywell@plymouth.gov.uk  
**Ref:**  
**Key Decision:** No  
**Part:** I

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**Purpose of the report:**

Last year was the first year of the new Corporate Plan setting out Plymouth's vision to become a Brilliant Co-operative Council. The Plan set out the Council's Values, Objectives and Outcomes as well as the Key Actions that will deliver the required changes. This report updates the Corporate Plan bringing it in line with the commitments considered by Cabinet on the 17<sup>th</sup> June 2014. It also removes duplicate and completed actions.

**The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:**

The Corporate Plan has become a vital tool for the Council to deal with reducing budgets as it sets out the Council priorities and plans to respond to the needs of the city. A report on progress against the Corporate Plan is submitted on a quarterly basis to Scrutiny Management Board and Cabinet. The revisions to the Corporate Plan actions set out in this report will be reported first in quarter 2 – October 2014.

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

The Council set a three year balanced budget in February 2014, and will continue to manage its commitments within the revenue and capital envelope agreed at that time.

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

The revised Corporate Plan will complement the Council's existing policy framework with respect to the above.

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**Equality and Diversity:**

Where potential equality and diversity implications are identified from the implementation of any new activities arising from the revised Key Actions, assessments will be undertaken in line with the Council's policies.

**Recommendations and Reasons for recommended action:**

That the Cabinet agrees the revisions to the Corporate Plan appended to this report and recommends it to the Council for adoption.

**Alternative options considered and rejected:**

Without revision the Corporate Plan would contain completed and duplicate actions and would fail to reflect the commitments agreed by Cabinet on the 17<sup>th</sup> June 2014.

**Published work / information:**

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17

<http://www.plymouth.gov.uk/mgInternet/documents/s48111/Appendix%20Corporate%20Plan.pdf>

Report to Cabinet 17 June 2014: The New Councils Commitments

<http://www.plymouth.gov.uk/mgInternet/documents/s55505/The%20New%20Councils%20commitments.pdf>

**Background papers:**

None

**Sign off:**

Fin	mc1 415. 26	Leg	dvs 206 91	Mon Off	dvs 206 91	HR		Assets		IT		Strat Proc	
Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the content of the report? Yes													

Pioneering				2014/15		
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	New Key Action Proposal (where relevant)
The Council provides and enables brilliant services that strive to exceed customer expectations.	Pete Smith	Faye Batchelor-Hambleton	Pete Honeywell	Implement the Customer Transformation Programme.	<a href="#">K1</a>	Speed up the delivery of Customer and Service Transformation Programme service reviews through developing a Council wide Customer and Service delivery blueprint and Customer Access Strategy.
	Pete Smith		Giles Perritt	Focus performance improvement on top priorities identified by Plymouth residents.	K2	
Plymouth's cultural offer provides value to the city.	Pete Smith	David Draffan	David Draffan	Support the Culture Board in delivery of the Vital Spark's vision.	<a href="#">K3</a>	Support the Culture Board in refreshing and implementing a city-wide cultural strategy - the Vital Spark.
	Pete Smith		David Draffan	Support the development of Mayflower 2020.	<a href="#">K4</a>	Support Destination Plymouth to deliver the Visitor Plan and a programme of events to raise the profile of the city to investors as a major stepping stone towards Mayflower 2020
	Pete Smith		David Draffan	Maximise the city's unique heritage offer to drive visitor numbers. (Support Destination Plymouth)	<a href="#">K5</a>	Transform the city's cultural assets to provide greater value to the city through the development of the Plymouth History Centre
A Council that uses resources wisely.	Mark Lowry	Malcolm Coe	Malcolm Coe	Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.	<a href="#">K6</a>	
	Mark Lowry		Malcolm Coe	Maximise Plymouth's opportunities to secure external funding.	<a href="#">K7</a>	
Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility	Brian Vincent	Malcolm Coe Paul Barnard	Paul Barnard	Create a low carbon city by working with residents, the public and private sector.	<a href="#">K8</a>	
	Brian Vincent		Malcolm Coe	Deliver the Council's Carbon Management Plan.	<a href="#">K9</a>	

Growing						
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	New Key Action Proposal (where relevant)
Increase the number of homes completed (net).	Chris Penberthy	Paul Barnard	Paul Barnard	Accelerate housing supply and deliver a range and mix of well-designed greener homes that will meet the housing needs of the city through the Plymouth Plan.	<a href="#">K10</a>	Encourage more housing to rent or buy through accelerating housing supply and delivering a range and mix of well-designed greener homes that will meet the housing needs of the city through the Plymouth Plan.
	Chris Penberthy / Mark Lowry		Paul Barnard	Paul Barnard	Work with the Plymouth Housing Development Partnership to undertake a Strategic Land Review and develop a new Plan for Homes.	<a href="#">K11</a>
A strong economy creating a range of job opportunities.	Tudor Evans	David Draffan	David Draffan	Maximise economic resources available to the city working with the LEP and Growth Board through a refresh of the Local Economic Strategy.	<a href="#">K12</a>	Work with the Plymouth Growth Board and partners to deliver the Local Economic Strategy through systems leadership
	Tudor Evans		David Draffan	David Draffan	Deliver the 2000 new jobs identified in the Plan for Jobs and to consider additional projects. Deliver the 4000 new jobs identified in the visitor plan through improving the city's events and marketing.	<a href="#">K13</a>
A top performing education system from early years to continuous learning opportunities.	Sue McDonald	Judith Harwood	Judith Harwood	Deliver the Children and Young People's Plan with particular emphasis on early intervention and child poverty (refresh due 2014).	<a href="#">K14</a>	Deliver Children's Transformation Plan
	Tudor Evans		Judith Harwood	Judith Harwood	Develop and deliver a skills plan for the city, in line with the future growth agenda.	<a href="#">K15</a>



Growing Cont...						
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	New Key Action Proposal (where relevant)
Plymouth is an attractive place for investment.	Tudor Evans	David Draffan	Paul Barnard	Creation of the Plymouth Plan	<a href="#">K16</a>	
	Tudor Evans		Giles Perritt	A City Deal for Plymouth targeting investment in the Marine Sector	K17	To be removed - this Key Action is now complete (K39 now proposed to be "Implement City Deal for Plymouth")
	Tudor Evans/ Mark Lowry		David Draffan	The creative use of assets through a new strategic property and assets strategy.	<a href="#">K18</a>	Support the Local Enterprise Partnership to maximise investment and economic growth in the Heart of the South West area through a Growth Deal and EU

# Caring

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	New Key Action Proposal (where relevant)
We will prioritise prevention.	Sue McDonald	Dave Simpkins Alison Botham	Alison Botham	Deliver the Early Intervention and Prevention Plan.	<a href="#">K19</a>	
	Sue McDonald		Judith Harwood	Deliver the Child Poverty Plan.	<a href="#">K20</a>	Deliver Early Years Strategy and SEN/D Strategy
	Sue McDonald		Kelechi Nnoaham	Deliver the Joint Health and Wellbeing Strategy	<a href="#">K21</a>	1. Lead on the city's strategy for health and wellbeing 2. Develop a clear research and evidence base to understand health inequalities across the city 3. Deliver strategies that reduce individual risk factors and strengthen the role and impact of early intervention and prevention 4. Promote healthy lifestyles by increasing participation in physical activity, sport and access to good fresh food among targeted groups and particularly young people
	Chris Penberthy		Stuart Palmer	Deliver the Housing Plan.	<a href="#">K22</a>	
We will help people take control of their lives and communities.	Ian Tuffin	Kelechi Nnoaham / Giles Perritt	Dave Simpkins	Deliver transformation of commissioning, choice and control in Adult Social Care.	<a href="#">K23</a>	Strengthen the public health offer to integrated commissioning to ensure access to modern, integrated services that are fit for purpose and provide value for money
	Pete Smith		Stuart Palmer	Deliver the Civil Society Policy.	<a href="#">K24</a>	Deliver the framework for working with our citizens and communities
	Pete Smith		Stuart Palmer	Review and develop arrangements for neighbourhood working.	<a href="#">K25</a>	Lead agreement on and implementation of a new framework for working with citizens and communities for the city

# Caring Cont...

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	New Key Action Proposal (where relevant)
Children, young people and adults are safe and confident in their communities.	Chris Penberthy	Stuart Palmer Alison Botham	Stuart Palmer	Deliver the Community Safety Plan.	<a href="#">K26</a>	
	Ian Tuffin / Sue MacDonald		Alison Botham / Dave Simpkins / Stuart Palmer	Ensure there is a relentless focus on safeguarding through the implementation of the Corporate Safeguarding Improvement Plan, Plymouth Safeguarding Children Board and Plymouth Safeguarding Adults Board plans.	<a href="#">K27</a>	
People are treated with dignity and respect.	Chris Penberthy	Stuart Palmer Dave Simpkins	Stuart Palmer	Deliver the Civil Society Policy.	<a href="#">K28</a>	To be removed - Duplicate action with K24
	Pete Smith		Stuart Palmer	Become a welcoming city that is diverse, inclusive and that combats hate crime.	<a href="#">K29</a>	
	Chris Penberthy		Giles Perritt	Implement the findings of the Fairness Commission.	<a href="#">K30</a>	
	Ian Tuffin		Dave Simpkins	Continue to deliver the new deal for older people's care	<a href="#">K34</a>	Deliver an Increase in personalised packages of care to support people to live as independently as possible

Caring Cont...						
Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	New Key Action Proposal (where relevant)
People are treated with dignity and respect.	Ian Tuffin	Stuart Palmer Dave Simpkins	Dave Simpkins	Deliver the Quality Improvement Plan with service providers.	<a href="#">K31</a>	Improve the quality of the care and support market
	Ian Tuffin		Dave Simpkins	n/a	K31b	Working with Partners to create a Dementia Friendly City
	Ian Tuffin		Dave Simpkins	n/a	K31a	Continue to work closely with the NHS to provide a seamless service for older people's care including smoother discharge from hospitals

# Confident

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	New Key Action Proposal (where relevant)
Citizens enjoy living and working in Plymouth.	Tudor Evans	Giles Perritt	David Draffan	A Plan for Jobs, to get our young people back to work	<a href="#">K32</a>	Deliver a Skills Plan for the city working co-operatively with the Employment and Skills Board, Education, Learning and Families Service and the Local Enterprise Partnership
	Chris Penberthy		Judith Harwood	Deliver the Child Poverty Plan.	<a href="#">K20</a>	
	Mark Lowry		Paul Barnard	Encourage more homes to be available to rent or buy	<a href="#">K33</a>	To be removed - Duplicate action with K10
	Chris Penberthy		Stuart Palmer	Bring down crime and keep Plymouth safe	<a href="#">K35</a>	To be removed - Duplicate action with K26
	Mark Coker		Simon Dale	Reduce problems with potholes through increased investment in capital repair works.	<a href="#">K36</a>	

# Confident Cont....

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	New Key Action Proposal (where relevant)
Plymouth's brand is clear, well-known and understood globally.	Tudor Evans	Giles Perritt David Draffan	Giles Perritt	Britain's Ocean City branding will be rolled out.	K37	To be removed - Duplicate action with K4
	Pete Smith		David Draffan	Support the development of Mayflower 2020	<a href="#">K38</a>	
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Tudor Evans	Malcolm Coe / Giles Perritt	Giles Perritt	Negotiate and deliver the City Deal for Plymouth.	K39	Implement City Deal for Plymouth
	Tudor Evans		Giles Perritt	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	K40	
Our employees are ambassadors for the city and the Council and proud of the difference we make.	Pete Smith	Chis Squire	Les Allen	Implement People and Organisational Development Framework.	<a href="#">K41</a>	
	Tudor Evans		Giles Perritt	Implement the Corporate Plan Communication strategy.	K42	