



**Democratic Support**

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#coopscrutiny

## CO-OPERATIVE SCRUTINY BOARD

Wednesday 29 July 2015

4pm

Council House (Next to the Civic Centre)

**Members:**

Councillor James, Chair

Councillor Mrs Aspinall, Vice Chair

Councillors Mrs Beer, Bowie, Mrs Bowyer, Sam Davey, Jordan, Murphy, Ricketts, Storer and Kate Taylor.

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

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**Tracey Lee**

Chief Executive

# **CO-OPERATIVE SCRUTINY BOARD**

## **AGENDA**

### **PART I – PUBLIC MEETING**

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

The Co-operative Scrutiny Board will be asked to note the appointment of the Chair and Vice Chair for the forthcoming municipal year 2015/16.

#### **2. APOLOGIES**

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

#### **3. DECLARATION OF INTEREST**

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

#### **4. MINUTES (Pages 1 - 22)**

The Co-operative Scrutiny Board will be asked to agree the minutes of the meeting held on 27 February 2015, 4 March 2015 and 11 March 2015.

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

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

#### **6. TERMS OF REFERENCE (Pages 23 - 24)**

The Co-operative Scrutiny Board will note its terms of reference.

#### **7. APPOINTMENT OF CO-OPTED REPRESENTATIVES**

The Co-operative Scrutiny Board will consider the appointment of co-opted representatives for the municipal year 2015/16.

#### **8. DELEGATED AUTHORITY**

To consider delegating authority to the Board's Lead Officer, in consultation with the Chair and Vice Chair, in order to expedite the decision making procedure outside of the normal meeting process, approval of work programme related matters (including but not limited to the following) –

- Cooperative Review(s)
- Cooperative Review Report(s)
- Panel recommendations
- Forward Plan items

**9. ANNUAL SCRUTINY REPORT 2014/15 (Pages 25 - 44)**

The Co-operative Scrutiny Board will receive its Annual Scrutiny Report 2014/15.

**10. WORK PROGRAMMES (Pages 45 - 54)**

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.

**11. FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS (Pages 55 - 56)**

To receive new items from the Forward Plan of Key Decisions and Private Business with a view to identifying items for scrutiny and to consider making a recommendation to Cabinet regarding changing the period of the Forward Plan from 28 days to four months.

**12. OVERVIEW BUDGET POSITION (TO FOLLOW)**

The Board will receive a presentation on the overview of the budget position for its consideration.

**13. CALL-INS**

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

**14. RECOMMENDATIONS (Pages 57 - 58)**

The Board will be asked to consider recommendations from the Scrutiny Panels, Cabinet and Council.

**15. 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).

**16. CO-OPERATIVE REVIEWS (Pages 59 - 70)**

The Co-operative Scrutiny Board will be asked to consider the following co-operative reviews –

- Strengthening the Overview and Scrutiny Function (Co-operative Scrutiny Board);
- Be-Wise to Child Sexual Exploitation (Ambitious Plymouth Panel);
- Living Streets Review (Working Plymouth Panel);

- The Summer Budget and Implications for Plymouth Residents.

## **17. 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

**Friday 27 February 2015**

### **PRESENT:**

Councillor Mrs Aspinall, Vice Chair in the Chair.

Councillor Mrs Beer, Vice Chair.

Councillors Bowie, Mrs Bowyer (substitute for Councillor Jordan), Philippa Davey, Michael Leaves (substitute for Councillor Sam Leave), Dr Mahony (substitute for Councillor Darcy), Murphy, Parker-Delaz-Ajete, Ricketts (substitute for Councillor James) and Kate Taylor.

Apologies for absence: Councillors Darcy, James, Jordan and Sam Leaves.

Also in attendance: Councillor James, Councillor Lowry (Cabinet Member for Finance), Councillor Nicholson, Councillor Dr Slater and Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), Nick Carter (Housing Delivery Manager), Alison Critchfield (Senior Lawyer), David Draffan (Assistant Director for Economic Development), Ross Jago (Performance and Research Officer), James Watt (Head of Land and Property) and Helen Wright (Democratic Support Officer)

The meeting started at 4.00 pm and finished at 5.15 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.*

129. **APPOINTMENT OF VICE CHAIR**

The Board agreed to appoint Councillor Mrs Beer as Vice Chair for this particular meeting.

130. **DECLARATION OF INTEREST**

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

131. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

132. **CALL-IN - APPROVAL TO PROCEED WITH DISPOSAL OF PUBLIC OPEN SPACES FOLLOWING CONSIDERATION OF OBJECTIONS RECEIVED FOLLOWING NOTICE OF THE INTENTION TO DISPOSE OF LAND**

The Co-operative Scrutiny Board considered the call-in of the Cabinet Member's decision relating to the approval to proceed with the disposal of public open spaces following considered of objections received following notice of the intention to dispose of land.

The Co-operative Scrutiny Board heard that –

(a) Councillors Nicholson, James and Dr Salter had called the decision in for the following reasons –

- the aspiration of the City Council to grow the Plymouth population, as recommended by David Mackay, had been promoted through the planning policies contained in the Local Plan First Deposit, the Local Development Framework and now the emerging 'Plymouth Plan'. The updated housing needs assessment had influenced the housing growth target contained in the Plymouth Plan Part I agreed by Cabinet on 9 December 2014 for public consultation; site specific proposals for housing would be published in the summer/autumn 2015 and land owners had been requested to submit proposed sites to the Head of Development Planning for consideration and future consultation;

despite this straight forward process, which all other land owners had to comply with, Sections 12 and 13 of the Executive Decision did not refer to any consultation with Councillor Vincent who had responsibility for the Plymouth Plan and strategic planning. Similarly Councillor Vincent did not appear to have been consulted over the Surplus Property Declaration Minor Property Interest Pro-forma No: 278 in respect of Land at Hemerdon Heights, Plympton. As the Cabinet Member for the Environment with responsibility for Parks and Open Spaces, Councillor Vincent had not indicated his justification for agreeing to the loss of public open space by declaring the site 'surplus property';

- Plympton Councillors had been fully engaged with the Directorate for Place in proposing alternative housing sites in Plympton where development could take place on previously developed sites with a far higher provision of housing and accommodating different housing tenures including affordable housing;

no evidence had been provided in the decision documentation that representations in respect of the use of the former Imerys Site, Coypool, Matchroom Site, Colebrook and the former Plympton Hospital site, Market Road had been considered by Councillor Lowry or by the Land and Property team;

we considered that the City Council must be 'joined-up' in the development of our City and that dialogue between the Land and Property Department and Development Planning was essential in ensuring our City was properly developed;

on this basis alone, the decision should be referred back for further consideration with all relevant departments of the City Council;

- Councillor Lowry was also considering the disposal of other land in Plympton at Chaddlewood and Newnham with both sites projected to be suitable for up to 800 homes. Given the cumulative impact of housing development on infrastructure such as schools, roads, public open space and health facilities, Councillor Lowry should publish all his proposals simultaneously so all the impacts can be assessed. To release individual sites as was being proposed, would create greater infrastructure issues for the Council which might cost the Council more in the medium term;

(b) Councillors Nicholson, James and Dr Salter considered that -

- it was disappointing that Plympton Ward Councillors had to call in the decision, following extensive consultations which had taken place over a two year period;
- whilst supporting the aspirations of the Council to grow the population of the City, this should be achieved through using the appropriate planning policies;
- decisions on the disposal of public open spaces for housing development schemes within the Plympton Ward were being taken on an uncoordinated basis; two sites (Longwood Drive and Hemerdon Heights) had been identified within this decision with a further decision on the disposal of land at Redwood Drive pending;
- the relevant departments across the Council were not working in a joined up manner (there was no reference in the Surplus Property Declaration that the Parks Department had either been consulted or had agreed to the disposal of public open space);
- there was no reference made in the decision as to whether Councillor Vincent, the Cabinet Member with responsibility for strategic planning and parks and open spaces had been consulted or whether he had agreed to the disposal of these sites;
- there was a lack of public consultation information in the decision, in particular, the survey conducted by the Plympton Ward Councillors regarding the proposed housing development at Hemerdon Heights; 63 responses had been received (60 against and three in favour);

- the scrutiny process had two main roles, one to hold the executive to account, the other to consult and involve local people, the latter of which had not occurred on this occasion;
  - the proposed housing development would have a significant impact on the community infrastructure, as well as impacting on the budget; currently there was a lack of primary school places and GP facilities; primary school places were over-subscribed which had led to children being transported out of the area to attend school;
  - the proposed housing developments in Plympton would have little impact on the Council's Plan for Homes initiative (to build 1000 homes per year for the next five years);
- (c) Councillor Lowry (Cabinet Member for Finance), Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), David Draffan (Assistant Director for Development), James Watt (Head of Land and Property), Nick Carter (Housing Delivery Manager) and Alison Critchfield (Senior Lawyer) responded that –
- community consultation had clearly been undertaken, as responses were contained within the report specifically relating to Hemerdon Heights and Longwood Close;
  - Councillor Vincent (Cabinet Member for Environment) had been fully engaged and was in support of the decision (this could be evidenced through the notes of the portfolio holder's meeting); it was acknowledged that this had been an oversight not to include this information in the decision;
  - Councillor Vincent was not required to be consulted as part of the Surplus Property Declaration process;
  - the aim of the proposed housing development scheme was to provide a mixed tenure of housing across the City (self-build properties offered people the most cost effective method of building their own homes); this was not a fund raising exercise;
  - wider consultation had taken place on the Get Plymouth Building and Plan for Homes initiatives; all Ward Members had been afforded the opportunity to meet with the relevant officers, in order to put their views forward; the comments received had been duly considered by Councillor Lowry (Cabinet Member for Finance) so he was able to make an informed decision;
  - the strategic land review had identified over 800 sites which following consideration had been reduced to 40 sites; Councillor Lowry had agreed to proceed with just 17 out of the 40 sites;



- Plymouth was a green City with 40% being classified as green space; it was not the intention of Councillor Lowry to blanket Plymouth with housing;
- all the necessary information had been received in order for Councillor Lowry to make an informed decision;
- the Plymouth Plan was a strategic long term plan which looked ahead to 2031; the Plan would set out future housing sites for consideration which had been identified by land owners and/or the Council; sites brought forward for development would be assessed in line with the planning policy framework to ensure that development was feasible.

In response to a question raised the exact details of what development would be put on the site was not known, this would form part of the planning process.

The main points arising from the board debating the call-in included –

- (d) the two specific sites identified within this decision (Hemerdon Heights and Longwood Close) would not have a significant impact on the overall number of houses required to meet the current target;
- (e) it was a matter for the individual Councillors wishing to call-in the decision as to how they presented their reasons for call-in at the meeting;
- (f) a review of all the housing development sites (not owned by the Council) had been undertaken; either the land owner or the developer had been contacted to ascertain if there was any help that the Council could provide, in order to commence building; (these sites were constantly reviewed); as these sites were not owned by the Council it had no jurisdiction over them;
- (g) there was a statutory duty when disposing of public open spaces which needed to be complied with; this process had to be undertaken prior to the completion of the sale of the land;
- (h) a total of 250 properties had been included in the survey conducted by the Plympton Ward Councillors, relating to the disposal of land and Hemerdon Heights; (63 responses had been received, 60 against the proposal and 3 in favour);
- (i) the sites in Plympton had been identified for self-build developments;
- (j) the Plympton Ward Councillors had notified the residents of Hemerdon Heights by letter of the proposed disposal of land; the letter had asked whether they were in favour or against the proposed development;

- (k) as part of the Plymouth Plan work would be undertaken to look at infrastructure planning such as the pressures generated by new developments on school places and GP facilities;
- (l) the responsibility for the disposal of public open spaces was the remit of the Cabinet Member for Finance and not the Cabinet Member for Environment;

The Board agreed to confirm that the decision should be implemented.

133. **EXEMPT BUSINESS**

There were no items of exempt business.

## **Co-operative Scrutiny Board**

**Wednesday 4 March 2015**

### **PRESENT:**

Councillors James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillor Mrs Beer, Bowyer (substitute for Councillor Darcy), Bowie, Hendy (substitute for councillor Kate Taylor), Michael Leaves (substitute for Councillor Sam Leaves), Dr Mahony (substitute for Councillor Jordan), Morris (substitute for Councillor Philippa Davey), Murphy and Parker-Delaz-Ajete.

Apologies for absence: Councillors Darcy, Philippa Davey, Jordan, Sam Leaves and Kate Taylor.

Also in attendance: Councillors Jordan, Lowry, Dr Salter and Nicholson, Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), Nick Carter (Housing Delivery Manager), Alison Critchfield (Senior Lawyer), David Draffan (Assistant Director for Development) and James Watt (Head of Land and Property).

The meeting started at 4.25 pm and finished at 6.05 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.*

134. **DECLARATION OF INTEREST**

In accordance with the code of conduct Councillors Mrs Beer and Parker-Delaz-Ajete declared a personal interest as they were residents in Chaddlewood.

135. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

136. **CALL-IN: APPROVAL TO PROCEED WITH DISPOSAL OF LAND OFF REDWOOD DRIVE AFTER CONSIDERATION OF OBJECTIONS RECEIVED FOLLOWING NOTICE OF THE INTENTION TO DISPOSE OF LAND**

The Co-operative Scrutiny Board considered the call-in of the Cabinet Member's decision relating to the approval to proceed with the disposal of land off Redwood Drive after consideration of objections received following notice of the intention to dispose of land.

The Co-operative Scrutiny Board heard that –

(a) Councillors Jordan, Dr Salter and Nicholson called the decision in for the following reasons -

- the aspirations of the City Council to grow the Plymouth population, as recommended by David Mackay, had been promoted through the planning policies contained in the Local Plan First Deposit, the Local Development Framework and now the emerging 'Plymouth Plan'. The updated housing needs assessment had influenced the housing growth target contained in the Plymouth Plan Part I agreed by Cabinet on 9 December 2014 for public consultation. Site specific proposals for housing would be published in the summer/autumn 2015 and land owners had been requested to submit proposed sites to the Head of Development Planning for consideration and future consultation;
- despite this straight forward process, which all other land owners had to comply with, Sections 12 and 13 of the Executive Decision did not refer to any consultation with Councillor Vincent who had responsibility for the Plymouth Plan and strategic planning. Similarly Councillor Vincent did not appear to have been consulted over the Surplus Property Declaration Minor Property Interest Pro-forma for this site. As the Cabinet Member for Environment with responsibility for Parks and Open Spaces, Councillor Vincent had not indicated his justification for agreeing to the loss of public open space by declaring the site 'surplus property';
- Plympton Councillors had been fully engaged with the Directorate for Place in proposing alternative housing sites in Plympton where development could take place on previously developed sites with a far higher provision of housing and accommodating different housing tenures including affordable housing;
- no evidence had been provided in the decision documentation that representations in respect of the use of the former Imerys site, Coypool, Matchroom site, Colebrook and the former Plympton Hospital site, Market Road had been considered by Councillor Lowry or the Land and Property Team as part of the Council's strategy to provide more homes;

we consider that the City Council must be 'joined up' in the development of our City and that dialogue between the Land and Property Department and Development Planning was essential in ensuring the City was properly developed;

on this basis alone, the decision should be referred back for further consideration with all relevant Departments of the City Council;

- Councillor Lowry was also considering the disposal of other land in Plympton again in Chaddlewood and at Newnham with these sites projected to be suitable for up to 600 homes. Given the cumulative impact of housing development on infrastructure such as schools, roads, public open space and health facilities, Councillor Lowry should publish all his proposal simultaneously so all the impacts could be assessed. To release individual sites as was being proposed, would create greater infrastructure issues for the Council which may cost the citizens of Plymouth more in the medium term.
- (b) Councillors Jordan, Dr Salter and Nicholson considered that -
- it was disappointing that the Plympton Ward Councillors had to call in the decision, following extensive consultations which had taken place over a two year period;
  - whilst supporting the aspirations of the Council to grow the population of the City this should be achieved through using the appropriate planning policies;
  - decisions on the disposal of public open spaces for housing development schemes within the Plympton Ward were being taken on an uncoordinated basis; the development proposals for Longwood Drive and Hemerdon Heights had recently been approved;
  - the relevant departments across the authority were not working in a joined up manner (there was no reference in the Surplus Property Declaration that the Parks Department had either been consulted or had agreed);
  - there was no reference made in the decision as to whether Councillor Vincent, the Cabinet Member with responsibility for strategic planning and parks and open spaces had been consulted or whether he had agreed to the disposal of these sites;
  - the report was factually incorrect as 115 responses had been received and not 95; the responses received were overwhelming against the proposed development on the site known as Chaddlewood field;
  - the proposed housing development would have a significant impact on the community infrastructure, as well as impacting on the budget; currently there was a lack of GP facilities in the area (the average waiting time for a doctor's appointment was one week);

the existing GP surgery also covered Wotter, Ivybridge and Efford; the proposed development would put further pressures on already over-stretched health services;

- a site at Stoggy Lane had been identified as a public open space but the site was designated as agricultural land and did not have adequate access;
- the role of the Council was to provide good governance and by ignoring the strong views of the residents this could not be evidenced;

(c) in response to questions raised by Members, it was reported that -

- a public meeting had been held, just before Christmas, at which 70 members of the public had attended;
- the land was currently leased by the Council and was awaiting the outcome of a further surplus property declaration in order to provide 500 homes;
- there were alternative brownfield sites that could be considered for development such as the former Imerys site, Coypool, Matchroom site, Colebrook and the former Plympton Hospital site;
- the cumulative impact was not a relevant for the surplus property declaration, any concerns at that stage would be considered by the Planning Committee;

(d) Councillor Lowry (Cabinet Member for Finance), Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), David Draffan (Assistant Director for Development), James Watt (Head of Land and Property), Nick Carter (Housing Delivery Manager) and Alison Critchfield (Senior Lawyer) responded that –

- Councillor Vincent (Cabinet Member for Environment) had been fully engaged in this process and was in support of the decision (this could be evidenced through the notes of the portfolio holder's meetings); it was acknowledged that this had been an oversight not to include this information in the decision;
- Councillor Vincent was not required to be consulted as part of the surplus property declaration process;

- wider consultation had taken place on the Get Plymouth Building and Plan for Homes initiatives; all Ward Members had been afforded the opportunity to meet with the relevant officers, in order to put their views forward; the comments received had been duly considered by Councillor Lowry (Cabinet Member for Finance) so he was able to make an informed decision;
- the strategic land review had identified over 800 sites which following consideration had been reduced to 40 sites; Councillor Lowry had agreed to proceed with just 17 out of the 40 sites;
- all the necessary information had been received in order for Councillor Lowry to make an informed decision;
- the sites identified in the call-in (the former Imerys site, Coypool, Matchroom site, Colebrook and the former Plympton Hospital site) were owned by private land owners and as the Council did not own the sites it had no jurisdiction over them;
- the Plymouth Plan was a strategic long term plan which looked ahead to 2031; the Plan would set out future housing sites for consideration which had been identified by land owners and/or the Council; sites brought forward for development would be assessed in line with the planning policy framework to ensure that development was feasible;
- when determining planning applications for residential developments it was important to give consideration to housing supply and identify and update annually a supply of specific deliverable sites sufficient to provide five years' worth of housing against housing requirements; the Council was not able to demonstrate a deliverable five year land supply for the period 2015-20 against the housing requirements as set out in the Core Strategy.

During the discussions Councillor Mrs Beer proposed that the Board Members undertake a site visit to assess the impact on the proposed development and following a vote the proposal was not agreed.

- (e) the main points arising from the Board debating the call-in included –
- it was a matter for the individual Councillors who had called in the decision to request Councillor Vincent as Cabinet Member for Environment to be present at this meeting;

- it was reiterated that Councillor Vincent as Cabinet Member for Environment had been fully engaged in the process and was in support of the decision;
- the statutory process for advertising the disposal of public open spaces had been correctly followed; an advert had been placed in the local newspaper on two consecutive weeks, published on the Council's website and had advised Councillors, in advance of the notice being published, in order to provide an opportunity to consult with residents;
- there were currently in excess of 10,000 people on the housing waiting list; subject to the appropriate planning permissions the proposed development sites would reduce the overall waiting list by 25%;
- Councillor Lowry did not have the responsibility to commission the build of a new primary school within the Plympton area, this would be a matter for the Council as a whole to decide;
- the surplus property declaration had followed the prescribed procedure;
- there would be one third (28%) of the green space remaining on the site known as Chaddlewood field;
- it was not the responsibility of the Cabinet Member for Environment to approve the surplus property declaration;
- a review of all the housing development sites (not owned by the Council) had been undertaken; either the land owner or the developer had been contacted to ascertain if there was any help that the Council could provide, in order to commence building (these sites were constantly reviewed); as these sites were not owned by the Council it had no jurisdiction over them;
- as part of the Plymouth Plan work would be undertaken to look at infrastructure planning such as the pressures generated by new developments on school places and GP facilities;
- the responsibility for the disposal of public open spaces was the remit of the Cabinet Member for Finance and not the Cabinet Member for Environment;
- there were no alternative brownfield sites that were suitable for housing development;



- the Cabinet Member for Finance confirmed that he had listened to residents and on a number of proposals had changed his mind; however there were occasions when difficult decisions had to be made against the views of residents.

The Board agreed to confirm that the decision should be implemented.

137. **EXEMPT BUSINESS**

There were no items of exempt business.

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## **Co-operative Scrutiny Board**

**Wednesday 11 March 2015**

### **PRESENT:**

Councillor James, in the Chair.

Councillor Mrs Aspinall, Vice Chair.

Councillors Mrs Beer, Bowie, Darcy, Philippa Davey, Jordan, Murphy, John Smith and Kate Taylor.

Apology for absence: Councillor Parker-Delaz-Ajete.

Also in attendance: Les Allen (Head of Portfolio), Ross Jago (Policy and Research Officer), Nicola Lenden (Transformation Communications Lead), Rob Pendleton (Programme Manager), Giles Perritt (Assistant Chief Executive), Chris Randall (Head of Finance Operations), Chris Squire (Interim Assistant Director for HR and OD), Councillor Jon Taylor (Cabinet Member for Transformation) and Helen Wright (Democratic Support Officer).

The meeting started at 4.00 pm and finished at 6.10 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.*

139. **DECLARATION OF INTEREST**

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

140. **MINUTES**

The Board agreed that the minutes of the meetings held on 12 January 2015 and 19 February 2015 are confirmed as a correct record.

141. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's urgent business.

142. **WORK PROGRAMMES**

The Board noted its work programme for the municipal year 2014/15.

143. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY**

There were no decisions taken under delegated authority.

144. **TRACKING DECISIONS**

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

The Chair advised that the HR information requested (refer minute 151) had been provided for this meeting.

145. **FORWARD PLAN OF KEY DECISIONS AND PRIVATE BUSINESS**

The Board considered the following executive decisions in the Forward Plan which were scheduled to be discussed at Cabinet between March and May 2015 –

- review and prioritisation of the capital programme;
- Devonport Market Hall refurbishment;
- Plymouth Employment and Skills plan
- phase two of the National Troubled Families Programme;
- residential and nursing care home fair price for care;
- integrated commissioning – contract award for integrated health and social care provision;
- Integrated commissioning – approval of Section 75 Agreement.

Due to an opportunity arising for the Council to acquire the long leasehold interest, it was impractical to defer the decision relating to the property investment opportunity, units 6A-9A, Kay Close, Newnham Industrial Estate, Plympton. (Please refer to minute 150).

146. **CORPORATE MONITORING REPORT (INCLUDING HR INFORMATION)**

The Head of Finance Operations and the Interim Assistant Director for HR and Organisational Development presented the Corporate Monitoring report (including overtime, agency and sickness), which highlighted the following key areas –

- (a) the estimated revenue overspend at the end of the year was £1.336m as at January 2015; there had been a reduction of £0.410m since last reported to the Board;
- (b) the estimated overspend within the People directorate had improved by £400,000, as a result of further savings being identified within Homes and Communities (external funding for Families with a Future; worklessness, commissioning, lower court fees and vacancy savings);
- (c) there had been an improvement within Education, Learning and Families of £240,000; the additional savings were being achieved through maximising grant funding to cover the overall cost of the special educational needs and disabilities service together with a reduction in the teachers' pension budget.

Following questions raised by members, it was reported that –

- (d) the reduction in the teachers' pension budget related to maintained schools only and not academies;
- (e) work was currently being undertaken to finalise the budget position for February 2015, so no further update was available;
- (f) if the remainder of the contingency fund was used (£500,000), it would reduce the overall forecast overspend to under £1m;
- (g) an undertaking was given to provide a breakdown by service of the number of staff absent through stress;
- (h) it was extremely difficult to distinguish whether staff absence was due to work related stress or external factors; stress assessments were undertaken for those members of staff who had periods of absence due to ill mental health issues; however staff who were absent for just a few days would not routinely receive a stress assessment;
- (i) the occupational health referrals included mental health, wellbeing and stress related issues;
- (j) occupational health referrals were undertaken by a specialist provider IMASS Occupational Health Solutions;
  
- (k) an undertaking was given to provide information as to the arrangements that were being put in place to resolve the shortage of occupational health nurses.

The Board agreed to –

- (1) undertake a review on stress related sickness in the new municipal year;
- (2) seek a further breakdown of information on stress related sickness by service, area, location and the areas which are below establishment.

The Chair thanked Chris Randall and Chris Squires for attending the meeting.

#### 147. **CO-OPERATIVE SCRUTINY BOARD'S ACHIEVEMENTS 2014/15**

The Chair asked the Board to highlight its achievements throughout 2014-15. Members identified budget scrutiny as an achievement. The Chair, Vice Chair, Lead Officer and Democratic Support Officer were delegated to pull together the achievements of the Board for submission to the Annual Scrutiny Report.

Agreed that the Chair, Vice Chair, Lead Officer and Democratic Support Officer to pull together the achievements for the Board for submission into the Annual Scrutiny Report.

148. **TRANSFORMATION PROGRAMME**

Councillor Jon Taylor (Cabinet Member for Transformation), Giles Perritt (Assistant Chief Executive), Les Allen (Head of Portfolio), Nicola Lenden (Transformation Communications Lead) and Rob Pendleton (Programme Manager) presented the Co-operative Centre of Operations (CCO) update and the communications and engagement strategy, which highlighted the following key issues –

- (a) how measures for consultation and engagement would be built into the Cooperative Centre of Operations (CCO) -
  - a new framework for communication and engagement had been set out for all of the transformation programmes;
  - under this framework, the CCO projects had created communication plans; identify stakeholders, setting out what roles they need to play and what message they should receive at different stages; the Project Boards would soon be asked to review, agree and monitor the plans;
  - the CCO has also formed an advise and enable project work stream to build an implementation plan for the 'Framework for Working with our Citizens and Communities' initiative;
- (b) the role and function of the decision making network would be made clearer -
  - in order to assist Members and officers to access the knowledge and expertise within the organisation more easily;
  - this would be achieved through a variety of actions including creating a searchable function on the Lync system/another database, cataloguing the organisation's knowledge needs and setting up communities of practice/live forums in order to grow the organisation's expertise and share knowledge;
- (c) quick wins with timescales and an update on CCO Blueprint -
  - the roll out of the iTrent HR self-service to corporate services staff would be completed by the end of March; further analysis would take place on whether the roll out would be extended to other functions or to wait for the full HR service review;

- the Integrated Health and Wellbeing support project had been successful in supporting the definition of the back office services Service Level Agreements;
  - the Strategic Centre Quick Wins project had successfully tested a range of models to enable project managers and business analysts to support key initiatives;
- (d) the CCO Blueprint had been approved by the Programme Board on 28 January 2015 and would inform detail design phases on all CCO projects;
- (e) the communications and engagement strategy would ensure that all the programme messages were consistent, clear and easy to use;
- (f) the key messages were -
- changing the way the Council did things;
  - improving the services provided;
  - being more innovative in the way the Council delivered services;
  - the financial position;
- (g) communications and engagement would be wrapped around the projects, to -
- be initiated at every level (not an after-thought but part of the planning process);
  - ensure alignment and no duplication;
  - be better planned rather than reactive, identify the cross over points in the projects
  - have a clear line of sight - this would create the co-ordinated communications plan;
- (h) the four objectives included -
- creating a communications and engagement strategy;
  - developing a co-ordinated communications and engagement plan (across all projects)
  - enabling the transformation team to create communications plans with purpose and meaningful engagement;
  - beginning to share transformation news creating a narrative.

In response to questions raised by Members, it was reported that –

- (i) an engagement exercise had been undertaken within the Finance and HR services to provide a detailed analysis of how staff were allocating their time; as part of this process, a meeting had been held with all members of staff to ascertain how they thought they added value to the work of the Council and whether they had any ideas for the future delivery of the service;
- (j) the importance of staff engagement in this process had not been under-estimated;
- (k) in order to assist in making the decision making network clearer, a searchable function on the Lync system would be created; this would enable Members and officers to access the knowledge and expertise within the Council more easily (currently it was not possible to search on the role of the person just the name);
- (l) there were a number of challenges that faced Delt in fulfilling all the objectives in the business plan; the publication of the IT Strategy would set out the overall strategic direction of the Council;
- (m) following a request from the Election Team, both programme management and analytic support were being provided for the 2015 election process;
- (n) work was currently being undertaken to refine requirements, in order to understand what the Council needed to do internally, with partners, communities and citizens in order to realise its vision;
- (o) the overall aim of the HR project was to look at transforming the service to become more efficient; work would be undertaken over the next three months which would result in the Council being in a better position to decide what the preferred model for providing this function would be;
- (p) the CCO would inform Member decisions on the future provision of services;
- (q) as principle stakeholders, Members would be consulted on the full service review being undertaken within Democratic Support.

The Board raised concerns relating to the language, terminology and the complexity of the reports which made them difficult to understand. The Board requested that all future reports were provided in an easier to read/understand format.

The Board agreed –

- (l) that the 'to be' function for both HR and Finance services is brought back for consideration in the new municipal year;



- (2) that facilities management is considered as a 'quick win' project and is brought back for consideration in the new municipal year;
- (3) that consideration is given to renaming the decision making network;
- (4) the communications and engagement strategy.

The Chair thanked the officers for attending.

149. **CALL-INS**

There were no decisions that had been called in.

150. **URGENT EXECUTIVE DECISIONS**

The Chair reported that he had signed an urgent executive decision relating to a property investment opportunity, Units 6A – 9A Kay Close, Newnham Industrial Estate, Plympton.

The decision had been urgent due to the need to acquire the property by 13 March 2015 otherwise the investment opportunity would be lost.

The Council was currently the freehold owner of Units 6A-9A Kay Close, Newnham Industrial Estate, Plympton. The units were located within an established industrial area approximately two miles from the A38 and the Council also owned and directly leased two adjoining terraces totalling nine units on the estate in addition to a further terrace subject to a long leasehold interest.

An opportunity had arisen to acquire the long leasehold interest of Units 6A-9A Kay Close which was a high yielding multi-let industrial estate investment currently on the market for sale. There were 89 years currently remaining on the lease. The units were currently fully let and this would consolidate the Council's property holding in this location and provide further critical mass.

This had been identified as a good commercial property investment opportunity and merger of the freehold and leasehold interests will increase the value of the asset.

The Board noted the decision.

151. **RECOMMENDATIONS**

There were no recommendations to consider.

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

There were no co-operative review(s) to consider.

153. **EXEMPT BUSINESS**

There were no items of exempt business.

# CO-OPERATIVE SCRUTINY BOARD

## Terms of Reference



### OUR MISSION STATEMENT

To manage scrutiny in a way that ensures that the work that is undertaken is undertaken with a view to improving services, reducing inequalities and improving outcomes for the people of Plymouth.

### ROLE OF THE CO-OPERATIVE SCRUTINY BOARD

- To hear call-ins, councillor call for action and petitions and to allocate work accordingly.
- To oversee workloads, including approval of work programmes, allocate work and the approval of co-operative scrutiny review requests
- To manage relationships between panels, cabinet members and partners to produce effective scrutiny
- To monitor performance against the relevant corporate priorities
- To receive finance and performance reports and to carry out the Annual Budget Scrutiny
- To agree recommendations to Cabinet, Council and partner organisations
- To produce an annual scrutiny report
- To agree appointments of co-opted representatives to panels
- Responsible for publicity and communications
- To monitor the forward plan
- To scrutinise corporate and cross cutting business

### LINKED TO THE CABINET MEMBER AND DEPARTMENT WITH RESPONSIBILITY FOR

- The Corporate Plan
- Corporate Policy Development
- Human Resources
- ICT
- Business Continuity and Civil Protection
- Revenue Budget
- Capital Programme
- Strategic Procurement
- Corporate Property and Facilities Management
- Performance Management
- Transformation and Change Management
- Child Poverty
- Welfare Reform

### MEMBERSHIP OF THE BOARD

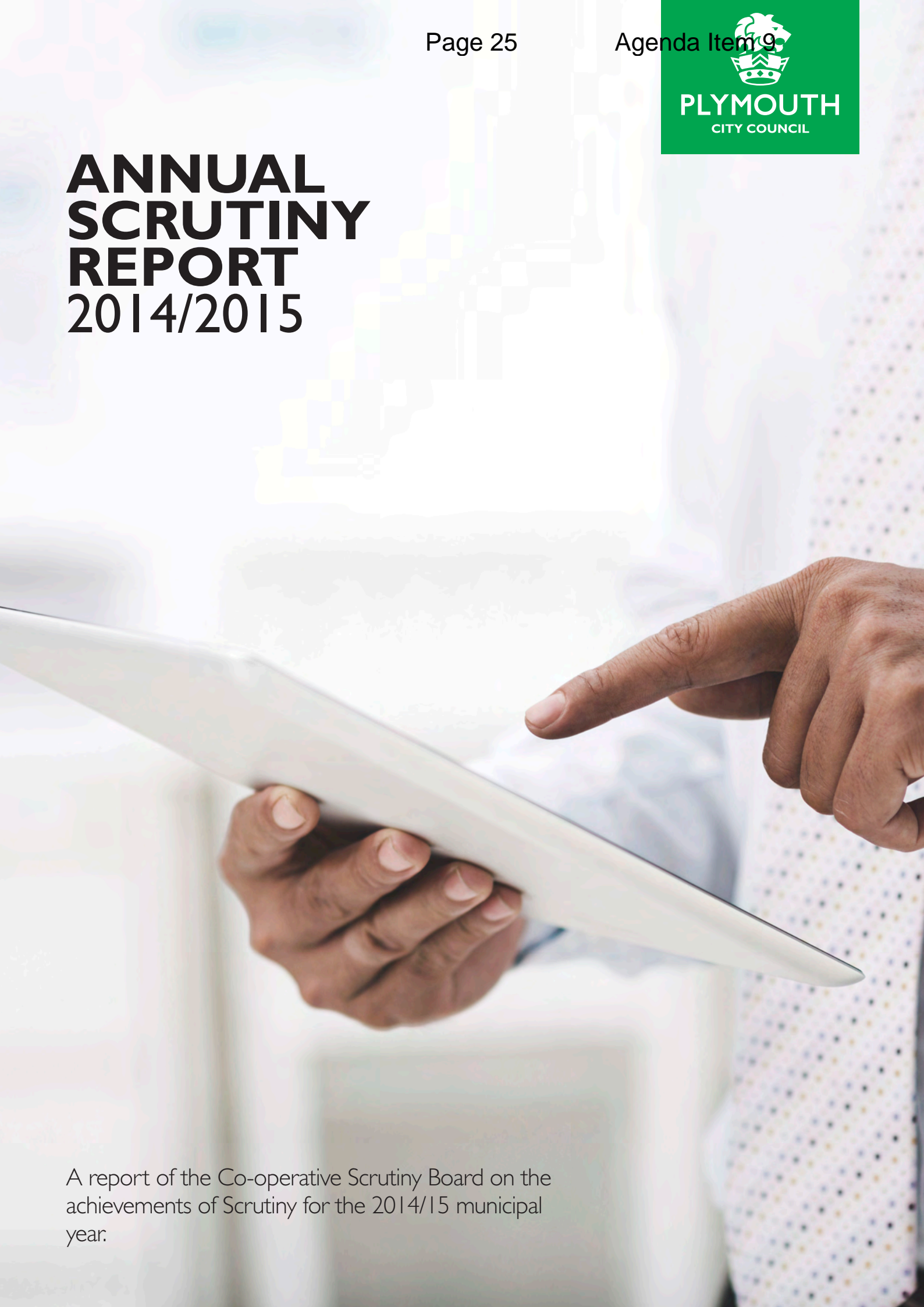
The Co-operative Scrutiny Board will consist of the Chair and Vice-Chair of each of the Scrutiny Panels plus other Councillors appointed by Council at the annual meeting. Any Councillor who is not a member of the Cabinet can substitute on the Scrutiny Board. All members of the Board will adhere to the general rules of Overview and Scrutiny. There are 11 members of the Board including the Chair and Vice Chair. The Chair is from the opposition political group.

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**PLYMOUTH**  
CITY COUNCIL

# **ANNUAL SCRUTINY REPORT 2014/2015**



A report of the Co-operative Scrutiny Board on the achievements of Scrutiny for the 2014/15 municipal year.

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## CO-OPERATIVE SCRUTINY BOARD

In commending the Annual Scrutiny Report 2014/15 to the Council, I want to highlight some of the achievements of scrutiny over the last municipal year and also to look to our joint plans for the coming year.

My thanks go to the Chairs, Vice Chairs, Members and Co-optees of the Co-operative Scrutiny Board and Panels, who have been responsible for the work that scrutiny has undertaken over the past year. They have provided a vital counter-balance to the Executive of the Council, maintaining a constant vigilance over the quality of decision making, resource management and the maintenance of standards of service to the residents of Plymouth.



Councillor James  
Chair of the Co-operative Scrutiny Board

### LOOKING BACK ON THE PAST

**YEAR** - This was the first year of working under the new scrutiny arrangements, which had been approved in April 2014. The Co-operative Scrutiny Board had taken a more strategic role, in particular overseeing the Council's ambitious transformation programme. As part of this process it was able to offer constructive challenge to this process.

The Board and Panels were assigned one of the five elements of the transformation programme –

- People and Organisational Development/ Ambitious Plymouth Panel
- Customer Services/ Your Plymouth Panel
- Corporate Centre of Operations/Board
- Growth and Municipal Enterprise/Working Plymouth Panel
- Integrated Health and Wellbeing/Health And Wellbeing Panel

During the year both the Board and the Panels scrutinised elements of the programmes. The Board approved the communications strategy which would be vital in keeping members of staff updated on the transformation programme.

This had been another challenging year for the Council with the continuing reduction in its core funding and the rising demands for the Council's services.

**Budget Scrutiny** - This was the second year that the Co-operative Scrutiny Board had been requested to scrutinise the delivery of the co-operative vision with a four year sustainable balanced budget. The Board had a responsibility to comment on whether the actions to address the financial gaps in order to achieve a balanced budget were robust and fit for purpose.

An innovative approach was taken this year towards the structure of meetings. The key focus of the review was around the five elements of the overarching transformation programme with partner engagement, where appropriate. The format of the two days reflected the programmes –

- People and Organisational Development
- Customer Services
- Corporate Centre of Operations
- Growth and Municipal Enterprise
- Integrated Health and Wellbeing

During the two days, each session was supported by the relevant Cabinet Members, including the Leader of the Council and Deputy Leader of the Council, the Chief Executive, Assistant Chief Executive, Strategic Directors, Assistant Directors, senior council officers and representatives from the NEW Devon Clinical Commissioning Group and Plymouth Community Healthcare. This approach assisted the Board to fully scrutinise the delivery of the four year budget.

Thanks had been given by the Leader for the considerable amount of work that the Board had undertaken and for the challenging sessions.

**Development** - The Board continued with its training programme, with a number of one off training sessions/workshops being held regarding the budget.

**Call-Ins** - On a number of occasions the Board held the Cabinet to account by using the call in process to consider Cabinet Member decisions.

Three call-ins had been received relating to the Credit Union School Initiative 'Starter -4-Ten' initiative and the disposal of public open spaces in various locations across the City. Following questioning of the responsible Cabinet Members and officers, the Board had agreed to implement the decision.

**Looking forward to next year -**

The 2015/16 municipal year will continue to be challenging. The scrutiny process will continue to support the Transformation Programme whilst offering constructive challenge.

**And Finally** - I would like to take this opportunity to thank those who have contributed to the achievements that we have made this year. The Chair and Vice Chairs of the panels, together with their lead officers and Democratic Support Officers who have been fundamental in delivering a large and varied scrutiny work programme.



## WORKING PLYMOUTH PANEL

### LOOKING BACK ON THE PAST

**YEAR** - The Working Plymouth panel met on five occasions in the year 2014/15 whilst also convening on two occasions for the Waste Collection Reorganisation Business Case Review and the Street Services, Category Management, Fleet Services Project and Commercialism Business Case Review.

At the panel's first meeting in June 2014 the Assistant Director for Strategic Planning and Infrastructure, Interim Assistant Director for Street Services, Cabinet Member for Finance and G.A.M.E Programme Manager provided Members with an overview of potential priorities for Working Plymouth including:

- priorities for street services which consisted of the Waste Management Strategy, Waste Collection Rounds and Enforcement Services; the Waste Management Strategy would be fed through a scrutiny workshop and the Plymouth Plan process; this was a main objective for the year due to the new waste disposal point in the north of the city and the glass recycling facility;
- the three main priorities for the transport portfolio which consisted of the citywide Parking Strategy, the future of the service currently provided by Amey and the Highway Asset Management Plan;
- that Economic Development would focus around the delivery of the pipeline of activity and close working links between the Growth Board, Destination Plymouth, the Culture Board and the Heart of the South



- West Local Enterprise Partnership; work would also be undertaken relating to the refresh of the Local Economic Strategy, the delivery of the CityDeal, Mayflower 2020 and the History Centre;
- the focus for Strategic Planning and Infrastructure would focus around work with the Local Transport Board, the Housing Development Partnership and One Plymouth; key issues for the department would link to city centre regeneration projects, Major Scheme and Infrastructure Bids.

### G.A.M.E. Transformation Programme

Members were advised that a key element of the Growth, Assets and Municipal Enterprise Transformation Programme focused around increasing sustainable income and more efficient ways of working creating employment opportunities, reduced dependency on benefits and increased local economic activity; it was the aim that revenue would be increased from the corporate estate by proactively accelerating the delivery of growth. Specific projects included in the programme included the acceleration of economic and housing projects as part of the pipeline of key sites; the effectiveness of services such as street services and fleet services was essential for efficiency gains. Financial benefits anticipated were £13884k total savings from the G.A.M.E. Transformation Programme from 2014 to 2017. Members commended the business case to the Cooperative Scrutiny Board.

**Mayflower Coach Hub** - Members were advised that proposals for the development of Bretonside bus station consisted of a £42m cinema and mixed use Drakes Circus Leisure development including one IMAX screen, 14 restaurant or leisure units, 424 car parking spaces and the creation of a high quality public realm in Exeter Street and Bretonside. To support the Drake Circus development the current transport facilities at Bretonside bus station needed to be relocated including scheduled coach Services visitor coaches, local bus services and lorry parking; in 2009 a feasibility study was undertaken to assess the best location within the city. A series of options were investigated and the preferred locations were Bretonside, the Civic Centre and the Mayflower West car park. As the first two were to be developed Mayflower West car park was identified as the location for the new bus station. Members were advised that it was a good location as it had good access for coaches from Western Approach and provided good access to the city centre and west end. Plans for the new coach hub included 7 coach bays, one layover to support future capacity for growth, passenger drop-off facilities, a ticket office and external and internal waiting facilities; the area would also be landscaped with living walls. Members raised concerns regarding the location of the main taxi facilities, the access to the coach station from Mayflower Street or Western Approach and the lack of lockers and luggage trolleys provided however commended the plans for the coach hub – officers took on board Members comments.

#### **Waste Collection Reorganisation -**

Members were advised that the Council's current method of waste collection (including recycling) was being reorganised to make the service more efficient. Specialist software was used to identify more efficient waste collection routes and the programme was currently at the stage of reviewing and testing routes before their implementation. A big part of the project included

communication to local residents affected by the changes, as well as staff members, major employers and Councillors. A variety of methods were used including the organisation of community events to promote the waste collection reorganisation, information posted on the Council's website, consultation with local businesses including the Senior Citizens Forum, Councillors Ward newsletters, a stand at Fresher's Fair to inform students and a Christmas Card to all residents in Plymouth detailing the reorganisation changes and implementation of new policies. Householders would also be provided with a sticker for their bin which would detail the day of waste/recycling collection as well as a blank space for residents to include their house number. As a result of Members questions the following information was provided:

- waste collection bags were available for free collection from Prince Rock Depot and local libraries;
- residents would not be charged for the delivery of a replacement bin if the request had been made prior to 1 October 2014;
- additional resources had been allocated to reduce the wait time for the delivery of replacement bins;
- the Council had a 99% refuse collection rate; Officers acknowledged that there were isolated incidents in which some refuse collectors had either not collected rubbish or had left discarded rubbish on the road/pavement however this was being addressed through staff education;
- it was estimated that 10 to 20 local residents visited the Prince Rock Depot on a daily basis to collect replacement refuse receptacles; there was considered to be a backlog in this service as it went through 'peaks and troughs' and this was a particularly busy time;

- those who were signed up to the assisted bin collection would not be charged for a replacement bin;

Members raised concerns regarding the 4-6 week delay in delivering replacement bins and bags to residents, inconsistent messages being provided to Councillors and local residents regarding the delivery of replacement bins and reports that rubbish was not cleared away by refuse collectors on occasions when they were responsible for the spillages.

**City Centre Business Improvement District Ballot** - Members were advised of the significant achievements of the city centre since the establishment of the City Centre Business Improvement District (BID) in 2005 as well as the legislative framework which contained a provision enabling the local authority to veto bid proposals. In total 612 ballot papers were issued and 249 ballots were received resulting in a 40.8% turnout – this was reflective of the national average. 175 votes were in favour of the BID with a percentage of 70.2% therefore the City Centre BID ballot was considered a success. Members questioned the costs in

developing the bid proposals and hosting a ballot and were informed that a budget of £40,000 was agreed including in-kind staffing costs and printing; this was low in comparison to the national average of £100,000. Members welcomed Plymouth City Centre Company's promotion of the city centre and the west end and were informed that the extension of the geographical City Centre BID area to include Bretonside had been formally agreed. The Chair congratulated the Leader and officers in attendance on behalf of the Working Plymouth scrutiny panel and highlighted the positive affect the result of the ballot would have upon the city centre; the panel unanimously supported the BID proposals and recommended to the City Council that the power of veto, as per Regulation 12 of the Business Improvement District (England) Regulations 2004, was not to be exercised.

**Looking forward to the next year** - In 2015/16 municipal year the Working Plymouth scrutiny panel will seek to improve services for all Plymouth's citizens by working in partnership with Cabinet Members, Senior Officers and external stakeholders and scrutinising issues focused around the transformation programme.

## AMBITIOUS PLYMOUTH PANEL

### LOOKING BACK ON THE PAST YEAR -

Ambitious Plymouth scrutinised a variety of areas over the year.

#### People and Organisational

**Development (POD)** - The People and Organisational Development (POD) outline business case focussed on delivering projects that ensure the Council have a workforce with the right skills and expertise to deliver services in new ways, providing comprehensive career transition to enhance and extend support for staff to acquire skills and access opportunities inside and outside the Council, and ensure the organisation used its physical assets and workspaces in the most efficient way. This programme also included moving staff from the Civic Centre to other office space.

#### Plymouth Education Catering

**Services** - After more than two years of hard work and negotiation the Education Catering Service is now running as a brand new Local Authority Co-Operative Trading Company called CATER<sup>ed</sup> Limited, which is believed to be one of the first in the UK. It means that schools have agreed to share budgets and resources co-operatively across the city and business to ensure a sustainable and secure service for pupils and their families. CATER<sup>ed</sup> will serve almost 2.5 million meals to Plymouth school children each year. It brings together the pooled budgets of 61 Plymouth Primary Schools, five Special Schools and one Alternative Complementary Education Service.

Decisions about the school meals service will be taken by a co-operative joint partnership board of elected



representatives from the schools and the Council.

**Integrated Youth Services** - The Missing Young People's Team, renamed as REACH (Reducing Exploitation and Absence from Care and Home) was set up to provide an improved service to missing young people and protect them from harm or exploitation. REACH aims to deliver, in partnership with other services, a brief intervention service to children to reduce the likelihood of further running away and missing episodes as well as a reduction in risk taking behaviour and Child Sexual Exploitation (CSE).

**Children's Social Care** - Children's Social Care provides social work and social care support services for vulnerable children and young people in Plymouth. This includes all assessment work, children in need, children subject to Child Protection Plans and children in care. There have been a number of national developments in Children's Social Care which has brought about a number of key changes within the service, including the new Working Together to Safeguard Children guidance, which had led to changes in relation to multi-agency, safeguarding practices and a new single assessment replacing the current initial and core assessments; a move to embracing a national approach to adoption, meaning that

local authorities move towards working together on finding adoptive parents rather than the current local authority based local approach; changes to the OFSTED inspection arrangements for safeguarding and looked after children and new arrangements for dealing with missing young people and child sexual exploitation.

Additionally, the service faced a number of key issues and challenges throughout the year which included an OFSTED inspection; an increase in children subject to Child Protection Plans from 313 at the end of 2013 to 380 in mid-September; a small increase in the numbers of children in care and the ability to recruit permanent social work staff, although Plymouth had a successful recruitment process compared with national data.

**PACLS** - A brand new Community Interest Company (CIC) has now been created by the staff of the former Plymouth Adult and Community Learning Service (PACLS), in partnership with YMCA Plymouth and Shekinah, two well-known local charities. On Course South West, a not for profit organisation, are now a member of Social Enterprise UK and will be promoting their social purpose alongside their existing high quality training offer. It has taken a long time from the initial idea through to completion but On Course South West are now in a position to continue to expand their programme of adult learning in Plymouth.

**Youth Services Transformation** - The Youth Service are part way through a three year transformation programme which is progressing well. The Youth Service are ahead of their target to realise savings through the transformation programme, and so during 2014 year had saved £178K; savings had already been identified for the

next financial year; this was a challenge also faced by other departments within the Council. Youth Services were proud of their achievements and how they had accomplished them; Youth Services had been able to increase the provision of community based Targeted Youth Support; the number of volunteers for the Youth Service had doubled since the beginning of the year. It was anticipated that an additional 50-70 additional adult volunteers would soon be accessible; volunteers were highly motivated and committed to supporting young people.

**Co-operative children and young people's services** - The Co-operative Children and Young People's Services experienced Transformation in 2014; the vision for the Health and Wellbeing programme was to establish a collaborative, integrated and strategic approach to working, which would in turn lead to a reduction in management costs and overheads. There were three distinct phases to the programme. Phase one involved the integration of adult and children services; phase two involved the integration of services for children and young people with schools, health and other partners in a cost effective way which would deliver services cooperatively; phase three involved the introduction of the new delivery model which would take up to two years to fully take effect, as work to TUPE some existing staff to another provider would need to be undertaken. Early intervention and prevention were key factors which needed to be considered.

**School standards** - The panel were provided with detailed results data. Key Stage 1 results were final, and the Key Stage 4 and 5 results were provisional.

The panel were advised that whilst it was very pleasing that gaps, in relation to the attainments of Free School Meal eligible pupils are reducing, the city's educational performance in 2014 raised a number of concerns. Improving outcomes in several areas, especially for boys in literacy requires concerted effort. The ability to impact on school performance had been weakened by national policy changes. The Plymouth Teaching School Alliance (PTSA) now provided 'school to school' support to ensure that schools tackled performance issues effectively. Plymouth City Council has been working in partnership with PTSA for over a year and the schools that have been supported during this period had made significant improvements on their 2013 results. A shared 'aspiration plan' was being developed to ensure that performance concerns are addressed in collaboration.

**OFSTED** - An inspection of services for children in need of help and protection, children looked after and care leavers and a review of the effectiveness of the Local Safeguarding Children Board was undertaken by Ofsted between 22 October and 12 November 2014. Plymouth City Council were subject to Ofsted's single inspection framework, which brings together child protection, services for looked after children and care leavers, and local authority fostering and adoption services under one wide-reaching review. It was intense and lasted for four weeks from start to finish. The overall judgement was that children's services require improvement - the authority is not yet delivering good protection, help and care for children, young people and families. It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.

An Improvement Plan (subsequently re-named 'Children's' Services Improvement Monitoring Framework') was drafted, which highlighted 17 areas for improvement. The new plan was submitted to Ofsted on 10 April, who would note its contents and feedback to the Council. A sub group of the Children's' and Young Peoples' Partnership (CYPP) would monitor the progress of the report, and in turn feedback to the CYPP and ultimately to the Health & Wellbeing Board. Ambitious Plymouth would receive a quarterly update report.

**Skills and apprenticeships** - The panel were advised of the wide range of apprenticeship opportunities for young people in Plymouth - apprenticeship opportunities were available to young people from all backgrounds, although comprehensive equal opportunities data was not yet available.

There had been a slight decrease in the take up of apprenticeships nationally, although the situation in Plymouth was promising. 65 % of apprenticeships were at Intermediate (Level 2), with 34% at Advanced (Level 3) and 1% at Higher (Level 4+). A wide range of apprenticeships were available in fields such as construction, engineering, marine industry, administration and health and social care.

There were several initiatives involving apprenticeships, including the '1000 Club' (a campaign set up to recruit 1000 companies in the Plymouth area to commit to support young people into employment, whether that be through work experience, apprenticeship, graduate internships or employment);

**Fostering/residential placements -**

Plymouth City Council has commissioned fostering placements from independent fostering agencies through a Cost and Volume framework agreement since 2007, being joined by Devon County Council and Torbay Council in 2008, 2010/11 and 2014. Plymouth City Council is the lead commissioner. The Cost and Volume framework commits providers to high standards of care, but does not provide any guarantee of business. Providers also have to submit detail of their prices for placements, which become part of the contractual arrangement, so that if a placement is required, the key elements of quality and price are already in place. The Cost and Volume frameworks were re-tendered during 2014, with the contract award taking place at Cabinet in December 2014. The contract is in place from 1 February 2015 until 31 March 2017; seven independent fostering agencies were awarded a contract. There are a number of measures in place to monitor the performance of the Cost and Volume contract which is currently performing well but will continue to be scrutinised closely.

**School Admissions 2015/16 -** By law, children have to be provided with full time education by the term following their fifth birthday. In Plymouth, full time places are offered to children for the September following the fourth birthday. The City Council operates co-ordinated schemes of admission at the Reception (Primary), Junior (Year 3), Year 7 (Secondary) and Year 10 (Key Stage 4) intakes as required in law and receives and makes offers on behalf of all admission authorities in the City. The first allocations for Secondary schools have been made and parents were notified of their allocations on 2 March. Key Stage 4 institution allocations (which includes UTC Plymouth and

Plymouth Studio School) were also completed on 2 March. Everyone who applied for a Key Stage 4 transfer was allocated their first preference institution.

The first allocations for primary and junior allocations will not be made until 16 April 2015. As the allocation process is currently under way, it is not possible to provide accurate information at this stage. Pressure spots are likely to occur in the Plympton (although we hope to be able to allocate a Plympton school to those who have applied on time and who live in Plympton), Plymstock and Widewell areas of Plymouth. The number of children not allocated one of their stated preference schools is likely to drop again as a result of the Basic Need programme.

**Scrutiny reviews -** Integrated Health and Wellbeing Transformation Programme (joint review with Caring panel) was undertaken which looked at the business cases for –

- Integrated Commissioning;
- Integrated Community Health And Social Care Delivery;
- Children and Young People.

**Looking forward to the next year -** In 2015 – 2016 the panel will seek to promote the children and young people of the city further and improve services for children and young people by working in partnership with Cabinet Members, Senior Officers and external stakeholders and scrutinising issues including:

- Cost of the recent OFSTED inspection
- Safeguarding
- Containment Plans within Children's Social Care

It is anticipated that the 'Be-Wise to Sexual Exploitation' scrutiny will be undertaken.

## YOUR PLYMOUTH PANEL

### LOOKING BACK ON THE PAST YEAR -

The panel met on four occasions in the year 2014 – 2015, whilst also convening on three occasions as the ‘Customer Services Strategy’ and ‘Problem Debt’ Co-operative Scrutiny Reviews’.

The achievements of the Your Plymouth Scrutiny Panel over the past year can be summarised under four separate categories:

- Strategy and Policy Development
- Reducing Inequality
- Improving Service Delivery
- Partnership and Stakeholder Working

#### **Strategy and Policy Development Community Engagement - A**

Framework for Working with Citizens and Communities was being established for formal adoption by the Council. The panel was advised that a need had been identified for Plymouth to create a new relationship with its citizens who felt removed from the decision-making process and faced barriers to community involvement. This was contrary to the Council’s vision for the City to be a place where ‘people could have a say about what is important to them and where they could change what happened in their area’.

As part of the policy development, the panel was consulted on the proposals and participated in a series of ‘workshops’ where their views and ideas were taken on board, along with the results of the wider consultation.



Work was now under way to analyse all of the information received to ensure that what was required was understood and the necessary work-streams were developed in order to deliver the objectives and realise the benefits of –

- Citizens enjoy living and working in Plymouth;
- Citizens taking control of their communities;
- Children, young people and adults are safe and confident in their communities;
- The council is providing and enabling brilliant services which strive to exceed customers’ expectations;
- The council is using resources wisely;
- Plymouth is a fairer and more inclusive city with citizens at the heart of decision making;
- Citizens and Communities are actively able to reduce health and social inequality;
- Through sound partnerships, we provide strong community leadership and work together to deliver a common ambition.

**Customer Services Strategy** - customer services was one of the areas that had been identified as needing significant change in order to realise the Council’s goals of meeting ongoing budgetary pressures and achieving its aspiration of becoming a ‘brilliant co-operative council’.



Understanding customers, their needs and behaviour patterns in interacting with the Council would ensure that funds were spent effectively in areas of value and that services were relevant and easy to use. Following a comprehensive review of customer services across the Council and exploring models of good practice in local authorities elsewhere, it had become clear that there –

- were inconsistent service standards across departments;
- was a failure to adapt to changes in technology (e.g. growth in mobile computing);
- was a failure to capitalise on the national trend of customers wishing to self-serve.

Therefore, one of the drivers for change was the need to create capacity and maximise staff resources. By encouraging and directing members of the public to use on-line services, customer services based staff would then have more capacity to deal and assist with face to face enquiries at the new city centre shop.

The co-operative review challenged how the Strategy would be embedded across the Council and how it would be monitored once implemented. Members also sought assurances that staff would be adequately engaged and supported throughout the transition period.

Full details of the review and its findings can be viewed at <http://tinyurl.com/q8h66uh>

**The Plymouth Plan** -The Plymouth Plan is a strategic planning framework document for the City which has a far wider approach than the Local Development Framework and brings together all of the Council's plans and strategies in one place. Extensive

consultation on the new document has taken place with scrutiny playing a key role in that consultation process. The panel welcomed the opportunity to provide feedback and help shape the final document prior to its submission to City Council for approval.

### **Reducing Inequality Emergency Welfare Scheme (Social Fund Replacement)**

The panel continued to monitor progression of the new scheme following its introduction in 2013/14. Members heard that despite government funding for the scheme being cut at the end of the second year, the Council had taken steps to minimise spend whilst continuing to support the most vulnerable. In addition, customer demand for the service had increased by 53% and it had, therefore, been necessary to set up a number of initiatives to deliver support aimed at early interventions and prevention to minimise future demands on the scheme.

**Problem Debt** - Plymouth has higher levels of problem debt than any other local authority area in the south west, with 29.3% of its population over-indebted. Through a co-operative review process the panel ascertained the causes, the impact locally and the quality of the council's response. Whilst welfare reforms, combined with the overall economic climate, were found to be the major contributors to this escalating situation, the panel found that it wasn't just affecting people in receipt of benefits but that individuals in full-time employment were also finding it hard to meet their financial commitments. It was clear that there was already a lot of good work being undertaken by the Council and many other local agencies to provide advice and support. It was also evident from the panel's findings that intensive work with

people who were struggling financially was an effective tool in tackling debt. Full details of the review and its findings can be viewed at <http://tinyurl.com/nwooyfn>.

### **Improving Service Delivery -**

Throughout 2014 – 2015 the panel has helped shape, inform and improve service delivery in a number of areas, namely by involvement in scrutiny of the following –

- A Framework for working with Citizens and Communities - Helping citizens to feel engaged and willing to help shape local services
- Customer Services Strategy -Supporting proposals for single point of contact/access for most services - Encouraging access to more services (including transactions) on-line
- The Plymouth Plan - Enabling customers to access information in one place

**Partnership and Stakeholder Working Safer Plymouth** - The panel's terms of reference maintain strong links to the Safer Plymouth Partnership Board and the Police and Crime Panel. Regular updates are provided to the panel on the latest crime statistics for the city and this performance is monitored against the following five targets –

- closing the gap in overall crime
- acquisitive crime
- violence with injury
- criminal damage
- anti-social behaviour

**Problem Debt** - As part of its co-operative review into 'Problem' Debt, the panel engaged with a number of the Council's partner agencies in order to ascertain the depth of the problem in the City and discuss solutions (refer to 'Reducing Inequality' section above for further detail).

**Looking forward to next Year** - In the 2015 – 2016 municipal year the panel will continue to improve services for all Plymouth's citizens by serving as a 'critical friend' to Cabinet members and working in partnership with other agencies and voluntary groups to scrutinise and monitor a number of issues, including –

- The effects of the expansion of Plymouth University and its students on the surrounding residential areas
- Library Review
- Crime Statistics
- Problem Debt
- Customer Services Strategy

## CARING PLYMOUTH PANEL

This section highlights the work, challenges and successes of the Caring Plymouth Scrutiny Panel in 2014-15.

**Looking back on the past year** - Caring Plymouth scrutinised a variety of areas over the year and met on 5 occasions and undertook 3 Co-operative Scrutiny Reviews.



At the first meeting of the Panel, the Cabinet Member for Health and Adult Social Care, the Strategic Director for People and the Assistant Director for Co-operative Commissioning were invited to share their priorities for 2014-15, which included –

- the Care Act which affects the way the local authority responds to people's needs and the challenging agenda to have everything in place by 1 April 2015;
- an exceptionally challenging year for adult social care with the largest and most challenged budget within the council;
- an increasing demand with people coming into care with very complex needs adding to the demands for both for the local authority and health providers;
- a need for the local authority and health to work together with an absolute focus on the budget, transformation and performance.

**Community Services for the 21<sup>st</sup> Century** - The CCG provided the Panel with an overview on Community Services for the 21<sup>st</sup> Century and the proposed direction for community services which included the views from the public, service users and stakeholders. As part the review they were looking at reducing stays in the acute hospital and ensuring patients should not stay longer than they have to, looking to commence the discharge process when a patient was first admitted and the use of technology in the provision of healthcare.

**Roadmap to Integrated Health and Social Care** - This was a joint venture between the council and the clinical commissioning group (NEW DEVON CCG) with the aim of achieving efficiencies and working more creatively in the future. Budget pressures within social care was the biggest challenge and with no new money coming into the system there was a need to look at how existing money was used in a more creative way. Reducing health inequalities was important and public health was integral to this process.

**Commissioning Strategy for Maternity Services 2014-19 (Draft)** - This was a high level commissioning strategy with joint working with NEW Devon CCG, South

Devon and Torbay CCG and Kernow CCG on one document to avoid some of the boundary issues. There was high level commitment for this strategy from the 3 CCGs and task and finish groups set up with representatives from the 3 CCGs which included heads of midwifery having discussions around a robust needs assessment. Also key to this strategy was the development of the Maternity Liaison Committee and looking at how this committee operates and how they would remain consistently involved with maternity services.

**NHS 111 Assurance Report/Urgent Care** - The NHS 111 service was rolled out gently and quietly to look at any inherent risks that might come with rolling out a new service. The contact for the NHS 111 was awarded to SW Ambulance Trust and 650 people ring every week day and this number rises to 2,000 on a Saturday reducing to 1,600 on a Sundays and bank holidays. NHS 111 was the result of a report by Bruce Keogh who had concerns about the multiple issues with general care which resulted in just one number. This meant that you can call one number and call would be dealt with and/or signposted to the correct service. The service was being monitored since it went live and feedback from patients said that they found the service good and helpful and would phone again if they needed advice in an urgent care situation.

**Devon Doctors Out of Hours** - Following a decision made by NEW Devon CCG to reduce the Devon Doctors Out of Hours by 50 percent, a report was requested by the Panel on this decision. The CCG responded that it wasn't a 50 percent reduction and whilst achieving savings reported that there would be no negative impact on patients. The CCG

were monitoring this and the Panel were assured that this decision could be reversed if the need was to arise. The Panel felt that the 8 am cut off time was a potential problem and could lead to more people presenting at their GP Surgeries.

**Dementia Strategy** - It was reported that people living with dementia was set to double. The Dementia Strategy and action plan shows how partners working together to meet the needs and develop local outcomes. The action plan includes a focus on Plymouth becoming a Dementia Friendly City. It was predicted that by 2015, 3166 people in Plymouth would be living with dementia rising to 3667 by 2020. Two-thirds of people living with dementia live independently within the community. The national agenda highlighted people living within a care home setting were forgotten and NEW Devon CCG were looking to obtain match funding from the Clinical Network for £65k to target people living in the care home sector. The focus of the work would concentrate on sending letters to all care homes and to employ staff to undertake assessments to an agreed pro forma. This information would be referred back to GP to be added to the dementia register. Public health were working on up streaming prevention nationally and the effects of alcohol, lifestyle and diet could prevent the on-set of dementia. It was acknowledged that demand had gone up and concerns on the amount of referrals as well as ensuring good outcomes for people.

**Healthwatch** -The Health and Social Care Act introduced the requirement for Healthwatch both locally and nationally and replaced the Local Involvement Network (LINks). The local authority commissioned the £179,000 contract to Colebrook SW and Healthwatch was an independent

consumer champion with three key functions –

- Influencing
- Signposting
- Watchdog

Colebrook SW has the overall responsibility for the Healthwatch contract and want Healthwatch to be seen as independent as possible. One of their key performance indicators was signposting people to services at the right time. This had proved quite difficult to achieve and as a result Healthwatch changed their monitoring systems and reviewed how they gathered feedback and pinpointed gaps.

Healthwatch also has a representative that sits on the Health and Wellbeing Board, this role allows Healthwatch to have an equal footing with other partners and the opportunity to share local issues and shape plans for Healthwatch and the Health and Wellbeing Board. The main remit for Healthwatch was to have that conversation with the public and to understand their views.

**Better Care Fund** - The Department of Health issued new guidance in July 2014 with built in checkpoints (temperature checks) to ensure the local authority and the clinical commissioning group (CCG) were on the right track. Following the first temperature check Plymouth qualified for additional external support. Plymouth was keen to set the wider context with a greater emphasis on emergency admissions, better engagement with acute and out of hospital providers. The Health and Wellbeing Board delegated authority to the Chair to approve the plan for submission to the Department of Health on the 19 September 2014. The Chair raised concerns over the amount of time spent by officers adhering to tight deadlines and

work undertaken on the BCF plan and send a letter to the Department of Health outlining her concerns.

**Thrive Plymouth** - Thrive Plymouth was triggered as a result of a recommendation made at budget scrutiny to address health inequalities across the city and was a simple framework that the whole city could sign up to. Thrive Plymouth relates to 4 behaviours that lead to 4 diseases which in turn lead to 54 percent of deaths in Plymouth. Thrive Plymouth would be considered in the development of all of the city's policies and was a 10-year approach changing the course of health and wellbeing in the city.

**Peninsula Treatment Centre** - The NEW Devon CCG Western Locality Board made the decision not to renew the contract for orthopaedic surgery at the Peninsula Treatment Centre. The contract would come to a natural end on 31 March 2015. Two interactive workshops with consultants, GPs, Healthwatch and 'expert' patients took place looking at the future of orthopaedic care for the city and ideally the service would move away from surgery as the end point and ensuring that GPs were better informed before making a referral.

Those patients that need surgery would be seen more rapidly if required. Alternatives to surgery included weight management, pain management and improving people's wellbeing. They were looking at prevention and getting people fitter and the service would be provided in the same way but with less providers. They would continue to engage with members of the public, Healthwatch and Age Concern to shape the future of what the service would look like.

**Derriford Hospital Funding** - The Panel were provided with an update on the current funding issues at Derriford Hospital and it was reported that they were extremely proud of the hospital and the wide range of services offered and that more hospitals were getting into financial difficulty and at Derriford they were facing big saving challenges over the next two years. There were three structural funding issues –

- urgent care
- market forces factor
- education and training

The hospital were facing an extremely challenging landscape but wanted to continue to provide the best possible services with no intention to stop providing services.

**Plymouth Plan** - The Plymouth Plan replaces the Local Development Framework (LDF) and pulls together all the strategies into a single strategic framework. One single place to access the change agenda for the city. Public health has been very involved in the development of the plan looking at the impact of planning on health, transport systems etc.

**Integrated Health and Wellbeing** - The purpose of Integrated Health and Wellbeing Commissioning –

- Provide and enable brilliant services that strive to exceed customer expectations
- People will receive the right care, at the right time in the right place.
- Help people take control of their lives and communities.

- Children, young people and adults are safe and confident in their communities.
- People are treated with dignity and respect.
- Prioritise prevention
- A Sustainable Health and Wellbeing System
- Improved System Performance

**Care Act** - It was reported that the current legislation dates back to 1948 and was in need of reform and to bring the legislation into a modern single piece of statute. There were new duties for the local authority and new rights for services users which would help people to live independently and longer by putting people's wellbeing at the centre. The Act would be implemented in two parts, from the 1 April 2015 about carers and deferred payments and from 1 April 2016 funding reforms and Dilnot Cap on care costs.

**Co-operative Scrutiny Reviews** - The following Co-operative Scrutiny Reviews were undertaken by the Panel –

- Fairer Charging Policy, Integrated Commissioning and Integrated Community Health and Social Care Delivery
- Integrated Health and Wellbeing Transformation Programme
- Plymouth's Health Economy

**Fairer Charging Policy, Integrated Commissioning and Integrated Community Health and Social Care Delivery Co-operative Scrutiny Review** - The review took place over 2 days over 4 workshops.

Fairer Charging - it was highlighted that charging for non-residential services was

discretionary and there was no statutorily defined procedure for assessing non-residential charges and Section 17 of the Health and Social Services and Social Security Adjudications Act 1983 (HASSASSAA) enables local authorities to recover such charge (if any) for a service as they consider reasonable.

Integrated Commissioning - was a fundamental change in how the council moves forward. This was a joint programme between the Plymouth City Council (PCC) and NEW Devon Clinical Commissioning Group (CCG) to move to a position to care for people throughout their lives and to look at the whole person in a person centred approach. Commissioning was the building block to this with the need to focus on the governance arrangements and due diligence.

Integrated Community Health and Social Care - the integrated service delivery would join up services to meet the needs of an individual and would be more appropriate to join up with a community health provider rather than the hospital because people would rather be at home than in hospital. There was overwhelming support for a fully integrated structure pulling together into one single entity and partners had shown a real commitment to make this work with the vision of giving people the right care, in the right place and at the right time.

**Integrated Health and Wellbeing Transformation Programme** - This was a joint co-operative review with Ambitious Plymouth and took place over 2 days – Integrated Commissioning Detailed Business Case - one of the main drivers for this integration was the ageing population. There was cross party support and wasn't just another initiative but a fundamental

change to the way health, wellbeing and adult social care would be provided. This was a rethink of how social services would be delivered by thinking in systems rather than in silos with the aim of achieving “one system, one budget”. The vision of integration is as follows –

- Integrated commissioning
- Integrated health and care services
- Integrated system of health and wellbeing

The Health and Wellbeing Strategy was the guide and vision for the future commissioning activity across Plymouth City Council (PCC) and NEW Devon Clinical Commissioning Group (New Devon CCG). It was also reported that the organisational boundaries would not be a barrier to integration and any decisions made should not destabilise any organisation.

Integrated Community Health and Social Care Delivery Detailed Business Case - the challenging financial climate was a factor for integrated delivery of social care. The pooled budget was also an important factor for integrated delivery and the model they would use fits well with the co-operative values. Services should be integrated and wrapped around the needs of the person and delivering the right care at the right place, time and by the right person to ensure that care was properly co-ordinated around the individual. The experience people encountered was of a fragmented system with duplication and gaps and this was the time to introduce changes. A combined adult social care joined up with Plymouth Community Healthcare to provide a single model.

Children and Young People's Full Business Case - the plan was to establish a system that would improve outcomes using fewer

resources and care provision for children and young people would be transformed through co-operating with other departments and agencies to provide co-ordinated –

- information, advice and guidance
- early intervention and prevention
- intense and statutory activities
- SEND

The delivery of statutory education and health functions would be transformed through ‘co-operative clusters’, achieving a collaborative response to priorities.

**Plymouth’s Health Economy** - It was felt by the Panel at the business meeting in January that the Health Sector was facing very challenging climate and for this Panel to look at in more detail the Health Deal for Plymouth. It was agreed that a review would be undertaken by the Caring Panel looking at Plymouth’s Health Economy.

Representatives from Plymouth Hospital’s NHS Trust, Plymouth Community Health, NEW Devon CCG, Public Health and Plymouth City Council were invited to share with the Panel their main funding streams, challenges and recommendations on what could be done to improve the system.

**Looking forward to the next year** - The Panel will continue to work with health colleagues to ensure that appropriate services are being delivered. The Panel will also be keen to look at –

- Integrated Health and Wellbeing Phase 2
- Care Act Part 2
- Financial challenges
- CQC inspection of Derriford Hospital
- NHS III
- Thrive Plymouth



# CO-OPERATIVE SCRUTINY BOARD

Draft Work Programme 2015 - 2016



**PLYMOUTH**  
CITY COUNCIL

**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
<b>17.06.2015</b>	Informal Meeting	Review of previous year's outcomes Future requirements		Ross Jago (Lead Officer)
<b>29.07.2015</b>	Annual Scrutiny Report 2014/15	To comply with the Constitution		Ross Jago (Lead Officer)
	HR Data (Sickness)	To identify areas of concern (if any)		Marion Fanthorpe (Interim Assistant Director for HR and OD)
	Overview of Budget Position	To identify areas of concern (if any)		Andrew Hardingham Assistant Director for Finance
<b>19.08.2015</b>	Corporate Plan Performance Monitoring Quarter 1	To identify areas of concern (if any)		Peter Honeywell (Transformation Programmes Manager)
	Corporate Plan Refresh	To identify areas of concern (if any)		Giles Perritt (Assistant Chief Executive)
	Corporate Finance Monitoring Quarter 1	To identify areas of concern (if any)		Andrew Hardingham (Assistant Director for Finance)
	Medium Term Financial Strategy	To identify areas of concerns (if any)		Andrew Hardingham (Assistant Director for Finance)
<b>23.09.2015</b>				
<b>21.10.2015</b>				
<b>18.11.2015</b>	Corporate Finance Monitoring Quarter 2	To identify areas of concerns (if any)		Andrew Hardingham (Assistant Director for Finance)
	Corporate Plan Performance Monitoring Quarter 2			Peter Honeywell (Transformation Programmes Manager)
<b>02.12.2015</b>				

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
06.01.2016	Training for Budget Scrutiny	To prepare to Budget Scrutiny sessions		Ross Jago (Lead Officer)
11.01.2015	<b>Budget Scrutiny (Day One)</b>	Draft budget 2016/17 and Indicative budgets 2017/18 and 2018/19 with wide impact assessment, EIA, Child Poverty	Pre-decision scrutiny	Ross Jago (Lead Officer)
13.01.2015	<b>Budget Scrutiny (Day Two)</b>	Draft budget 2016/17 and Indicative budgets 2017/18 and 2018/19 with wide impact assessment, EIA, Child Poverty	Pre-decision scrutiny	Ross Jago (Lead Officer)
17.02.2016				
23.03.2016				
<b>Issues Identified for Scrutiny (no date agreed)</b>				
	City MPs	Provide an overview of current issues and areas of joint working		Helen Wright, Democratic Support Officer

**AMBITIOUS PLYMOUTH****DRAFT**

Work Programme 2015 - 2016



**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 Cooperative Scrutiny Board.**

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Lynn Young, Democratic Support Officer, on 01752 304163.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
6.7.15	SEND framework 2015-2018			
	Childrens' Social Care Improvement Plan			
7.9.15				
19.10.15				
7.12.15				
1.2.16				
7.3.16				
<b>NEW – items not yet allocated a date</b>				
Information relating to the cost of the recent Ofsted inspection			<b>Recommendation from Budget Scrutiny 2014/15</b>	
The containment plans within Childrens' Social Care			<b>Recommendation from Budget Scrutiny 2014/15</b>	
Under-performing/Coasting schools				
Multi Academy Trusts				
Validated results/SATS/GCSE's				
Child poverty				
Childrens' Centres				
Headteacher succession planning				
Changes resulting from Adoption bill				
Increase in free childcare provision to 30 hours per week				
Department budgets pre Budget Scrutiny				
School Transport Contract Award				
Work of Sports Development Unit/Leisure Team				
SEND framework 2015-2018 6 monthly updates				
<b>Scrutiny review proposals</b>			<b>Description</b>	
'Be-wise to Child Sexual Exploitation'			New PID to be re-submitted to Co-operative Scrutiny Board	

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# CARING PLYMOUTH

Work Programme 2015 - 2016



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For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Amelia Boulter, Democratic Support Officer, on 01752 304570.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
2 July 2015	Plymouth NHS Hospital Trust Performance Report			
	Success Regime			
3 Sept 2015	Tour of PCH			
	CAMHS			
	Delayed Transfer of Care			
	Fairer Charging Policy			
	Care Act Part 2			
15 Oct 2015	Integration – transfer of staff and the pooled budget			
	Safeguarding Adults Board			
10 Dec 2015				
	Thrive Plymouth			
21 Jan 2016	Dental Provision			
17 March 2016				

<b>Scrutiny Review Proposals</b>	<b>Description</b>

**WORKING PLYMOUTH****DRAFT**

Work Programme 2015 - 2016



**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 Cooperative Scrutiny Board.**

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Helen Rickman, Democratic Support Officer, on 01752 398444

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
8 July 2015	Individual Street Parking Issues	To provide advice on how councillors can best address individual street based resident parking issues linked to the CPZ recommendations made by the task and finish group last year and the development of the Plan for Parking.	Member Advice	Mike Artherton
	Highways Partnership / Living Streets	To provide councillors with information on how councillor requests are costed and programmed.	Member Advice	Adrian Trim
14 Oct 2015	History Centre	To review plans and design of the Exhibition Centre.	Member Advice	
	Employment:	To review 1000 club, apprenticeships and helping women back to work.	Member Advice	
9 Dec 2015	Waste Services	To be provided with a general update.	Member Advice	
	City Centre vs District Parking Charges	To see a rationale for parking charges.		
16 March 2016	Mayflower 400	To review planning, funding, projects and timescales		
	Controlled Parking Zones	Update on roll out of new procedures		
	Tamar Joint Committee			

Scrutiny Review Proposals	Description
Living Streets (PID submitted)	To review the 'Living Streets' pilot scheme and to propose appropriate changes to improve the current process and procedures.

Planning and Building Control: how they work together	
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**Items for scrutiny not yet allocated a date:**

S106 (to be dealt with outside the meeting)

Derriford Transport Infrastructure (to be included via cross party Plymouth Plan Working Group)



# YOUR PLYMOUTH

Draft Work Programme 2015/16



**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 Cooperative Scrutiny Board.**

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Katey Johns, Democratic Support Officer, on 01752 307815.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
13 July	Unauthorised Encampments Update	To update members on progress following the review undertaken in 2013	Increasing UE occurrences and community interest	Matt Garrett
	Customer Services Transformation Programme	Update on progress with Project delivery		Ross Johnston / Pete Honeywell
14 Dec	Safer Plymouth Partnership Update : Crime Figures	To monitor City's crime trends and Community Safety Partnership performance	The panel has a statutory role in scrutiny of the Community Safety Partnership	Sarah Hopkins
	Enforcement	To review current practice and performance		
	Problem Debt	To review outcome of recommendations arising from co-operative review undertaken in 2014	To monitor progress of scrutiny recommendations	Laura Griffiths
14 Mar	Safer Plymouth Partnership Update : Crime Figures	To monitor City's crime trends and Community Safety Partnership performance	The panel has a statutory role in scrutiny of the Community Safety Partnership	Sarah Hopkins
<b>Cooperative Reviews</b>		<b>Consideration</b>	<b>Description</b>	<b>Progress</b>

	Priority		
The effects of the expansion of Plymouth University and its students on the surrounding residential areas	-	<p>The expansion of Plymouth University over recent years has resulted in an increase in the student populations living in the surrounding areas to the University. The increase in students living in Mount Gould, Mutley, Greenbank and Lipson areas has had detrimental consequences which have predominantly been felt by local residents who have regularly had to deal with an increase in issues of Anti-Social Behaviour, noise, litter and reported crimes.</p> <p>The review will seek to analyse the effects of an increasing student population on the local surrounding areas to establish if a link exists between increased student populations and an increase in issues of ASB, noise, litter and reported crimes. To include a review of a previous piece of work completed in 2012.</p>	Review to be postponed until after the election – June/July 2015
Sex Crimes on Campus	PID to be drafted and submitted to Co-operative Scrutiny Board		

**CO-OPERATIVE SCRUTINY BOARD**

**FORWARD PLAN OF KEY DECISIONS AND PRIVATE  
BUSINESS  
AUGUST TO NOVEMBER 2015**



**LIST OF KEY DECISIONS AND PRIVATE BUSINESS**

<b>Reference</b>	<b>Title</b>	<b>Decision Maker and Date of Decision</b>
I059756	REVIEW AND PRIORITISATION OF THE CAPITAL PROGRAMME	Councillor Evans (Leader) Between 11 August 2015 and 10 November 2015
I066004	PLYMOUTH COACH STATION AND CAR PARK AT MAYFLOWER STREET	Councillor Lowry (Cabinet Member for Finance) Between 13 July 2015 and 30 September 2015
I066039	RETENDER OF EDUCATION HOME TO SCHOOL TRANSPORT CONTRACTS	Councillor McDonald (Cabinet Member for Children, Young People and Public Health) Between 13 July 2015 and 30 September 2015
I066861	RE-PROCUREMENT OF THE HIGHWAYS SERVICES CONTRACT	Cabinet (on the recommendation of Councillor Coker) 11 August 2015
I066048	INTEGRATED HEALTH AND WELLBEING PROGRAMME PHASE 2	Cabinet (on the recommendations of Councillors McDonald and Tuffin) 11 August 2015
I066859	COMMUNITY DOMICILIARY CARE SERVICES CONTRACT AWARD	Cabinet (on the recommendation of Councillor Tuffin) 8 September 2015
I067086	REVIEW OF THE CORPORATE PLAN 2013/14 - 2016/17	City Council (Cabinet Member: Councillor Evans) 21 September 2015
I067084	PLYMOUTH PLAN (PART ONE)	City Council (Cabinet Member: Councillor Coker) 21 September 2015
I066003	MEDIUM TERM FINANCIAL STRATEGY	City Council (Cabinet Member: Councillor Lowry) 21 September 2015

# COOPERATIVE SCRUTINY BOARD

DRAFT - Recommendations



Date/min number	Resolution / Recommendation	Response
2 July 2015 Minute 6	<p>Plymouth Hospitals NHS Trust Performance Report</p> <p>Agreed that -</p> <ol style="list-style-type: none"> <li>1. to continue to monitor mortality rates, diagnostic services and referral to treatment times to provide assurance to the panel that progress is being made against these key indicators and that recovery plans are improving performance;</li> <li>2. that a report on the new immigration rules for lower-earning non-EU workers to be provided to the panel as soon as impact on the trust is assessed;</li> <li>3. that a joint performance review involving commissioners and lead providers from Health and Social Care should take place at the next meeting. Decisions on format and key performance indicators delegated to the lead officer in consultation with Chair and Vice Chair.</li> </ol>	
2 July 2015 Minute 7	<p>Success Regime</p> <p>Agreed that -</p> <ol style="list-style-type: none"> <li>1. The Chair and Vice chair will write to NHS England and the Secretary of State for health expressing disappointment at NHS England's failure to appear at the panel in response to significant changes in the health care system as statutorily required;</li> <li>2. The panel, whilst welcoming the additional support to the Devon health and social care system, remains concerned the regime will be overseen by regional directors of National Bodies involving partner organisations "as required". With specific interventions, support and day-to-day oversight of the regime sitting at regional level the panel is alarmed at prospect of a further top down intervention into the healthcare system;</li> </ol>	

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# REQUEST FOR A CO-OPERATIVE REVIEW



What is the name of the review?	Strengthening the Overview and Scrutiny Function
<p><b>Please provide a brief outline of the subject and scope of the review?</b></p>	<p>Scrutiny has an important role to play in contributing to developing policy, undertaking specific reviews and in monitoring performance. Following the development of the working arrangement at Plymouth City Council an opportunity has arisen to strengthen the role of the scrutiny function. This review seeks to identify where changes to Plymouth City Council scrutiny function may enhance the process of open, transparent and democratic decision making.</p> <p>The City Council will continue to experience significant sustained change which requires many new and innovative approaches to service delivery. The development of effective scrutiny arrangements for new delivery vehicles which may result will be a key focus in Plymouth over the coming years and the scrutiny function will also need to continue to respond to the changes introduced through legislation.</p> <p>Any changes to the scrutiny function will need to include the requirement to take into account the views of the public, and the ability to form joint overview and scrutiny committees with one or more local authorities.</p> <p>Scope is to include Customers, processes, organisational units, locations, Service Areas, services, products, applications and technology aligned with the scrutiny function and will include –</p> <ul style="list-style-type: none"> <li>• Scrutiny Processes and Procedures</li> <li>• Members Development and Training</li> <li>• Democratic Support</li> <li>• HR and OD</li> <li>• Scrutiny lead officers</li> <li>• Statutory Lead Officer role</li> <li>• Petition thresholds and related processes for public engagement.</li> </ul> <p>Activity that the review will undertake will include but is not</p>

	<p>limited to –</p> <ul style="list-style-type: none"> <li>• Surveys</li> <li>• Visits to councils which display best practice</li> <li>• Stakeholder focus groups</li> <li>• Rapporteurs</li> <li>• Expert testimony</li> <li>• Written evidence/desktop research</li> <li>• Oral evidence sessions</li> <li>• Report/ recommendations to Council (following consultation with the Constitutional review Group)</li> </ul>
<p><b>Please outline the reasons as to why you believe a review needs to take place?</b></p>	<p>The importance of effective scrutiny is magnified as public services respond to the challenge of unprecedented financial and demand pressures whilst continuously seeking to improve services.</p> <p>Effective scrutiny can improve the evidence base for decisions on the allocation of resources as well as ensuring that decisions are transparent and in accordance with the needs of the local community.</p> <p>The establishment of this review satisfies an undertaking in the working arrangement agreed by the City’s largest political parties.</p>
<p><b>What will the review attempt to achieve?</b></p>	<p>The review will seek to ensure that –</p> <ul style="list-style-type: none"> <li>• Overview and Scrutiny is seen as paramount in the safeguarding of local democracy;</li> <li>• Opportunities that scrutiny provides for effective engagement with the public and partners and improved public accountability are identified and exploited;</li> <li>• A supportive environment for scrutiny across the Council and City Partnerships will exist;</li> <li>• Overview and scrutiny has a clearly defined and valued role in the council’s improvement and governance arrangements;</li> <li>• Overview and scrutiny is councillor-led, takes into account the views of the public, partners and regulators, and balances the prioritisation of community concerns against issues of strategic risk and importance;</li> <li>• Overview and scrutiny is recognised by the executive and corporate management team as an important council mechanism for community engagement, and facilitates greater citizen involvement in governance;</li> </ul>



	<ul style="list-style-type: none"> <li>• Overview and scrutiny has the officer support it needs from officers who are able to undertake independent research effectively, providing councillors with high-quality analysis and advice;</li> <li>• Overview and scrutiny councillors have the training and development opportunities they need to undertake their role effectively.</li> </ul>
<b>Who will benefit from the review?</b>	Members of the public will be confident that decision making is open and transparent and provides the best value for the public purse
<b>How long do you think the review might take?</b>	This will be a wide ranging review and will need flexibility in the time and resource applied to it. Resource requirement and timetable will be prepared as part of the project planning process.
<b>When do you think the review should commence and why?</b>	This review should commence immediately to ensure that a comprehensive report is prepared before the end of the calendar year.
<b>When do you think the review should be completed by and why?</b>	As above.
<b>Review requested by?</b>	This review results from an undertaking in the working arrangement.

Received in Democratic Support Section:		Reviewed by the Co-operative Scrutiny Board:	
Date:		Date:	
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If approved initial Project Plan meeting date:			

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## Outline Project Plan

Task	By Whom	Planning Date	Event Date	Completed Date
Project Plan	Lead Officer	06/07/15	29/07/15	30/07/15
Develop Communication Plan	Lead Officer	06/07/15	Ongoing	September
Develop Scrutiny Development Plan	Lead Officer	30/07/15	Ongoing	October 2015
Call for Evidence – Written Evidence	Lead Officer	03/08/15		
Making a difference through overview and scrutiny - <b>Seminar</b>	Lead Board member and DSO Lead Officer Support	15/07/15	12/08/15	Output fed into Scrutiny Development Plan
Peer Review – (share webcast and receive feedback (Other Local Authorities)	Lead officer and DSO	N/A	19/08/1	Output fed into Scrutiny Development Plan
Training Rights and Responsibilities and the 21 <sup>st</sup> Century Councillor - <b>Seminar</b>	Lead Board member and DSO Lead Officer support	12/08/15	02/09/15	Output fed into Scrutiny Development Plan
Developing External Scrutiny – <b>Witness Session</b>	Board Members, DSO and Lead Officers.	12/08/15	09/09/15	Output fed into Scrutiny Development Plan
Public Engagement in Overview and Scrutiny - <b>Seminar</b>	Lead Board member and DSO Lead Officer support	27/08/15	30/09/15	Output fed into Scrutiny Development Plan
Scrutiny Support Arrangements (based on development plan requirements)- <b>Seminar</b>	Lead Board member and DSO Lead Officer support		07/10/15	Output to fed into Scrutiny Development Plan
<b>Co-operative Scrutiny Board-Business Meeting – Sign off</b>	Co-operative Scrutiny Board		21/10/15	Development Plan forwarded to Council for agreement
Council (following consultation with Constitutional Review Group)			23/11/15	

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# A

## : REVIEW



Please submit this document to Democratic Support once complete.

The request will be submitted to the Co-operative Scrutiny Board for consideration against the approval criteria and you will be notified of its success. If the Board approve the request for a Co-operative Review on the subject matter below then a project plan will be completed and you may be asked for further information.

<b>What is the name of the review?</b>	<b>Be-wise to Child Sexual Exploitation</b>
<b>Please provide a brief outline of the subject and scope of the review?</b>	<p>There is a national focus on the sexual exploitation of children following the publication of the Jay Report (<i>Independent Inquiry into Child Sexual Exploitation in Rotherham, 1997-2013, Alexis Jay OBE</i>), which highlighted the scale of child sexual exploitation in Rotherham, a city of similar demographics to Plymouth.</p> <p>The review aims to scrutinise the current provision in the city for children and young people who are vulnerable to sexual exploitation, and ensure that there is a programme to keep children safe from exploitation and trafficking in place.</p> <p>The review will work in partnership with Children’s Safeguarding Board, Children and Young People’s Partnership and Safer Plymouth. It is proposed that members are co-opted to the review panel from those bodies.</p> <p>The review will require five elected members as a minimum.</p>
<b>Please outline the reasons as to why you believe a review needs to take place?</b>	<p>The main reasons of the review are:</p> <ul style="list-style-type: none"> <li>• this is a priority for a number of partnership bodies in the City;</li> <li>• there is a national focus on the sexual exploitation of children and this is an area of concern for the public.</li> </ul>
<b>What will the review attempt to achieve?</b>	<p>It will:</p> <ul style="list-style-type: none"> <li>• Identify the potential number of children in Plymouth subject to, or at risk of child sexual exploitation (CSE). In particular how CSE impacts the following groups: <ul style="list-style-type: none"> <li>○ children who go missing</li> <li>○ children in the care of the local authority;</li> <li>○ children with persistent absence from their educational settings</li> <li>○ children with mental health, and or multiple vulnerabilities.</li> </ul> </li> <li>• review oversight of child sexual exploitation across statutory partners and their approach to tackling the issue</li> <li>• review the work being undertaken in schools on sex and relationship education</li> </ul>

	<ul style="list-style-type: none"> <li>To make detailed recommendations to the Co-operative Scrutiny Board on the findings of the review.</li> </ul>
<b>Who will benefit from the review?</b>	The beneficiaries will be children and young people at risk of child sexual exploitation across the city, and their families.
<b>How long do you think the review might take?</b>	<p>The review will be a key plank of the Ambitious Plymouth 2015/16 work programme. Details of numbers and scheduling of public meetings will be defined through the project planning process.</p> <p>It is expected that the review will be undertaken over a period of months reporting to the Board and Cabinet toward the end of the calendar year.</p>
<b>When do you think the review should commence and why?</b>	<p>The review will commence in July 2015.</p> <p>Following a project planning meeting an initial call for evidence will form the basis of the remainder of the review.</p> <p>This review should be undertaken immediately as it has been identified as an area of public concern.</p>
<b>When do you think the review should be completed by and why?</b>	<p>The review is anticipated to be completed by the end of 2015.</p> <p>This will allow adequate time for the panel to complete the review and consider all the relevant and required evidence and witness statements and ensure that any recommendations are prepared in sufficient time.</p>
<b>Review requested by?</b>	Councillors Mrs Beer and Bowie

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Date:	Date:
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# REQUEST FOR A COOPERATIVE REVIEW



Please submit this document to Democratic Support once complete.

The request will be submitted to the Co-operative Scrutiny Board for consideration against the approval criteria and you will be notified of its success. If the Board approve the request for a Co-operative Review on the subject matter below then a project plan will be completed and you may be asked for further information.

<b>What is the name of the review?</b>	
<b>Please provide a brief outline of the subject and scope of the review?</b>	To review the 'Living Streets' pilot scheme and to propose appropriate changes to improve the current process and procedures
<b>Please outline the reasons as to why you believe a review needs to take place?</b>	The current scheme was launched in August 2013 as a pilot, seeking to improve the way that local highway improvements are prioritised and delivered through greater involvement with Ward Councillors. Officers presented a progress report to the July 2015 meeting of Working Plymouth Scrutiny panel and it was agreed that a smaller task and finish group be convened to address the detail in order to come up with ways to improve the current process.
<b>What will the review attempt to achieve?</b>	The review will make recommendations to improve the manner in which requests are dealt with and in particular manage expectations with members of the public. The review will look at how, when and by whom potential work should be added to the ward list, and how long should the requests remain on the lists.
<b>Who will benefit from the review?</b>	Ward councillors, public and Plymouth City Council/Amey Officers
<b>How long do you think the review might take?</b>	One meeting.
<b>When do you think the review should commence and why?</b>	As soon as possible in order to make recommendations to Cabinet in a timely manner.
<b>When do you think the review should be completed by and why?</b>	August 2015
<b>Review requested by?</b>	Cllr Steve Ricketts, Chair, Working Plymouth

Date:		Date:	
Scrutiny Review Approved/Rejected			
If approved initial Project Plan meeting date:			



# A

## REVIEW



Please submit this document to Democratic Support once complete.

The request will be submitted to the Co-operative Scrutiny Board for consideration against the approval criteria and you will be notified of its success. If the Board approve the request for a Co-operative Review on the subject matter below then a project plan will be completed and you may be asked for further information.

<b>What is the name of the review?</b>	<b>The Summer Budget and Implications for Plymouth Residents</b>
<b>Please provide a brief outline of the subject and scope of the review?</b>	<p>On 8 July, Chancellor George Osborne delivered the first Conservative Budget since 1996.</p> <p>Whilst further cuts to overall public spending will not be clear until the completion of the spending review in the autumn, the Budget contained significant welfare reforms, net tax increases and higher government borrowing.</p> <p>The review will focus on the elements considered to impact most keenly on the residents of Plymouth.</p> <ul style="list-style-type: none"> <li>• Working age benefits</li> <li>• Benefits cap</li> <li>• Free childcare entitlement</li> <li>• The youth obligation</li> <li>• Social housing (right to buy, pay to stay, rental rates)</li> <li>• National living wage</li> </ul> <p>This budget may result in many Plymouth residents finding it difficult to manage financially.</p>
	<p>The main reasons of the review are:</p> <ul style="list-style-type: none"> <li>• This is a matter of significant concern for members of the public and elected members.</li> </ul>
<b>What will the review attempt to achieve?</b>	<p>It will:</p> <ul style="list-style-type: none"> <li>• Identify the potential number of residents in Plymouth at risk of significant financial hardship;</li> <li>• Identify the impact on key city partners;</li> <li>• Identify how changes in other areas of the public sector will impact upon the demand for city partners services;</li> <li>• Ensure that there is a “single version of the truth” in respect of data and impact analysis on changes resulting from the budget. This will require Her Majesty’s Revenue and Customs and the Department for Work and Pensions being called as key witnesses;</li> </ul>

	<ul style="list-style-type: none"> <li>• Make recommendations to cabinet in respect of future funding or alternative delivery of services in the wake of substantial changes announced in the Summer Budget.</li> </ul>
<b>Who will benefit from the review?</b>	The beneficiaries will be residents of Plymouth, the Council and its partners.
<b>How long do you think the review might take?</b>	Details of numbers and scheduling of public meetings will be defined through the project planning process.
<b>When do you think the review should commence and why?</b>	This review should be undertaken immediately as it has been identified as an area of public concern.
<b>When do you think the review should be completed by and why?</b>	The review should be expedited and be completed at the earliest opportunity in order to influence the budget setting process.
<b>Review requested by?</b>	Councillor Kate Taylor

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