



Democratic and Member Support

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PLACE AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 7 March 2018
3.00 pm
Warspite Room, Council House

Members:

Councillor Bowie, Chair
Councillor Ball, Vice Chair
Councillors Carson, Churchill, Sam Davey, Fletcher, Fry, Mavin, Morris, Penberthy and Storer.

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

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Tracey Lee
Chief Executive

Place and Corporate Overview and Scrutiny Committee

Agenda

1. Apologies

To receive apologies for non-attendance submitted by Members.

2. Declarations of Interest

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

3. Minutes

(Pages 1 - 14)

To confirm the minutes of the meetings held on the following dates –

- 6 December 2017
- 3 January 2018
- 31 January 2018

4. Chair's Urgent Business

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

5. Shared Services - Trade Union Recognition Agreement Update - to follow

The Committee will receive an update on Shared Services – Trade Union Recognition Agreement.

6. Library Service Update

(Pages 15 - 36)

The Committee will receive an update on the Library Service.

7. Waste Services Update - to follow

The Committee will receive an update on Waste Services (Including Trade Waste).

8. Staff Survey - to follow

The Committee will receive information on the Staff Survey.

9. Customer Services (Contact Centre Performance) Update

(Pages 37 - 54)

The Committee will receive an update on Customer Services (Contact Centre

Performance).

10. Homelessness Delivery Plan - to follow

The Committee will receive the Homelessness Delivery Plan.

11. Capital and Revenue Monitoring Q3 (Pages 55 - 76)

This item is for information only. Relevant Cabinet Members and officers have not been asked to attend. If further information is required members are asked to contact the Chair and Democratic Advisor.

12. Tracking Decisions (Pages 77 - 82)

The Committee will monitor the progress of its decisions.

13. Work Programme (Pages 83 - 86)

The Committee will be asked to consider and approve the work programme and give consideration to the prioritising tool.

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Place and Corporate Overview and Scrutiny Committee

Wednesday 6 December 2017

PRESENT:

Councillor Bowie, in the Chair.

Councillor Ball, Vice Chair.

Councillors Carson, Churchill, Sam Davey, Fletcher, Fry, Mavin, Stevens (Substitute for Councillor Morris), Storer and Tuffin (Substitute for Councillor Penberthy).

Apologies for absence: Councillors Morris and Penberthy.

Also in attendance: Amelia Boulter (Democratic Adviser), Councillor Bowyer (Leader), Councillor Dann, Ruth Harrell (Director of Public Health), Ross Jago (Lead Officer), Nicola Horne (Service Manager), Helen Prendergast (Democratic Adviser) and Councillor Smith.

The meeting started at 2.00 pm and finished at 3.50 pm.

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

31. **Declarations of Interest**

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

32. **Chair's Urgent Business**

Councillor Ball wished to raise a motion (as per the Constitution Appendix 4 Rules of Debate).

The Chair called for a five minute recess in order to seek legal advice regarding this matter.

Linda Torney, Assistant Head of Legal Services advised that purpose of the meeting was to consider the decision that had been called-in, as this was not a normal business meeting the non-procedural motion could not be considered.

33. **Call-In: Increasing Environmental Enforcement in Plymouth**

The Place and Corporate Overview and Scrutiny Committee considered the call-in of the executive decision increasing environmental enforcement in Plymouth.

The Committee heard that –

- (a) Councillors Morris, Dann and Smith had called in the decision for the following reasons -
- the decision maker failed to consider alternative courses of action;
 - there was no indication of the impact that outsourcing this work would have on the current staff engaged in activities in this area, or the future of the rest of the services;
 - there were other courses of action not considered by the report; for instance the decision was offered as a choice of either in-house or private provision, with no consideration given to other models, such as that used by CaterEd, as an example;
- (b) Councillors Morris, Dann and Smith considered that –
- there had been a lack of information/consultation regarding this decision; this issue had been raised at the Place and Corporate Overview and Scrutiny Committee meeting held on 6 September 2017, following the release of the advert by G4S for environmental enforcement officers in Plymouth (subsequently the advert had been withdrawn);
 - if scrutiny had been given the opportunity to consider the decision, it could have potentially made recommendations to improve it and also considered different delivery models;
 - consideration needed to be given to upskilling the Council's existing enforcement officers and also increasing capacity within the in-house service;
 - there was insufficient information within the business case to identify how many Fixed Penalty Notices would need to be issued in order to offset the operational costs;
- (d) Councillor Bowyer (Leader) and Ruth Harrell (Director of Public Health) responded that -
- the current available capacity (five officers) had been targeted to specific areas (such as pest control, management of stray dogs as well as enforcement activities); the recommendation focused on increasing the environmental enforcement capacity;
 - there had been a commitment within the 2016 manifesto to tackle litter in the City;

- two delivery models had been identified to expand the capacity across the City, either by employing additional staff or procuring an external provider;
- a pilot scheme would be operated for a trial period of 12 months; if this service was delivered through an external provider, there would be an option of a six month break, in order to evaluate the service provided;
- there would be no impact on the staff currently employed within the authority, as they would continue to deliver the existing functions.

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

- the reasons why other delivery models had not been considered as part of this decision;
- whether the decision had been target/financially driven based on the number of Fixed Penalty Notices issued;
- the rationale as to why one of the call-in reasons had been rejected by the Monitoring Officer;
- the reasons why G4S had advertised the environmental enforcement officer jobs when no decision had been made as to the service delivery model;
- whether as part of the Council's transformation programme, Street Services staff had been trained to undertake enforcement issues;
- the suitability of this role for an apprenticeship (the role could attract an apprenticeship levy);
- whether the Trade Unions had been consulted regarding the decision and in what forum this had taken place;
- the risk of reputational damage to the Council, if this service was procured from an external provider;
- whether the Foundation Living Wage would be written into the contract (Appendix I stated that the National Living Wage should be used).

The Leader gave an assurance that the Foundation Living Wage would be written into the procurement documents.

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

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Place and Corporate Overview and Scrutiny Committee

Wednesday 3 January 2018

PRESENT:

Councillor Bowie, in the Chair.

Councillor Ball, Vice Chair.

Councillors Carson, Churchill, Dann (substitute for Councillor Sam Davey), Fletcher, Fry, Mavin, Morris, Penberthy and Storer.

Apologies for absence: Councillor Sam Davey.

Also in attendance: Mike Artherton (Parking, Marine and Highways Policy Service Manager), Councillor Bowyer (Leader), Paul Barnard (Assistant Director for Strategic Planning and Infrastructure), David Draffan (Assistant Director for Economic Development), Chris Hackett (Chief Executive Officer (Mayflower 400)), Faye Hambleton (Assistant Director for Customer Services), Lou Hayward (Assistant Director for Street Services), Ross Jago (Lead Officer), Councillor Jordan (Cabinet member for Culture), Amanda Lumley (Chief Executive (Destination Plymouth)), Councillor Nicholson (Cabinet Member for Strategic Transport, Housing and Planning), Helen Prendergast (Democratic Adviser), David Saunders (Strategic Development Manager) and Alison Ward (Regional Partnerships Manager).

The meeting started at 2.00 pm and finished at 4.35 pm.

Note: At a future meeting, the Panel 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.

37. **Declarations of Interest**

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

38. **Minutes**

Agreed that the minutes of the meeting held on 1 November 2017 are confirmed as a correct record.

39. **Chair's Urgent Business**

The Chair wished to thank those Members that had supported her in attending the meetings at the earlier time of 2pm. As the winter months were now drawing to a close, the meeting scheduled for March 2018 would commence at 3pm.

40. **Mayflower 400 Update**

Councillor Bowyer (Leader), Councillor Jordan (Cabinet Member for Culture), David Draffan (Assistant Director for Economic Development), Charles Hackett (Chief Executive Officer (Mayflower 400)) and Amanda Lumley (Chief Executive (Destination Plymouth)) provided this update.

The key areas of questioning related to –

- (a) the involvement of the Lord Mayor in this event;
- (b) whether the Council had received feedback as to why its Heritage Lottery Fund bid had not been successful;
- (c) the impact/risk to the event of not being successful in winning other Heritage Lottery Fund bids/grants;
- (d) the perception of neighbouring authorities that insufficient work was being undertaken to maximise their opportunities with this event;
- (e) the work being undertaken to tell the story of this historic event from differing perspectives;
- (f) whether work could be undertaken with Pride in Plymouth in order to secure Plymouth Pride in 2020;
- (g) how the event would be marketed internationally (in particular to America).

The Committee agreed –

- (1) to support the continuing delivery of the Mayflower 400 programme in Plymouth and nationally;
- (2) to support the required bids into grant funding opportunities to secure additional funding for the overall programme;
- (3) to support the work growing international relationships up to and beyond 2020 for the long term economic and community benefit of the city;
- (4) engage with the Civic Office to investigate a greater role for the Lord Mayor within the event's programme.

41. **Controlled Parking Zone Policy Review**

Councillor Bowyer (Leader), Lou Hayward (Assistant Director for Street Services) and Mike Artherton (Parking, Marine and Highways Policy Service Manager) presented this item.

The key areas of questioning related to –

- (a) the cost involved in undertaking a Highways Impact Assessment as part of this process;
- (b) whether wide pavements could be used to increase parking capacity within the City;
- (c) the lack of public consultation regarding the new policy;
- (d) concerns regarding who should be included in the formal consultation process (ie whether each resident had a vote, or one vote per household, or residents on the electoral register);
- (e) the measures being put in place to encourage more people to use public transport;
- (f) concerns regarding the minimum percentage (51%) of balloted residents that needed to be in favour of a Controlled Parking Zone, in order to pursue the scheme;
- (g) the need for clear communications during the process to ensure residents were aware and understood the impact of implementing a scheme, or not;
- (h) concerns that in mixed areas of the City only residents were involved with the informal/formal consultation process thus excluding businesses and schools;
- (i) the need to have a process within the policy for medium term schemes which were strategically driven;
- (j) whether schemes currently being assessed through the existing policy would now need to be considered using the new policy.

The Committee agreed –

- (1) that a clear communication strategy focussing on the impact on residents of a Controlled Parking Zone is required, in order to ensure awareness and understanding of the impact of such a scheme;
- (2) that consideration is given to the informal/formal consultation process in mixed areas, in order that not only residents but businesses and schools are able to vote on such schemes;
- (3) the inclusion within the policy of a process for medium term schemes which are strategically driven;

- (4) to consider who should be included in the formal consultation process (ie whether each resident had a vote, or one vote per household, or residents on the electoral register) and the inclusion within the policy of a process for counting the consultation responses.

42. **Plymouth - Torbay Draft Strategic Planning Collaboration Agreement**

Councillor Nicholson (Cabinet Member for Strategic Transport, Housing and Planning), Paul Barnard (Assistant Director for Strategic Planning and Infrastructure) and Alison Ward (Regional Partnerships Manager) presented this report.

The key areas of questioning related to –

- (a) whether an assurance would be given that no resources would be diverted from the work relating to the examination of the Plymouth and South West Devon Joint Local Plan, in order to undertake the initial collaboration stage of due diligence/strategic options analysis;
- (b) how would this agreement impact on Plymouth's reputation;
- (c) concerns regarding the lack of involvement from elected members relating to the termination of the collaborative agreement;
- (d) whether all members and in particular Shadow Cabinet Members could be involved in the briefings;
- (e) whether there would be conflict of interests regarding the planning process.

The Committee agreed the recommendations contained within the report, subject to the inclusion of the following -

- (1) the involvement of elected members in the termination of the collaboration agreement;
- (2) cross party working in Plymouth (including briefing Shadow Cabinet Members).

43. **Customer Services**

Councillor Jordan (Cabinet Member for Culture), Faye Hambleton (Assistant Director for Customer Services) and David Saunders (Strategic Development Manager (Customer Services)) presented this item.

The key areas of questioning related to –

- (a) what period the 'waste only – customer call demand and percentage answered graph (quarter 3 2017/18)' related to;

- (b) how customer complaints were handled in the First Stop shop when the cash machines had been removed;
- (c) the capacity of the system to deal with an influx of out of hour calls;
- (d) the length of time it took to speak to a Call Centre adviser (in some cases 20 minutes);
- (e) the lack of performance data (other than waste) regarding the calls handled through the contact centre.

44. **Capital and Revenue Monitoring Report 2017/18 - Q2**

The Chair advised that this item had been included on the agenda for information, and as no issues had been identified for consideration prior to the meeting, no Cabinet Members or officers had been invited to attend.

Councillor Morris highlighted that within the report 'Woolwell to the George scheme had been included within the 'securing growth in the eastern corridor' rather than 'securing growth in the northern corridor' section.

The Committee wished to register its disappointment regarding the continuing lack of monthly financial monitoring information.

45. **Corporate Plan 2016/19**

The Chair advised that this item had been included on the agenda for information, and as no issues had been identified for consideration prior to the meeting, no Cabinet Members or officers had been invited to attend.

46. **Tracking Decisions**

The committee noted the progress of its decisions.

47. **Work Programme**

The Chair reiterated that the meeting scheduled for 7 March 2018 would commence at 3pm.

The Committee agreed to include Customer Services (performance data on the Contact Centre) on the agenda for the meeting on 7 March 2018 and to arrange a date for the Universal Credit review in March 2018.

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Place and Corporate Overview and Scrutiny Committee

Wednesday 31 January 2018

PRESENT:

Councillor Bowie, in the Chair.

Councillor Ball, Vice Chair.

Councillors Mrs Aspinall (Substitute for Councillor Sam Davey), Carson, Fletcher, Fry, Morris, Penberthy, Stevens (Substitute for Councillor Mavin) and Storer.

Apologies for absence: Councillors Sam Davey and Mavin.

Also in attendance: Simon Arthurs (Senior Financial Analyst), Councillor Darcy (Cabinet Member for Finance/IT), Andrew Hardingham (Interim Joint Strategic Director for Transformation and Change), Ruth Harrell (Director of Public Health), Rachel Hind (Licensing Service Manager), Peter Honeywell (Transformation Architecture Manager), Ross Jago (Lead Officer), Helen Prendergast (Democratic Adviser) and Councillor Riley (Cabinet Member for HR/Democracy and Governance/Licensing).

The meeting started at 2.00 pm and finished at 4.30 pm.

Note: At a future meeting, the Panel 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.

48. **Declarations of Interest**

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

49. **Chair's Urgent Business**

There were no items of Chair's urgent business.

50. **Adoption of the New Hackney Carriage and Private Hire Licensing Policy**

Councillor Riley (Cabinet Member for HR/Democracy and Governance/Licensing), Ruth Harrell (Director of Public Health) and Rachel Hind (Licensing Service Manager) presented this report which highlighted the following key areas –

- (a) the Council adopted its first Hackney Carriage and Private Hire Licensing Policy in 2008 which set out the licensing framework required to regulate hackney carriage and private hire services;

- (b) the Council's Hackney Carriage and Private Hire Licensing Policy was framed by virtue of the powers granted to the Council by Town and Police Clauses Act 1847, the Plymouth City Council Act 1985 and the Plymouth City Council Act 1987;
- (c) the draft Taxi Policy and associated documents were published on the website between 3 October and 27 November 2017; drivers, vehicle proprietors and operators were all invited participate in the consultation.

The key areas of questioning from Members related to-

- (d) whether a communication would be sent to all GPs to ensure they were fully aware of the requirements for issuing a lifetime medical exemption;
- (e) whether officers would continue to have reasonable discretion in implementing the policy;
- (f) clarification on whether a Council livery would be introduced for hackney carriage vehicles;
- (g) whether drivers were able to access manual handling courses on a regular basis (for the loading and unloading of wheelchairs);
- (h) concerns regarding the use of e-cigarettes or similar devices by drivers within the vehicles at any time.

The Committee recommended to Cabinet -

- (1) to adopt the new Hackney Carriage and Private Hire Licensing Policy (attached at Appendix A);
- (2) to adopt the conditions and guidance (attached at Appendix B);
- (3) to delegate to the Taxi Licensing Committee the authority to review and where necessary amend the conditions and guidance documents;
- (4) that in order to maintain a pleasant environment for all passengers, the use of e-cigarettes or similar devices within the vehicle is prohibited at any time;
- (5) to provide regular training on the lifting and securing of wheelchairs for drivers.

51. **Back Office Services Transition to Delt (Payroll and Pensions)**

Councillor Darcy (Cabinet Member for Finance/IT), Andrew Hardingham (Interim Joint Strategic Director for Transformation and Change), Peter Honeywell (Transformation Architecture Manager) and Simon Arthurs (Senior Financial Analyst) presented the report which outlined the proposal for the transition of Payroll and Pensions to Delt Services.

The key areas of questioning from Members related to –

- (a) concerns that the Trade Union Recognition Agreement had not been achieved prior to the progression of the business case and development of the service specification;
- (b) concerns regarding the avoidance of disenfranchising non-affiliated staff currently employed by Delt Shared Services;
- (c) the shareholders, Board of Directors and management structure of Delt Shared Services;
- (d) concerns regarding the current low level of resilience across the critical skills required to deliver these services and how this issue would be addressed once the services had been transferred;
- (e) how the transition of Payroll and Pensions to Delt Shared Services could achieve savings for the authority;
- (f) the measures being put in place to invest in a new platform, in order to be able to deliver these services through Delt Shared Services;
- (g) consistency of recommendations within the report to accurately reflect the authorisation of delegation from a Committee to an officer in consultation with the respective Cabinet Member;
- (h) the incorrect reference to the scrutiny committee responsible for considering this report contained within the Internal Audit report;
- (i) whether schools gaining academy status would be classified as commercial opportunities and if so, would this put pressure on the 20% cap on commercial work that could be undertaken (commercial work could account for a maximum of 20% of the total revenue for Delt Shared Services).

The Committee agreed to recommend to Cabinet –

- (I) approval of the business case to migrate Systems Support teams within the Service Centre and Print and Document Services (PADS) to Delt is delegated to the Portfolio Holder for Finance/IT;

- (2) approval of the business case for the migration of Payroll and Pension Services to Delt;
- (3) to delegate authority to Peter Honeywell (Programme Manager) for the future of shared services, to negotiate and agree the detailed terms of the contract with Delt;
- (4) that an update report on the progress of a Trade Union Recognition between Delt Shared Services Ltd and the three Trade Union organisations representative within PCC (Unison, GMB and Unite) be provided to the Place and Overview Scrutiny Committee on 7 March 2018;
- (5) that recommendations within the report were consistent and that delegations made by a Committee are to Officers in consultation with respective Cabinet Members.

Plan for Libraries 2017 to 2020

Interim report February 2018



Summary

The Plan for Libraries was agreed in July 2017 and has heralded the biggest change to the service in over 15 years. The 3 year plan (from 2017-20) will ensure the Library Service participates strategically in the future plans for Britain's Ocean City.

This interim report aims to show the progress made so far in the implementation of the three year plan for libraries. The report focuses on the advancements made in the last 6 months - the tangible transformation which ensures we have the structure and resources in place to enable us to achieve in the future.

Since July last year, we have consolidated the library estate with the closure of 5 buildings and the refurbishment of 3 others. We've implemented a pop-up library service, delivered the most successful Summer Reading Challenge yet, and invested in our team who throughout this time of change remain as positive as ever.

With these practical preparations almost complete the service will enter the next financial year in a fit state enabling us to advance and improve services and evaluate and report on performance.

Following feedback during the statutory consultation and recommendations from the Scrutiny panel, the Library Service is committed to reporting on performance and outcomes, taking into account both quantitative and qualitative measures.

We are redefining the historical way that the service has reported on performance and new systems are in place which will enable us provide robust and transparent quantitative statistics on how many people make use of the service.

Our KPIs have been clearly defined and events and activities are planned and delivered with these targets in mind:

- Maintaining physical book issues
- Increasing library visitors
- Increasing outreach activity
- Increasing eBook downloads
- Increasing digital magazine downloads
- Increasing participation in the Summer Reading Challenge

However, we know that libraries are more than headline statistics and the impact we have on our users is often life changing. It's vital for us to measure this impact so the Council, stakeholders and partner organisations can view the library service as key players in delivering services for the people of Plymouth.

We would welcome feedback on what you would like to see in future reports with the next one scheduled for October 2018.

Contents

Since the Plan for Libraries was agreed on the 3 July 2017, the library service has:

1. Invested in library buildings
2. Enhanced and increased the in-library offer
3. Extended opening hours
4. Increased our outreach offer by implementing a more structured approach focussing on areas where libraries were closing or where there was no current provision
5. Communicated with users of closed libraries to ensure they were able to continue to access services
6. Launched a new Library Management System including a new 24/7 website with Library App launching in February 2018
7. Reviewed and planned investment in eBooks and downloadable magazines
8. Invested in staff development and realigned responsibilities to ensure the structure is better placed to deliver the in-library and outreach offer
9. Taken a more targeted approach to marketing and promotion including ensuring our branding is consistent across all library assets (van, external signage, refresh of internal signage)
10. Continued providing an assisted digital service for the digitally excluded including those applying for Universal Credit
11. Delivered Arts Council Funded project – Lunch at the Library and increased participation in the Summer Reading Challenge
12. Re-evaluated our Key Performance Indicators (KPIs) to enable us to monitor and evaluate our performance
13. Looked at new ways of working, including opening the Central Library on Christmas Day as a way to combat loneliness and social isolation.

I. Investment in Library buildings



New meeting spaces have been installed at Devonport and Southway libraries, with Crownhill refurbishment due for completion mid-February.

All meeting rooms have AV equipment.

Library interiors and stock have been refreshed and the shelf guiding and internal signage updated to match the library brand.

Each of our Tier one libraries has a minimum of 12 PCs as per our agreed in-library offer.

Throughout the year we will be assessing the layout and look of all our libraries and scheduling work to improve and change the interiors to reflect our library brand.

We are making good progress in exploring the redevelopment of St Budeaux Library.

2. In-Library offer

As per the Plan for Libraries, we are delivering on the Society of Chief Librarian's national offers.

The following activities and services are now available in all Tier 1 libraries based on the needs of communities.

Tier 2 libraries will work with communities to deliver on these same activities and services.

Digital

Code Clubs and Hello World, coding and digital making
Basic IT help
Gadget help

Health and wellbeing

Memory Cafes supporting those living with dementia
Book on Prescription
Feel Better with a Book (shared reading group)
Craft and friendship groups

Information

Work Clubs (Supporting people to get into employment)
PatLib (providing information and advice on Intellectual Property to individuals and small businesses)
Google Digital Garage

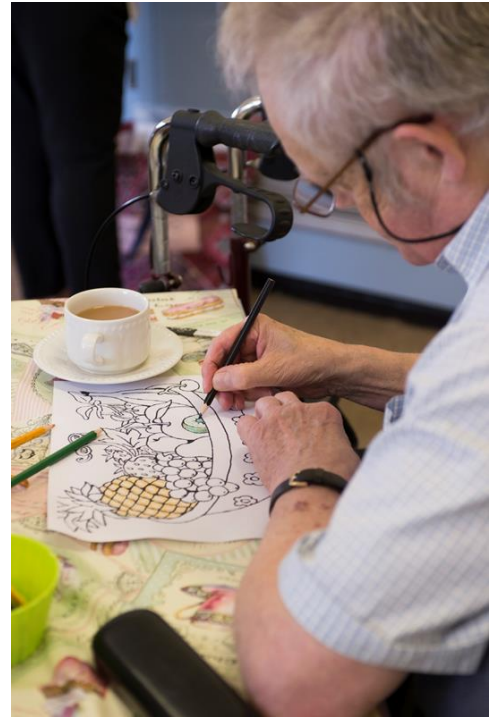
Reading and Literacy

Good selection of book stock
Reading groups for adults and children
Share a Story (supporting families to read together)
Writing groups

Learning

Lego Clubs
Supporting national initiatives including Fun Palaces, BBC's Get Creative weekend and Fun Palaces

Since the Plan for Libraries was published, a new offer – **Culture** has been added. We are aligning Local and Family History and our music service to this offer.



3. Extended opening hours



New extended opening hours for Tier 1 libraries started from January 2018

Libraries across the city are open for 572 hours per week.

4. Increased outreach offer

Plymouth libraries have always had an outreach offer, visiting schools, children’s centres and other locations. We regularly attend major city centre events including Armed Forces Day, Devon Business Show and others.

In the Plan for Libraries we committed to a more structured outreach offer which started from 18 September 2017.



Our Pop-up libraries are available for 25 hours per week – five hours at five different locations across the city every week.

Staff have worked hard to promote this new offer. Promotional postcards and posters were printed advertising the pop-up library and distributed throughout each area.

A pop-up library is not the same as visiting a library building. We should not make comparisons between the pop-up service and those libraries that closed as hours and the user are experience vastly

We know that many users of closed libraries have chosen to use an alternative library rather than the pop-up service (see next section).

The click and collect service is proving popular with 159 items collected at our pop-up libraries.

	Eggbuckland	Tothill	Whitleigh	Ernesettle	Stoke
Average visits (during 5 hour session)	14	22	17	13	22
Average issues (during 5 hours session)	14	33	10	11	20
Additional Information	New weekly rhymetime	New weekly rhymetime and after school club	Weekly Lego Club	Regular class visits	Regular class visits and councillor surgery

We initially committed to 26 weeks at our chosen venues.

We are now reviewing and exploring the offer and venues to ensure we meet the needs of communities and to maximise our opportunity for engagement.

Visits to a pop-up library cannot be added to the visitor figures we report annually to CIPFA as library visits to non-library buildings aren't counted, but for us it's about successful engagement with new audiences.

5. Communication with users

In the Plan for Libraries we made the commitment that all activities and services run at closed libraries would be replaced at alternative locations, online or through outreach.

We were keen to measure and minimise the impact on library users and although the consultation process was robust, we wanted to continue the conversation with affected users about how they would access our service when the libraries closed.

In the run up to the library closures, we spoke to every visitor and encouraged them to give us their views; over 150 people completed a short survey. 67% said they were likely to use another library. 55% said they were likely to visit a Pop-up Library.

By using this information we were able to identify Devonport Library as a suitable alternative to Stoke; so we added an additional rhymetime there which attracts an average of ten families per week.

Book issue figures at Devonport Library have increased on average by 100 per week compared to the same time last year.

For those libraries that had a meeting space, we spoke individually with the groups and facilitated access to alternative spaces. This included the Stoke ward councillors, yoga group, writing and reader's groups.

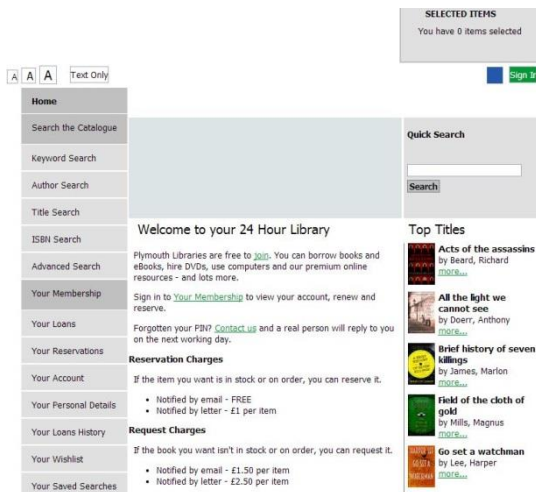


6. Online offer



We have just introduced a new Library Management System providing us with the ability to offer a seamless joining process whether in a library building or at outreach location.

Alongside this we have launched a new 24/7 library website allowing users to find, renew and reserve items. The customer experience and our ability to use it for promotion is much improved (see screenshots below). A Library App will be introduced within the next couple of months making it easier for users to access services on the go.



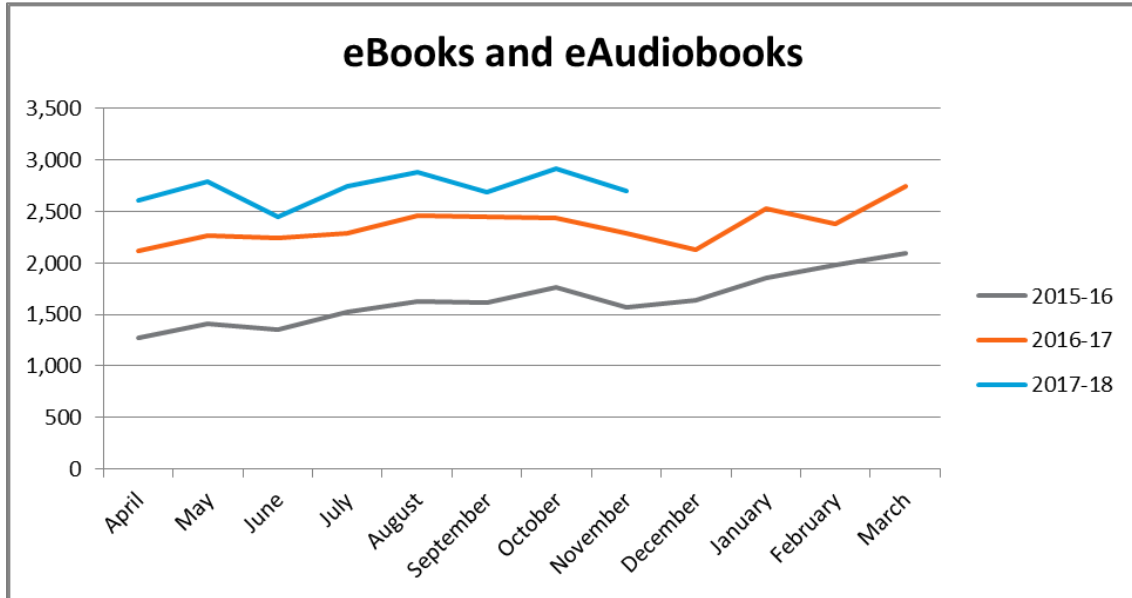
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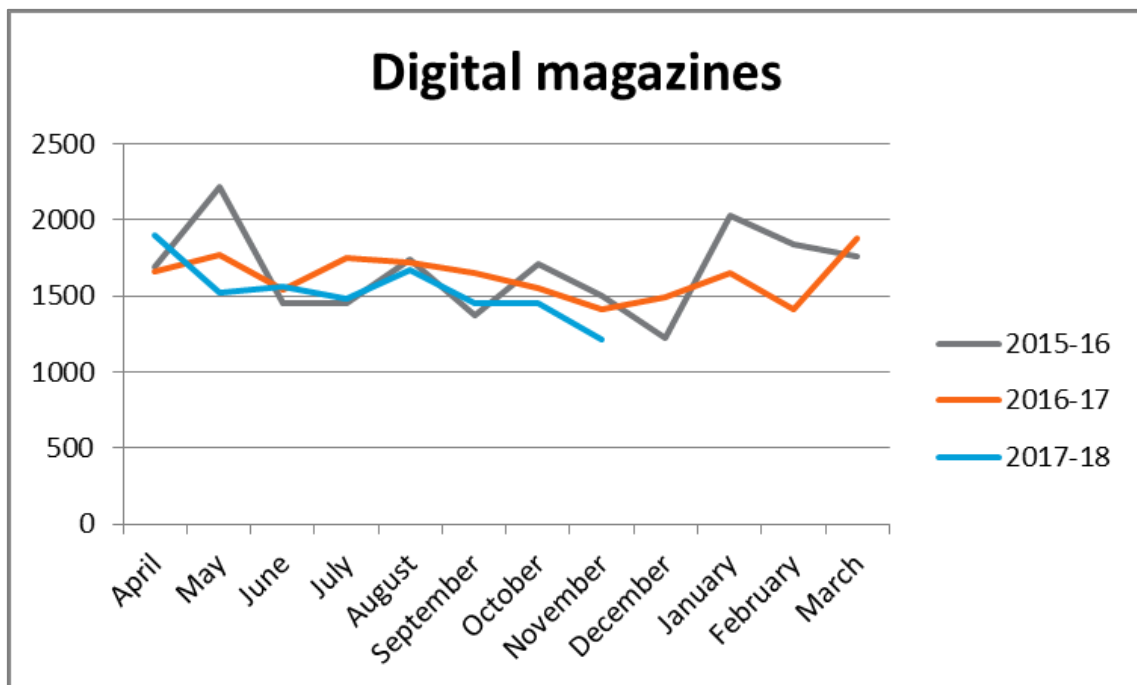
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7. eBooks and digital magazines

Our eBook issues continue to rise. We will be increasing the spend on these by one third in the new financial year.



Issues of our digital magazines are fluctuating, so the spend will be maintained on these, but we will review the titles on offer and take a more targeted approach to promotion.



8. Staff development and realignment of responsibilities

The Plan for Libraries committed us to reducing staffing from 81.6 FTE to 74.6FTE and we have achieved this saving.

Staff responsibilities have been realigned with our customers at the heart of what we do.

Consultation feedback suggested that our users like consistency and a familiar face and this has shaped our structure. Each of our libraries now has a dedicated team of staff supported by a Development Officer and a Development Manager. We are building relationships with communities in order to deliver the services they want.

All library staff are empowered to work in different ways both in our library buildings and out in the community. Every activity is based around:

- attracting new audiences
- increasing visits to library buildings
- increasing engagement in the community

In order for staff to be fully equipped to deliver on the offers laid out in the Plan for Libraries we have implemented a training programme especially around health and wellbeing to ensure they are equipped to deliver on the Council's wellbeing strategy.



Recent training has included:

- Mental Health First Aid
- Visitor engagement
- Coding and digital making for STEM activities with children
- Under 5s offer including rhymetimes and autism friendly libraries
- Dementia Friends

Staff are about to embark on training linked to wellbeing which will include 'How can we help' sessions delivered by the Citizens Advice Bureau and 'Making Every Contact Count'. These sessions and others will ensure libraries can play a key role in the Wellbeing Hubs initiative city wide.

9. Marketing and promotion

A communications and marketing plan has been produced for 2017-2020.

We are introducing a consistent brand across all library assets, including vans and library buildings (internal and external) and this will be carried through to online and printed materials.



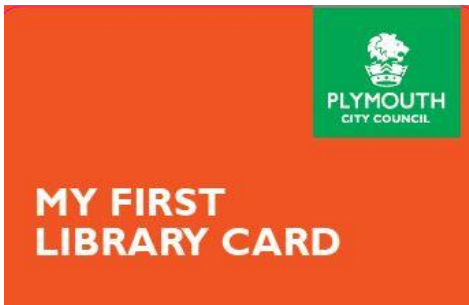
Signage proposals for Estover Library



We already send a monthly email to over 50,000 library members.

A Welcome to your Library email is now sent to new members each month, highlighting all the benefits of having a library card.

We are currently working with colleagues in Registration to give every baby born in Plymouth a library card, ensuring they have the best start in life.

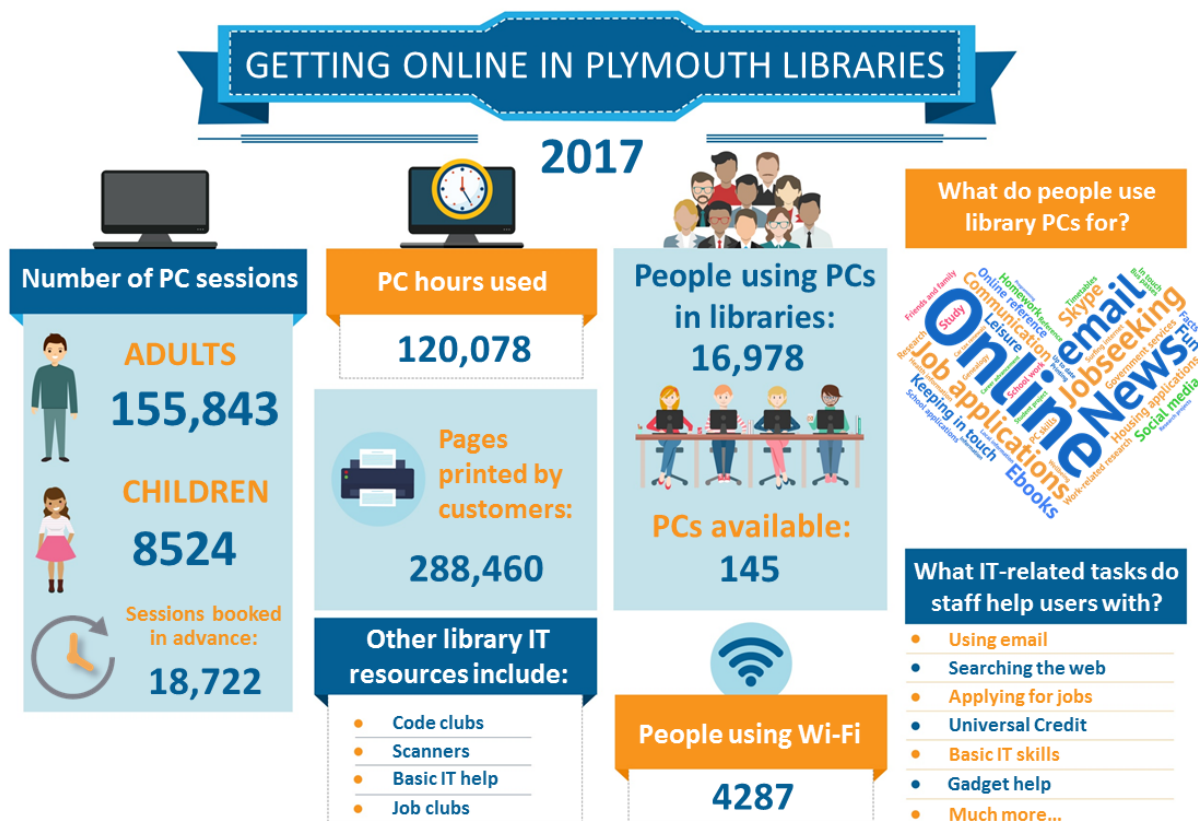


We are working with a local agency to design a new offer for children from 5 to 11. This will build on the success of the Summer Reading Challenge where every year we see a spike in visits and issues during the summer. We want to make sure that a regular visit to the library is firmly on the agenda for every child in Plymouth.

10. Assisted Digital

Libraries continue to support the digitally excluded through basic IT sessions, gadget drop-ins and work clubs.

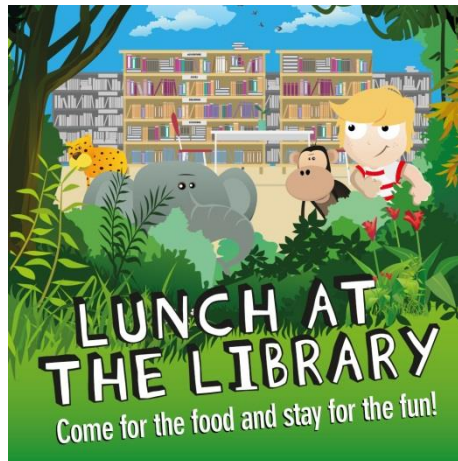
In addition, libraries are playing a key role in the roll out of Universal Credit, providing assisted digital support for those who need it. In just 3 months we have supported over 80 people with their applications – these are people who have no support anywhere else.



Template supplied by Lorenzberg

11. Lunch at the Library/Summer Reading Challenge

During the summer of 2017, we delivered our Arts Council funded project, Lunch at the Library. We received funding from the Libraries Opportunities for Everyone Fund to work with CATERed providing free lunches and activities for children during the summer holidays



- 3 library locations
- 5000 visitors
- 3000 free lunches
- 1500 free books given away

A more detailed Lunch at the Library evaluation report is available [online](#).

Alongside Lunch at the Library we had our most successful Summer Reading Challenge; over 4000 children took part, an increase of 9% on the year before.



12. Key Performance Indicators

We have re-evaluated our Key Performance Indicators (KPIs) to enable us to monitor and evaluate our performance. We now report monthly on the following:

- Maintain book issues
- Increase new members
- Increase library visitors
- Increase outreach activity
- Increase eBook downloads
- Increase digital magazine download
- Increase participation in the Summer Reading Challenge

We have met our annual targets and are confident in meeting the targets that are reported cumulatively on a monthly basis.

You can view the current scorecard on the next page.

During the statutory consultation there was a lot of interest in how library visits are recorded. There is currently no cost effective method available to us to capture this data.

CIPFA regulations state that a sample week or weeks can be used and for the last 5 years we have done and visitor count twice a year during May and November. We are now implementing a visitor count quarterly to increase the accuracy of the data.

Transformation and Change Directorate Performance Report ~ 2017/18

Interim Joint Strategic Director Transformation and Change – Andrew Hardingham & Dawn Aunger

Customer Services Development Department - Faye Batchelor-Hambleton

Customer	Ref	Indicator Definition (monthly)	2015/16 Actual	2016/17 Actual	Back series					Previous Actuals			Current Period
					Apr-17	May-17	Jun-17	Jul-17	Aug-17	-3	-2	-1	
					Sep-17	Oct-17	Nov-17	Dec-17					
KPI 1.2	Maintain the number of book issues (cumulative)	538,685	583,931	45,119	90,445	134,893	190,753	257,093	304,756	345,954	381,566	412,739	
KPI 1.3	Increase new membership (cumulative)	9,872	11,755	729	1,505	2,230	3,588	4,973	5,917	6,751	7,379	7,825	
KPI 1.4	Volume of outreach activities - Hours (cumulative)			21	91	157	230	254	331	523	664	737	
KPI 1.5	Volume of outreach activities - Events (cumulative)			19	67	108	173	181	203	275	316	335	
KPI 1.6	Volume of outreach activities - Engaged with (cumulative)			223	1,527	5,126	18,571	19,632	22,474	33,740	34,693	35,020	
KPI 1.7	Increase E-book issues (cumulative)	19,689	28,307	2,608	5,399	7,845	10,590	13,468	16,153	19,068	21,766	24,535	
KPI 1.8	Increase Digital Magazine issues (cumulative)	19,956	19,498	1,898	3,418	4,982	6,465	8,141	9,594	11,050	12,269	13,626	
Ref	Indicator Definition (Annual)	2015/16 Actual	2016/17 Actual	N/A	N/A	N/A	N/A	N/A	2013/14	2014/15	2015/16	2016/17	
KPI 1.13	Overall visits to library buildings	731,748	740,125	N/A	N/A	N/A	N/A	N/A	N/A	757,600	731,748	740,125	
KPI 1.14	Increase Summer Reading Challenge sign up	3,701	4,231	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3,701	4,623	
KPI 1.15	Increase number of summer reading challenge completions	2,361	2,784	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2,361	3,032	
KPI 1.16	Increase % of Summer reading challenge completions	63.3%	65.8%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	63.9%	65.6%	

13. New ways of working

We are continually looking for new ways of working

Within the council and with key stakeholders we are working hard to promote an ethos of 'Libraries First'.

Our aspiration is to be considered as partners in all strategic plans for the city where community engagement and excellent service delivery is required.

Already we are:

- involved as key partners in the new Wellbeing Hub initiative
- working with DWP to support the roll out of Universal Credit
- partnering with Plymouth Community Homes for their digital inclusion strategy
- participating in Mayflower 400 initiatives for children up to key stage 4

This year, thanks to the kindness of staff who volunteered, the Central Library opened for the afternoon on Christmas Day. We offered a safe and welcoming place for anyone who may have been on their own and wanted company. The initiative was well received locally with great interest on social media and with the local press. Nationally we were recognised by peers in the library and information sector.

This month on Valentine's Day we're hoping that the people of Plymouth will show some love for the library service and take part in our 'Love Your Library Day' on 14 February 2018. Staff will be out and about across the city promoting the service including a pop-up library at Ballard House. We're planning a whole host of activities in our libraries too.



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CUSTOMER SERVICES

Report on Contact Centre Performance



Contact Centre Performance

Currently the Contact Centre operates from two locations the 1st Stop Shop in New George Street for revenues and benefits calls and from Taylor Maxwell House for all other calls.

The Contact Centre has a robust performance management framework in place, in line with industry best practice and standards. We monitor call volumes, answer rates, abandoned rates and both team and individual performance including calls per hour, average call length, utilisation time and also carry out quality monitoring of calls against defined standards (welcome, customer interaction, technical knowledge (use of process) and close)) as previously circulated.

The Contact Centre currently provides call handling for 14 services (including the enquiry line (the old switchboard)) for the Council. Staff are trained in a range of services dependant on experience to allow flexibility in answering calls across these services.

For most services we now utilise our new digital platform to raise service requests. This is designed to be used by customers through our website and therefore has reduced the training requirement for staff as both customers and staff now follow a prescriptive script.

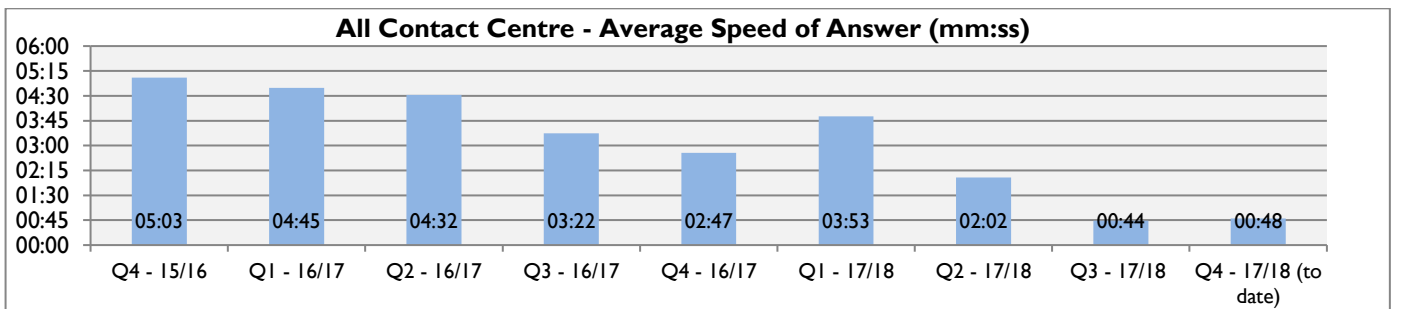
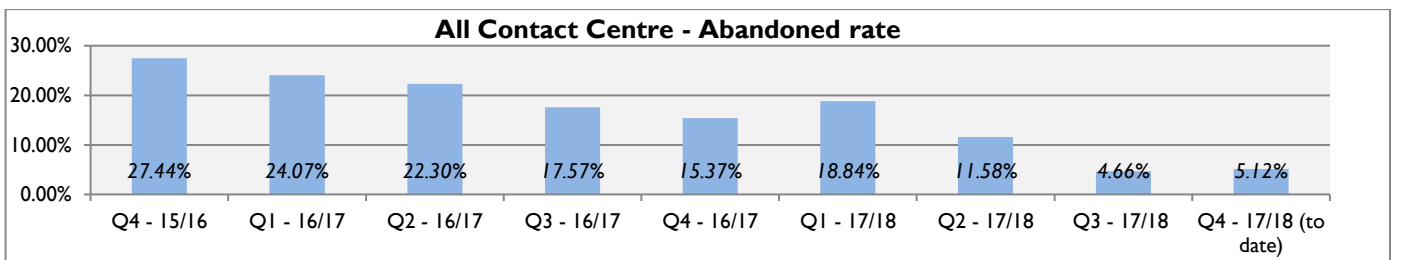
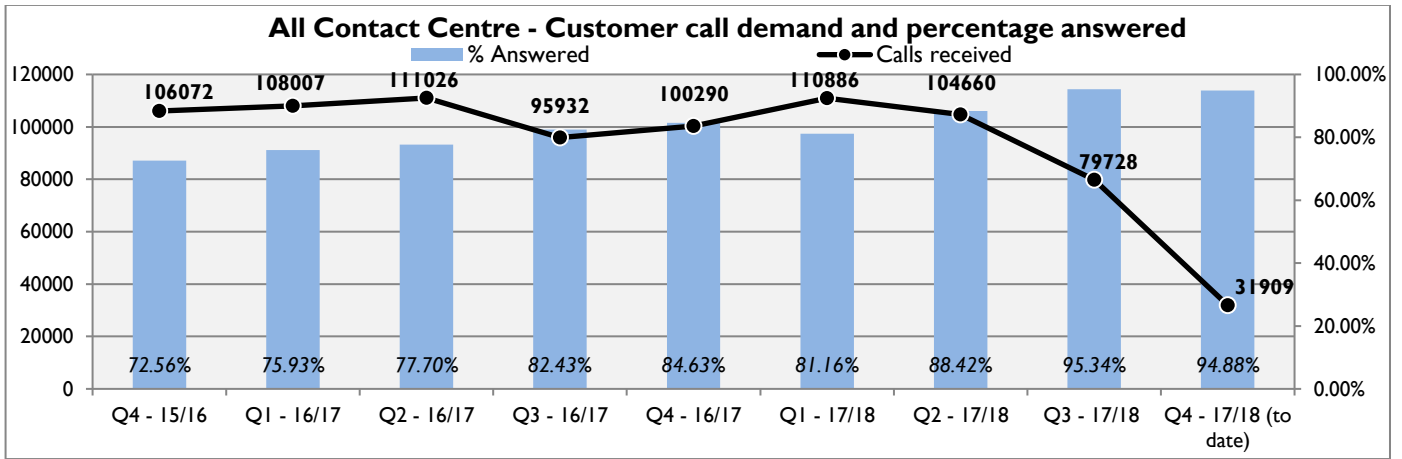
We also carry out detailed analysis of peaks in demand in order that we can resource appropriately and ensure maximum utilisation of our staff. It should be noted that at some unpredictable peaks callers may have to wait to be answered albeit we do give messages in the queue to provide callers with alternative means to transact with us e.g. our new website with self-service (as supported by our Corporate drive to utilise digital transactions wherever possible).

Daily call demand is managed using wallboard information across sites by team leaders to address peaks in a particular service where staff can be moved to deal with these. Staff will be logged into a range of services at any one time to reduce manual movement of staff between services.

Staff are also given administration tasks for example e mail traffic and some casework when in available and waiting for incoming calls, this ensures all workload is managed in an effective and efficient way.

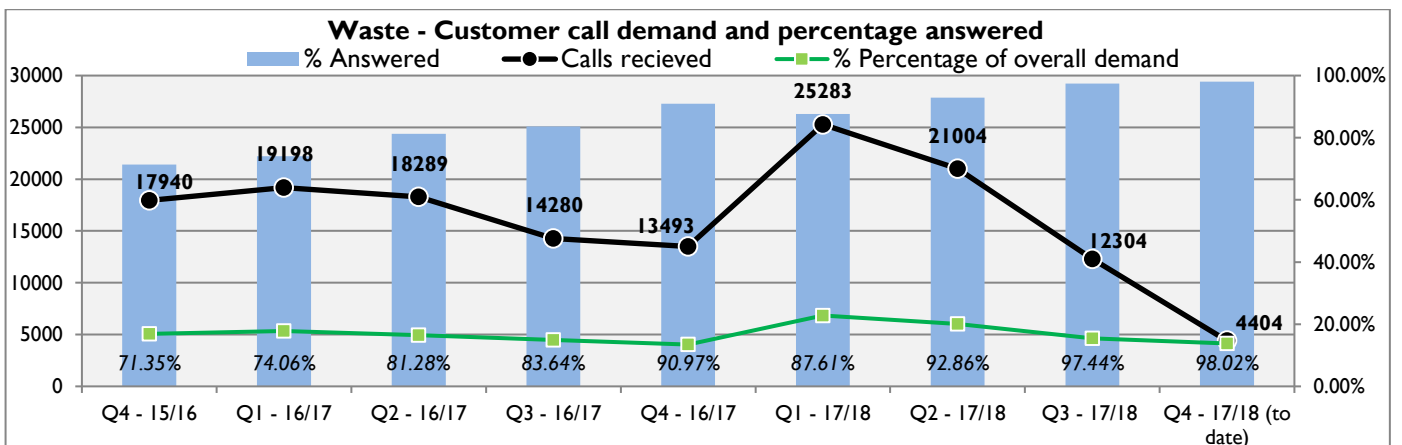
Current performance information can be seen in the below graphs however it should be noted that due to an issue with our Call Management System around 2 weeks' worth of data was lost for July 2017. Therefore all figures for July 2017 were calculated by using the data we did have, combining it with the following and previous month's data and averaging that out to give us an estimate. Q4 of 17/18 to date is based on data from 1 month only.

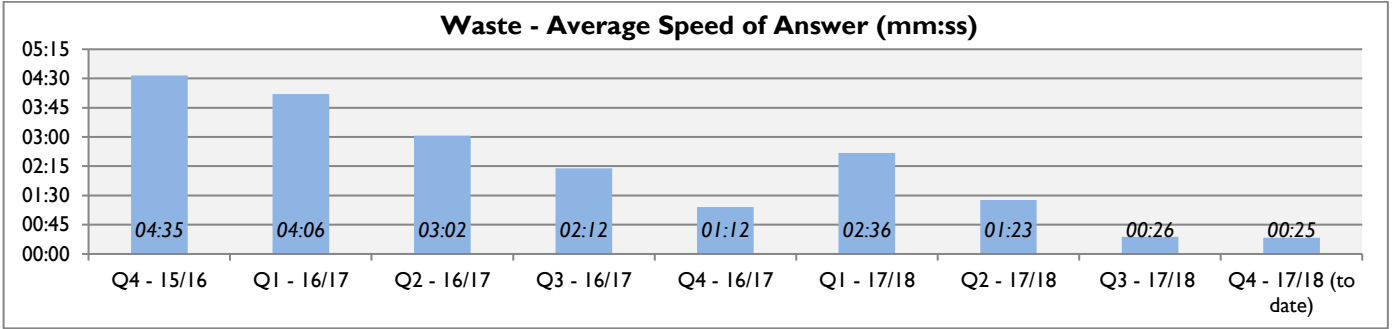
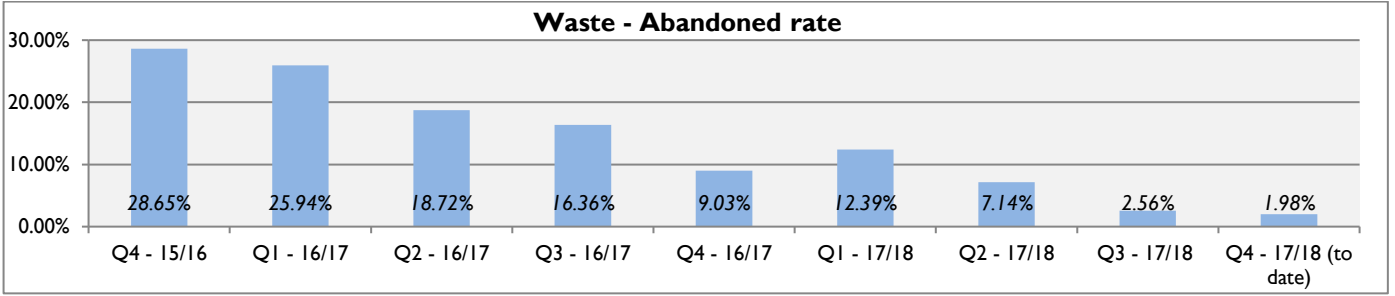
All Contact Centre Performance



The above data clearly shows significant improvements in respect of answer rates, abandoned rates and overall speed of answer.

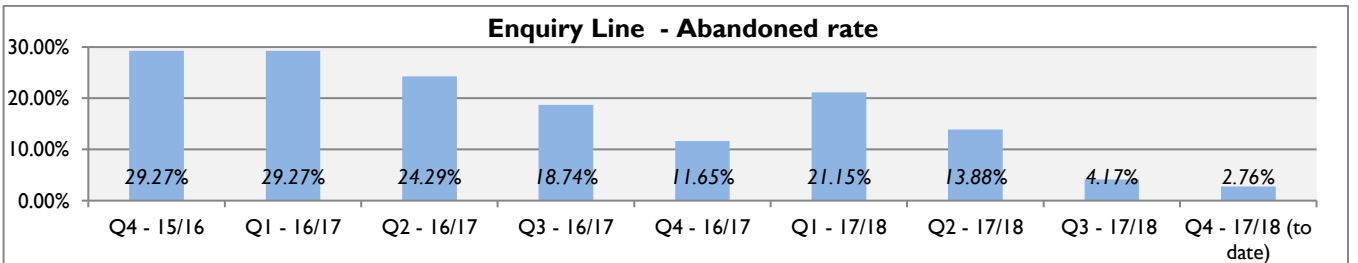
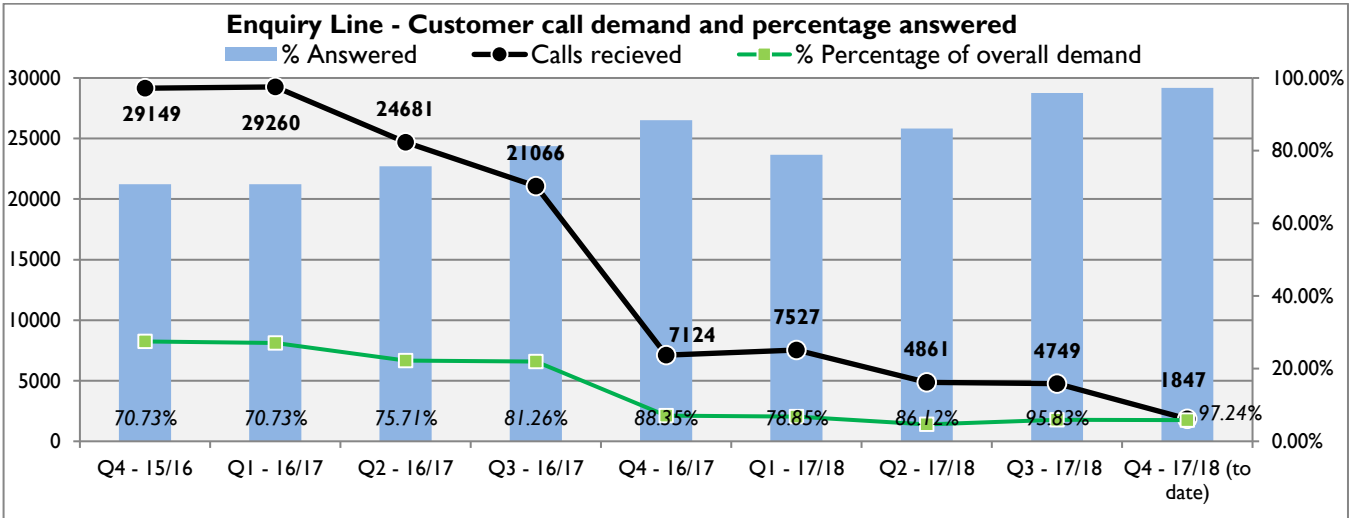
Waste Performance

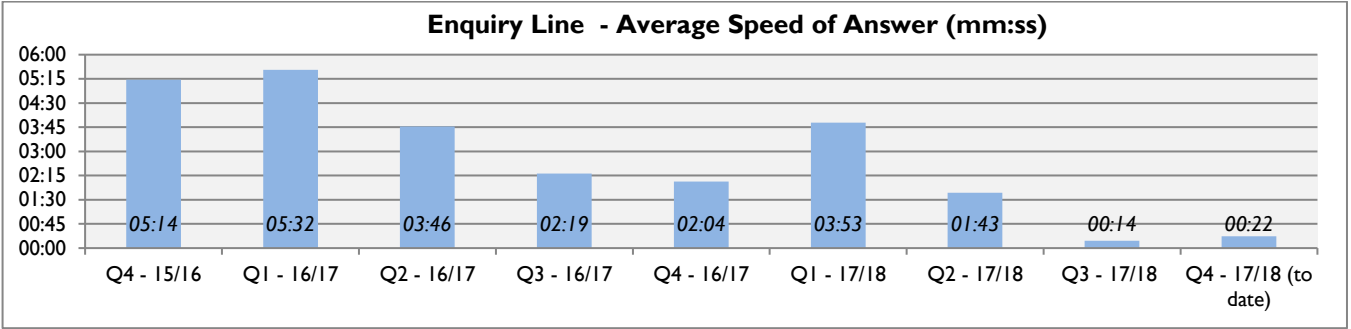




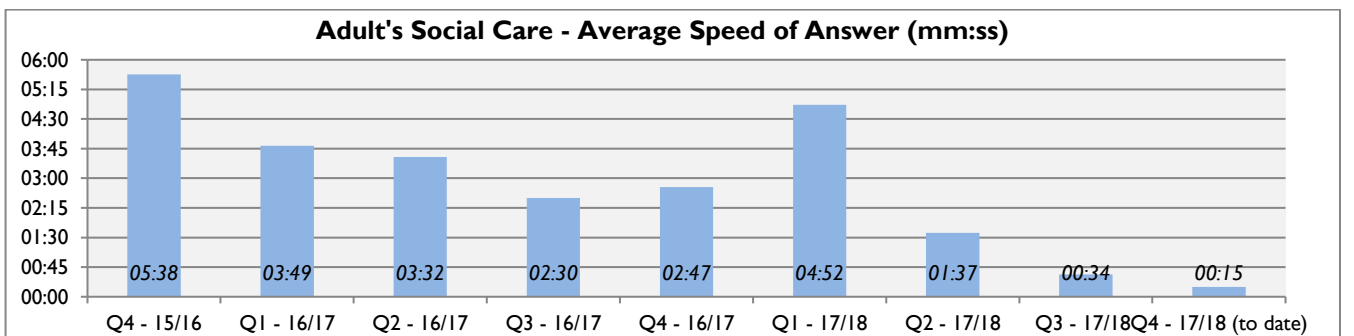
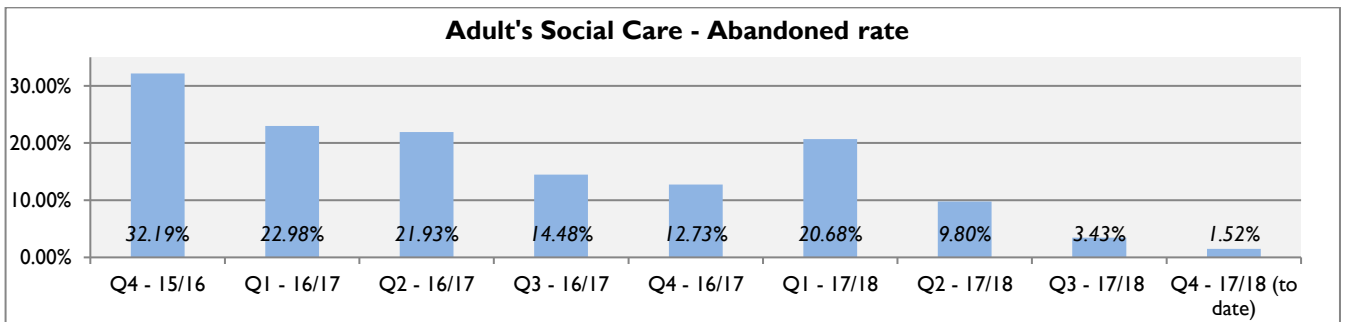
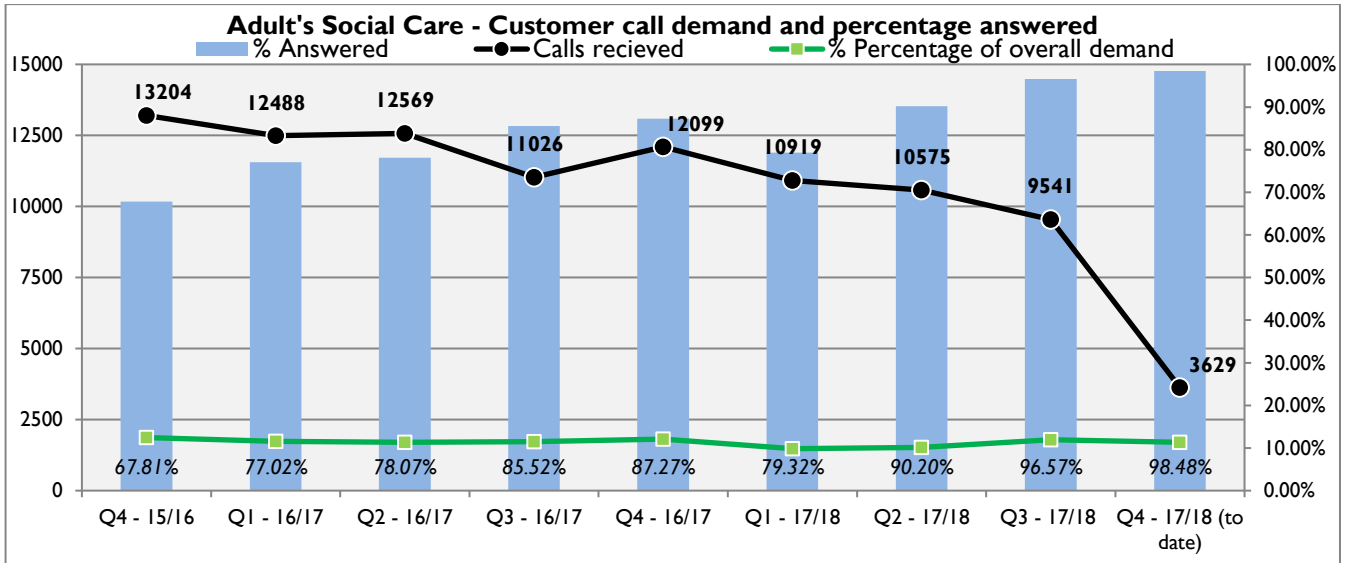
Enquiry Line Performance

These figures contain data from the now merged Emergency Welfare Fund and Customer Feedback lines.

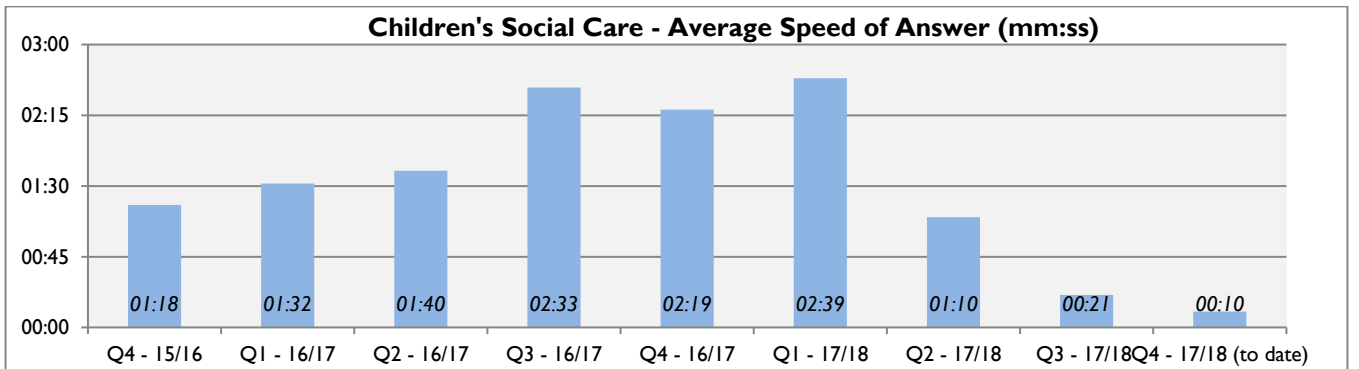
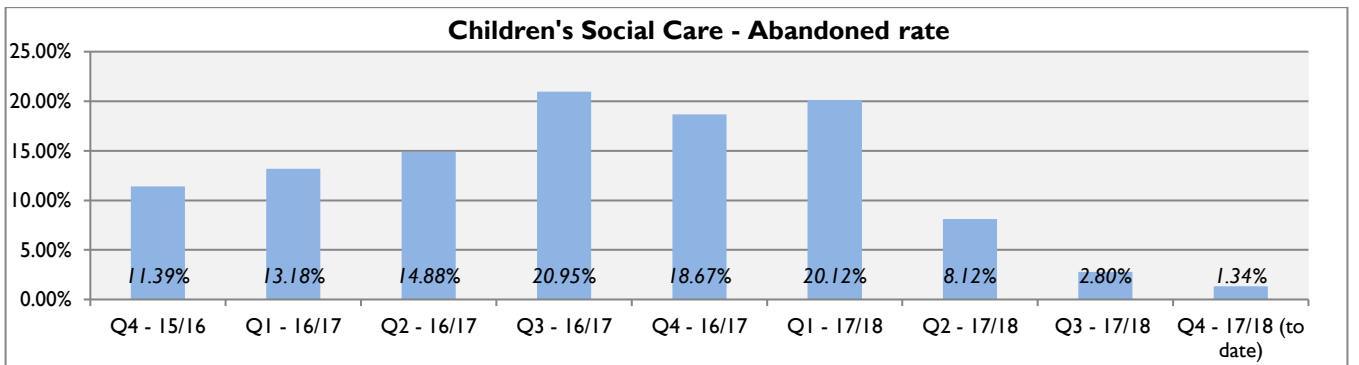
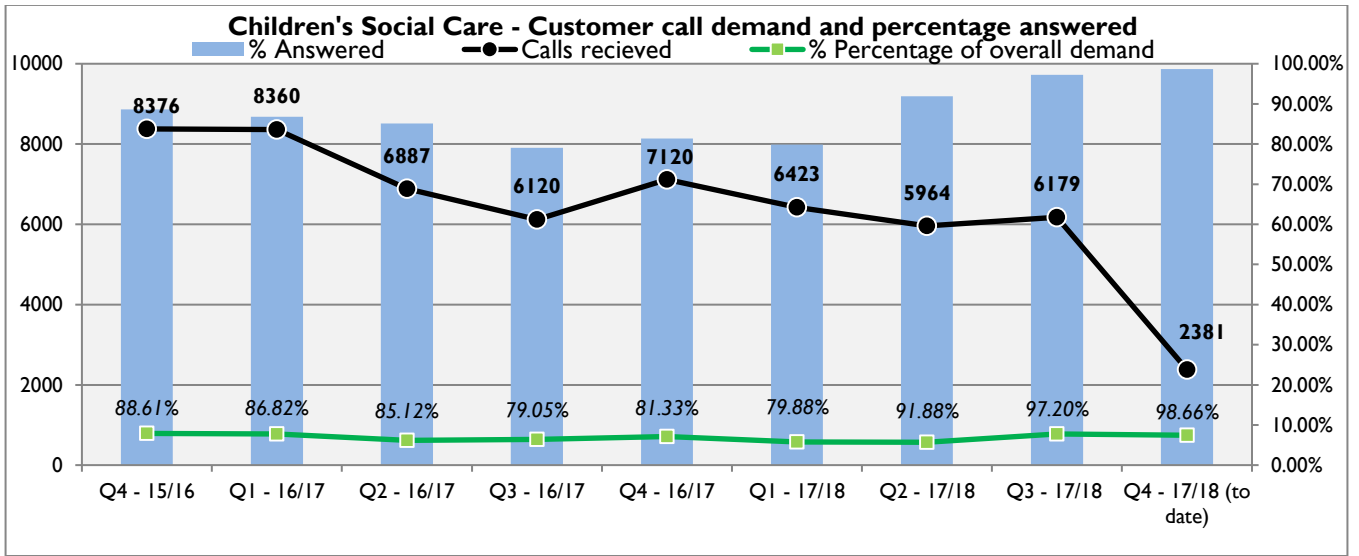




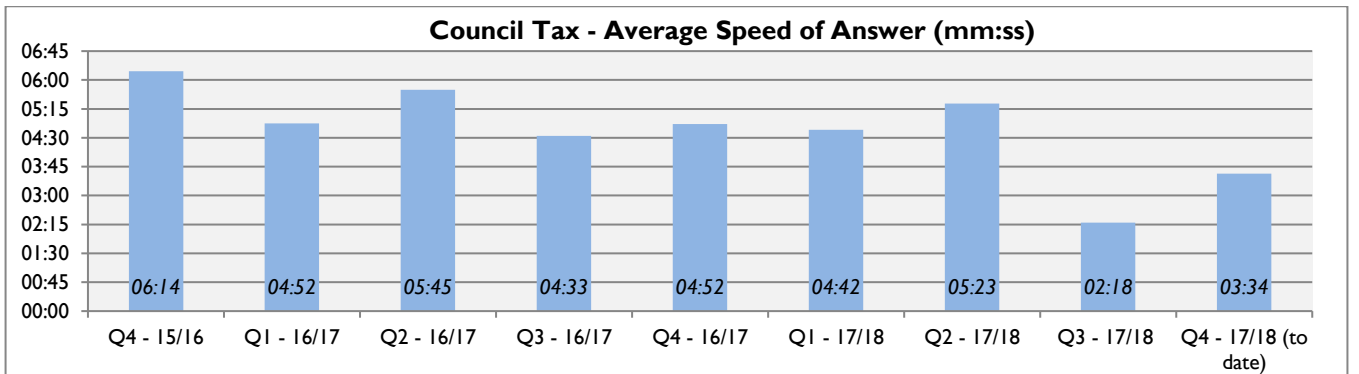
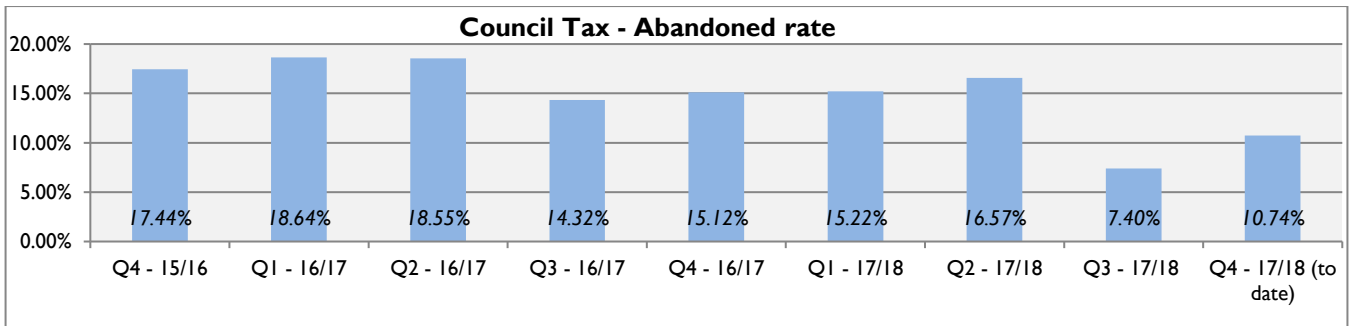
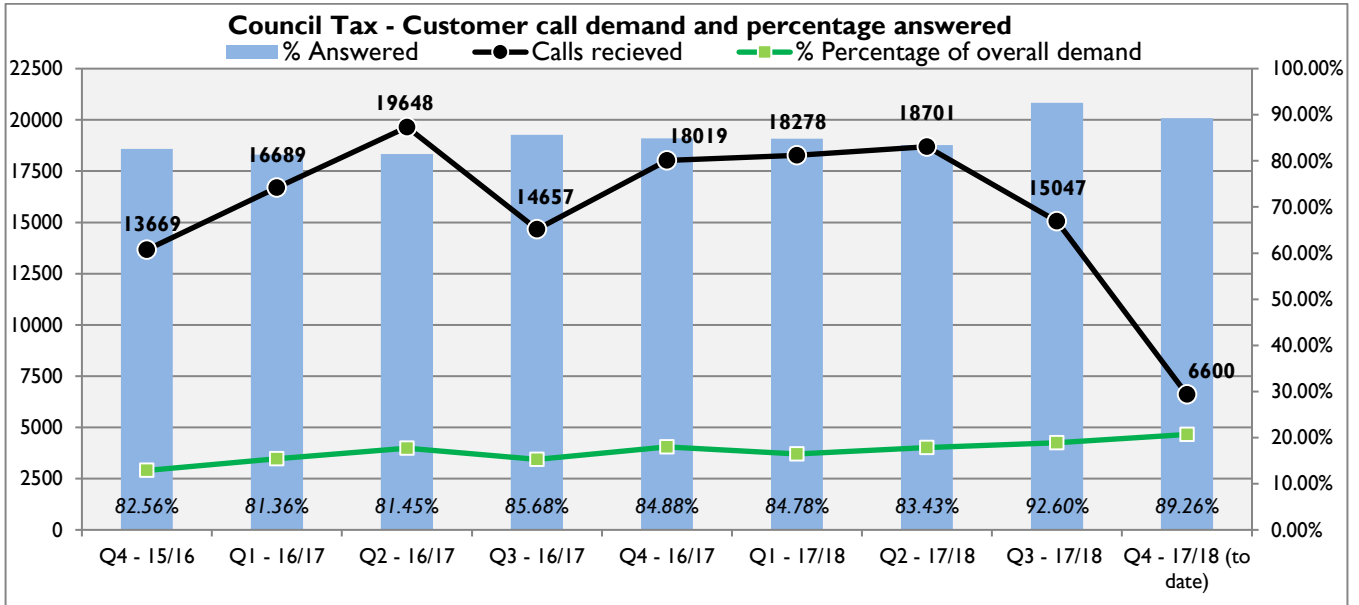
Adult's Social Care Performance



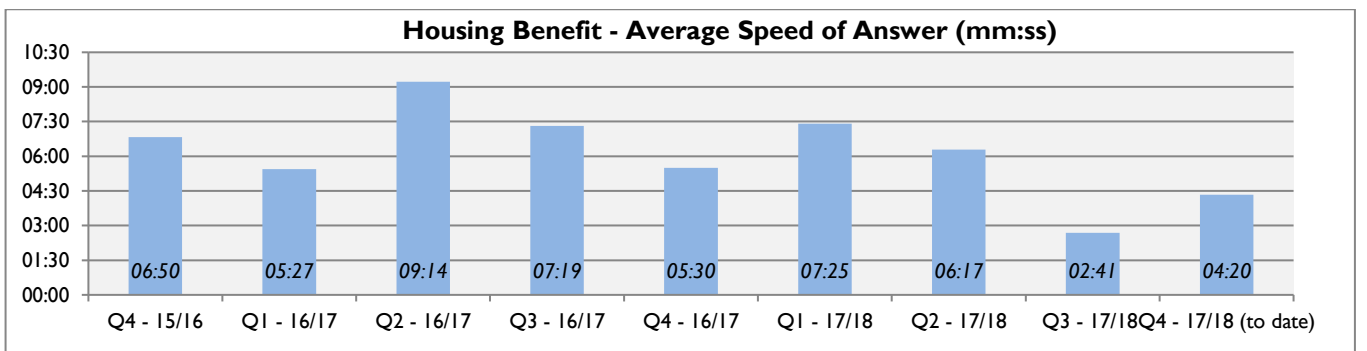
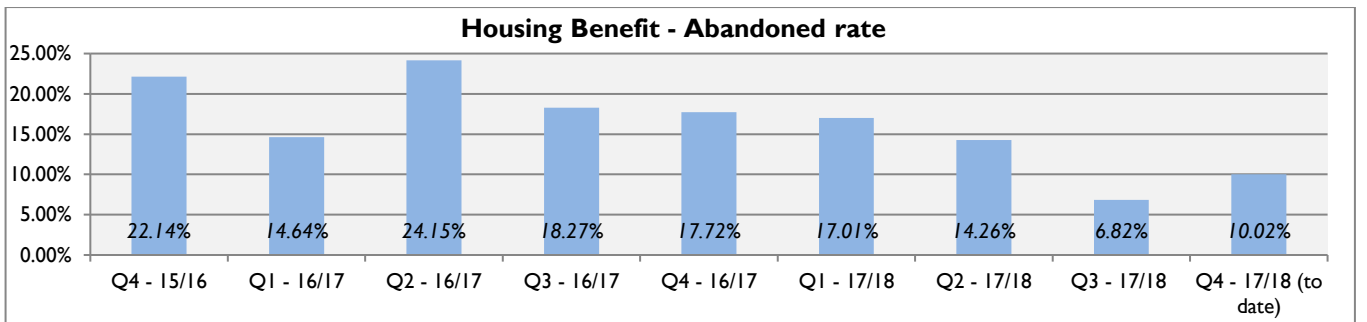
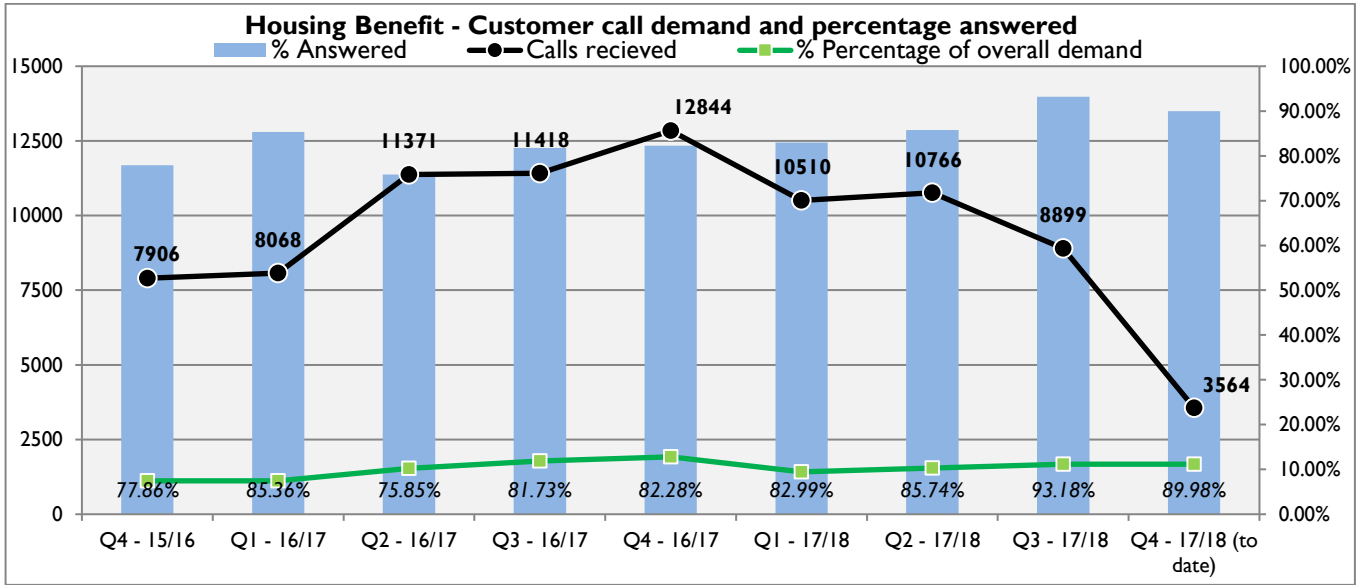
Children's Social Care Performance



Council Tax Performance



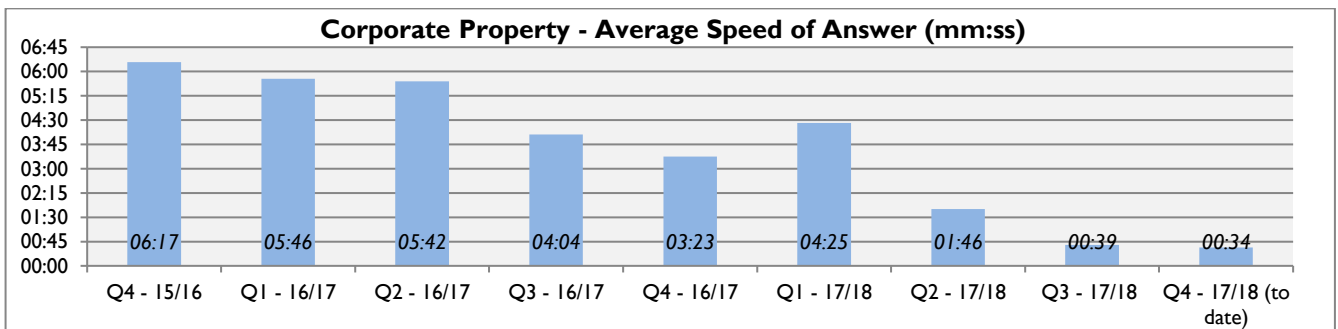
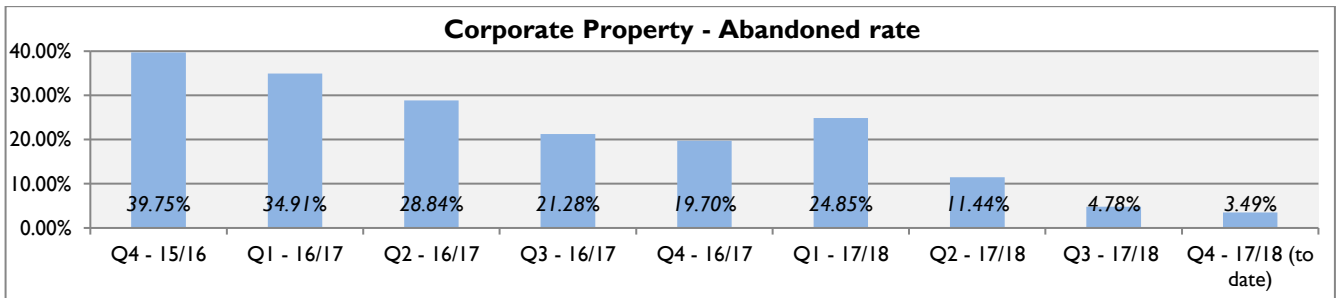
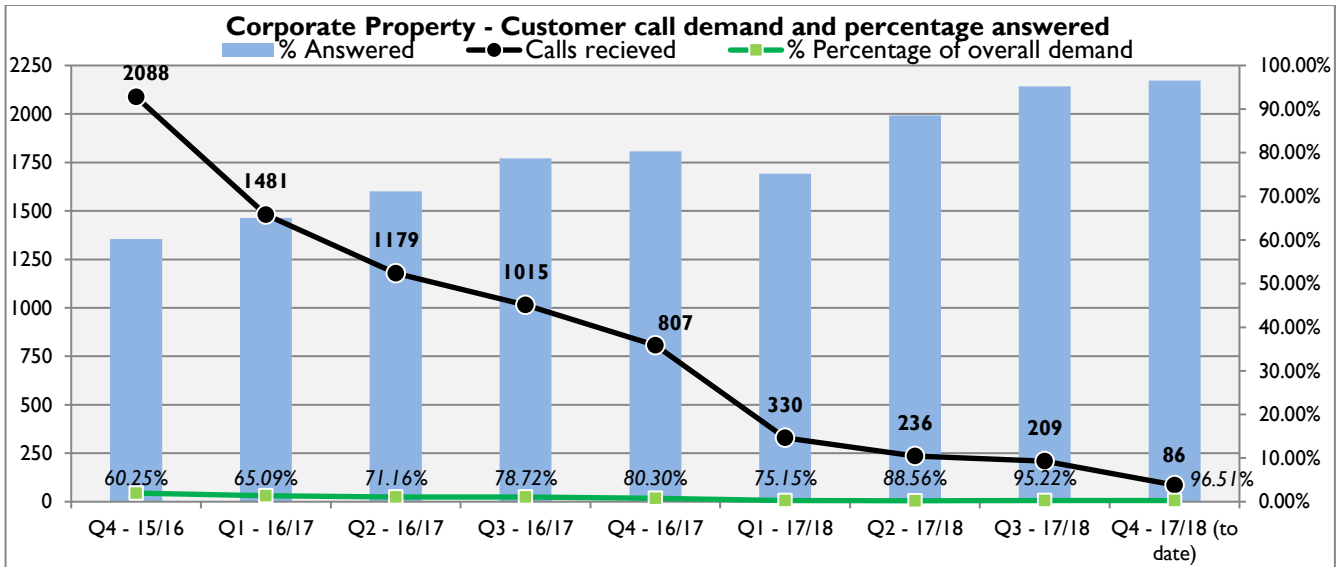
Housing Benefit Performance



Council tax and housing benefits calls are slightly below the other services due to the technical nature of the calls and complexity of enquiries, it also sees significant fluctuations in peaks of demand e.g. bill reminders and the issuing of summons to customers who fail to pay on time.

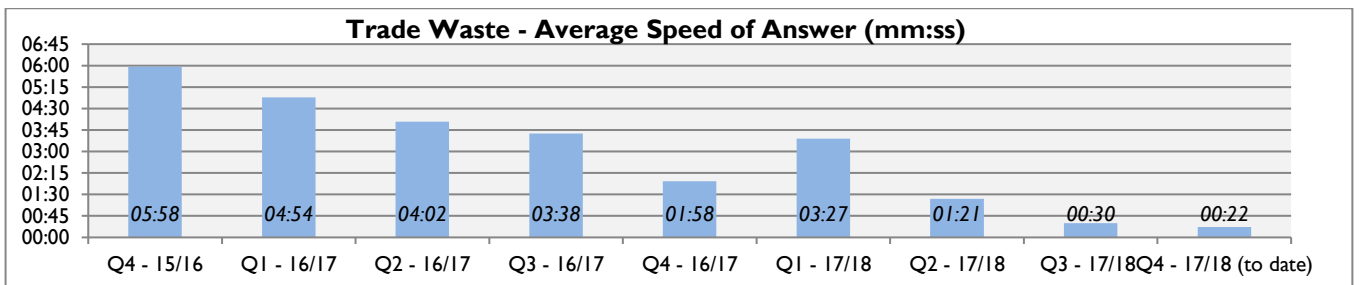
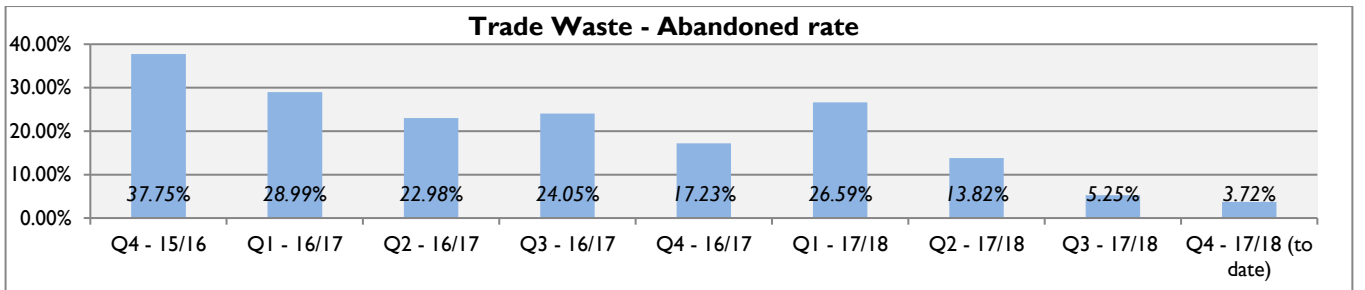
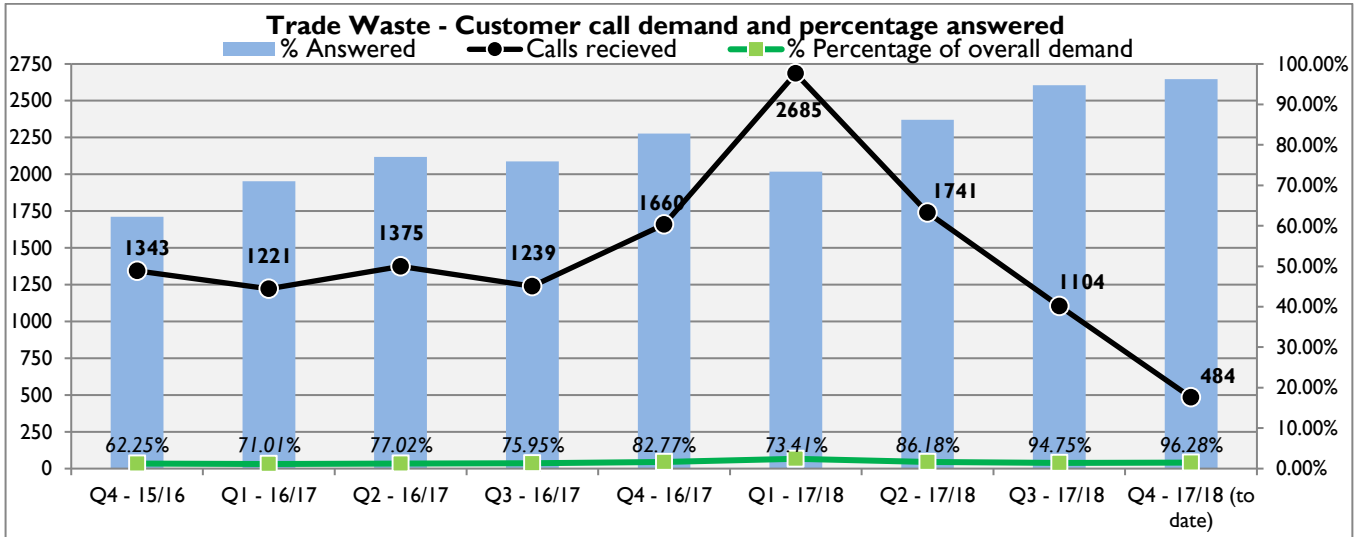
We are continually looking at resourcing levels and have to balance call demand with caseload management, however we have recently been training up three additional FTE to supplement the existing call handlers on this service and we anticipate this will bring performance back in line with our other services.

Corporate Property Performance

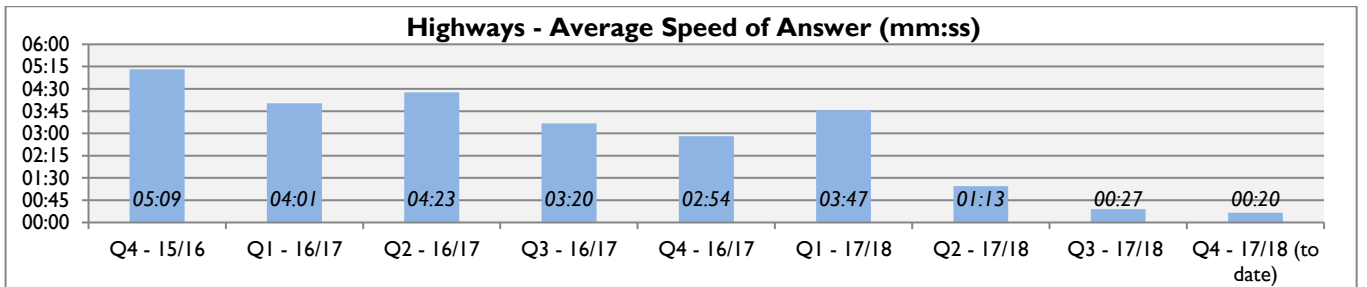
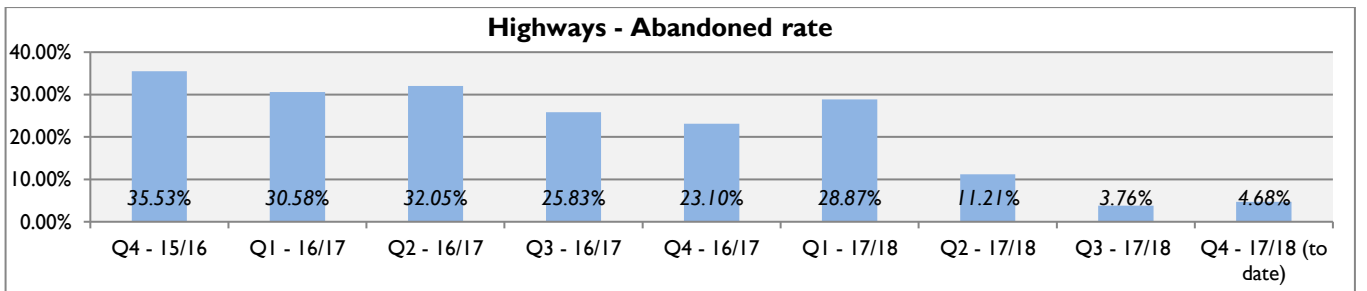
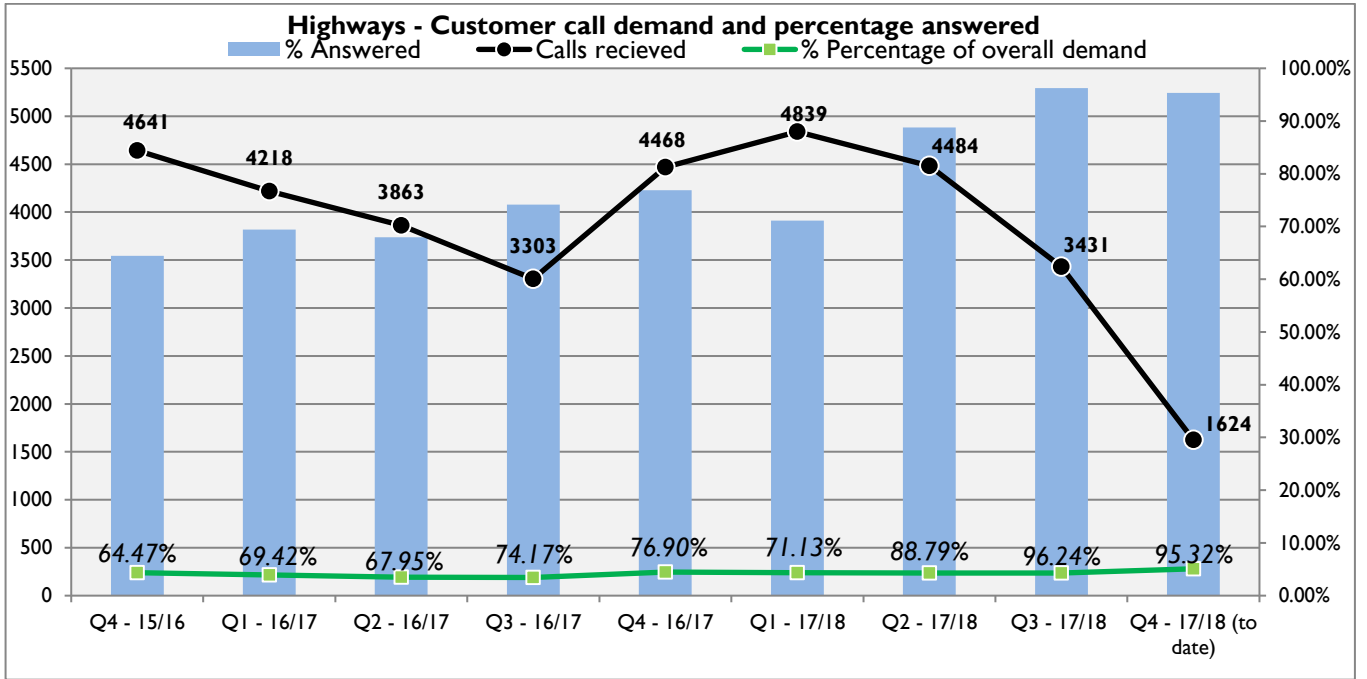


It should be noted that this service is primarily an internal only one and most can be dealt with by customers using our online digital platform.

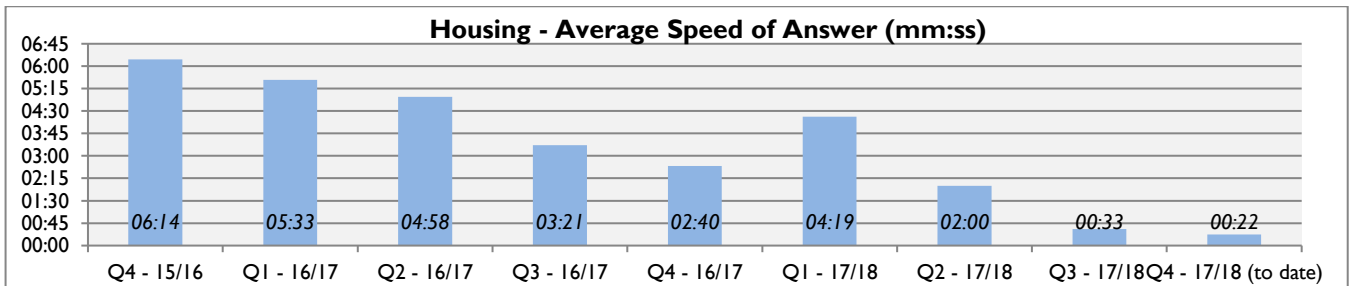
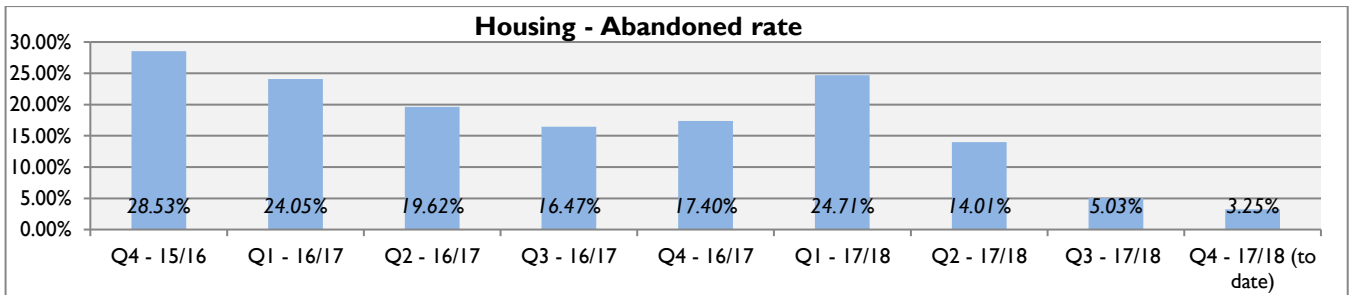
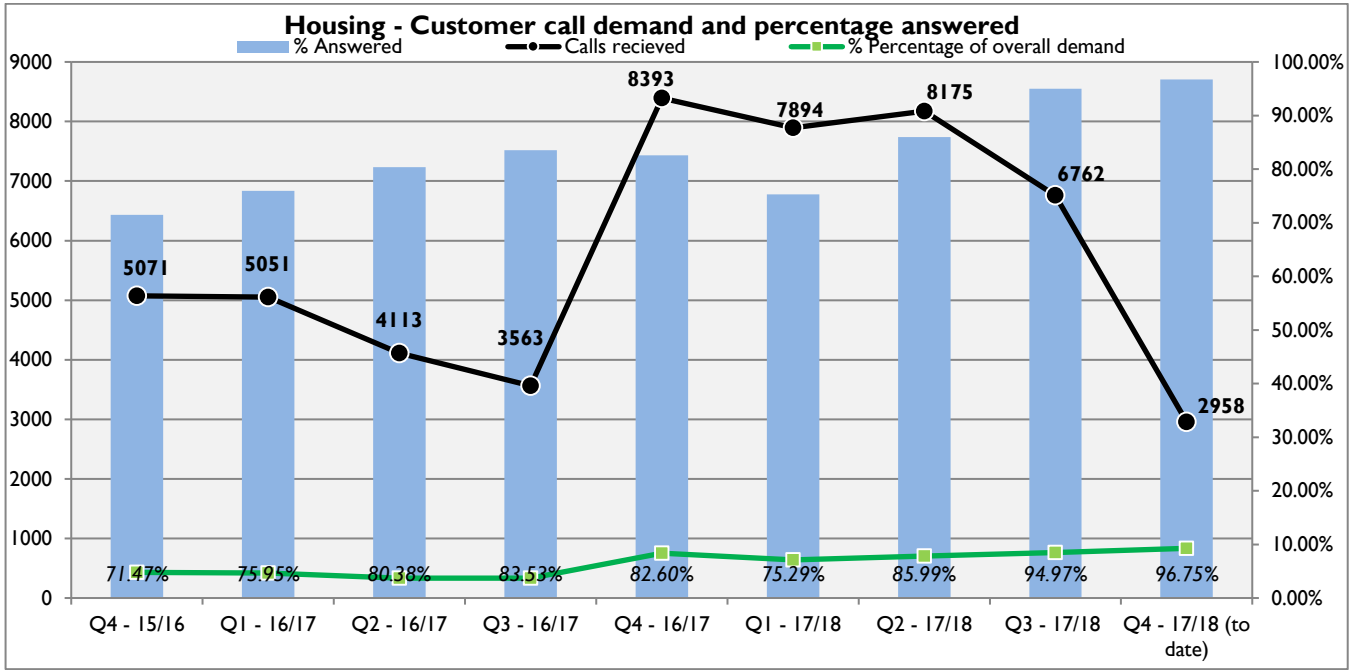
Trade Waste Performance



Highways Performance

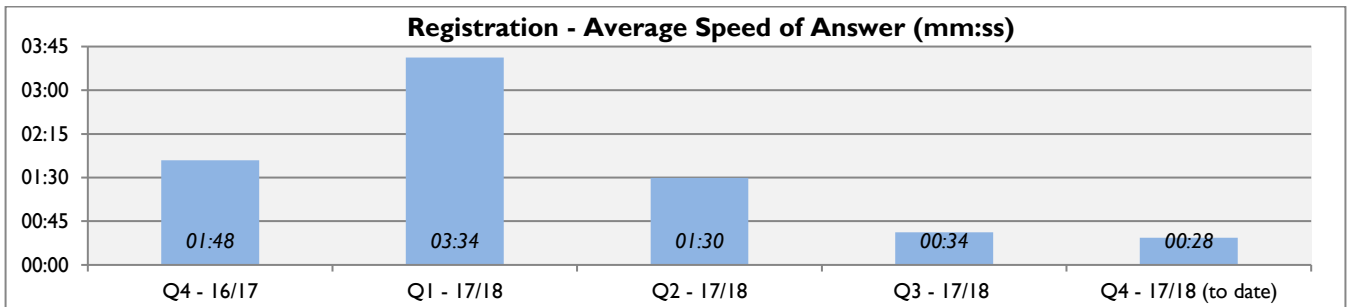
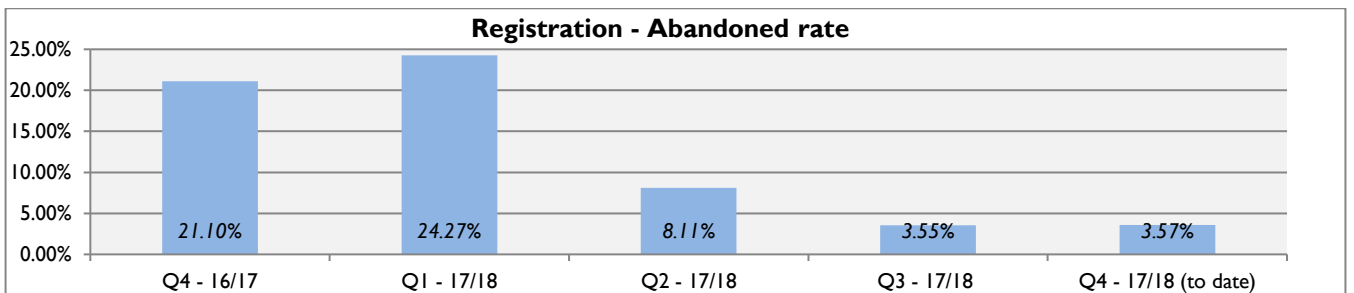
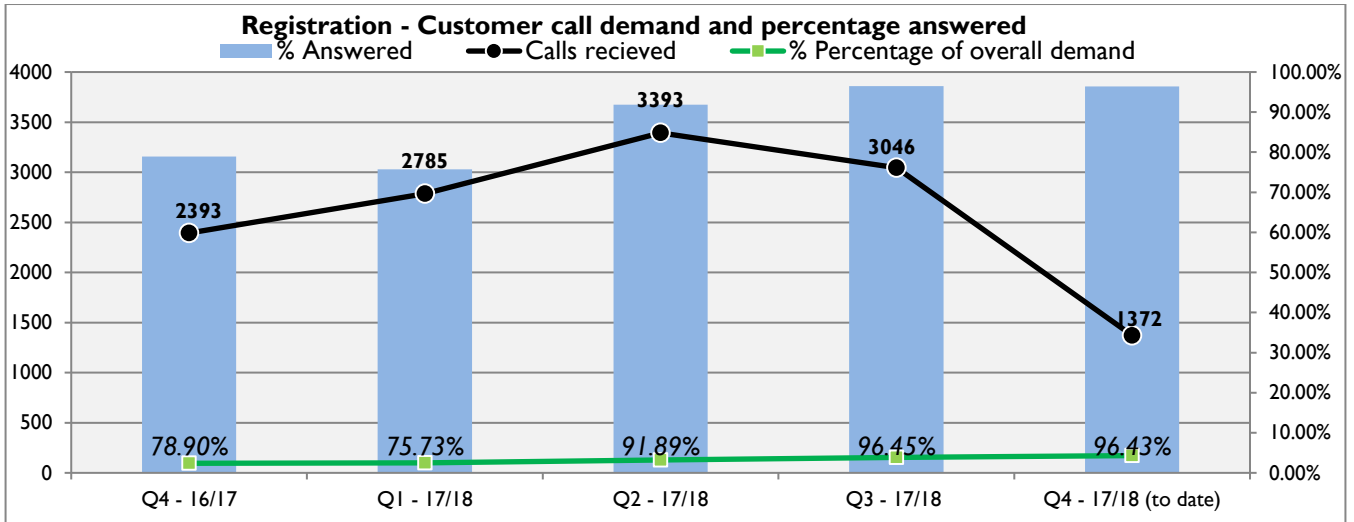


Housing Performance

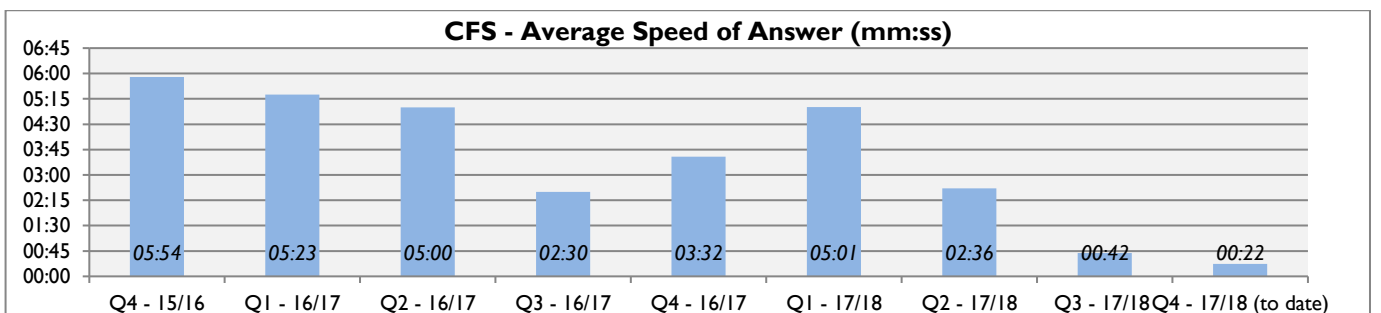
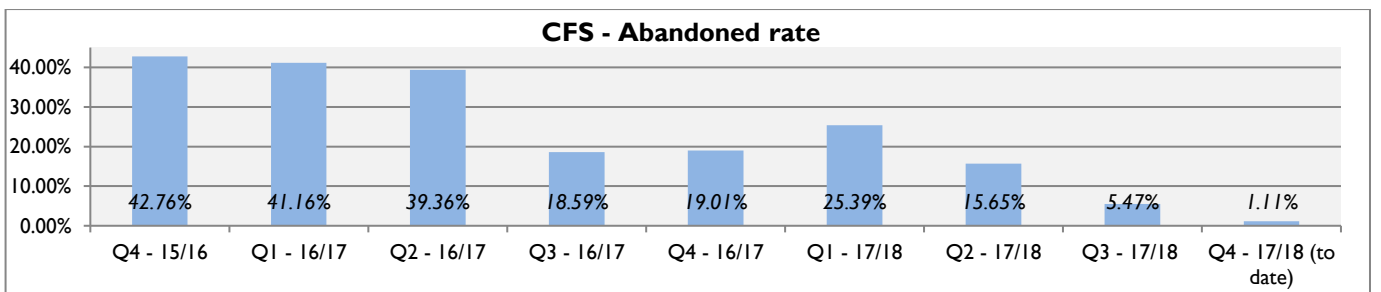
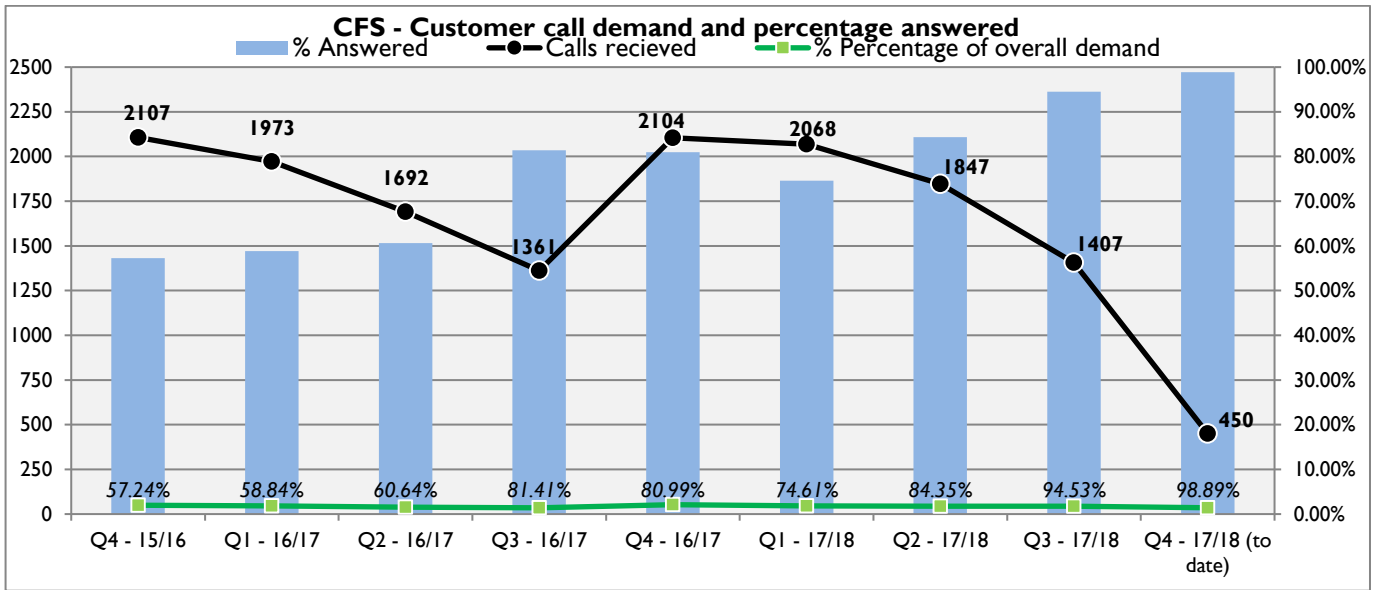


Registration Performance

The Contact Centre began taking calls for Registration in January 2017.

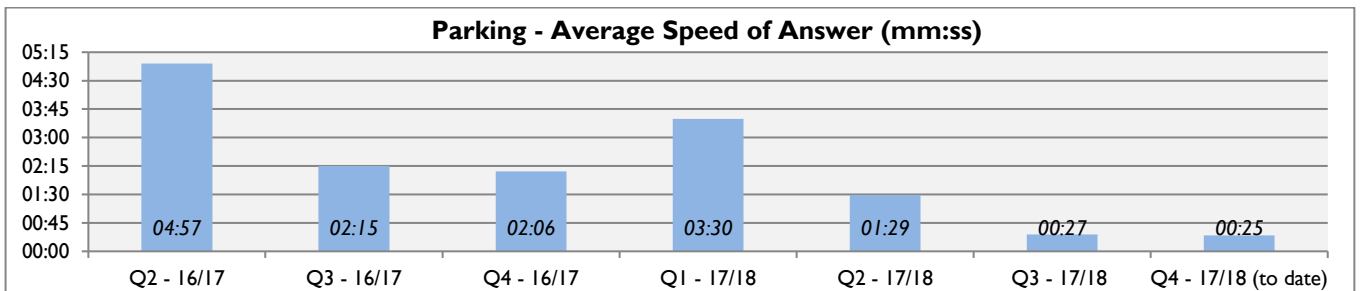
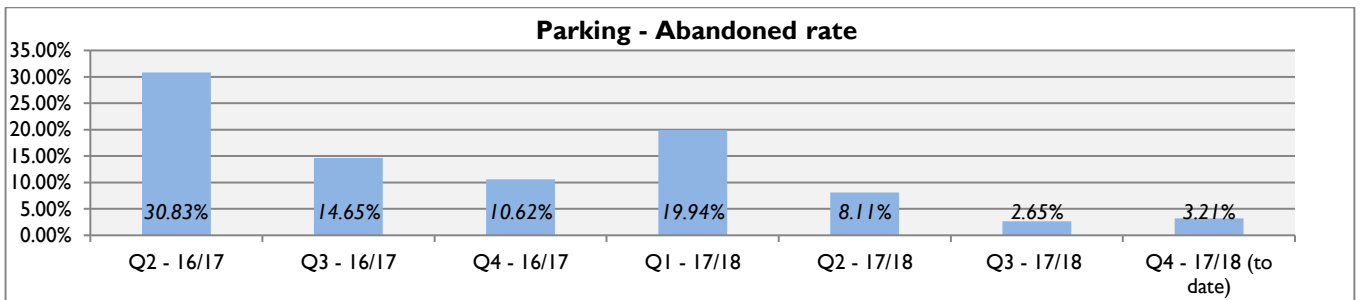
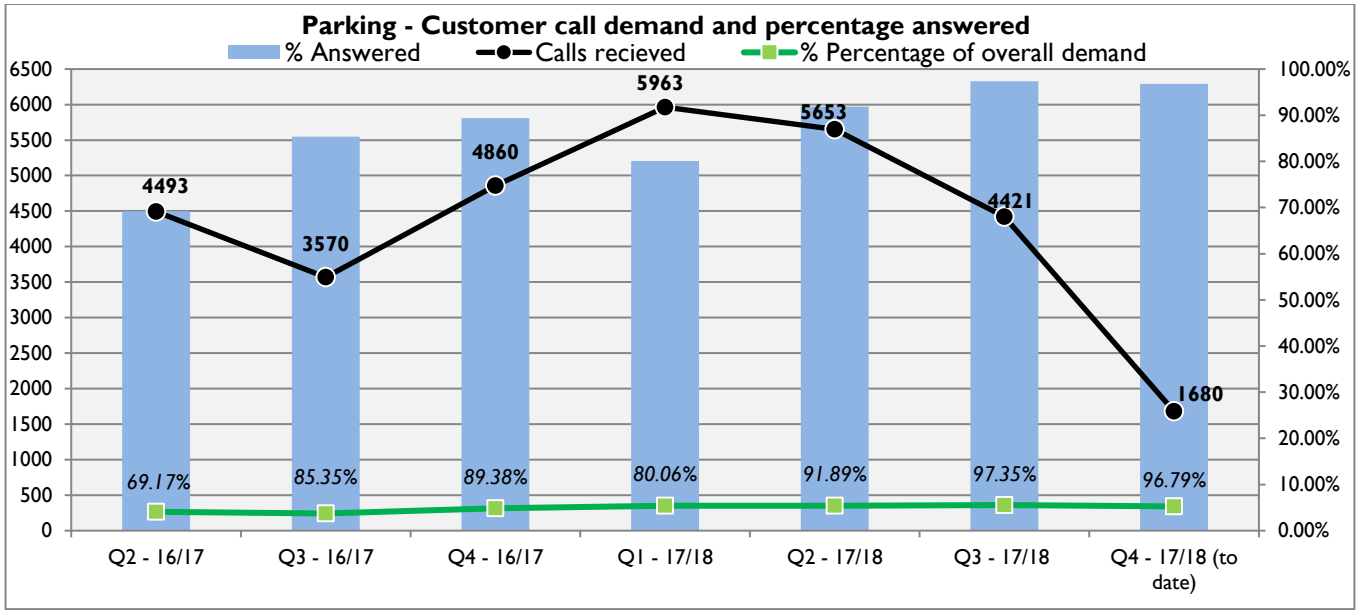


Client Financial Services Performance



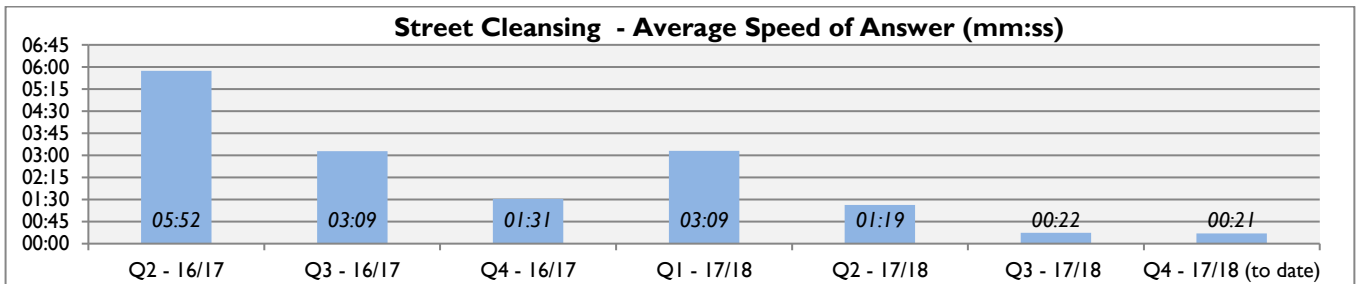
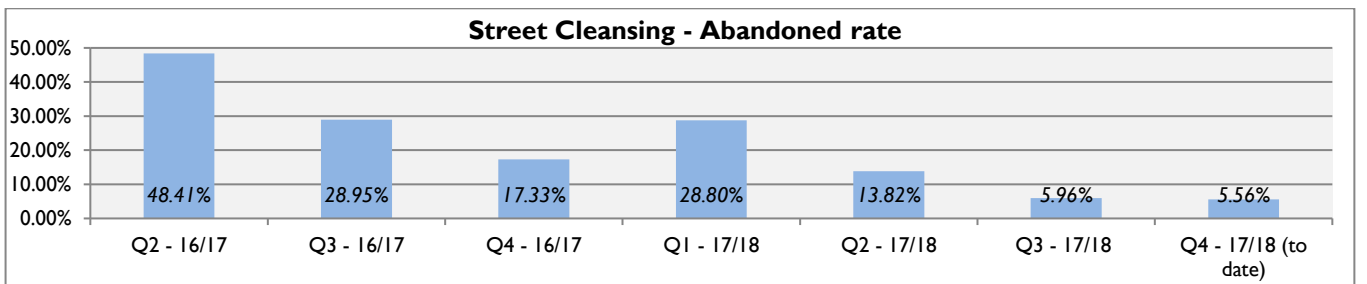
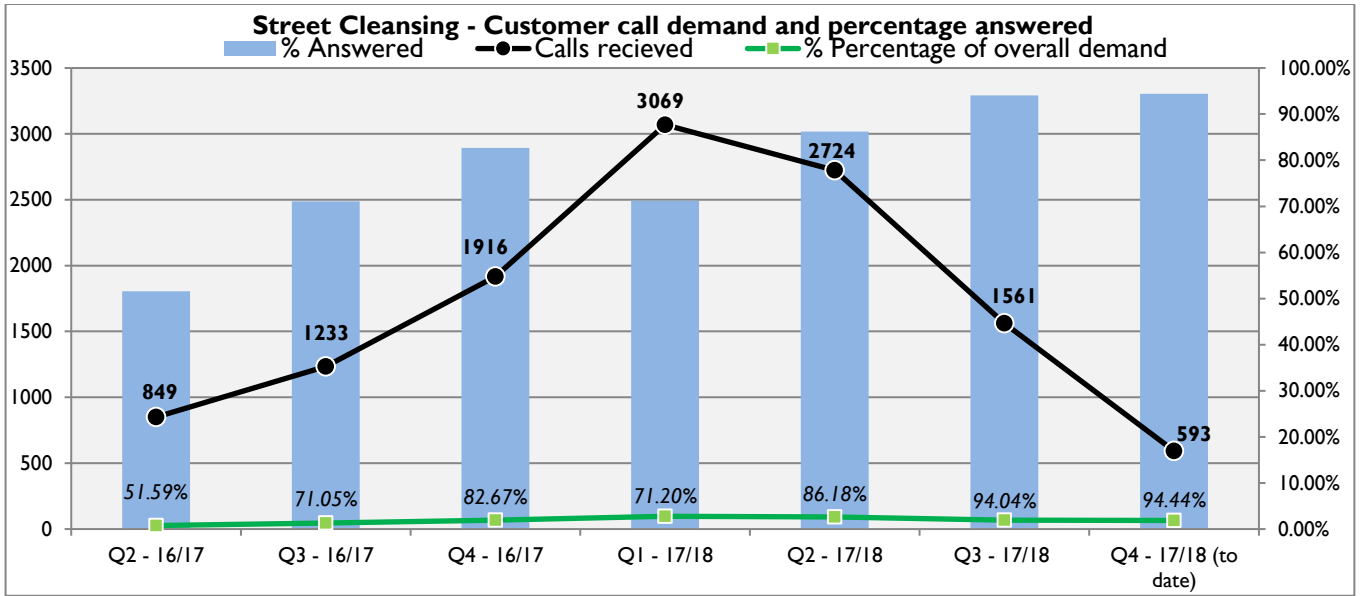
Parking Performance

The Contact Centre began taking calls for Parking in August 2016.



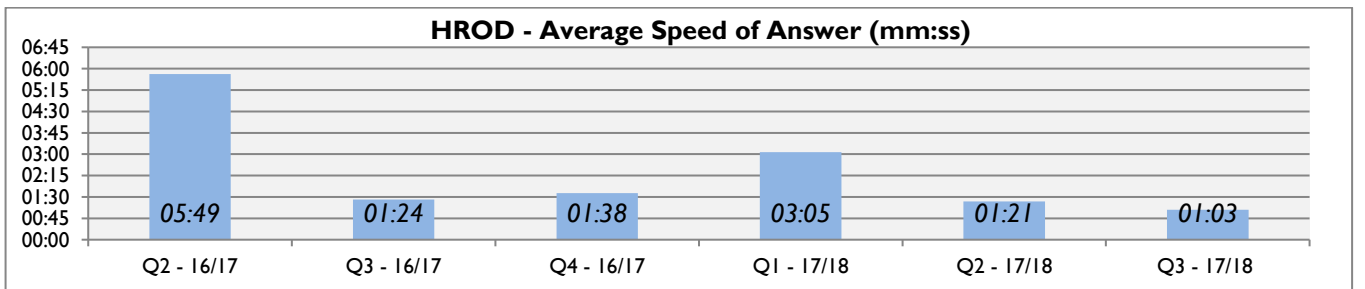
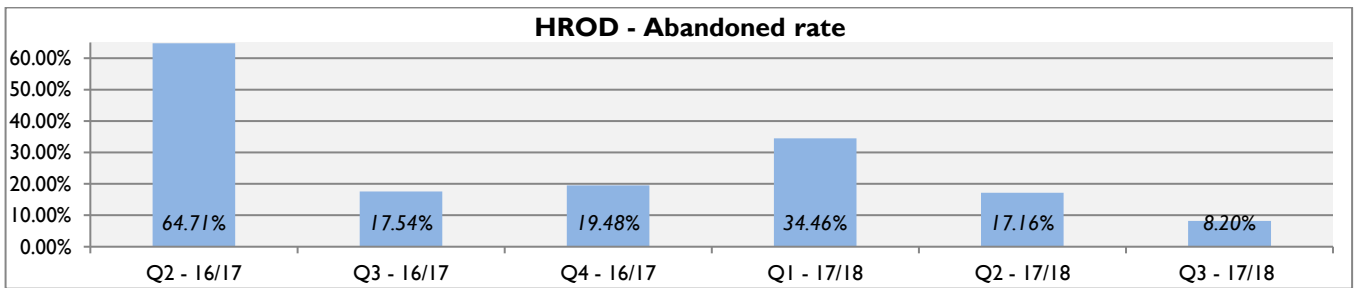
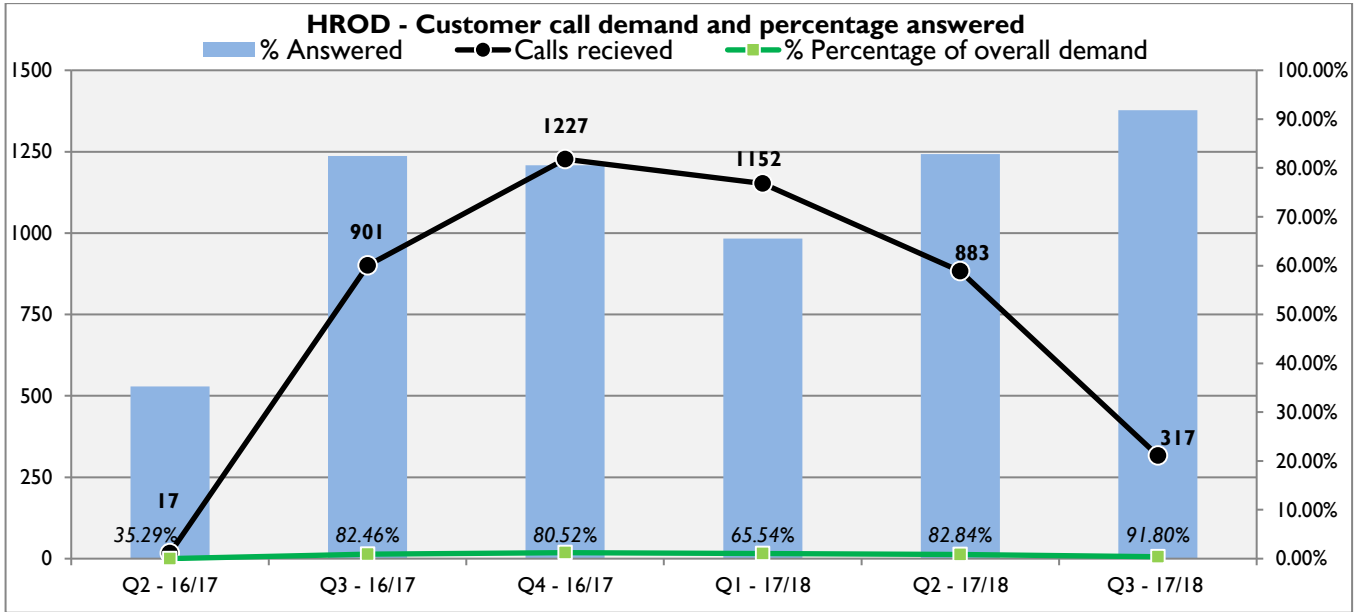
Street Cleansing

The Contact Centre began taking calls for Street Cleansing in September 2016.



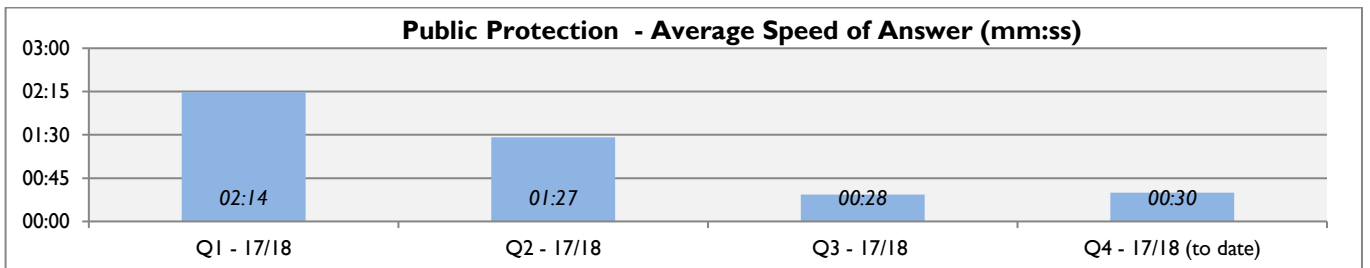
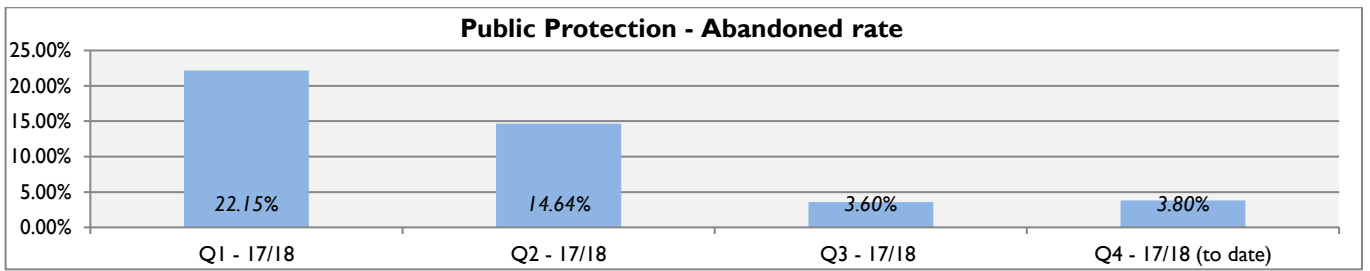
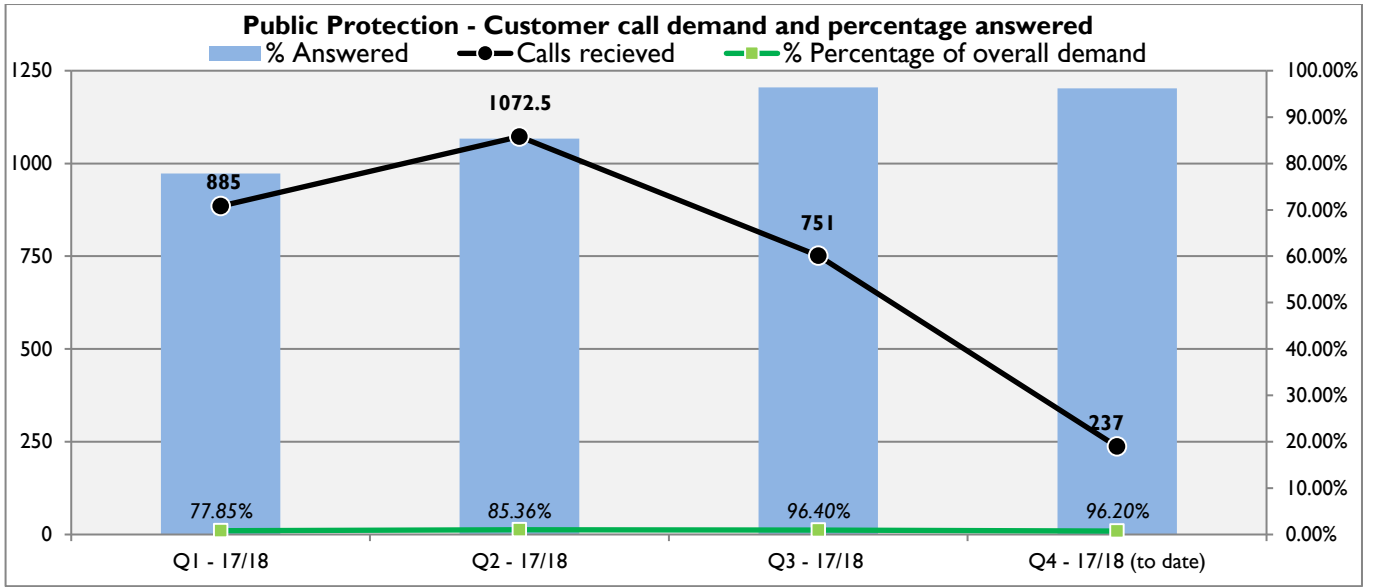
Human Resources and Organisational Development Performance

The Contact Centre began taking calls for HROD in September 2016 and stopped taking them in October 2017.



Public Protection Performance

The Contact Centre began taking calls for Public Protection in April 2017.



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PLYMOUTH CITY COUNCIL

Subject:	Capital & Revenue Monitoring Report 2017/18– Quarter 3
Committee:	Cabinet
Date:	13 February 2018
Cabinet Member:	Councillor Darcy
CMT Member:	Andrew Hardingham – Interim Joint Strategic Director for Transformation and Change
Author:	Paul Looby – Head of Financial Planning and Reporting
Contact details	Tel: 01752 307271 email: paul.looby@plymouth.gov.uk
Ref:	
Key Decision:	No
Part:	I

Purpose of the report

This report outlines the finance monitoring position of the Council as at the end of December 2017.

The primary purpose of this report is to detail how the Council is delivering against its financial measures using its capital and revenue resources, to approve relevant budget variations and virements, and report new schemes approved in the capital programme.

As shown in Table I of the report, the forecast revenue overspend is £1.494m. The overall forecast net spend equates to £185.377m against a budget of £183.883m, which is a variance of 0.8%.

The latest position shows a reduction in the projected forecast overspend compared to quarter two and compares to a £1.272m forecast overspend at the same time last year. The latest position needs to be read within the context of needing to deliver in excess of £18.000m of savings in 2017/18 on the back of balancing the 2016/17 revenue budget where £24.000m of net revenue reductions were successfully delivered.

Whilst the improved position is welcomed the challenge of delivering a balanced budget at year end should not be underestimated. Portfolio Cabinet Members and Officers have been managing in year pressures which have been highlighted within the monitoring reports throughout the year.

The latest position must be set in the context of continuing reduction in resources from government and ever increasing pressures, particularly within Social Care due to increasing demands and complexity of needs.

All options for further savings and additional resources are being explored. Where applicable costs pressures identified and highlighted in the current year have been built into future years within the Medium Term Financial Strategy e.g. the increasing costs for placements within Children’s Services.

Table 1: End of year revenue forecast

	Budget £m	Forecast Outturn £m	Variance £m
Total General Fund Budget	183.883	185.377	1.494

Capital Budget

The capital budget was agreed at Council on 27th February 2017. This report details a revised capital budget of £674.700m, covering the period 2017/18 – 2021/22.

The Corporate Plan 2016/17 – 2018/19:

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

Implications for Medium Term Financial Strategy and Resource Implications:

Robust and accurate financial monitoring underpins the Council’s Medium Term Financial Strategy (MTFS). The Council’s Medium Term Financial Forecast is updated regularly based on on-going monitoring information, both on a local and national context. Any adverse variations from the annual budget will place pressure on the MTFS going forward and require additional savings to be generated in future years.

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

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives to be a Pioneering, Growing, Caring and Confident City.

Equality and Diversity

This report monitors our performance against our approved budget 2017/18. As part of the budget setting process, EIA were undertaken for all areas.

Recommendations and Reasons for recommended action:

It is recommended that:

1. Cabinet note the current monitoring position.
2. Cabinet approve the non-delegated virements which have occurred since 1st October 2017.
3. Cabinet recommends Council approve that the Capital Budget 2017 -2022 is revised to £674.7m (as shown in Table 6).

Alternative options considered and rejected:

None – our Financial Regulations require us to produce regular monitoring of our finance resources.

Published work / information:

2017/18 Annual Budget: [2017 Budget Report](#)

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	

Sign off:

Fin	djn1718.184	Leg	lt/29803/240 118	Mon Off	lt/dvs/29803	HR		Assets		IT	Strat Proc	
Originating SMT Member: Andrew Hardingham, AD for Finance												
Has the Cabinet Member(s) agreed the contents of the report? Yes												

DECEMBER 2017 FINANCE MONITORING

Table 2: Revenue Monitoring Position

Directorate	Gross Expenditure	Gross Income	2017/18 Latest Approved Budget	Forecast Outturn	Forecast Year End Variation	Movement from previous month
	£m	£m	£m	£m	£m	£m
Executive Office	3.752	(0.126)	3.626	3.647	0.021	0.014
Corporate Items	14.324	(12.835)	1.489	0.789	(0.700)	(1.000)
Transformation and Change	149.123	(116.436)	32.687	33.782	1.095	0.000
People Directorate	254.132	(131.822)	122.310	123.198	0.888	(1.307)
Office of the Director of Public Health	19.731	(19.531)	0.200	0.200	0.000	0.000
Place Directorate	74.092	(50.521)	23.571	23.761	0.190	(0.046)
TOTAL	515.154	(331.271)	183.883	185.377	1.494	(2.339)

Please note there is a pressure of £1.300m with the ESG grant that is not reflected in the table above.

Table 3: Plymouth Integrated Fund

Plymouth Integrated Fund	Section 75 2017/18 Latest Budget	Forecast Outturn	Forecast Year End Overspend / (Underspend)
	£m	£m	£m
New Devon CCG – Plymouth locality	332.926	333.805	0.879
Plymouth City Council	*253.112	254.000	0.888
TOTAL	586.038	587.805	1.767

The financial position above for the Plymouth Integrated Fund is at December 2017. *This represents the gross People Directorate budget plus the gross Public Health Commissioning budget (which is financed by a ring fenced Department of Health Grant).

Table 4: Key Issues and Corrective Actions

Issue	Variation £M	Management Corrective Action
EXECUTIVE OFFICE	0.021	Shortfall on income target. This pressure will be addressed before the end of the year.
CORPORATE ITEMS	(0.700)	<p>Due to the significant budget pressures and demands placed upon services, all options have been considered to further reduce the projected forecast overspend. It has been recommended within the 2018/19 budget proposals that section 106 monies are used to support the revenue budget. This option is also recommended to be used in the current financial year and has been accounted for within Corporate Items (£1.0m).</p> <p>Procurement step up of £0.300m has been previously reported. Discussions are continuing to agree an action plan to meet this pressure and where possible reduce projected overspend.</p> <p>Legacy pressures (Procurement £0.343m, CST £0.549m, Commercialisation £0.136m and Strategic Asset Review £0.070m) and Pension deficit (£0.600m) have been identified and will be managed in 2017/18.</p>
TRANSFORMATION and CHANGE – Finance	0.220	Following a review of Facilities Management Services a pressure has been identified with utility costs. This is linked to market forces and the service area is looking to manage this down. The department is continuing to hold vacancies to manage demand led services. There is also a pressure with decontaminating the files incorrectly stored in the Guildhall.

TRANSFORMATION and CHANGE – Legal	0.000	There is currently a nil variance to report.
TRANSFORMATION and CHANGE – Elections	0.030	There is a pressure of £0.030m within this service area which is being actively managed.
TRANSFORMATION and CHANGE – Customer Services	0.585	The forecast shortfall of £0.311m remains despite reviewing the costs of debt recovery through the court system but is currently being off-set by other in year savings. Following the mid-year review to assess recovery of overpayments from historic council tax benefit the shortfall in rent allowance and rent rebate subsidy is totals £0.585m.
TRANSFORMATION and CHANGE – Human Resources & OD	(0.168)	There is currently an underspend due to in year vacancy savings.
TRANSFORMATION and CHANGE – All Departments	0.369	Reallocation of Commercialisation and CST programme targets totalling £0.467m less (£0.098m) staffing budget savings.
TRANSFORMATION and CHANGE – Transformation and Portfolio	0.059	Departmental pressure remains and is being managed through vacant posts.
TRANSFORMATION and CHANGE – ICT Commissioned Service	0.000	There is currently a nil variance to report.

PEOPLE – Children Young People and Families

The Children Young People and Families Service are reporting a budget pressure of £0.458m. `

The overall CYPF overspend can be attributed to the increased cost and volume of looked after children's placements. Despite these increased costs, the department has made significant off setting savings in year with good progress through the management-challenge sessions and budget containment meetings.

Early in-year monitoring identified the increasing costs of placements, with increases effective during 2017/18 showing 16.59% uplifts. The department has been working throughout the year to contain and cover from other savings; however as we have reached the third quarter additional resources have been agreed of £1.000m. This cost pressure has been identified going forward into future years and as such the MTFs additional funding has been increased from the original £2.000m to £3.200m.

The national and local context for children's placements is extremely challenging, with increasing difficulties in securing appropriate, good quality placements. High demand and limited supply of placements, a tightening of Ofsted requirements, as well as initiatives such as the introduction of the National Living Wage, have all led to an increase in the unit costs of placements

A region wide lack of placements has meant that some children have been placed in residential rather than the

0.458

The CYP+F department have achieved all savings targets against the £1.500m delivery plans in place, although some are from one-off savings.

A piece of work has been undertaken to ensure a systematic review of all young people in supported living and new arrangements for plans for them are in place. This will ensure appropriate plans are in place for young people improving timeliness and reducing cost pressure.

Extensive work is underway to review all placements in order to reduce the pressure on cost and volume where appropriate.

The level of response following the fostering campaign has been very positive and exceeded our expectations. Part of the strategy to increase the number of children subject to a Special Guardianship Order has been successful; we have seen an increase in SGO and a corresponding reduction in IFA/ In House Foster Care.

Commissioners continue to work with colleagues in the peninsula to increase the sufficiency and quality of placements available. Since 2012 when there were 2 residential placements available in the city we now have 12 placements, and we expect this to continue to increase. At the same time work continues to contain costs, with additional activity through block contracts for the year ahead. Work here includes:

- **Peninsula Fostering tender** – cabinet January, new contracts April 2018:
- **Residential block contract**

A tender has been carried out to secure local children's homes either in Plymouth or within 20 miles. The tender will put in place a block contract for existing homes, but also select providers who will develop new provision in

<p>preferred fostering placements at a much higher cost. We are on track to achieve savings against the £1.500m delivery plans in place.</p> <p>There are risks that continue to require close monitoring and management:</p> <ul style="list-style-type: none"> • Increased cost and volume of young people’s placements since budget setting autumn 2016. • Lack of immediate availability of the right in-house foster care placements creating overuse of IFA’s. • There are still a number of individual packages of care at considerably higher cost due to the needs of the young person. • Regional wide commissioning activity did not bring about the anticipated holding and reduction of placement costs in both the residential and IFA sectors. • There are currently 39 Residential Placements with budget for only 25. • There are currently 117 Independent Foster Care (IFA’s) placements with budget for only 92. We are aiming to achieve savings from the transformation of our In House Foster Care Service. • A region wide lack of placements due to an increase in demand for placements, both national and regionally continues to impact negatively on sufficiency. 		<p>partnership with the Council over the next three years. The aim is to prevent children and young people in care from being placed at distance from home, and facilitating positive step-down into family based placements or independence. The tender requires a discount on market prices for placements.</p> <p>Five providers have submitted beds which cover 14 local beds. 2 beds will be discounted on affordability grounds, leaving 12 local beds. 4 of the 5 providers submitted bids to be able to establish new homes during the lifetime of the contract. Contracted providers will be supported to work collaboratively with one another and with key partners to drive up the quality of the provision in the city.</p> <p>Key dates: Contract award report due at Cabinet January 2018, contract start 1st March 2018</p> <ul style="list-style-type: none"> • Peninsula – Alternative provision for high risk children <p>The Peninsula local authorities are jointly funding a scoping exercise in relation to meeting the needs of children and young people with high risk behaviours, who don’t meet the threshold for Tier 4 or Welfare Secure, but are beyond the capability of a traditional children’s home.</p> <p>Devon is leading this work on behalf of the Peninsula, and this includes a consideration of establishing a new provision, able to offer crisis/emergency care with highly skilled staff able to manage significant risk.</p> <p>Key dates: Scoping report due spring 2018</p>
<p>PEOPLE – Strategic Commissioning</p> <p>The Strategic Commissioning service is forecasting a year end overspend against budget of £0.430m at month 9, no change from month 8.</p>	<p>0.430</p>	<p>Strategic Commissioning will need to make over £5.2m of savings in 2017/18 as part of the overall People Directorate target of £7.117m, which are assumed to be achieved in the year end figure above. It is, however, noted that plans are still being developed for approx. £2 million of this.</p>

<p>PEOPLE – Education Participation and Skills</p> <p>Education, Participation and Skills are reporting a balanced budget position at Month 9, no change from Month 8. The previously reported pressure of £1.370m regarding the on-going legacy liabilities from the 1998 transfer to Unitary status is now being considered as an overall council issue with options to be worked through during the year.</p> <p>At this stage it is not being reported as a budget pressure as plans are in place to resolve prior to the financial year end.</p> <p>A plan is being written to scope all of the education related services within Education, Participation and Skills and recommend an approach and plan for transforming in order to realise savings.</p>	0.000	<p>A plan is being written to scope all of the education-related services within Education, Participation and Skills and recommend an approach and plan for transforming in order to realise savings.</p>
<p>PEOPLE – Community Connections</p> <p>Community Connections is now reporting a balanced budget with a reduction of (£0.212m) from month 8. Average Bed & Breakfast numbers for April to December have been 56 placements per night with nightly costs increasing, as demand has increased use of national accommodation providers together with increasing accommodation needs for families.</p> <p>Focused action is being taken to target the budgetary pressure of £0.692m arising from use of emergency accommodation with plans to reduce average placements by 17 from 56 to 39. This includes use of alternative properties</p>	0.000	<p>Action is ongoing to limit the overall cost pressure through lower placements and prevention work, with particular focus on lower number of single homelessness in B & B.</p>

<p>provided through existing contracts as well as use of additional contracted staff to target single occupancy stays. As part of the MTFs for 2017/18, Community Connections are expected to make savings of £0.500m to contribute to the £7.117m Directorate target.</p>		
<p>PEOPLE – Management & Support</p> <p>This budget is projecting to balance for 2017/18.</p>	<p>0.000</p>	
<p>PUBLIC HEALTH</p> <p>Although the 2017/18 Public Health ring-fenced grant was cut by a further £0.398m for Plymouth City Council, the Directorate is on track to achieve a balanced budget. However, there are pressures with achieving some income targets and there is increasing demand for activity led services.</p>	<p>0.000</p>	<p>ODPH is working towards achieving a balanced budget.</p>
<p>PLACE - Strategic Planning and Infrastructure (SP&I)</p> <p>The SP&I projected outturn has remained stable resulting in a forecasted underspend of over £0.259m for year-end. Major planning application and pre-application income activities have weakened significantly this month, however, building control fees are performing well. The projected concessionary fares savings and delayed recruitment has also contributed to offsetting the planning application fee downturn.</p>	<p>(0.259)</p>	<p>Risks are being closely monitored on a monthly basis by the SP&I Management Team to ensure early corrective action is taken. At present this includes positive actions to maintain and drive planning and building control income, reviewing the level of legal representation for the joint local plan public examination and ensuring full cost recovery from South Hams & West Devon, as well as a review of SP&I capital projects.</p>

<p>Key risks remain the potential for increased costs in relation to concessionary fares in the last quarter of the year, and a further drop off of planning application and building control fees related to the wider economy.</p> <p>Additionally, costs still remain unknown in relation to the forthcoming public examination into the Plymouth and South West Devon Joint Local Plan, and there is a potential for a shortfall in project-based income that is particularly important for the Engineering Design and Natural Infrastructure teams.</p>		
<p>PLACE - Management Support (Director's budget)</p> <p>There is a £0.405m savings target which has accumulated as a result of step ups in year on year efficiency targets.</p>	0.338	Of the £0.405m target, £0.368m had been declared as not achievable but this month a further one off saving of £0.030m has been found in management and support to reduce the variance to £0.338m.
<p>PLACE - Economic Development</p> <p>Forecast income generation, including income from Asset Investment Fund acquisitions, have enabled a number of expected spend pressures within Economic Development to be met. This includes enabling the removal of the Corporate Landlord budget savings target for Museums "mothballing", and containing an overall MTV net cost.</p>	(0.514)	Efforts continue to be taken to maximise income and reasonably contain costs.
<p>PLACE - GAME</p> <p>The New Homes Bonus target has already been achieved.</p>	0.000	Target has been met.

<p>PLACE - Street Services</p> <p>Street Scene & Waste services: Street Scene & Waste are currently reporting a balanced budget. The street scene and waste service has delivered significant savings within year via an extensive street cleansing and waste modernisation programme.</p> <p>However, a drop in the value of recyclates have led to an increase in the gate fee at the MRF which has added additional pressures to the budget as well some additional cost pressures linked to reduced income and the realignment of Waste and Street Services.</p> <p>Fleet and Garage: Currently there is a cost pressure which is a gap from the 2017/18 budget setting to the sum of £0.775m. This includes legacy savings targets which have been undelivered of £0.607m.</p> <p>Highways and Car Parking: Currently reporting a favourable variation of (£0.150m). £0.050m of this is due to capitalisation of the SSIMS project costs, the balance being made up of additional income from the Car Parking trading account.</p>	<p>0.000</p> <p>0.775</p> <p>(0.150)</p>	<p>The implementation of AWC has enabled future income streams to be explored such as Trade Waste. Monthly work is being undertaken to review the AWC additional arrangements.</p> <p>Work is being done to identify potential savings, increase stock controls, and do a full service review.</p>
<p>TOTAL</p>	<p>1.494</p>	

Overall Comments Finance AD

The latest position has seen a reduction in the projected forecast overspend as at the end of quarter three to £1.494m. This compares to a £1.272m forecast overspend at the same time last year.

Whilst the improved position is welcomed it must be set in the context of continuing reduction in resources from government and ever increasing pressures, particularly within Social Care due to increasing demands and complexity of needs. In addition, Portfolio Cabinet Members and Officers have been managing a number of in year pressures within their areas of responsibility. These have been highlighted within the monitoring reports throughout the year and will need a financial solution to ensure a balanced budget can be achieved at year without having to use the council's working balance.

In addition to the reported forecast position, the council has been reporting the ESG pressure of £1.3m which will need to be managed before the end of the year.

Due to the significant budget pressures and demands placed upon services, all options have been considered to further reduce the projected forecast overspend. As part of the 2018/19 budget proposals, an innovative approach to generate new resources and support the revenue budget has been identified through the use of section 106 monies. The Council will discharge its obligations under the terms of the S106 agreements to finance these developments by making use of a loan facility in accordance with the terms of CIPFA's Prudential Code for Capital Finance in Local Authorities (2011) (Prudential Code). The council will make an annual provision for the repayment of the debt (MRP) in its revenue account and draw down the cash contribution from the developer into its revenue budget.

To manage the current forecast overspend, it is now recommended this option is also used to support the 2017/18 budget and this has been reflected within Corporate Items. The Council holds approximately £19m of section 106 monies on its balance sheet.

Whilst all services must contain their expenditure and look for measures to reduce costs wherever possible, there is limited time available to reduce the forecast overspend at this late stage of the financial year. Further options to mitigate the forecast overspend will continue to be explored in the final 2 months of the year so further reductions can be made to the forecast overspend

Recommendation

It is recommended that Cabinet note the current monitoring position.

VIREMENTS

Table 5 below includes a number of virements between specific directorate budgets. All virements in excess of £0.100m are required to be approved by Cabinet and are shown below.

Table 5 Virements detail

Directorate	Agreed team movements	Transfer of budgets	Realignment of Budgets for SSR	Legacy issues held in Corporate Items, moved into TM	Totals
	£'000	£'000	£'000	£'000	£'000
Executive Office					0
Corporate Items	(7,371,409)	609,000	452,893	324,000	(5,985,516)
Transformation and Change	7,371,409		(452,893)	(324,000)	6,594,516
People Directorate					0
Public Health					0
Place Directorate		(609,000)			(609,000)
	0	0	0	0	0

Recommendation

It is recommended that Cabinet approve the non-delegated virements which have occurred since 1st October 2017.

Capital Programme 2017-2022

The latest approved capital budget was reported to Council on 20 November 2017, as £691.3m.

The five year capital budget 2017-2022 is currently forecasted at £672.1m. This is set out in Table 6 below.

Table 6: Current Capital Resources

The Capital budget consists of the following elements:

Description	£m
Capital Programme	222.4
Priority List (outstanding allocations)	202.0
Income Assumptions **	250.3
Total Revised Capital Budget for Approval (2017-2022)	674.7

** Estimate of income to be received to finance future capital projects

Within the approved budget (representing forecast resources), the Capital Programme represents projects that have been approved by the City Council Investment Board (CCIB). Project officers prepare detailed business cases and present them to the board and if approved the CCIB recommends them to the Leader for approval. Once the executive decision has been signed by the leader the projects are added to the Capital Programme for delivery.

Table 7 below shows the revised annual programme for the period 2017-22, as at the end of December 2017. Appendix I shows a detailed breakdown of the Capital Programme.

Table 7: Revised Capital Programme

Capital Programme by Delivery Outcome

Primary Outcome of Projects	£m
Securing Growth in the City Centre/Waterfront	12.524
Securing Growth in Derriford and the Northern Corridor	22.015
Securing Growth in the Eastern Corridor	7.278
Delivering More/Better Housing	6.415
Ensuring Essential City Infrastructure	28.211
Improving Neighbourhoods and Community Infrastructure	11.386
Ensuring Good Quality School Places	7.345
Growing the Economy	4.754
Delivering Oceansgate	15.629
Connecting the City	0.119
Celebrating Mayflower	4.415
Delivering The Box	29.732
Transforming Services	72.579
Total	222.402

Capital Programme by Directorate

Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m	£m
Transformation & change	4.095	5.544	0.984	0.984	-	11.607
People	9.601	5.599	0.225	0.225	0.225	15.875
Place	92.559	74.167	22.349	3.841	2.004	194.920
Total	106.225	85.310	23.558	5.050	2.229	222.402

Recommendation

Council approve that the Capital Budget 2017 -2022 is revised to £674.7m (as shown in Table 6)

Appendix I: Detailed Breakdown of the Capital Programme

Approved Capital Programme	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000
Celebrating Mayflower						
Mayflower 400 - Public Realm Improvements	50	784	280	-	-	1,114
Mayflower 400 – Public Realm Enabling	50	450	500	-	-	1,000
Mayflower 400 - Trails	50	931	985	-	-	1,966
Mayflower 400 - Merchants House	25	-	-	-	-	25
Mayflower 400 - Elizabethan House	250	-	-	-	-	250
Mayflower 400 - Monument	50	-	-	-	-	50
Mayflower 400 - Waterfront Event Infrastructure	10	-	-	-	-	10
Total Celebrating Mayflower	485	2,165	1,765	-	-	4,415
Connecting the City						
Mayflower Coach Station	47	-	-	-	-	47
Creation of Non-Scheduled Coach Drop Off Points	72	-	-	-	-	72
Total Connecting the City	119	-	-	-	-	119
Delivering More/Better Housing						
Self Build Housing Sites	73	115	-	-	-	188
Former Whitleigh Community Centre	92	88	-	-	-	180
Empty Homes / Enabling	-	-	-	-	-	-
North Prospect Phase 5	-	500	450	-	-	950
Prince Maurice Road	359	-	-	-	-	359
Bath Street	730	977	937	-	-	2,644
Plan for Homes	262	301	200	300	-	1,063
Homes for Veterans (Nelson Project)	225	-	-	-	-	225
Extra Care Housing Support Millbay	-	450	-	-	-	450
How Street Specialist Housing Programme	238	38	-	-	-	276
Bournemouth Churches Housing Association	80	-	-	-	-	80
Total Delivering More/Better Housing	2,059	2,469	1,587	300	-	6,415
Delivering Oceansgate						
South Yard Remediation/separation works	1,726	7,729	-	-	-	9,455
South Yard Area 1 East Direct Development	5,173	1,001	-	-	-	6,174
Total Delivering Oceansgate	6,899	8,730	-	-	-	15,629
Delivering The Box						
The Box	8,605	11,856	9,123	148	-	29,732

Total Delivering The Box	8,605	11,856	9,123	148	-	29,732
Ensuring Essential City Infrastructure						
Clean Vehicle Technology Improvements	81	-	-	-	-	81
Bus Punctuality improvement plan (BPIP)	220	41	-	-	-	261
Access Road to Housing Site in Estover	112	-	-	-	-	112
S106 Transport Projects	186	838	-	-	-	1,024
Derriford Community Park	71	28	-	-	-	99
European Marine Sites - Recreational Behaviour Changing Measures	28	28	55	-	-	111
Home Energy	34	46	-	-	-	80
Millbay Boulevard	25	-	-	-	-	25
Development Funding	75	400	-	-	-	475
Capitalised Maintenance Schemes	8,755	6,483	5,042	2,000	2,000	24,280
Flood defence Works	53	-	-	-	-	53
Container Provision	672	-	-	-	-	672
West Hoe Pier	30	75	-	-	-	105
Mount Edgcumbe Sea Wall Repairs	569	-	-	-	-	569
Mount Edgcumbe Commercialisation	180	84	-	-	-	264
Total Ensuring Essential City Infrastructure	11,091	8,023	5,097	2,000	2,000	28,211
Ensuring Good Quality School Places						
Stoke Damerel Basic Need	22	-	-	-	-	22
Pennycross Basic Need	2,000	-	-	-	-	2,000
Pomphlett Basic Need	395	2,093	-	-	-	2,488
Oreston Academy Basic Need	226	-	-	-	-	226
Yealmpstone Farm Primary School Basic Need	1,546	1,004	-	-	-	2,550
Woodford Primary School - Decking	59	-	-	-	-	59
Total Ensuring Good Quality School Places	4,248	3,097	-	-	-	7,345
Growing the Economy						
Social Enterprise Fund	575	277	-	-	-	852
Langage Development Phase 2	1,771	1,400	-	-	-	3,171
STEM Provision at City College	481	-	-	-	-	481
39 Tavistock Place	202	15	-	33	-	250
Total Growing the Economy	3,029	1,692	0	33	0	4,754
Improving neighbourhoods and delivering community infrastructure / facilities						
Barne Barton general amenity improvements	19	164	-	-	-	183
Active Neighbourhoods	41	47	25	-	-	113
Infrastructure Works at Honicknowle	-	26	-	-	-	26
Derriford Community Park – Phase 3	100	421	22	4	4	551

Bond Street Playing fields (Southway Community Football Facility)	6	507	-	-	-	513
Staddiscombe Sports Improvements	1	58	-	-	-	59
Higher Efford Play Pitch Enhancements	16	422	66	-	-	504
Central Park Sports Plateau	15	365	52	-	-	432
Central Park Improvements	625	2,179	1,725	976	-	5,505
Improving Outdoor Play	611	264	-	-	-	875
Central Park Wooded Valley	23	-	-	-	-	23
Dunstone Woods	-	13	-	-	-	13
Blockhouse Park Playground Refurbishment	2	-	-	-	-	2
Manadon Play Pitches	677	1,356	-	-	-	2,033
St Budeaux Tennis Courts	3	-	-	-	-	3
MAP Early Years Capital Fund	300	-	-	-	-	300
Children Centres	13	238	-	-	-	251
Total Improving neighbourhoods and delivering community infrastructure / facilities	2,452	6,060	1,890	980	4	11,386
Securing Growth in Derriford and Northern Corridor						
Forder Valley Link Road- Development Costs	1,390	1,000	-	-	-	2,390
Derriford Transport scheme - Derriford Roundabout / William Prance Road	12,215	50	-	-	-	12,265
Derriford Hospital interchange scheme	37	-	-	-	-	37
N Corridor Junction Imps - PI Outland Rd	238	1,180	-	-	-	1,418
Purchase of 444 Tavistock Road	32	-	-	-	-	32
Purchase of 422 Tavistock Road	196	79	-	-	-	275
Purchase of Properties in the North of Plymouth	380	1,658	-	-	-	2,038
Northern Corridor Strategic Cycle Network	550	1,750	840	-	-	3,140
Woolwell to the George	233	187	-	-	-	420
Total Securing Growth in Derriford and Northern Corridor	15,271	5,904	840	-	-	22,015
Securing Growth in the City Centre and Waterfront						
Devonport Market High Tech 'Play Market'	713	1,318	-	-	-	2,031
Charles Cross	750	-	-	-	-	750
City Centre Public Realm	526	-	923	-	-	1,449
Market Way Public Realm	215	-	-	-	-	215
Sutton Harbour Public Realm Improvements	32	-	-	-	-	32
Visitor signage	86	-	-	-	-	86
Cobourg House	3,323	-	-	-	-	3,323
Quality Hotel	70	266	-	-	-	336
Colin Campbell Court Phase 1	221	-	743	-	-	964
Colin Campbell Court Phase 2	1,164	516	-	-	-	1,680

Plymouth City Market Major Refurbishment	1,287	2	-	-	-	1,289
City Centre Shop Fronts Grant Scheme	176	114	-	-	-	290
Improved Waterfront Cycle Routes	5	-	-	-	-	5
West End Public Realm	-	74	-	-	-	74
Total Securing Growth in the City Centre and Waterfront	8,568	2,290	1,666	-	-	12,524
Securing Growth in the Eastern Corridor						
Eastern Corridor Junction Improvements	200	3,158	-	-	-	3,358
Eastern Corridor Strategic Cycle Network	930	2,230	380	380	-	3,920
Total Securing Growth in the Eastern Corridor	1,130	5,388	380	380	-	7,278
Transforming Services						
Street lighting bulb replacement	79	40	-	-	-	119
Highways Information Management System	342	-	-	-	-	342
Fleet Replacement Programme	1,478	-	-	-	-	1,478
Weston Mill Recycling Centre	204	-	-	-	-	204
Chelson Meadow Closure & Leachate Plant Upgrade	-	259	-	-	-	259
Bell Park Industrial Estate	34	302	-	-	-	336
Friary Retail Park	50	-	-	-	-	50
Next	7,875	7,178	-	-	-	15,053
10 New George Street	1,779	-	-	-	-	1,779
Purchase of St Catherine's House	2,416	-	-	-	-	2,416
Royal Mail	20,303	-	-	-	-	20,303
Strategic Property Investment	100	13,060	-	-	-	13,160
Ocean Studio	200	-	-	-	-	200
Highway Works at the Former Seaton Barrack site	-	661	-	-	-	661
Barbican Footbridge	10	170	-	-	-	180
LGA Transforming Social Care	49	-	-	-	-	49
Disabled Facilities (incl Care & Repair works)	2,337	-	-	-	-	2,337
Schools Condition Works	392	-	-	-	-	392
SEN Access and Safeguarding	35	-	-	-	-	35
Schools Devolved Formula & Projects	525	420	225	225	225	1,620
Plans for Libraries	121	-	-	-	-	121
ICT	1,108	4,431	984	984	-	7,507
Corporate Asset Lifecycle Maintenance	414	488	-	-	-	902
Corporate Heritage Maintenance	166	-	-	-	-	166
Other Corporate Property	1,489	32	-	-	-	1,521
Transformation Accommodation	795	449	-	-	-	1,244
Boiler Replacement Programme for Council Properties	-	145	-	-	-	145
Total Transforming Services	42,301	27,635	1,209	1,209	225	72,579

TOTAL CAPITAL PROGRAMME	106,257	85,309	23,557	5,050	2,229	222,402
Forecast future income streams	27,758	55,490	54,202	66,040	46,799	250,289
Priority List	12,342	55,762	75,258	37,916	20,700	201,978
GRAND TOTAL	146,357	196,561	153,017	109,006	69,728	674,669

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Place and Corporate Overview and Scrutiny Committee – March 2018

Minute No.	Resolution	Target Date, Officer Responsible and Progress
1 November 2017 Homelessness Briefing Minute 24	I. Once partners had signed off the homelessness delivery plan it would be scrutinised by the Committee.	Date: March 2018 Officer: Helen Prendergast Progress: This item has been scheduled for 7 March 2018.
1 November 2017 Universal Credit Minute 25	I. Further scrutiny to review Universal Credit at a meeting to be arranged in November 2017 and to invite interested parties to provide evidence. Complete	Date: November 2017 Officer: Ross Jago/Helen Prendergast Progress: A Select Committee Review has been set up for 14 March 2018.
6 December 2017 Call In Minute 33	I. The Committee agreed to confirm that the decision relating to increasing Environmental Enforce in Plymouth should be implemented. Complete	Date: December 2017 Officer: Helen Prendergast Progress: Cabinet Member and officers advised of the Committee’s decision.

Place and Corporate Overview and Scrutiny Committee – March 2018

Minute No	Resolution	Target Date, Officer Responsible and Progress
<p>3 January 2018</p> <p>Mayflower 400 Update</p> <p>Minute 40</p>	<p>The Committee <u>agreed</u> –</p> <ol style="list-style-type: none"> 1. to support the continuing delivery of the Mayflower 400 programme in Plymouth and nationally; 2. to support the required bids into grant funding opportunities to secure additional funding for the overall programme; 3. to support the work growing international relationships up to and beyond 2020 for the long term economic and community benefit of the city; 4. engage with the Civic Office to investigate a greater role for the Lord Mayor within the event’s programme. 	<p>Date: January 2018 Officer: Helen Prendergast Progress: Officers have been informed of the Committee’s recommendations.</p>
<p>3 January 2018</p> <p>Controlled Parking Zone Policy Review</p> <p>Minute 41</p>	<p>The Committee <u>agreed</u> –</p> <ol style="list-style-type: none"> 1. that a clear communication strategy focussing on the impact on residents of a Controlled Parking Zone is required in order to ensure awareness and understanding of the impact of such a scheme; 2. that consideration is given to the informal/formal consultation process in mixed areas, in order that not only residents but businesses and schools are able to vote on such schemes; 3. the inclusion within the policy of a process for medium term schemes which are strategically driven; 4. to consider who should be included in the formal consultation process (ie whether each resident had a vote, or one vote per household, or residents on the electoral register) and the inclusion within the policy of a process for counting the consultation responses. <p>Complete</p>	<p>Date: February 2018 Officer: Helen Prendergast Progress: Submitted to Cabinet on 13 February 2018 (please refer to Appendix 1).</p>

Place and Corporate Overview and Scrutiny Committee – March 2018

Minutes	Resolution	Target Date, Officer Responsible and Progress
<p>3 January 2018</p> <p>Plymouth – Torbay Draft Strategic Planning Collaboration Agreement</p> <p>Minute 42</p>	<p>The Committee <u>agreed</u> the recommendations contained within the report, subject to the inclusion of the following –</p> <ol style="list-style-type: none"> 1. the involvement of elected members in the termination of the collaboration agreement; 2. cross party working in Plymouth (including briefing Shadow Cabinet Members). <p>Complete</p>	<p>Date: January 2018 Officer: Helen Prendergast Progress: Submitted to Cabinet on 16 January 2018 (please refer to Appendix 1).</p>
<p>3 January 2018</p> <p>Work Programme</p> <p>Minute 47</p>	<p>The Committee <u>agreed</u> to include Customer Services (performance data on the Contact Centre) on the agenda for the meeting on 7 March 2019 and to arrange a date for the Universal Credit review in March 2018.</p> <p>Complete</p>	<p>Date: March 2018 Officer: Helen Prendergast Progress: Customer Services (performance data on the Contact Centre) will be considered at 7 March 2018 meeting.</p> <p>The Select Committee Review on Universal Credit has been arranged for 14 March 2018.</p>

Place and Corporate Overview and Scrutiny Committee – March 2018

Minute	Resolution	Target Date, Officer Responsible and Progress
<p>30 January 2018</p> <p>Adoption of the New Hackney Carriage and Private Hire Licensing Policy</p> <p>Minute 50</p>	<p>The Committee recommended to Cabinet –</p> <ol style="list-style-type: none"> 1. to adopt the new Hackney Carriage and Private Hire Licensing Policy (attached at Appendix A); 2. to adopt the conditions and guidance (attached at Appendix B) 3. to delegate to the Taxi Licensing Committee the authority to review and where necessary amend the conditions and guidance documents; 4. that in order to maintain a pleasant environment for all passengers, the use of e-cigarettes or similar devices within the vehicle is prohibited at any time; 5. to provide regular training on the lifting and securing of wheelchairs for drivers. <p>Complete</p>	<p>Date: February 2018 Officer: Helen Prendergast Progress: Submitted to Cabinet on 13 February 2018 (please refer to appendix 1).</p>
<p>30 January 2018</p> <p>Back Office Services Transition to Delt (Payroll and Pensions)</p> <p>Minute 51</p>	<p>The Committee <u>agreed</u> to recommend to Cabinet –</p> <ol style="list-style-type: none"> 1. approval of the business case to migrate Systems Support teams within the Service Centre and Print and Document Services (PADS) to Delt is delegated to the Portfolio Holder for Finance/IT; 2. approval of the business case for the migration of Payroll and Pension Services to Delt; 3. to delegate authority to Peter Honeywell (Programme Manager) for the future of shared services, to negotiate and agree the detailed terms of the contract with Delt; 4. that an update report on the progress of a Trade Union Recognition Agreement between Delt Shared Services Ltd and the three Trade Union organisations representative within PCC (Unison, GMB and Unite) be provided to the Place and Overview and Scrutiny Committee on 7 March 2018; 5. that recommendations within the report were consistent and that delegations made by a Committee are to officers in consultation with respective Cabinet Members. <p>Complete</p>	<p>Date: February 2018 Officer: Helen Prendergast Progress: Submitted to Cabinet on 13 February 2018 (please refer to appendix 1)</p>

**Torbay Planning Services
Cabinet Meeting – 16 January 2018**

Cabinet agreed -

1. 'in principle' to progress the development of a strategic planning collaboration agreement regarding planning and related functions with Torbay Council;
2. to delegate to the Assistant Director for Strategic Planning & Infrastructure, in consultation with the Cabinet Member for Strategic Transport, Housing and Planning and Shadow Cabinet Member, development of the detailed collaboration agreement with Torbay Council;
3. to delegate to the Assistant Director for Strategic Planning & Infrastructure to make all necessary managerial and operational arrangements associated with the proposed strategic planning collaboration agreement with Torbay Council;
4. to accept the recommendations of the Place and Corporate Overview and Scrutiny Committee following their examination of the draft Cabinet report and draft collaboration agreement and agree to the changes in response to these as set out in the report;
5. to receive a further report, following the "due assurance"/"strategic options analysis", before any binding decision is made, setting out which planning and planning-related functions are to be taken forward for integration with Torbay Council.

**Controlled Parking Zone Policy Review
Cabinet Meeting – 13 February 2018**

Following questions from Cabinet it was agreed to –

1. Approve changes to the Councils Controlled Parking Zone Policy.
2. Approve changes to Essential Visitor Permits.

The Cabinet also agreed a further two recommendations -

3. To thank the Place and Corporate Overview and Scrutiny Committee for their input into this process.
4. That all Members are briefed on the content and the rationale of the Controlled Parking Zone Policy.

**Shared Services - Payroll and Pensions
Cabinet Meeting – 13 February 2018**

Following a presentation and questions from Cabinet, the Leader made a slight amendment to recommendation two and it was therefore agreed that -

1. Approve the Business Case for the migration of Payroll and Pension Services to Delt.
2. Delegate authority to the Programme Manager for the Future of Shared Services, in consultation with the Cabinet Member for Finance and IT, to negotiate and agree the detailed terms of the contract with Delt.

3. Delegate approval of the Business Case to migrate Systems Support teams within the Service Centre and Print and Document Services (PADS) to Delt to the Programme Manager for the Future of Shared Services in consultation with the Cabinet Member for Finance and IT.

**Adoption of the New Hackney Carriage and Private Hire Licensing Policy
Cabinet Meeting: 13 February 2018**

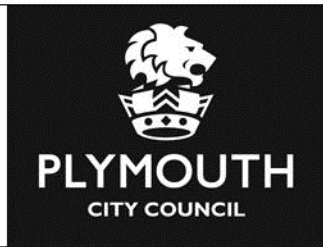
Following a debate and questions, it was recommended that the use of e-cigarettes would be prohibited whilst driving with a fare paying passenger and to propose that safeguarding refresher training would be required to be undertaken every 5 years.

It was therefore agreed that Cabinet -

1. Adopt the new Hackney Carriage and Private Hire Licensing Policy, including the amendment to prohibit the use of e-cigarettes or similar devices whilst fare paying passengers are on board and include refresher training for safeguarding every five years.
2. Adopt the conditions and guidance documents as attached at Appendix B, including the amendment to the penalty point scheme guidance document required in respect of use of e-cigarettes or similar devices.
3. Delegate to the Taxi Licensing Committee the authority to review and where necessary amend the said conditions and guidance documents.

Place and Corporate Overview Scrutiny Committee

Work Programme 2017-2018



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.

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

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
5 July 2017	Corporate Performance Monitoring Q4 2016/17			
	Plan for Sport			
	Transport Infrastructure <i>Community Item</i>			
6 September 2017	Registration Service	5 (High)	Member Request – Pre-Decision Scrutiny	Cllr Glen Jordan / Andrew Hardingham / Faye Batchelor Hambleton
	Future of Back Office Services	5 (High)	Pre-decision Scrutiny	Leader (Cross-Cutting) / Andrew Hardingham / Peter Honeywell
	Waste	4 (Medium)	Post decision / Scrutiny update	Cllr Mike Leaves / Lou Hayward / Gareth Harrison Poole
	Gypsy and Travellers – Unauthorised Encampments	3 (Medium)	Member request, written briefing only	Cllr Dave Downie / Matt Garrett
	Corporate Performance Monitoring	-	Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	-
	Revenue and Capital Monitoring	-	Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	-
1 November 2017	Homelessness – Universal Credit (Housing Element)	4 (Medium)	Member request on the basis of Corporate Performance Monitoring and Universal Credit roll-out	Cllr Steve Ricketts / Cllr Dave Downie / Matt Garret
	Allotments	2 (Low)	Member Request	Cllr Mike Leaves / Lou Hayward
	Transport Infrastructure	2 (Low)	Member Request	Cllr Patrick Nicholson / Paul Barnard
	Waste	4 (Medium)	Post decision / Scrutiny update	Cllr Mike Leaves / Lou Hayward

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
	Corporate Performance Monitoring		Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
	Revenue and Capital Monitoring		Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
6 December 2017 Call In	Increasing Environmental Enforcement in Plymouth	n/a (Call In)	Members called in this decision	Leader/Lou Hayward
3 January 2018	New Parking Strategy	4 (Medium)	Member request	Cllr Steve Ricketts/Mike Artherton
	Torbay Planning Services	4 (Medium)	Pre-decision scrutiny	Cllr Nicholson/Paul Barnard/Alison Ward
	Customer Services – (Call Centre)	3 (Medium)	Member request	Cllr Jordan/Faye Batchelor-Hambleton
	Mayflower 400 Update	3 (Medium)	Member request – officer update	Cllr Jordan/David Draffan/
	Corporate Performance Monitoring	-	Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
	Revenue and Capital Monitoring	-	Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
31 January 2018	Shared Services Payroll/Pensions	4 (Medium)	Member request to look at the business cases regarding the strategic options for the corporate centre	Cllr Darcy/Pete Honeywell
	Adoption of the New Hackney Carriage and Private Hire Licensing Policy	3 (Medium)	Forms part of the Budget and Policy Framework	Cllr Riley/Ruth Harrell/Rachel Hind
7 March 2018	Waste Services Update (Including Trade Waste)	3 (Medium)	Member request	Cllr Mike Leaves/Lou Hayward
	Library Review	3 (Medium)	Member request	Cllr Jordan/Andrew Hardingham
	Staff Survey	4 (Medium)	Annual standing item	Cllr Riley/Dawn Auger
	Customer Services (Performance Contact Centre)	3 (Medium)	Update	Cllr Jordan/Faye Hambleton
	Shared Services – Trade Union Recognition Agreement	4 (Medium)	Update	Cllr Darcy/Andrew Hardingham/Peter Honeywell
	Homelessness Delivery Plan	3 (Medium)	Committee Request	Cllr Ricketts/Matt Garrett

Date of meeting	Agenda item	Prioritisation Score	Reason for consideration	Responsible Cabinet Member / Officer
	Revenue and Capital Monitoring	-	Standing Item – Written briefing only. Members to advise the Chair if matters arising require presence of an officer / or addition to work programme.	
Items to be scheduled 2017/18				
	Employment in the City	4 (Medium)		
	Oceansgate	4 (Medium)		
	The Box	4 (Medium)		
	Homelessness Delivery Plan	3 (Medium)		
Select Committee Reviews				
14 March 2018	Universal Credit	4 (Medium)	Member Request – Review Impact of Universal Credit	Cllr Downie/Emma Rose
	Gypsy and Travellers			
Joint Select Committee Reviews				
18 and 19 January 2018	Budget	5 (High)	Annual review of budget	Leader/Cllr Darcy/Chief Executive/Directors/Assistant Directors

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