



Oversight and Governance

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**PERFORMANCE, FINANCE AND CUSTOMER FOCUS OVERVIEW AND
SCRUTINY COMMITTEE**

Wednesday 22 January 2020
2.00 pm
Warspite Room, Council House

Members:

Councillor Kelly, Chair
Councillor Winter, Vice Chair
Councillors Derrick, Hendy, Mrs Johnson, Tuffin, Vincent, Ms Watkin and Wigans.

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

This meeting will be webcast and available on-line after the meeting. By entering the Warspite room, councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

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Tracey Lee
Chief Executive

Performance, Finance and Customer Focus Overview and Scrutiny Committee

1. Apologies

To receive apologies for non-attendance submitted by Councillors.

2. Declarations of Interest

Councillors will be asked to make any declarations of interest in respect of items on the agenda.

3. Minutes (Pages 1 - 14)

To confirm the minutes of the previous meeting held on 02 October 2019 and 11 November 2019.

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. Mapping of Corporate Plan to Scrutiny Committees (Pages 15 - 26)

6. Policy briefing (Pages 27 - 30)

7. Homeless Overview (including an overview of the Alliance) (Pages 31 - 44)

8. Begging and Community Safety Enforcement (Pages 45 - 58)

9. Transfer of Procurement Services (Pages 59 - 78)

10. TWWW Programme Update - To follow

11. Revenue Monitoring - Month Eight (Pages 79 - 92)

12. Work Programme (Pages 93 - 96)

13. Tracking Decisions (Pages 97 - 98)

Performance, Finance and Customer Focus Overview and Scrutiny Committee

Wednesday 2 October 2019

PRESENT:

Councillor Kelly, in the Chair.

Councillor Winter, Vice Chair.

Councillors Ian Bowyer (substituting for Councillor Johnson), Corvid, Hendy, Mrs Pengelly (substituting for Councillor Ms Watkin), Tuffin (substituting for Councillor Derrick) Vincent and Wigens.

Apologies for absence: Councillor Johnson (Councillor Ian Bowyer substituting), Councillor Ms Watkin (Councillor Mrs Pengelly substituting) and Councillor Derick (Councillor Tuffin substituting)

Also in attendance: Helen Cocks (Customer Liaison Manager), Councillor Sue Dann (Cabinet Member for Environment and Street Scene), Councillor Mark Coker (Cabinet Member for Strategic Planning and Infrastructure), Phillip Robinson (Service Lead, Street Scene and Waste), Katrina Houghton (Head of Service Street Scene and Waste), Kat Deeney (Head of Environmental Planning), Phil Rudin (Strategic Contracts Manager), Ralph Bint (Facilities Manager), Councillor Mark Lowry (Cabinet Member for Finance), Paul Looby (Head of Financial Reporting and Planning), Niki Clark (Finance Business Partner) Faye Hambleton (Service Director for Customer Services and Service Centre), Pete Honeywell (Transformation Architecture Manager, Andy Ralphs (Strategic Director for Customer and Corporate Services) and Jamie Sheldon (Democratic Advisor).

The meeting started at 2.00 pm and finished at 5.00 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.

71. Declarations of Interest

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

72. Minutes

The Committee agreed the minutes of the meeting held on 24 July 2019.

73. Chair's Urgent Business

To facilitate good meeting management the Chair asked the Committee if they were happy to change the order of the agenda and take the Analysis of Local Government and Social Care Ombudsman Annual Report 2018/19 item, before the Street Services item.

The Committee agreed to change the order of the agenda.

74. **Analysis of Local Government and Social Care Ombudsman Annual Report 2018/19**

Helen Cocks (Customer Liaison Manager) presented the Analysis of Local Government and Social Care Ombudsman Annual Report 2018/19 to the Committee –

Every year the Local Government and Social Care Ombudsman (LGSCO) sent each council an annual review letter which outlined the Ombudsman's position in relation to complaints monitoring.

The publication of the 2018/19 annual report provided an opportunity to review and discuss complaints that have been received about Plymouth during the period 1 April 2018 to 31 March 2019.

The briefing provided analysis of the LGSCO annual review data and presented an annual summary for Plymouth comparing our local statistics with the relative benchmarks. It also highlighted the lessons learned, how individual teams and services have responded to LGSCO complaints and what the Council had done differently following LGSCO intervention.

After investigation, the LGSCO upheld 18 complaints of the 107 complaints they had made decisions about in relation to Plymouth City Council.

The key areas of questioning from Members related to –

- (a) The total amount of compensation that was paid out due to upheld complaints 2018/19 compared to the previous year;
- (b) The definition of a Discretionary Payment Action (DPA) and what the process/procedure would be;
- (c) The importance of apologising to customers when resolving their complaints;
- (d) The amount of time that are spent by each department resolving complaints and the cost implications of this.

The Committee –

I. approved the recommendations set out in paragraph 2.3 of the report.

- Monitor performance against Service Standards;
- Provide guidance and training for staff undertaking investigations (Stage 1 and Stage 2);

- Review, approve and communicate the Acceptable Behaviour Policy.

2. noted the progress made to date and approved the proposals set out in paragraph 2.4 of this Report.

- Monitor performance against Service Standards;
- Provide guidance and training for staff undertaking investigations (Stage 1 and Stage 2);
- Review, approve and communicate the Acceptable Behaviour Policy.

75. **Street Services**

Councillor Sue Dann (Cabinet Member for Environment and Street Scene), Councillor Mark Coker (Cabinet Member for Strategic Planning and Infrastructure), Phillip Robinson (Service Lead, Street Scene and Waste), Katrina Houghton (Head of Service Street Scene and Waste), Kat Deeney (Head of Environmental Planning) and Phil Rudin (Strategic Contracts Manager) presented the Street services report to the Committee –

The 2019/20 budget allocated to Street Services was £18.237 million, split between the three areas detailed below. This included:

- £27.659 million allocated to supplies and service costs
 - £14.132 million allocated to employee costs
 - £37.738 million expected in income.
- (a) There were 344 employees (335.59 FTE) across the two areas of Street Services – Street Scene and Waste, and Plymouth Highways, which was 13.2% of the total Plymouth City Council (PCC) workforce;
 - (b) 6.82% staff turnover (rolling 12 months) – this was lower than the PCC overall turnover rate of 10.73%;
 - (c) There were 12.43 days lost due to staff sickness per FTE on average (rolling 12 months) and the most common cause of both short and long term sickness absence was musculoskeletal;
 - (d) 203 staff had completed training by toolbox talks in Hand Arm Vibration Syndrome (HAVS);
 - (e) Street Services was the most complimented service between 1 April and 31 August 2019, receiving 44% (94) of all compliments received by PCC;
 - (f) 1,973 complaints received by Street Services between 1 April and 31 August 2019, the majority of which related to waste services. This is a reduction of 42.7% on the number received in the same period last year (3,441);

- (g) 84.4% of complaints were closed within the service level agreement (SLA) timeframe of 10 working days;
- (h) Almost half (49.7%) of all complaints were upheld, representing a fault with the service delivered by PCC;
- (i) The most common reason for a complaint being upheld was the standard of service not meeting customer expectations (39.3% of all upheld complaints);
- (j) Street Services offered a universal service that was used by more than 120,000 households in the city. Therefore, the proportion of complaints received was approximately 0.3% of the customer base each month;
- (k) 235 Stage 2 complaints were received (84.0% were closed within the timeframe; 70.7% upheld);
- (l) 14 Local Government Ombudsman (LGO) complaints were received – this was 36.8% of the total LGO complaints received by PCC.

The key areas of questioning from Members related to –

- (m) Whether Wheelie Bins could be used to collect garden waste as this would be easier on the crews and could save money in the long run having to replace Garden Waste Bags;
- (n) The Weed strategy and the timeline for seeing improvements and savings as part of this plan;
- (o) Raised concerns about Glyphosate Weed Killer and discussed the policy/guidelines for using this product;
- (p) Reassurance that the improvements that were being put in place for the Mayflower 2020 event would be sustainable long term;
- (q) Why vehicle maintenance costs had fallen significantly considering it had been identified as an ageing fleet. Members requested this item returned for further scrutiny;
- (r) How Plymouth could improve their street cleanliness to ensure they were no longer below the Association for Public Service Excellence (APSE) average?
- (s) The high volume of complaints received by Street Services between 1 April and 31 August 2019 (1,973) , the majority of which related to waste services;
- (t) The benefits the department were seeing from using In-cab technology and whether it would save the council money in the future;
- (u) What challenges Plymouth faced in improving recycling rates to meet the national average;

- (v) The benefits of having service standards defined and communicated clearly to members and members of the public to cut down the number of complaints;
- (w) Concerns were raised about the number of complaints/issues outstanding regarding trees and what plans were in place to reduce this;
- (x) Problem hotspots for flooding in the city and if a document could be circulated outlining the main areas;
- (y) The guarantee Plymouth City Council have that work undertaken by South West Highways would be inspected and if standards were not met they would be repaired again with no additional cost.

Members noted the report and requested that -

1. The Grass Cutting schedules and Flooding Hotspots be circulated to all Councillors;
2. Clear communication be provided about what we do provide as service and what the service standards are for work being completed;
3. The Fleet and Garage Services Review/ update on in cab technology be added to the Work Programme for further scrutiny;
4. Blue badges be added to the Work Programme.

76. **Climate Emergency/Carbon Reduction Plan (internal perspective)** (Verbal Report)

Councillor Sue Dann (Cabinet Member for Environment and Street Scene), Kat Deeney (Head of Environmental Planning) and Ralph Bint (Facilities Manager) presented the Climate Emergency/Carbon Reduction Plan (internal perspective) to the Committee -

The following key points were highlighted to Members:

- (a) secured £500,000 of EU funding to explore integration of new technology and innovative purchasing arrangement for solar power projects;
- (b) worked with Urban Splash to finalise plans for the ground source heat pumps and district heat solutions;
- (c) secured EU grant to develop new transport plans consistent with our net zero ambitions;
- (d) secured £1/4million grant package to promote EV charging infrastructure

The accommodation strategy phase I would -

- (e) Create clusters, grouping staff with functional and directorate linkages, whilst enabling flexible working to suit service and customer needs, embracing work anywhere culture where appropriate;
- (f) Use location to make services efficient and convenient for customers, clients and partners;
- (g) Create modern customer and working environments to facilitate high productivity and wellbeing;
- (h) 6/10 average desk ratio, consistent but not uniform, using buildings as efficiently as possible whilst reducing sqm used;
- (i) Create flexibility in our accommodation to support culture change, partnership working and commercial income generation;
- (j) To realise and maximise revenue benefits through releasing at least one corporate building from PCC staff use.

A high level estate audit had been commissioned to evaluate the fitness for purpose of the estate having regard to service requirements, premises running costs and maintenance requirements in order to identify opportunities to achieve efficiencies and improve service delivery.

Plans to move to electronic fleet servicing all areas of Council services. Changing 61 of the existing PCC diesel fleet to EV equivalents. This would save 1000 tonnes of CO2 over the 8 year asset life. This was equivalent to: taking over 400 cars off the road for a year, over 650 return flights from London to New York, electricity offset from 1250 homes for a year.

The key areas of questioning from Members related to –

- (k) Whether officers writing reports across the organisation had an understanding what causes carbon and how knowledge surrounding this could be improved;
- (l) The costs associated with Climate Emergency/Carbon Reduction Plan and were keen to monitor once the full plan had been produced.
 - a. The Committee noted the Climate Emergency/Carbon Reduction Plan (internal perspective) report.

77. **Revenue Monitoring - Month Five**

Councillor Mark Lowry (Cabinet Member for Finance), Paul Looby (Head of Financial Reporting and Planning), Niki Clark (Finance Business Partner) Faye Hambleton (Service Director for Customer Services and Service Centre) and Pete Honeywell (Transformation Architecture Manager) presented the Revenue Monitoring - Month Five report to the Committee -

the projected revenue overspend was £3.318m against a revenue budget of £185.483m which was a variance of 1.80%. The context of this was needing to

deliver in excess of £17m of savings in 2019/20 on the back of balancing the 2018/19 revenue budget where £11m of net revenue reductions were successfully delivered.

The Children Young People and Families Service were reporting a budget pressure of £2.803m at month 4. The cost of the care was particularly high due to the level of support needed to keep young people safe, such as specialist residential care placements with high levels of staffing and the need to place young people with complex needs in wrap around as no suitable placement was available.

Community Connections was reporting a (£0.450m) favourable variation at month 4, a change of (£0.200m) month 3. At this time, B&B numbers were being reduced, from those reported during 2018/19, through the use of alternative placements secured in existing contracts. This was being achieved and maximised through partnership working with the Alliance.

The budget for the Office of the Director of Public Health (ODPH) was forecasting to come in on budget for 2019/20.

The budget was made up of:

- (a) Public Health, which was grant funded and forms part of the Integrated Fund;
- (b) Public Protection Service; and Bereavement Services.

Customer and Corporate – ICT Commissioned Service were reporting a number of budget pressures. Several budgets were lower than required; Unitary Charge £0.720m, PADS £0.066m and Payroll £0.074m.

Fleet and Garage were reporting to budget but had a risk of £0.034m. This related to a £0.026m gap against a previous savings target, and a £0.008m pressure due to the requirement for a new fuel system. There was also a risk around their £0.050m additional savings target, although delivery plans were being worked on to help meet this that rely on client account savings.

The key areas of questioning from Members related to –

- (c) Whether there were plans in place to deal with the potential budgetary pressures resulting from Brexit;
- (d) The budgetary pressures in the Corporate Services directorate, and questioned what plans were in places regarding the Transformation Review and the Service Centre;
- (e) What the timescales and deadlines were for trying to meeting the savings targets outlined in the Medium Term Financial Plan;
- (f) Whether achieving the targets set out by each directorate would mean the budget would be balanced.

Members requested an update on the reserves and plans in place to replenish them be provided.

The Committee noted the month five monitoring position.

78. **Work Programme**

Members agreed to add the Fleet and Garage Services Review to the Work Programme.

79. **Tracking Decisions**

The Committee noted its progress against the Tracking Decisions.

Performance, Finance and Customer Focus Overview and Scrutiny Committee

Monday 11 November 2019

PRESENT:

Councillor Kelly, in the Chair.

Councillor Winter, Vice Chair.

Councillors Corvid, Deacon (substituting for Councillor Ms Watkin), Derrick, Hendy, Mrs Johnson, Vincent and Wiggins.

Apologies for absence: Councillors Ms Watkin (Councillor Deacon substituting).

Also in attendance: Councillor Sue Dann (Cabinet Member for Environment and Street Scene), Philip Robinson (Service Lead for Street Scene and waste) and Faye Hambleton (Service Director for Customer Services and Service Centre), Andy Ralph (Service Director for Customer and Corporate Services) and Jamie Sheldon (Democratic Advisor).

The meeting started at 09:30 and finished at 11:10.

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.

80. Declarations of Interest

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

81. Chair's Urgent Business

There were no items of Chair's urgent business.

82. Call in: Decision Reference - ESO 119/20 - Garden Waste Kerbside Collection - Online Registration

Presentation of case for call-in

Councillor Mrs Beer, Councillor Carson and Councillor Mrs Bridgeman, presented their case and explained the reasons why they considered the decision needed to be reviewed –

- (a) Residents had not had to previously register online for garden waste collection and would alienate residents who didn't have access to computers or who have difficulties using one;

- (b) It was not clear when garden waste was being collected and would cause confusion among residents as days for collection had changed several times over the years with no clear communication;
- (c) Heard good things about in cab technology and question why data for registration had not been collected by this technology instead of placing the burden on the homeowner;
- (d) Had residents who require assisted collection i.e. elderly and people with disabilities been considered;
- (e) How would the crews keep up with the ever changing data, people moving houses or people passing away; this would potentially lead to unregistered bags being left;
- (f) Thought the Labour pledge was to improve collection of waste which was below the national average but this new registration process could lead to more people using their brown bin for garden waste and fly tipping;
- (g) Whether residents had registered or not crews will have to travel down every street to collect one or two bags. This defeated the object of saving fuel;
- (h) Would there be a costly postal exercise to update residents who didn't have access to emails;
- (i) The length of time it could take a resident to be added to a collection round once registered on time, it was stated it could take up to one month;
- (j) Every household would need to register every year else the data would not be up to date, this would mean the data would be ever changing for the crews;
- (k) This would place additional pressure on the customer service teams who would have to deal with calls regarding missed garden waste collections, placing more stress on staff;

Councillor Hendy joined the meeting part way through this item

- (l) Disappointed that the data for the report was based on the 2011 census which is eight years out of date;
- (m) Contacted the Electoral Services team to see how residents communicate with the Council and was told less than a third of residents use online; this would mean using online registration would preclude two thirds of the population.

- (n) This shift to online registration doesn't sit well with the Corporate Plan areas Fairness and Democracy;
- (o) Will be many weeks where residents don't put waste out and the lorry's will be driving down streets still looking for bags
- (p) What would be the policy for members of the public who left out garden waste for collection and had not previously registered;

Decision-maker response

Councillor Dann, Philip Robinson (Service Lead for Street Scene and waste) and Faye Hambleton (Service Director for Customer Services and Service Centre) explained the reasons why the decision was taken and gave their response to the call-in –

- (a) Started to look at garden waste as it was a service not everyone across city used. there was some areas with high uses for example Plympton and Plymstock but Sutton and Mount Gould were really low;
- (b) There was issues of understanding where people put out their garden waste. We had current street lists that collectors go down however we'd often miss collections because occasionally residents would put rubbish out in the street that's was not on the list and the Service Centre would get a call to say we had missed garden waste and this was because it was not a registered service;
- (c) Domestic waste (recycling and brown waste) Sims had been introduced which means in every cab there was a list of all the people who present their bins (how and why) and we have a really efficient domestic waste collection service;
- (d) Since Sims had been introduced the numbers of missed bins had fallen significantly, people understand and we know it works. This had not yet been introduced to garden waste;
- (e) The rational for having people register for garden waste was that we would know exactly who wanted to have their waste collected and will have more efficient rounds;
- (f) In terms of registration we would do an online social media campaign, once decision made will advertise through Chelson Meadow and Weston Mill during the winter and will put out notice after Christmas;
- (g) Next year if people had not registered for garden waste they will get a tag which will say can you please register;

- (h) Will not stop anyone from getting garden waste, would make the service more efficient and effective;
- (i) There would be an advocacy service which was coming online in December, so that people who do not have direct access to email/online, and for people who can't access the First Stop or Library, or have no family to help etc can still register;
- (j) This was an end to end process on how we can connect with customers. From the beginning of service to when you come through and collect your service, to requesting, complaints and how you connect with the customer service centre.
- (k) This decision was not about streets, or not about customer service, it was about how can we offer a better service to all of our residents in Plymouth;
- (l) Not everyone uses this service and many already go to Chelson Meadow and Weston Mill. Only allow residents to have 4 bags. Not changing anything;
- (m) This was important to keep our recycling high and make sure the service we offer was effective and efficient;
- (n) We had tried standard collection days but it was really difficult because of different seasons and measures of waste at different times of year. Sometimes the crews can collect all bags on one day, some days it could take a couple of days.
- (o) Whenever a change a change to a service was made there would always be an increase to the service centre and they were aware of this. That is why it's an end to end service.

Clarification questions -

- Why do residents have to register online if it's a free service?
- Why had parts of the decision information not included in the decision pack?

Debate

Members questioned -

- (a) The lack of figures contained within the briefing pack relating to service savings predicted due to this decision;
- (b) The importance of clearly communicating the benefits of this change of service to residents and the impact this will have on their council tax;

- (c) Questioned the rationale for having to register for a service that was currently free unless there was an intention to roll out charging for garden waste;
- (d) why households are being asked to register when Plymouth City Council had heavily invested in cab technology that was supposed to capture this data automatically when the crews were out doing their collections;
- (e) the savings this approach would have as crews would still need to drive down every street regardless if one household had registered or the whole street did;
- (f) Raised concerns about the amount of cross referencing and data validation that would need to take place on a monthly basis to confirm whether a resident had registered for garden waste collection online, this would change regularly with people moving home and could become confusing for crews;
- (g) The impact the amnesty period would have on the call centre with residents calling to understand why their waste had not been collected and the process for registering online. This would cause confusion for residents, the Service Centre and the crews;
- (h) how the Council would have no control over the amount of bags that would be left out by residents and online registration would not help predict the demand, as not every household would use this service regularly;
- (i) why cab technology had not been used to plan routes and register residents instead of placing the burden on the homeowner;
- (j) whether there would be any fuel saving benefits to having this system in place;
- (k) why a trial had not been undertaken with residents to see whether the sign up procedure would work and give confidence to members before rolling it out to all;
- (l) the impact this would have on residents who did not have access to a computer or had difficulty using one and how this would alienate many residents from a service that they pay Council Tax for;
- (m) the total cost implications of the change to this service and how much budget had been allocated to this campaign, as it was not stated in the briefing pack;
- (n) raised concerns over the validity of information provided in the original decision and how it didn't state that you would register by phone;
- (o) wanted clarity on the policy for members of the public who left out garden waste for collection and had not previously registered;

- (p) discussed whether there would be long term climate benefits as part of this decision;
- (q) the importance of bridging the digital divide and making this service accessible for all residents;
- (r) Councillor Kelly suggested if registration was required, he I didn't want it to be mandatory and proposed PCC should offer this option on all Council Tax statements which would make it easier for non-computer users to tick a box and return. This would also be cost effective for the council. This option had not been thought of and despite being proposed was ruled out.

Councillor Dann summed up the reasons why the decision was taken and gave the response to the call-in -

- (s) Will not stop anyone from getting garden waste, would make the service more efficient and effective;
- (t) The rational for having people register for garden waste was that we would know exactly who wanted to have their waste collected and will have more efficient rounds;
- (u) In terms of registration we would do an online social media campaign, once decision made will advertise through Chelson Meadow and Weston Mill during the winter and will put out notice after Christmas.

Councillor Bridgeman summed up the reasons why they considered the decision needed to be reviewed -

- (v) The information provided was severely flawed and did not provide the cost and the benefits to the customer;
- (w) would alienate residents who didn't have access to computers or who have difficulties using one;
- (x) How would the crews keep up with the ever changing data, people moving houses or people passing away; this would potentially lead to unregistered bags being left;

The Committee voted for the decision to be implemented immediately.

PLYMOUTH CITY COUNCIL CONSTITUTION

**PART D: OVERVIEW AND
SCRUTINY FUNCTIONS &
PROCEDURES**

I. Overview and Scrutiny Functions

1.1. The aims of the Overview and Scrutiny process are to-

- add value to Council business and decision-making;
- hold the Cabinet to account;
- monitor the budget and performance of services;
- assist the Council in the development of policy and review the effectiveness of the implementation of Council policy;
- review relevant central government policy development and legislation to assess the impact on the City and make recommendations to Cabinet.

2. Scrutiny Management Board

2.1 The purpose of the Scrutiny Management Board is to manage scrutiny in a way that ensures the functions of overview and scrutiny are fairly balanced across all aspects of the Council's work, with a view to improving services, reducing inequalities and improving outcomes for the people of Plymouth.

2.2 Role of the Scrutiny Management Board

- To ensure that work is allocated fairly across the four scrutiny committees and reflects all aspects of the Council's work by providing oversight and direction to the committees' work programmes
- To ensure corporate and cross cutting business is dealt with by the relevant committee
- To review performance against the relevant corporate priorities and inform work programmes as appropriate
- To commission select committee reviews where necessary and appropriate
- To receive for information, and oversee implementation of, recommendations made by each Scrutiny Committee
- To plan and oversee implementation of the process for annual Budget Scrutiny
- To produce an annual scrutiny report to Council (in conjunction with the scrutiny committees)
- To review national best practice and guidance in relation to overview and scrutiny and recommend any changes to the way overview and scrutiny is undertaken as a result

2.3 **Membership** – the Scrutiny Management Board will consist of the Chairs of each of the scrutiny committees. The relevant committee Vice-Chair can act as substitute for the relevant Chair if required.

2.4 **Chair** – the Chair of the Board will be from the group in administration.

2.5 **Vice-Chair** – the Vice-Chair will be from the main opposition group.

3. Role of Overview and Scrutiny Committees

3.1. The relevant scrutiny committee will:

- hear call-ins, Councillor's call for action and petitions;
- approve time limited select committees for issues within its remit;
- monitor performance against the relevant corporate priorities;
- receive finance and performance reports;
- agree recommendations to Cabinet, Council and partner organisations;
- agree appointments of co-opted representatives;

- monitor the forward plan;
- help Council and the Cabinet to develop policy by studying issues in detail through time limited Select Committees;
- review new and developing legislation to assess its impact on the city;
- consider and introduce schemes to involve the public in developing policy;
- work with national, regional and local organisations to promote the interest of local people.

4. **Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee**

4.1. Responsibility for

- Relevant policies in the Plymouth Plan
- Response to Central Government's Policy Making
- Capital Programme
- Strategic Procurement
- Corporate Property
- Development planning
- Strategic Highways
- Economic Development
- Heart of the South West Productivity Plan
- Strategic Transport policies and strategies
- Cultural Infrastructure
- Climate change and sustainability
- Reviewing impact of Brexit on the city
- Proposing measures that Government should take to provide stability for the council and partners in light of Brexit
- Exploring powers could be devolved from the EU directly to local authorities
- Hear call-ins relevant to the role of the committee

4.2. Partnership links

- Growth Board
- Joint Committee for Heart of the South West
- Heart of the South West Local Enterprise Partnership

4.3. **Membership** - All members of the Committee will adhere to the general rules of Overview and Scrutiny. There are nine members of the Committee including the Chair and Vice Chair.

4.4. **Chair** – The Chair will be from the group in administration and will be a member of the Scrutiny Management Board.

4.5. **Vice Chair** – The Vice Chair will be from the opposition group and will act as substitute for the Chair on the Scrutiny Management Board.

4.6. **Urgent Decisions** – Urgent decisions will be reviewed by the Chair with relevant responsibilities

5. Performance, Finance and Customer Focus Overview and Scrutiny Committee

5.1. Responsibility for -

- Relevant policies in the Plymouth Plan
- Corporate Performance Monitoring
- Financial Performance Monitoring
- Annual Budget Setting Process
- Medium Term Financial Strategy
- Revenues and benefits
- Homelessness
- Communications
- Human resources
- Audit and Risk
- Transformation
- Bereavement Services and Register Office
- Community Safety
- Customer Services
- Street scene and Waste
- Parking
- Hear call-ins relevant to the role of the committee

5.2. Partnership links

- Health and Wellbeing Board
- Safer Plymouth
- Police and Crime Panel

5.3. **Membership** - All members of the Committee will adhere to the general rules of Overview and Scrutiny. There are nine members of the Committee including the Chair and Vice Chair.

5.4. **Chair** – The Chair will be from the opposition group and will be a member of the Scrutiny Management Board.

5.5. **Vice Chair** – The Vice Chair will be from the group in administration and will act as substitute for the Chair on the Scrutiny Management Board.

5.6. **Urgent Decisions** – Urgent decisions will be reviewed by the Chair with relevant responsibilities

6. Education and Children's Social Care Overview and Scrutiny Committee

6.1. Responsibility for-

- Relevant policies in the Plymouth Plan
- Early Years Services
- Schools, colleges and other educational settings
- Child Poverty
- Special Education Needs, behaviour and attendance, narrowing the gap in outcomes

- Safeguarding Children
- Cared for children
- Youth offending
- Adoption and Fostering
- Corporate Parenting
- Hear call-ins relevant to the role of the committee

6.2. Partnership Links

- Plymouth Safeguarding Children's Board
- Plymouth Education Board
- Health and Wellbeing Board
- Regional Adoption Agency
- Children's Partnership

6.3. **Membership** - All members of the Committee will adhere to the general rules of Overview and Scrutiny. There are nine members of the Committee including the Chair and Vice Chair.

6.4. **Chair** – The Chair will be from the opposition group and will be a member of the Scrutiny Management Board.

6.5. **Vice Chair** – The Vice Chair will be from the group in administration and will act as substitute for the Chair on the Scrutiny Management Board.

6.6. **Urgent Decisions** – Urgent decisions will be reviewed by the Chair with relevant responsibilities

7. Health and Adult Social Care Overview and Scrutiny Committee

7.1. Responsibility for -

- Relevant policies in the Plymouth Plan
- Integrated Commissioning
- Hospital and community health services
- dental services, pharmacy and NHS ophthalmic services;
- public health services
- Adult Social Care Services
- Adult Safeguarding Services
- Hear call-ins relevant to the role of the committee

7.2. **Statutory Role** with regard to undertaking all the statutory functions in accordance with Section 244, of the National Health Act 2006, (as amended by Health and Social Care Act 2012) regulations and guidance under that section.

7.3. Partnership Links

- Health and Wellbeing Board
- Plymouth Safeguarding Adults Board
- Integrated Commissioning Board

7.4. **Membership** - All members of the Committee will adhere to the general rules of

Overview and Scrutiny. There are 9 members of the Committee including the Chair and Vice Chair. The Vice Chair is from the opposite political group to the Chair.

- 7.5. **Chair** – The Chair will be from the group in administration and will be a member of the Scrutiny Management Board.
- 7.6. **Vice Chair** – The Vice Chair will be from the opposition group and will act as substitute for the Chair on the Scrutiny Management Board.
- 7.7. **Urgent Decisions** – Urgent decisions will be reviewed by the Chair with relevant responsibilities

8. Overview and Scrutiny Procedures

Conflicts of interest

- 8.1. Unless they have a dispensation, members of the Overview and Scrutiny Committees cannot scrutinise decisions they were involved in taking and must leave the room when these decisions are scrutinised. Before they leave they can make representations and answer questions or give evidence if other members of the public would also have this right.

Procedure when a councillor resigns from a committee

- 8.2. A Councillor can resign from a Committee by writing to the Monitoring Officer.
- 8.3. A replacement member will be confirmed at the next Council meeting.

Procedure when a committee member stops being a councillor

- 8.4. If a Committee member stops being a Councillor, a replacement member will be confirmed at the next full Council meeting.

Co-opted members of overview and scrutiny committees

- 8.5. Non-voting co-opted members can serve on an Overview and Scrutiny Committees or for a specific policy review.
- 8.6. Co-opted members cannot vote unless they have the legal right to do so.
- 8.7. The Overview and Scrutiny Committee that deals with education matters will appoint four (statutory) co-opted members (two parent governor representatives and two church representatives). One of the church representatives will be nominated by the Diocesan Board of Education for the Church of England diocese and the other will be nominated by the Bishop of the Roman Catholic diocese within the area.

Overview and scrutiny committee meetings

- 8.8. The annual calendar for Overview and Scrutiny Committee meetings is set by Council. If Overview and Scrutiny Committees need to have extra meetings, they set the dates themselves.

- 8.9. The Chair is responsible for the start times of committees in consultation with the Monitoring Officer.
- 8.10. The Monitoring Officer or the Overview and Scrutiny Committee Chair can decide to call a special meeting.
- 8.11. If a Committee has no business at one of its fixed meetings, the Monitoring Officer can cancel it after consulting the chair.

Substitutes, quorum and training

- 8.12. Members of the Committees can send other Councillors (who must belong to the same political group) as substitutes. Substitutes have the powers of an ordinary member of the committee.
- 8.13. Substitutions must be for a whole meeting. A member cannot take over from their substitute or hand over to them part way through a meeting.
- 8.14. If a member wants to send a substitute, they must inform the Monitoring Officer before the meeting.
- 8.15. Substitutes cannot appoint substitutes of their own.
- 8.16. If a Councillor is a member of a Select Committee Review, once the group has started its work, no substitution is allowed.
- 8.17. The quorum for a meeting is three members

Chairs and vice-chairs of overview and scrutiny committees

- 8.18. Election of chair and vice-chair
- 8.19. Chairs and vice-chairs are appointed at the annual meeting of Council.
- 8.20. Resignation of chair or vice-chair
- 8.21. If a Councillor wants to resign as chair or vice-chair, they must write to the Monitoring Officer. A new chair or vice-chair will be confirmed at the Committee's next ordinary meeting.

Programme of work

- 8.22. The Overview and Scrutiny Committees set their own programmes of work. The Committees must also review anything they are asked to review by Council.

Call in

- 8.23. Items called in will be heard at a meeting of the relevant committee within 10 working days of the end of the call in period relating to that item.

Agenda

- 8.24. Any Councillor may place any local government matter (other than excluded matters – see below) which is relevant to the functions of the Committee or board on the agenda of a meeting. The Councillor will be invited to attend the meeting at which the item is to be considered and to explain the reasons for the request.

Considering matters

- 8.25. When considering a local government matter referred by a Councillor, the Committee will decide whether to:
- review or scrutinise a decision taken by the cabinet or cabinet member;
 - make a report or recommendation to the Council or cabinet on how cabinet carries out its functions;
 - review or scrutinise a decision taken by a Council body other than the cabinet or a cabinet member;
 - make a report or recommendation to the Council or the cabinet on how a Council body other than the cabinet carries out its functions;
 - make a report or recommendation to the Council or the cabinet on matters which affect the city or the inhabitants of the city;
 - take no action.
- 8.26. The Committee will then report back to the Councillor who raised the local government matter about the decision and the reasons for the decision.

Excluded matters

- 8.27. The following matters cannot be considered by an Overview and Scrutiny Committee:
- any matter relating to a planning decision;
 - any matter relating to a licensing decision;
 - any matter relating to an individual or body if s/he/they have, by law, a right to a review or right of appeal ;
 - any matter which is vexatious, discriminatory or not reasonable to be included in the agenda for, or to be discussed at, a Committee or board meeting .
- 8.28. The Monitoring Officer in consultation with the Scrutiny Officer and Chair (or Vice-Chair in the chair's absence) of the relevant Committee will determine whether a matter is an excluded matter.

Speaking on agenda items

- 8.29. Any member of the public and any Councillor who is not a member of the Committee can speak on an agenda item if the Chair agrees. The Chair will decide how long they can speak for (unless the meeting is for call-in).

Policy review and development

- 8.30. The overview and scrutiny Committees' role in developing the policy framework and budget is set out in paragraph 1.

- 8.31. In areas that are not covered by the policy framework and budget, the Overview and Scrutiny Committees can suggest policies for the cabinet or a cabinet member to develop.
- 8.32. The Overview and Scrutiny Committees can hold inquiries and consider future policy. This may involve appointing advisors, inviting witnesses, making site visits, holding public meetings, commissioning research or doing anything else which is necessary.

Select committee reviews

- 8.33. Overview and Scrutiny Committees may appoint time limited Select Committee Reviews to undertake pieces of scrutiny work as required and will be time specific.

Requests for reviews from full council

- 8.34. The Overview and Scrutiny Committees must review anything full Council asks them to review as soon as they can make space in their programme of work.

Requests for reviews from the cabinet

- 8.35. The Overview and Scrutiny Committees can (but do not have to) review items the Cabinet or a Cabinet Member asks them to review.

Reports on overview and scrutiny reviews

Select committees

- 8.36. The Overview and Scrutiny Committees may appoint Select Committees to undertake pieces of scrutiny work as required and will be time specific. The Chair of and members of Select Committee can be any member not excluded from scrutiny. Select Committees will be subject to rules of proportionality.

Committee/Select Committee Review report

- 8.37. At the end of each policy review, the Overview and Scrutiny Committee / Select Committee Review will send the report to the Cabinet or a Cabinet Member (if it is about executive responsibilities) or to Council (if it is about Council responsibilities) or to another organisation, as appropriate.

Minority report

- 8.38. For each policy review, there can be a minority report giving any dissenting views. The Cabinet, Cabinet Member or Full Council will consider the minority report at the same time as the Committee/ review report.
- 8.39. Each Overview and Scrutiny Committee / Select Committee Review member can vote for one report but no more than one. The report with the most votes will be the Overview and Scrutiny Committee / Select Committee Review report.

Timing

- 8.40. If an Overview and Scrutiny Committee decides to send a report to the Cabinet, a

cabinet member or Council:

- the Cabinet must, where practicable, consider it at its next ordinary meeting if it is about executive responsibilities;
- Council must, where practicable, consider it at its next ordinary meeting if it is about Council responsibilities.

Arrangements for cabinet to comment on reports to full council

8.41. When the Overview and Scrutiny Committee sends a report to full Council, the Monitoring Officer will send a copy to the Cabinet/Cabinet Member. Council must consider the Cabinet or cabinet member's comments on anything that affects the policy framework and budget.

Overview and scrutiny members' rights to see documents

8.42. Overview and Scrutiny members' rights to see documents are set out in the Access to Information Rules ([see Part F](#)).

Duty of cabinet members and officers to attend overview and scrutiny meetings

8.43. Overview and scrutiny meetings can require members of the Cabinet and senior officers to attend and answer questions about:

- their performance
- decisions they were involved in
- the extent to which they have followed the policy framework and budget

8.44. The Lead Scrutiny Officer will inform the Councillor or officer that they are required to attend, what it is about and whether they need to produce a report or provide papers.

Timing

8.45. The Councillor or officer must be given reasonable time to compile information.

Whipping

8.46. Political groups should not pressure their members over how they speak or vote at Overview and Scrutiny meetings.

Order of business at overview and scrutiny committees

8.47. The overview and scrutiny committee will consider:

- declarations of interest
- minutes
- anything that has been called in
- any Cabinet/Cabinet member's responses to the committee's reports
- anything else on the agenda

8.48. This procedure can be suspended if at least half of all the voting members are present and there is a simple majority in favour. It can only be suspended until the end of a meeting.

Witnesses at overview and scrutiny meetings

- 8.49. Witnesses should be treated with politeness and respect.
- 8.50. Witnesses will only be required to attend Scrutiny meetings where the law requires their attendance.

Items affecting more than one overview and scrutiny committee

- 8.51. If an item affects more than one Overview and Scrutiny Committee, the Chairs and Vice Chairs of the Committees will consider the creation of a Joint Select Committee to review it.

Minutes

- 8.52. At the first meeting when the minutes are available, the chair will move that the minutes are correct and sign them. The committees will not discuss anything arising from the minutes.

Gaps in these procedures

- 8.53. If there is a gap in these procedures, the Chair will decide what to do.

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Performance, Finance and Customer Focus Overview and Scrutiny Committee



| | |
|--------------------------|---|
| Date of meeting: | 21 January 2020 |
| Title of Report: | PFC Policy Brief |
| Lead Member: | Councillor Mark Lowry (Cabinet Member for Finance) |
| Lead Strategic Director: | Andy Ralphs (Strategic Director of Customer and Corporate Services) |
| Author: | Alan Knott - Policy Advisor |
| Contact Email: | Alan.knott@Plymouth.gov.uk |
| Your Reference: | PFC AK 22012020 |
| Key Decision: | No |
| Confidentiality: | Part I - Official |

Purpose of Report

To provide Performance Finance and Customer Overview and Scrutiny Committee with the latest national picture in respect of policy announcements and legislation.

Recommendations and Reasons

For Scrutiny to consider the information provided in regard to their role and future agenda items.

Alternative options considered and rejected

N/A

Relevance to the Corporate Plan and/or the Plymouth Plan

Delivery of the Corporate Plan and Plymouth Plan needs to take account of emerging policy and the legislative picture.

Implications for the Medium Term Financial Plan and Resource Implications:

N/A

Carbon Footprint (Environmental) Implications:

N/A

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

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

N/A

Appendices

*Add rows as required to box below

| Ref. | Title of Appendix | Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i> | | | | | | |
|------|-------------------|--|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A | PFC Policy Brief | | | | | | | |
| | | | | | | | | |

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

| Title of any background paper(s) | Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i> | | | | | | |
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Sign off:

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|---|--------------------------------|-----|--------------------------------|------------|---------------------------|----|---------------------------|--------|---------------------------|------------|---------------------------|
| Fin | akh. 19.20 .200 | Leg | ALT/ 3050 8/09. | Mon Off | Click here to enter text. | HR | Click here to enter text. | Assets | Click here to enter text. | Strat Proc | Click here to enter text. |
| Originating Senior Leadership Team member: Andy Ralphs (Strategic Director of Customer and Corporate Services). | | | | | | | | | | | |
| Please confirm the Strategic Director(s) has agreed the report? Yes | | | | | | | | | | | |
| Cabinet Member approval: Councillor Mark Lowry (Cabinet Member for Finance) | | | | | | | | | | | |

POLICY BRIEF

Performance Finance and Customer Focus Overview and Scrutiny

22 January 2020

**Government policy, legislative announcements and news**Headlines

- The Queen's [Speech](#)
 - Outlines the Government's intentions over the next Parliament and sets out [29 bills](#).
- [Local Government finance settlement announced](#)
 - Plymouth's provisional finance settlement for 2020 to 2021 increases to £211,363,224. This is the Government's Core Spending Power allocation which is a measure of the resources available to local authorities to fund service delivery.
 - The Ministry of Housing, Communities & Local Government have released the [Provisional local government finance settlement 2020 to 2021 consultation](#) which closes 17 January 2020

Budget set for 11 March 2020

- At the Budget, the Chancellor will likely update the Charter of Fiscal Responsibility with new rules, take advantage of low interest rates and focus on keeping debt under control.
- The Budget will likely set out to prioritise the environment, boost spending on public services and tackle the cost of living. These include investing in new hospitals, new police officers, funding vocational education and increase the National Living Wages
- The launch of the Budget process means that individuals, interest groups and representative bodies can [now submit a Budget representation to HM Treasury](#) to comment on government policy and/or suggest new policy for inclusion in the Budget.

Policy, legislative and funding announcements of interest

| Date of publication | Performance, Finance and Customer Focus Overview and Scrutiny Committee |  GOV |
|---------------------|--|---|
| 3 November | Ministry of Housing, Communities & Local Government. New police powers to criminalise unauthorised encampments - new powers to arrest and seize the property and vehicles of trespassers who set up unauthorised caravan sites . Closes 4 th March 2020 | Open consultation |
| 18 December | Ministry of Housing, Communities & Local Government Private rented sector: learning toolkit for local authorities | Publication |
| 20 December | Ministry of Housing, Communities & Local Government. Provisional local government finance settlement 2020 to 2021 Closes 17 January 2020 | Open consultation |
| 23 December | Ministry of Housing, Communities & Local Government Flexible homelessness support grant and homelessness reduction grant | Funding |
| 23 December | Ministry of Housing, Communities & Local Government Prime Minister pledges new action to eliminate homelessness and rough sleeping Press release on Housing First | Announcement |
| 4 January | Ministry of Housing, Communities & Local Government Jenrick overhauls tenancy agreement to help end pet bans | Announcement |

| | | |
|---------------------|---|---|
| Date of publication | Education and Children's Social Care Overview and Scrutiny Committee |  GOV |
| 24 October | Department for Education. Early years foundation stage reforms . Closes 31 st January 2020 | Open consultation |
| 19 December | Department for Education Local areas get breakdown in first stage of £14bn funding boost | Funding |
| 22 December | Department for Education More funding to boost adoption support | Funding |
| 3 January | Department for Education Multi-million-pound culture boost for children in schools | Funding |
| 4 January | Department for Education Free meals and summer holiday activities for children | Announcement |
| 7 January | Department for Education Struggling schools set for specialist support | |
| Date of publication | Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee |  GOV |
| 4 November | Department for Environment, Food & Rural Affairs. Government launches new scheme to boost tree planting. £50 million Woodland Carbon Guarantee scheme | Funding |
| 2 November | Department for Transport. New 'league table' reveals electric car charging availability across UK | Funding |
| 16 December | Ministry of Housing, Communities & Local Government. The Future Homes Standard: changes to Part L and Part F of the Building Regulations for new dwellings . Closes 7 th February 2020 | Open consultation |
| 7 November | Planning Inspectorate. The Planning Inspectorate explains their approach to casework during the pre-election period | Announcement |
| Date of publication | Health and Adult Social Care Overview and Scrutiny Committee |  GOV |
| 18 December | Department of Health and Social Care All nursing students on courses from September 2020 will receive a payment of at least £5,000 a year which they will not need to pay back . | Announcement |
| 27 December | Department of Health and Social Care Free hospital parking for thousands of patients, staff and carers | Announcement |
| 5 January | Ministry of Housing, Communities & Local Government Government confirms extra support for Troubled Families to succeed | Funding |



Consultation Outcomes

| Department | Consultation Response | Outcome |
|---|---|--|
| Regulator of Social Housing | Consultation on a new Rent Standard from 2020 | Decision statement |
| Department for Education | Implementing mandatory minimum per pupil funding levels | Summary of consultation responses and government's response. |
| Department for Business, Energy & Industrial Strategy | National Living Wage and National Minimum Wage: government response to the Low Pay Commission's Autumn 2019 recommendations | Government accepts commission's recommendations |

The information contained within this Brief is correct at the time of publication (Friday 20th January 2020).

Performance, Finance and Customer Focus Overview Scrutiny Committee



| | |
|--------------------------|--|
| Date of meeting: | 22 nd January 2020 |
| Title of Report: | Homelessness in Plymouth |
| Lead Member: | Cllr Chris Penberthy – Cabinet member for Housing and Co-operative Development |
| Lead Strategic Director: | Craig McCardle – Strategic Director for People |
| Author: | Jackie Kings- Community Connections Strategic Manager |
| Contact Email: | Jackie.kings@plymouth.gov.uk |
| Your Reference: | JK 06/01/2020 |
| Key Decision: | Not a Key decision |
| Confidentiality: | Part I - Official |

Purpose of Report

The Performance, Finance and Customer Focus Overview Scrutiny Committee has requested this report giving an overview of homelessness in Plymouth.

This report sets out the recent change in legislation with the introduction of the Homelessness Reduction Act (HRA), our duties in respect of this and the impact of this on service delivery in the City; provides data to demonstrate the levels of homelessness in the City; highlights the current work and initiatives to prevent and relieve homelessness including some of the work of The Plymouth Alliance.

Recommendations and Reasons

That the Committee notes the briefing on recent changes in homelessness legislation with the introduction of the Homelessness Reduction Act (HRA), the Council's duties in respect of this and the impact of this on service delivery in the City; the levels of homelessness in the City; and the current work and initiatives to prevent and relieve homelessness, including some of the work of The Plymouth Alliance.

Alternative options considered and rejected

Not applicable, this is a briefing report.

Relevance to the Corporate Plan and/or the Plymouth Plan

This briefing supports the Corporate Plan as a caring council supporting the prevention and relief of homelessness and the Plymouth Plan as Plymouth's single, integrated and holistic strategic plan which includes the Plymouth policy elements of the statutory Plymouth and South West Devon Joint Local Plan. This strategy brings together all aspects of housing in an attempt to tackle both place and people based issues in a holistic way: the quantity and quality of housing in the city and the wider social issues that can lead to housing issues and homelessness.

Policy HEA8 - Meeting local housing needs is the main policy developed to address issues surrounding homelessness. It seeks to ensure that everyone has access to a decent, safe and affordable home, which is suited to their needs, promotes health and is located in a community where they want to live and puts an emphasis on preventing homelessness.

Implications for the Medium Term Financial Plan and Resource Implications:

Not applicable, this is a briefing report.

Carbon Footprint (Environmental) Implications:

No direct implications.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty: Not applicable, this is a briefing report

Appendices

| Ref. | Title of Appendix | Exemption Paragraph Number (if applicable) | | | | | | |
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| | | If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box. | | | | | | |
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| A | Homelessness in Plymouth | | | | | | | |
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Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are **unpublished** works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

| Title of any background paper(s) | Exemption Paragraph Number (if applicable) | | | | | | |
|----------------------------------|---|---|---|---|---|---|---|
| | If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box. | | | | | | |
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Sign off:

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|--|-------------------|-----|-------------|------------|-----|----|-----|--------|-----|---------------|-----|
| Fin | djn.19.20 .203 | Leg | HM 34012 | Mon Off | n/a | HR | n/a | Assets | n/a | Strat Proc | n/a |
| Originating Senior Leadership Team member: Matt Garrett – Service Director for Community Connections | | | | | | | | | | | |
| Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 9 th January 2020 | | | | | | | | | | | |
| Cabinet Member approval: Cllr Chris Penberthy – Cabinet Member for Housing and Co-operative Development – approved by e mail Date approved: 10 th January 2020 | | | | | | | | | | | |

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HOMELESSNESS IN PLYMOUTH

Community Connections – Customer Focus Overview and Scrutiny Committee Report



1. Introduction

Homelessness can happen for a variety of reasons and often with circumstances out of the control of those involved. It is recognised that in a time of crisis, people are often more vulnerable, and there is a need to ensure the right support is available at the right time to prevent homelessness wherever possible.

This report will:-

Set out the recent change in legislation with the introduction of the Homelessness Reduction Act (HRA), our duties in respect of this and the impact of this on service delivery in the City;
Provide data to demonstrate the levels of homelessness in the City;
Highlight the current work and initiatives to prevent and relieve homelessness including some of the work of The Plymouth Alliance.

2. Homelessness Reduction Act 2017

The Homelessness Reduction Act 2017 (HRA), came into effect in April 2018, placing a new duty on local authorities to help prevent the homelessness of families and single people, who are eligible for assistance and threatened with homelessness, regardless of priority need.

The Act significantly reformed England's homelessness legislation by placing duties on local authorities to intervene at earlier stages to prevent homelessness.

The key changes brought about by the Act are:

- An extension of the period 'threatened with homelessness' from 28 to 56 days.
- A new duty to prevent homelessness for all eligible applicants threatened with homelessness, regardless of priority need.
- A new duty to relieve homelessness for all eligible homeless applicants, regardless of priority need.
- A new 'duty to refer' - public services are under a duty to notify a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless.

3. Impact of the Homelessness Reduction Act (HRA)

The HRA has increased the number of people eligible for services.

The time taken to deal with cases is longer due to the change in the law (now 112 days from application to decision, previously it was 33 working days.)

Both of these factors has increased demand on front line services with the time spent on cases doubled and reduced capacity within the service.

The government has provided new burdens funding to support the provision of services however this falls short of requirements to address fully the implications of the HRA and the associated administrative burden.

Critical issues identified in the implementation and delivery of services in line with the new legislation are:

- Presentations are increasing significantly, and more time is being spent on each application, leading to capacity issues
- Culture change is taking time to embed
- The administrative burden is the biggest drawback of the Act for councils which had already implemented a lot of the underlying principles and good practice. This risks a decreased focus on prevention work

- The Act itself does not address the systemic causes of homelessness. In light of this it is key to work closely with and consider the contribution of other government departments (particularly the Department of Work and Pensions (DWP)) and the additional resource burden placed on Councils.
- The Duty to Refer stops short of a duty to cooperate, and can result in cost implications both financial and social when people do not receive timely support to prevent or relieve their homelessness.

4. Main Homelessness Duty and Intentionally Homeless

When a homeless application is taken, the Community Connections Officer will work with the applicant under the prevention and relief duties of the HRA to try to prevent or relieve their homelessness.

There may be a duty to provide temporary accommodation while the application is assessed as to whether the local authority have a main homelessness duty to the household.

A main homelessness duty means that the local authority has a duty to secure settled accommodation for the household to move into away from homelessness.

The prevention and relief duties owed to eligible households for assistance and homeless, or threatened with homelessness support, apply regardless of whether or not they may be homeless intentionally.

If a household is assessed to be intentionally homeless there will not be a duty to secure settled accommodation. There does however remain a duty to provide advice and assistance and temporary accommodation to the household for a period reasonable for them to find alternative secure accommodation.

There is not a blanket approach to intentionality in terms of homelessness and in the spirit of the HRA and in adopting a trauma informed approach to support and decision making, the decisions are made on a case by case basis taking into account all the relevant information available.

The legal definition of intentional homelessness states that a person becomes homeless intentionally if ALL of the following apply:

- (a) they deliberately do or fail to do anything in consequence of which they cease to occupy accommodation; and,
- (b) the accommodation is available for their occupation; and,
- (c) it would have been reasonable for them to continue to occupy the accommodation.

An act or omission made in good faith by someone who was unaware of any relevant fact would not be treated as deliberate.

5. Homelessness in Plymouth

5.1 Advice and Homeless Applications

The number of households approaching the Local Authority for advice around homelessness and being threatened with homelessness have been rising over the last few years.

In 2016/17, advice was provided to 1,654 households. This rose to 1,869 households in 2017/18. In 18/19 there was a further increase to 2,514 households.

Of the 2,514 applicants who presented for assistance between 1st April 2018 and March 31st 2019 :-
77 opted for advice service only and chose not to complete an initial assessment.

1,186 applicants met threshold for prevention and/or relief duties within the Homeless Reduction Act.

1,178 applicants withdrew their application or failed to provide evidence to satisfy eligibility or that they were homeless/ at threat of homeless. (In light of these high numbers the processes have been reviewed and additional support is provided to assist clients in obtaining this evidence.)

During this time there has also been an increase in statutory applications however there has been a reduction in the number of households accepted for the main homelessness duty. This decrease is as a result of the Homelessness Reduction Act (HRA) primarily focusing on prevention and the requirement for applications to be in Relief Duty for 56 days prior to accepting the Main Homelessness Duty – some applicants have disengaged prior to Main Duty decision. (The additional administration work and increased duties have impacted the time taken to finalise Main Duty decisions.)

In 2018/19 the recorded positive outcomes of prevention or relief of homelessness represents only the actions taken by the Local Authority. Prior to the Homelessness Reduction Act, quarterly statistical returns included prevention work provided by commissioned partners also. This explains the reduction in recorded positive outcomes between 17/18 and 18/19. Working closely with the Alliance, measures are becoming embedded to ensure all those eligible can access the right service and support under the HRA and the number of successful outcomes continues to increase.

Rough Sleeper numbers in Plymouth (the most visible form of homelessness) have risen over the last few years however there was a decrease to 23 in the official count in November 2018 from 26 in November 2017.

This year's count was undertaken in November 2019 and official figures will be published in January 2020. The data collated weekly by the commissioned rough sleeper outreach team as part of The Plymouth Alliance suggest there has been a continued decrease in the number of rough sleepers in Plymouth. This is largely as a result of the work commissioned through the Alliance from successful funding bids to Government to tackle and prevent rough sleeping.

| | 15/16 | 16/17 | 17/18 | 18/19 |
|--|-------|-------|-------|-------|
| Advice Casework | 1557 | 1654 | 1869 | 2514 |
| Statutory Homelessness Applications | 698 | 804 | 985 | 1186 |
| Statutory Homelessness Applications accepted as full duty | 238 | 322 | 314 | 213 |
| Homelessness Prevention (and Relief post April 2018) housed outcomes | 1030 | 932 | 955 | 373 |
| Rough Sleeper Numbers | 12 | 20 | 26 | 23 |
| Number of Vulnerable single people accepted as full duty | 92 | 140 | 140 | 107 |

Figure 1 Key figures 2015/16 - 2018/19

5.2 Reasons for Approach to Plymouth City Council

The reasons for homelessness are often not straightforward and can be as a result of a number of influencing factors.

The main cause of overall homelessness reported by households approaching Plymouth City Council as homeless or threatened homelessness is issuing of notice from both private and social rented sector landlords. This is followed by being asked to leave family/ supported housing and relationship breakdown.

Homelessness is an issue that can effect anyone and the complexity of needs of those presenting as homeless or at risk of homeless is significantly increasing. Figure 2 below shows a breakdown of the age and gender of applicants presenting between April 2018 and March 2019.

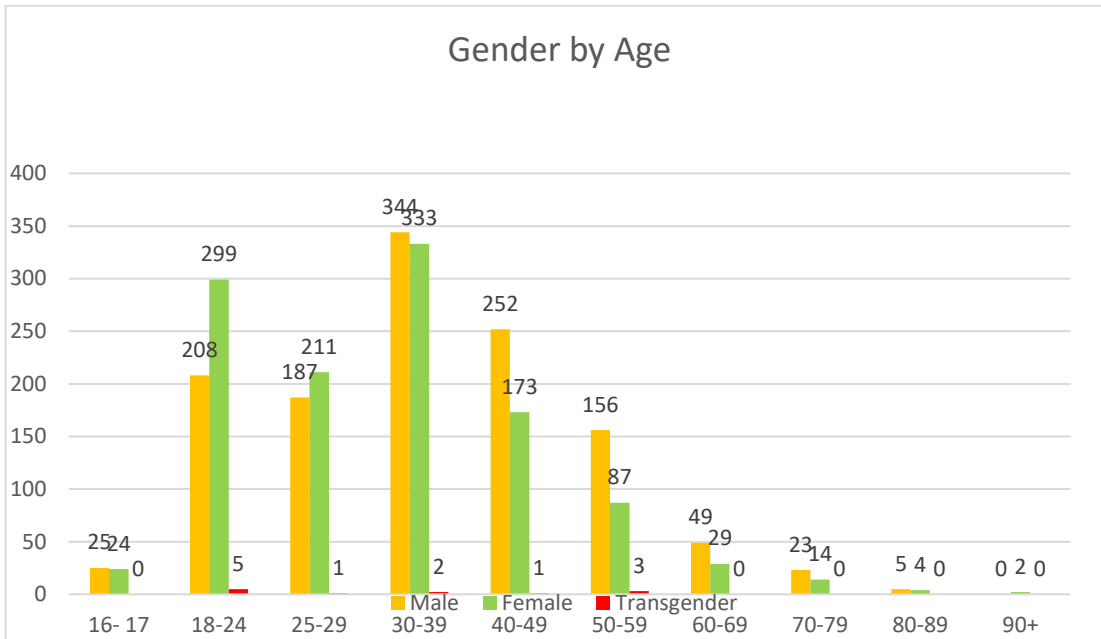


Figure 2: Applications by age and gender April 2018 – March 2019

The information in Figure 3 presents the number of applicants stating they have additional factors relating to health, drug/alcohol or history of prison, care or armed forces. These total more than those presenting as some clients present with more than one aspect.

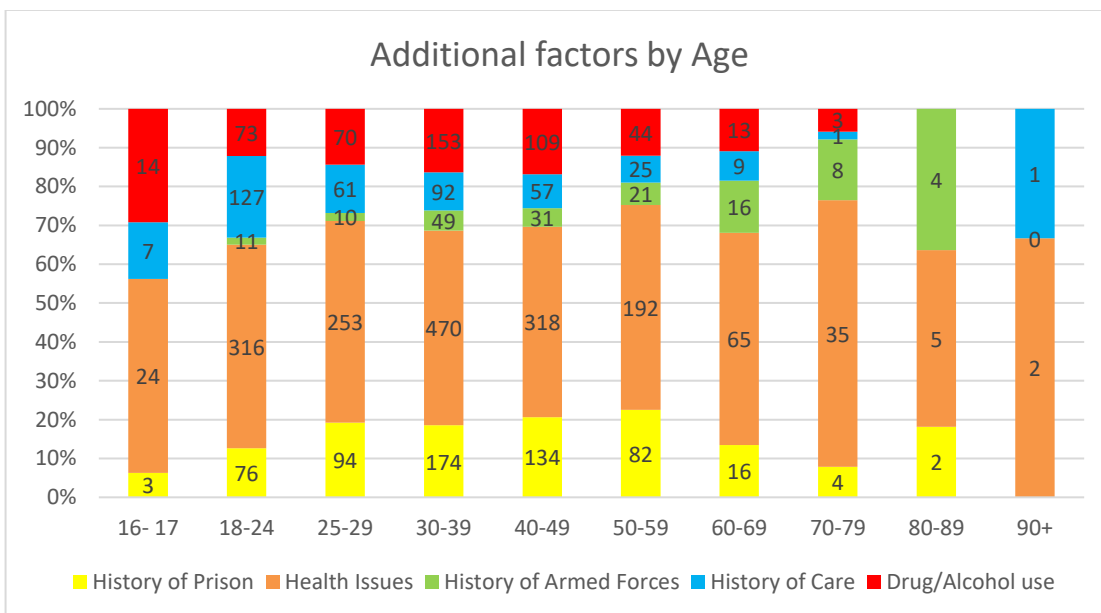


Figure 3: Additional factors behind application by age group April 2018 – March 2019

5.3 Successful Prevention and Relief of Homelessness – April 2018 - March 2019

The successful prevention and relief of homelessness is essential to support households away from homelessness as soon as possible. Between April 2018 and March 2019 a total of 373 Prevention and Relief Duties were met by resolving issues or sourcing alternative accommodation for homeless households as set out in the table below.

| <u>Duty/Housing Solution</u> | Private Rented | Social Housing | Supported Housing | Staying with friends/family | Owner-occupier | Other | <u>Total</u> |
|---|-----------------------|-----------------------|--------------------------|------------------------------------|-----------------------|------------------|---------------------|
| <u>Prevention Duty</u> | | | | | | | <u>193</u> |
| Alternative accommodation for 6 months | 50 | 0 | 0 | 13 | 0 | 2 | 65 |
| Alternative accommodation for 12 months | 2 | 22 | 8 | 4 | 0 | 1 | 37 |
| Existing accommodation for 6 months | 43 | 0 | 0 | 4 | | 1 | 48 |
| Existing accommodation for 12 months | 1 | 37 | 4 | 0 | 1 | 0 | 43 |
| <u>Relief Duty</u> | | | | | | | <u>180</u> |
| Accommodation for 6 months | 65 | 0 | 0 | 17 | 0 | 48 | 130 |
| Accommodation for 12 months | 4 | 17 | 23 | 4 | 1 | 1 | 50 |
| <u>Overall Total</u> | <u>165</u> | <u>76</u> | <u>35</u> | <u>42</u> | <u>2</u> | <u>53</u> | <u>373</u> |

Table 1: Prevention and Relief Duty outcomes April 2018 – March 2019

6. Emergency/ Temporary Accommodation and The Plymouth Alliance

Where it is not possible to prevent or relieve homelessness for eligible households presenting as homeless or at risk of homelessness, Plymouth City Council may have a duty to provide emergency temporary accommodation if the household is determined to be in 'priority need'.

A Household will be determined to be in 'priority need' if they are:-

- A family with dependent children aged under 16, or under 19 and unable to support themselves i.e. in full-time education
- Pregnant
- Aged 16 or 17
- A Care Leaver
- Fleeing violence
- Classed as 'vulnerable' - this could be as a result of a number of reasons including old age, physical or learning disabilities, mental health problems, time spent in prison or the armed forces
- Homeless as a result of a fire or flood

The Plymouth Alliance supports Plymouth City Council in fulfilling its accommodation duties under the Homelessness Reduction Act. Responsibility for the budget historically spent on emergency accommodation and associated risks now sits within the contractual financial envelope; the Plymouth Alliance have the ability to utilise this budget differently to reduce emergency placements and provide more appropriate accommodation.

The Plymouth Alliance have a strategy which sets out their direction of travel for the next five years, which the overarching aims being to:

- Increase access to good quality, safe and affordable independent accommodation for people with complex needs
- End the use of bed and breakfast for families and young people (age 16/17) and reduce the use for single people
- Prevent homelessness earlier by taking a proactive approach
- Bring rough sleeping in Plymouth to an end by 2025, in line with the Government's target
- Reduce the reliance on large, accommodation based support services.

The Plymouth Alliance currently provides a range of accommodation options for young people, families and single people, both owned and leased, across the City with a support offer which varies from 24/7 onsite support to low level floating support. Currently they deliver in the region of 570 units of shared and self-contained accommodation.

Access to this accommodation is via an Access to Accommodation Hub (A2A); this operates as a single point of access into the accommodation system where a household will be assessed and allocated accommodation based on need.

Future plans include the development of an integrated accommodation hub, which will provide housing related information and advice, assessments and allocations for accommodation and support.

Bed and breakfast is also utilised to provide emergency temporary accommodation. The aim is to reduce this practice. Although it may not be possible to totally eradicate the use of bed and breakfast, the numbers in bed and breakfast have reduced considerably over the last 12 months with 18 households in bed and breakfast as at 6th December 2019 compared with 31 households in December 2018.

7. Homelessness Initiatives

Partnership working is crucial in responding to the challenges and complexities of tackling and preventing homelessness and rough sleeping. The focus is on identifying opportunities to improve early intervention pathways to prevent homelessness and to deliver initiatives to prevent and relieve homelessness for some of the most vulnerable in the City.

7.1 Complex needs / Plymouth Alliance

Plymouth City Council (PCC) commissions a broad range of statutory and non-statutory interventions for people who have support needs in relation to homelessness and may also have support needs around substance misuse, mental health, offending and risk of exploitation.

Using an Alliance model, the focus was on creating systemic change: changes to culture, funding structures, commissioning and implementing policies that support a new way of working. Furthermore working together to create a contractual environment where suppliers share responsibility for achieving outcomes and are mutually supportive, making decisions based on the best outcome for the service user.

A single contract for the provision of support for people with complex needs has been awarded to a partnership of the following organisations in Plymouth, working together in partnership with commissioners as The Plymouth Alliance for Complex Needs (TPA): BCHA, Hamoaze House, Harbour Trust, Livewell South West, Live West, PATH, Shekinah and The Zone.

The vision of TPA is to improve the lives of people with complex needs, supporting the whole person to meet their aspirations and to participate in and contribute to all aspects of life. TPA will co-produce, co-ordinate and provide a range of support services and will drive forwards change and respond effectively to the complex needs of the citizens of Plymouth in an ever changing landscape, shaping the future system accordingly. The aim

is to improve the lives of people with complex needs by supporting the whole person to meet their aspirations, whilst also contributing towards national outcome targets in relation to statutory homelessness, children in care and care leavers, drug treatment, reoffending rates, preventing admissions to hospital and urgent care targets.

The purpose of TPA is to:

- enable people to fulfil their potential by resolving underlying issues and causes, the consequences of which are homelessness, substance misuse, offending, mental health and risk of exploitation and in the case of parents often has a negative impact on their capacity to meet their child(ren)'s developmental, wellbeing and health needs;
- provide support to enable people to become independent, by providing the right support at the right time, reducing the pressure on crisis and emergency services and moving towards independence and wellbeing;
- support people to achieve the things that matter most to the individuals through an honest relationship that changes over time as aspirations grow, develop and are achieved; and
- follow the implementation of the Homelessness Reduction Act 2017, support the local authority in discharging its statutory duties in relation to homelessness

7.2 Tackling Rough Sleeping

Actions within the Preventing Homelessness and Rough sleeping Action Plan to ensure the city's prevention and response offer to rough sleepers is robust and inclusive include:

- Work with the Plymouth Alliance to evaluate and integrate work of Multi Agency Rough Sleeper (MARS) team into wider complex needs offer.
- Review hostel and other temporary accommodation provision
- Identify and secure funding to develop rough sleeper prevention/response offer
- Improve responses and options for EEA nationals
- Improve response to hospital discharge with No Fixed Abode (NFA)
- Improve response to prison release NFA
- Further embed the work of the Shekinah Day Centre and Soup Run into the City's strategy and operational delivery
- Maintain and further develop links with partner agencies and community services to identify and engage at the earliest opportunity with people at risk of rough sleeping
- Ensure every rough sleeper has a named caseworker to deliver flexible, personalised and sustained support
- Develop emergency accommodation options to enable rough sleepers to have an option to move away from the streets and engage in support to move away from rough sleeping
- Work with housing providers to deliver the 'Housing First' model to some of the most hard to reach and vulnerable
- Deliver the Severe Weather Emergency Protocol (SWEP) response and ensure overnight Winter Provision is available annually for rough sleepers to access November to April

During this time there has been a reported slow, but significant reduction in rough sleeping in the City. Much of this work has been supported as a result of successful funding bids to the Ministry of Housing Communities and Local Government (MHCLG) allowing The Plymouth Alliance to provide a broader range of accommodation and services to prevent and tackle rough sleeping:-

| Date | Funding | Initiative |
|---------|----------|--|
| 2018/19 | £363,280 | Rough Sleeping Initiative (RSI) - Development of a multi agency rough sleeper team (MARS) made up of a co ordinator and five officers (including a Community Connections officer) to provide intensive support to some of the most entrenched rough sleepers. Providing a person centred approach to support individuals away from the streets and into accommodation. The funding includes funding pots to enable a housing first approach, access to temporary and permanent accommodation, and support towards providing a Winter Provision. |
| 2019/20 | £335,865 | |
| 2018/19 | £ 21,875 | Rapid Rehousing Pathway (RRP)- provision of :- 2 local lettings officers to work closely with the social lettings agency – Plymouth Homes for Let (PH4L) and local private sector landlords to bring on line and retain accommodation for access by those rough sleeping or at risk of rough sleeping. Building a relationship with the landlord and providing a point of contact when needed to retain the tenancy. 2 supported lettings officers to provide support to those currently in accommodation who may be at risk of eviction and rough sleeping as a result. Working with individuals to secure at risk tenancies wherever possible. |
| 2019/20 | £175,000 | |
| 2019/20 | £92,700 | Rapid Rehousing Pathway (RRP)- provision of:- 2 Navigators- working intensively with the most complex individuals rough sleeping or at risk of rough sleeping to enable them to navigate the support required to enable them to move towards the right accommodation to meet their needs. The navigators will act as a lead worker for the individuals linking them in with wider agencies and system. |
| 2019/20 | £185,750 | Rapid Rehousing Pathway (RRP)- provision of :- Somewhere Safe to Stay- a 24 hour supported 11 bed accommodation providing very short term access for those at risk of rough sleeping for the first time and who need very quick support to divert them away from the complex needs system and into their own affordable sustainable accommodation in the shortest time possible. |
| 2018/19 | £21,000 | Cold Weather Fund- provision of :- A 12 bed space winter provision supported night shelter between the coldest months of December and March enabling rough sleepers to access a safe place to shelter overnight and avoid death on the streets. In 2019/20 the shelter has extended opening hours to enable more meaningful work to be done to support the rough sleepers away from the streets and into accommodation wherever possible. |
| 2019/20 | £50,000 | |
| Total | | |
| 2018/19 | £406,155 | |
| 2019/20 | £839,315 | |

This funding has impacted the reduction and prevention of rough sleeping as follows :-

RSI – 19 people have been supported into long-term accommodation and 40 people supported to access other accommodation to end their rough sleeping (this may include short-term accommodation, emergency accommodation or other non-housing related services e.g. substance misuse support)

RRP –

Somewhere Safe to Stay – in November 2019, 31 people accessed the hub for support and 14 people accessed accommodation there to prevent rough sleeping

Navigators – this service started in October 2019 and since then 16 people have been supported into non-accommodation supported services and 15 people into accommodation to prevent rough sleeping

Local Lettings – 38 people have been supported into accommodation and 52 rooms/units have been made available to prevent rough sleeping

Supported lettings – 64 people have received support to retain their accommodation and avoid homelessness/rough sleeping

CWF – the 12 bed space provision opened at Hamaoze house on 9th December and is accessed every evening by up to 12 rough sleepers.

7.3 Trauma Informed Approach

Plymouth is working towards being a Trauma Informed City, and therefore benefits from the advantage of having a psychologically informed approach to providing support around the person in supported accommodation.

7.4 Early intervention pathways

Plymouth is striving to improve early intervention pathways to prevent homelessness. Current work ongoing includes:

- Work with Customer Services to identify risk of homelessness and provide solutions at first point of contact
- Work with Livewell to identify vulnerable clients at risk of homelessness as soon as possible and work to identify solutions
- Work with Social Housing Providers to ensure early intervention where risk of eviction is identified.
- Work with DWP to understand risks to vulnerable clients where Universal Credit has impacted.
- Work with criminal justice partners (prisons, probation, CRC) to identify early release risk of homelessness and identify solutions
- Work with Shelter and private sector Landlord Associations to pilot tenant /landlord mediation scheme to avoid tenancy breakdown

7.5 Young people

An action plan specifically focused on those aged 16/17 is being implemented to reduce the number of young people in temporary accommodation and increase accommodation options to meet the wider needs of homeless young people aged 16- 24years. In order to do this, Plymouth City Council will work with the Plymouth Alliance to review young people's accommodation and broaden the range of accommodation options for all young people. The Council will also work with local social housing providers to explore a prototype project for care leavers moving into Social Housing and work with strategic commissioning to identify options for crisis intervention accommodation with Children's Services.

8. Conclusion

Nationally and locally we are seeing a rise in demand for homelessness services and while funding streams to support this are most welcome, the short term nature of these provide a challenge to longer term strategic planning. The prevention focus of the HRA supports our priorities in tackling homelessness and rough sleeping however the implementation of the Act and the administrative burden of it impact on operational delivery.

Despite this, there is a lot of good work being done in the City to tackle and prevent homelessness for all. We are seeing the benefits of strategic commissioning and partnership working with the decreased use of bed and breakfast, improving prevention statistics and a reduction in the numbers of people rough sleeping.

To further support this work a Homelessness Review has been undertaken which has informed the Plan for Preventing Homelessness and Rough Sleeping.

<https://www.plymouth.gov.uk/housing/homelessorrisk/tacklinghomelessness>

These documents will be used to support a review and update of the current delivery plan. In recognition of the ongoing nature of some of the work within the plan and the pace of change often required to meet the challenges to prevent homelessness and rough sleeping, a decision has been taken to introduce a rolling delivery plan with progress reports instead of a fixed term plan.

Performance, Finance and Customer Focus Overview and Scrutiny Committee



| | |
|--------------------------|--|
| Date of meeting: | 22 January 2020 |
| Title of Report: | Begging and Community Safety Enforcement |
| Lead Member: | Councillor Sally Haydon (Cabinet Member for Customer Focus and Community Safety) |
| Lead Strategic Director: | Craig McArdle (Interim Strategic Director of People) |
| Author: | Community Connections Strategic Manager Dave Ryland |
| Contact Email: | Dave.ryland@plymouth.gov.uk |
| Key Decision: | No |
| Confidentiality: | Part I - Official |

Purpose of Report

To provide detail around city wide enforcement under the Anti-Social Behaviour Crime and Policing Act 2014 and to give context as to the actions being undertaken to address begging via enforcement activity.

Recommendations and Reasons

That the Committee notes the briefing on city wide enforcement under the Anti-Social Behaviour Crime and Policing Act 2014 and the actions being undertaken to address begging via enforcement activity.

Alternative options considered and rejected

Not applicable, this is a briefing report.

Relevance to the Corporate Plan and/or the Plymouth Plan

This briefing supports the corporate plan priority as a caring council keeping people safe and making the city welcoming.

Implications for the Medium Term Financial Plan and Resource Implications:

Not applicable this is a briefing report.

Carbon Footprint (Environmental) Implications:

No direct implications.

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

* When considering these proposals members have a responsibility to ensure they give due regard to the Council’s duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

Not applicable this is a briefing report.

Appendices

*Add rows as required to box below

| Ref. | Title of Appendix | Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i> | | | | | | |
|------|---|--|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A | Briefing report title - Begging and Community Safety Enforcement Briefing | | | | | | | |

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

| Title of any background paper(s) | Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i> | | | | | | |
|----------------------------------|--|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | | | | | | | |
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Sign off:

| | | | | | | | | | | | |
|-----|----------------------|-----|--------------|------------|---------------------------------------|----|---------------------------------------|------------|---------------------------------------|---------------|---------------------------------|
| Fin | DJN 19.20. 204 | Leg | 3400 0/NJ | Mon Off | Click here to enter text. | HR | Click here to enter text. | Asset s | Click here to enter text. | Strat Proc | Click here to enter text. |
|-----|----------------------|-----|--------------|------------|---------------------------------------|----|---------------------------------------|------------|---------------------------------------|---------------|---------------------------------|

Originating Senior Leadership Team member: Matt Garrett Service Director for Community Connections

Please confirm the Strategic Director(s) has agreed the report? Yes

See above

Date agreed: 10/01/2020

Cabinet Member approval:

S. Hayden

Date approved: 10/01/2020

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**Begging and Community Safety Enforcement Briefing
Performance, Finance and Customer Focus Overview and
Scrutiny Committee 22nd January 2020**

1. Introduction

This briefing report will cover both begging and community safety enforcement setting out how both are tackled in the City.

Begging and Community Safety Enforcement fall under the remit of Safer Plymouth, our Community Safety Partnership.

Safer Plymouth has the following statement of intent:

- Identity – Safer Plymouth delivering safer communities
- Purpose – Co-ordination, Quality Assurance, Systems Leadership
- Focus – Reducing violence, abuse and exploitation
- Aims – Prevention of harm, early intervention, reducing re-offending
- Outcomes – Building community resilience, reducing inequalities and improving lives

One measure for Safer Plymouth is whether people of Plymouth feel safe during the day and at night which is measured through the City survey.

The most recent survey from 2018 tells us that 90% of people feel safe during the day, with 60% of people feeling safe during the dark. These results are fairly similar to both 2012 and 2014 with only very minor changes. Whilst there will be differences across localities to how people feel this shows that Plymouth is largely seen as a safe place to live.

2. Civil measures used in Community Safety Enforcement

Following the introduction of the Crime and Disorder Act 1998 the Anti-Social Behaviour Order (ASBO) was the most frequently used civil tool to address Anti-Social Behaviour inclusive of begging. In 2014 the implementation of the Anti-Social Crime and Policing Act replaced the ASBO with new tools aimed at addressing behaviours of concern. The new powers were implemented to increase the operational range of use and to be faster, more efficient in addressing matters. These include;

- Criminal Behaviour Orders
- Civil Injunctions
- Community Protection Notice
- Dispersal powers
- Public Spaces Protection Order

3. Begging

Begging is the practice of imploring others to grant a favour, often a gift of money, with little or no expectation of reciprocation.

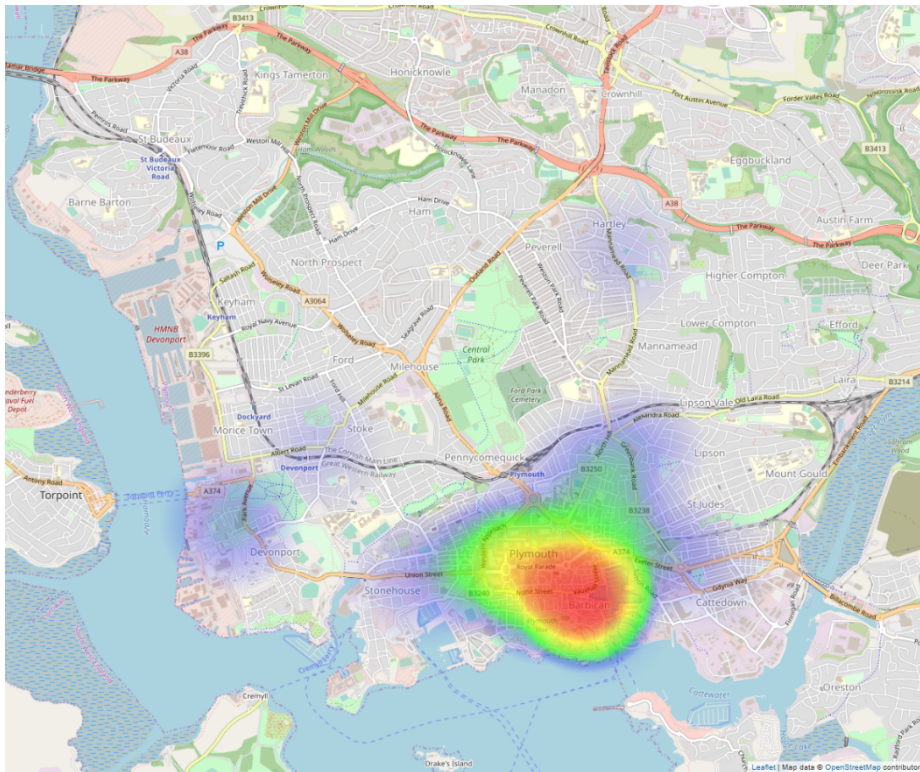
Criminal Law

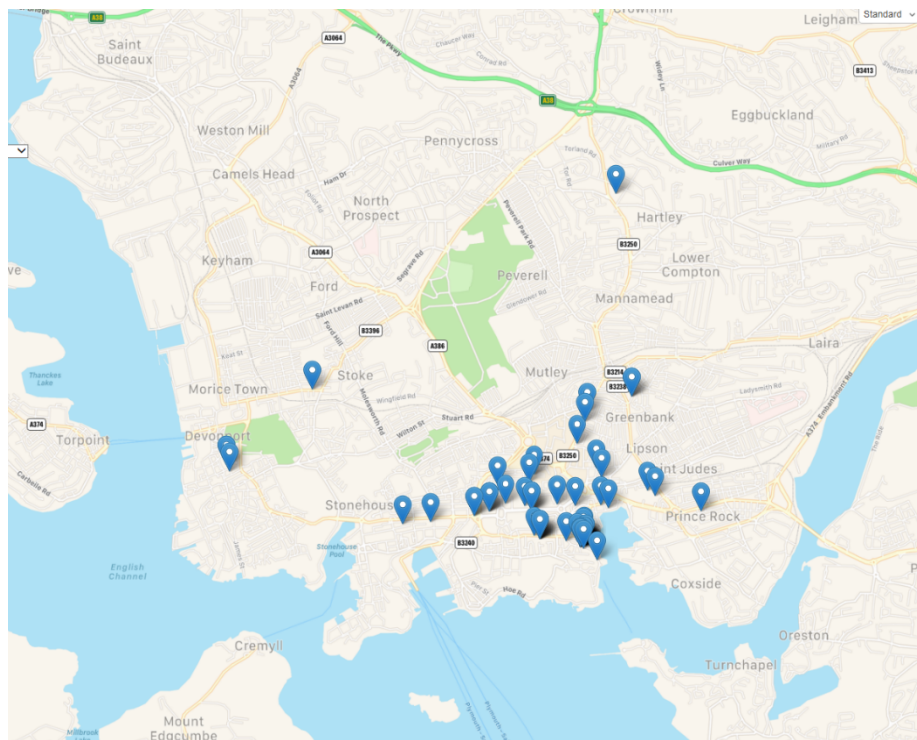
Begging is an offence under section 3 of the *Vagrancy Act 1824*, and is a recordable offence. The maximum sentence is a fine at level 3 on the standard scale (currently £1000). Data held by the Ministry of Justice displays that between 2007 and 2017 the number of convictions nationally for offences under section 3 fell from 1,287 to 867.

Plymouth Begging

Between 01 January 2019 and 31 December 2019 in the Plymouth BCU there were 84 recorded incidents / logs of Begging (including all various definitions).

Incidents / Logs in Plymouth in 2019 mapped below:





Plymouth City Council's Community Connections team work in partnership with Devon and Cornwall Police and other agencies in addressing locations and people of concern. Through this, joint working orders have been obtained against individuals prohibiting them from begging alongside other actions deemed to having a detrimental impact on the community.

Enforcement should not be the initial steps taken to address begging and support should be the primary focus. Enforcement is however required if behaviours continue and Community Connections have secured orders preventing begging as a behaviour. An example case is an order granted via the courts prohibiting a male from approaching any person to ask them for money or demanding money from them, in addition to this the order prohibits him from entering specified areas of the city.

Public Space Protection Order

On the 1st November 2017 a Public Space Protection Order was granted covering Stonehouse. The order was considered a pilot for trialling the enforcement escalation processes for offenders opposed to fines and effectiveness in addressing matters. The order which included a prohibition relating to begging was reviewed in June 2019.

From the review it was evident that the recorded impact was minimal and its usage inconsistent.

Operation Hippic

In 2018 concerns were raised over issues of anti-social behaviour, street drinking, begging, rough sleeping and crime having a detrimental impact on residents, businesses and visitors to the city. The concerns raised initially focused on the City Centre, Barbican, Hoe and West End.

Following consultation Op Hippic was established to coordinate a multi-agency approach to addressing specified matters of concern. The approach developed looks to consider each individual with the believed causal reason for behaviours being displayed. Consideration was then to be given as to what the most appropriate and proportionate support and/or enforcement action should be utilised.

To employ this approach the multi-agency team was developed drawing in resources from Plymouth Access to Housing, Harbour, Plymouth against Retail Crime, Community Connections, Police, Housing Providers and Shekinah Mission. Through this, joint working issues which had been identified were addressed. Furthermore the employed processes were considered best practice when dealing with individuals with complex needs. As a result Op Hippic was continued, the footprint extended and an operational and strategic group formed.

To date Operation Hippic has reviewed **224** individuals **40** of which remain of concern and are currently considered as Red or Amber in the employed rag rating system. As part of this work there are weekly partnership patrols in key locations and individuals can be raised for consideration by any partner agency. Individuals are reviewed every three weeks with actions assigned to the most appropriate lead agency to address behaviours being displayed.

Currently of the 40, many are receiving support for housing and addiction matters, furthermore there are 4 in consideration for the application of a Criminal Behaviour Order, 8 now in consideration/receipt of either Community Protection Notice or Warning, 1 pending Police enforcement and 3 subject to Anti-Social Behaviour escalation processes. Enforcement is largely a joint decision once support options have failed to reduce the impact of behaviours being displayed.

Work has been undertaken by Community Connections and Devon & Cornwall Police around the Bath Street / Bath Place areas of Stonehouse. Work has been undertaken with some of the businesses in the area to encourage reporting and a request has gone to street services to clear the area of excrement, needles and broken glass. Environmental Protection are also working with businesses to ensure they are keeping their bins locked preventing street drinkers accessing their waste, which had been identified as an issue.

A number of street drinkers have been issued with Stage 2 ASB warnings and have been interviewed by Community Connections and the Police. Police will shortly be issuing letters to local shops with photos and names of those street drinkers that are causing anti-social behaviour and asking the shops not to serve them.

We will continue to focus our efforts through Op Hippic to work and support people who beg to deal with the casual factors and reduce their negative impact on them and the community.

Plymouth against Retail Crime (PARC)

PARC was established in September 2001 to combat the increasing problem in Plymouth City Centre of retail crime and anti-social behaviour within the City Centre Business Improvement District (BID). PARC have Officers operating in the city centre on a daily basis and are targeted towards addressing matters of concern inclusive of Begging. In order to increase their effectiveness PARC have been given authorisation by Portfolio Holder for Customer Focus and Community Safety via the Leader's Scheme of Delegation (May 2018, as amended) facilitated by Community Connections, to exercise relevant functions under the Anti-Social Behaviour Crime and Policing Act 2014. PARC work with Police and Plymouth City Council to ensure that appropriate and proportionate actions are considered when dealing with individuals.

4. Community Safety Enforcement

Introduction

Plymouth City Council has a small team that works closely with the Police and other agencies to deal with Anti-Social Behaviour in its many forms. This will support agencies to address behaviours of concern using a range of powers.

Community Connections use an ASB escalation process to deal with early intervention around issues of anti-social behaviour. On receipt of a complaint(s) the team will gather intelligence in co-operation with the Police and will speak to parties involved. From this if appropriate an ASB 1 is issued. If this deals with the issue and there are no further issues within a 3 month period then the matter will end there. If there are further issues then the escalation process will move to an ASB 2. If this still does not deal with the issues then we have a number of tools that we can use to deal with the continued anti-social behaviour.

If an issue is serious enough it is of course possible to move directly to using the following civil powers without using the escalation process.

The community protection notice

Used to stop the activities of those aged 16 or over, businesses or organisations that are spoiling a community's quality of life. Ignoring the notice is a criminal offence and can have a fixed penalty notice of up to £100, or prosecution in a magistrate's court

Closure notices and orders

Used to protect people by quickly closing premises that are causing a nuisance or whose customers are causing a nuisance nearby. Breaching the notice is an offence and can have an unlimited fine and up to three months in prison.

Criminal behaviour order

Used to stop someone that has been sentenced for a criminal offence or given a conditional discharge carrying out certain activities or to deal with the causes of their behaviour. Breaching the order is an offence and can have a fine of up to £5,000 and/or up to five years in prison.

Public space protection order

Used to deal with activities in an area that are having an effect on local people by setting rules on the use of that area, such as stopping people drinking alcohol in a public park, or keeping dogs on a lead around children's play areas. Breaching the order is a criminal offence and can have a fixed penalty notice of up to £100, or prosecution in a magistrate's court leading to a fine up to £1,000.

Civil injunction

Used to stop someone carrying out certain activities or to deal with the causes of their behaviour. Breaching the injunction is an offence and can have an unlimited fine or up to two years in prison.

Dispersal powers

Used to get someone that has or is likely to carry out anti-social behaviour to leave an area and not return for a certain amount of time (up to 48 hours). Not leaving when asked can have a fine of up to £2,500 and/or three months in prison.

Casework

In 2019 Plymouth City Councils Community Connections team received 533 enquiries relating to Anti-Social Behaviour.

Advice and guidance is passed to customers making enquiries however not all enquires result investigations being instigated. Combining enquires with direct reports from partner agencies 99 cases were progressed to formal investigation. A breakdown of how powers were employed to secure outcomes for formal investigation are continued on page 7 of this briefing.

The below tables display that throughout 2019 there were 268 ASBI's issued of which 27 progressed to ASB2's, resulting in a successful intervention rate of 85.6% across the City.

| | Devonport/West | North/ Plympton | South/ Central | City Total |
|---|----------------|-----------------|----------------|------------|
| Stage 1 (S1) | | | | |
| Total S1 Warnings Issued | 76 | 57 | 135 | 268 |
| Public Space Protection Order (PSPO) | | | | |
| Total PSPO Warnings Issued | 15 | 0 | 8 | 23 |
| Stage 2 (S2) | | | | |
| Total S2 Warnings Issued | 16 | 9 | 2 | 27 |
| Total Warnings Issued 2019 | 107 | 66 | 145 | 318 |

| | Devonport/West | North/ Plympton | South/ Central |
|-------------------------------|--------------------|--------------------|--------------------|
| Successful Interventions 2019 | 79% (of issued) | 88% (of issued) | 90% (of issued) |

| | Devonport/West | North/ Plympton | South/ Central | City Total |
|---|----------------|-----------------|----------------|------------|
| Acceptable Behaviour Contract (ABC) | | | | |
| Under 18 | 5 | 0 | 0 | 5 |
| Over 18 | 0 | 0 | 0 | 0 |
| Total ABC | 5 | 0 | 0 | 5 |
| Criminal Behaviour Order (CBO) | | | | |
| Under 18 | 0 | 0 | 0 | 0 |
| Over 18 | 4 | 2 | 3 | 9 |
| Total CBO Issued | 4 | 2 | 3 | 9 |
| Premises Closure Order | | | | |
| Over 18 | 2 | 0 | 1 | 3 |
| Total Closures | 2 | 0 | 1 | 3 |
| Community Protection Notice Warning (CPNW) | | | | |
| Under 18 | 0 | 0 | 0 | 0 |
| Over 18 | 11 | 10 | 19 | 40 |
| Total CPNW | 11 | 10 | 19 | 40 |
| Community Protection Notice (CPN) | | | | |
| Under 18 | 0 | 0 | 0 | 0 |
| Over 18 | 3 | 0 | 4 | 7 |
| Total CPN | 3 | 0 | 4 | 7 |
| Injunction | | | | |
| Under 18 | 0 | 0 | 0 | 0 |
| Over 18 | 0 | 0 | 0 | 0 |
| Total Injunctions | 0 | 0 | 0 | 0 |

| | Devonport/West | North/ Plympton | South/ Central | City Total |
|---|----------------|-----------------|----------------|------------|
| LEGAL ORDERS/NOTICES OBTAINED | 9 | 2 | 8 | 19 |
| <p>* To date Community Connections have investigated 99 cases of which 12 have been successful applications to court. 87 cases have been resolved in other ways (due to Community Connections/partnership intervention, behaviours have improved, the landlord has been evicted/got possession, the tenant has relinquished their tenancy etc). 30 cases are currently in progress.</p> | | | | |

2019 Modern Slavery cases 10

2019 CE/CSE 16

2019 Victim Support Referrals 549

2019 Hate reports 10

Appendix

The appendix displays both a selection of 2019 community safety enforcement case studies and wider subject matter updates.

Premises Closure Order

On 21st November 2019 a joint application with Devon and Cornwall Police was made in the Magistrates Court for the premises Closure Order. The premises was linked to drug supply and use, county lines, violence and anti-social behaviour. The magistrates agreed in Plymouth City Councils favour and the premises has been closed for a period of 3 months. The landlord has applied to the court for a possession order.

Community Connections are working with Devon and Cornwall Police to develop new practices in the use of premises closures when considering county line drug supply. The new processes will seek to increase the use of the power at an earlier stage, targeting illegal drug supply in Plymouth.

Community Protection Notice / Criminal Behaviour Order

Community Connections are currently in court with a breach of Community Protection Notice and for the application of a Criminal Behaviour Order. This is a complex case that has been adjourned 3 times most recently due to the defendant having to have an intermediary (it is rare that an intermediary is used in the Magistrates Court). Community Connections are due back in court in 2020 for a plea hearing. This is a local authority application due to concerns raised around sexual exploitation.

Plymouth City Council have issued a Community Protection Notice to a male believed to be targeting vulnerable people within the City. The CPN prohibited actions relating to approaching any person believed to be vulnerable for financial or sexual gratification, following individuals, purporting to work for support agencies and producing, facilitating, publishing or encouraging electronic postings that cause harassment, alarm or distress.

Vulnerability and Exploitation

Community Connections are a key member in the Missing and Child Exploitation Group (MACE). This forum identifies some of the most vulnerable and at risk young people in the city. Community Connections offers support and advice around crime, ASB, housing and expertise around use of legislation. Members of this collaborative forum have worked with, in the region of 1500 young people over the last 2 years and have co-designed and delivered a Child Sexual Exploitation – Know the Signs campaign which is currently running across the whole of Devon and Cornwall.

ASB enforcement process in Plymouth

Community Connections are working with police colleagues and other local authority departments in redesigning the ASB escalation process that is adopted when working with individuals who are behaving in an anti-social manner. This new process offers earlier interventions and support. It is hoped that this approach will reduce the number of entrants into the criminal justice system. New processes set out to offer positive interventions before they escalate into a crisis situation. It is the intention of this approach to ensure people get access the necessary support required by having their specific needs identified earlier. Furthermore it aims to reduce demand on high end services. This process will predominantly be utilised whilst working with young people.

Modern Slavery Partnership Group

Previously chaired by Police Inspector changes have been implemented and Community Connections has taken the position as Chair. The group has recently been asked to represent Plymouth at Mayflower 400 with the theme of people travelling to a new world to seek a new life, but then finding themselves being victims of slavery and exploitation. This is likely to be an exhibition in Sir John Hawkins Square and will be part of the Plymouth Trail.

The Modern Slavery Partnership group will meet quarterly, with additional meetings called to coordinate the Mayflower 400 exhibition.

Modern Slavery

Safer Communities were notified of a concern for a patient at Derriford Hospital who had sustained significant injuries following a fall from a building. The male disclosed that he had been working long hours for a company in a different part of the country and that they had been living at a caravan site. He disclosed he was never paid a consistent wage and was given the leftover food of the family he was working for.

The male worked with the company for 2 years and lived in a caravan that had no bathroom, no bedroom, no water and no toilet. He said if he wanted to wash himself he would have to get two buckets of water from the yard to use. The male did not have access to his passport or ID. Ascertaining this information along with how he had fled the situation was slow and complex as the individual had suffered serious trauma through his fall.

Information provided led those involved to believe that the male had been victim of modern slavery. Partnership working then ensured and an action plan was devised to safeguard the victim and pursue the offenders.

The Home Office confirmed they were satisfied that the criteria for modern slavery (human trafficking and or slavery, servitude and forced or compulsory labour) had been met permitting the appropriate support being implemented by the Salvation Army being provided.

REEL Cinema / Civic Centre / Dance Academy

Concerns have been raised by a number of agencies with regard to children getting into the disused buildings in the city. The group call themselves "Urban Explorers" who base themselves on an American TV programme where people break into properties and put photos on social media. The REEL Cinema has been a particular concern with 13-14 year old children accessing the building by climbing up a gas pipe. Community Connections have worked with the owners to secure the building and had pipe work removed to reduce access to high platforms around the building. It was evident in the building that people had been accessing the area as there was a lot of internal damage and evidence of drug use. Due to the risk involved, the owner has provided a key to Community Connections which is being held at Charles Cross Police station in case police have to enter.

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Performance, Finance and Customer Focus Overview and Scrutiny Committee



| | |
|--------------------------|--|
| Date of meeting: | 22 January 2020 |
| Title of Report: | Transfer of PCC Procurement Service to Delt Shared Services Ltd |
| Lead Member: | Councillor Chris Penberthy (Cabinet Member for Housing and Co-operative Development) |
| Lead Strategic Director: | Andrew Hardingham (Service Director for Finance) |
| Author: | Melanie Haymes |
| Contact Email: | melanie.haymes@plymouth.gov.uk |
| Your Reference: | MH 22.1.20 |
| Key Decision: | Yes |
| Confidentiality: | Part I - Official |

Purpose of Report

To consider and approve the transfer of the Procurement Service within PCC to Delt Shared Services Ltd in line with previously approved cabinet paper entitled Strategic Options for Corporate Support Services, in accordance with the Teckal exemption guidelines.

Recommendations and Reasons

Reasons for transfer include greater efficiencies, improved resilience, growth and enhanced service delivery through a central Procurement hub.

The Performance, Finance and Customer Focus Overview and Scrutiny Committee are asked to recommend to Cabinet –

- The Procurement Service transfers to Delt, with staff transferring under TUPE arrangements with effect from 1 April 2020.
- All Procurement Service work is channelled through Delt allowing for greater efficiencies and growth through a central hub and the potential for greater retention and stability in the workforce through a broader range of procurement categories
- A Gain share arrangement is put in place whereby both PCC and Delt are motivated to drive down the cost of spend through a share in savings generated. The finer details of the gain share arrangement are to be worked up in partnership with Delt.
- The client function to remain within PCC Finance department with KPI's to be agreed in partnership with Delt.

Alternative options considered and rejected

Option 1: No nothing and keep the service in house – Concerns around the sustainability of this option due to prior difficulties encountered in recruiting and retaining staff, impacting the ability of the team to deliver an effective service to PCC and reducing the ability of the team to work strategically to deliver savings across the Council.

Option 2: Transfer the service to a third party organisation, resulting in PCC entering into a buy back arrangement. This goes against the pledge made to buy locally and it has the potential to remove jobs from the city. It was also agreed by Cabinet in 2017 that this was not the route the Council wished to take for future back office service delivery.

Relevance to the Corporate Plan and/or the Plymouth Plan

Our Co-operative vision will be supported through working with Delt (our partner) to serve the best interests of the city through providing quality jobs, valuable skills and economic growth that benefits both the people and the City.

Implications for the Medium Term Financial Plan and Resource Implications:

It is anticipated that savings will be generated through the procurement of goods and services which will contribute to saving pressures that are faced by the Council. The finer detail of ongoing targets are yet to be finalised but there is an expectation of a return in the first year of £0.05m.

Carbon Footprint (Environmental) Implications:

No direct carbon/environmental impacts arising from the recommendations

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

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

No other implications

Appendices

**Add rows as required to box below*

| Ref. | Title of Appendix | Exemption Paragraph Number (if applicable) | | | | | | |
|------|--|---|---|---|---|---|---|---|
| | | If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box. | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A | Business Case for the transfer PCC Procurement Service to Delt Shared Services Ltd | | | | | | | |

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

| Title of any background paper(s) | Exemption Paragraph Number (if applicable) | | | | | | |
|----------------------------------|---|---|---|---|---|---|---|
| | If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box. | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
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Sign off:

| | | | | | | | | | | | |
|---|------------------|-----|--------------|------------|-----|----|--------------|------------|-----|---------------|-----|
| Fin | pl.19.2 0.202 | Leg | MS/33 990 | Mon Off | N/A | HR | KB100 120 | Asset s | N/A | Strat Proc | N/A |
| Originating Senior Leadership Team member: Andrew Hardingham (Service Director for Finance) | | | | | | | | | | | |
| Please confirm the Strategic Director(s) has agreed the report? Yes | | | | | | | | | | | |
| Date agreed: 10/01/2020 | | | | | | | | | | | |
| Cabinet Member approval: Councillor Penberthy (Cabinet Member for Housing and Co-operative Development) | | | | | | | | | | | |
| Date approved: 10/01/2020 | | | | | | | | | | | |

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Business Case for the transfer of the PCC Procurement Service to Delt Shared Services Ltd



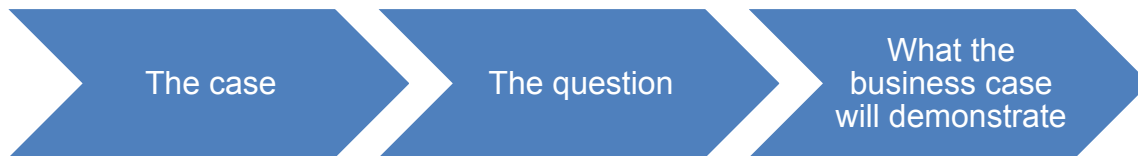
Introduction

- I.1 This report presents a Strategic Outline Business Case based on the guidance published in HM Treasury Green Book, using the 5 case model to set out the arguments, present an analysis of the options and a proposed solution.
- I.2 The scope of services considered within the report is Plymouth City Council's Procurement Service, which is a key support service within the Finance Department. This team is responsible for leading and providing professional support from low value transactional purchases up to multi million pound strategic projects across a diverse range of goods, services and works, covering 4 main category areas- Construction, Professional Services, Facilities Management and Environment and Transport. The Cooperative Commissioning team are out of scope for this proposal. The Cooperative Commissioning team operates as part of the People Directorate and undertakes all activity within Plymouth City Council (PCC) to contribute to the outcomes defined in four commissioning strategies that cover; Wellbeing, Children and Young People, Community and Enhanced and Specialised Care.
- I.3 The Procurement Service is responsible for ensuring PCC's procurement and contracting activity is conducted in accordance with its own Contract Standing Orders, Procurement Regulations and Legislation in a fair, transparent and compliant manner and delivers best value for the Council. In 2018/19, the Procurement Service and Cooperative Commissioning team oversaw the procurement of over £226.4 million of goods, services or works. The total value of awarded contracts in 2018/19 totalled £128.4 million
- I.4 Following a detailed option analysis undertaken in September 2017, the conclusion was reached that our existing back office services would provide more value to PCC and Plymouth through them being delivered via a public sector shared service provider. The outcome of this analysis was that Delt Shared Services Ltd (Delt) is recommended as the best option. The Payroll and Pensions service was transferred in early 2018, followed by Print and Document Services in the autumn of 2018. The Procurement Service is now recommended for transfer to Delt from 1 April 2020.
- I.5 The analysis in the outline business case approved by Cabinet in September 2017 involved a number of complex factors. Firstly, savings delivered from back office services are likely to be the product of:
- scale
 - automation and
 - productivity

These drivers are all made more achievable by moving the services to Delt, a private company limited by shares owned by PCC and Devon CCG where growth from public sector services is part of the business plan, innovation through technology is core to the business and where investment in people with a highly engaged and motivated workforce is part of the company's values.

1.6 The current structure of the Procurement Service Team is shown in appendix 1.

The Case for change



2.1 At a time when PCC faces unprecedented and sustained financial challenges, modernising and changing the way the Council delivers services is crucial in helping it address the projected £30m budget gap in funding over the next three years. The Government has delayed the Central Spending Review by a year thus continuing the state of uncertainty in which we are operating.

2.2 Driving value for money has never been more crucial to PCC. In these circumstances an appropriately resourced Procurement function can improve value for money; reduce internal resource consumption and provide a legitimate challenge function without unnecessarily interrupting or delaying service delivery.

2.3 A shared service strategy for back office services was recommended and approved by Cabinet in 2017 on the basis that back office services would provide more value to PCC and Plymouth if delivered through a public sector owned shared service provider, with Delt being the recommended provider.

2.4 The Business Case shows how the proposed transfer of the Procurement Service to Delt Shared Services Ltd will help to deliver the priorities of the City Council:

2.4.1 A Growing Council – supporting economic growth that benefits as many people as possible in the city by providing high quality jobs, ensuring services are procured locally where possible and practical thereby retaining and investing in valuable skills/expertise across the region.

2.4.2 A Caring Council – supporting closer integration with partners in order to indirectly enable all the themes in the corporate plan.

2.5 The Procurement Service is at the centre of the commitment to achieve best value for all externally contracted spend. It provides the Council's subject matter experts on procurement to PCC's directorates and is responsible for fulfilling PCC's Strategic Procurement compliance as part of the Council's Standing Orders. A summarised list of the functions and outcomes of the Procurement Service are set out in appendix 2

2.6 The Procurement Service has previously experienced severe difficulty in recruiting and retaining staff. There is a national shortage of procurement professionals and this is an especially challenging situation in the South West. The private sector has the flexibility to pay higher salaries and can offer more innovative and generous remuneration packages. This means that although PCC can attract lower grade staff with a view to provide training and support to move into more senior roles, the reality is that these staff have been attracted to the private sector soon after they are trained and have gained more experience.

2.7 Previously, having almost 50% of the structure unfilled and half of this being in senior roles, the team have been unable to automate the service to the degree expected based on the value and number of transactions that it deals with. This has meant that there has been limited implementation

of Category Management¹. However two new category leads have recently been recruited, joining the Council in September 2019, giving a full complement of category leads on the team.

2.8 Transferring the procurement team to Delt would enable the service to maximise benefits derived from being part of the organisation including the ability to transform through technology, further drive social value through interaction with the local business community and continue to drive forward commercial values whilst operating in the public interest. It would also present opportunities to grow the team through broadening the procurement category offering, and to build succession planning and resilience into the resource plan. Growth will enhance training and development prospects for the team which translates to an engaged, highly skilled and flexible workforce.

Strategic Case



3.1 A shared Procurement Service will create a larger, more experienced procurement hub in the city which in turn will have the potential to attract other partners across the city and potentially the South West to join a shared Procurement Service, delivering economies of scale, driving growth and providing further support to the local economy.

3.2 Delt was established with the primary purpose of providing a vehicle for strategic growth, the vision was to achieve this through transferring services that complement the IT service and develop a broad service offering for the public, private and third party sectors. As a private company owned by public sector shareholders, Delt is more able to operate at pace and scale.

3.3 One of Delt's objectives is to create a platform for sustainable economic growth. Alternative delivery options are likely to result in fewer regional jobs and have a direct impact on local families' wealth, health and wellbeing. Delt seek to maintain a highly skilled employment base in the South West and, where possible, to grow in-house talent by recruiting apprentices from local schools and further/higher education, whilst sourcing services and products locally to support the local economy where possible and practical. Delt recognises that its greatest contribution to the local economy will be delivered from sustainable growth in market sectors, services and regional geography. Growth is key to enabling cost savings through economies of scale.

3.4 The proposed growth in shared services for Delt provides greater opportunity to develop high quality jobs for people in Plymouth and its travel to work areas. The breadth of opportunity for people in developing these skills is significant and has a linear benefit for the City in areas such as increased council tax receipts, reducing housing benefit payments with the wider value to both public care and health services.

3.5 With the service transferred to Delt, the social value opportunities can be expanded, bringing greater opportunities to the local business community to bid for and deliver services locally. This will increase local employment, wellbeing, skills and bring economic value to local businesses and families.

3.6 Although not a profit motivated organisation, Delt does deliver significant financial benefits to shareholders. This has been achieved through sustainable economic growth through delivering services across Plymouth and Devon in Local Government and Health. The dividend payments due and declared through to March 2020 is £3.05M of which PCC will have received £2.1M.

¹ Category Management is a strategic approach which organises procurement resources to focus on specific areas of spend. The results can be significantly greater than traditional transactional based purchasing methods.

3.7 Resilience will be developed within the Procurement Service by having a larger hub, allowing staff to be more flexible in their roles and giving capacity to move across areas when there are peaks in workloads. This reduces the potential for single point of failure and as the procurement function stabilises and matures there will be defined and managed processes in place which will lead to consistency and efficiency.

Economic Case



4.1 The Cabinet paper approved in September 2017 detailed a thorough options analysis giving consideration to 5 models for the future of back offices services. The outcome of this analysis was clear, with the top scoring option being that of shared services. On that basis consideration was given to what shared service vehicle could be used. Delt emerged as the favoured vehicle on the basis that it already exists, it is trading sustainably and was set up as a shared services organisation focused predominantly on the public sector.

4.2 A Procurement Service that is fully resourced, supporting a larger local network, will help to shape the market, driving forward the businesses being supported and enabling growth across the city.

4.3 Both Plymouth City Council and Delt will see a return, in the case of PCC the benefits will be seen from having a more resilient, centralised support team that has expertise across a wider range of procurement categories, enabling more efficient and effective support to be offered to PCC, whilst at the same time driving down the cost of buying goods, services and works. Delt will benefit from obtaining a highly skilled procurement team which specialises in a wider range of categories enabling it grow its business and expertise, driving economic growth and increasing the potential to attract other organisations in the city and the South West region to buy into the Procurement Service.

Commercial case



5.1 Delt was setup with exactly this type of shared service expansion in mind. It is a legally constituted vehicle created to enable its shareholders to migrate and share services over time. The Teckal arrangement provides the ability for an ease of transition for new services as partners do not need to enter extensive procurement processes. Delt was created to ensure ease of transition for future services.

5.2 Delt has delivered a breadth of significant benefits for all stakeholders in its relatively short existence and continues to drive benefits as it matures aligned to its vision of helping customers do amazing things.

5.3 There are 3 clear options available that are detailed below:

5.3.1 Option 1 is to do nothing and keep the service in house. There are concerns around the sustainability of this option due to the prior difficulties encountered in recruiting and retaining staff.

These difficulties had a negative impact on the ability of the team to deliver an effective service to PCC and reduced the ability of the team to work strategically to deliver savings required across the Council. Whilst the Procurement Service currently have a full complement of category leads, there are still vacant posts within the team and the current team are too new in post to be able to disregard the historical staff turnover rate.

5.3.2 Option 2 is to transfer the service to a third party organisation which would result in PCC entering into a buy back type arrangement. This option goes against the pledge made by the Council to buy locally and to ensure every possible pound that is spent by the Council brings maximum benefit to Plymouth. If this option was taken forward it has the potential to remove jobs from the city and will reduce the power the Council has to ensure that the City Council buys as much as it can locally. It was also acknowledged in 2017, after extensive analysis that this option was not the route that the City Council wished to take for future back office service delivery.

5.3.3 Option 3 is the option that is put forward in this Business Case and is supported by the previously agreed Cabinet paper. It involves transferring the staff into Delt Shared Services Ltd under TUPE legislation, protecting pre-existing Local Authority terms and conditions. Delt would then, in time, operate a fully fit for purpose procurement function, further focussed on value adding activities with transaction processing largely automated using digital solutions.

5.4 Option 3 also takes advantage of the Teckal exemption that Delt operate under meaning that the contracting authority (PCC) contracts with a legally distinct entity (Delt) which is owned and directed by public sector shareholders to provide a range of services. There are 3 distinct conditions that must be met for the exemption and these are:

- 1) The company carries out more than 80% of its activities in the performance of tasks entrusted to it by the controlling contracting authority or authorities.
- 2) The authority exercises the same kind of control over the company as it does over its own departments (this control can be exercised jointly with another contracting authority).
- 3) There is no private sector ownership of the company nor any intention that there should be any.

With these conditions being met, it will be deemed to be an in-house administrative arrangement meaning the usual contract procurement regime does not apply.

The company's articles require a separate share class be created for each service to preserve Teckal status and to ensure that the partners don't breach the requirements for mutual trading. The new share class will be for any financial distribution of the dividend this share will generate. As with the Payroll/Pension and Print and Mail services, PCC would be the 100% beneficiary of the share class for Procurement. If the company were to declare a dividend then that would flow through to PCC only.

5.5 In addition to the services and their transformation, option 3 increases the Company's ability to sell services to non-public sector organisations. All Teckal companies are restricted to a maximum 20% of turnover being achieved through commercial contracts. Delt are well within the threshold and there is opportunity to develop the service across the City and region.

5.6 Option 3 is commercially the most suitable option.

Financial Case



6.1 The transfer of the Procurement Service into Delt, as a minimum needs to have a cost neutral impact on PCC. A review of the budget has been undertaken and consideration given to all factors with regards to the suitability of the proposal. The full year budget recommended for transfer to Delt is £576,703 as shown in appendix 3. This would be pro-rata depending on the timing of the transfer.

6.2 If the service were to remain within PCC there would be efficiency targets allocated to the value of £31,554 that the service would be expected to achieve annually. This efficiency target will therefore need to be met by other means and is expected to be captured in the cost saving arrangements that are put in place as referenced in 6.7 below.

6.3 The transfer of services into another organisation always creates two financial issues that need to be considered, Pension and back office support services costs. Careful consideration has been given to the presentation of these issues within the business case given the complexity and also the fact that a longer term view is needed to address them.

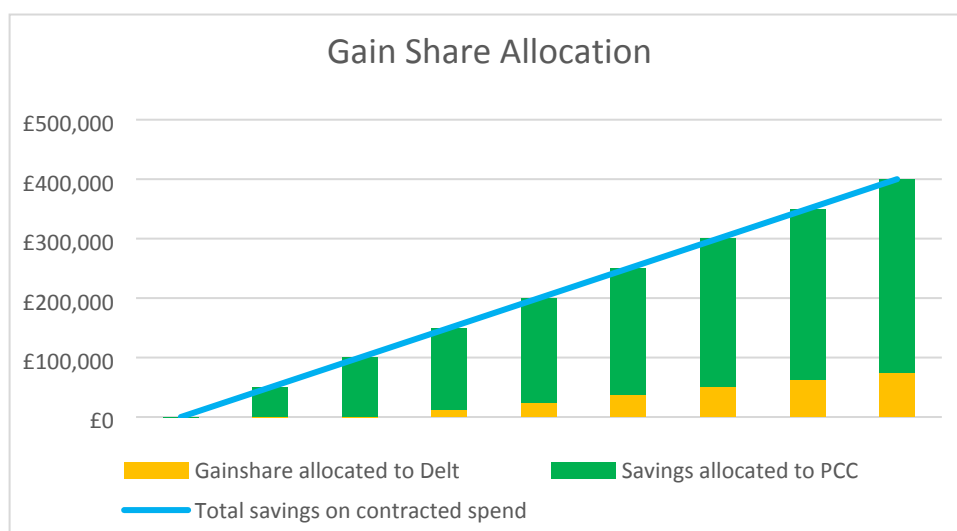
6.4 Pensions. The Council is ultimately responsible for any LGPS pension deficit that arises from the cohort of former ICT Council employees who transferred to Delt under the ICT TUPE arrangements. In 2017/18 the Council supported a proposal to enable Delt to move to a Pensions “pass-through” arrangement. This meant that Delt increased the employer rate from 12% to 22% for the remaining fixed term of the ICT contract. This rate change was calculated to reduce the risk of a LGPS pension deficit at the end of the Delt ICT contract. The impact will mean an increase in the annual cost of any future services transferring because the pension cost is 22% not 14.7%. However, using a rate of 14.7% would require the Council to either pay the lump sum deficit payment at the end of the contract term or increase the arrears recovery rates for employees remaining in the LGPS. Either way, the Council pays and the presentation is a timing and risk management issue.

6.5 Discussion with the Devon LGPS Pension Fund Administrator has previously taken place to ensure proposals to add new services to Delt are understood and the pension requirements are managed correctly. Further conversations have taken place with the LGPS fund Actuary advisors to discuss the strategy for ensuring the correct assessments take place at the right time to ensure Pensions are accounted for properly. The advice received from the lawyers advising the pension administrator was that moving forward, each cohort of staff must have an actuary review and their own pass-through rate determined. This is currently being discussed and worked through with Peninsula Pensions.

6.6 Support Services. The Council “notionally” recharges its back office support services costs to all Council activities so that the Government can compare the costs of frontline services of Local Authorities. As the primary purpose of the exercise is to enable this comparison the method is a simplified apportionment of all support services costs using headcount and it does not correlate to the actual usage of each service. It would be an administrative burden to implement a more complex recharging model, reflecting consumption/usage more accurately. Therefore, in reviewing the support service costs the model is based on an assessment of what support activities would be needed to

operate a Procurement Service assuming it transfers to Delt, with the support service charges not required to operate the service needing to be addressed by the Council over time. Those support service costs included are shown in appendix 3 and give rise to 'stranded costs' to PCC of £16,524 per annum.

6.7 It is anticipated that following the transfer of the Procurement Service to Delt there will be the potential to drive out further savings from the annual contracted spend for the council. Following discussions with Delt, it is felt that a Gain Share arrangement should be worked up and developed whereby both PCC and Delt are able to benefit financially from any savings that are driven out from the purchase of goods, services and contracted spend. An example of the possible gain share arrangement is shown below. This is worked up on the basis that first £100k of savings generated due to a reduction in procurement spend is passed on entirely to PCC. Any savings over and above this £100k is then shared between PCC and Delt on a 75/25 basis. It is expected that the finer details of the gain share arrangement will be developed in partnership with Delt and should be reviewed during the first 24 months of the arrangement. Proposals to develop savings targets that will therefore influence the gain share calculation are being developed as part of the Councils 'The Way We Work' programme.



6.8 To ensure the stranded costs and the efficiency target mentioned above is not a burden borne by PCC as part of this arrangement, there is an expectation that this cost saving will be delivered as part of the gain share arrangement, with a minimum target of a £50,000 saving to PCC on the procurement of goods, services and works and contracted spend in the first year, commencing 1 April 2020.

6.9 There is an expectation that that the Procurement Service will remain based in Ballard House. This will mean that PCC will charge Delt for the accommodation space taken up by the team which will have a net nil impact on PCC. If the procurement team are relocated to office space outside of Ballard House, this will give rise to potential future cost pressures for PCC, depending on how this is managed moving forward.

6.10 Taking all of the above factors and assumptions into account, the transfer of the Procurement Service will be cost neutral to PCC from year 1 onwards, allowing for future growth of the service to further benefit both Delt and PCC moving forward.

Management case



7.1 Due to the problems previously encountered with recruitment and retention, a severe strain was placed on existing team members. It has been proven over the past 5 years that recruitment is extremely challenging not only given the financial constraints that being part of Local Government brings but also due to other local public services (Land Registry, City College, University Hospital Plymouth and Plymouth University) competing for the same skill set and expertise. The challenge of recruiting and retaining staff creates not only a risk to the service with regards to continuity of service but also adds significant pressure on staff who are in post trying to maintain an excellent service to customers whilst under resourced with continual staff turnover.

7.2 The IT and Print & Document services have already transferred to Delt, giving evidence that the model of joint shared services is successful and achievable and works to the benefit of both organisations. Both organisations have the required teams and skills that can deliver the transfer of services with systems in place that enable the smooth transfer of staff and service provision.

Outcomes

8.1 Any change toward a different model for delivery of back office services is required to demonstrate service improvement and savings/budget reductions where possible. Understanding and defining these outcomes is critical to our ability to evaluate the suitability of options.

8.2 The following outcomes were agreed to be mandatory for any shared service model:

- Customer experience
- Delivery of savings through 'lowest' net cost per transaction/service
- Delivery of savings through 'lowest' annual cost to serve
- Resilience
- Provide service in line with agreed parameters
- Positive business case – cash flow profile (NPV) & payback

8.2.1 Customer Experience

By having one central procurement hub, the customer (PCC) will benefit from consistency and standardisation in the form of; single point of engagement, processes, systems and documentation across all categories.

8.2.2 Delivery of savings through 'lowest' net cost per transaction/service

Whilst delivery of savings is not the only driver for a solution it is expected that any recommendation for change should be demonstrably as cost effective as any other alternative service delivery mechanism. It has already been demonstrated that the most cost effective delivery mechanism for

back office services is through Delt Shared Services, being the recommended outcome of this Business Case

8.2.3 Delivery of savings through 'lowest' annual cost to serve

This outcome recognises that partners in the shared service should also be able to see how their combined scale and combined services can be leveraged to reduce the cost to serve each customer. It will therefore require Delt to manage the Procurement Service it provides with a view to maximising the value of each interaction which will therefore either reduce the overall number of interactions required or create savings within the interactions thereby reducing the cost to serve. For example, streamlining the category management approach that is undertaken by the Procurement Service, or reviewing the options for Self Service procurement for transactions under a set value.

It is important that communications are clear within PCC to ensure that savings secured through procurement are identified as such and therefore are not captured by individual departments and offset against pre-determined savings targets.

8.2.4 Resilience

Different services may be vulnerable for a variety of reasons. Vulnerability could be due to service cuts linked to budget pressures or alternatively and in the case of the Procurement Service it could be linked to difficulties experienced in recruiting and retaining experienced staff. By transferring the Procurement Service into Delt it can benefit from the additional expertise already held in Delt by its own established procurement team. This will enable team members to broaden their category knowledge and experience which will help to ensure the team's retention and resilience will improve and strengthen. In addition, through the possibility of raising the scale of operation from supporting just one client to supporting multiple clients it will become possible to afford to employ more than one specialist in each field, such that if required there is cover for resources who may have become a single point of failure.

8.2.5 Provide service in line with agreed parameters

The expectation of the Procurement Service are as follows:

- Custodians of PCC's Contract Standing Orders
- Custodians of PCC's Standard Contract Terms and Conditions
- Custodians of PCC's Social Value Policy
- Ensuring compliance with Procurement regulations (UK and EU)
- Ensuring compliance with Contract Standing Orders
- Ensuring compliance with Grant Funding Procurement requirement
- Fully maintaining the Councils Contract Register in line with the Transparency Code
- Ensuring Best Value is obtained for goods, works and services
- Ensuring Category Management continues
- Provide Strategic and Operational advice regarding procurements
- Undertake all relevant Procurement above the Self Service threshold from market analysis to contract completion
- Systems and Procedures are in place for self-serve procurements
- Maintain the corporate procurement templates including those used by the Cooperative Commissioning Team
- Maintain a Procurement forward plan
- Undertake contract management responsibilities
- Provide advice and guidance for contract management
- Supplier relationship management- ensuring good relationships are maintained with the supply chain
- Maintaining relationships with regional partners (E.g. SW procurement Board, Devon and Cornwall Procurement Partnership)
- Maintaining relationships with framework providers (Crown Commercial Services etc)
- Manage allocation of Purchase Cards

Approve all exemptions to Contract Standing Orders
 Provision of training to internal and external stakeholders
 Embed the PCC Social Value policy across the procurement process
 Work to drive forward the Community Wealth Agenda
 Control the setup of suppliers
 Raise and amend all non-commissioning purchase orders above the self-service threshold
 Continue to undertake procurement activities for other entities where contracted to do so

Key Performance Indicators will be worked up with Delt over the first 12 months but the expected outcomes will include:

- Contracts Register reporting requirements are met
- Ensuring all procurements are undertaken compliantly
- Policies, systems, procedures relating to self-serve procurement are fit for purpose and comply with Contract Standing Orders
- Procurement Awareness Training is delivered to PCC staff as necessary
- Specific percentage of spend to be with Small and Medium Enterprises
- Specific percentage of spend within PL postcode
- Monitoring Social Value
- Reduction in the number of Exemptions to Contract Standing Orders

Whilst it is expected that the service will be, in part, self clienting, PCC will remain as the client, with this function sitting within the Finance department. This will help to maintain the link to PCC Financial Regulations and Contract Standing Orders.

8.2.6 Positive Business Case

It has been recognised that the financial elements of the business case in relation to the transfer of any back office service should have a zero negative financial impact on PCC at the very least. As demonstrated in the financial section the expectation that a gain share arrangement be developed in partnership with Delt means that the effect of the stranded costs and efficiency savings target will be achieved through a reduction in contracted and procured spend, that both parties will benefit financially from and therefore be motivated to achieve.

The transfer of the Procurement Service into Delt will also create a larger, more robust procurement function within Delt Shared Services Ltd, which will help Delt to enable this service to be offered to other partners in the City, driving growth and supporting the local economy.

Risk table

9.1 The table below sets out the risk associated with the proposed transfer of the PCC Procurement Service to Delt Shared Services Ltd and mitigations put in place.

| Risk | Effect | Mitigation | Likelihood | Impact | Score |
|---|---|--|------------|--------|-------|
| Failure to recruit to the vacant positions in the structure | This will reduce the opportunity to enhance the service, drive out savings and ensure | Delt will recruit to vacant packages using a wider variety of incentives and a | 2 | 3 | 6 |

| | | | | | |
|--|---|--|---|---|----|
| | consistency across the procurement function. | more attractive remuneration package | | | |
| Staff may not want to transfer to Delt | Negative effect on the delivery of the Procurement Service and unrest within the workforce, leading to potential resignation | Unions will be consulted with, staff will be engaged with and Delt will work with the staff to ensure individuals understand the impact on them at the earliest opportunity | 3 | 4 | 12 |
| Expectations of the organisation are not adequately described in the service specification. | Delt will either deliver services that are not valued or required by PCC and/or the service provided by Delt would be insufficient to meet PCC's needs. | Active and ongoing contribution to the specification of clear service outcomes by responsible representatives from across the business. | 4 | 4 | 16 |
| National reduction on the public purse | This will add pressure to already stretched services and may result in less investment in high value procurement | Flex and change as necessary and concurrently review commercialisation opportunities | 1 | 2 | 2 |
| Delt is unable to secure further Procurement Service contracts | Limited opportunity to reduce operating costs and drive up income | Proactive work undertaken by Delt in partnership with PCC to offer Procurement Services to other local organisations | 4 | 1 | 4 |
| Procurement is only the fourth service to be transitioned to Delt over the past 5 years – are required processes for transfer mapped out and understood? | Uncertainty of transfer processes due to time delay from other transfers and staff movement in support service teams to enable the smooth transition | Learning from the transfer of the three previous services (IT, Payroll and Print & Document services) will be applied to this transition. Full engagement with support services to ensure issues are resolved before the point of crisis. | 2 | 3 | 6 |
| A complex team like procurement has not yet been transferred- are the service specific complexities understood? | Transfer may take longer than initially estimated Complex processes are not adequately addressed and subsequently transferred causing significant inefficiency and ineffectiveness | Full engagement with the Procurement Service to ensure all processes are fully understood and can be adequately transferred Full engagement with other support services such as legal to understand implications of transferring complex services | 3 | 3 | 9 |

| | | | | | |
|---|---|---|---|---|---|
| | | Issues/concerns are resolved before the point of crisis. | | | |
| Significantly increased demand on the Procurement Service due to PCC requiring service levels over and above that which has been transferred. | Shortage of resources available to deliver requirements of PCC, impacting on the level and speed of services received | Effective engagement and communication to enable growth requirements to be recognised and managed in a timely manner. | 1 | 2 | 2 |
| The uncertainty around Brexit arrangements with regards to future procurement legislation and any impact on Local Authorities | Unknown at this stage | Flex and change as necessary | 2 | 2 | 4 |

Recommendations

10.1 The Procurement Service transfers to Delt, with staff transferring under TUPE arrangements with effect from 1 April 2020.

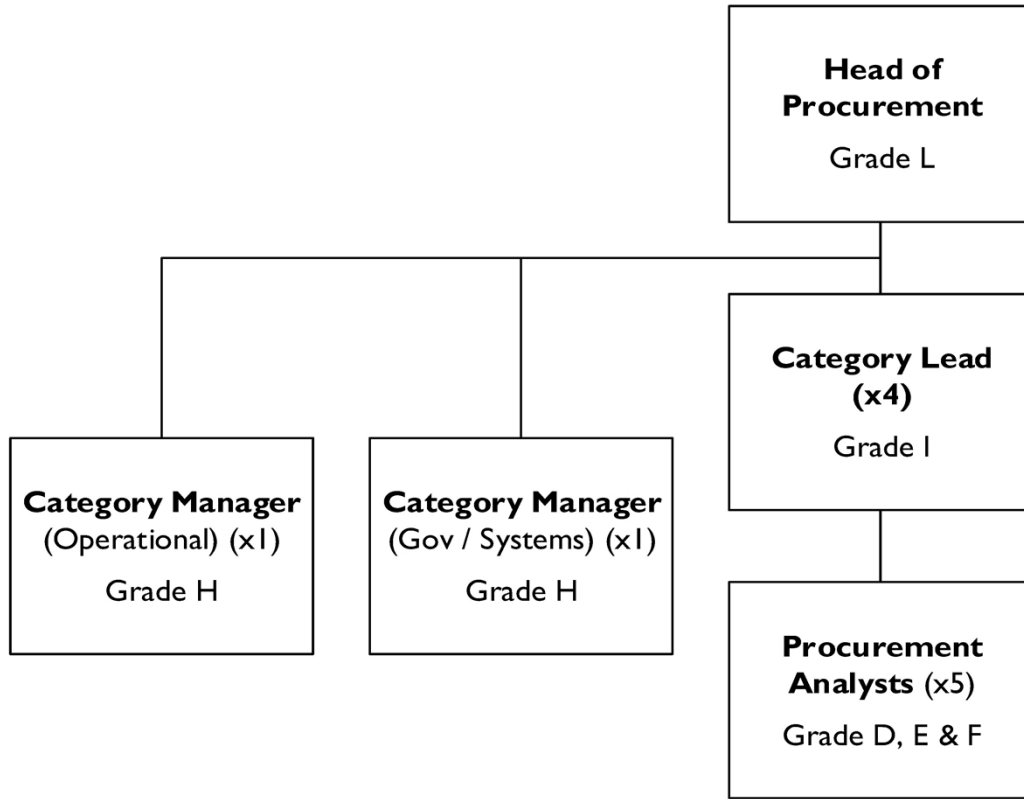
10.2 All Procurement Service work is channelled through Delt allowing for greater efficiencies and growth through a central hub and the potential for greater retention and stability in the workforce through a broader range of procurement categories.

10.3 A Gain share arrangement is put in place whereby both PCC and Delt are motivated to drive down the cost of spend through a share in savings generated. The finer details of the gain share arrangement are to be worked up in partnership with Delt.

10.4 The client function to remain within PCC Finance department with KPI's to be agreed in partnership with Delt.

Appendix I:

Current Staffing Structure of the Procurement Service



Appendix 2:**Functions and Outcomes of the Procurement Service**

| Functions | Outcomes |
|--|---|
| <ul style="list-style-type: none"> • Custodians of PCC's Contract Standing Orders • Custodians of PCC's Standard Contract Terms and Conditions • Custodians of PCC's Social Value Policy • Ensuring compliance with Procurement regulations (UK and EU) • Ensuring compliance with Contract Standing Orders • Ensuring compliance with Grant Funding Procurement requirement • Fully maintaining the Councils Contract Register in line with the Transparency Code • Ensuring Best Value is obtained for goods, works and services • Ensuring Category Management continues • Provide Strategic and Operational advice regarding procurements • Undertake all relevant Procurement above the Self Service threshold from market analysis to contract completion • Systems and Procedures are in place for self-serve procurements • Maintain the corporate procurement templates including those used by the Cooperative Commissioning Team • Maintain a Procurement forward plan • Undertake contract management responsibilities • Provide advice and guidance for contract management • Supplier relationship management- ensuring good relationships are maintained with the supply chain • Maintaining relationships with regional partners (E.g. SW procurement Board, Devon and Cornwall Procurement Partnership) • Maintaining relationships with framework providers (Crown Commercial Services etc) • Manage allocation of Purchase Cards • Approve all exemptions to Contract Standing Orders • Provision of training to internal and external stakeholders • Embed the PCC Social Value policy across the procurement process • Work to drive forward the Community Wealth Agenda • Control the setup of suppliers • Raise and amend all non-commissioning purchase orders above the self-service threshold • Continue to undertake procurement activities for other entities where contracted to do so | <ul style="list-style-type: none"> • Production of a Procurement Improvement Plan with specific aims of supporting and advancing overall Category Approach, commercial Governance (including processes and systems) plus stakeholder engagement • Contracts Register reporting requirements are met • Compliant value add procurements • Policies, systems, procedures relating to self-serve procurement are fit for purpose and comply with Contract Standing Orders • Procurement Awareness Training is delivered |

Appendix 3:**Procurement Service Budget 2018/19 and 2019/20**

| Description | Budget 2018/19 | Actual 2018/19 | Budget 2019/20 |
|---------------------------------|-------------------|-------------------|-------------------|
| Employee costs | £394,982 | £345,807 | £501,581 |
| Other employee costs | £4,000 | £5,398 | £4,000 |
| Transport costs | £1,400 | £1,101 | £1,400 |
| Supplies and Services | £16,041 | £16,910 | £16,510 |
| Relevant support service costs* | £70,862 | £70,862 | £70,862 |
| Efficiency Savings | £0 | £0 | £0 |
| Income | (£17,650) | (£15,559) | (£17,650) |
| Total net budget | £469,635 | £424,519 | £576,703 |

* Includes Accommodation, IT, HR and Finance. Of this, HR and Finance are a stranded cost to PCC totalling £16,524 per annum

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Performance, Finance and Customer Focus Overview and Scrutiny Committee



Date: 22 January 20120

Title of Report: Revenue Monitoring - Month Eight

Lead Member: Councillor Mark Lowry (Cabinet Member for Finance)

Lead Strategic Director: Andrew Hardingham (Service Director for Finance)

Author: Paul Looby (Head of Financial Planning and Reporting)
Hannah West (Finance Business Partner)

Contact Email: paul.looby@plymouth.gov.uk
hannah.west@plymouth.gov.uk

Your Reference:

Key Decision: No

Confidentiality: Part I - Official

Purpose of Report

This report outlines the finance monitoring position of the Council as at the end of November 2019. The primary purpose of this report is to detail how the Council is delivering against its financial measures using its revenue resources.

As shown in Table I below, the projected revenue overspend is £2.699m against a revenue budget of £185.483m.

Recommendations and Reasons

I. That Scrutiny note the month eight monitoring position.

Alternative options considered and rejected

None considered as it is a statutory requirement to report on the use of the Council's budget funds.

Relevance to the Corporate Plan and / or the Plymouth Plan

This 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 the Medium Term Financial Plan 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.

Carbon Footprint (Environmental) Implications:

No impacts directly arising from this report.

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

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.

Appendices

| Ref. | Title of Appendix | Exemption Paragraph Number (if applicable) | | | | | | |
|------|-------------------|--|---|---|---|---|---|---|
| | | <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i> | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | | | | | | | | |

Background papers:

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

| Title of background paper(s) | Exemption Paragraph Number (if applicable) | | | | | | |
|------------------------------|--|---|---|---|---|---|---|
| | <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i> | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | | | | | | | |

Sign off:

| | | | | | | | | | | | |
|---|-------------------|-----|---------------------|------------|--------------------------------------|----|---------------------------------------|--------|---------------------------------------|------------|---------------------------------------|
| Fin | djn.19.20.1 93 | Leg | lt/33610/ 2/2312 | Mon Off | Click here to enter text | HR | Click here to enter text. | Assets | Click here to enter text. | Strat Proc | Click here to enter text. |
| Originating Senior Leadership Team member: Andrew Hardingham (Service Director for Finance) | | | | | | | | | | | |
| Please confirm the Strategic Director(s) has agreed the report? Yes | | | | | | | | | | | |
| Date agreed: 20/12/2019 | | | | | | | | | | | |
| Cabinet Member signature of approval: Councillor Mark Lowry (Cabinet Member for Finance) | | | | | | | | | | | |
| Date: 03/01/2020 | | | | | | | | | | | |

November 2019 FINANCE MONITORING**Table 1: Revenue Monitoring Position**

| Directorate | Gross Expenditure | Gross Income | 2019/20 Latest Approved Budget | Forecast Outturn | Forecast Year End Variation | Movement from Month 7 |
|--|--------------------------|---------------------|---------------------------------------|-------------------------|------------------------------------|------------------------------|
| | £m | £m | £m | £m | £m | £m |
| Executive Office | 6.450 | (0.590) | 5.860 | 6.013 | 0.153 | 0.000 |
| Finance | 21.889 | (5.051) | 16.838 | 17.588 | 0.750 | 0.000 |
| Customer and Corporate | 96.519 | (81.227) | 15.292 | 16.440 | 1.148 | 0.000 |
| Children's Directorate | 139.546 | (92.854) | 46.692 | 49.034 | 2.342 | 0.372 |
| People Directorate | 125.355 | (38.389) | 86.966 | 86.266 | (0.700) | (0.250) |
| Office of the Director of Public Health | 18.572 | (19.019) | (0.447) | (0.447) | 0.000 | 0.000 |
| Place Directorate | 82.148 | (57.999) | 24.149 | 24.499 | 0.350 | 0.052 |
| Corporate Items | 10.516 | (20.383) | (9.867) | (11.211) | (1.344) | (1.050) |
| TOTAL | 500.995 | (315.512) | 185.483 | 188.182 | 2.699 | (0.876) |

Table 2: Plymouth Integrated Fund

| Plymouth Integrated Fund | 2019/20 Budget | 2019/20 Forecast | Year End Overspend / (Underspend) |
|--|-----------------------|-------------------------|--|
| | £m | £m | £m |
| New Devon CCG – Plymouth locality | 418.937 | 419.411 | 0.474 |
| Plymouth City Council * | 253.894 | 255.414 | 1.520 |
| TOTAL | 672.831 | 674.825 | 1.994 |

The financial position above for the Plymouth Integrated Fund is for the 2019/20 month 6 position, and before any risk share.

*This represents the net People Directorate budget plus the gross Public Health Commissioning budget (which is financed by a ring fenced Department of Health Grant).

Table 3: Key Issues and Corrective Actions

| Issue | Variation £m | Management Corrective Action |
|--|---------------------|---|
| <p>EXECUTIVE OFFICE</p> <p>There are pressures held within the budget which are being closely monitored; £0.189m, which is carry forward from 2018/19. £0.100m was to be met from a Service review as indicated in the MTFP and £0.089m is apportioned Transformation legacy savings.</p> <p>In addition to this, there is pressure on income targets not achieved of £0.072m and missed vacancy savings target of £0.088m.</p> | 0.153 | <p>Within the elections budget, management is undertaking all possible actions to maximise logistics efficiencies and generate in-year savings above and beyond what is set out to meet in service pressures covering a 5 year window. The department is using vacancy management to off-set some of the pressure and as a result is carefully managing demand in terms of impact on capacity.</p> <p>Income generation is also being proactively sought with some success already at this point in the year of around £0.080m additional anticipated income from agreements made with third parties (income yet to be fully realised).</p> |

| | | |
|---|---------|---|
| | | A review of the allocation of legal costs against capital and other major programmes is under way to address forecast legal services pressure. |
| <p>FINANCE</p> <p>The main budget pressures continue to be legacy savings, which are in excess of £0.400m. The target savings of £2.000m for Treasury Management are at risk, and pressures of approximately £0.800m have been identified within Facilities Management due to Asbestos, R&M and unachieved efficiency savings.</p> | 0.750 | <p>All opportunities are being explored to meet the Treasury Management savings target. This includes working with our Treasury Management Advisors to explore new and innovative opportunities e.g. rescheduling LOBOSs if market conditions are favourable.</p> <p>Further technical adjustments to the method of providing debt repayment should result in the majority of these savings being realised by year-end.</p> |
| <p>CUSTOMER and CORPORATE – Customer Services</p> | 0.232 | <p>Budget savings for staff vacancies £0.192m and efficiency savings £0.268m are continuing on being managed through salary savings and other savings.</p> <p>Despite this, pressure is showing within Housing Benefit which remains closely monitored but highly volatile.</p> |
| <p>CUSTOMER and CORPORATE – Service Centre</p> <p>The budget pressure of £0.600m includes a £0.500m legacy saving.</p> | 0.600 | <p>CMT previously agreed to the transfer of other transactional services into the Service Centre. Benefits will be quantified in 2019/20. These can only be delivered by working in partnership and with co-operation from all service business areas.</p> |
| <p>CUSTOMER and CORPORATE – Human Resources & Organisational Development</p> | (0.035) | <p>There is a legacy savings target of £0.050m that has been met in-year as a one off through salary savings.</p> |

| | | |
|--|---------|--|
| <p>CUSTOMER and CORPORATE – Departmental</p> <p>The budget includes legacy savings of £0.879m which are being reported as at risk of delivery.</p> | 0.500 | Plans are continuing to be developed e.g. a review of management overheads across the directorate and other challenging decisions which will need further discussion. Therefore at this stage it is prudent to declare a pressure of £0.500m. |
| <p>CUSTOMER and CORPORATE – Transformation</p> | (0.149) | £0.149m of savings has been achieved mainly due to vacancies within the salaries budget within the Project Management Team. Further savings are expected to be made and will be shown next month. |
| <p>CUSTOMER and CORPORATE – ICT Commissioned Service</p> <p>There are a number of budget pressures being reported. Several budgets are lower than required; Unitary Charge £0.720m, PADS £0.066m and Payroll £0.074m. Savings of £0.129m are shown against the financing charges for the way we work. Included in the £0.720m are identified additional savings of £0.184m. The DELT dividend is being forecast at £0.160m which is £0.270m lower than budget</p> | 0.000 | A financing solution is currently being negotiated to mitigate these pressures as referenced below within Corporate Items. |
| <p>CHILDREN'S DIRECTORATE</p> <p>The Children Young People and Families Service are reporting a net budget pressure of £2.342m at Month 8. The reported pressure is due to the following:</p> <p>The net delivery (savings) plans at risk £1.217m Following a robust challenge by finance to the services, this is highlighting the risk against the overall delivery plan for the Children's Directorate £4.630.</p> | 2.342 | <p>The following actions are being taken to try to mitigate the risk in the Children's budget.</p> <ul style="list-style-type: none"> • Fortnightly placement review to ensure step down all placements where appropriate with particular attention to high cost placements. • Review of staying put arrangements and financial remuneration. • Maximize contribution from partners - Health and Education Action Complete required Health tool for all Residential |

| | | |
|--|--------------|---|
| <p>Business As Usual £0.106m - There has been a favourable reduction in service cost pressures a reduction of (£0.128m) in the month .These comprise a mixture of additional resource costs, borrowing, legal agent costs and specialist assessments, partly offset from savings in the Safeguarding Children’s Board and further employee vacancy savings. Senior Management will continue to review and seek mitigation to cover in full.</p> <p>Children & Young Peoples Placements £1.019m - In the first 8 months of the year the service has seen additional staffing support required for complex young peoples unregulated arrangements of care and temporary accommodation plans, which are under constant review to move to residential settings. The increased pressure of £0.335m identified at month 8 is as a combination of the increased numbers of looked after children and the extended arrangements of high cost unregulated arrangements for young people with complex needs. All placements continue to be reviewed with a view to step down where appropriate for mitigation.</p> | | <p>placements. Review elements of contracts to ensure Education element is recharged correctly.</p> <ul style="list-style-type: none"> • Service Director persistently raising matter of budgetary pressures at all staff meetings to ensure only essential expenditure and actions taken in a timely manner. • Maximise local residential placements to avoid higher out of area associated costs. • Director & Finance Review all Financial Assumptions, monthly all placements and hot spots and quarterly line by line review • The residential block contract “Caring in Partnership” is being maximized to keep children local at reasonable weekly rates. The contract has enabled 22 placements of Plymouth children and young people in the last year, including bringing children who had been placed out of area back to the city and supporting other children to step down to fostering, into independence or to return home. The block contract continues to offer value for money in comparative weekly fees. The void rate has declined over recent months but this is due to two two-bedded homes needing to be blocked by one child in each home to meet their complex needs. These situations are regularly reviewed with the aim of matching children alongside as soon as possible. • Programme Lead and additional resource has been put into the directorate to ensure we keep on track against the original target. • Fortnightly Programme Boards now in place plus additional resources within the directorate to ensure we maximize the savings. |
| <p>PEOPLE - Strategic Cooperative Commissioning PEOPLE - Strategic Cooperative Commissioning</p> <p>The Strategic Commissioning service is working across the People Federation to reduce costs and improve efficiencies</p> | <p>0.000</p> | |

| | | |
|--|----------------|--|
| <p>with any resultant savings being offered as offsetting part of the pressure on the Children's Directorate.</p> <p>Since setting the budget, clients numbers in ASC have dropped, which is as a direct result of the work undertaken over the last year to deliver improvements in the management of the ASC front door, the implementation of a robust scheme of delegation and the close working arrangement with LWSW through budget containment meetings to address system pressures.</p> <p>However, the management information coming out of Carefirst is continuing to show a small increase from the start of the year, which has been included as part of our forecast. This will continue to be reviewed closely, due to the demand led nature of the budget, as the position can change on a weekly basis. We have not yet entered the "winter session" and must remain optimistically cautious that we do not experience a spike in demand resulting in increased costs.</p> | | |
| <p>PEOPLE – Community Connections</p> <p>Community Connections is reporting a (£0.700m) favourable variation at month 8, a favourable change of (£0.250m) from month 7. Additional movement in month has come from increased maximisation of grant income whilst B&B numbers remain lower than those reported during 2018/19 through the use of alternative placements secured in existing contracts. This is being achieved and maximised through partnership working with the Alliance</p> <p>The department has been tasked with achieving delivery plans of £0.030m, as well as £0.228m of savings brought</p> | <p>(0.700)</p> | |

| | | |
|---|-------|---|
| <p>forward from 2018/19 that were realised from one off savings and needed to be achieved in this financial year. It is thought that the full £0.258m will be achieved, however most of these will be achieved through one off savings again, which will cause further pressure in 2020/21.</p> | | |
| <p>PEOPLE - Management & Support</p> <p>The People Management & Support budget is currently forecast to balance to budget at year end.</p> | 0.000 | |
| <p>Office of the Director of Public Health</p> <p>The budget for the Office of the Director of Public Health (ODPH) is forecasting to balance to budget at year end, but acknowledging that there is risk within the forecast of savings to make that do not have any plans against them and extra costs which have been incurred, and more anticipated, due to Brexit.</p> <p>The budget is made up of:</p> <ul style="list-style-type: none"> • Public Health, which is grant funded and forms part of the Integrated Fund; • Public Protection Service; and • Bereavement Services. <p>There has been a reduction in the Public Health grant received in 2019/20 of £0.405m from the previous year, which will be contained by a variety of management actions, mainly around the contracts that are held within the department.</p> | 0.000 | <p>The departments will be working to cover the current risk to bring it to zero at year end.</p> |

| | | |
|--|---------|---|
| <p>The Public Protection service, funded from RSG and other income streams, are forecasting to spend to budget, however there will need to be reviews of spending across the service during the year to achieve this.</p> <p>The Bereavement Service is showing an increase in the numbers of cremations budgeted for at this point in the year, although any surpluses from this service are ring-fenced and cannot be counted towards any favourable variations for the Directorate.</p> | | |
| <p>PLACE - Strategic Planning and Infrastructure (SP&I)</p> <p>The forecast SP&I budget position shows a net £86k positive variation to budget. This is a positive change since last month's budget monitoring report of £69k. There continues to be concern about planning application fees and we have experienced a significant drop in building control fees, which can be attributed to the wider economic uncertainty affecting investment decisions, however development enquiry service fees have seen improvement. Nonetheless, we currently forecast that this will be more than compensated by further improved salary related forecasts, a continuing improvement in relation to concessionary fares and underspends elsewhere within the department.</p> | (0.086) | <p>The SP&I Senior Management Team will continue to monitor the department's vacancy management arrangements, reduced spending and increased income measures. To maintain a balanced position, areas of departmental activity will be stopped for the remaining part of the year if that becomes necessary.</p> |
| <p>PLACE - Management Support (Director's budget)</p> <p>The opening (£0.451m) efficiency target, plus the (£0.067m) Game Team staff cost pressure has been reduced by a permanent virement of £0.150m to Street Services and a one off ED income generation of £0.241m.</p> | 0.241 | <p>Overall Place monitoring will continue to seek one off efficiencies by reducing costs and potential income opportunities to reduce this pressure.</p> |

| | | |
|--|----------------|--|
| <p>There are no specific actions in place to meet the remaining (£0.127m) currently.</p> | | |
| <p>PLACE - Economic Development</p> <p>£1.1m of forecast income generation from Asset Investment Fund acquisitions in excess of target, have enabled £0.7m of spend pressures within Economic Development to be met.</p> <p>Spend pressures include earmarking £0.300m resources to meet a loss arising from the discovery of asbestos at the City Business Park, containing £0.200m unavoidable commercial estate pressures, and delivering on £0.200m pledges.</p> | <p>(0.396)</p> | <p>£0.241m of the one-off ED AIF income has been used to offset part of the overall Place efficiency target.</p> <p>Efforts will continue to be taken to maximise income and reasonably contain costs.</p> |
| <p>PLACE - GAME</p> | <p>0.000</p> | <p>Nil variance to report</p> |
| <p>PLACE - Street Services</p> <p>Street Scene & Waste services: SSW are reporting an adverse variation. This can be attributed to the RTS fire and closure of the facility for 9 weeks, increased costs linked to health and safety, increased maintenance costs of an aging fleet and overall pressures to deliver clean and tidy streets.</p> <p>Through tight financial management and increased efforts to maximise commercial income, the pressure is expected to be in the order of £0.591m. Areas being focused on include</p> | <p>0.591</p> | <p>A detailed review of all Street Scene & Waste budgets, including a coding/budget realignment is on-going, which will aid management of these budgets going forward.</p> |

| | | |
|---|---------------------------|--|
| <p>staffing costs, fuel and maintenance costs of vehicles and some operational costs.</p> <p>Fleet and Garage: Fleet are reporting to budget but have a risk of £0.034m. This relates to a £0.026m gap against a previous savings target, and a £0.008m pressure due to the requirement for a new fuel system. There is also a risk around their £0.050m additional savings target, although delivery plans are being worked on to help meet this that rely on client account savings. Garage are forecasting to come in on budget. The Garage also has a £0.050m savings target that is being picked up in the aforementioned delivery plan.</p> <p>Highways and Car Parking: Highways are currently forecasting to come in on budget, although there are risks around 19/20's additional car parking income target.</p> | <p>0.000</p> <p>0.000</p> | <p>Detailed analysis is ongoing within the Garage to meet the budget position.</p> |
| <p>CORPORATE ITEMS</p> <p>Following a review of the Collection Fund at month 8 there is an improved position which has enabled £0.994m to be released from the collection fund to support the revenue budget.</p> <p>Following a review of the provision to support the costs for restructuring services £0.350m has been released to support the revenue budget.</p> | <p>(1.344)</p> | |
| <p>TOTAL</p> | <p>2.669</p> | |

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**Performance, Finance and Customer Focus Overview
Scrutiny Committee**

Work Programme 2019-2020



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 Jamie Sheldon, Democratic Advisor on 01752 304001.

| Date of meeting | Agenda item | Prioritisation Score | Reason for consideration | Responsible Cabinet Member / Officer |
|------------------------|--|-----------------------------|--|---|
| 12 June 2019 | Corporate Finance Monitoring Report Q4 and Outturn | (5) | To monitor the Council's financial position and Performance and identify areas of concern for further scrutiny | Councillor Lowry/Andrew Hardingham/ Andrew Loton |
| 24 July 2019 | Monthly Finance Report Month 2 | (5) | To monitor the Council's financial position and identify areas of concern for further scrutiny | Councillor Lowry/Andrew Hardingham |
| | Procurement Services | (5) | To receive an update on the Procurement Services | Councillor Lowry/Andrew Hardingham |
| | Customer Experience Programme update | (4) | To receive an update on the Customer Experience Programme | Councillor Haydon/Andy Ralphs/Pete Honeywell |
| 02 October 2019 | Street Services | (5) | To receive an update on the Street Services department | Councillor Dann/Katrina Houghton |
| | Monthly Finance Report Month 5 | (5) | To monitor the Council's financial position and identify areas of concern for further scrutiny | Councillor Lowry/Andrew Hardingham |
| | Climate Emergency/Carbon Reduction Plan (internal perspective) | | To receive an update on available information prior to submission to Full Council in November | Councillor Dann/Andrew Hardingham and Ralph Bint |

| Date of meeting | Agenda item | Prioritisation Score | Reason for consideration | Responsible Cabinet Member / Officer |
|-------------------------|--|----------------------|--|---|
| | LGO Annual Review | | To receive full analysis of the data, in particular the upheld complaints, will be undertaken against our internal data and will also be benchmarked against other authorities in our family group | Councillor Haydon/Helen Cocks |
| 21 November 2019 | Corporate Finance & Performance Monitoring Report Q2 and Outturn 2019/20 | (5) | To monitor the Council's financial position and Performance and identify areas of concern for further scrutiny | Councillor Lowry/Andrew Hardingham/Andrew Loton |
| | TWWW Programme Update | (4) | To receive an update on TWWW Programme | Councillor Haydon/Andy Ralphs/Pete Honeywell |
| | Homeless Overview (including an overview of the Alliance) | | To review progress | Councillor Penberthy/Matt Garrett |
| | Begging and Community Safety Enforcement | (5) | To examine the extent of the issue in the city; how can we better understand the causes of homelessness; how can we raise awareness of what we are doing to tackle this issue | Councillor Penberthy/ Matt Garrett |
| 22 January 2020 | Monthly Finance Report Month 7 | (5) | To monitor the Council's financial position and identify areas of concern for further scrutiny | Councillor Lowry/Andrew Hardingham |
| | Transfer of Procurement Services | (5) | To consider the business case for transfer of services prior to submission to Cabinet | Councillor Penberthy/ Andrew Hardingham |
| | TWWW Programme Update | (4) | To receive an update on TWWW Programme | Councillor Haydon/Andy Ralphs/Pete Honeywell |
| | Homeless Overview (including an overview of the Alliance) | (5) | To review progress | Councillor Penberthy/Matt Garrett |

| Date of meeting | Agenda item | Prioritisation Score | Reason for consideration | Responsible Cabinet Member / Officer |
|--|--|----------------------|---|---|
| | Begging and Community Safety Enforcement | (5) | To examine the extent of the issue in the city; how can we better understand the causes of homelessness; how can we raise awareness of what we are doing to tackle this issue | Councillor Penberthy/ Matt Garrett |
| 18 March 2020 | Electoral Processes | (5) | | Councillor Pete Smith/ Glenda Favor - Ankersen |
| | Monthly Finance Report Month 10 | (5) | To monitor the Council's financial position and identify areas of concern for further scrutiny | Councillor Lowry/Andrew Hardingham |
| | Corporate Finance Monitoring Report Q3 and Outturn 2019/20 | (5) | To monitor the Council's financial position and Performance and identify areas of concern for further scrutiny | Councillor Lowry/Andrew Hardingham/Andrew Loton |
| | Fleet and Garage Services Review | (4) | | Council Coker/Adrian Trim |
| Items to be re - scheduled | | | | |
| Gypsy Roma and Travellers Unauthorised Camps | | | | |
| Employee Parking and Travel Plan/100 spaces | | | | |
| Communication Review Report | | | | |
| Blue Badges | | | | |
| | | | | |
| Select Committee Reviews | | | | |
| To be scheduled | | | | |
| | | | | |
| Joint Select Committee Reviews | | | | |
| | | | | |

Annex I – Scrutiny Prioritisation Tool

| | | Yes (=1) | Evidence |
|-------------------------|---|---------------------|-----------------|
| P ublic Interest | Is it an issue of concern to partners, stakeholders and/or the community? | | |
| A bility | Could Scrutiny have an influence? | | |
| P erformance | Is this an area of underperformance? | | |
| E xtent | Does the topic affect people living, working or studying in more than one electoral ward of Plymouth? | | |
| R eplication | Will this be the only opportunity for public scrutiny? | | |
| | Is the topic due planned to be the subject of an Executive Decision? | | |
| | Total: | | High/Medium/Low |

| Priority | Score |
|-----------------|--------------|
| High | 5-6 |
| Medium | 3-4 |
| Low | 1-2 |

Performance, Finance and Customer Focus Overview and Scrutiny Committee: Tracking Decisions

| Minute | Decisions | Target Date, Officer Responsible and Progress |
|---|---|---|
| July 2019 Update on the Corporate Procurement Services | To be informed when the Head of Procurement position is filled. | Date: July 2019 Officer: Andrew Hardingham/ Councillor Penberthy Progress: On going |
| October 2019 Street Services | The Grass Cutting schedules and Flooding Hotspots be circulated to all Councillors. Clear communication be provided about what we do provide as service and what the service standards are for work being completed. | Date: October 2019 Officer: Philip Robinson Progress: On going – Email circulated to Committee 14 January 2020 |
| October 2019 Work Programme | Members agreed to add the Fleet and Garage Services Review to the Work Programme. | Date: July 2019 Officer: Jamie Sheldon Progress: Complete – items have been added to the Work Programme. |

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