



THE FOUR MONTH FORWARD PLAN

1 September 2010 to 31 December 2010

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The Forward Plan is published monthly

PLYMOUTH CITY COUNCIL FORWARD PLAN OF KEY DECISIONS

What is the Forward Plan?

The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 require the Leader to prepare a Forward Plan to cover a period of four months. The Forward Plan contains **key decisions** that the Leader believes are to be taken within this period. It describes the nature of the decision, who is the decision maker, the period in which the decision will be taken, those whom the decision taker proposes to consult, the steps any individual may take who wishes to make representations to the decision maker and a list of background papers considered by the decision taker in respect of the key decision.

What is a Key Decision?

A **key decision** is –

- (a) Any decision in relation to an Executive function which results in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates;

or

- (b) Any decision that is likely to have a significant impact on two or more wards within the Council.

The threshold for significant expenditure / savings is £2 million for the award of contracts and £500,000 for all other matters.

The Cabinet cannot consider key decisions if they have not been included within the Forward Plan unless they fall within the two exceptions set out at paragraph 15 & 16 of the Regulations, namely:

REGULATION 15. GENERAL EXCEPTION

If a matter which is likely to be a key decision has not been included in the forward plan, then subject to Regulation 16 (special urgency), the decision may still be taken if:

- (a) the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next forward plan and until the start of the first month to which the next forward plan relates;
- (b) the monitoring officer has informed the Chair of a relevant Scrutiny Panel, or if there is no such person, each member of that panel in writing, by notice, of the matter to which the decision is to be made;
- (c) the Monitoring Officer has made copies of that notice available to the public at the offices of the Council; and
- (d) at least 5 working days have elapsed since the Monitoring Officer complied with (a) and (b).

Where such a decision is taken by a committee, it must be taken in public.

REGULATION 16. SPECIAL URGENCY

If by virtue of the date by which a decision must be taken Regulation 15 (general exception) cannot be followed, then the decision can only be taken if the decision taker (if an individual) or the Chair of the body making the decision, obtains the agreement of the Chair of the Overview and Scrutiny Management Board that the taking of the decision cannot be reasonably deferred. If there is no Chair of the Overview and Scrutiny Management Board, in his/her absence the Vice Chair will suffice, or in both their absences, any other Member of the Board.

The Forward Plan does not need to refer to exempt information and confidential information cannot be included.

What is the Budget and Policy Framework?

This is a reference to the Council's policy framework and is made up of a series of Statutory Plans and Strategies listed as below:

Corporate Plan	All Our Futures
Children and Young People's Plan	Capital Strategy and Asset Management Plan
Licensing Authority Policy Statement – Gambling Act 2005	Housing Strategy
Local Development Framework (Documents)	Investment in Children (comprising Strategy for Change and Building Schools for the Future)
Local Transport Plan	Plymouth Economic Strategy
Sustainable Community Strategy	Waste Management Strategy
Youth Justice Plan	

What does the Forward Plan tell me?

The Plan gives information about:

- what key decisions are coming forward in the next four months
- when those key decisions are likely to be made
- who will make those decisions
- what consultation will be undertaken
- who you can make representations to, and how
- what documents can you ask for, and when
- who you can contact for further information

Who takes Key Decisions?

Under the Council's Constitution most key decisions are taken at public meetings of either the City Council or the Cabinet and these bodies are presently scheduled to meet on the following dates:

	September	October	November	December
City Council Council House (2 pm)	-	11 October	-	6 December
Cabinet Council House (2.pm)	14 September	19 October	16 November	14 December

Who can I contact?

Each entry in the Plan indicates the names of all the relevant people to contact about that particular item. In addition, the last page of the Forward Plan gives a complete list of all Members of the City Council, the Leader/Executive Members and the Chief Executive/ Executive Directors.

How do I make contact?

Wherever possible, full contact details are listed in the individual entries in the Forward Plan. If you are unsure how to make contact, please ring the City Council and staff will be able to assist you: Telephone 01752 668000

How do I get copies of agenda papers?

The agenda papers for City Council and Cabinet meetings are usually available five working days before the meeting and can be accessed on the Council's website: www.plymouth.gov.uk/modgov.

On occasions, the papers you request may contain exempt or confidential information. If this is the case, it will be explained why it will not be possible to make copies available.

How can I get copies of the Plan?

Copies of the Plan are available for inspection at reasonable hours, free of charge, at the Plymouth City Council offices. The Plan is updated monthly on:

2010
16 September
14 October
11 November
9 December
2011
13 January
10 February
17 March
14 April

Copies are also available on the City Council's website:
www.plymouth.gov.uk/modgov.

General

If you have any questions or comments about the Plan, we would positively welcome them and would ask that you send them direct to the contact officer named at the start of the Plan. Please also let us know if you have any difficulty in accessing a copy of the Plan or any of the documents referred to therein.

COUNCILLOR MRS V PENGELLY
LEADER



THE FOUR MONTH FORWARD PLAN

1 September 2010 to 31 December 2010

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* These items appear in the Forward Plan for the first time.

SHORELINE MANAGEMENT REVIEW PLAN - DURLSTON HEAD TO RAME HEAD
DATE FIRST INCLUDED IN THE FP: 11 FEBRUARY 2010

Nature of the decision:

Adoption of the "Shoreline Management Plan Review (SMP2) – Durlston Head to Rame Head"

Who will make the decision? Cabinet (on the recommendation of Councillor Fry)

Timing of the decision? 19 October 2010

Who will be consulted and how?

Persons to be consulted with:

City Council directors, City Centre Company, City Development Company, Visit Plymouth, Chamber of Commerce and Wealthy Theme Group

Process to be used:

The stakeholders have been consulted during the preparation of the SMP2 by a variety of methods including three rounds of key stakeholder meetings held at number of locations along the length of coast covered. The round of meetings occurred during March, July and November 2009. Full details of consultees and the consultation process followed will be set out in Appendix B of SMP2 to be published in March 2010, when it can be viewed at www.sdadcag.org.

Information to be considered by the decision makers:

The decision makers will be presented with a written report including -

- (i) extracts of the "Shoreline Management Plan Review (SMP2) - Durlston Head to Rame Head" that contain the recommended policies for the coastline within Plymouth City Council's boundary;
 - (ii) Appendix B" of SMP2 - detailing consultees and consultation process undertaken.
- In addition a hard copy of the SMP2 will be made available at the Cabinet meeting.

Documents to be considered when the decision is taken

as above for decision makers

Representations: In writing by 4 October 2010 to -

- (1) Director for Development and Regeneration
- (2) Councillor Fry (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact: Tom White, Highways Transformational Change Project Manager
tom.white@plymouth.gov.uk Tel: 01752 304256

**AGREEMENT TO CONSULT ON SHORT BREAKS SERVICES
DATE FIRST INCLUDED IN THE FP: 11 MARCH 2010**

Nature of the decision:

To provide information on the outcomes of the consultation exercise in relation to the re-provision of short breaks and to confirm agreement to the direction of travel.

Who will make the decision? Cabinet (on the recommendation of Councillor Monahan)

Timing of the decision? 16 November 2010

Who will be consulted and how?

Persons to be consulted with:

Consultation will take place with partner organisations, staff, & respite services, users/carers. A report will be provided to the Health and Adult Social Care Scrutiny Panel on 29 October. Further discussions with staff, users/carers will take place following Cabinet on 16 November 2010 to follow up any decisions taken.

Process to be used:

Meetings (group meetings and one-to-ones), questionnaires, information on the council's website.

Information to be considered by the decision makers:

Outcome from the consultation process

Documents to be considered when the decision is taken

Business case and report

Representations: in writing by 1 November 2010 to:

- (1) Paul Francombe, Learning Disability Partnership Manager
- (2) Councillor Monahan (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact: Paul Francombe, Learning Disabilities Partnership Manager
paul.francombe@plymouth.gov.uk Tel: (01752) 434031

RESIDENTIAL CARE: UPDATE ON MODERNISATION OF OLDER PEOPLE'S SERVICES (2005 - 2015)
DATE FIRST INCLUDED IN FP: 11 MARCH 2010

Nature of the decision:

To provide information on the outcomes of the consultation exercise in relation to the re-provision of Older People's Services and to confirm agreement to the direction of travel.

Who will make the decision? Cabinet (on the recommendation of Councillor Monahan)

Timing of the decision? 16 November 2010

Who will be consulted and how?

Persons to be consulted with:

Consultation taken place with partner organisations, staff, & service users/carers. A report will be provided to the Health and Adult Social Care Scrutiny Panel on 29 October. Further discussions with staff, users/carers will take place following Cabinet on 16 November 2010 to follow up any decisions taken.

Process to be used:

Meetings (group meetings and one-to-ones), questionnaires, information on the council's website.

Information to be considered by the decision makers:

Written report

Documents to be considered when the decision is taken

Written report

Representations: in writing by 1 November 2010 to:

- (1) Pam Marsden, Assistant Director for Adult Health and Social Care
- (2) Councillor Monahan (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
Pam Marsden, Assistant Director for Adult Health and Social Care
pamela.marsden@plymouth.gov.uk Tel: (01752) 307344

FAIRER CONTRIBUTIONS POLICY, CHARGING WITHIN A PERSONALISED SYSTEM
DATE FIRST INCLUDED IN THE FP: 10 JUNE 2010

Nature of the decision:

To provide information on the outcomes of the consultation exercise in relation to the new guidance on charging for non residential adult social care services and to confirm agreement to the recommendations outlined in the report.

Who will make the decision? Cabinet (on the recommendation of Councillor Monahan)

Timing of the decision? 16 November 2010

Who will be consulted and how?

Persons to be consulted with:

Consultation will take place with partner organisations, staff, & service users/carers. A report will be provided to the Health and Adult Social Care Scrutiny Panel on 29 October.

Process to be used:

Meetings (group meetings and one-to-ones), questionnaires, information on the council's website.

Information to be considered by the decision makers:

Written report

Documents to be considered when the decision is taken

New guidance

Written report

Representations: in writing by 1 November 2010 to:

- (1) Assistant Director for Adult Health and Social Care
- (2) Councillor Monahan (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
Pam Marsden, Assistant Director for Adult Health and Social Care
pamela.marsden@plymouth.gov.uk Tel: (01752) 307344

**LOCAL DEVELOPMENT FRAMEWORK: SUSTAINABLE NEIGHBOURHOODS
DEVELOPMENT PLAN DOCUMENT - ISSUES AND PREFERRED OPTIONS
DATE FIRST INCLUDED IN THE FP: 12 AUGUST 2010**

Nature of the decision:

To seek approval for the issues and preferred options consultation for the Sustainable Neighbourhoods Development Plan Document

Who will make the decision? Cabinet (on the recommendation of Councillor Fry)

Timing of the decision? Between 16 November 2010 and 18 January 2011

Who will be consulted and how?

Persons to be consulted with:

Government Office South West
Corporate Strategy Forum

(An advance consultation process was undertaken in April and May 2009 in relation to potential Gypsy & Traveller sites which may form part of this DPD. A full process of public consultation will be undertaken once the report is approved)

Process to be used:

Meetings and discussions

Information to be considered by the decision makers:

1. Local Development Scheme (Plymouth and South Hams)
2. Local Development Framework Core Strategy (Plymouth and South Hams)
3. Consultation responses on Issues & Options report (South Hams)
4. Local Development Framework evidence base reports (Plymouth and South Hams)
5. Regional Spatial Strategy

Documents to be considered when the decision is taken

as above for decision makers

Representations: In writing by 1 November 2010 to -

- (1) Assistant Director for Planning Services
- (2) Councillor Fry (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
Jonathan Bell, Head of Development Planning jonathan.bell@plymouth.gov.uk Tel:
(01752) 304353

**LOCAL DEVELOPMENT FRAMEWORK: PLYMOUTH URBAN FRINGES
DEVELOPMENT PLAN DOCUMENT - ISSUES & PREFERRED OPTIONS
CONSULTATION
DATE FIRST INCLUDED IN THE FP: 12 AUGUST 2010**

Nature of the decision:

To seek approval for the issues and preferred options consultation for the Plymouth Urban Fringes Development Plan Document

Who will make the decision? Cabinet (on the recommendation of Councillor Fry)

Timing of the decision? Between 16 November 2010 and 18 January 2011

Who will be consulted and how?

Persons to be consulted with:

Urban Fringe Development Plan Document Joint Member Panel
Government Office South West
Corporate Strategy Forum
City Councillors

(A full process of public consultation will be undertaken once the report is approved)

Process to be used:

Meetings and discussions

Information to be considered by the decision makers:

1. Local Development Scheme (Plymouth and South Hams)
2. Local Development Framework Core Strategy (Plymouth and South Hams)
3. Consultation responses on Issues & Options report (South Hams)
4. Local Development Framework evidence base reports (Plymouth and South Hams)
5. Regional Spatial Strategy

Documents to be considered when the decision is taken

as above for decision makers

Representations: In writing by 1 November 2010 to -

- (1) Assistant Director for Planning Services
- (2) Councillor Fry (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
Jonathan Bell, Head of Development Planning jonathan.bell@plymouth.gov.uk Tel:
(01752) 304353

**LOCAL DEVELOPMENT FRAMEWORK: CONSULTATION ON DRAFT SHOPPING CENTRES SUPPLEMENTARY PLANNING DOCUMENT
DATE FIRST INCLUDED IN THE FP: 12 AUGUST 2010**

Nature of the decision:

To seek approval for the publication of a Shopping Centres Supplementary Planning Document for consultation purposes

Who will make the decision? Cabinet (on the recommendation of Councillor Fry)

Timing of the decision? Between 16 November 2010 and 18 January 2011

Who will be consulted and how?

Persons to be consulted with:

Plymouth City Council departments

(A full public consultation process will be undertaken once report approved)

Process to be used:

Meetings, events, Local Development Framework newsletter and Limehouse consultation portal

Information to be considered by the decision makers:

1. Local Development Scheme
2. Local Development Framework Core Strategy
3. Local Development Framework evidence base reports
4. Development Guidelines Supplementary Planning Document and Design Supplementary Planning Document

Documents to be considered when the decision is taken

as above for decision makers

Representations: In writing by 1 November 2010 to -

- (1) Assistant Director for Planning Services
- (2) Councillor Fry (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
Jonathan Bell, Head of Development Planning jonathan.bell@plymouth.gov.uk Tel:
(01752) 304353

MEDIUM TERM FINANCIAL STRATEGY
DATE FIRST INCLUDED IN THE FP: 13 MAY 2010

Nature of the decision:

The City Council will be requested to adopt the Medium Term Financial Strategy for both revenue and capital and note the future year forecasts on resources available and spending commitments. The City Council will also be requested to adopt the Council's 'summary financial objectives' and targets within this document.

(Note: this item is a voluntary addition to the Forward Plan. The decision is not a Key Decision)

Who will make the decision? City Council (Cabinet Member: Councillor Bowyer)

Timing of the decision? 6 December 2010

Who will be consulted and how?

Persons to be consulted with:

Corporate Management Team, directors, assistant directors, key partners and the Overview and Scrutiny Management Board

Process to be used:

Presentations to management team meetings. Publish document on website. Present, and challenge through the scrutiny process.

Information to be considered by the decision makers:

Sustainable Community Strategy.

Plymouth City Council Corporate Plan.

Quarterly performance and finance reports presented to Cabinet and scrutiny throughout 2010/11

Cabinet recommendation

Documents to be considered when the decision is taken

Council budget report and associated papers – March 2010

Quarterly monitoring reports 2010/11

Representations: In writing by 1 November 2010 to -

(1) Director for Corporate Support

(2) Councillor Bowyer (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
Malcolm Coe, Assistant Director for Finance, Assets and Efficiencies
malcolm.coe@plymouth.gov.uk Tel: (01752) 304150

CITY PRIORITIES
DATE FIRST INCLUDED IN THE FP: 15 JULY 2010

Nature of the decision:

To approve the key priorities for the city which will be the basis for corporate planning and budgeting, informed by the Plymouth Report (formerly titled the State of Plymouth Report).

(Note: this item is a voluntary addition to the Forward Plan. The decision is not a Key Decision)

Who will make the decision? City Council (Cabinet Member: The Leader)

Timing of the decision? 11 October 2010

Who will be consulted and how?

Persons to be consulted with:

Overview and Scrutiny Management Board, the Cultural Board, Plymouth Third Sector Consortium, Plymouth Chamber of Commerce, Children and Young People's Trust, Health and Adult Social Integration Board, Economic Development Board, Local Strategic Partnership: Safe and Strong Theme Group, Healthy Theme Group, Wealthy Theme Group, NHS Board and police authority

Process to be used:

Meetings and discussions

Information to be considered by the decision makers:

Written report on draft city priorities
The Plymouth Report
Cabinet recommendation

Documents to be considered when the decision is taken

As above for decision makers

Representations: In writing by 27 August 2010 to -
Assistant Chief Executive
Councillor Mrs Pengelly (Leader)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
Giles Perritt, Head of Policy, Performance and Partnerships
giles.perritt@plymouth.gov.uk Tel: (01752) 304446

LOCAL DEVELOPMENT FRAMEWORK: SUBMISSION OF DERRIFORD AND SEATON AREA ACTION PLAN
DATE FIRST INCLUDED IN THE FP: 10 SEPTEMBER 2009

Nature of the decision:

To seek approval for the submission of the Derriford and Seaton Area Action Plan to the Secretary of State, including publication of the pre-submission version of the Area Action Plan for the purposes of consultation

(Note: this item is a voluntary addition to the Forward Plan. The decision is not a Key Decision)

Who will make the decision? City Council (Cabinet Member: Councillor Fry)

Timing of the decision? 6 December 2010

Who will be consulted and how?

Persons to be consulted with:

Key stakeholders, local communities and members consulted as part of Issues & Preferred Options process, which was approved by the Cabinet on 20 January 2009.

Process to be used:

Issues and Preferred Options consultation process involved exhibitions, meetings, briefings, use of newsletter and other publicity material.

Information to be considered by the decision makers:

1. Local Development Scheme
2. Local Development Framework Core Strategy
3. Consultation responses on Area Action Plan Issues and Preferred Options report
4. Local Development Framework evidence base reports

Documents to be considered when the decision is taken

as above for decision makers

Representations: In writing by 1 November 2010 to -

- (1) Assistant Director for Planning Services
- (2) Councillor Fry (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
Jonathan Bell, Head of Development Planning jonathan.bell@plymouth.gov.uk Tel:
(01752) 304353

**STATEMENT OF LICENSING POLICY - 3 YEAR REVIEW OF THE LICENSING POLICY - LICENSING ACT 2003
DATE FIRST INCLUDED IN THE FP: 12 AUGUST 2010**

Nature of the decision:

Review of the Council's Licensing Policy, including the Cumulative Impact Policy, as required by the Licensing Act 2003

(Note: this item is a voluntary addition to the Forward Plan. The decision is not a Key Decision)

Who will make the decision? City Council (Cabinet Member: Councillor Michael Leaves)

Timing of the decision? 6 December 2010

Who will be consulted and how?

Persons to be consulted with:

Environmental Health, Health and Safety Executive, Planning Department, Child Protection Team, Devon and Cornwall Police, Trading Standards, Devon and Somerset Fire & Rescue Service, Maritime and Coastguard Agency, Primary Care Trust, Community Safety Partnership Team, Devon Licensing Forum
All Personal Licence holders and businesses
Ward Councillors
Trade Bodies
Public

Process to be used:

Public Protection Service has undertaken a formal written public consultation.

Information to be considered by the decision makers:

Report from the Public Protection Service
Feedback from the public consultation
Cabinet report and recommendation

Documents to be considered when the decision is taken

Cabinet recommendation

Representations: In writing by 1 November 2010 to -

- (1) Director for Community Services
- (2) Councillor Michael Leaves (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:
Andy Netherton, Principal Environment Health Officer
andy.netherton@plymouth.gov.uk Tel: (01752) 304742

**PLYMOUTH YOUTH OFFENDING SERVICE YOUTH JUSTICE PERFORMANCE
IMPROVEMENT FRAMEWORK: CAPABILITY AND CAPACITY PLAN 2010
DATE FIRST INCLUDED IN THE FP: 10 JUNE 2010**

Nature of the decision:

To approve the plan for publication.

(Note: this item is a voluntary addition to the Forward Plan. The decision is not a Key Decision)

Who will make the decision? City Council (Cabinet Member: Councillor Mrs Watkins)

Timing of the decision? 31 January 2011

Who will be consulted and how?

Persons to be consulted with:

Youth Offending Service Management Board, Children and Young People's Trust, Plymouth Children's Safeguarding Board, Crime & Disorder Reduction Partnership, Young People, Families and other stakeholders including Children & Young People Overview & Scrutiny Panel

Process to be used:

Meetings of; Youth Offending Service Management Board, Children and Young People's Trust Board, Plymouth Children's Safeguarding Board, Crime & Disorder Reduction Partnership, the Children & Young People Overview & Scrutiny Panel. Children & Young People and Stakeholders events.

Briefings

Reports

Presentations

Information to be considered by the decision makers:

Recommendation of Cabinet and the draft plan

The plan was approved by the Youth Offending Service Management Board on 13 May 2010.

Documents to be considered when the decision is taken

Report to Cabinet

Children and Young People's Trust Plan

Representations: In writing by 3 January 2011 to -

(1) Director of Services for Children and Young People

(2) Councillor Mrs Watkins (Cabinet Member)

Contact details available from Plymouth City Council Tel: 01752 668000

Further information – Availability of Documents: For further information contact:

Benji Shoker, Youth Offending Service Manager benji.shoker@plymouth.gov.uk Tel: (01752) 306999

Municipal Year 2010/11
Cabinet / Cabinet Members:

Councillor Mrs Vivien Pengelly, Leader of the Council
Councillor Ted Fry, Deputy Leader and Planning, Strategic Housing and Economic Growth
Councillor Ian Bowyer, Finance, Property, People and Governance
Councillor Peter Brookshaw, Community Services (Safer and Stronger Communities and Leisure, Culture and Sport)
Councillor Glenn Jordan, Customer Services
Councillor Michael Leaves, Community Services (Street Scene, Waste and Sustainability)
Councillor Sam Leaves, Performance and Transformation
Councillor Grant Monahan, Adult Health and Social Care
Councillor Mrs Joan Watkins, Children and Young People
Councillor Kevin Wiggins, Transport

Chief Executive and Executive Directors

Barry Keel, Chief Executive
Adam Broome, Director for Corporate Support
Carole Burgoyne, Director for Community Services
Bronwen Lacey, Director of Services for Children and Young People
Anthony Payne, Director for Development and Regeneration
Deb Laphorne, Director for Public Health

Members of the City Council

The Lord Mayor, Councillor Mrs Aspinall
The Deputy Lord Mayor, Councillor Coker, and
Councillors Ball; Mrs Beer; Berrow; Bowie; Mrs Bowyer; Mrs Bragg; Browne; Dann; Delbridge; Mrs Dolan; Drean, Evans; Foster, Mrs W Foster; Fox; Gordon; Haydon; James; King; Lowry; Martin Leaves, Lock; Dr Mahony; McDonald; Murphy; Mrs Nelder; Nicholson; Mrs Nicholson; Rennie; Reynolds; Ricketts; Roberts; Dr Salter; Smith; Sally Stephens; Stevens; Stark; Thompson; Tuohy; Vincent; Viney; Wheeler; Wildy, Williams and Wright