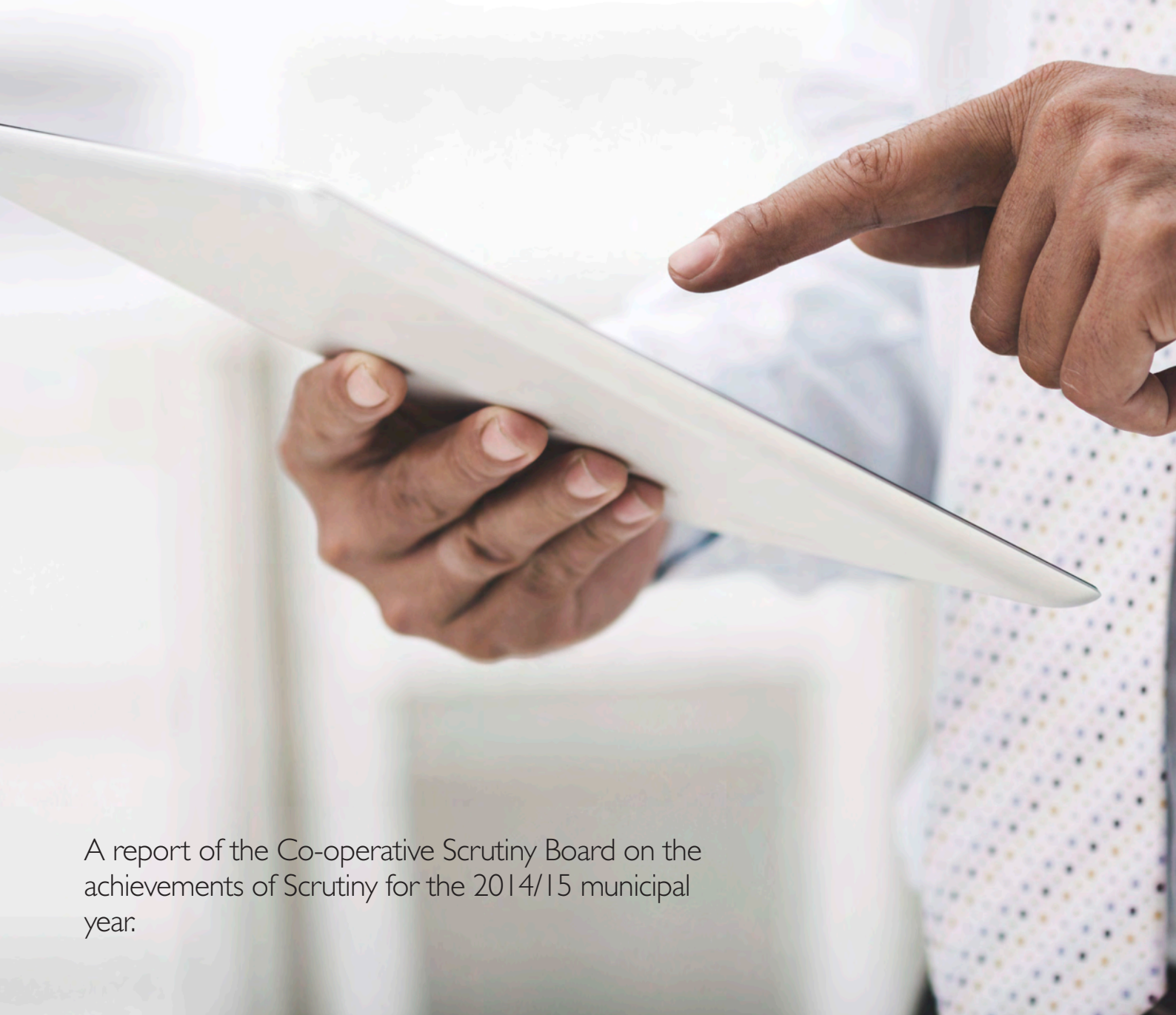




PLYMOUTH
CITY COUNCIL

ANNUAL SCRUTINY REPORT 2014/2015



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

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CO-OPERATIVE SCRUTINY BOARD

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

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



Councillor James
Chair of the Co-operative Scrutiny Board

LOOKING BACK ON THE PAST

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

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

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

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

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

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

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

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

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

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

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

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

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

Looking forward to next year -

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

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

WORKING PLYMOUTH PANEL

LOOKING BACK ON THE PAST

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

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

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



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

G.A.M.E. Transformation Programme

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

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

Waste Collection Reorganisation -

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

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

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

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

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

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

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

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

AMBITIOUS PLYMOUTH PANEL

LOOKING BACK ON THE PAST YEAR -

Ambitious Plymouth scrutinised a variety of areas over the year.

People and Organisational

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

Plymouth Education Catering

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

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



representatives from the schools and the Council.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Fostering/residential placements -

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

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

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

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

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

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

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

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

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

YOUR PLYMOUTH PANEL

LOOKING BACK ON THE PAST YEAR -

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

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

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

Strategy and Policy Development Community Engagement - A

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

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



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

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

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

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

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

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

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

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

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

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

Reducing Inequality Emergency Welfare Scheme (Social Fund Replacement)

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

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

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

Improving Service Delivery -

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

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

Partnership and Stakeholder Working Safer Plymouth -

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

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

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

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

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

CARING PLYMOUTH PANEL

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

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



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

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

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

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

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

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

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

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

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

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

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

consumer champion with three key functions –

- Influencing
- Signposting
- Watchdog

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

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

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

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

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

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

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

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

- urgent care
- market forces factor
- education and training

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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