

# Public Document Pack



#coopscrutiny



## Democratic Support

Plymouth City Council  
Civic Centre  
Plymouth PL1 2AA

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Published 22 April 2014

## CO-OPERATIVE SCRUTINY BOARD SUPPLEMENT PACK 2

Wednesday 23 April 2014  
4.00 pm  
Council House (Next to the Civic Centre)

### Members:

Councillor James, Chair

Councillor Mrs Aspinall, Vice Chair

Councillors Mrs Beer, Bowie, Darcy, Philippa Davey, Sam Leaves, Murphy, Kate Taylor and Tuffin.

Please find attached additional information for your consideration under agenda items 9 and 13.

### Tracey Lee

Chief Executive

## **CO-OPERATIVE SCRUTINY BOARD**

### **9. CORPORATE PLAN PERFORMANCE MONITORING REPORT (Pages 1 - 18)**

The Co-operative Scrutiny Board will consider the Corporate Plan Performance Monitoring report.

### **13. URGENT EXECUTIVE DECISIONS (Pages 19 - 30)**

Members will receive a schedule of executive decisions that have been deemed urgent with the agreement of the Chair of the Cooperative Scrutiny Board.

**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Corporate Plan Performance Monitoring Report
<b>Committee:</b>	Cabinet
<b>Date:</b>	29 April 2014
<b>Cabinet Member:</b>	Councillor Evans
<b>CMT Member:</b>	Giles Perritt (Head of Policy, Performance and Partnerships)
<b>Author:</b>	Pete Honeywell, Transformation Programmes Manager
<b>Contact details</b>	Tel: 01752305603 email: Peter.Honeywell@plymouth.gov.uk
<b>Ref:</b>	CPPF Q4
<b>Key Decision:</b>	No
<b>Part:</b>	I

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**Purpose of the report:**

The Corporate Plan sets out an ambitious set of outcomes for the Council supported by key actions and performance metrics to track progress and delivery of the outcomes. Performance management arrangements have been put in place to provide Cabinet with details of progress highlighting both cause for celebration as well as delays and issues requiring corrective action. This report provides Cabinet Members with details relating to the fourth quarter and will also be discussed at the Co-operative Scrutiny Board on 23 April.

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**The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:**

This report is tracking the key actions and performance measures describing the progress toward the outcomes in the Corporate Plan.

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**Implications for Medium Term Financial Plan and Resource Implications:  
Including finance, human, IT and land**

No additional implications associated with this report.

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

No additional implications associated with this report.

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**Equality and Diversity**

Has an Equality Impact Assessment been undertaken? No

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**Recommendations and Reasons for recommended action:**

Agree the report.

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**Alternative options considered and rejected:**

None

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**Published work / information:**

None

**Sign off:**

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Originating SMT Member: Giles Perritt													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

## 1.0 Corporate Plan Performance Monitoring - Report on a Page

# Our Plan - The Brilliant Co-operative Council



City Vision

Britain's Ocean City

Corporate Plan Performance monitoring report

Quarter 4 2013/14

<b>Pioneering</b>	The Council provides and enables brilliant services that strive to exceed customer expectations.	Plymouth's cultural offer provides value to the city.	A Council that uses resources wisely.	Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility									
<b>Key Actions</b>	K1	K2	K3	K4	K5	K6	K7	K8	K9				
<b>Performance</b>	P1	P2	P3	P4	P5	P6	P7	P8					
<b>Growing</b>	More decent homes to support the population.	A strong economy creating a range of job opportunities.	A top performing education system from early years to continuous learning opportunities.	Plymouth is an attractive place for investment.									
<b>Key Actions</b>	K10	K11	K12	K13	K14	K15	K16	K17	K18				
<b>Performance</b>	P9	P10	P11	P12	P13								
<b>Caring</b>	We will prioritise prevention.	We will 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.									
<b>Key Actions</b>	K19	K20	K21	K22	K23	K24	K25	K26	K27	K28	K29	K30	K31
<b>Performance</b>	P14	P15	P16	P17	P18	P19	P20	P21					
<b>Confident</b>	Citizens enjoy living and working in Plymouth.	Plymouth's brand is clear, well-known and understood globally.	Government and other agencies have confidence in the Council and partners: Plymouth's voice matters	Our employees are ambassadors for the city and the Council and proud of the difference we make.									
<b>Key Actions</b>	K32	K33	K34	K35	K36	K37	K38	K39	K40	K41	K42		
<b>Performance</b>	P22	P23	P24	P25									
	Not on target or significant risk of not achieving outcome												
	Outcome is at risk but mitigation in place												
	On Target to achieve outcome												

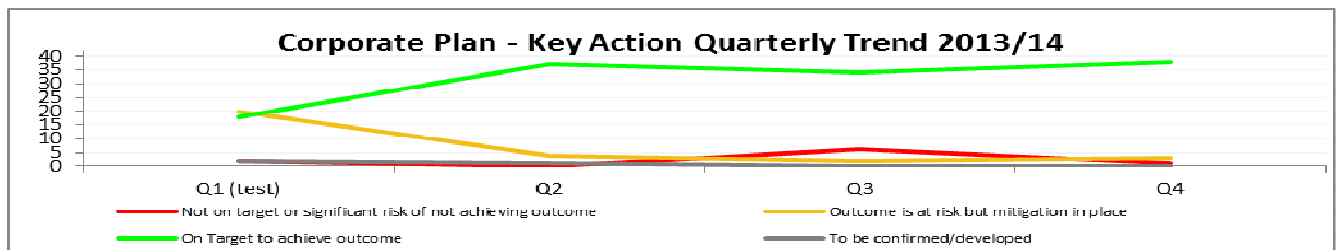
**2.0 Performance Overview – Key Action Report (attached).**

- 2.1 This is the Quarter 4 2013/14 Corporate Plan Performance monitoring report which shows progress and emerging trends against key actions and supporting performance measures. This report is on the forward plan for Cabinet on 28<sup>th</sup> April and the Cooperative Scrutiny Management Board on 23<sup>rd</sup> April 2014.
- 2.2 In summary, the majority of the Corporate Plan "Key Actions" remain on target to achieve their milestones so that Outcomes are completed by the end of 2016/17. Quarter 4 reports an increase in the number of "Key Actions" on target (Green) and a decrease in the number not on target (Red) compared to the previous quarter. In most cases "Key Action" Action Plans are now fully operational.
- 2.3 Of the 42 "Key Actions" reported, 10% are not on target and have had challenges achieving their milestones. 38 report on target to achieve their respective outcomes and 3 have deliverables that are at delayed but mitigation is in place. The 1 that is not on target has more detail described in the attached "Key Action Report" which sets out the risks and any action required.

**2.4 Key Actions**

Key Measures	2013/14			
	Q1(test)	Q2	Q3	Q4
Below target and intervention level	1	3	1	1
Below target but above intervention level	4	4	7	7
Meeting target - good performance	9	15	15	16
Uncoded - Measure under development/no target	10	3	2	1

**2.5 Key Actions Graph**



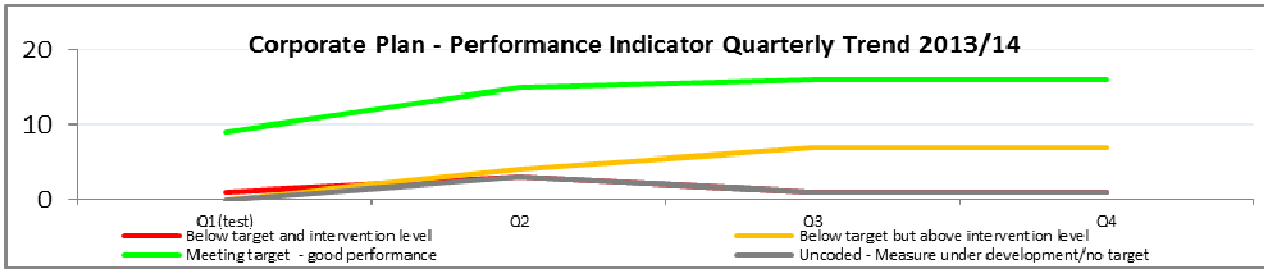
**2.6 Performance Measures.**

Of the 25 performance measures tracking outcomes of the Corporate Plan the majority are performing well. 7 of the Performance Measures are possible to update on a quarterly basis, others are updated on an annual or other frequency. At time of publication not all data for the 7 quarterly updatable measures was available, so the latest position reportable is the data reported in the Q3 report for this reason a full report on the performance measures is not available at this time but the RAG status for measures is included in the year end report. Since the publication of the Q3 report additional data has now become available for P24, see 2.8 below for details on this measure. There is still 1 performance measure which is to be developed and no data currently exists.

**2.7 Performance Measures Table**

Key Measures	2013/14			
	Q1(test)	Q2	Q3	Q4
Below target and intervention level	1	3	1	1
Below target but above intervention level	4	4	7	7
Meeting target - good performance	9	15	16	16
Uncoded - Measure under development/no target	10	3	1	1

2.7 Performance Measures Graph



2.8 Update on Performance measures P24. “An Increase in the amount of external funding and support from Government and other agencies”.

**Confident Plymouth** We will work towards creating a more confident city, being proud of what we can offer and building on growing our reputation nationally and internationally

Outcome	Measure	Ref	Performance	Graph							
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	An increase in the amount of external funding and support from Government and other agencies.	P24	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16		
			Actual Revenue			110	117				
			Target Revenue			110	117	120			
			Forecast Revenue			110	117	120			
			Actual Capital			19	31				
			Target Capital			19	31	40			
			Forecast Capital			19	31	40			
			Capital								

Targeting the Council’s efforts to win what are often competitive bids for additional external funding for the city has become vital to offset the decline in conventional governmental funding for Council services. Over the last 3 years the net spend of the Council has been reduced by £30m and over the coming 3 years the shortfall is estimated to be worth a further £64.5m.

In recent years the Council has proven successful with bids to agencies such as:

- Big Lottery
- Sport England
- Coastal Communities
- Stepping Stones to Nature
- Sustrans

These wins have helped offset the overall decline in funding for PCC from conventional government grants.

The outlook for the next three years is uncertain which is why as yet targets for future years are still to be set. At a national level further cuts to governmental funding for local government is anticipated – reducing the overall budget available to the city in either grants or to be won in competitive bids. Whilst at a local level we are strengthening governance arrangements around the bid application process and expect this to further improve our win rate. It should be noted that despite this the Council continues to face significant and serious funding pressures in order to maintain services to Plymouth.

2.9 Year End report 2013/14

Attached to this report is a year end report showing the “Key Action” RAG rating over each of the four quarters of the last year.

**3.0 Explanation of “Key Action” report (attached)**

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	RAG	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
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3.1 Outcome

Identifies the Outcomes as defined within the Corporate Plan

3.2 Portfolio Leads

The Portfolio lead(s) responsible for the achievement of the Key Action/Performance Measure

3.3 Outcome Leads

The Officer accountable for delivery of the overall Outcome

3.4 Officer leads

The Officer accountable for the delivery of the Key Action/Performance Measure

3.5 Key Action Description

Descriptor of the Key Actions as identified within the Corporate Plan

3.6 RAG

A Red/Amber/Green rating of the Key Action or Performance Measure. Key Actions can only be reported as Green if all the previous quarter milestones have been completed to the agreed standard. If any of the milestones are reported as overdue the rating will be identified as Red. An Amber Key Action will be applied when all milestones have been completed, however there is a concern regarding the quality of one or more of them.

3.7 Key

This item is provided as a cross reference between the Report on a Page and the highlight report in relation to Key Actions.

3.8 Milestones which were due for completion in (period)

This is a list of the milestones due for delivery during the period of the report – the list will be updated with the relevant milestones each quarter.

3.9 Status of milestone

Milestones identified for completion during the relevant period (quarter) above are given a status depending upon their progress against their completion date. There are only two possible options: Complete or Overdue.

3.10 Proposed resolution (overdue Milestones)

For overdue milestones this column provides a proposed solution to mitigate an overdue milestone.

**Appendices**

- A, Key Action Highlight Report Q4
- B. Year End progress Report



# Pioneering

# Quarter 4 2013/14

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
The Council provides and enables brilliant services that strive to exceed customer expectations.	Pete Smith	Dave Saunders	Pete Honeywell	Implement the Customer Transformation Programme.	<a href="#">K1</a>	<ol style="list-style-type: none"> <li>1. Sign off business requirements for the new shop - 1st Stop</li> <li>2. Agree approach to workforce changes for new shop and Revs and Bens with People and Organisational Development Programme</li> <li>3. Identify and start work on a range of quick win areas including improvements in our letters to customers</li> <li>4. Identify customer and staff priorities for ICT development and modify programme approach to align with enterprise architecture</li> <li>5. Develop engagement in communication plan for all stakeholder groups across all projects within the Customer Services Transformation Programme</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> <li>4. Complete</li> <li>5. Complete</li> </ol>	
	Pete Smith		Giles Perritt	Focus performance improvement on top priorities identified by Plymouth residents.	<a href="#">K2</a>	<ol style="list-style-type: none"> <li>1. Feed customer survey results into budget scrutiny process and develop scrutiny recommendations based upon residents feedback</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> </ol>	
Plymouth's cultural offer provides value to the city.	Tudor Evans	David Draffan	David Draffan	Support the Culture Board in delivery of the Vital Spark's vision.	<a href="#">K3</a>	<ol style="list-style-type: none"> <li>1. The components of the vital Spark Strategy and the Culture Board's Business plan are brought together into clear and concise action plans.</li> <li>2. Develop and complete Stakeholder engagement plan</li> <li>3. Appoint an Executive Director.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	
	Tudor Evans		David Draffan	Support the development of Mayflower 2020.	<a href="#">K4</a>	<ol style="list-style-type: none"> <li>1. Appoint a Mayflower 2020 Coordinator</li> <li>2. Programme work strands and leads agreed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> </ol>	
	Tudor Evans		David Draffan	Maximise the city's unique heritage offer to drive visitor numbers. (Support Destination Plymouth)	<a href="#">K5</a>	<ol style="list-style-type: none"> <li>1. History Centre Bid submitted.</li> <li>2. Weekly "Your history" placed in the Herald.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> </ol>	
A Council that uses resources wisely.	Mark Lowry	Malcolm Coe	Malcolm Coe	Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.	<a href="#">K6</a>	<ol style="list-style-type: none"> <li>1. Full Council approve balanced MTFP</li> <li>2. Design new financial monitoring process to incorporate budget changes into quarterly monitoring cycle</li> <li>3. Produce a detailed Transformation Programme Report to for Scrutiny</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	
	Mark Lowry		Malcolm Coe	Maximise Plymouth's opportunities to secure external funding.	<a href="#">K7</a>	<ol style="list-style-type: none"> <li>1. Secure Transformation Funding for Shared ICT Services</li> <li>2. Seek funding opportunities for severe weather damage</li> <li>3. Explore avenues of governance to create a robust external funding application process</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	
Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility	Brian Vincent	Malcolm Coe Paul Barnard	Paul Barnard	Create a low carbon city by working with residents, the public and private sector to establish Plymouth Energy Community.	<a href="#">K8</a>	<ol style="list-style-type: none"> <li>1. Launch community share offer for Plymouth Solar Schools programme.</li> <li>2. Complete update on carbon reduction scenarios and solar master planning evidence base for Plymouth Plan.</li> <li>3. Produce draft issues &amp; options topic paper on low carbon for Plymouth Plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Incomplete</li> </ol>	3. Will be completed next quarter so slipped to Q1 2014/15
	Brian Vincent		Malcolm Coe	Deliver the Council's Carbon Management Plan.	<a href="#">K9</a>	<ol style="list-style-type: none"> <li>1. Deliver boiler replacement programme</li> <li>2. Deliver Phase 2 Solar PV installation programme</li> <li>3. Progress with LED Streetlight procurement exercise</li> <li>4. Complete Theatre Royal Car Park Project</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Complete</li> <li>3. Complete</li> <li>4. Complete</li> </ol>	

# Growing

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
Increase the number of homes completed (net).	Mark Lowry	Paul Barnard	Paul Barnard	Accelerate housing supply and deliver a range and mix of well-designed greener homes that will meet the housing needs of the city through the Plymouth Plan.	<a href="#">K10</a>	1. Report progress on 10 City Council Get Plymouth Building sites to Working Plymouth Scrutiny Panel.	1. Complete	
	Mark Lowry		Paul Barnard	Work with the Plymouth Housing Development Partnership to undertake a Strategic Land Review and develop a new Plan for Homes.	<a href="#">K11</a>	1. Complete Phase 3 of Strategic Land Review 2. Complete Phase 4 of Strategic Land Review	1. Complete 2. Complete	
A strong economy creating a range of job opportunities.	Tudor Evans	David Draffan	David Draffan	Maximise economic resources available to the city working with the LEP and Growth Board through a refresh of the Local Economic Strategy.	<a href="#">K12</a>	1. Conclude LES Review drafting sessions and finalise action plans for flagships 2. Sign-off LES Review at Plymouth Growth Board (17th February 2014) 3. Sign off LES Review at PCC Cabinet (25th March 2014)	1. Complete 2. Complete 3. Complete	
	Tudor Evans		David Draffan	Deliver the 2000 new jobs identified in the Plan for Jobs and to consider additional projects. Deliver the 4000 new jobs identified in the visitor plan through improving the city's events and marketing.	<a href="#">K13</a>	1. 1000 companies join the 1000 Club 2. Award the Wi-Fi concession. 3. Completion of the local procurement 'multiplier' tool to support local PCC procurement	1. Complete 2. Complete 3. Incomplete	Local Tool will be complete by mid may 2014. In the meantime the national tool is being used.
A top performing education system from early years to continuous learning opportunities.	Nicky Williams	Judith Harwood	Judith Harwood	Deliver the Children and Young People's Plan with particular emphasis on early intervention and child poverty (refresh due 2014).	<a href="#">K14</a>	1. The partnership has undertaken an initial workshop to co-design the refreshed Children and Young People's Partnership Plan on a page. 2. Draft objectives and values for the Children's partnership have been developed for further refinement over coming months.	1 Complete 2 Complete	
	Tudor Evans		Judith Harwood	Develop and deliver a skills plan for the city, in line with the future growth agenda.	<a href="#">K15</a>	1. The final draft of the Plan for Employment and Skills has now been completed. 2. A draft action plan has been developed which looks to respond to the challenges and issues identified within the Employment and skills plan.	1 Complete 2 Complete	

# Growing Cont...

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
Plymouth is an attractive place for investment.	Tudor Evans	David Draffan	Paul Barnard	Creation of the Plymouth Plan	<a href="#">K16</a>	1. Prepare cabinet report on updated Plymouth Plan programme as part of the Local Development Scheme.	1. Complete	
	Tudor Evans		Giles Perritt	A City Deal for Plymouth targeting investment in the Marine Sector	K17	Key Action Complete		
	Tudor Evans/ Mark Lowry	David Draffan	The creative use of assets through a new strategic property and assets strategy.	<a href="#">K18</a>	1. Submit planning application for direct development employment scheme at Langage. 2. Complete land assembly and disposals to facilitate delivery of Seaton Neighbourhood (873 new homes and primary school). 3. Complete city wide Land Management Review to identify surplus sites for housing and other uses.	1. Complete 2. Incomplete 3. Complete	This is due to unforeseen delays in the complex land assembly process.	

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
We will prioritise prevention.	Nicky Williams	Dave Simpkins Alison Botham	Alison Botham	Deliver the Early Intervention and Prevention Plan.	<a href="#">K19</a>	<ol style="list-style-type: none"> <li>Six Inner City Secondary Schools completed school survey on health and wellbeing and initial findings reported.</li> <li>Co-location of multi-agency staff into Social Care Advice and Assessment.</li> <li>Redesign and Tender Children's Centres in six clusters with clear outcome expectations and service requirements for the delivery of an Integrated Early Childhood Service Offer.</li> <li>Families with a Future - Work with 85% of total cohort by 31 March 2014 (i.e. 372 families in 13/14, in addition to the 248 families in 12/13)</li> </ol>	1. Complete 2. Complete 3. Complete 4. Complete	
	Chris Penberthy		Judith Harwood	Deliver the Child Poverty Plan.	<a href="#">K20</a>	No quarter 4 milestones		
	Sue McDonald		Kelechi Nnoaham	Deliver the Joint Health and Wellbeing Strategy	<a href="#">K21</a>	<ol style="list-style-type: none"> <li>Presentation of H&amp;WB Strategy</li> <li>Agree process for monitoring progress against four priority areas</li> <li>Agree process for reviewing evidence to inform priorities for 2014/15</li> <li>Review of updated Plymouth Report</li> </ol>	1. Complete 2. Complete 3. Complete 4. Complete	
	Chris Penberthy		Stuart Palmer	Deliver the Housing Plan.	<a href="#">K22</a>	<ol style="list-style-type: none"> <li>Households for whom homelessness prevented – target 600 (report achieved total)</li> <li>Remodelled parent and baby accommodation and community outreach support for at least 13 young families commissioned.</li> <li>Commissioned remodelled and increased supported temporary accommodation and outreach support for at least 70 homeless households.</li> <li>Housing pathway established for learning disabled adults moving on from de-registered residential support toward independent living</li> </ol>	1. Complete 2. Complete 3. Complete 4. Complete	
We will help people take control of their lives and communities.	Sue McDonald	Stephen Horsley Giles Perritt	Kelechi Nnoaham	Deliver the Health and Wellbeing Plan and embed transformation of commissioning, choice and control in Adult Social Care.	<a href="#">K23</a>	<p><u>Health and Well-being Plan</u></p> <ol style="list-style-type: none"> <li>Presentation of H&amp;WB Strategy</li> <li>Agree process for monitoring progress against four priority areas</li> <li>Agree process for reviewing evidence to inform priorities for 2014/15</li> <li>Review of updated Plymouth Report</li> </ol> <p><u>Embed Transformation</u></p> <ol style="list-style-type: none"> <li>Project Plan in to review Legacy DP's</li> <li>Complete tender and award of Direct Payment support service</li> <li>Supported Living Project Plan agreed</li> <li>Supported employment commissioning plan completed</li> <li>Development of 'My POD'</li> </ol>	1. Complete 2. Complete 3. Complete 4. Complete 1. Complete 2. Complete 3. Complete 4. Complete 5. Complete	
	Chris Penberthy		Stuart Palmer	Deliver the Civil Society Policy.	<a href="#">K24</a>	<ol style="list-style-type: none"> <li>Produce final draft of Civil Society Policy</li> </ol>	1. Complete	In the light of Fairness Commission requirements the Council need to rethink the civil society policy and replace with re named engagement framework (A framework for working with our citizens and communities).
	Chris Penberthy		Stuart Palmer	Review and develop arrangements for neighbourhood working.	<a href="#">K25</a>	<ol style="list-style-type: none"> <li>Develop draft community engagement framework through workshops with CMT</li> <li>Agree draft community engagement framework with Leader and Portfolio holder</li> </ol>	1. Complete 2. Complete	

# Caring Cont...

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
Children, young people and adults are safe and confident in their communities.	Chris Penberthy	Stuart Palmer Alison Botham	Stuart Palmer	Deliver the Community Safety Plan.	<a href="#">K26</a>	1. Produce final draft of Community Safety Plan	1. Complete	
	Nicky Williams/ Sue McDonald		Alison Botham / Dave Simpkins	Ensure there is a relentless focus on safeguarding through the implementation of the Corporate Safeguarding Improvement Plan, Plymouth Safeguarding Children Board and Plymouth Safeguarding Adults Board plans.	<a href="#">K27</a>	1. Review the current infrastructure for safeguarding children, young people and vulnerable adults including business management that supports both safeguarding boards. 2. Produce and publish a Plymouth City Council safeguarding training plan with appropriate monitoring arrangements across children's and adults services. 3. Produce and publish good practice guidance in relation to safer recruitment and good practice safeguarding policies for organisations working with families, children and vulnerable adults.	1. Complete 2. Complete 3. Complete	
People are treated with dignity and respect.	Chris Penberthy	Stuart Palmer Dave Saunders	Stuart Palmer	Deliver the Civil Society Policy.	<a href="#">K28</a>	1. Produce final draft of Civil Society Policy	1. Complete	In the light of Fairness Commission requirements the Council need to rethink the civil society policy and replace with re named engagement framework (A framework for working with our citizens and communities).
	Chris Penberthy		Stuart Palmer	Become a welcoming city that is diverse, inclusive and that combats hate crime.	<a href="#">K29</a>	No quarter 4 milestones		
	Chris Penberthy		Giles Perritt	Implement the findings of the Fairness Commission.	<a href="#">K30</a>	1. Launch and publish Fairness Commission findings report	1. Complete	
	Sue McDonald		Dave Simpkins	Deliver the Quality Improvement Plan with service providers.	<a href="#">K31</a>	1. Pre placement contracts for Care homes take effect 2. Launch Leadership Programme at Dementia Conference 3. Pilot Leadership Programme commence 4. Encourage Dementia Quality Mark (DQM) applicants and renew 21 DQM's 5. To have completed 60 Quality Reviews by March 2014 and 60% of follow up visits 6. Set up DILNOT workstream programme	1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6 Complete	

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
Citizens enjoy living and working in Plymouth.	Tudor Evans		David Draffan	A Plan for Jobs, to get our young people back to work	<a href="#">K32</a>	1. 1000 companies join the 1000 Club + 1900 opportunities for young people 2. Completion of the local procurement 'multiplier' tool to support local PCC procurement. 3. Complete phase 1 for procurement of a Work Programme provider to deliver the City Deal's Progression Pilot	1. Complete 2. Incomplete 3. Complete	Local Tool will be complete by mid may 2014. In the meantime the national tool is being used.
	Mark Lowry		Paul Barnard	Encourage more homes to be available to rent or buy	<a href="#">K33</a>	1. Support Registered Providers in developing bids under new Affordable Housing Programme for submission by March 2014.	1. Complete	
	Sue McDonald	Giles Perritt	Dave Simpkins	Continue to deliver the new deal for older people's care	<a href="#">K34</a>	<u>Implement Care Co-ordination Team</u> 1. Daily Care Co-ordination Team performance/demand information available to operational managers across system 2. Review of Care Co-ordination Team operational delivery at 12 weeks and development of options for next steps 3. IT connectivity available for all systems across all sites <u>Preventing need for longer term care</u> 4. Develop Project Plan for long term floating support 5. Renegotiate contracts for services into sheltered housing <u>Value older people and deliver high quality care</u> 6. Complete consultation into new carer strategy/ action plan 7. Sign off new carer strategy/ action plan <u>Make Plymouth a Dementia Friendly City</u> 8. Complete consultation into new dementia strategy/ action plan 9. Sign off new dementia strategy/ action plan	1. Complete 2. Complete 3. Complete 5. Complete 6. Complete 7. Complete 8. Complete 9. Complete	
	Chris Penberthy		Stuart Palmer	Bring down crime and keep Plymouth safe	<a href="#">K35</a>	No quarter 4 milestones		
	Mark Coker		Simon Dale	Reduce problems with potholes through increased investment in capital repair works.	<a href="#">K36</a>	1. Prepare, complete and seek agreement for a "potholes resourcing and action plan" Action plan will describe how the Work Bank will reduce to an acceptable level. 2. Lobby central government for funding as part of the wet weather recovery scheme. ( Complete - The Council has recently received an allocation of £1.6m additional money from Govt as part of the Budget announcement under the Wet Weather Recovery Scheme. This will be added to the Council's own resources for 2014/15 bringing the total available to over £6m for the repairing of the City's roads and footways.) 3. Continue to lobby central government as there will be further allocation of funding for the Council to bid for in 2014/15 as part of a £200m pot the Govt made available.	1. Complete 2. Complete 3. Complete	

# Confident Cont....

Outcome	Portfolio Leads	Outcome Lead	Officer Leads	Key Action Description	Key	Milestones which were due for completion during quarter.	Status	Proposed resolution (overdue Milestones)
Plymouth's brand is clear, well-known and understood globally.	Tudor Evans	Giles Perritt David Draffan	Giles Perritt	Britain's Ocean City branding will be rolled out.	K37	No quarter 4 milestones		
	Tudor Evans		David Draffan	Support the development of Mayflower 2020	<a href="#">K38</a>	1. Appoint a Mayflower 2020 Coordinator 2. Programme work strands and leads agreed.		
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.	Tudor Evans	Malcolm Coe / Giles Perritt	Giles Perritt	Negotiate and deliver the City Deal for Plymouth.	K39	Key Action Complete		
	Tudor Evans		Giles Perritt	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	K40	1. Undertake major rail resilience campaign		
Our employees are ambassadors for the city and the Council and proud of the difference we make.	Pete Smith	Chis Squire	Les Allen	Implement People and Organisational Development Framework.	<a href="#">K41</a>	1. Complete the People Policy and Guidelines workstream 2. Create a Good Move Ready Guide		
	Pete Smith		Giles Perritt	Implement the Corporate Plan Communication strategy.	K42	1. Align and deliver three year MTFP be scrutinised against Corporate Plan priorities.		

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# Corporate Plan Review of progress - Year 1 (2013/14)

## Key Actions

Objective	Outcome	Portfolio Leads	Officer Leads	Key Action Description	Key	2013/14				2014/15				2015/16					
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Pioneering	The Council provides and enables brilliant services that strive to exceed customer expectations.	Pete Smith	Pete Honeywell	Implement the Customer Transformation Programme.	<a href="#">K1</a>														
		Pete Smith	Giles Perritt	Focus performance improvement on top priorities identified by Plymouth residents.	K2														
	Plymouth's cultural offer provides value to the city.	Tudor Evans	David Draffan	Support the Culture Board in delivery of the Vital Spark's vision.	<a href="#">K3</a>														
		Tudor Evans	David Draffan	Support the development of Mayflower 2020.	<a href="#">K4</a>														
		Tudor Evans	David Draffan	Maximise the city's unique heritage offer to drive visitor numbers. (Support Destination Plymouth)	<a href="#">K5</a>														
	A Council that uses resources wisely.	Mark Lowry	Malcolm Coe	Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.	<a href="#">K6</a>														
		Mark Lowry	Malcolm Coe	Maximise Plymouth's opportunities to secure external funding.	<a href="#">K7</a>														
	Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility	Brian Vincent	Paul Barnard	Create a low carbon city by working with residents, the public and private sector to establish Plymouth Energy Community.	<a href="#">K8</a>														
		Brian Vincent	Malcolm Coe	Deliver the Council's Carbon Management Plan.	<a href="#">K9</a>														
Growing	Increase the number of homes completed (net).	Mark Lowry	Paul Barnard	Accelerate housing supply and deliver a range and mix of well-designed greener homes that will meet the housing needs of the city through the Plymouth Plan.	<a href="#">K10</a>														
		Mark Lowry	Paul Barnard	Work with the Plymouth Housing Development Partnership to undertake a Strategic Land Review and develop a new Plan for Homes.	<a href="#">K11</a>														
	A strong economy creating a range of job opportunities.	Tudor Evans	David Draffan	Maximise economic resources available to the city working with the LEP and Growth Board through a refresh of the Local Economic Strategy.	<a href="#">K12</a>														
		Tudor Evans	David Draffan	Deliver the 2000 new jobs identified in the Plan for Jobs and to consider additional projects. Deliver the 4000 new jobs identified in the visitor plan through improving the city's events and marketing.	<a href="#">K13</a>														
	A top performing education system from early years to continuous learning opportunities.	Nicky Williams	Judith Harwood	Deliver the Children and Young People's Plan with particular emphasis on early intervention and child poverty (refresh due 2014).	K14														
		Tudor Evans	Judith Harwood	Develop and deliver a skills plan for the city, in line with the future growth agenda.	K15														
	Plymouth is an attractive place for investment.	Tudor Evans	Paul Barnard	Creation of the Plymouth Plan	<a href="#">K16</a>														
		Tudor Evans	Giles Perritt	A City Deal for Plymouth targeting investment in the Marine Sector	K17														
		Tudor Evans/ Mark Lowry	David Draffan	The creative use of assets through a new strategic property and assets strategy.	<a href="#">K18</a>														

	Outcome	Portfolio Leads	Officer Leads	Key Action Description	Key	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Caring	We will prioritise prevention.	Nicky Williams	Alison Botham	Deliver the Early Intervention and Prevention Plan.	K19	Amber	Green	Red	Green										
		Chris Penberthy	Judith Harwood	Deliver the Child Poverty Plan.	K20	Amber	Green	Green	Green										
		Sue McDonald	Kelechi Nnoaham	Deliver the Joint Health and Wellbeing Strategy	K21	Amber	Green	Green	Green										
		Chris Penberthy	Stuart Palmer	Deliver the Housing Plan.	K22	Amber	Green	Green	Green										
	We will help people take control of their lives and communities.	Sue McDonald	Kelechi Nnoaham	Deliver the Health and Wellbeing Plan and embed transformation of commissioning, choice and control in Adult Social Care.	K23	Amber	Green	Green	Green										
		Chris Penberthy	Stuart Palmer	Deliver the Civil Society Policy.	K24	Amber	Red	Green	Green										
		Chris Penberthy	Stuart Palmer	Review and develop arrangements for neighbourhood working.	K25	Amber	Green	Amber	Green										
	Children, young people and adults are safe and confident in their communities.	Chris Penberthy	Stuart Palmer	Deliver the Community Safety Plan.	K26	Amber	Red	Red	Green										
		Nicky Williams/ Sue	Alison Botham / Dave	Ensure there is a relentless focus on safeguarding through the implementation of the Corporate Safeguarding Improvement Plan, Plymouth Safeguarding Children Board and Plymouth Safeguarding Adults Board plans.	K27		Green	Green	Green										
	People are treated with dignity and respect.	Chris Penberthy	Stuart Palmer	Deliver the Civil Society Policy.	K28	Amber	Red	Green	Green										
		Chris Penberthy	Stuart Palmer	Become a welcoming city that is diverse, inclusive and that combats hate crime.	K29	Amber	Red	Green	Green										
		Chris Penberthy	Giles Perritt	Implement the findings of the Fairness Commission.	K30			Green	Green										
		Sue McDonald	Dave Simpkins	Deliver the Quality Improvement Plan with service providers.	K31	Green	Green	Green	Green										
	Confident	Citizens enjoy living and working in Plymouth.	Tudor Evans	David Draffan	A Plan for Jobs, to get our young people back to work	K32	Green	Green	Green	Red									
Mark Lowry			Paul Barnard	Encourage more homes to be available to rent or buy	K33	Amber	Green	Green	Green										
Sue McDonald			Dave Simpkins	Continue to deliver the new deal for older people's care	K34		Green	Green	Green										
Chris Penberthy			Stuart Palmer	Bring down crime and keep Plymouth safe	K35	Amber	Green	Green	Green										
Mark Coker			Simon Dale	Reduce problems with potholes through increased investment in capital repair works.	K36		Green	Green	Green										
Plymouth's brand is clear, well-known and understood globally.		Tudor Evans	Giles Perritt	Britain's Ocean City branding will be rolled out.	K37	Green	Green	Red	Green										
		Tudor Evans	David Draffan	Support the development of Mayflower 2020	K38	Green	Green	Green	Green										
Government and other agencies have confidence in the Council and partners: Plymouth's voice matters.		Tudor Evans	Giles Perritt	Negotiate and deliver the City Deal for Plymouth.	K39	Green	Green	Green	Green										
		Tudor Evans	Giles Perritt	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	K40	Amber	Green	Red	Green										
Our employees are ambassadors for the city and the Council and proud of the difference we make.		Pete Smith	Les Allen	Implement People and Organisational Development Framework.	K41	Amber	Green	Green	Green										
		Pete Smith	Giles Perritt	Implement the Corporate Plan Communication strategy.	K42	Green	Green	Green	Green										

	Q1	Q2	Q3	Q4
Red	3	4	6	6
Amber	17	0	2	0
Green	16	37	34	36
TBC	6	1	0	0
Total	42	42	42	42

**Corporate Plan Review of progress - Year 1 (2013/14)**  
**Performance Indicators**

Objective	Outcome	Performance Description	Key	2013/14				2014/15				2015/16					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Pioneering	The Council provides and enables brilliant services that strive to exceed customer expectations.	80% of customer contacts with the Council will be managed through the single point of contact, with 80% of enquiries dealt with at first point of contact.	P1														
		Provide fully transactional services on the web – through a “Citizen Portal” with a target of the national average and 2% (from 3% to 25%) by volume.	P2														
	Plymouth’s cultural offer provides value to the city.	Increase in visitor numbers coming into the city.	P3														
		Increase the city’s national and international standing.	P4														
	A Council that uses resources wisely.	Percentage of residents satisfied that the Council provides value for money.	P5														
		Increase the value of income levied to the Local Authority.	P6														
	Pioneering in reducing the city’s carbon footprint and leading in environmental and social responsibility	Reduction in city wide carbon emission.	P7														
		Carbon emissions reduction from Corporate estate & schools. (Tonnes Co2)	P8														
Growing	Increase the number of homes completed (net).	Increase the number of homes completed (net).	P9														
	A strong economy creating a range of job opportunities.	Increase the number of jobs created.	P10														
	A top performing education system from early years to continuous learning opportunities.	Maintain the number of schools and settings judged by Ofsted as good or better. (Top quartile nationally)	PI 1														
		Raise the achievements of our most disadvantaged children.	PI 2														
	Plymouth is an attractive place for investment.	** Increase in the quality and availability of employment land and premises.	P13														
Caring	We will prioritise prevention.	Increase access to early help and support.	PI 4														
		Increase the number of adults and families able to stay in their own home and communities.	P15														
	We will help people take control of their lives and communities.	Improve life expectancy particularly in those areas where it is the lowest / lower than the average.	P16														
		Percentage of residents who believe they can influence decisions affecting their local area.	P17														
	Children, young people and adults are safe and confident in their communities.	Reduce the gap between the worst 10 neighbourhoods and city average rate per 1000 population for overall crime.	P18														
		Children’s Safeguarding timing of Core Assessments.	P19														
	People are treated with dignity and respect.	Percentage of residents who believe Plymouth is a place where people from different backgrounds get on well together.	P20														
		Increase the number of service providers who are awarded a quality mark.	P21														
Confident	Citizens enjoy living and working in Plymouth.	Percentage of residents who are satisfied with Plymouth as a place to live.	P22														
	Plymouth’s brand is clear, well-known and understood globally.	**Attract more people to live, work and visit the city from both the UK and overseas.	P23														
	Government and other agencies have confidence in the Council and partners: Plymouth’s voice matters.	An increase in the amount of external funding and support from Government and other agencies.	P24														
	Our employees are ambassadors for the city and the Council and proud of the difference we make.	Staff Survey – would you talk positively about the Council outside work.	P25														

	Q1	Q2	Q3	Q4
Red	1	3	1	1
Amber	4	4	7	7
Green	10	15	15	15
TBC	10	3	2	2
Total	25	25	25	25

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# EXECUTIVE DECISION

made by a Cabinet Member



## REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY BY AN INDIVIDUAL CABINET MEMBER

Executive Decision Reference Number – L6 13/14

Decision				
1	<b>Title of decision:</b>	Strategic Economic Plan (SEP) – Heart of the South West Local Enterprise Partnership		
2	<b>Decision maker (Cabinet Member):</b>	Cllr Tudor Evans		
3	<b>Report author and contact details:</b>	Adam Hickman ( <a href="mailto:adam.hickman@plymouth.gov.uk">adam.hickman@plymouth.gov.uk</a> )		
4	<b>Decision to be taken:</b>	The Leader is delegated authority to approve the final version of the SEP ahead of its submission to Government in March 2014.		
5	<b>Reasons for decision:</b>	Due to Cabinet preparation cycles there is insufficient time to get the final SEP to Cabinet between it being approved by the LEP Board and submitted to Government.		
6	<b>Alternative options considered and rejected:</b>	Cabinet approves the final version of the SEP prior to submission to Government in March 2014. However, this was not possible due to the reason outlined in 5 above.		
7	<b>Financial implications:</b>	The SEP includes a programme of costed projects and initiatives to be delivered across the Heart of the South West, using funding secured from the Growth Deal. However, any specific projects or investments arising from the SEP which may have a financial or resource implication for the Council will be subject to separate Cabinet reports.		
8	<b>Is the decision a Key Decision?</b>	Yes	✓	(Key decisions are normally made by the Cabinet and included in the Council's Forward Plan). (If yes, complete sections below and tick as appropriate and complete section 9)  (Contact Democratic Support for further advice.)
				resulting in the council spending or saving more than £500k or £2m if that is the total cost of the contract award?

			✓	significant in terms of its effect on communities living or working in an area comprising two or more wards?
		<b>No</b>		(If no, proceed to section 10)
<b>9</b>	<b>Is the decision an urgent Key Decision?</b>	<b>Yes</b>	✓	(If less than five clear days' notice before the Cabinet meeting the Chair of the Co-operative Scrutiny Board must sign the report at section 12a and section 12b is completed; if there are more than five days, section 12b is completed )
		<b>No</b>		If no, please state date of publication of notice in the Forward Plan below.
	<b>Date of publication of the notice in the Forward Plan</b>	24 Feb 2014		
<b>10</b>	<b>Please specify how this decision is linked to the Council's corporate plan 2013/14 to 2016/17 and/or the policy framework and/or the revenue/capital budget:</b>	The SEP is the overarching growth strategy for the Heart of South West and will be used to secure funding from the Local Growth Fund. By its very nature, it links to all areas of the Council's corporate plan.		
<b>11</b>	<b>Is the decision urgent and to be implemented immediately in the interests of the Council or the public?</b>	<b>Yes</b>	✓	(If yes, ensure that the Chair of the Co-operative Scrutiny Board signs the report at section 12a and section 12b is completed <u>after</u> the sign off codes in Section 18 are completed. The Lead Scrutiny Officer must be consulted before approaching the Chair of the Co-operative Scrutiny Board)
		<b>No</b>		(If no, go to section 13)
<b>12a</b>	<b>Signature</b>			<b>Date</b>
	<b>Print Name</b>			
<b>12b</b>	<b>Reason for urgency:</b>	The final SEP was submitted by the HotSW LEP to Government on 31 March 2014.		
<b>Consultation</b>				
<b>13</b>	<b>Are any other Cabinet members affected by the decision?</b>	<b>Yes</b>		(If yes, go to sections 14 and 15)
		<b>No</b>	✓	(If no, go to section 16)
<b>14</b>	<b>Which other Cabinet member is affected by the decision?</b>			
<b>15</b>	<b>Please confirm that you have consulted this Cabinet member</b>	<b>Yes</b>		(No is not an option)

16	Has any Cabinet member declared a conflict of interest?	Yes		Need a note of dispensation granted by the Council's Monitoring Officer				
		No	✓					
17	Which Corporate Management Team member has been consulted?	Name and title	Anthony Payne Strategic Director for Place					
18	Please include the sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	19349/DVS/DSO85 13/14					
		Finance (mandatory)	PlaceF EDC1314 012					
		Legal (mandatory)	19349/DVS					
		Human Resources						
		Assets						
		IT						
		Procurement						
<b>Other Information</b>								
19	Is the decision in accordance with an Equalities Impact Assessment?	Yes	✓	(For further advice, contact Assistant Director for Homes and Communities, ext. 6716)				
		No						
<b>Briefing report</b>								
20	Is the briefing report attached?	Yes	✓	(No is not an option)				
	List (and include a hyper link to) <u>published</u> work/information used to prepare the report.	Link to previous Cabinet report: <a href="http://www.plymouth.gov.uk/mgInternet/documents/s52522/Local%20Enterprise%20Partnership%20Strategic%20Economic%20Plan.pdf">http://www.plymouth.gov.uk/mgInternet/documents/s52522/Local%20Enterprise%20Partnership%20Strategic%20Economic%20Plan.pdf</a>						
	Do you need to include any confidential/exempt information? <b>No</b>	If yes, prepare a second, Part II, report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.  (Remember to keep as much information as possible in the briefing report that will be in the public domain)						
		<b>Exemption Paragraph Number</b>						
		1	2	3	4	5	6	7
<b>Confidential/exempt briefing report title</b>								
<b>Background Papers</b>								
21	Please list all 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. A folder or a file should not be cited as a background paper, though individual items within the folder or file may be. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Strategic Economic Plan (submitted document) <a href="http://www.heartofswlep.co.uk/strategic-economic-plan">http://www.heartofswlep.co.uk/strategic-economic-plan</a>										
Growth Deal (submitted document) <a href="http://www.heartofswlep.co.uk/strategic-economic-plan">http://www.heartofswlep.co.uk/strategic-economic-plan</a>										

**Cabinet Member Signature**

**22** I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan and Medium Term Financial Plan.

<b>Signature</b>		<b>Date of decision</b>	
<b>Print Name</b>			



## PLYMOUTH CITY COUNCIL

<b>Subject:</b>	Strategic Economic Plan – Heart of the South West Local Enterprise Partnership
<b>Committee:</b>	Cabinet
<b>Date:</b>	11 <sup>th</sup> February 2014
<b>Cabinet Member:</b>	Councillor Evans
<b>CMT Member:</b>	Anthony Payne (Director for Place)
<b>Author:</b>	Adam Hickman, Economic Strategy & Partnership Officer
<b>Contact details</b>	Tel: 01752 30 7184 E-mail: adam.hickman@plymouth.gov.uk
<b>Ref:</b>	
<b>Key Decision:</b>	Yes
<b>Part:</b>	I

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### **Purpose of the report:**

The Heart of the South West Local Enterprise Partnership (HotSW LEP) has produced a first draft Strategic Economic Plan (SEP). The SEP is a LEP owned strategy and identifies priorities for investment across the LEP area (which includes Plymouth) between 2014-2030.

The SEP secures a negotiated Growth Deal with Government which unlocks funding from the Local Growth Fund. The funding is predominantly for transport, economic growth and skills.

This report describes the first draft SEP, the suggested investment priorities / high-level projects for the South West, and the implications for Plymouth. The final SEP needs to be submitted to Government by the end of March 2014.

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### **The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:**

**Pioneering Plymouth** – The SEP is the growth strategy for the Heart of the South West, covering Plymouth, Torbay, Somerset and Devon. This joined up and partnership approach, delivered through the LEP, will ensure the long term approach to growth for the region is undertaken in a coordinated and efficient way, including using resources across the LEP area in the most efficient way.

**Growing Plymouth** – The SEP is a key, overarching strategy which outlines a long term approach and commitment to growth for Plymouth and the South West. The SEP will be used to secure funding from the Local Growth Fund. Therefore, by its very nature, it is fundamental for the successful growth of Plymouth and the South West.

**Caring Plymouth** – Residents, businesses and partners have the opportunity to influence the SEP and the projects within in, for example the draft SEP is available for comment on the HotSW LEP website, and the development of the ‘business’ theme of the SEP involved four business led workshops. Many of the projects within the SEP, for example supporting young people into employment, enable young people to feel more confident in themselves.

Confident Plymouth – Underpinning the SEP’s vision is for the document to “build on our distinctiveness,” recognising that the South West has significant natural and heritage assets. The South West is highlighted as an area that people choose to live, work and invest and are proud to do so.

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**Implications for Medium Term Financial Plan and Resource Implications:**

**Including finance, human, IT and land**

The SEP is an overarching strategy identifying, at a high level, specific priorities and projects throughout the LEP area. The SEP will include credible, investment-ready schemes (mainly focused on transport, economic growth and skills).

Any specific projects or investments arising from the SEP which may have a financial or resource implication for the Council will be subject to separate Cabinet reports.

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

The SEP will link closely with Plymouth’s Local Economic Strategy (which is currently being reviewed) and the emerging Plymouth Plan. The SEP and the European Union Structural Investment Fund (EUSIF) will also be closely aligned.

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**Equality and Diversity**

Has an Equality Impact Assessment been undertaken? No

The LEP will consider if an Equality and Diversity assessment is required and, if so, the LEP will progress at a later date.

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**Recommendations and Reasons for recommended action:**

The Government’s timelines for the submission of the final Strategic Economic Plan does not follow a cycle which provides a window to report to March’s Cabinet. Therefore, Cabinet is being asked to:

- Note the first draft Strategic Economic Plan (SEP) in its current form as a key document for the Heart of the South West Local Enterprise Partnership (HotSW LEP) and the Plymouth growth agenda.
- Support the first draft SEP as a sound basis for a final SEP, but acknowledge that there are some strategic issues, predominantly around connectivity and transport, that are currently being addressed through on-going dialogue with the LEP.
- Agree that the Leader is delegated authority to approve the final version of the SEP ahead of its submission to Government in March 2014.

---

**Alternative options considered and rejected:**

Cabinet approves the final version of the SEP prior to final submission in March 2014. However, due to Cabinet preparation cycles there is insufficient time to get the final SEP to Cabinet between it being approved by the LEP Board and submitted to Government.

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**Published work / information:**

The draft SEP is available on the Heart of South West LEP website:

[http://www.heartofswlep.co.uk/sites/default/files/HOTSW\\_SEP\\_draft2\\_submission\\_19-12-13.pdf](http://www.heartofswlep.co.uk/sites/default/files/HOTSW_SEP_draft2_submission_19-12-13.pdf)

**Background papers:**

None.

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Strategic Economic Plan – Heart of the South West Local Enterprise Partnership	x									

**Sign off:** comment must be sought from those whose area of responsibility may be affected by the decision, as follows (insert references of Finance, Legal and Monitoring Officer reps, and of HR, Corporate Property, IT and Strat. Proc. as appropriate):

Fin	PlaceF EDC13 14 012	Leg	19349/ DVS	Mon Off	19349/ DVS	HR		Assets		IT		Strat Proc	
Originating SMT Member: David Draffan													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

## **1.0 Introduction**

- 1.1 This report presents the first draft Strategic Economic Plan (SEP), produced by the Heart of the South West Local Enterprise Partnership (HotSW LEP).
- 1.2 In its response to the Heseltine Report, Government announced that it would follow Lord Heseltine's recommendations and devolve more national funds through local mechanisms in order to increase their impact. To achieve this, Government announced the creation of two new funds, the Local Growth Fund (previously Single Pot or Growth Pot) and the EU SIF. Both of these new funds will be distributed through the LEPs, with the Government asking each LEP to produce two strategies:
- Strategic Economic Plan (SEP), which will be used to bid for the Local Growth Fund (particularly for transport, economic growth and skills);
  - EUSIF document, which is an amalgamation of ERDF, ESF and parts of EAFRD.
- 1.3 The Local Growth Fund has a total of £2bn per year, from 2015/16 to 2020/21, available between all LEP's (there are 39 LEP's in total). Funding is likely to be focused on transport, economic growth and skills. In 2015/16, half of the funding is allocated to LEP's by formula (the amounts allocated is still to be finalised), with the other half allocated on a competitive basis based on the quality of the SEP. A higher percentage of the funding could be allocated on a competitive basis in future years.
- 1.4 The SEP highlights the Plymouth and South West Peninsula City Deal as a specific growth opportunity for the South West. The City Deal is therefore a 'golden thread' which flows throughout the whole SEP document.
- 1.5 This Cabinet report is only concerned with the SEP, as the EUSIF has been considered under a separate report, taken to Cabinet in December 2013:  
<http://www.plymouth.gov.uk/mgInternet/documents/s51250/EU%20Structural%20and%20Investment%20Fund%20Strategy.pdf>

## **2.0 Overall aim of Strategic Economic Plan (SEP)**

- 2.1 SEP's seek to deliver three main aims:
- Provide an overall long term approach and commitment to growth for the HotSW, i.e. the economic growth strategy for Devon, Plymouth, Somerset and Torbay;
  - Establish the basis for a 'local growth deal' with Government (including medium term arrangements for governance and performance management of that growth). This is the HotSW LEP's opportunity to ask Government for greater powers, freedoms & flexibilities;
  - Produce a bid (alongside the other 39 LEPs) into a £2bn per year (from 2015/16 to 2020/21) Local Growth Fund (LGF) with credible, investment-ready schemes (mainly focused on transport, economic growth and skills).
- 2.2 The first draft SEP was submitted to Government on 19<sup>th</sup> December 2013. The final SEP needs to be submitted to Government at the end of March 2014.

## **3.0 Plymouth City Council's Involvement**

- 3.1 As part of the development of the SEP, work has been distributed among the four upper tier authorities, with Plymouth City Council (PCC) and Torbay Development Agency (TDA)

leading on formulation of the “Business” Theme; Devon County Council (DCC) on the “People” Theme; and Somerset County Council (SCC) on the “Place” Theme.

- 3.2 Plymouth City Council is actively engaged in the SEP’s development and influencing the interventions and activities, which has included involvement of officers from Economic Development, Strategic Planning and Infrastructure and Education, Learning and Families. PCC also has representation on the LEP’s Management Team (which is the Executive Group responsible for the strategic decision-making, and reports directly to the LEP Board) and was one of the two upper tier authorities asked to sit on the SEP sign-off Group.

#### 4.0 Summary of Draft SEP

- 4.1 The HotSW SEP’s overall mission is *“to make our area the place of choice to live, work, learn, visit and invest; we want to achieve sustainable and skilled jobs, improved productivity and economic growth in order to achieve prosperity.”*

- 4.2 Underpinning this vision is three core aims:

- Building on our distinctiveness.
- Maximising employment opportunities.
- Creating the conditions for growth.

- 4.3 The LEP has identified three main investment themes which shape the SEP:

- **“Place,” “Business” and “People”**

Each of these investment themes has high-level priorities and projects. In addition, the priorities outlined in the City Deal are integrated throughout each of the investment themes.

- 4.4 In addition, the HotSW has a number of ‘Golden Opportunities’ which are areas of activity or major projects which have the potential to be a key driver for growth and have the potential for a transformational impact on the South West economy. The Golden Opportunities, highlighted below, are integrated throughout the SEP:

- Construction and legacy of Hinkley C.
- Marine sector growth through the Plymouth and South West Peninsula City Deal and South West Marine Energy Park.
- Supercomputer investment and the global environmental analytic capabilities.
- Aerospace and advanced manufacturing.

#### 5.0 The “Place”, “Business” and “People” Themes

- 5.1 “Place” – key issues for the South West include a lack of strategic transport connections inhibiting growth and productivity, and there is a concern about the vulnerability of transport infrastructure to extreme weather.

- 5.2 “Business” – key issues include a lower proportion of employment in growth/high value sectors, lower start-up rates and lower rates of export (compared to national averages).

- 5.3 “People” – key issues include a lack of higher end skills, lower than average wages and relatively high levels youth and long-term unemployment.

- 5.4 The draft SEP highlights the following investment priorities for “Place”, “Business” and “People” (figure 1) to address the issues highlighted above.

Figure I: Emerging Priorities by Theme

	Creating the Conditions for Growth	Maximising Productivity and Employment Opportunities	Building on our Distinctiveness
Place	<p>The Enabling Landscape</p> <ul style="list-style-type: none"> <li>• Transport and Accessibility</li> <li>• Sustainable solutions to flood and water catchment management</li> <li>• Unlocking delivery of stalled housing sites</li> <li>• Energy Infrastructure</li> </ul>	<p>The infrastructure and facilities to create more and better employment</p> <ul style="list-style-type: none"> <li>• Enterprise infrastructure</li> <li>• Investing in strategic employment sites in our main cities and towns</li> <li>• Digital infrastructure</li> </ul>	<p>The infrastructure and facilities needed to support transformational change</p> <ul style="list-style-type: none"> <li>• Opening up specialist sites for marine sector development</li> <li>• Investing in science park and innovation infrastructure for nuclear, marine, environmental sciences and aerospace</li> <li>• Maximising our environmental assets</li> </ul>
Business	<p>Creating a favourable business environment – the GAIN Growth Hub</p> <ul style="list-style-type: none"> <li>• Simpler, more coherent business support                             <ul style="list-style-type: none"> <li>○ Improved access to finance platform</li> <li>○ Tailoring national policies to local potential</li> </ul> </li> </ul>	<p>Achieving more sustainable and broadly based business growth – the Global Market Growth package</p> <ul style="list-style-type: none"> <li>• Reaching new markets – including public sector, web-fuelled and supply chain</li> <li>• Globalisation (exports and inward investment)</li> </ul>	<p>Support related to key opportunities – transformational investment package</p> <ul style="list-style-type: none"> <li>• Golden opportunities – Catapult-lites and networks</li> <li>• Horizontal Innovation – Capacity building, grand challenges and Innovation for all</li> </ul>
People	<p>Creating the environment where businesses and individuals can reach their potential:</p> <ul style="list-style-type: none"> <li>• Skills infrastructure and facilities</li> <li>• Accessibility to education/employment</li> <li>• Digital Literacy for inclusion, progression and business growth</li> </ul>	<p>Investing in skills and development to increase job opportunities and move people into the job market:</p> <ul style="list-style-type: none"> <li>• Moving people into employment - focusing on youth, long term unemployed and economically inactive</li> <li>• Careers advice and progression</li> <li>• Improving workforce skills</li> </ul>	<p>Creating a world class workforce building on our distinctiveness and growth sectors:</p> <ul style="list-style-type: none"> <li>• Entrepreneurship and business skills</li> <li>• Technical and higher level skills development and retention</li> <li>• Maximising the skills and employment opportunities from our Golden Opportunities</li> </ul>

- 5.5 There are a number of high-level projects which underpin the emerging priorities in figure 1. All projects are fully listed in the draft SEP - [http://www.heartofswlep.co.uk/sites/default/files/HOTSW\\_SEP\\_draft2\\_submission\\_19-12-13.pdf](http://www.heartofswlep.co.uk/sites/default/files/HOTSW_SEP_draft2_submission_19-12-13.pdf)

However, some key points to note include:

- The Plymouth and South West Peninsula City Deal is highlighted as a specific transformational opportunity to maximise growth throughout the Heart of the South West, including marine related activities. As a result this is integrated across the “Place”, “Business” and “People” sections.
- Within the “Place” section, high-level objectives / priorities include:
  - By 2030 reduce rail journey times from Plymouth to London by 40 minutes.
  - Improve resilience of strategic road and rail routes to and within the South West so the peninsula remains accessible at all times.
  - Deliver 170,000 new homes by developing transport infrastructure to open up major development opportunities and to support urban growth.
  - Transport schemes to reduce congestion and improve investment potential, including Plymouth, Derriford and William Prance Road junction.
  - Continue roll out of digital connectivity.
  - Deliver plans articulated in the Plymouth City Deal to drive growth of the marine sector, including assisting with the development of the Marine Industries Production Campus.
  - However, currently there are also considered to be key omissions in relation to some of the most important measures needed to support the Plymouth growth agenda, including the Forder Valley Link Road (which is crucial to unlocking the considerable growth potential of the north of Plymouth) and supporting the call for Plymouth to be connected to the Strategic National Corridor (Plymouth is the largest city in England with no direct road or rail connections which are on the network of Strategic National Corridors).
- Within the “Business” section, high-level objectives / priorities include:
  - An enhanced business support programme / Growth Hub, tailored to local circumstances, and building on the innovative Growth Acceleration and Investment Network (GAIN), scaling up the commitment made under the Plymouth City Deal.
  - Through the Growth Hub, simplify and rationalise local public procurement to maximise opportunities for businesses, particularly SME’s.
  - A single access to finance platform, to make it easier for businesses to identify and secure investment to grow.
  - Develop a major international business expo to coincide with Mayflower 2020 – a key UK showcase.
- Within the “People” section, high-level objectives / priorities include:
  - By 2020, reduce youth and long-term unemployment by half.
  - By 2030, increase average wages to match national average.
  - A focus on moving the youth and long-term unemployed into the labour market, including piloting the intensive case worker programme through the Plymouth City Deal.

- Piloting effective and consistent careers advice through the Plymouth City Deal and rolling out LEP wide of successful.
- Linking employers and young people through successful local initiatives such as the 1000 Club.
- Increase availability of intermediate and higher level skills in line with key areas of growth and opportunity.
- Encourage graduate retention to support business development and growth.

### **6.0 Next Steps**

- 6.1 The first draft SEP was submitted to Government on the 19<sup>th</sup> December 2013, with official feedback expected at the end of January 2014. The SEP will be refined until its final submission to Government at the end of March 2014.
- 6.2 Prior to the final submission, PCC will continue to ensure that Plymouth's needs are addressed and opportunities reflected within the final SEP. This will include emphasising the need to enhance productivity and connectivity as key priorities for the City and the sub-region and the importance of the urban areas to the HotSW's economy.
- 6.3 The SEP is positive for Plymouth and the South West as it provides the mechanism to access significant funding from the Local Growth Fund from 2015/16 onwards. The three key themes in the SEP of "Place", "Business" and "People" will enable Plymouth to continue delivering on its wider growth agenda, as well as building on the City Deal, which is a golden thread integrated throughout the SEP.