



#yourplymouth

**Democratic Support**

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## YOUR PLYMOUTH TO FOLLOW

Monday 14 December 2015  
4.00 pm  
Council House, Armada Way, Plymouth, PL1 2AA

**Members:**

Councillor Jordan, Chair  
Councillor Kate Taylor, Vice Chair  
Councillors Churchill, Damarell, Drean, Martin Leaves, Michael Leaves, Morris, Rennie, Riley and Sparling.

**Co-operative Representative:**

Steve Meakin, Money Advice Co-ordinator Devon and Cornwall.

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

**Please find enclosed additional information for your consideration under agenda item number 5.**

**Tracey Lee**  
Chief Executive

# **YOUR PLYMOUTH**

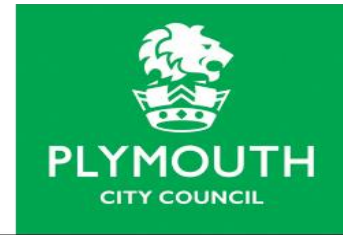
## **5. CORPORATE PERFORMANCE REPORT**

**(Pages 1 - 8)**

The Panel will be provided with updates on Key Performance Indicators K22, K24, K25 and K52 of the Corporate Plan – Performance Report Q2 2015.

**YOUR PLYMOUTH**

Corporate Plan - Performance Report Q2 2015  
 14<sup>th</sup> December 2015  
 Chief Executive's Office

**Introduction**

The Corporate Plan was first established in July 2013 as a 4 year plan to drive the city's ambition to become a Brilliant Co-operative Council. The plan sets out the Council's values, objectives and outcomes that will deliver the required changes and is used as a key tool to help prioritise, manage and improve service delivery. The plan provides the framework for:

- **the most important things the council does**
- **what the council wants to achieve**
- **how and what services are delivered**
- **the way the council operates**

**Performance monitoring**

Key actions and milestones combined with performance indicators help to drive, support, monitor and track our progress. The plan has been refreshed on an annual basis to ensure that it remains relevant and reflective of priorities and achievements over time. The last review was completed in the summer of 2015.

**Allocated Key Actions**

Following direction from Cooperative Scrutiny chairs, more focused reports were requested for each of the scrutiny panels and the Cooperative board. The table below shows how all the key actions and their associated KPIs have been divided up between the Board and panels.

Scrutiny Panel	Key Actions
Co-operative Board	K6, K7, K39, K40, K41
<b>Your</b>	<b>K1, K2, K22, K24, K25, K26, K29, K30, K43, K52</b>
Working	K3, K4, K5, K12, K13, K16, K18, K32, K36, K37, K44
Caring	K21, K23, K31, K46, K47, K48, K49, K50, K51
Ambitious	K14, K15, K19, K45, K27a, K27b

**Focused report for Your Plymouth Scrutiny Panel**

This report focuses specifically on the areas of greatest interest to Working Scrutiny Panel themselves. For this report focuses on 7 outcomes, 10 Key Action and 18 Performance indicators. Attached to this report is:

- Page 2 – An extract from the 'report on a page' highlighting Q2 progress for Your Plymouth Scrutiny
- Page 3 -
  - A summary of each Key Actions "Milestones" for the first 6 months of this year and RAG rated.
  - Clarification (or not) that each Key Action has a deliverable action plan in place
  - Clarification (or not) that each Key Action is evidenced in departmental business plans
- Page 4 –
  - A summary of the RAG rating of relevant Key Actions since the plan started
  - A summary of the RAG rating of relevant Performance indicators since the plan started

Your Scrutiny Panel

Customised report will focus on:

Key Actions: K1, K2, K22, K24, K25, K26, K29, K30, K43 and K52

Performance Indicators: P1, P2, P26, P7, P8, P14, P15, P28, P16, P29, P30, P18, P19, P31, P32, P20, P21 and P22

We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources									
<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	K43	
<b>Performance</b>	P1 →	P2 →	P26	P3		P5	P6	P7 ↓	P8 ↑
<b>Outcome Leads</b>	Faye Batchelor-Hambleton		David Draffan		Andrew Hardingham		A. Hardingham Paul Barnard		

We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.								
<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>	K44		K12	K13	K14	K15	K16	K18
<b>Performance</b>	P9		P10	P34	P11	P12	P27	P13
<b>Outcome Leads</b>	Paul Barnard		David Draffan		Judith Harwood		David Draffan	

We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.																		
<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	K45	K21	K46	K47	K22	K23	K24	K25	K48	K26	K27 A	K27B	K29	K30	K31	K49	K50
<b>Performance</b>	P14 →	P15 →	P28	P16 →	P29 ↑	P30	P18	P19	P31	P32	P20 →	P21 ↓						
<b>Outcome Leads</b>	Kelechi Nnoaham Alison Botham Craig McArdle			Craig McArdle			Alison Botham			Craig McArdle								

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									
<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	K51	K52	K36	K37		K39	K40	K41
<b>Performance</b>	P22 ↓			P23		P24	P33	P25	
<b>Outcome Leads</b>	David Draffan			Giles Perritt David Draffan		A. Hardingham Giles Perritt		Marion Fanthorpe	

- Not on target or at risk of not achieving outcome
- Outcome is at risk but mitigation in place
- On Target to achieve outcome
- Metric under construction

# Your Scrutiny Board - Key ACTION summary

This summary below sets out individual Key Actions, if they have a recognised action plan and are linked directly to business plans. Progress is monitored by identifying the milestones due for completion each quarter and RAG rated accordingly. Incomplete milestones are automatically carried forward to the next quarter.

2015/16

KA	Key Action Description	Action Plan in place?	Link to B/Plan?	Milestones Q1 2015/16	Milestones Q2 2015/16	2015/16	
						Q1	Q2
						RAG direction	
K01	Speed up the delivery of Customer and Service Transformation Programme service reviews through developing a Council wide Customer and Service delivery blueprint and Customer Access Strategy.	Yes	Yes CS	<ol style="list-style-type: none"> <li>1. Cabinet discussion on libraries</li> <li>2. Cabinet discussion on Registration service</li> <li>3. Install Firmstep platform</li> <li>4. Complete Customer Service EVRS</li> </ol>	<ol style="list-style-type: none"> <li>1. Commence automation improvements in revenues and benefits</li> <li>2. Complete migration of contact centres into Taylor Maxwell House</li> <li>3. Commence Street Services service review</li> <li>4. Commence development on digital services alpha release</li> </ol>		
K02	Intensify performance improvement on top priorities identified by Plymouth residents.	Yes	Yes	<ol style="list-style-type: none"> <li>1. Cabinet members to attend Team Plymouth and present a report against Plymouth priorities</li> <li>2. Revise plans to deliver outstanding Pledges</li> <li>3. Develop performance framework to show progress against the delivery of Fairness Commission recommendations</li> </ol>	<ol style="list-style-type: none"> <li>1. Publish consultation response report (from Q1)</li> <li>2. Prepare final Plymouth Plan Part I for Full Council (cmt)</li> <li>3. Seek Cabinet approval to progress to Full Council</li> <li>4. Submit to Full Council (21st Sept 2015)</li> </ol>		
<a href="#">K43</a>	Strengthen work with Plymouth residents, as well as the private and public sector within Plymouth, to create a low carbon city.	Yes	Yes SP&I	<ol style="list-style-type: none"> <li>1. Work in partnership with Plymouth Energy Community to raise at least £800k through community shares to deliver solar panels on Plymouth Life Centre and schools across the city</li> <li>2. Complete feasibility work for a solar farm at Ernesettle that can support the Four Greens Trusts business development</li> <li>3. Secure further grant funding from DECC's Heat Network Delivery Unit for District Energy Feasibility work</li> </ol>	<ol style="list-style-type: none"> <li>1. Work in partnership with Plymouth Energy Community to install and commission solar PV installations at Plymouth Life Centre and 2 schools</li> <li>2. Launch Free Domestic boiler replacement scheme in partnership with British Gas</li> </ol>		
K22	Deliver the Housing Plan Objectives	Yes	Yes HO	<ol style="list-style-type: none"> <li>1. Begin delivering solution focused training for single homeless pathway</li> </ol>	<ol style="list-style-type: none"> <li>1. Homes and Communities Agency funding bid completed for transit site at Broadley Park.</li> <li>2. Eighty single people supported into Private Rented</li> </ol>		
K24	Strengthen and support co-ordination and capacity building in the voluntary sector and reinvigorate volunteering.	Yes	Yes	<ol style="list-style-type: none"> <li>1. Meet targets for volunteer numbers for the Cities of Service projects - (25 Energy Champion volunteers and 40 Grow, Share, Cook volunteers)</li> </ol>	<ol style="list-style-type: none"> <li>1. Formation of a steering group to look at a city wide strategic approach to volunteering</li> </ol>		

K25	Lead agreement on and implementation of a new framework for working with citizens and communities for the city	Yes	Yes	None	None		
K26	Deliver the Community Safety Plan.	Yes	Yes	<ol style="list-style-type: none"> <li>1. Safer Plymouth to hold first session of principles of systems leadership and will use these principles for Child Sexual Exploitation</li> <li>2. Set up new reducing reoffending group</li> <li>3. Effective implementation of new ASB tools and powers embedded</li> <li>4. Ensure appropriate representation of Community Rehabilitation Company at Safer Plymouth</li> </ol>	<ol style="list-style-type: none"> <li>1. Systems leadership approach to Child Sexual Exploitation to be adopted</li> <li>2. Safer to commission and agree to requirements of 2015/16 Strategic Assessment</li> <li>3. Successful enforcement around suppliers in city centre selling legal highs</li> </ol>		
K29	Become a welcoming city that is diverse, inclusive and that combats hate crime.	Yes	Yes	<ol style="list-style-type: none"> <li>1. Work with partners on Social Cohesion framework (incorporating Welcoming City) agreed at Cabinet</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalise arrangements for Hate Crime awareness week</li> </ol>		
K30	Implement the findings of the Fairness Commission.	Yes	Yes	None	None		
K52	Develop a programme to improve the quality of private rented housing and take action against rogue landlords.	Yes	Yes HO	<ol style="list-style-type: none"> <li>1. Promote the Plymouth Charter for the Private Rented Sector</li> <li>2. Promoting best practice - to Review model tenancy agreement at PRF.</li> <li>3. Publicise requirements of Consumer Rights Act</li> <li>4. Develop a 'Plymouth Healthy Homes Guide'.</li> <li>5. Tackling substandard houses - Review options available including costs, benefits and risks.</li> </ol>	<ol style="list-style-type: none"> <li>1. Promoting best practice - To Undertake visits to main agents and carry out mini audit on fees, EPCs, good practice.</li> <li>2. Explore the viability of a 'virtual' Tenants' forum</li> <li>3. Review existing policies and procedures including target response/resolution times</li> <li>4. Produce clear guidance on service standards to be delivered</li> <li>5. Update team procedure guidance</li> </ol>		

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**Your Scrutiny panel**  
**Key Action and PI summary**

**KEY ACTIONS**

Key Action	2013/14					Review	2014/15					Review	2015/16			
	Q1	Q2	Q3	Q4	Q1		Q2	Q3	Q4	Q1	Q2		Q3	Q4		
<a href="#">K1</a>	Not on target	On Target	Not on target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target				
<a href="#">K2</a>	Not on target	On Target	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target				
<a href="#">K22</a>	Outcome at risk	On Target	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target				
<a href="#">K24</a>	Outcome at risk	Not on target	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target				
<a href="#">K25</a>	Outcome at risk	On Target	Outcome at risk	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target				
<a href="#">K26</a>	Outcome at risk	Not on target	Not on target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target				
<a href="#">K29</a>	Outcome at risk	Not on target	On Target	On Target	OK	On Target	On Target	Not on target	On Target	OK	On Target	On Target				
<a href="#">K30</a>	Metric under construction	Metric under construction	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	Metric under construction	On Target				
<a href="#">K43</a>	Metric under construction	Metric under construction	Metric under construction	Metric under construction	New	On Target	On Target	On Target	Not on target	OK	On Target	On Target				
<a href="#">K52</a>	Metric under construction	Metric under construction	Metric under construction	Metric under construction	New	Metric under construction	Metric under construction	On Target	On Target	OK	On Target	On Target				

**PERFORMANCE INDICATORS**

P1	Metric under construction	On Target	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target		
P2	Metric under construction	On Target	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target		
P26	Metric under construction	Metric under construction	Metric under construction	Metric under construction		Metric under construction	Metric under construction	Metric under construction	Metric under construction	New	Metric under construction	Metric under construction		
P7	On Target	On Target	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target		
P8	On Target	On Target	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target		
P14	Metric under construction	On Target	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target		
P15	Metric under construction	On Target	On Target	On Target	OK	On Target	On Target	On Target	On Target	OK	On Target	On Target		
P28	Metric under construction	Metric under construction	Metric under construction	Metric under construction		Metric under construction	Metric under construction	Metric under construction	Metric under construction	New	Metric under construction	Metric under construction		
P16	Metric under construction	On Target	Outcome at risk	Outcome at risk	OK	On Target	On Target	Outcome at risk	Outcome at risk	OK	Outcome at risk	Outcome at risk		
P29	Metric under construction	Metric under construction	Metric under construction	Metric under construction		Metric under construction	Metric under construction	Metric under construction	Metric under construction	New	Metric under construction	On Target		
P30	Metric under construction	Metric under construction	Metric under construction	Metric under construction		Metric under construction	Metric under construction	Metric under construction	Metric under construction	New	Metric under construction	Outcome at risk		
P18	On Target	Outcome at risk	Outcome at risk	Outcome at risk	OK	Outcome at risk	Outcome at risk	Outcome at risk	Outcome at risk	OK	Outcome at risk	Outcome at risk		
P31	Metric under construction	Metric under construction	Metric under construction	Metric under construction		Metric under construction	Metric under construction	Metric under construction	Metric under construction	New	Metric under construction	On Target		
P19	Outcome at risk	Not on target	Outcome at risk	Outcome at risk	OK	On Target	On Target	Not on target	Not on target	OK	On Target	On Target		
P32	Metric under construction	Metric under construction	Metric under construction	Metric under construction		Metric under construction	Metric under construction	Metric under construction	Metric under construction	New	Metric under construction	Metric under construction		
P20	Outcome at risk	Outcome at risk	Outcome at risk	Outcome at risk	OK	Outcome at risk	Outcome at risk	Outcome at risk	Outcome at risk	OK	Outcome at risk	Outcome at risk		
P21	Metric under construction	On Target	On Target	On Target	OK	Outcome at risk	Outcome at risk	Outcome at risk	Outcome at risk	OK	Outcome at risk	Outcome at risk		
P22	Outcome at risk	Outcome at risk	Outcome at risk	Outcome at risk	OK	Outcome at risk	Outcome at risk	Outcome at risk	Outcome at risk	OK	Outcome at risk	Outcome at risk		

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Key	Key Action Description	Key	Key Action Description
<u>K1</u>	Speed up the delivery of Customer and Service Transformation Programme service reviews through developing a Council wide Customer and Service delivery blueprint and Customer Access Strategy.	K15	Develop and deliver a skills plan for the city, in line with the future growth agenda.
K2	Intensify performance improvement on top priorities identified by Plymouth residents.	<u>K16</u>	Create a Plymouth Plan (an overarching Strategy for the city)
<u>K3</u>	Step up support to the Culture Board in refreshing and implementing a city-wide cultural strategy - the Vital Spark.	<u>K18</u>	Enhance support to the Local Enterprise Partnership to maximise investment and economic growth in the Heart of the South West area through a Growth Deal and EU
<u>K4</u>	Strengthen support to Destination Plymouth to deliver the Visitor Plan and a programme of events to raise the profile of the city to investors as a major stepping stone towards Mayflower 2020	K19	Accelerate delivery of the service improvement plan, transformation project delivery for C&YP and actions within the Commissioning Strategy
<u>K5</u>	Transform the city's cultural assets to provide greater value to the city through the development of the Plymouth History Centre	<u>K21</u>	Lead on the city's health and wellbeing strategy through delivery of Thrive Plymouth Year 2. (Note: under the Plymouth Plan these "strategies" will become "plan for's)
<u>K6</u>	Align the five year Medium Term Financial Plan to the Corporate Plan and deliver the Council's Transformation Programme.	<u>K22</u>	Deliver the Housing Plan Objectives
<u>K7</u>	Maximise Plymouth's opportunities to secure external funding.	<u>K23</u>	Deliver integrated commissioning as part of IHWB transformation programme.
<u>K12</u>	Intensify work with the Plymouth Growth Board and partners to deliver the Local Economic Strategy through systems leadership and continue to invest in the GAME Programme providing additional capacity to ensure Plymouth benefits from growth opportunities.	<u>K24</u>	Strengthen and support co-ordination and capacity building in the voluntary sector and reinvigorate volunteering.
<u>K13</u>	Enhance support to the Local Enterprise Partnership to maximise investment and economic growth in the Heart of the South West area through a Growth Deal and EU	K25	Lead agreement on and implementation of a new framework for working with citizens and communities for the city
K14	Accelerate delivery of the Children and Young People's Plan	<u>K26</u>	Deliver the Community Safety Plan.



Key	Key Action Description	Key	Key Action Description
<u>K27a</u>	Ensure there is a relentless focus on safeguarding through the implementation of the Corporate Safeguarding Improvement Plan, Plymouth Safeguarding Children Board.	<u>K43</u>	Strengthen work with Plymouth residents, as well as the private and public sector within Plymouth, to create a low carbon city.
<u>K27b</u>	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.	<u>K44</u>	Encourage more homes to be available to rent or buy accelerating 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.
<u>K29</u>	Become a welcoming city that is diverse, inclusive and that combats hate crime.	<u>K45</u>	Create and deliver both the Early Years Strategy and SEN/D Strategy. (Note: under the Plymouth Plan these "strategies" will become "plan for's")
<u>K30</u>	Implement the findings of the Fairness Commission.	<u>K46</u>	Develop a clear research and evidence base to understand health inequalities across the city
<u>K31</u>	Improve the quality of the care and support market	<u>K47</u>	Deliver plans for, that reduce individual risk factors and strengthen the role and impact of early intervention and prevention
K32	Create and deliver a Skills Plan for the city working co-operatively with the Employment and Skills Board, Education, Learning and Families Service and the Local Enterprise Partnership	<u>K48</u>	Increase personalised packages of care to support people to live as independently as possible
<u>K36</u>	Reduce problems with potholes through increased investment in capital repair works.	<u>K49</u>	Create a Dementia Friendly City working with partners
K37	Strengthen the roll out of the Britain's Ocean City branding.	<u>K50</u>	Provide a seamless service for older people's care including smoother discharge from hospitals (working closely with the NHS)
K39	Implement City Deal for Plymouth	<u>K51</u>	Step up the delivery of the Child Poverty Plan.
K40	Develop a proactive approach to lobbying Government, working with the LEP and neighbouring authorities.	<u>K52</u>	Develop a programme to improve the quality of private rented housing and take action against rogue landlords.
<u>K41</u>	Implement People and Organisational Development Framework.		

## Performance indicator Glossary

Key	Performance Description	Key	Performance Description
P1	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.	P19	Children's Safeguarding timing of Core Assessments.
P2	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.	P20	Percentage of residents who believe Plymouth is a place where people from different backgrounds get on well together.
P3	Increase in visitor numbers coming into the city.	P21	Overall satisfaction of people who use services with their care and support
P4	Increase the city’s national and international standing.	P22	Percentage of residents who are satisfied with Plymouth as a place to live.
P5	Percentage of residents satisfied that the Council provides value for money.	P23	**Attract more people to live, work and visit the city from both the UK and overseas.
P6	Increase the value of income levied to the Local Authority.	P24	An increase in the amount of external funding and support from Government and other agencies.
P7	Reduction in city wide carbon emission.	P25	Staff Survey – would you talk positively about the Council outside work.
P8	Carbon emissions reduction from Corporate estate & schools. (Tonnes Co2)	P26	(New) A "customer satisfaction" indicator will be included in Q3 monitoring report
P9	Increase the number of homes completed (net).	P27	(New) An indicator "% of residents with no qualifications" will be included into Q2 monitoring report
P10	Increase the number of jobs created.	P28	(New) An Indicator for "Early Help offer for children and young people" will be included in monitoring report for Q3.
P11	Maintain the number of schools and settings judged by Ofsted as good or better. (Top quartile nationally)	P29	(New) An indicator "The % of (adults) residents who volunteer at least once per month" will be included into Q2 monitoring report
P12	Raise the achievements of our most disadvantaged children.	P30	(New) An indicator "The % of adult social care clients receiving self-directed support" will be included into Q2 monitoring report
P13	** Increase in the quality and availability of employment land and premises.	P31	(New) An indicator "The proportion of people who use services who say that those services make them feel safe and secure" will be included Q2 monitoring
P14	Increase access to early help and support.	P32	(New) An indicator "Pupils who feel safe in the area where they live" will be included in Q2 monitoring report
P15	Increase the number of adults and families able to stay in their own home and communities.	P33	(New) An indicator "Success rate of the Plymouth Offer and Ask" will be included into Q3 monitoring report.
P16	Improve life expectancy particularly in those areas where i	P34	(New) An indicator "Increase the GVA (per head) will be included into Q2 monitoring report
P18	Reduce the gap between the worst 10 neighbourhoods and city average rate per 1000 population for overall crime.		