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Published 02 March 2018

## **PLACE AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE – SUPPLEMENT PACK**

Wednesday 7 March 2018  
3.00 pm  
Warspite Room, Council House

**Members:**

Councillor Bowie, Chair  
Councillor Ball, Vice Chair  
Councillors Carson, Churchill, Sam Davey, Fletcher, Fry, Mavin, Morris, Penberthy and Storer.

*Please find enclosed additional information for your consideration under agenda items 5, 7, 8 and 10.*

**Tracey Lee**  
Chief Executive

## **Place and Corporate Overview and Scrutiny Committee**

**5. Shared Services - Trade Union Recognition Agreement Update (Pages 1 - 2)**

The Committee will receive an update on Shared Services – Trade Union Recognition Agreement.

**7. Waste Services Update (Pages 3 - 14)**

The Committee will receive an update on Waste Services (Including Trade Waste).

**8. Staff Survey (Pages 15 - 26)**

The Committee will receive information on the Staff Survey.

**10. Homelessness Delivery Plan (Pages 27 - 28)**

The Committee will receive the Homelessness Delivery Plan.

**PLYMOUTH CITY COUNCIL**

**Subject:** Progress report – Delt – Trade Union Recognition Agreement  
**Committee:** Place and Corporate Overview Scrutiny Committee  
**Date:** 7<sup>th</sup> March 2018  
**Cabinet Member:** Councillor Darcy  
**CMT Member:** Andrew Hardingham (Interim Joint Strategic Director – Transformation and Change)  
**Author:** Peter Honeywell – Transformation Architecture Manager  
**Contact details** Tel: 01752 305603  
email:peter.honeywell@plymouth.gov.uk  
**Ref:**  
**Key Decision:** No  
**Part:** I

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**Status update:**

At time of writing final corrections are being made to the text of a recognition agreement, the contents of which have been confirmed by both Delt management and regional representatives of the 3 recognised Trade Unions (Unite, GMB and Unison). When this report is discussed at the Scrutiny Committee it is anticipated that the process of consultation with Lead Representatives of the Trade Unions and Delt staff will be beginning, this process is planned to conclude by the 19<sup>th</sup> March. On the 19<sup>th</sup> March a final meeting is scheduled between Delt and the Regional Representatives of the Trade Unions to sign off on the agreement, subject to consultation findings. The recognition agreement will take effect immediately upon signing.

The proposed agreement is a bespoke arrangement required to meet the needs of Delt's existing staff and new staff to join Delt as it expands. It has been developed with both parties having invested good will and made considerable concessions to ensure the interests of existing and new staff to Delt are protected. The agreement has been designed to demonstrate the value that Trade Unions can bring to Delt and their staff and so to encourage Delt staff to join a union. It ensures that whether staff are a member or not of a Trade Union they will have voice on key decisions effecting their employment in the company, and a say in who represents them on these matters. The proposed agreement is an innovative arrangement consistent with the culture and track record that Delt has established.

Please note: in order to respect the integrity of the consultation process underway at the time of this meeting, it will not be possible to share in public specifics on the structure of the proposed recognition arrangements.

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# STREET SERVICES KEY PERFORMANCE INDICATORS

2017 and 2018 comparisons



## BACKGROUND INFORMATION

The Council has a clear policy statement within the Plymouth Plan as to how it intends to manage its waste. With the anticipated housing growth in the City, estimated to be another 12,000 more properties by 2031, it is essential that there is a sustained focus on best practice, sustainable and efficient waste collection operations and increasing recycling levels before the anticipated need for investment in the service to cope with the housing growth.

Policy 27 of the Plymouth Plan '**Minimising Plymouth's Waste**' outlines the city's plans to adopt the most sustainable, solutions to waste management. The Policy sets a target of 50% recycling rate by 2034, and includes a range of initiatives such as the active encouragement of home composting to reduce waste; working with community and voluntary groups and businesses to encourage more recycling; and ensuring that all new developments have adequate facilities for efficient waste storage.

The Council's Corporate Plan includes a commitment for an '**Improved street scene environment**'. To deliver this, the priority actions are to improve litter on streets, and to address fly-tipping in the city, as well as adopting and implementing this Plan and the delivery programme that accompanies it.

This report has been generated as part of Place and Corporate Overview and Scrutiny Committee, members are provided with 2017/18 baseline statistics for the provision for waste collection and the level of contacts with the Council regarding waste services.

**KEY MESSAGES****Street Service Key Performance Indicators**

- The council experienced an increase in calls received regarding Waste Services in May 2017. This was an anticipated reaction to the city wide change in service. Thereafter, there has been a reducing trend in call volumes so that, as at September 2017, the service has received less calls compared to September 2016 and this trend continued through to December. Call volume increased as expected in January 2018 by 43.35% due to enquiries and contacts following the Christmas and New Year catch up.

Significant efforts continue to have a positive impact on call answer rates with 4317, of the 4408 calls received in January 2018, answered (98% answer rate). This is compared to a 94.03% call answer rate in January 2017.

- The actual number of missed bins saw an increase in May 2017 in the context of the level of missed bins that had been reported for the same period of the previous year. Missed bins dropped in the latter part of 2017 to below the 2016 levels. A spike occurred in January 2018 in relation to catch up days for the Christmas and New Year collections. In 2016 the service didn't respond to missed bins during this period. In 2017 there were additional crews collecting different types of waste, i.e. side waste as well as the main bin this prompted calls where residents felt their bins were missed.
- The recycling rate for the first quarter in 2017/18 is 38.62% compared with the first quarter recycling rate of 36.58% in 2016/17. This is only part of the picture and we will need a full year's data to indicate the total recycling rate increase for the year.
- There was an anticipated increase in complaints and enquiries from May 2017 which can be attributed to a significant change to household waste collections in the city. The number of complaints received in May 2017 was 309 (0.3% of households) compared to 136 received in May 2016 (0.1% of households).

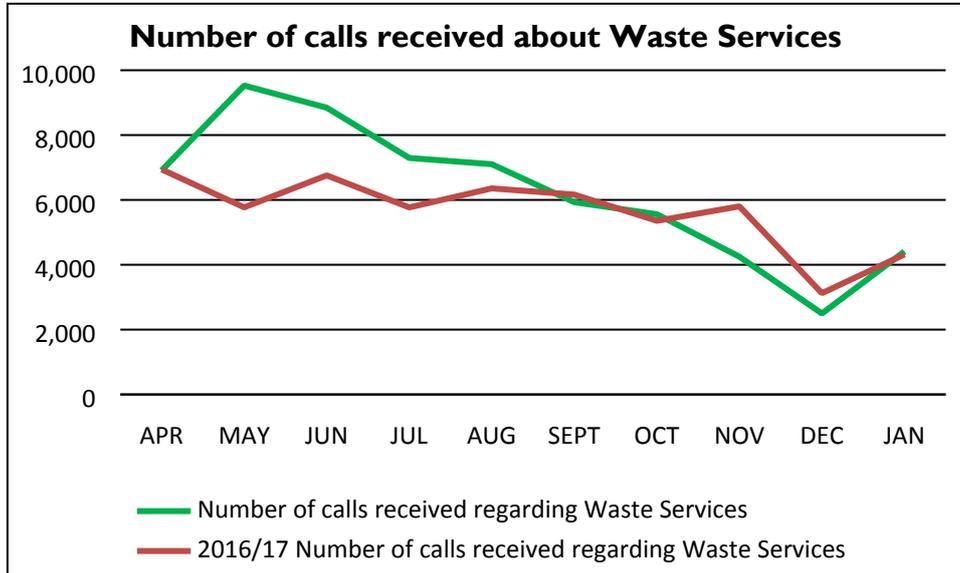
Overall complaints for Street Services reduced by 34.4% from November to December and have risen by 39.7% this month. This is in line with patterns seen in November, December and January in the previous year.

- Vacant positions are continuing to be filled and therefore the service reports a better current position than previous years. This has had a significant reduction on agency spend and overtime spend. Overtime for late December and January will rise as predicted due to additional days worked for the Christmas and New Year period and additional staff brought in to collect side waste.
- Sickness rates have improved from June 2017 in comparison to the previous year.
- Additional targeted actions will be planned for Spring 2018 to support increasing recycling rates. Intelligence gathering of affected areas has begun with a close link to Public Protection Services to educate and enforce for fly tipping in particular.

# I. Street Service Key Performance Indicators

## I.1 Calls Received relating to Waste Services

In May 2017 there was an increase in the number of calls received at the contact centre in relation to a range of Waste Services. Call numbers rose by approximately 2500 in May. Increased resources were allocated to deal with the initial expected increase and during the summer months this has reduced as arrangements for waste collection have embedded.



These calls have been logged within six categories: refuse containers, clinical waste, container waste, bulky waste, missed bins and Supervisor issues. May 2017, saw an increase in all of these categories.

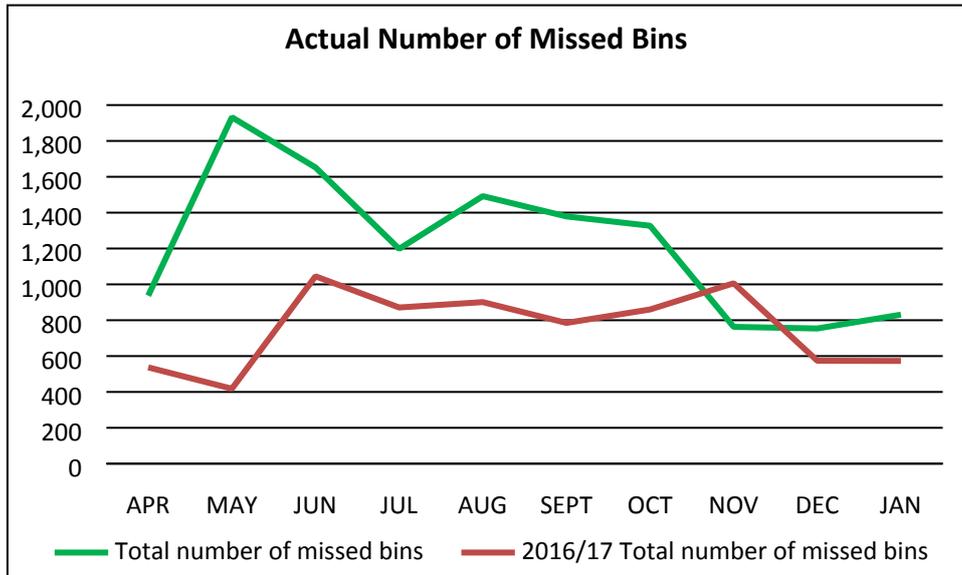
By September 2017 levels were comparable to the previous year and continued to decline with a predicted spike in January 2018 following the first year of Alternative Weekly Collection over the Christmas period.

## I.2 Missed Bins

Following the introduction of Alternative Weekly Collections, the number of missed bins was reported at 1,932 in May 2017, against 416 which was the lowest levels of missed bins for 2016. The numbers continued to decline in October and November 2017.

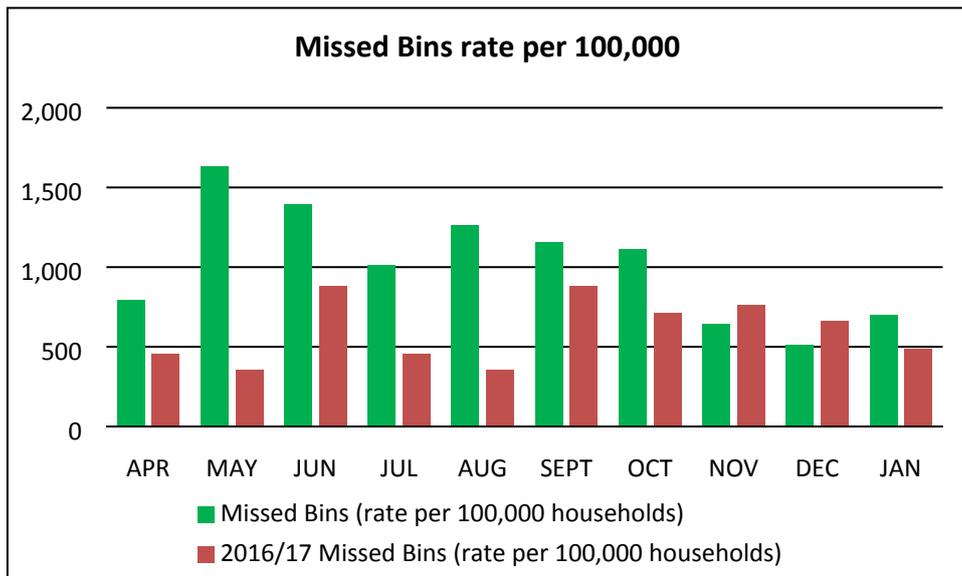
There was an increase in the number of missed bins reported in January 2018, in comparison to those in November and December. This is largely due to there being periods where additional crews were working to assist in managing the increase arising over the Christmas and New Year holidays. The crews were also removing all visible waste prompting several calls where different crews were removing side waste separate to the main bin. Over the Christmas period in 2016 the service did not collect missed bins, therefore the figure is not a direct comparison to the 2017 detail which shows an increase on the previous year.

It is important to note that the data for missed bins will not correlate with the number of calls regarding missed bins as there may be multiple calls about the same bin or the bin is contaminated and therefore not missed.



**Rates Per 100,000**

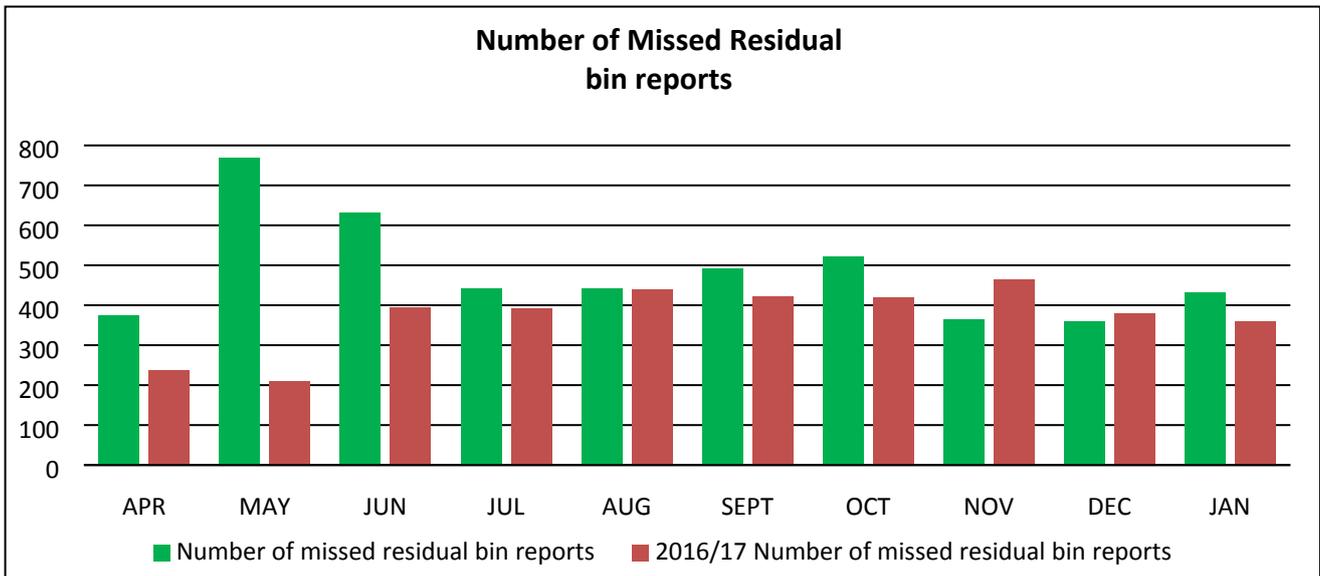
The chart below provides the number of missed bins as a rate per 100,000 households.



This data can be further broken down in to missed Brown and Recycling bins:

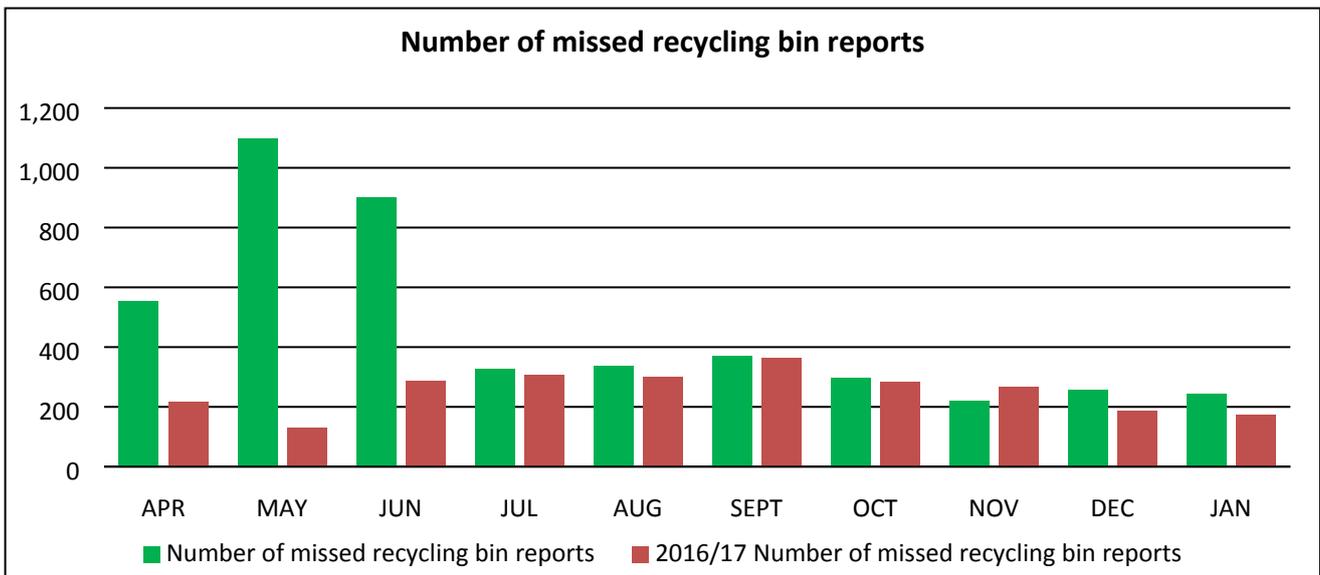
**Brown Containers**

The percentage of missed brown bins (Residual bins) being logged rose in May 2017 to 769 (0.7% of households) compared to 209 (0.2% of households) in May 2016. The number of missed brown bins reported in January 2018 was 432 which is higher than January 2017 (360), this may relate to the service not collecting missed bins in 2016 Christmas/New Year period.



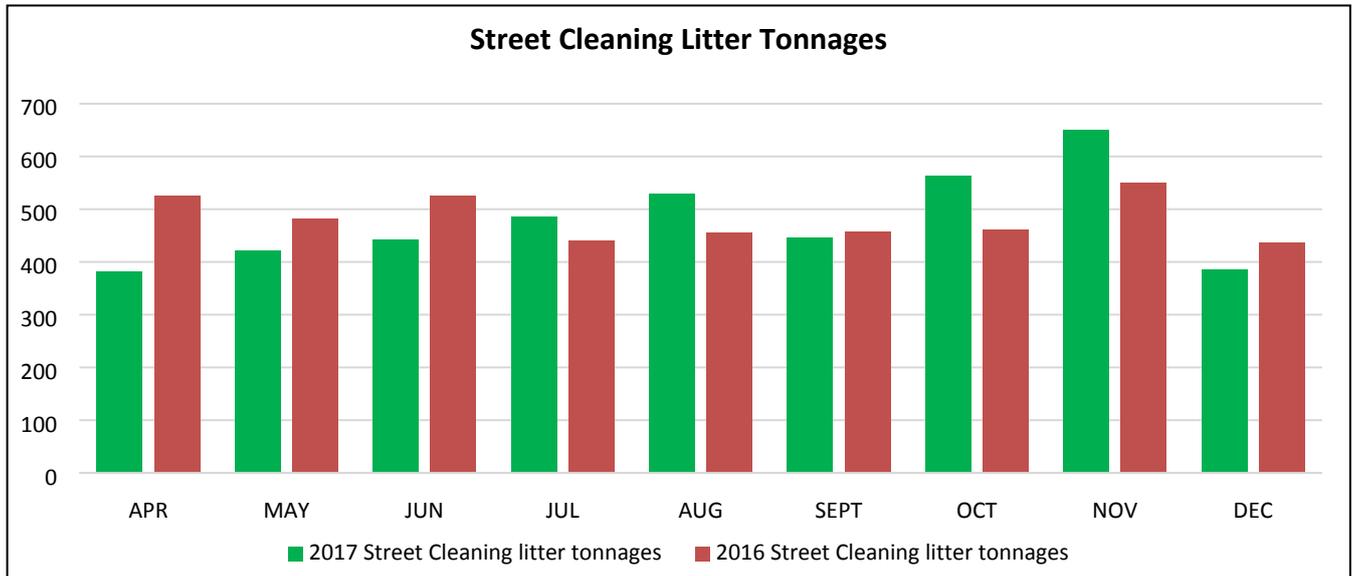
**Recycling Bins**

The data shows the amount of missed recycling bins reported by the public also rose in May 2017 to 1097 (0.9% of households) compared to 131 (0.1% of households) in May 2016. Many of the missed bins are bins which were contaminated and therefore the recycling was not collected. A programme of education to advise residents as to what is appropriate to be put within a green bin is targeted and on-going.



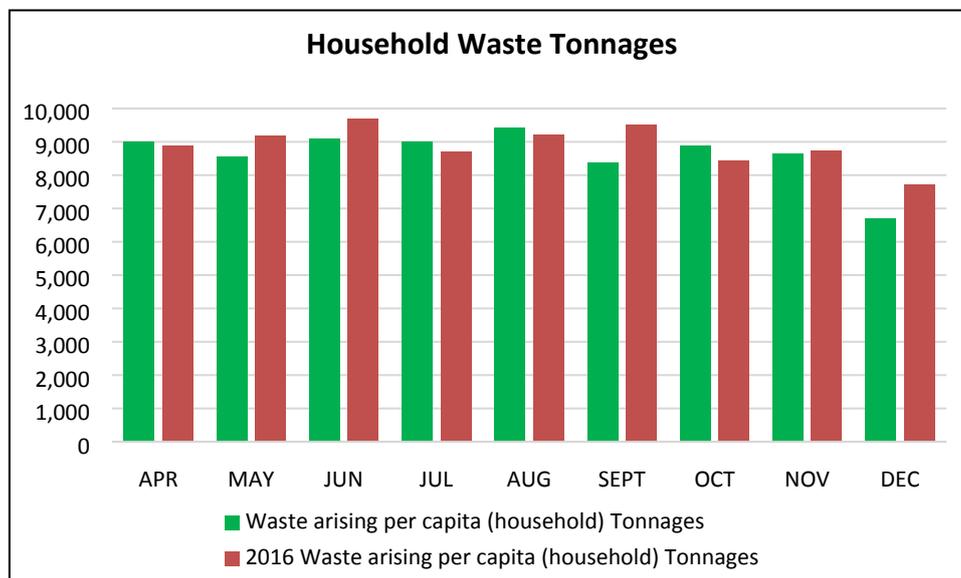
### 1.3 Street Cleaning Litter Tonnages

Street Cleaning Litter Tonnages relate to: street litter, recycling bins throughout the city and business improvement districts, litter picking, rear lane clearances and general street cleaning. Tonnages continue to steadily improve throughout 2017.



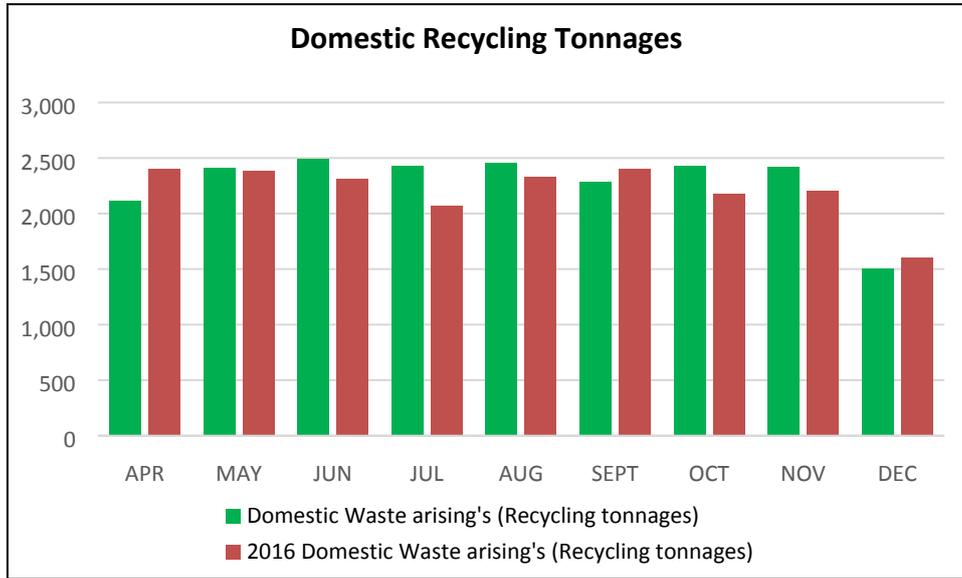
### 1.4 Household Waste/Recycling Tonnages

This is the total residual waste/recycling collected from brown and green containers, garden waste collections, green banks, the Household Waste Recycling Centres and the Bulky Waste Collections. Since the introduction of a major change we will need to see a full year's data to look at patterns and trends.



Domestic Recycling

From May 2017, there has been increased levels in recycling tonnages on the previous year. This data is formed from everything that is recycled from our Household Waste Recycling Centre's (HWRC) and the recycling collection rounds.

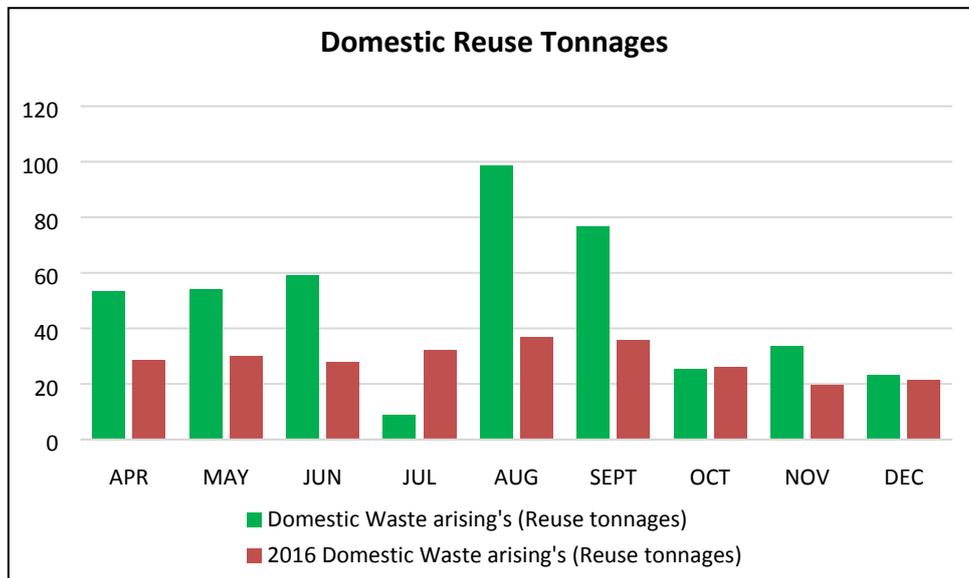


Household Reuse

Household Reuse is waste items which can refurbished or reused in a different way, for example electrical goods which may be refurbished and reused. The majority of this is taken to our HWRC's.

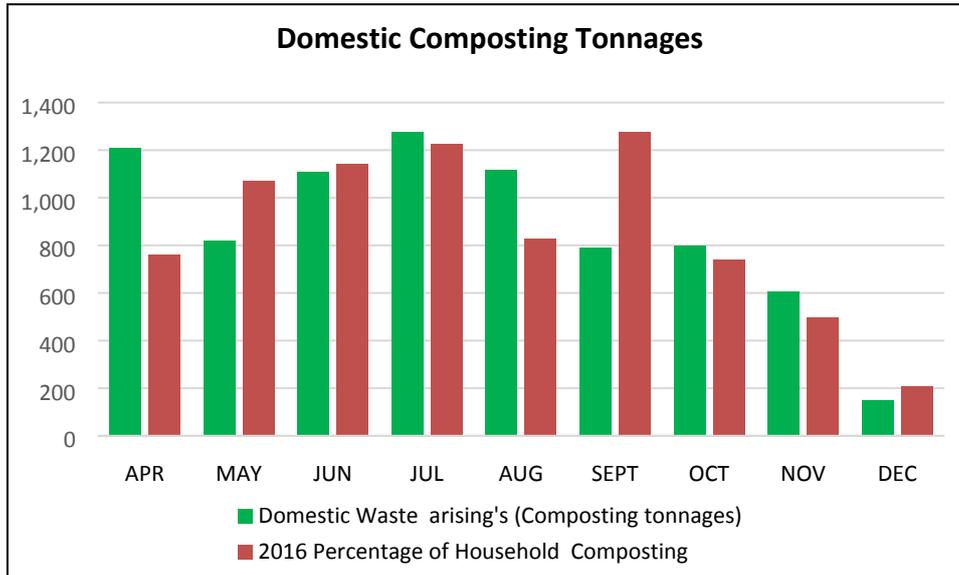
Rates for Reuse has significantly increased throughout 2017 compared to 2016.

*N.B. Tonnages collected in Weston Mill are yet to be verified by Wastedataflow (central data source for Local Authorities); therefore August 2017 data is not yet available.*



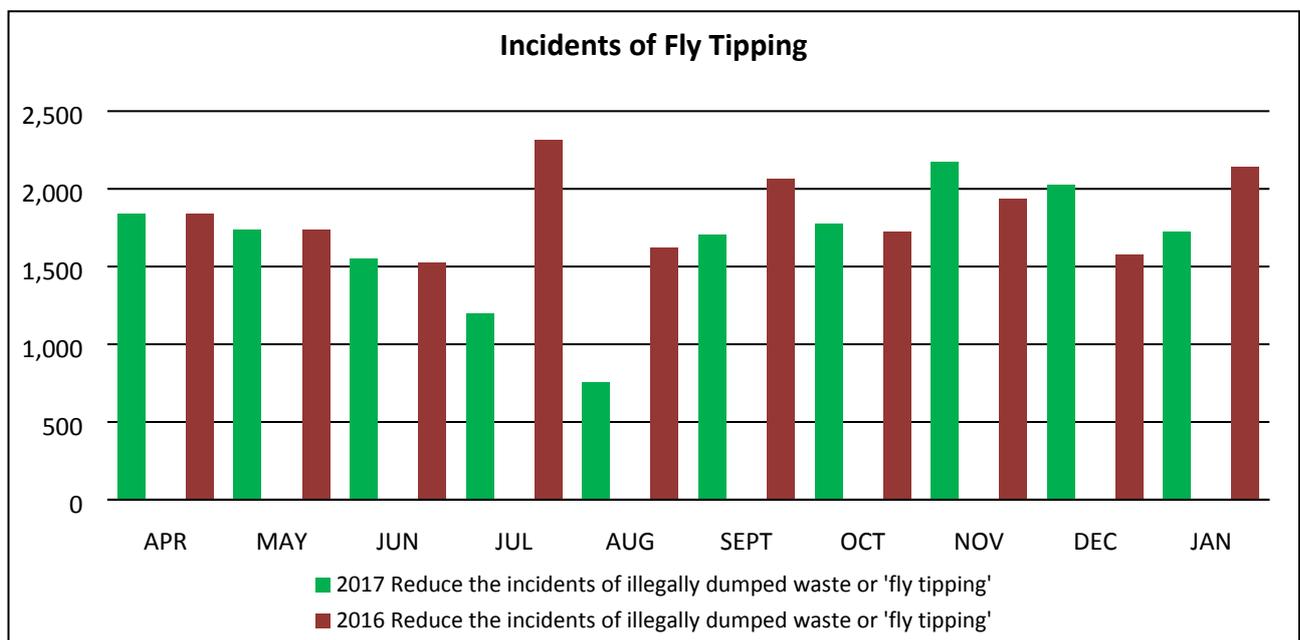
**Household Composting**

Household composting tonnages has seen fluctuations in line with seasonal trends. The total collected is higher than that of the previous year across the reporting period. This includes waste composted through the green waste collection scheme and form that disposed of at the HWRC's.



**1.5 Incidents of Fly Tipping**

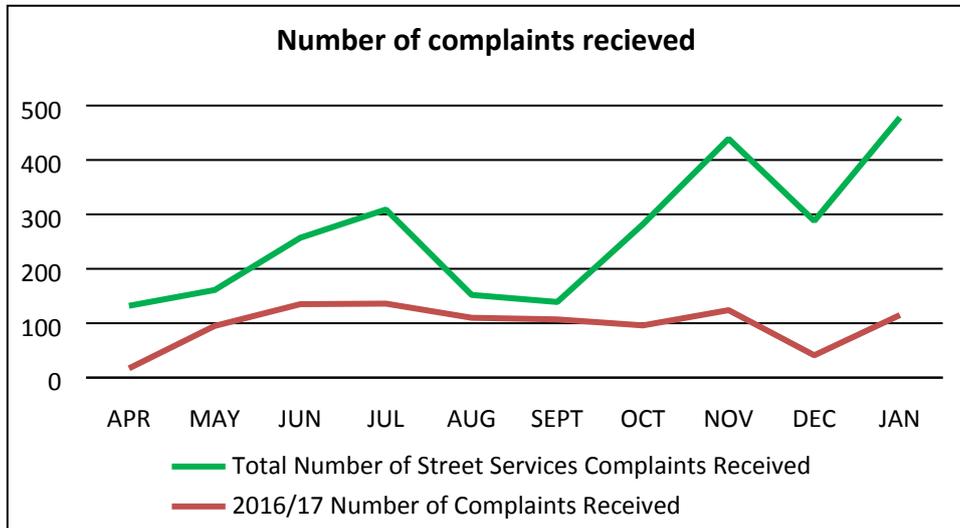
The incidents of fly tipping reported to FlyCapture (central data source for Local Authority fly tipping data) have shown a decreasing trend throughout 2017 and with improved rates compared to 2016.



## 2. Corporate Key Performance Indicators for Street Services

### 2.1 Complaints

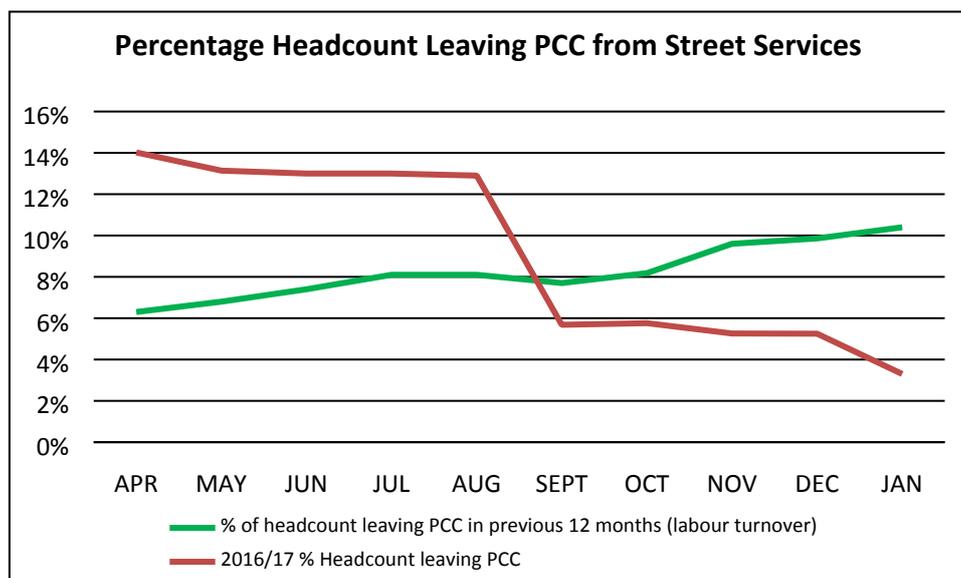
Complaints for the whole of Street Services not just Street Scene and Waste are included in the data below. This data is not currently broken down, however further work is being undertaken to improve the detail available within the reports.

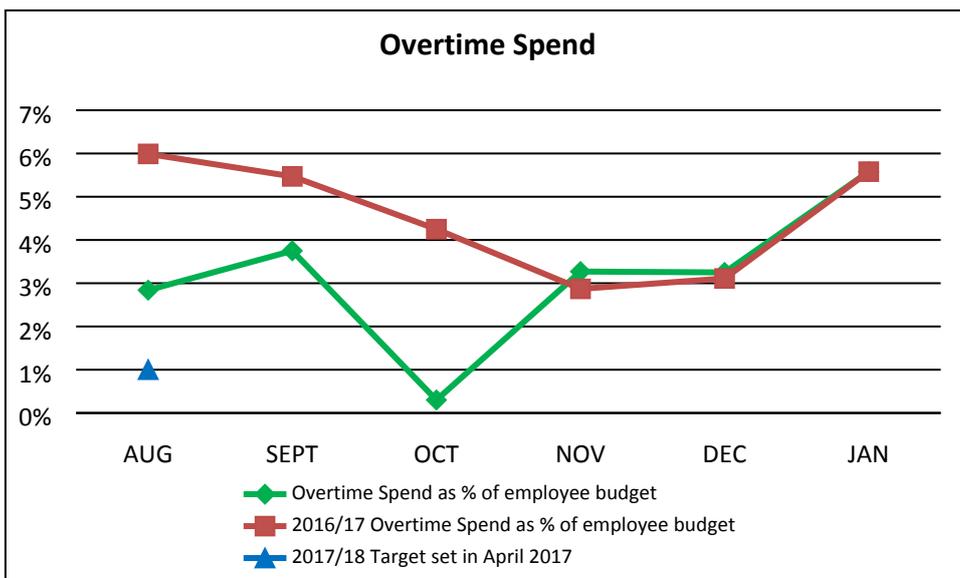
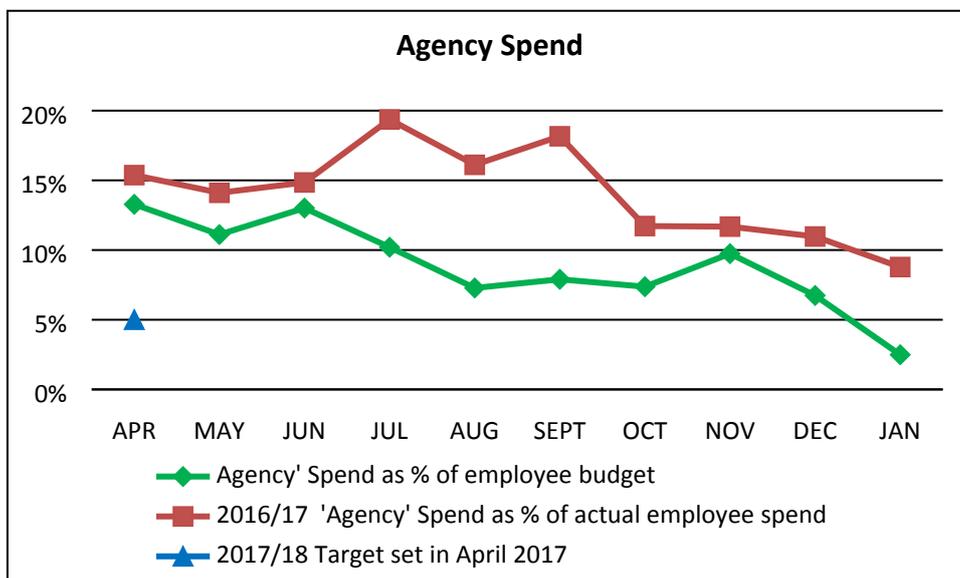
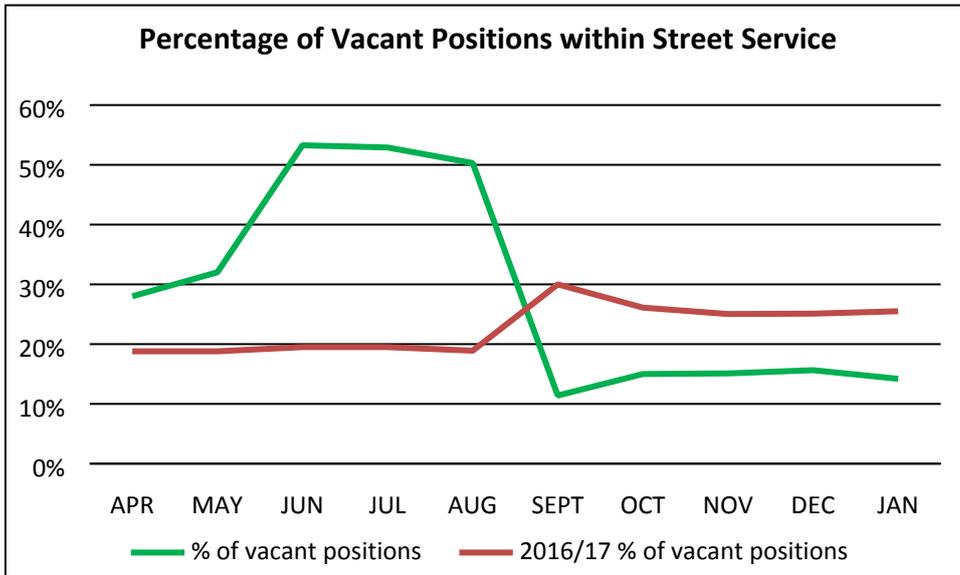


Resource levels were adjusted in July to better deal with the total number of complaints received and lower than expected response time. How complaints were registered was adjusted in October 2017 and this is illustrated in showing a spike. Complaints are recorded more transparently in line with corporate guidelines.

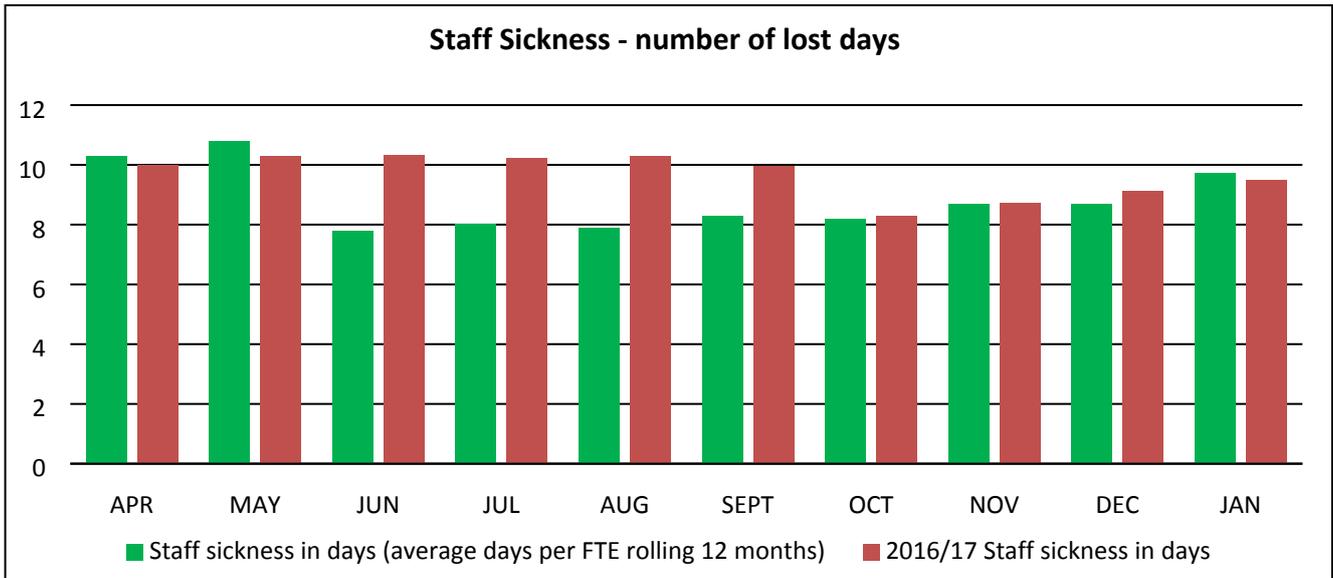
### 2.2 Organisational Indicators

Following the Modernisation of Waste Services a recruitment drive has created full time positions which have now been filled and there is less reliance on agency spend. These full time posts have included an adjustment to the usual working hours and this has had a positive impact on overtime spend within the service.





Sickness rates within the service have improved. The management team have been actively monitoring short term sickness and the reasons for sickness.



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**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Staff Survey “The View from You” 2017
<b>Committee:</b>	Place and Corporate Overview and Scrutiny Panel
<b>Date:</b>	7 March 2018
<b>Cabinet Member:</b>	Councillor Riley
<b>CMT Member:</b>	Dawn Auger
<b>Author:</b>	Dawn Auger (Assistant Director of Human Resources and Organisational Development and Interim Head of Transformation Portfolio)
<b>Contact details</b>	Tel: 01752 307746 email: dawn.aunger@plymouth.gov.uk
<b>Ref:</b>	Staff Survey Scrutiny Report
<b>Key Decision:</b>	No
<b>Part:</b>	I

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**Purpose of the report:**

Each year since 2010 we have run a staff survey to ask employees their views on working for the Council. Employees were asked to respond anonymously to an online questionnaire. This report shares the high level results from the survey.

**The Corporate Plan 2016 - 19:**

In order for Plymouth City Council to achieve its vision of a Pioneering, Growing, Caring and Confident city, we need a ‘motivated, skilled and engaged workforce’. Our People Strategy is our high level medium term plan for how we will ensure we achieve that aim by focussing on three workforce themes: Talent, Leadership and Culture (TLC).

The staff survey helps us measure our progress towards a motivated, skilled and engaged workforce. It highlights areas of success and good practice, as well as where we need to focus on improving. It therefore both informs and measures the progress of the People Strategy on an ongoing basis.

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

HR and OD manage and run the staff survey and produce the results.

Following the publication of results, leaders and managers across the Council discuss the results with their departments and teams. These discussions then enable managers and employees to identify potential improvements and put action plans in place.

Other council-wide interventions for improvement will be led by HR and OD.

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

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**Equality and Diversity**

Has an Equality Impact Assessment been undertaken? No, although the equalities questions and data collected through the Staff Survey is reviewed as part of the data analysis and informs the Council's work in this area.

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**Recommendations and Reasons for recommended action:**

Awareness of the results of the staff survey and support its role in working towards a motivated, skilled and engaged workforce.

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**Alternative options considered and rejected:**

N/A

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**Published work / information:**

N/A

**Background papers:**

N/A

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7

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**Sign off:**

Fin		Leg		Mon Off		HR	X	Assets		IT		Strat Proc	
Originating SMT Member: Dawn Auger													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

# THE VIEW FROM YOU - STAFF SURVEY 2017

## SCRUTINY REPORT 7 March 2018

Human Resources and Organisational Development

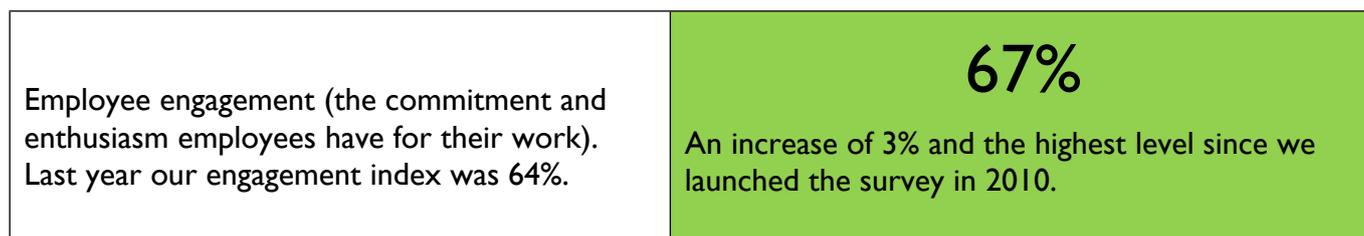
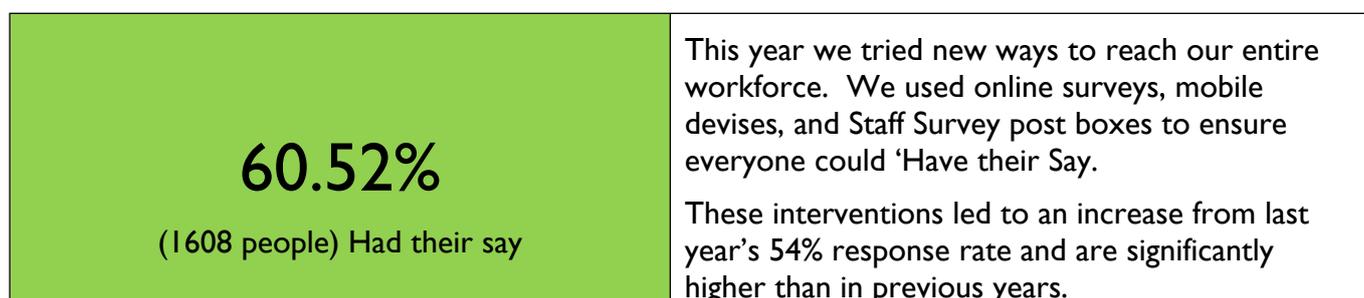


### 1. INTRODUCTION

Since 2010 we have run an annual staff survey to ask employees their views on working for the Council. During November and December 2017, employees were asked to respond anonymously to an online questionnaire with 32 questions across 9 categories. The 9 categories are:

- My Job
- My Career
- My employer
- My Team
- My Line Manager
- Senior Managers (Directors and Assistant Directors)
- The Council
- Equality and Diversity
- Communications

### 2. SURVEY HEADLINES



These are very positive findings, especially as 2017 was a challenging year for the Council's workforce, with many service areas undergoing transformational change.

The highlights from the survey and our highest scoring questions show that our workforce remains committed to delivering their best and supporting the Council to achieve its goals. These outcomes also link to employees seeing how their work makes a positive difference to the people in the city. We score higher in this area than our comparators.

The biggest increases also relate to our engagement with more people saying that they want to go that extra mile, and are satisfied with our non-pay benefits e.g. annual leave, flexible working.

However there are areas to focus on which you see in section 5.

### 3. 2017 COUNCIL RESULTS

#### 3.1 SUMMARY RESULTS (scores out of 100):

Category	Plymouth City Council Results %	% Change Since 2016
<b>My Job</b>	<b>67</b>	<b>+1</b>
<b>My Career</b>	<b>50</b>	<b>+3</b>
<b>My Employer, the Council</b>	<b>60</b>	<b>+4</b>
<b>My Team</b>	<b>61</b>	<b>-3</b>
<b>My Line Manager</b>	<b>68</b>	<b>0</b>
<b>Senior Managers (Directors and Assistant Directors)</b>	<b>42</b>	<b>+5</b>
<b>The Council</b>	<b>78</b>	<b>+5</b>
<b>Equality and Diversity</b>	<b>77</b>	<b>+4</b>
<b>Communications</b>	<b>64</b>	<b>+6</b>

We have seen an overall improvement in all the scores, bar one category. 'My Team' has fallen slightly, as employees do not feel that morale is good where they work, but this is an improving picture. My Team scores have fallen, but is still a high overall score.

#### 3.2 Benchmarking scores

We benchmark our results using an external independent organisation called ORC. They hold survey results for other public sector organisations, and use that data to compare results. This does not specifically benchmark our Local Government Group. The table below shows how we compare. (There was no benchmarking available for My Line Manager)

CATEGORY	% DIFFERENCE
My Job	<b>+1.6</b>
My Career	<b>+0.5</b>
My Employer	<b>+9.3</b>
My Team	<b>+6.7</b>
Senior Managers	<b>-5.9</b>
The Council	<b>+2.8</b>
Equality and Diversity	<b>-0.7</b>
Communications	<b>-10.4</b>

### 3.3 HIGHS AND LOWS

<b>Highest scoring questions:</b>	<b>%</b>
I want to help the Council to achieve its goals.	89
Working in my job makes me want to do my best.	84
I can see how my work makes a positive difference to the people in the city.	78
I feel able to report bullying, harassment or discrimination.	78

<b>Biggest increases since 2016 survey:</b>	<b>%</b>
Working here makes me want to go the extra mile.	58 (+20)
I am satisfied with my benefits (annual leave, flexitime, flexible working, pension, iChoose options and discounts).	77 (+17)
I am kept well informed about the Council's plans and progress.	55 (+12)

<b>Lowest scoring questions:</b>	<b>%</b>
I have career or job opportunities in the Council.	34
I trust my Director and Assistant Director to be open and honest.	41
My Director and Assistant Director lead by example.	42
Morale is good where I work.	42

<b>Biggest decreases since 2016 survey:</b>	<b>%</b>
My team uses customer feedback to improve our service.	53 (-18)
I am satisfied my pay level is appropriate for my role.	44 (-7)
My team works well with others to provide joined up services.	76 (-5)

#### 4. 2017 DIRECTORATE RESULTS

	Executive Office %	ODPH %	People %	Place %	Transformation & Change %
<b>RESPONSE RATE</b>	<b>90</b>	<b>97.89</b>	<b>50.64</b>	<b>59.50</b>	<b>68.15</b>
<b>ENGAGEMENT</b>	<b>73</b>	<b>64</b>	<b>69</b>	<b>66</b>	<b>65</b>

Survey Category	Executive Office %	ODPH %	People %	Place %	Transformation & Change %
<b>My Job</b>	<b>71</b>	<b>66</b>	<b>71</b>	<b>64</b>	<b>67</b>
<b>My Career</b>	<b>54</b>	<b>54</b>	<b>51</b>	<b>48</b>	<b>48</b>
<b>My Employer, the Council</b>	<b>62</b>	<b>56</b>	<b>60</b>	<b>60</b>	<b>61</b>
<b>My Team</b>	<b>74</b>	<b>58</b>	<b>69</b>	<b>63</b>	<b>69</b>
<b>My Line Manager</b>	<b>82</b>	<b>74</b>	<b>71</b>	<b>65</b>	<b>67</b>
<b>Senior Managers</b>	<b>44</b>	<b>52</b>	<b>46</b>	<b>43</b>	<b>34</b>
<b>The Council</b>	<b>85</b>	<b>72</b>	<b>80</b>	<b>77</b>	<b>77</b>
<b>Equality and Diversity</b>	<b>77</b>	<b>76</b>	<b>79</b>	<b>75</b>	<b>76</b>
<b>Communications</b>	<b>80</b>	<b>59</b>	<b>65</b>	<b>65</b>	<b>62</b>

#### 5 THE WAY FORWARD

Our People Strategy 2016-20 was approved by Cabinet in May 2017 and defines our high level medium term plan and approach to developing a motivated, skilled and engaged workforce, through themes of Talent, Leadership and Culture.

The People Strategy objectives and interventions aim to enable the delivery of the Corporate Plan to create a 'motivated, engaged and skilled workforce' and to address the issues identified from the annual staff survey to continue to improve engagement levels across the organisation.

Interventions and impact:

## 5.1 TALENT

TALENT		Target Apr 17	Actual Jan 18
We will attract and retain talented people and develop their strengths	Apprenticeships as a percentage of our workforce	2.3%	1.25% <sup>1</sup>
	External Hires as a percentage of roles we fill	55%	70%
	Percentage of the organisation covered by a workforce plan	30%	61%

Identifying and developing our talent is essential.

- We have 51 apprentices and a further 18 employees taking NVQ's in Street Services. We continue to promote apprenticeship opportunities and new and exciting opportunities are in development for how we can spend the Levy. We are working up a plan to promote and increase apprenticeship in 2018.
- All vacancies are advertised internally and new internal Talent Pools will be created in 2018. These will include a Managers Talent Pool and Apprentice Talent Pool
- Strategic Workforce Planning (SWP) is our priority and all Directorates will have a SWP for their priority services by end March 2018.
- In 2018 we will embed career aspirations as part of our performance conversations so all staff have the opportunity to discuss their career goals with their line manager.
- We are aiming on increasing our Graduate opportunities (funded by the Levy where possible)

**These initiatives will address the following areas where we scored low:**

- **I have career or job opportunities in the Council.**
- **Morale is good where I work.**

<sup>1</sup> NB. Figure is new 'levy' apprenticeships only. Previous non-levy apprenticeships are at 0.30%. Total of both is 1.55%

## 5.2 LEADERSHIP

LEADERSHIP		Target Apr 17	Actual Jan 18
	Our leaders will be confident, inspiring, and role model our values	Employee satisfaction with managers	65%
Employee satisfaction with senior leaders		40%	42%
% of managers who have had recent targeted development		50%	80% <sup>2</sup>

We have in place a Leadership Framework, to ensure that all levels of leadership are able to access a blended development offer that meets their needs.

- Senior Leadership Development Programme ran during 2017 and continues into 2018 with facilitated development away days and coaching.
- Management Fundamentals Programme has now been rolled out to 90 delegates and a new cohort of 45 started in January, with a further group being considered later in the year for our aspiring managers. The programme is structured around five core modules which cover a range of essential management skills, knowledge and behaviour including:
  1. Being an authentic manager
  2. Managing in Plymouth
  3. Influencing with integrity
  4. Emotionally Intelligent Teams
  5. Managing and motivating through change
- We have launched a new Manager's Driving Licence for all existing and aspiring managers. The aim of the Managers Driving Licence is to ensure all our leaders are confident, inspiring and role models for our values. The Manager's Driving Licence (MDL) is an interactive, online development and reference tool, designed to support new, existing and aspiring managers to understand and achieve our business objectives. All managers, including Directors and Assistant Directors will complete the programme, including the Chief Executive.
- Team Plymouth Events: format redesigned in 2017 and is now led by the Workforce Development Panel. 80% of attendees say new format is improved and adds value. Team Plymouth (January) focused on how we improve culture and use customer feedback, and these two topics will form part of our key conversations with Team Plymouth going forward. The next Team Plymouth planned for March will focus on Staff Survey results and what managers are doing to respond in their areas. Team Plymouth is excellent for networking and to share best practice and enables managers to work together to provide joined up services.
- Multi Agency Coaching Network. We have 90 registered coaches from across 7 different agencies including Plymouth Hospitals NHS Trust; Livewell South West; NHS Northern, Eastern and Western Devon Clinical Commissioning Group; NHS South Devon and Torbay Clinical Commissioning Group; Devon County Council; Somerset County Council.

<sup>2</sup> Manager's Driving Licence will raise this to 100% by end March

There are 23 active coaching arrangements currently and a total of 110 arrangements have been in place since we established the network in 2015.

- We have created a new manager role of Customer Liaison Manager who will ensure a standard approach is taken to handling Customer Feedback, including how we implement learning from feedback.

**These initiatives will address the following areas where we scored low:**

- **My Director and Assistant Director lead by example**
- **I trust my Director and Assistant Director to be open and honest**

### 5.3 CULTURE

CULTURE		Target Apr 17	Actual Jan 18
The way we will do things around here to be at our best	Employee engagement levels	64%	67%
	Employee views on how well the Council manages change	45%	45%
	Employee advocacy of our organisation	64%	67%

We have supported culture change in 2017 through introducing an appreciative enquiry approach – capturing change, facilitating new ways of working and highlighting success stores from across the organisation. During 2018, we will:

- Bring the words in the People Strategy to life. We will tell more stories to support the culture statements and bringing them to life in more engaging formats – e.g. videos, storyboards, articles, pictures; which illustrate positive, future orientated behaviour in line with the description of current and future culture.
- Engage the workforce more directly by instigating a series of ‘TLC’ conversations across the council. These will be called our culture conversations. The conversations began at December’s Team Plymouth event and they will be piloted by our Management Fundamentals graduates.
- Ensure that our customer experience plays into all the conversations we have about culture. Citizens are our customers and customers are at the heart of everything we do.
- We need to understand why morale is low in some areas of the Council whilst engagement levels continue to increase. Managers will lead on these conversations with their teams.

**These initiatives will address the following areas where we scored low:**

- **I trust my Director and Assistant Director to be open and honest.**
- **My Director and Assistant Director lead by example.**
- **Morale is good where I work.**
- **My team uses customer feedback to improve our service.**
- **My team works well with others to provide joined up services.**

## 6 BENCHMARKING

### 6.1 COMMUNICATIONS

In this area we scored highly, but lower than our external benchmarking. We have initiatives in place to improve our internal communications and continue to seek feedback from staff on the effectiveness of these initiatives:

- Staff News is produced weekly to share successes and key information across the Council
- Tracey's Team Talk is shared each month where Tracey discusses corporate priorities and recognises key achievements. Managers are asked to share the Team Talk video with their teams and lead a discussion on the content, feeding information back as required.
- We ran nine 'Tea with Tracey' events between 21 December 2016 and 9 November 2017, with 91 staff attending from across the organisation. In 2018 we are continuing to enable staff to engage with senior management through the 'Tea with Tracey' events, increasing the reach out to staff in other offices and depots such as Weston Mill, Central Library, and Midland House
- Back to the Floor events where our Chief Executive visits areas of the business to hear about important issues for staff members.
- We ensure that all our major programmes of work that impact on staff such as joint working with Torbay, Elections, CQC inspection, Pathway to Shared Services, Staff Survey and the Senior Management Restructure are supported by planned internal communications using all our channels
- We update Staff Room frequently with stories of our staff's success and important announcements
- We support the Annual Star Awards and the other service awards – encouraging nominations, creating materials including video content and sharing the winners celebrating
- We provide video content celebrating our staff at work which is used in Team Talk, on staff channels, at Team Plymouth and key events
- We will be working with managers through the Team Plymouth group to improve their communication and engagement skills
- Many service areas hold team huddles and engage with the workforce in many new ways, for example;
  - HROD and Transformation and Place have regular huddles with Directors,
  - Street Scene and Waste have implemented an engagement framework which ensures that key messages are cascaded down to the whole workforce each month, including all frontline workers being given the opportunity to see Tracey's Team Talk during crew visits.
- All areas hold regular one to one meetings with employees and their teams.

## 7 IN SUMMARY

Our People Strategy provides a framework for the Council to improve engagement of the workforce through the themes of Talent, Leadership and Culture (TLC). Over the coming weeks and months Service Directors will lead conversations with their teams about what the department Staff Survey results mean, and how working together they can improve things. The HR and OD department will continue to implement the People Strategy plan during 2018 and beyond.

### APPENDIX A: Full Results

Appendix A

Engagement questions	
Say	
Stay	
Strive	

## Staff Survey 2017 - Overview

**70** High Scores  
**50** Low Scores

	COUNCIL		LG Benchmark	Directorate		Directorate		Directorate		Directorate		Directorate	
	2017	Change From 2016	2017	Executive Office	Change From 2016	Office of the Director of Public Health	Change From 2016	People	Change From 2016	Place	Change From 2016	Transformation and Change	Change From 2016
<b>Response Rate</b>	60.52%	6.52%	59.8%	90.00%	25.00%	97.89%	20.89%	50.64%	9.64%	59.50%	9.50%	68.15%	-3.85%
<b>Overall Engagement Score</b>	67%	3%		73%	19%	64%	5%	69%	3%	66%	2%	65%	2%
<b>My Job</b>	67	1	66	71	22	66	1	71	1	64	1	67	2
Working in my job makes me want to do my best	84	1	73	91	23	74	-5	88	0	81	3	85	3
I feel valued for the work I do	55	0	55	57	22	55	1	60	1	52	0	52	-3
My job makes good use of my skills and abilities	69	2	74	82	35	65	-1	71	-2	67	-1	69	5
I have the right tools to do my job	61	4	61	56	12	69	9	65	4	56	2	61	4
<b>My Career</b>	50	3	66	54	28	54	12	51	4	48	1	48	0
I receive regular and valuable discussions with my line manager about my performance	66		66	75		73		74		56		66	
I have career or job opportunities in the Council	34	0		39	10	30	6	33	1	38	2	33	-4
I get the development I need to do my job well	48	-1		49	28	59	6	48	-1	50	0	45	-3
<b>My Employer, the Council</b>	60	4	54	62	14	56	6	60	3	60	3	61	4
I am able to share my views before changes are made which affect my job	45	-3	44	50	9	51	-3	45	-3	49	-6	39	-5
Working here makes me want to go the extra mile	58	20		66	31	49	22	61	23	57	14	56	20
Plymouth City Council is a good employer	63	2		64	8	51	18	61	-1	63	-1	66	3
I am happy with my working environment	58	0	61	73	20	57	-6	55	-2	55	5	61	-2
My job here allows me to balance my work and home life	68	8	44	47	18	67	10	67	6	66	5	72	12
I would like to be working for the Council in 12 months' time	75	0	68	76	5	66	-1	78	1	76	0	73	0
I am satisfied that my pay level is appropriate for my role	44	-7		40	-7	49	1	47	-8	38	-8	47	-5
I am satisfied with my benefits (annual leave, flexitime, flexible working, pension, iChoose options and discounts)	77	17	54	75	23	71	17	76	16	80	21	78	9
Plymouth City Council cares about my health, safety and wellbeing	57		52	64		48		54		60		58	
<b>My Team</b>	61	-3	60	62	12	53	-7	62	-5	59	-4	62	-1
Morale is good where I work	42	7		27	18	38	9	40	5	46	5	42	9
My team uses customer feedback to improve our service	53	-18	69	45	-11	43	-24	55	-18	49	-26	56	-12
I feel a sense of belonging in my team	72	3	50	89	33	66	8	73	0	70	7	74	3
My team works well with others to provide joined up services	76	-5	62	87	8	67	-20	80	-6	72	-1	77	-5
<b>My Line Manager</b>	68	0		82	29	74	3	71	1	65	5	67	-4
My line manager encourages me to put forward my ideas and opinions	72	0		88	26	77	-1	73	-1	70	2	69	-5
My line manager leads by example	67	1		77	24	72	4	68	0	65	7	67	-3
My line manager keeps me informed about what the Council is doing	67	7		79	12	73	5	71	10	61	5	65	4
<b>Senior Managers (Directors and Assistant Directors)</b>	42	5	47	44	13	52	13	46	5	43	-2	34	3
My Director and Assistant Director lead by example	42	5		40	11	51	14	47	5	45	1	33	3
I trust my Director and Assistant Director to be open and honest	41	3	47	49	17	52	12	46	5	41	-4	34	3
<b>The Council</b>	78	5	86	85	14	72	2	80	5	77	4	77	6
I can see how my work here makes a positive difference to the people in the city	78	11		82	16	76	0	83	14	80	11	72	9
I want to help the Council achieve its goals	89	3	86	98	16	82	-1	89	0	89	6	90	3
I speak highly of the Council to other people	67	3		77	12	60	9	70	3	63	-3	68	5
<b>Equality and Diversity</b>	77	4	76	77	21	76	5	79	5	75	2	76	0
I feel able to report bullying, harrassment or discrimination	78	5		77	24	77	6	79	4	76	3	79	3
I am treated with fairness, respect and without discrimination	75	1	76	77	18	76	5	78	5	74	1	73	-3
<b>Communications</b>	64	6	84	80	24	59	0	65	6	65	4	62	8
I am clear about how I contribute to the Council's priorities	74	3	84	84	10	71	4	74	1	74	1	73	3
I am kept well informed about Council plans and progress	55	12		76	38	46	5	57	12	57	7	50	12

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# PLAN FOR PREVENTING HOMELESSNESS 2018-2020



The purpose of the **plan for preventing homelessness** is to implement and deliver against the Plymouth Plan. The Plymouth Plan sets the strategic direction for Plymouth between now and 2035 and reaffirms our commitment to tackle homelessness in the city. This plan sets out to build on previous actions initiated in our last Homelessness Strategies and fulfils Plymouth City Council's statutory duty under the Homelessness Act 2002, and detailed in the Code of Guidance to develop a strategic response to identified local causes of homelessness.

- Homelessness is a significant challenge across the country. Homelessness has been on the rise across the country over the last few years. Rough Sleeping (the most visible form of homelessness) has also been increasing nationally over the last few years. The number of Rough Sleepers recorded nationally in 2016 was 4,134. In 2017 this rose to 4,751 a rise of 15 per cent
- Statutory Homelessness Applications across the country are also rising. 2016/17 saw on average 29,050 applications taken per quarter, compared to an average of 28,330 applications per quarter in 2015/16 a rise of 2.5 per cent. With the rise in applications comes a rise in the number of households accepted for the main housing duty (those the local authority has a duty to find long term permanent accommodation for) the number of acceptances has risen nationally from 14,125 per quarter in 2015/16 to 14,815 per quarter in 2016/17 a rise of 4.9 per cent.
- These challenges are mirrored in Plymouth. The number of Rough Sleepers recorded in Plymouth in 2016 was 20 and this rose to 26 in 2017. Statutory Homelessness applications rose in Plymouth by 15 per cent between 15/16 and 16/17 an increase of 106 applications. Alongside this the number of households in Plymouth accepted for the main housing duty was 238 in 2015/16 and this rose to 322 in 16/17 a rise of 35 per cent
- Specific actions to rise to these challenges are identified within the Plan for Preventing Homelessness, alongside existing operational work that is already making good progress.
- Tackling homelessness and housing need lies at the heart of addressing inequality and this plan represents an integrated approach to the complex issues that cause homelessness, and to secure new solutions to ensuring the availability of affordable housing options for some of the city's most vulnerable residents.
- Plymouth, like all local authorities has faced some difficult financial choices over the last few years but has decided to meet these by transforming services to face these challenges head on.
- In every local area people with multiple needs and exclusions are living chaotic lives and facing premature death because as a society we fail to understand and coordinate the support they need. Yet evidence shows that by working together local services can develop coordinated interventions that can transform lives. It is no different in Plymouth
- Plymouth took learning from The Making Every Adult Matter, (MEAM) approach which provides a non-

- prescriptive framework for developing a coordinated approach to set up a System Optimisation Group (SOG).
- SOG is a partnership of commissioners across Plymouth City Council Integrated Commissioning Team, Office of the Director of Public Health and partners from a range of providers responsible for mental health, homelessness, substance misuse treatment services and some offender services.
  - The partnership is tasked with creating a whole system for whole people, preventing people from 'falling through the gaps' and reducing repeat revolving door referrals. The SOG will work collaboratively to deliver the system changes required to realise success
  - The SOG will take responsibility for sharing ideas and perspectives in order to identify how the current system can work better for people with complex lives, regardless of current individual contracts and funding arrangements. We recognise that in order to respond to the challenges within homelessness we require a whole system transformational approach. In 2018, homelessness services will be commissioned as part of the complex needs procurement which also encompasses substance misuse, offenders and some mental health provision.
  - Using an alliance model the focus will be on creating systemic change: changes to culture, funding structures, commissioning and policy which support a new way of working.

## OUR VISION STATEMENT FOR HOMELESSNESS

Plymouth Plan sets our strategic direction between now and 2035 and this delivery plan reaffirms the City's commitment to tackle homelessness and all its causes

## OBJECTIVES

### PREVENT HOMELESSNESS

### IMPROVE HOUSING STANDARDS

### SUPPORT ACCESS TO SUSTAINABLE HOUSING

## PRIORITIES

- Develop pathways and partnerships to support early intervention
- Work with Rough Sleeper Strategy Group to identify emerging trends and develop strategies to reduce rough sleeping
- Ensure the City's advice and information offer meets the needs of people who are facing or at risk of Homelessness
- Develop Collaborative Problem Solving to support and sustain communities
- Integrate with Health and Wellbeing Hubs to support early intervention and prevention
- Re-commissioning of Complex Lives system

- Develop HMO licensing in line with new legislation
- Work with Private Rented Strategy Group to identify emerging trends and develop strategies to improve the quality of private rented housing
- Improve the quality and management of properties in the private rented sector
- Support tenants to sustain private sector tenancies
- Work with partners to ensure robust enforcement of bad landlords in the private rented sector

- Work with partners to deliver specialist housing
- Develop pathways and partnerships to deliver and support independent living
- Deliver an increased range of accommodation solutions to those in most housing need
- To support people to access decent, safe and affordable homes that are suited to their needs
- Deliver a broad range of accommodation solutions to avoid the use of emergency accommodation

## OUTCOMES

- Fewer people sleeping rough
- Increased number of people prevented from becoming homeless
- Advice and information is accessible for all
- Effective Collaborative problem solving framework in place
- Developed community offer embedded in health and wellbeing hubs

- Increased number of trained and accredited landlords and agents
- Increased number of properties improved
- Advice and information on landlords and tenants rights and responsibilities is accessible for all
- Robust and effective enforcement policy in place

- Fewer people in emergency accommodation
- Increased specialist housing provision in the City
- Improved adaptations delivery model
- Increased number of homeless households accessing social housing through DHC register

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