Oversight and Governance
Chief Executive's Department
Plymouth City Council
Ballard House
Plymouth PL1 3BJ

Please ask for Jamie Sheldon, Democratic Support Officer
T 01752 305155
E www.plymouth.gov.uk
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PERFORMANCE, FINANCE AND CUSTOMER FOCUS OVERVIEW AND SCRUTINY COMMITTEE – SUPPLEMENT PACK

Wednesday 12 June 2019
3.00 pm
Warspite Room, Council House

Members:
Councillor Kelly, Chair
Councillor Winter, Vice Chair
Councillors Derrick, Hendy, Mrs Johnson, Singh, Vincent, Watkin and Wigens.

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

This meeting will be webcast and available on-line after the meeting. By entering the Council Chamber, councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

The Council is a data controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with authority's published policy.

For further information on attending Council meetings and how to engage in the democratic process please follow this link - Get Involved

Tracey Lee
Chief Executive

Performance, Finance and Customer Focus Overview and Scrutiny Committee

7.	**Corporate Performance and Finance Outturn Report**	**(Pages 1 - 82)**

Financial and Performance Outturn 2018/19 - including Capital Programme (Subject to External Audit)

Cabinet

Date:	11 June 2019
Title of Report:	Financial and Performance Outturn 2018/19 – including Capital Programme (Subject to External Audit)
Lead Member:	Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director:	Andrew Hardingham (Service Director for Finance)
Author:	Paul Looby (Head of Financial Planning and Reporting) Hannah West (Finance Business Partner) Andrew Loton (Senior Performance Advisor)
Contact Email:	paul.looby@plymouth.gov.uk hannah.west@plymouth.gov.uk andrew.loton@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report is the financial and performance outturn report for 2018/19 and details the position of the Council as at the end of March 2019. The report consists of three sections:

- **Section A** **Corporate Plan Quarter 4 Performance Report**
- **Section B** **Revenue Finance Outturn 2018/19**
- **Section C** **Capital Programme Outturn 2018/19**
- **Appendix A** **Revenue Outturn Variances 2018/19**

In terms of performance against the Corporate Plan, this report provides analysis of quarter four (January to March 2019) performance against the Council's key performance indicators (KPIs), providing a detailed performance update against the Corporate Plan priorities.

This report forms part of the Council's Performance Framework and is a key part of our aim to achieve a 'golden thread' from the Corporate Plan and its KPIs, through to service and team level business plans, and ultimately to individual objectives

In 2018/19 we increased the number of indicators reported, from 27 in the quarter four 2017/18 report to 47 in this, the quarter four 2018/19 performance report. Completely new measures that demonstrate how the Council contributes to the economic growth of the city have been developed. Whilst these measures are still being refined, they indicate that the inward investment secured by the Council has improved in 2018/19 by over £100m to £266m compared to the previous year (£163m). This has been analysed to calculate that more than 6,000 new jobs will have been created by this investment. We have also introduced a Cleanliness Index that looks at public perception of streets and grounds. The new processes to inspect and improve our streets and grounds, whilst still embedding, are showing a steady improvement in the proportion of streets and grounds graded as "acceptable," which now stands at 87.8%. Areas for focus in 2019/20 include increasing spend locally and with small to medium sized enterprises, our commitment to reducing carbon and continuing to promote recycling, re-use and composting, which has improved slightly over the year but more needs to be done.

In Caring we have seen some significant progress in some of our most important areas where performance has been historically challenging. Delayed transfers of care have seen a good level of improvement in performance reporting in quarter four at 1.3 days being attributed to adult social care, compared to 5.7 days per month in the 2017/18 quarter four report. This means we have improved from being amongst the worst in the country to being better than the England average. There has also been notable improvements in our performance when supporting the most vulnerable. Our use of bed and breakfast has shown an improvement, reported at 46.2 (average number of families in bed and breakfast) in quarter four 2017/18; this is now at 34.7, meaning that more suitable accommodation is being offered to those in most need. However more needs to be done to prevent homelessness. There is still significant pressure in both adult and children's social care and improved performance in repeat referrals to children's social care and sustaining improvements to reduced children with multiple child protection plans.

Customer experience will be a clear focus in 2019/20 building on improvements made to our newly introduced customer experience indicator and focusing on performing better in our resolution of complaints, which has not performed particularly well in 2018/19. Results from the Staff Survey were encouraging and we will continue to support employees in the delivery of their jobs in often difficult circumstances and look to work with our Human Resources department to address staff welfare and sickness issues.

The Council's gross revenue budget for 2018/19 was £501.679m which after allowing for income and grants was £185.556m. The financial outturn position before any adjustments is an overspend of £1.117m against the budget set in February 2018. Assuming the transfers to and from reserves a breakeven position will be declared i.e. an outturn of £185.556m.

In comparison to 2017/18 the overspend before any adjustments (e.g. the use of section 106 grants) was £2.411m. This year represents an improvement although the £1.117m will be drawn from the Council's working balance with the aim to repay this sum during the financial year starting 1 April 2019. This will be reflected within the developing Medium Term Financial Plan.

As is normal practice, this report proposes a number of adjustments to the financial accounts following the financial review always undertaken by the Section 151 Officer at the end of the year. Decisions made as part of this report will feed into the Council's annual Statement of Accounts which is subject to external audit. The external audit is expected to commence at the start of July 2019 with the final accounts approved and signed off by our external auditors at the end of July 2019.

As at 31 March 2019 the Working Balance stands at £8.050m and the final Capital outturn position is £98.963m. The Working Balance has a recommended minimum set at 5% of the net revenue budget. This minimum is approved by Council. Due to the continued pressures felt, the Council has had to make further use of its Working Balance reducing it to 4.3% of the net revenue budget.

Recommendations and Reasons

1. That Cabinet note the Corporate Plan Quarter Four Performance Report and consider the implications for delivery of the Council's priorities.

2. Note the provisional outturn position as at 31 March 2019.

3. Note the use of Working Balances to ensure a balanced position is achieved in 2018/19.

4.**Note the Capital Report including the Capital Financing Requirement of £134.005m.**.

Alternative options considered and rejected
None considered as it is a statutory requirement to report on the use of the Council's budget funds.

Relevance to the Corporate Plan 2016/17-2018/19
This outturn report is fundamentally linked to delivering the priorities within the Council's Corporate Plan and sets out how the Council has allocated its limited resources to key priorities to maximise the benefits to the residents of Plymouth.

Implications for the Medium Term Financial Plan and Resource Implications:

The Medium Term Financial Plan (MTFP) is a core component of the Council's strategic framework and has a vital role to play in translating the Council's ambition and priorities set out in the Corporate Plan 2018-22-

After drawing £1.117m from working balances the overall outturn position is break even against our gross budget of £501.679m which is testament to the robust financial management and discipline across all areas of the Council.

Given the size of the financial challenge faced for 2018/19, with a total savings target of £11.534m, balancing the budget, albeit using one off additional funds, is a major achievement for the Council. This was an essential objective due to the continuing reduction in funding from central government and an even more financially challenging 2019/20 and beyond.

The MTFP will now be updated to take account of the outturn position as detailed in this report, with the aim of restoring the working balance to 5%.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management
In considering the budget variations for the year, Directors will identify any potential risks to delivering the budget in future years and risk assess the delivery of approved budget savings in 2019/20. These will be monitored as part of the corporate reporting process.

All actions taken as part of the Corporate Adjustments have been considered for their impact on: council priorities, legal obligations, customers and other services and partners.

When managing performance, where potential implications are identified from the implementation of any new activities arising from the Corporate Plan, assessments will be undertaken in line with the Council's policies.

Appendices

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) *If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.*						
		1	2	3	4	5	6	7
	Revenue Outturn Variances 2018/19							

Background papers:

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are <u>unpublished</u> 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.

Title of background paper(s)	Exemption Paragraph Number (if applicable) *If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.*						
	1	2	3	4	5	6	7
The Local Government Act 2003							
The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003							
The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2015							
Capital Financing Regulations (2012)							
2017/2018 Annual report							

Sign off:

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Originating Senior Leadership Team member: Andrew Hardingham, Giles Perritt.											

Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 30/05/2019
Cabinet Member signature of approval: Electronic signature (or typed name and statement of 'approved by email') on Cabinet member approval only] Date: 30/05/2019

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SECTION A: CORPORATE PLAN PERFORMANCE
QUARTER FOUR 2018/19

PLYMOUTH
CITY COUNCIL

The Corporate Plan

The Plymouth City Council Corporate Plan 2018-2022 sets out our mission of 'making Plymouth a fairer city, where everyone does their bit'. It was approved by Council in June 2018.

The Corporate Plan priorities are delivered through specific programmes and projects, which are coordinated and resourced through cross-cutting strategic plans ('Plans for…'), capital investment and directorate business plans.

The key performance indicators (KPIs) and their associated targets detailed in this report for quarter four 2018/19 (January to March 2019) tell us how we are doing in delivering what we have set out to achieve in the Corporate Plan.

Structure of this Report

The purpose of this report is to provide a risk-informed analysis of performance against the priorities of the Corporate Plan 2018-2022. The priorities are grouped under 'A Growing City' and 'A Caring Council', and the outcomes for 'How We Will Deliver' – the enablers of the Corporate Plan – are also reported on.

Trend (RAG) colour scheme

A red-amber-green (RAG) trend rating is provided to give a visual indication of whether the figure is improving or declining based on the two latest comparable periods for which information is available. For example, children in care will be compared to the previous quarter in the same year; household waste sent for reuse, recycling or composting is compared to the same period in the previous year (due to seasonality); and annual measures, such as carbon emissions, are compared to the previous year.

- Indicators highlighted **green:** improved on the previous value or is on an expected trend
- Indicators highlighted **amber:** within 15% of the previous value (slight decline)
- Indicators highlighted **red:** declined by more than 15% on the previous value
- Indicators not highlighted or 'N/A' have stayed the same, have no trend, or the most recent value is not comparable with previous values.

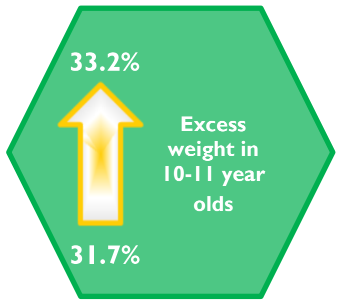
Target (RAG) colour scheme

- Indicators highlighted **green** show where Plymouth is better than target
- Indicators highlighted **amber** show where Plymouth is within 15% of target
- Indicators highlighted **red** show where Plymouth is more than 15% worse than target
- Indicators not highlighted or 'N/A' show where no in year data is available to compare against target, or no target has been set.

Summary pages

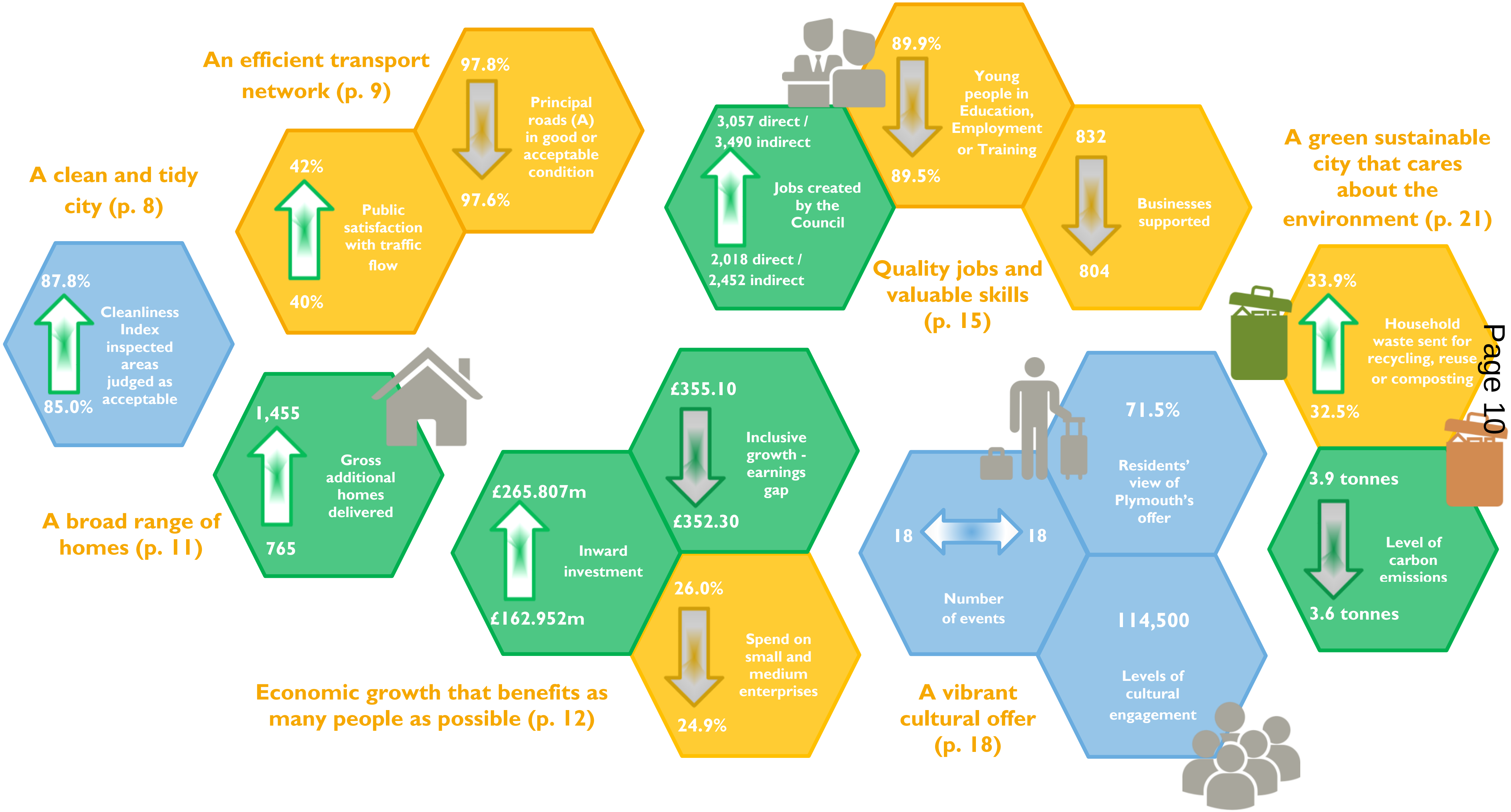
A summary page is presented for each of the three Corporate Plan themes to visually display how we have performed against our priorities. Our RAG-rating on these pages is used to show whether we have done better, worse or had a slight decline from the previous quarter or year (coloured arrows), and whether we have done better, worse or got close to the target (coloured hexagons). Some indicators do not have a target (for example, due to being a new indicator) and will therefore have no target RAG-rating (blue hexagons). Similarly, some of our indicators are new and we do not have any previous data to compare our performance to; these will have no trend RAG-rating in the summary pages.

For example, the hexagon for the prevalence of excess weight among 10 to 11 year olds is green because the 2017/18 average of 33.2% is below the target (34.2%), whilst the arrow within the hexagon is amber because there was a slight increase from 2016/17 (31.7%).



A Growing City – Quarter Four Summary

'A Growing City' consists of seven priorities, each with one to three key performance indicators (KPIs). Performance for all indicators is summarised below and more detail on each KPI is given in the corresponding pages of this report.



A Caring Council – Quarter Four Summary

'A Caring Council' consists of six priorities, each with three or four KPIs. Performance for all indicators is summarised below and more detail on each KPI is given in the corresponding pages of this report.

Improved schools where pupils achieve better outcomes (p. 25)

Early years settings judged as good or better by Ofsted: 93% / 63%

Pupils attending schools judged as good or better by Ofsted: 68% / 68%

Key Stage 4 pupils achieving the 'basics': 58.9% / 58.8%

Focus on prevention and early intervention (p. 31)

Repeat referrals to Children's Social Care: 32.9% / 32.4%

Average number of households in a bed and breakfast: 42.52 / 34.68

Households prevented from becoming homeless: 154 / 108

"Families with a Future" achieving outcomes: 252 / 237

Reduce health inequalities (p. 39)

Stop Smoking service successful quit attempts: 41.4% / 40.3%

Children who are school ready: 68.0% / 66.0%

Excess weight in 10-11 year olds: 33.2% / 31.7%

Keep children, young people and adults protected (p. 28)

Children with multiple child protection plans: 23.9% / 22.7%

Delayed Transfers of Care attributable to Adult Social Care: 2.10 / 1.30

Closed adult safeguarding enquiries with desired outcomes achieved: 71.9% / 69.2%

People feel safe in Plymouth (p. 35)

Residents who feel safe (during the day): 90% / 88%

Children in care: 79.0 / 78.2

Adult Social Care service users who feel safe and secure: 92.8% / 90.1%

Category one hazards removed: 51 / 38

A welcoming city (p. 42)

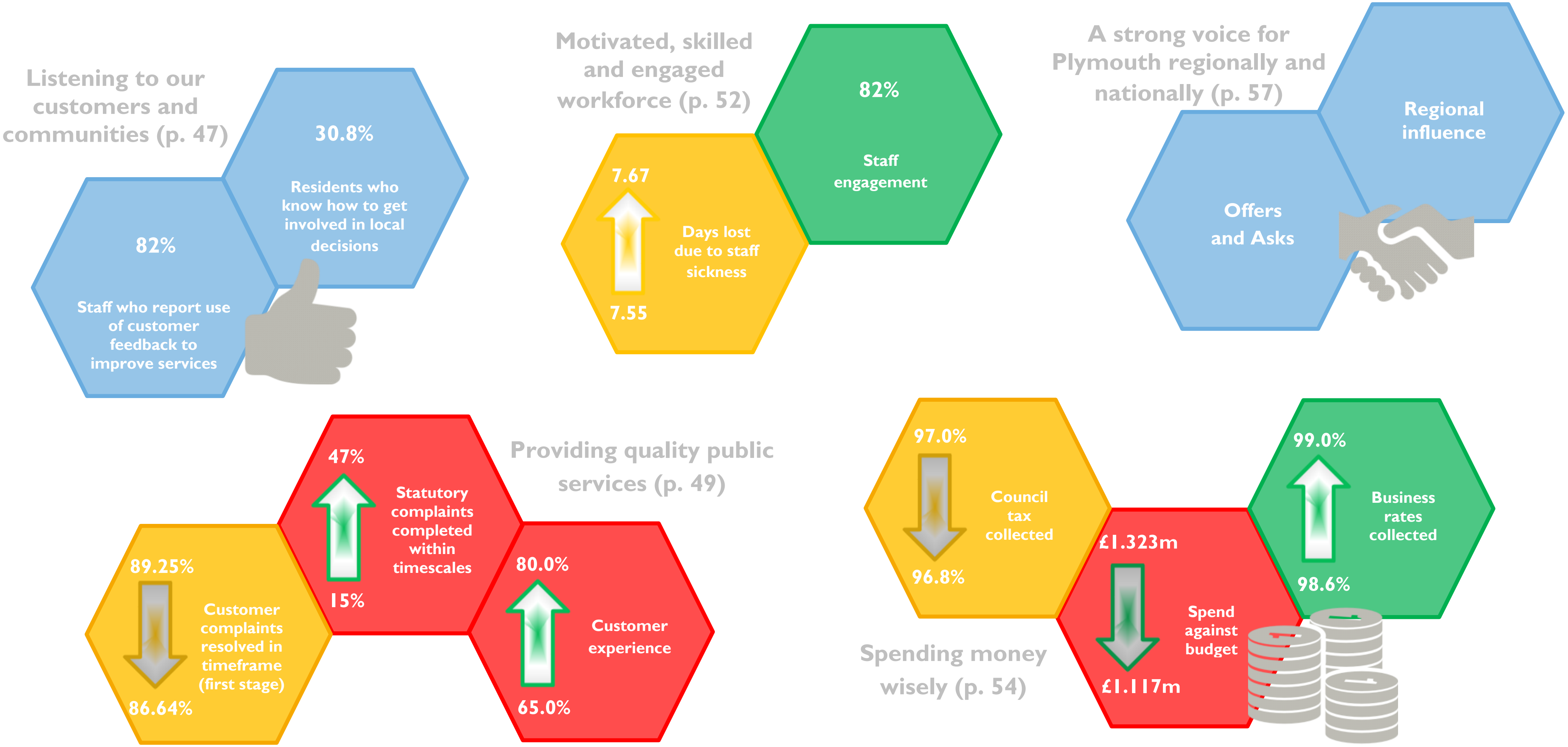
Residents who regularly do voluntary work: 23.4%

Residents who think people from different backgrounds get on well: 49% / 39%

Hate incidents reported to the Council: 35 / 31

How We Will Deliver – Quarter Four Summary

This section of the Corporate Plan consists of six outcomes, each with two or three KPIs to measure progress and performance for all indicators is summarised below. More detail on each KPI is given in the corresponding pages of this report.



A Growing City – Key Performance Indicators

A clean and tidy city

1. Cleanliness Index inspected areas judged as good or acceptable

An efficient transport network

1. Public satisfaction with traffic flow
2. Principal roads (A) in good or acceptable condition

A broad range of homes

1. Gross additional homes delivered

Economic growth that benefits as many people as possible

1. Inward investment (including domestic and foreign)
2. Inclusive growth
3. Spend on small and medium enterprises (SMEs)

Quality jobs and valuable skills

1. Jobs created and facilitated by the Council
2. Young people in education, employment or training
3. Businesses supported

A vibrant cultural offer

1. Number of events
2. Residents' view of Plymouth's offer
3. Levels of cultural engagement

A green sustainable city that cares about the environment

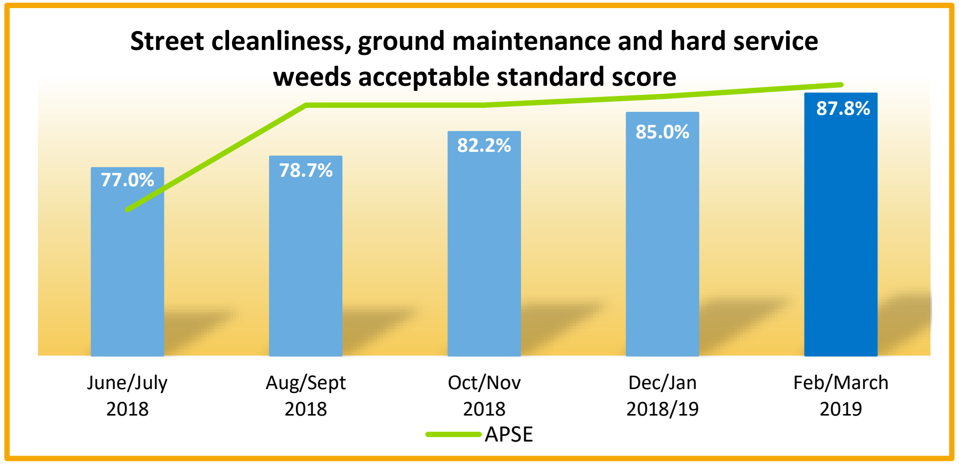
1. Household waste sent for recycling, reuse or composting
2. Carbon emissions

A clean and tidy city

Cleanliness Index inspected areas judged as good or acceptable

What we measure: The cleanliness and condition of streets using the Land Audit Management System (LAMS). This means that we can compare ourselves to other members of the Association for Public Service Excellence (APSE) performance network who use the same method. It consists of three main elements: street cleanliness, ground maintenance conditions, and the presence of hard surface weeds. These are graded on a scale of A to D, with grades A and B indicating an 'acceptable' standard, whilst C and D indicate an 'unacceptable' standard.

Why we measure it: The cleanliness of our streets can affect residents' quality of life and how attractive our city is for tourists and businesses.



How have we done? 87.8%

87.8% of the inspections undertaken in February and March 2019 resulted in achieving an acceptable standard based on the LAMS assessment criteria, which is an increase of 2.8 percentage points.

Trend rating: **Green**

Target for 2018/19: Baseline year

Inspections undertaken this year will form a baseline year and used to inform target setting for the 2019/20 financial year.

Target rating: **N/A**

What's working well? In the latest audit round (February and March), 94.2% of audits relating to litter and detritus were graded as in an acceptable condition. This is higher than the APSE average of 89.6% and is an improvement on the previous audit round (90.9%). Work to enable the service to respond to unacceptable gradings more efficiently though the online portal (Firmstep) has now been established. Trials to understand the best method to tackle weeds were completed in January 2019 and we have been undertaking a focused work programme to tackle weeds in the city since mid-February. A consistent weeding schedule is now in place and we should be able to see the impacts of this next quarter.

What are we worried about? The hard surface weeds audit category resulted in 76.9% of audits being graded as in an acceptable condition. Whilst this is an improved figure from previous rounds (71.8% in December/January), it remains significantly below the APSE average of 86.6%.

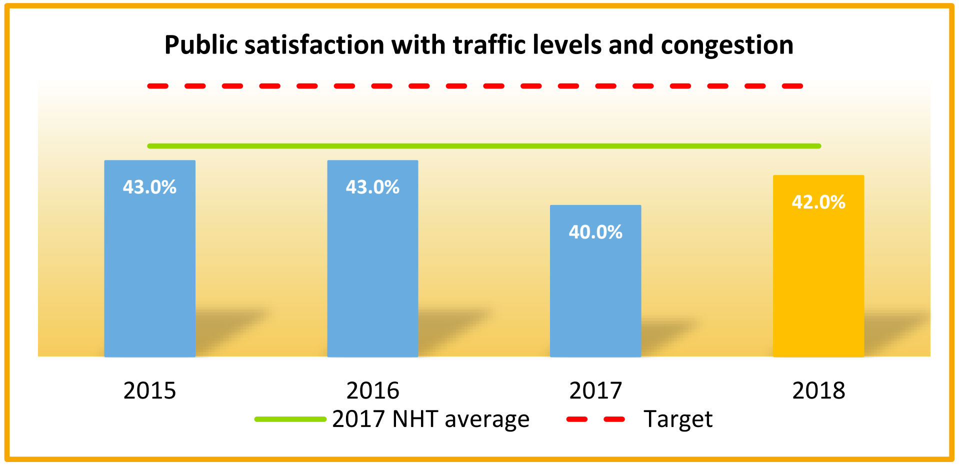
What needs to happen? Focused efforts on weed management will continue with the procurement of new equipment throughout quarter one 2019/20. In addition, we will be trialling all electric road sweepers in different areas of the city so that we can make informed decisions on the best available options for keeping our streets clean. We are also working with the Mayflower Ready Team to prepare ourselves for the Mayflower 2020 celebrations, which will increase the number of apprenticeships that we will be able to offer and therefore increase staff capacity.

An efficient transport network

Public satisfaction with traffic flow

What we measure: Public satisfaction with traffic levels and congestion on Plymouth's roads, collected via the National Highways and Transport (NHT) Network annual survey.

Why we measure it: Traffic congestion can impact negatively on: the economic health of the city through increased non-productive activity; the environment by increasing air pollution and carbon dioxide emissions; and on individuals who can suffer from delays and late arrival for employment, meetings, and education. As we undertake a lot of work to deliver a 'free flowing' road network, measuring people's perception of traffic flow is important.



How have we done? 42.0%

Increase of 2 percentage points from the previous survey in 2017, which is an increase of 5%.

Trend rating: **Green**

Target for 2018: 48.0%

The increase puts performance at 6 percentage points (12.5%) below the target.

Target rating: **Amber**

What's working well? Our increased focus on a resilient network, as identified in our Asset Management Framework, is enabling us to prioritise works more efficiently on roads that are essential to keeping our city moving. The junction upgrades are aimed at improving traffic flow moving through the city in recognition of the increased and changed demand as the city grows. We have also increased the amount of functioning Vehicle Message Signs, which allow motorists to make more informed route choices.

What are we worried about? We are aware that large schemes are being undertaken that will impact negatively on traffic movement and congestion in the short term; Forder Valley Link Road is a key example of where short term disruption will occur but will ultimately deliver a vastly improved network for the future. Our concern mainly will be with this year's NHT survey results as public perception is likely to be affected.

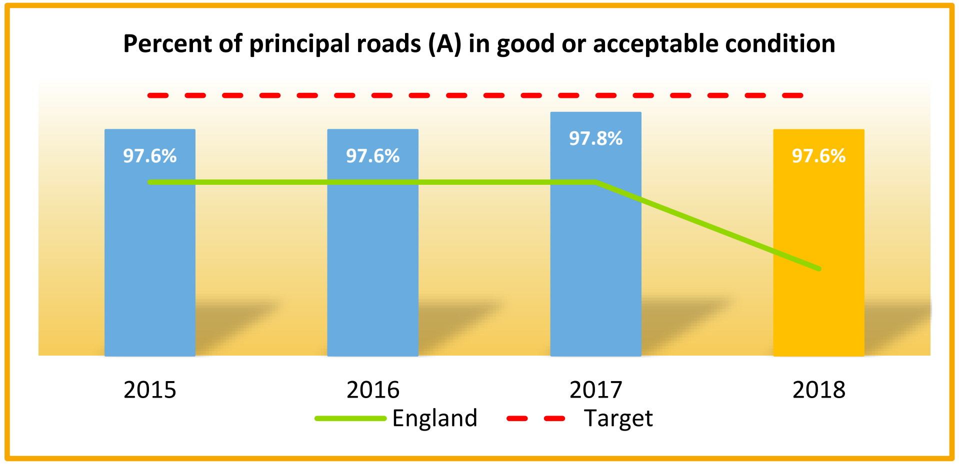
What needs to happen? We will develop a communication strategy to articulate to road users what to expect for the coming year and what these schemes will ultimately deliver. We will also be increasing our coverage of inspections of street works to include weekends. This reflects our recognition that demand on the network extends beyond weekdays and ensures that work carried out is in line with pre-defined and agreed plans to minimise congestion on the network.

An efficient transport network

Principal roads (A) in good or acceptable condition

What we measure: The condition of principal roads (A roads) in the city, collected via a mechanical condition survey.

Why we measure it: We undertake a lot of work to maintain and improve the condition of our roads in the city to keep it moving. It is therefore important for us to know the condition of our roads.



How have we done? 97.6%

Decrease of 0.2 of a percentage point from the previous survey in 2017.

Trend rating: **Amber**

Target for 2018: 98%

The decrease in 2018 puts performance at 0.4 of a percentage point below the target.

Target rating: **Amber**

What's working well? Work is underway to ensure that the resilient network is fit for purpose, specifically for the Mayflower 400 celebrations. We have also moved to a bi-annual plan to deliver highway maintenance, which will be more effective and efficient in terms of planning and service delivery. In addition, the 2018 National Highways and Transport (NHT) survey highlighted that Plymouth's overall satisfaction with the condition of highways is 33%, which is better than the NHT average (31%), and public satisfaction with highway maintenance in Plymouth is on par with the NHT average (both 49%).

What are we worried about? The volume of traffic passing over the cities 'A' roads will likely continue to increase due to the ongoing developments and ambitious growth agenda for the city. 'Well-Managed Highway Infrastructure – A Code of Practice' was launched in 2016 by the UK Roads Liaison Group. This code takes an integrated, risk-based approach to managing highway infrastructure assets and all local authorities are recommended to adopt it. The Council's Highway Code of Practice was approved by Cabinet in January 2019 and work is ongoing to embed the new approach through revised procedures and processes.

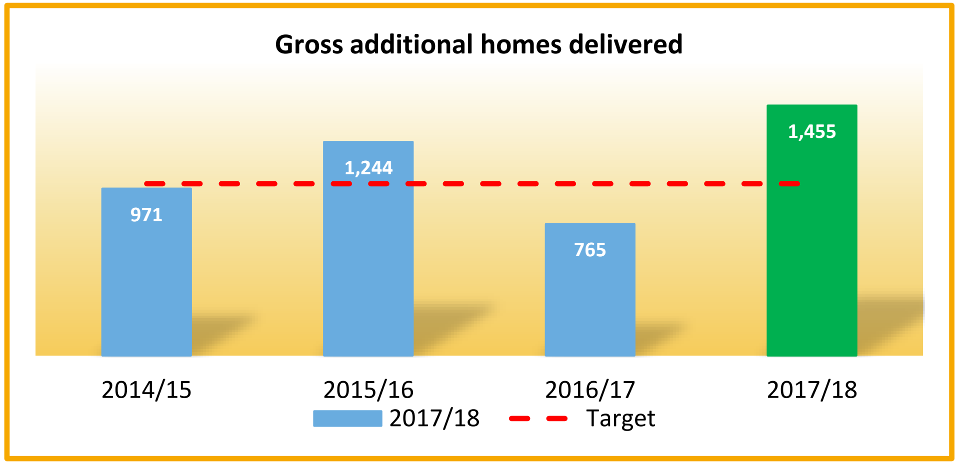
What needs to happen? We are currently engaged in assessing priority interventions for the future in terms of carriageway investment and maintenance, along with whole life costing, to ensure best value for money and supporting growth and economic development. This will form the basis for delivering a 10 year strategy of carriageway management.

A broad range of homes

Gross additional homes delivered

What we measure: The annual gross additional homes in the city, for example through new house building completions, conversions, and changes of use.

Why we measure it: To continue meeting the current housing need and accommodate future population growth, it is important to have a strong programme of new homes within the city. New house building is the main contributor to the success of this indicator.



How have we done? 1,455

Increase of 690 homes (90%) from the number delivered in the previous reporting year (2016/17), with 1,455 gross additional homes delivered in 2017/18 (latest available data).

Trend rating: **Green**

Target for 2017/18: 1,000

The target is to deliver 1,000 new homes each year. We are cumulatively exceeding this target, averaging 1,109 per annum since 2014/15.

Target rating: **Green**

What's working well: We are awaiting the final delivery figure for gross additional homes in 2018/19; however, 421 affordable homes were delivered to meet a range of housing needs, which is the highest number of completions since records began in 2002. This included 46 homes for social rent, 182 homes for affordable rent and 193 shared ownership/intermediate homes. The majority of these affordable homes have been delivered on Plan for Homes sites, demonstrating the value of former Council owned sites in delivering enhanced housing outcomes to meet identified housing needs. When benchmarking our performance, Plymouth ranks first out of 13 authorities in its Housing Family Group for affordable housing delivery over the past five years (2013/14 to 2017/18).

What are we worried about? Delivery and viability challenges remain around future pipeline sites, particularly brownfield city centre sites where development costs are equivalent or higher than regional comparators but values are considerably lower (for example, 30% lower than Bristol). Infrastructure funding to help de-risk and unlock sites and subsidy required to deliver more affordable housing, including social rented homes, are critical to overall delivery. Securing estate regeneration funding to complete the final phase at North Prospect is also an ongoing issue, as are the plans for some estate regeneration at Barne Barton. Possible impacts of Brexit include negative effects on market confidence and investment decisions, the availability of development finance, and skills and labour shortages.

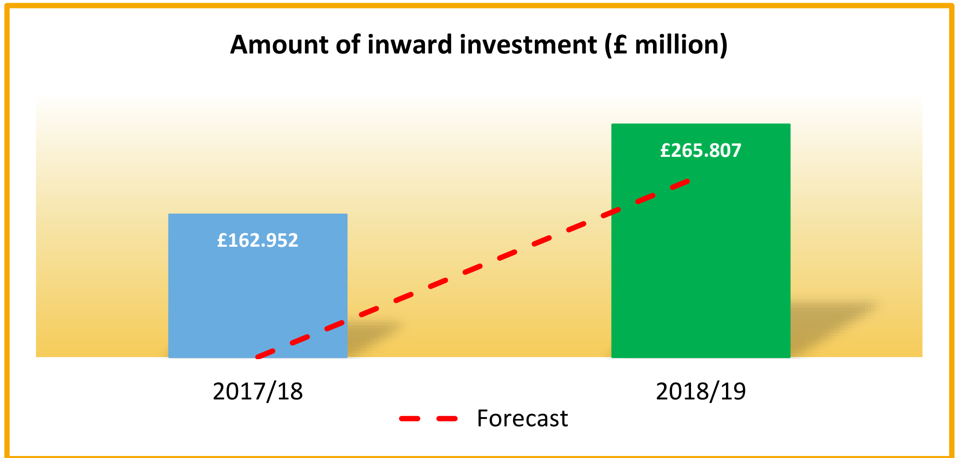
What needs to happen? We need to develop housing delivery strategies on all of the Joint Local Plan (JLP) housing sites, ensuring that we are doing everything we can to drive forward the delivery of new homes. We also need to develop local housing deals with key delivery partners to maximise investment and capacity in the city. We will investigate new models of delivery and funding to further accelerate housing delivery and help to diversify housing products and partners to increase choice and improve delivery. In addition, we will be supporting the capacity of community groups to facilitate community-led housing development.

Economic growth that benefits as many people as possible

Inward investment (including domestic and foreign)

What we measure: The total value of strategic projects, third party investment and notable Foreign Direct Investments (FDIs) brought into the city or facilitated by the Council.

Why we measure it: This provides insight into the level of investment brought into the city to encourage economic growth, benefiting as many people as possible.



How have we done? £265.807m

£265.807 million was invested in 2018/19, which is an increase of 63.1% on the amount invested in 2017/18.

Trend rating: **Green**

Target for 2018/19: £207.293m

The amount invested in 2018/19 exceeded the investment forecast of £207.293 million by 28.2%.

Target rating: **Green**

What's working well? Plymouth continues to see strong FDI demand, with £100.295 million brought into the city in 2018/19, the majority of which came from priority sectors. A number of our current and pipeline FDIs are returning some of their operations to Plymouth as a result of increasing costs in overseas emerging economies. We look forward to a huge year of delivery with the opening of Derry's Cross, Drakes Leisure and the Range HQ, with a large pipeline of developments continuining in the years to come, including Langage Development Phase 3, Derry's Cross, The Box and the Railway Station. Oceansgate Phase 1 is now complete, with healthy demand for the units, whilst the funding package for the second phase is also complete thanks to a successful European Regional Development Fund (ERDF) bid of £2.4 million. Additionally, the administration recently decided on a £10 million investment in public realm, linking Drake Circus to the new leisure scheme, unlocking £20 million of investment from British Land. More public realm investment has been announced for the Civic Square, enabling £30 million of investment from Urban Splash.

What are we worried about? Brexit continues to provide an element of uncertainty within the business world. The increased cost of logistics and a growing level of environmental awareness among consumers and producers is also becoming a driver for companies to locate operations closer to their markets. As such, supply chain location and domestic populations will become determining factors in companies' decisions on where to locate.

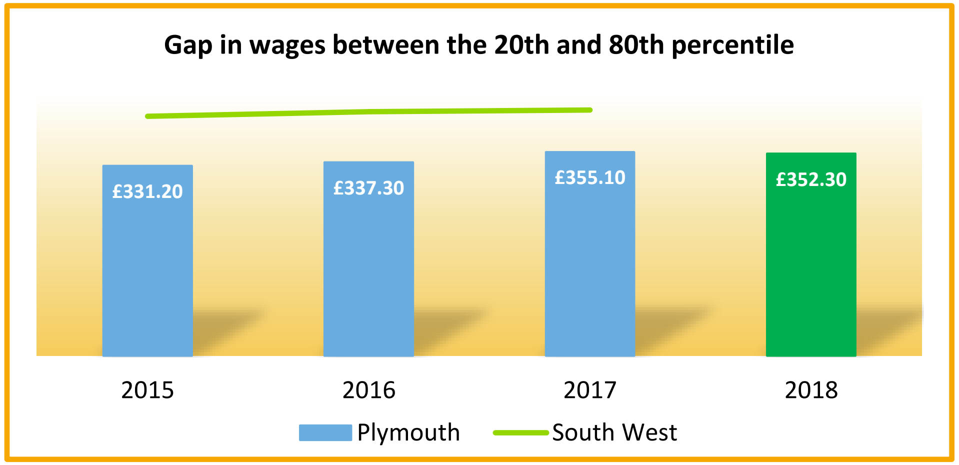
What needs to happen? We recently recruited the iMayflower Project Manager, who will oversee delivery of the Cultural Development Fund project, and we are supporting the procurement process and delivery of the Local Full Fibre Network (LFFN) programme. We will continue to work closely with private sector investors to ensure the delivery of existing schemes and continue to present a breadth and depth of development opportunities. A £22 million expression of interest has been sent for the Future High Streets Fund following widespread concerns about trends in the retail sector and falling footfall across the city centre. We will market the city as a strong investment opportunity for organisations to build a strong pipeline of FDIs and continue to create the conditions required for businesses to grow, expand and invest.

Economic growth that benefits as many people as possible

Inclusive Growth

What we measure: The gap in gross weekly pay between the top 20% and the bottom 20% of earners within Plymouth.

Why we measure it: This measure provides insight into the gap in earnings between the lowest and highest earners in the city.



N.B. 2017 data has been changed due to national amendments to the published data set. 2017 was previously reported at £357.40.

How have we done? £352.30

The gap in gross weekly wages decreased by £2.80 from 2017, which is a decrease of 0.8%.

Trend rating: **Green**

Target for 2018: Trend decrease

We have not set a formal target for this indicator because many factors affect the gap in wages that are outside of our control. However, we would like to see a year on year decrease.

Target rating: **Green**

What's working well? The Inclusive Growth Group of the Plymouth Growth Board has now developed their aims, objectives, actions and a draft 'charter-mark' for businesses, organisations and strategic projects to engage with and as the basis for a campaign. With an aim of 'growing prosperity that reduces inequality and is sustainable', the group will develop a campaign to promote inclusive growth, ensure that leadership for inclusive growth is embedded across the city, create a badge that businesses and other organisations can apply for, and integrate inclusive growth through strategic projects in the city.

What are we worried about? Changes to the benefits system, for example the change to Universal Credit, can make it difficult to understand the environment, particularly with low wage earnings. The National Minimum Wage: Low Pay Commission 2018 Report was published in November 2018 and suggests that particular concerns are with younger (below 30) and older (over 60) wages, part time workers, and that some sectors, such as health and beauty and childcare, experience both low wages and low growth rates.

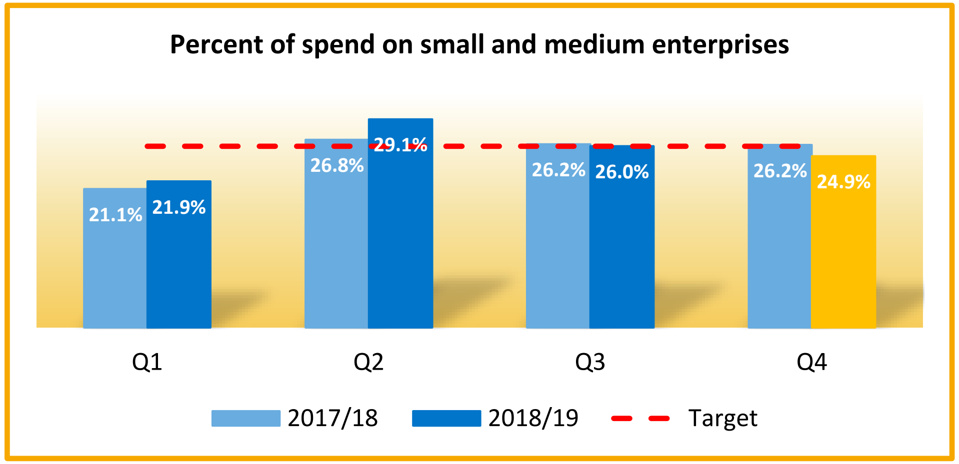
What needs to happen? We have a range of upcoming activities planned for quarter one 2019/20. A leadership programme focused on social mobility in the creative sector, led by the Real Ideas Organisation as part of the Rank Foundation, has been launched and the 12 month programme will begin on 10 May. The draft pledges for the Chartermark will be developed through a workshop to ensure that they are engaging, present a robust business case for delivery, and offer example activities and actions. Focus groups will be used to develop the brand and campaign. Additionally, the integration of inclusive growth activities into large strategic projects has started through the consultation by the National Marine Park team.

Economic growth that benefits as many people as possible

Spend on Small and Medium Enterprises (SMEs)

What we measure: The Council's spend on goods, services and works from small and medium-size enterprises/businesses (SMEs) as a percentage of the total amount spent. This only includes spend through the Council's Procurement Team and does not include spend for other commissioned providers, such as care services.

Why we measure it: This tells us the extent to which we are supporting small businesses through our procurement of goods, services and works. Supporting the activities of small businesses is likely to deliver long-term benefits to our region, for example through the provision of local employment opportunities.



How have we done? 24.9%

Decrease of 1.1 percentage points from quarter three 2018/19, which is a decrease of 4.2%.

Trend rating: **Amber**

Target for 2018/19: 26.0%

Performance in quarter four is 1.1 percentage points below the target.

Target rating: **Amber**

What's working well? A total of £57.555 million was spent on SMEs through the Procurement Team in the full 2018/19 year. Although this is slightly below the target at 25.4% of total spend, it represents our continued commitment to support small businesses.

What are we worried about? At 24.9%, spend on SMEs in quarter four 2018/19 declined for the second consecutive month and was below the target of 26.0%. This equated to £11.446 million out of a total spend of £46.055 million in quarter four. Spend overall in quarter four was at its lowest point for the year, which may be due to budgets being exhausted or spend being deferred into the next financial year. Procuring goods and services from local businesses (with a PL postcode) is a further aim of the Council in order to deliver long-term benefits to our region. In quarter four, 42.6% of the Council's total procurement spend was spent within the PL postcode, and 47.2% of the total SME spend was spent on SMEs in the PL postcode, both of which were lower than in quarter three. Whilst policy looks to enable PL postcode suppliers to compete, outcomes from tendering will vary in line with wider commercial forces. The Procurement Team is responsible for achieving the best value and whilst we encourage quotations from SME suppliers and those within the PL postcode, contracts must be awarded to the most suitable and economically advantageous supplier.

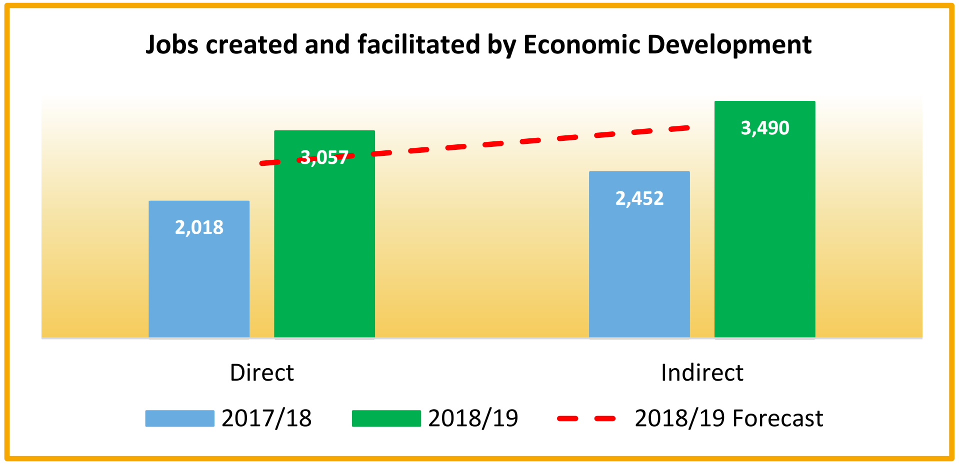
What needs to happen? There is now a lot of activity in place to further enhance how the Council procures, including an overhaul of the Social Value Strategy; embedding of the Construction Charter; review of Contract Standing Orders; and improvement of wider procurement processes and practices to enhance forward planning and understanding of current contracts. This activity will further assist in engaging the market whilst supporting organisations to understand each opportunity and providing guidance and support on how to tender. Collaboration continues around engagement with local public procurement leaders in the city as well as through work with our public sector partners and key organisations, such as the Chamber of Commerce, where we will be speaking at the Chamber's 'breakfast briefing' on 2 May 2019.

Quality jobs and valuable skills

Jobs created and facilitated by the Council

What we measure: Using the Advanced Modelling of Regional Economies (AMORE) economic impact tool, we model the capital expenditure and significant inward investments in order to forecast/estimate the direct and indirect number of jobs created, in addition to those jobs resulting from the inward investment pipeline.

Why we measure it: One of the important ways that the Council impacts on the city level employment rate is through job creation by delivering major projects in the city.



How have we done? 3,057 direct / 3,490 indirect

We estimate that 3,057 jobs directly and 3,490 jobs indirectly were created in 2018/19, which were increases of 51.5% and 42.3% on 2017/18 totals, respectively.

Trend rating: **Green**

Target for 2018/19: 2,584 direct / 3,127 indirect

The estimated number of jobs created in 2018/19 based on actual investment exceeded the forecasts by 18.3% (direct) and 11.6% (indirect).

Target rating: **Green**

What's working well? The increase in the estimated number of jobs created or facilitated by Economic Development has been bolstered by large investments across our development opportunities. The recent appointment of the Cultural Development Fund Project Manager will oversee the creation of almost 200 jobs in the creative sector and deliver 1,340 accredited courses, paving the way for future job creation in the sector. In addition to this, the team welcome the City College's multi-million collaborative bid success for a new Institute of Technology for the South West, which will work with anchor employers, such as Babcock, to provide the higher-level technical training and skills that they need from their workforce. Finally, the 400 jobs at risk at Barden factory have been saved after the parent company Schaeffler Group sold the plant to HQW Holding (UK) Ltd, facilitated by the Economic Development team.

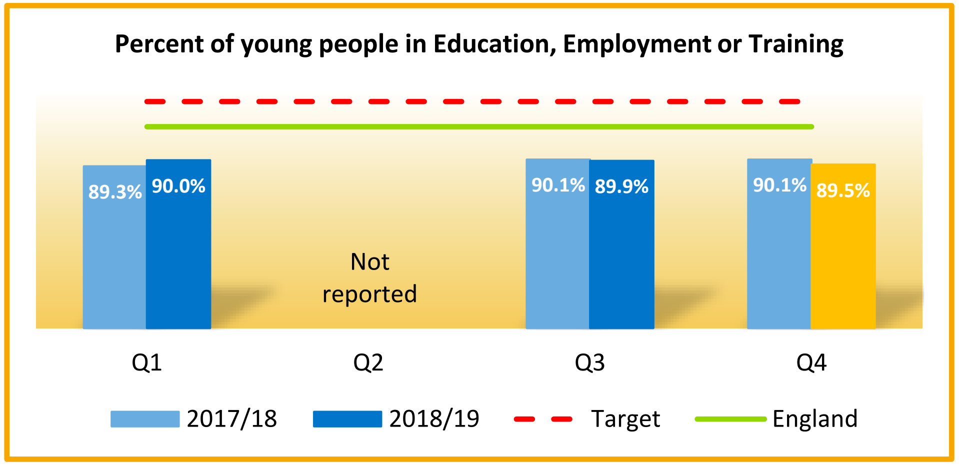
What are we worried about? Whilst we continue to see sustained job creation across the city, there remain a large number of vacant positions, with employers encountering difficulty in finding the skills needed for their roles. With employment rates above the national average, efforts must be targeted at drawing people out of economic inactivity (studying, caring or long-term sick) and equipping them with the skills to match the needs of our city's employers.

What needs to happen? We will work alongside our colleagues on the Employment and Skills Board, the Science, Technology, Engineering and Mathematics (STEM) Board, and the Inclusive Growth Group to improve the STEM skills delivery landscape and ensure prosperity that reduces inequality and sustainability, whilst enabling our employers to recruit the best employees. Additionally, we will support Cabinet's recent agreement to public realm investment at Old Town Street and Civic Square, unlocking a further £40 million of investment from the private sector.

Quality jobs and valuable skills
Young people in Education, Employment or Training

What we measure: The percentage of young people aged 16 to 18 in academic years 12 to 14 who are going to, or remaining in, education, employment or training (EET).

Why we measure it: A young person participating in EET is an enabler to achieving better life outcomes.



How have we done? 89.5%

Decrease of 0.4 of a percentage point from quarter three 2018/19.

Trend rating: **Amber**

Target for 2018/19: 97%

Performance in quarter four is 7.5 percentage points below the target.

Target rating: **Amber**

What's working well? As a Council we have commissioned Careers South West to locate where pupils are receiving education, employment or training. As part of the Aspiration strand of the Plymouth Challenge, our post-16 coordinator continues to draw together the offer across the city; the Employment and Skills Board is also supporting this as a core objective. Our Careers Leadership workshop was very well attended by 18 schools and received positive feedback.

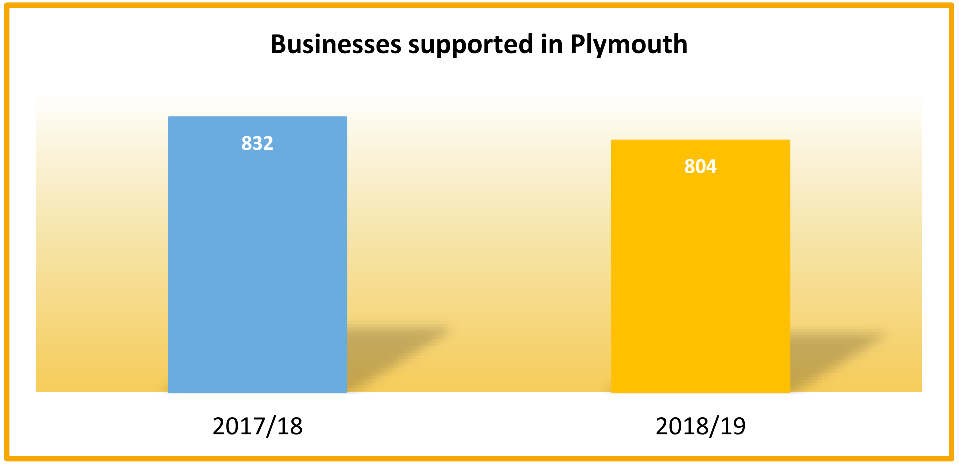
What are we worried about? The apprenticeship levy is still affecting the apprenticeship places that are offered, particularly amongst non-levy paying employers. Non-levy paying employers make up the largest cohort of apprenticeship employers in the city; funding for them is near exhaustion and there is no indication that future funding will be available. Although the proportion of our vulnerable pupil cohort has reduced by nearly 12%, concerns remain; 51.5% of care leavers were in education, employment or training at the end of quarter four 2018/19. Whilst this is an improvement of five percentage points from the previous quarter, it still leaves a large proportion of the care leaver cohort that is not in education, employment or training.

What needs to happen? Due to future apprenticeship funding issues, petitions are being sent to government to lobby for funding support for non-levy paying employers. We are convening an event with Building Plymouth to test understanding of apprenticeship reform messages. The Careers Hub will be expanding to seven schools in the next tranche. We continue to support the Careers Hub delivery plan, which needs to be fully developed over the next three months. We are working with the Employment and Skills Board and schools more closely and we are also developing a further offer to care leavers that combines a work experience programme both in and outside of the local authority.

Quality jobs and valuable skills
Businesses supported

What we measure: The sum of businesses supported through the Business Relationship Programme alongside businesses supported through the Social Enterprise Investment Fund, Growth Hub and Growth Support Programme, as well as the number of businesses resident in the Council's business parks.

Why we measure it: Supporting businesses in Plymouth to thrive is another way in which we support a strong economy.



How have we done? 804

804 businesses were supported through various programmes in 2018/19, which is 28 (3.4%) less than in 2017/18.

Trend rating: **Amber**

Target for 2018/19: Trend increase

We have not set a formal target for this indicator because the number of businesses supported is affected by many factors, for example the size of the businesses. However, we would like to see a year on year increase.

Target rating: **Amber**

What's working well? The Economic Development Business Relationship Programme supported 225 businesses over the past financial year, whilst more than 120 businesses resided in City Business Park and East End Business Centre. The new Scale Up Programme is launching across the Local Enterprise Partnership (LEP) this year, with 55 businesses already engaged. Support for our marine industries continues with the recent recruitment of a Fishing Development Manager, and we have submitted an application to the Marine Management Organisation for long-term strategic planning. The Marine Business Technology Centre has been launched and has undertaken its first business support event in partnership with Thales, helping small and medium enterprises to access defence sector contracts. The Medi-Tech sector is also being prioritised with ongoing support for mapping and research, alongside support for a university Enterprise Zone at Plymouth Science Park. Other various strategies – such as the LEP's Local Industrial Strategy developing clean growth across the region, the Hotel Demand Study, an ongoing business consultation on the National Marine Park and an updated Visitor Plan – continue to put businesses at the heart of the city's growth ambitions.

What are we worried about? As a city we have been consistently successful in securing European Structural and Investment Funds (ESIF) funding, which is a significant way in which we support our businesses. As Brexit approaches, we will need alternative sources of funding and are confident that the Sector Deals, Strength in Places Fund and Shared Prosperity Fund will continue to allow us to create the best conditions for our businesses. Widespread concerns about the health of the city's music industry has led to a round table taking place and the commissioning of a survey to help develop a vibrant music scene.

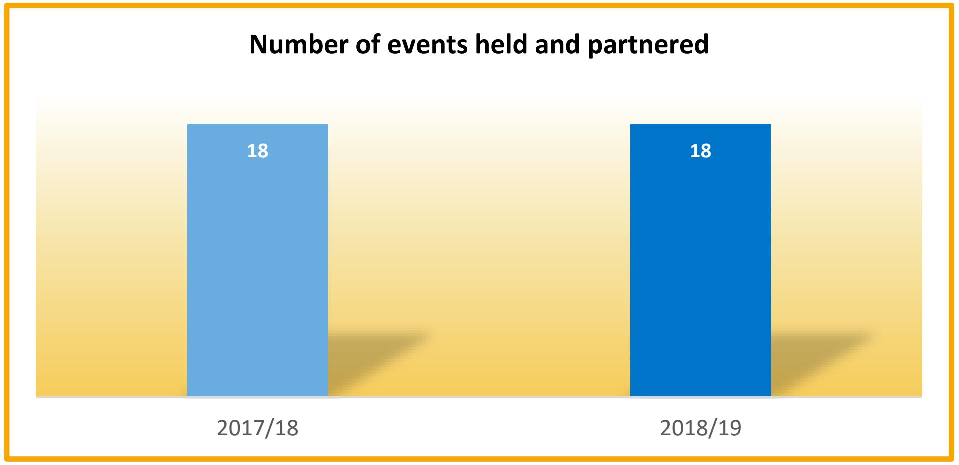
What needs to happen? Looking forward, the LEP-wide Growth Hub has been extended and will run from March 2019 to February 2020. The LEP is currently assessing options for the future of the Growth Hub from 2020 onwards. Furthermore, the LEP has procured an additional complimentary service to deliver scaled-up support to growing businesses, which will launch in May 2019.

A vibrant cultural offer

Number of events

What we measure: The number of events provided and supported by the Plymouth Events Team and Lord Mayor's Office, which is then split by Signature Events such as the British Fireworks Competition and MTV, and smaller events such as Plymouth Pirates Weekend and the Lord Mayor's Festival.

Why we measure it: Events held in Plymouth are an important part of Plymouth's vibrant cultural offer. Reporting the number of events enables us to monitor our contribution to what is happening in Plymouth.



How have we done? 18

A total of 18 events were held throughout 2018/19, which is equal to the total delivered in 2017/18.

Trend rating: **N/A**

Target rating: **N/A**

What's working well? More than 500,000 people attended our events in 2018/19, with a growth in the popularity of our Christmas events. We piloted the use of customer surveys and customer mapping for two events, enabling us to assess economic impact and identify development routes. The survey for Pirates Weekend showed a Net Promoter Score (national standard for measuring customer loyalty and satisfaction) of 53, which is exceptional when compared to the national events average of 15. We also revamped the Visit Plymouth website, including a new featured tile area across all main pages, and have since seen a significant rise in unique visits. Over the year we had 1,357,474 unique visitors to our Visit Plymouth website, while social media followers totalled 68,236 for What's On Plymouth and 25,570 for Visit Plymouth.

What are we worried about? We need to continue to drive sponsorship and build new partnerships to make our events more financially sustainable in the long term. Great strides have been made in recent years to make events cost-neutral or sources of income. We are now focusing on the sponsorship and income possibilities of the National Fireworks and Mayflower 400.

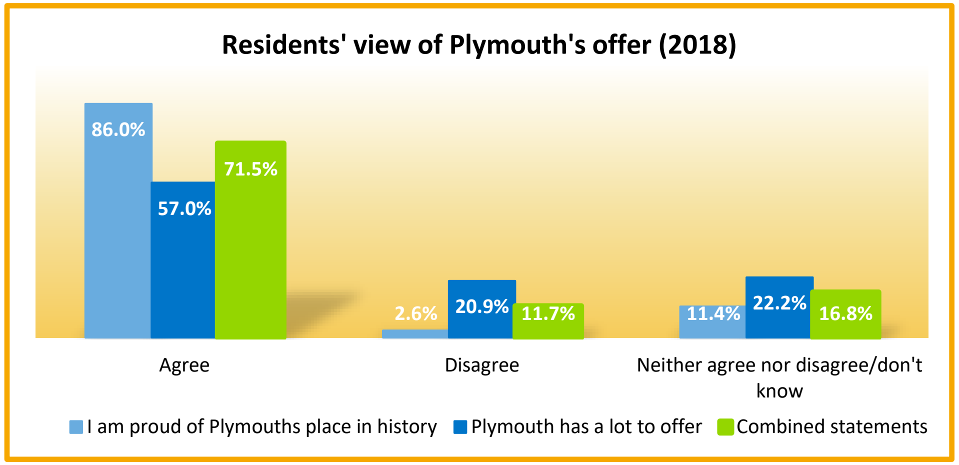
What needs to happen? A main focus for the Events Team in 2018/19 has been the development and planning for some of the key Mayflower 400 events and in particular on Mayflower Week, which will include a major four nations ceremony on 16 September 2020, marking the 400th anniversary of the sailing of the Mayflower. This is a huge global occasion and will be a home grown event, made in Plymouth. Mayflower Week will end with the Mayflower Muster weekend, which will be delivered in partnership with a breadth of Ministry of Defence units and organisations and is shaping up to be one of the largest and most exciting military events of the past 30 years. We are also working closely with Destination Plymouth on the development of the new Visitor Plan, which creates a strategy for our Signature Events programme. We will increase the use of independent evaluators to assess customer satisfaction, to measure economic impact, and to help us to develop and improve our events for the future.

A vibrant cultural offer

Residents' view of Plymouth's offer

What we measure: The proportion of Plymouth City Survey respondents who agree or disagree with the statements: 1) I am proud of Plymouth's place in history; and 2) Plymouth has a lot to offer.

Why we measure it: These questions give an indication of residents' view of Plymouth's cultural offer.



How have we done? 71.5%

These questions were asked for the first time in the 2018 survey. The statements combined give a positive response score of 71.5%.

Trend rating: **N/A**

Target for 2018: Baseline year

A high level of agreement with the statements is desirable but no specific target has been set due to this being the first time that we have asked these questions of residents.

Target rating: **N/A**

What's working well? The Plymouth City Survey will next take place in 2020. In the meantime, public feedback and responses to cultural activities during 2018/19 suggest that the people who live, visit and work in Plymouth continue to be proud of Plymouth's heritage. For example, the 2018 'people's vote' for the city's next blue plaque generated nearly 2,000 votes, with the most popular vote going to Aggie Weston, a 19th century philanthropist from Plymouth. Targeted project work has also been undertaken to encourage awareness of Plymouth's cultural offer, including a partnership programme with Falmouth University to develop new theatrical performances on the city's history; working with Plymouth Area Disabilities Action Network (PADAN) and Plymouth University to set up a series of public workshops on disability history representation in museums; and the creation of loan boxes for people with dementia to use in their own homes with a family member or carer.

What are we worried about? The 2018 Plymouth City Survey identified that those aged 16 to 24 years were significantly more likely to disagree with both statements than other age groups, as were people with disabilities or long term health problems. Views varied across wards, with between 71% and 93% of respondents agreeing that they were proud of Plymouth's place in history. Agreement with the second statement ranged from 47% to 69%. This second statement was broad so responses will not specifically relate to cultural events or things to do in the city but are also likely to include, for example, employment opportunities.

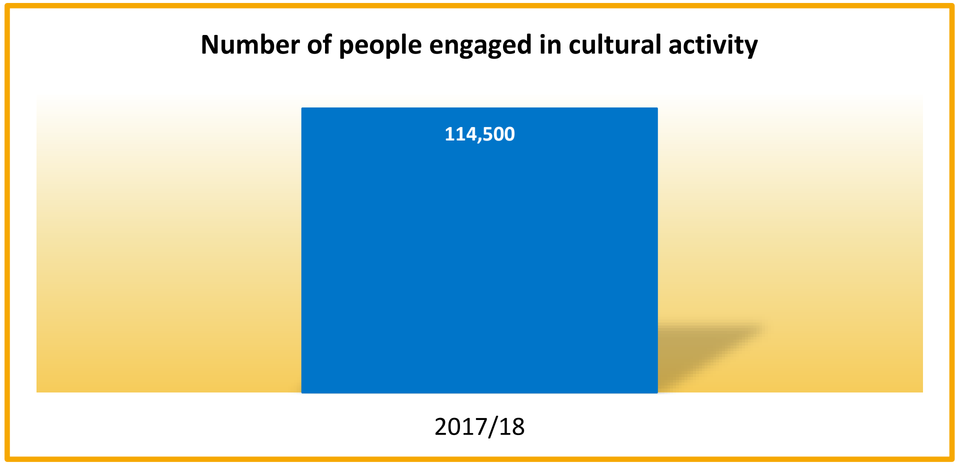
What needs to happen? Targeted engagement opportunities need to continue in order to inform programmes of work around events and further research needs to be undertaken to determine why young people and people with disabilities were more likely to disagree. Given our public sector duty to encourage people from protected groups to participate in public life, or in other activities where their participation is disproportionately low, in 2019 we will undertake some customer analysis and research to ensure that we are reaching a broad audience. Whilst not impossible, this is particularly challenging and costly for un-ticketed events (the majority of our events). In the meantime, we will consult with a range of local disability groups and improve the accessibility of our events and associated marketing.

A vibrant cultural offer

Levels of cultural engagement

What we measure: The number of people visiting our exhibitions, volunteering their time, visiting our sites, and taking part in our events, training programmes and other workshops. This reports on 2017/18 as the latest available data.

Why we measure it: Monitoring the number of people engaged with our cultural offer on a regular basis helps us to understand whether we are providing a relevant offer so that we can respond to the needs of Plymouth residents meaningfully.



How have we done? 114,500

2017/18 was the first year that we have collected this data and we therefore currently have no comparable data.

Trend rating: **N/A**

Target for 2017/18: Baseline year

A high number of people engaged is desirable but no specific target has currently been set due to this being the first time that we have collected this data.

Target rating: **N/A**

What's working well? Since the closure of the City Museum and Art Gallery two years ago, an ambitious community engagement programme (Box-on-Tour) has been underway to test out ideas, consult on designs and maintain existing audiences, as well as reach out to new audiences prior to the opening of The Box in Plymouth in April 2020. The Box-on-Tour programme engaged with 114,500 individuals during 2017/18 and is projected to reach a similar figure for 2018/19. Some highlights include: engagement with 64 volunteers who have provided a total of 694.7 days; award for 'Best Community Engagement' and 'Best Overall Archive' by the National Community Archives and Heritage Group for Maker Memories; and the appointment of artists Grennan and Sperandio (www.kartoonkings.com) to undertake a series of documentary drawings of the 'service' industry at night in the city as part of the After Dark project.

What are we worried about? The City Museum and Art Gallery is currently closed as part of a major capital programme to transform it into a museum for the 21st century, three times the size of the original museum. Similarly, the Elizabethan House is also closed whilst it undergoes a significant conservation and restoration programme that will reinvigorate its visitor offer. Both will open in 2020 as part of the Mayflower 400 celebrations but there is a risk that audiences and future audiences will be lost whilst these works are underway unless we continue to develop and deliver a high profile and meaningful activity programme during this interim period. From September 2019, the new Box galleries will be handed over by the fit-out contractor to the museum team so that the installation of thousands of objects can begin, along with the 'recant' of all collections into the new stores. This may affect capacity to continue to deliver the same levels of public engagement that has been done to date.

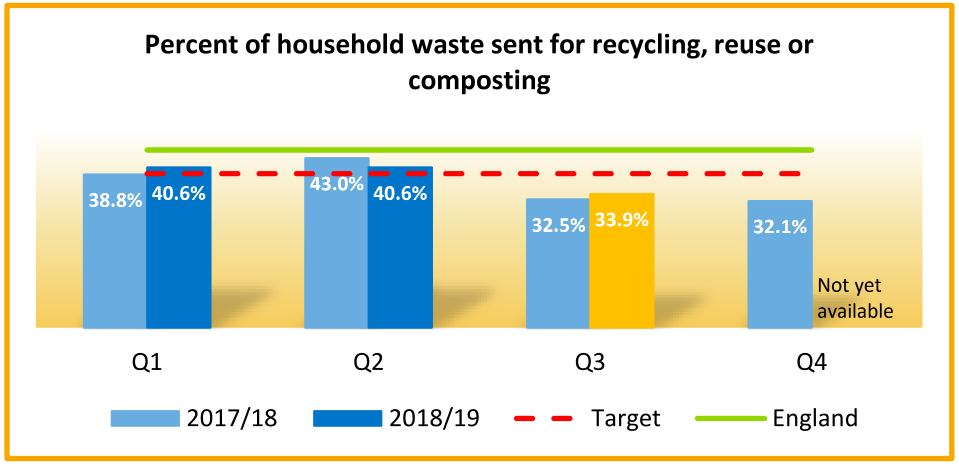
What needs to happen? We need to continue to develop and deliver a high profile activity programme, as well as continue to monitor and evaluate its impact, so that we respond to people's needs on an ongoing basis.

A green sustainable city that cares about the environment

Household waste sent for recycling, reuse or composting

What we measure: The amount of household waste that is recycled, reused or composted. This reports on quarter three 2018/19 as the latest available data.

Why we measure it: Recycling helps to protect the environment and reduces the need for extracting, refining and processing raw materials. It also reduces greenhouse gas emissions, which helps to tackle climate change. This indicator allows us to assess the effectiveness of our attempts to increase recycling levels.



How have we done? 33.9%

Recycling, reuse and composting tonnages in quarter three 2018/19 are 1.4 percentage points (4.3%) higher than in quarter three 2017/18.

Trend rating: **Green**

Target for 2018/19: 39.0%

The increase in quarter three puts performance at 5.1 percentage points (13.1%) below the target.

Target rating: **Amber**

What's working well? Recycling rates for quarter three 2018/19 were 1.4 percentage points higher than rates reported in quarter three 2017/18, which is positive news. Following a drop in the diversion rates at the Household Waste Recycling Centre and the Refuse Transfer Station in recycling from general domestic waste, diversion rates have returned to expected levels. The Street Services Information Management System (SSIMS) project is being implemented and the Recycling Officers are now able to use the data to target households who do not have recycling (green) facilities and where there are excess refuse (brown) bins; this has replaced the resource intensive survey work and tackling of contamination.

What are we worried about? Unpredictable weather impacts on the level of garden waste collected that is composted, which in turn will impact on overall recycling levels and our ability to reach our 2018/19 target. Overall recycling rate may be affected at the beginning of quarter one 2019/20 due to the fire event late in March 2019, which affected the process by which recycling is separated out. Capacity issues for Recycling Officers also remain. The risk of non-delivery of the Plan for Waste is currently RAG-rated as amber on the strategic risk register, representing a medium risk to the Council.

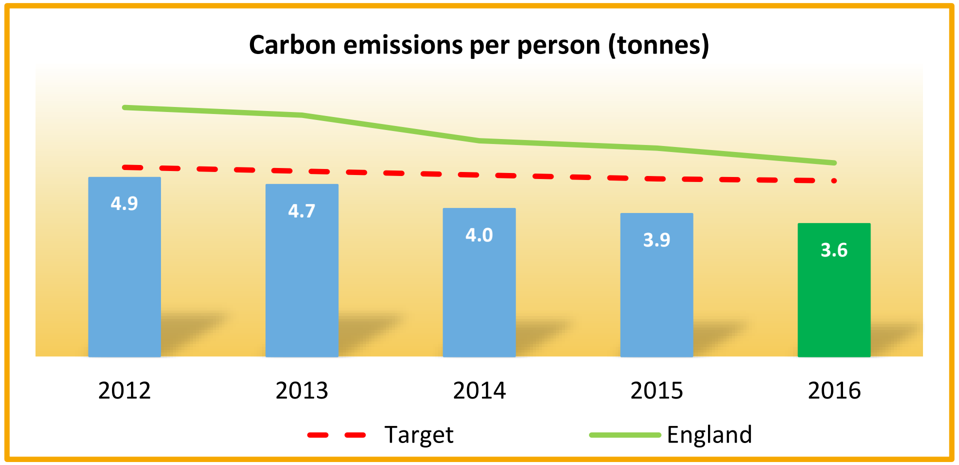
What needs to happen? A business case on 'containerisation', which aims to improve recycling facilities in communal areas i.e. high rise flats and multiple occupied properties, has been developed and as a result, a trial on the best solution has now been completed. This has informed the procurement of recycling bins that are designed to minimise contamination. Investment in 'recycling on the go' at high foot fall areas, such as shopping centres, tourist areas and at events, has been secured. More recycling bins will be procured throughout quarters one and two 2019/20.

A green sustainable city that cares about the environment

Carbon emissions

What we measure: The amount of carbon dioxide produced in Plymouth shown in tonnes per person (capita) per year. Carbon dioxide (CO_2) is produced through the burning of fossil fuels, for example when we use electricity/gas to heat our homes or drive our cars. This reports on 2016 as the latest available data.

Why we measure it: Whilst CO_2 is produced and used naturally, too much CO_2 is bad for the environment. There is a worldwide focus on reducing CO_2 emissions to protect the environment and reducing emissions is key to our aim of becoming a green and sustainable city.



How have we done? 3.6 tonnes

Decrease of 0.3 tonnes of carbon emissions per capita from 2015, which is a decrease of 7.7%.

Trend rating: **Green**

Target for 2016: 4.8 tonnes

The decrease in 2016 puts performance at 1.2 tonnes per person (25%) below the target.

Target rating: **Green**

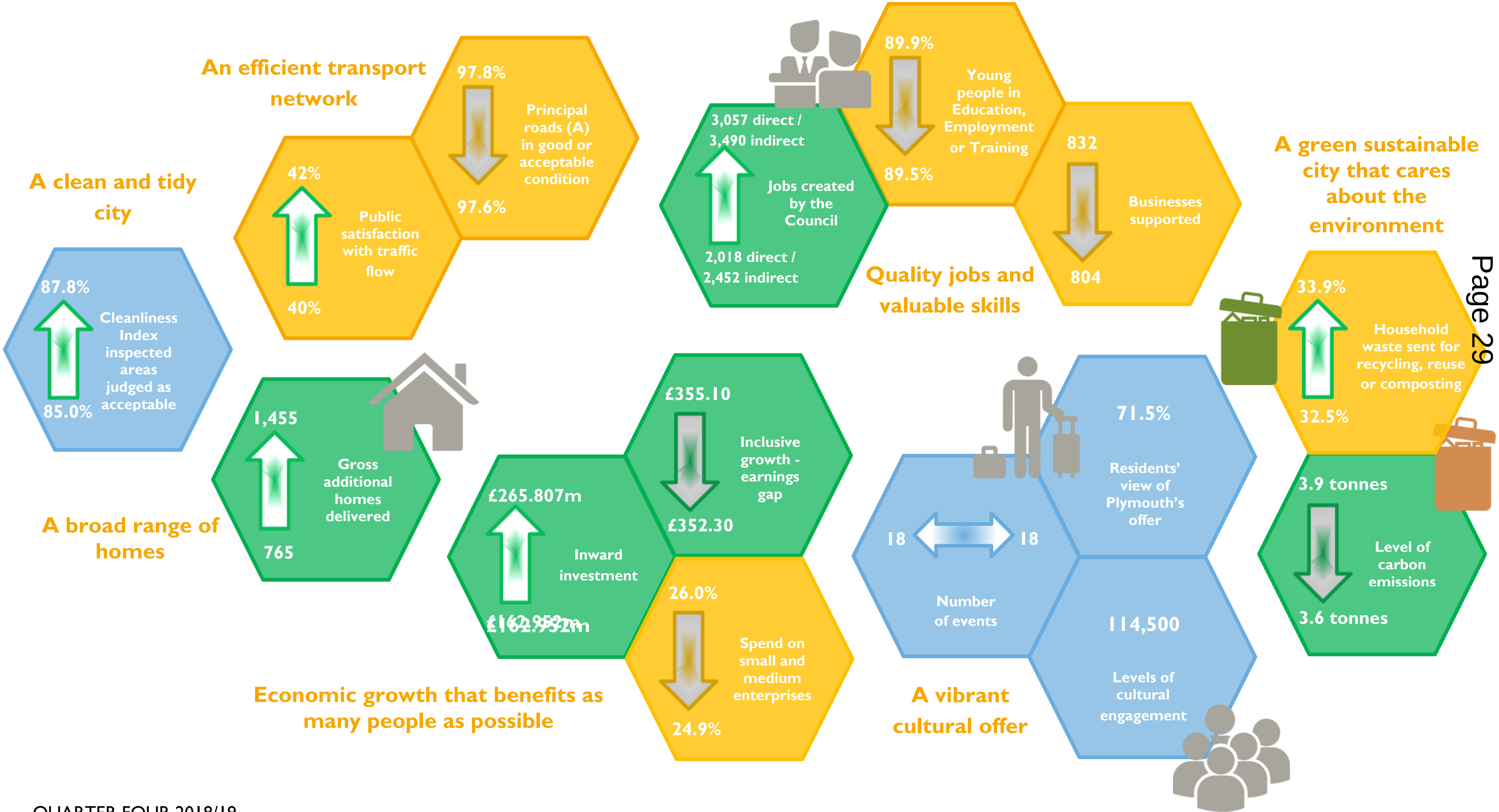
What's working well? Plymouth is currently on track to achieve its Joint Local Plan target of a 50% CO_2 emissions reduction (based on 2005 emissions of 6.0 tonnes) by 2034. We have a range of successful sustainable transport, waste management and energy related policies and programmes that are supporting residents, businesses and community groups to reduce their carbon footprint.

What are we worried about? The Government's Committee on Climate Change 2018 report highlighted the substantial short fallings in the national and local policy levers in transport, industry and housing to support the required decarbonisation. Current work to reduce emissions globally is also widely recognised as insufficient. As a result, the world is currently on track to overshoot the 1.5°C limit set in the Paris Climate Agreement. The Intergovernmental Panel on Climate Change stated in October that there are only 12 years to avoid the impacts of 'dangerous' climate change. This context prompted Plymouth City Council to unanimously declare a Climate Emergency in March 2019 and to bring forward the carbon neutral target from 2050 to 2030.

What needs to happen? The 'Climate Emergency' declaration set out the need for, within six months, a climate emergency action plan and new corporate carbon reduction plan. The declaration also recognised the need to lobby government to provide the powers and resources to make the 2030 target possible. Whilst doing this, we need to continue to support simple low cost options for emissions reduction, such as new solar energy, improved energy efficiency of buildings, roll out of electric vehicles, and the development of low carbon heat networks in heat dense areas.

A Growing City – Quarter Four Summary

The pages in this section have given a detailed overview of the latest performance for the individual key performance indicators (KPIs) for the seven priorities of 'A Growing City'. This is summarised below.



A Caring Council – Key Performance Indicators

Improved schools where pupils achieve better outcomes

1. Percentage of early years settings that have been judged as good or better by Ofsted
2. Percentage of pupils attending a school judged as good or better by Ofsted
3. Key Stage 4 pupils achieving the 'basics'

Keep children, young people and adults protected

1. Delayed transfers of care (DTOC) attributable to Adult Social Care
2. Adult safeguarding enquiries
3. Children with multiple child protection plans

Focus on prevention and early intervention

1. Repeat referrals to Children's Social Care
2. "Families with a Future" achieving outcomes
3. Number of households prevented from becoming homeless
4. Average number of households in bed and breakfast accommodation

People feel safe in Plymouth

1. Proportion of residents who feel safe
2. Children in care
3. Number of category one hazards removed
4. Adult Social Care service users who feel safe and secure

Reduce health inequalities

1. Excess weight in 10-11 year olds
2. Stop Smoking Service successful attempts
3. Percentage of children enabled to become 'school ready'

A welcoming city

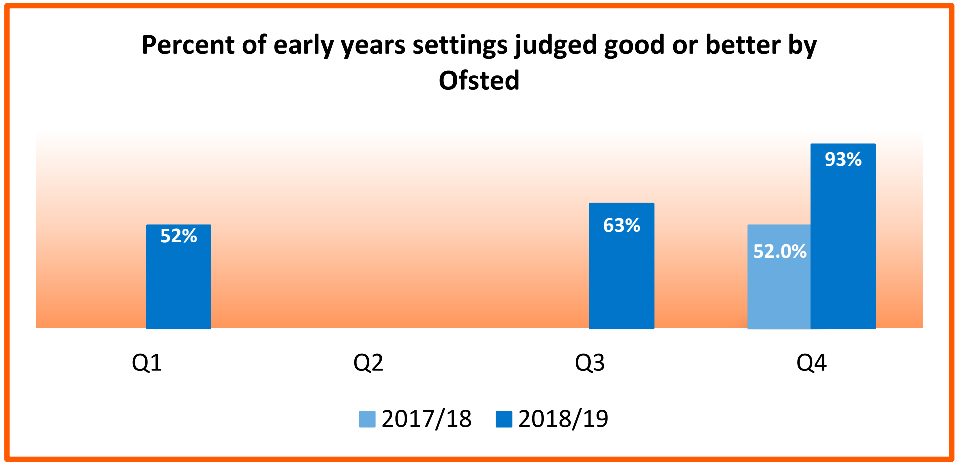
1. Percentage of residents who regularly do voluntary work
2. Community cohesion
3. Hate incidents reported to the Council

Improved schools where pupils achieve better outcomes

Percentage of early years settings that have been judged as good or better by Ofsted

What we measure: The number of Ofsted registered settings (schools, childminders, out-of-school and holiday clubs) judged as good or better.

Why we measure it: Ofsted ratings give a view of the quality of Early Years education provision within the city. A higher quality standard of early education provision is an enabler to children being school ready and achieving better outcomes.



How have we done? 93%

Increase of 30 percentage points from the previous report in quarter three, which is an increase of 47.6%.

Trend rating: **Green**

Target for 2018/19: Baseline year

As this is a new indicator, performance this year will inform target setting for 2019/20.

Target rating: **N/A**

What's working well? The local authority is providing ongoing support for settings that receive an Ofsted judgment of less than good. In quarter four, 15 settings were inspected, the high majority of which were judged as good. One setting was judged as requires improvement and is receiving ongoing support. Frogmore Montessori Nursery improved from good to outstanding in this quarter. When looking at all of our early years settings and their current Ofsted ratings, we have 82% with a rating of good or outstanding.

What are we worried about? The cost pressures on settings are still affecting the number of childcare staff accessing training, which is affecting the quality of provision across the city. There are also other business pressures on settings, for example fewer children on role due to a declining birth rate, which has an impact on the variety and quality of the early years provision in Plymouth. Providers are being forced to add additional costs onto childcare rates, which in turn has implications for parents.

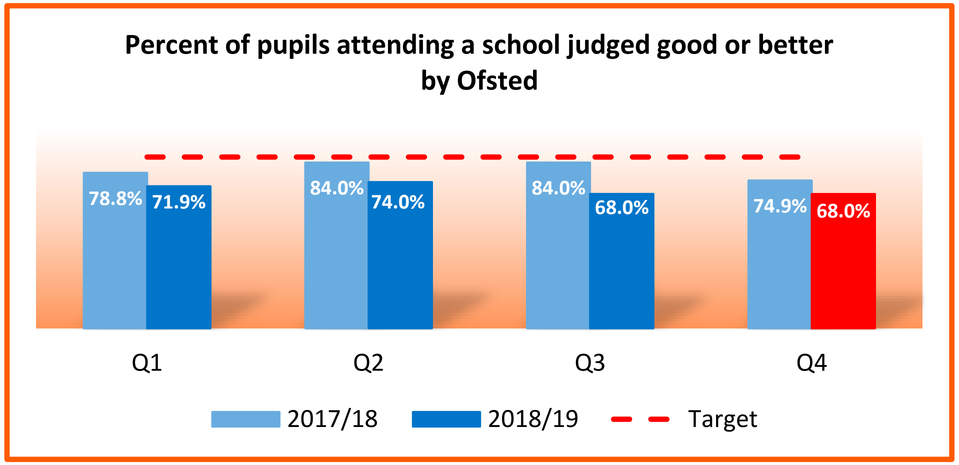
What needs to happen? Work to pilot the 'Early Years Centre of Excellence' continues. The Early Years Team are working closely with providers to improve their business planning and sustainability.

Improved schools where pupils achieve better outcomes

Percentage of pupils attending a school judged as good or better by Ofsted

What we measure: The percentage of pupils that attend a school judged as good or better by Ofsted.

Why we measure it: The Ofsted ratings give a view of the quality of education provision within the city. A higher quality standard of provision is an enabler to children achieving better outcomes.



N.B. Quarter three data has been ratified due to a reporting error. Quarter three was previously reported at 77.3%

How have we done? 68.0%

There has been no change since quarter three 2018/19.

Trend rating: **N/A**

Target for 2018/19: 86.7%

Performance remains 18.7 percentage points (21.6%) below the target.

Target rating: **Red**

What's working well? We continue to retain the expertise in the local authority school improvement system to provide support and challenge around improving outcomes to our maintained schools and to challenge the wider education system. We have developed a new 'Intervention Challenge and Support' policy, which is designed to help our schools to improve more quickly. In Plymouth, 100% of special schools are judged as 'good' or 'outstanding' by Ofsted. This means that all pupils who require a special school education are in a good quality education setting, enabling them to achieve better outcomes.

What are we worried about? We are working with the Plymouth Education Board to improve the quality of management and leadership across our schools. Currently, 81.2% of primary schools (1.2 percentage point increase since the start of the academic year) and 47.1% of secondary schools (5.9 percentage point decrease since the start of the academic year) are judged as 'good' or 'outstanding'. Both remain lower than the latest available national averages (2016/17) of 90% and 79% of primary and secondary schools, respectively. The quality of school provision as judged by Ofsted is recorded as a **red** risk on the Council's strategic risk register. The risk is being mitigated by working with all School Leaders and the Regional Schools Commissioner's Office through the Plymouth Education Board.

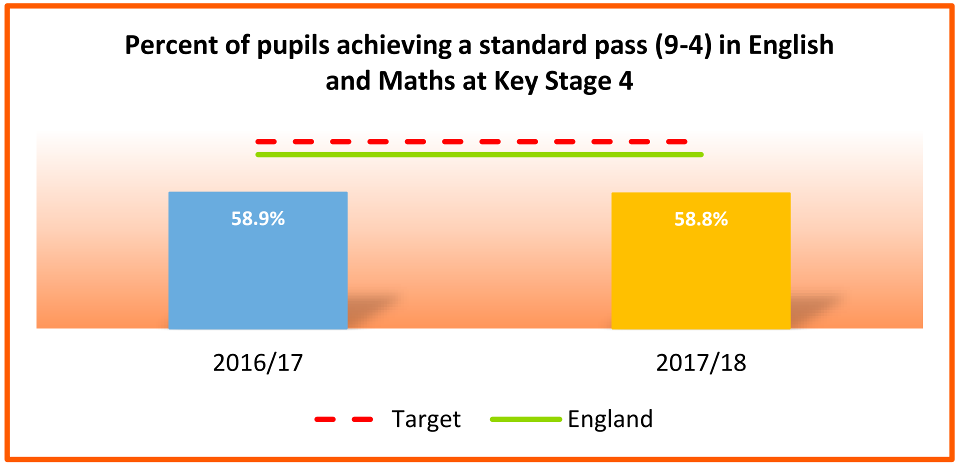
What needs to happen? The Plymouth Education Board has agreed to establish an operational arm to challenge and support individual schools and trusts. The local authority will now embark on identifying an independent chair in order to begin developing the operational arm.

Improved schools where pupils achieve better outcomes

Key Stage 4 pupils achieving the 'basics'

What we measure: The percentage of Key Stage 4 pupils achieving a standard Attainment 8 pass (9-4) in English and Mathematics at the end of each academic year.

Why we measure it: This gives an indication of the educational outcomes for young people once they reach the end of compulsory education, as well as indicating the quality of secondary education provision in the city. Higher attainment levels are an enabler to children achieving better long-term outcomes.



How have we done? 58.8%

Decrease of 0.1 of a percentage point from the previous year.

Trend rating: **Amber**

Target for 2017/18: 66%

The attainment reached in the academic year of 2017/18 put performance at 7.2 percentage points (10.9%) below the target.

Target rating: **Amber**

What's working well? In 2017/18, Key Stage 4 (KS4), attainment data for pupils receiving Special Educational Needs (SEN) support or who had an Education, Health and Care Plan (EHCP) remains higher in Plymouth (18.8 point score) than the national figure (17 point score). Local attainment gaps for these pupils are also smaller than the national gaps. This demonstrates that work to ensure that some of our most vulnerable pupils in the city have the opportunity to achieve better outcomes has been effective.

What are we worried about? Variation in the rate of progress being made by KS4 pupils across schools is a cause of concern, as is the percentage of secondary schools judged by Ofsted to be good or better, which is currently below the national average. We continue to see an increase in persistent absence and overall absence rates at secondary school. Pupil absence has been identified as a risk on the operational risk register for the Council. There is also considerable concern over the reducing levels of funding available for supporting pupils with high needs; funding in this area in particular is at crisis levels and impacting on broader budgets that are already under pressure, which is likely to impact on outcomes for children in schools.

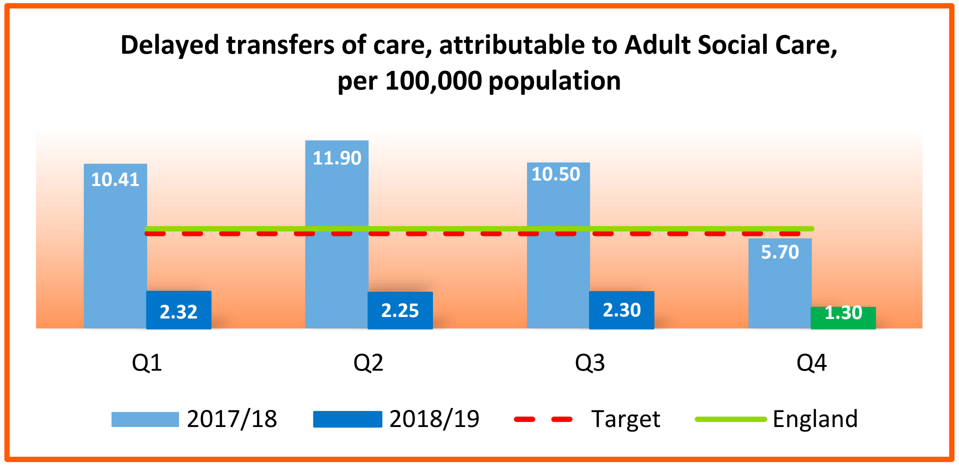
What needs to happen? The Plymouth Education Board commissioned a diagnostic analysis to further understand the city's 2018 attainment results, which enabled a sharper focus on problematic areas. A root cause analysis has now been commissioned to identify the specific cohorts of pupils that require the targeted interventions to enable the greatest impact. The operational arm of the Plymouth Education Board will be able to undertake a targeted response to these findings. A 'Data Jam' is also being undertaken, which will look specifically at pupil movements between secondary schools and the impact that this has on attainment at Key Stage 4.

Keep children, young people and adults protected

Delayed transfers of care (DTOC) attributable to Adult Social Care

What we measure: The average daily number of delayed discharges within an acute or community hospital, presented as a rate per 100,000 population. This tells us the number of people who are still in hospital after they have been identified as fit for discharge, with the delay attributable to Adult Social Care (ASC).

Why we measure it: It is a marker of the effective joint working of local partners, and a measure of the effectiveness of the interface between health and social care services. Reduced delayed transfers of care (DTOC) and enabling people to live independently at home are desired outcomes of social care.



How have we done? 1.30 delays (per 100,000 population)

The average daily number of delays decreased by 1.00 from the previous quarter, which is a decrease of 43.5%.

Trend rating: **Green**

Target for 2018/19: 6.0 delays (per 100,000 population)

The decrease in quarter four now puts performance at 4.70 delays per day per 100,000 population (78.3%) below the target.

Target rating: **Green**

What's working well? Work continues to improve hospital flow and discharge and thus reduce delayed transfers of care and length of stay. Actions include the now established escalation of care arrangements across health and social care systems and the daily review of long stay patients by integrated discharge teams. The management of patients with complex needs is working well at the hospital and the process to discharge people from hospital has remained stable despite pressure at the front door of the hospital.

What are we worried about? Although good performance continued in quarter four, the system is concerned about performance sustainability as front door pressure continues at the hospital due to high demand and complexity. To mitigate this, detailed winter planning and capacity mapping plans are now active.

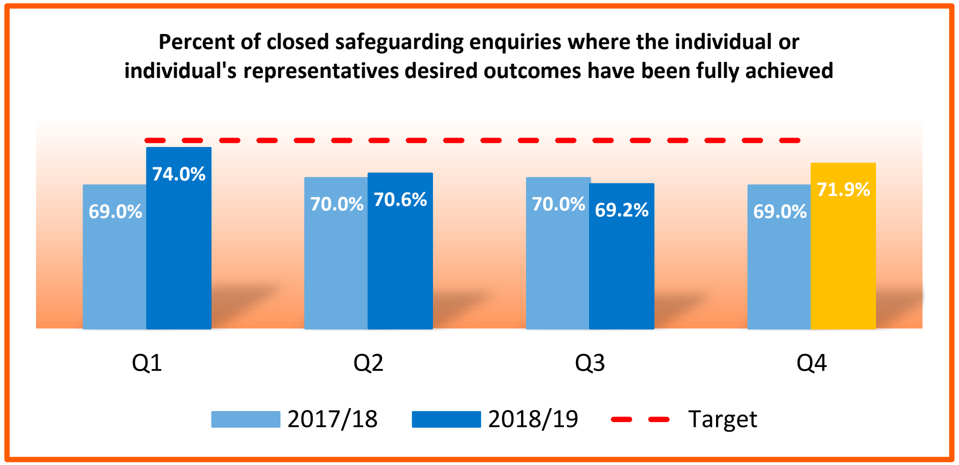
What needs to happen? The Western A & E Delivery Board will continue to monitor system performance, including key system indicators on Accident and Emergency, length of stay and DTOC. We will continue to work with Livewell Southwest and University Hospitals Plymouth on how we can maintain improved performance in relation to DTOC and the reduction in long stays, as NHS England will be retaining focus on these two key system indicators.

Keep children, young people and adults protected

Adult safeguarding enquiries

What we measure: The percentage of safeguarding enquiries in which, at the point of completion, the individual affected or individual's representative's desired outcomes have been fully achieved.

Why we measure it: Making Safeguarding Personal (MSP) is a sector-led initiative which aims to develop an outcome focus to safeguarding work and a range of responses to support people to improve or resolve their circumstances. This is an indication of how well we are achieving this outcome.



How have we done? 71.9%

Increase of 2.7 percentage points from the previous quarter, which is an increase of 3.9%.

Trend rating: **Green**

Target for 2018/19: 75%

The increase in quarter four now puts performance at 3.1 percentage points (4.1%) below the target.

Target rating: **Amber**

What's working well? In quarter four, 125 individuals were the subject of a completed safeguarding enquiry; 89 expressed a desired outcome at the start of the enquiry and in 64 of these cases, the desired outcome was fully achieved (71.9%) and in 25 cases, the outcome was partially achieved (28.1%). Overall, in 100% of cases, the desired outcome was either fully or partially achieved. Performance in the previous two quarters had been declining, which had been raised as a concern with Livewell Southwest and subsequent practice guidance has had a positive impact.

What are we worried about? In 2018/19 overall, performance was 72.0% and exceeded last year's performance (69.6%) but remains below target. We will continue to monitor and identify actions for improvement. The individual nature of the enquiries can lead to fluctuating performance.

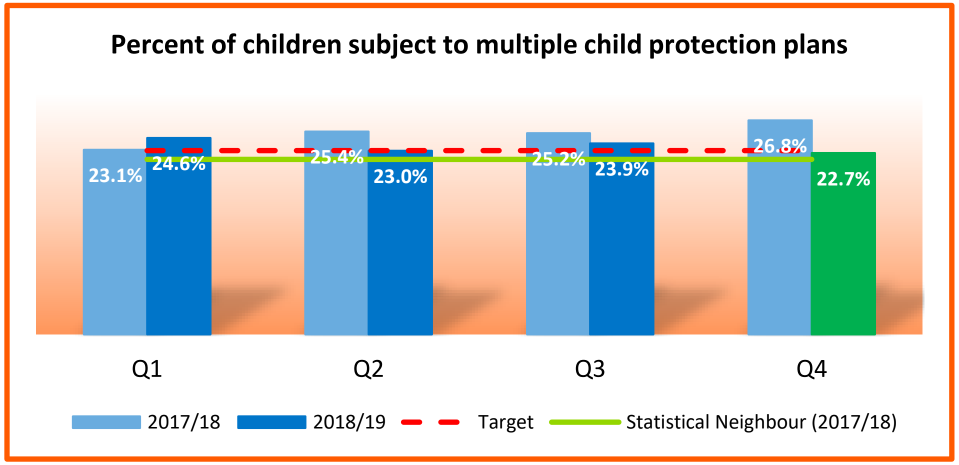
What needs to happen? The effectiveness of safeguarding interventions, and related recording, is part of the next stage of work for the Plymouth Safeguarding Adults Board Quality and Performance sub group; performance against this indicator will be reviewed and inform specific practice guidance for frontline staff. We are working with social care partners to understand current practices around negotiating expressed desired outcomes with alleged victims. We will revisit, via contract performance meetings and the strategic leads network, the importance of consistency of interpretation and accurate recording of information. Regular scrutiny on the delivery of our Safeguarding Improvement Plan assures us that we are fulfilling our statutory responsibilities and prioritising performance.

Keep children, young people and adults protected

Children with multiple child protection plans

What we measure: The percentage of children starting a child protection plan that have previously been on a child protection plan.

Why we measure it: This indicator gives insight into children who have previously been deemed at significant risk of harm, had that risk mitigated and then later are again found to be at significant risk. This may be for the same or different reasons but highlights vulnerable children where a risk of harm has escalated back to the point where a child protection plan is once again needed.



How have we done? 22.7%

Decrease of 1.2 percentage points from the previous quarter, which is a decrease of 5.0%.

Trend rating: **Green**

Target for 2018/19: 23.0%

The decrease in quarter four now puts performance 0.3 of a percentage point below the target.

Target rating: **Green**

What's working well? At the end of quarter four, 22.7% of children were subject to multiple plans, which was a 1.2 percentage point improvement on quarter three. The number of children on a plan stayed reasonably stable, with a small reduction of four to 255 in the quarter (a rate of 48.7 per 10,000 children). At the end of quarter four, 80.6% of Initial Child Protection Conferences were held within 15 working days of a strategy discussion, which is above the 75% target. In 2019/20 we will be looking to increase this percentage further.

What are we worried about? The percentage of visits for children on a child protection plan that were in time decreased by 5.6 percentage points at the end of quarter four and was reported at 88.2%. Whilst this is above the March 2018 position of 82.0%, we were 1.8 percentage points below the 90% target.

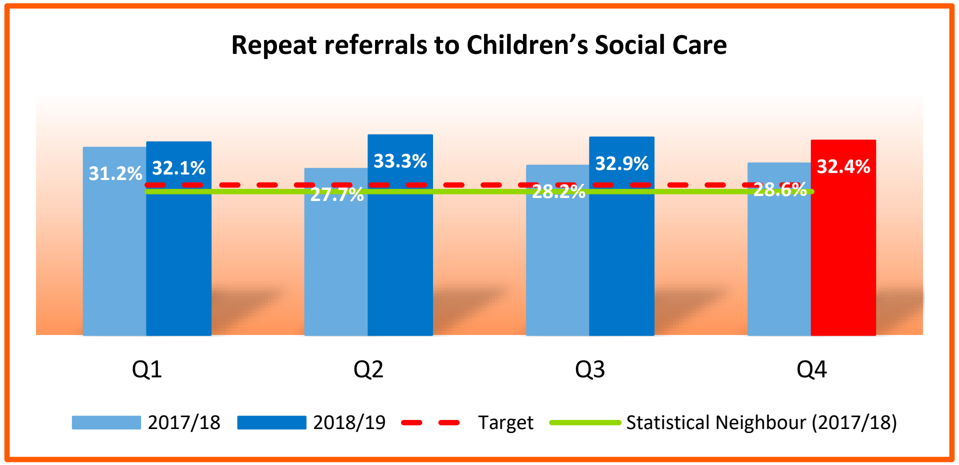
What needs to happen? Although improvements have been seen when compared against 2017/18, our performance with regards to visiting our children, whether they are 'Children in Need', those with a 'Child Protection Plan' or 'Looked after Children', is inconsistent. During 2019/20, the service will focus on driving up timeliness of visits and ensuring that performance is more consistent. In addition, continued focus across the service on reducing repeat referral rates by ensuring appropriate step down/step out arrangements will occur through the work stream of the early help targeted review and through the Ofsted Improvement plan.

Focus on prevention and early intervention

Repeat referrals to Children's Social Care

What we measure: The percentage of referrals to Children's Social Care within the financial year where there has been a referral within the previous 12 months for the same child.

Why we measure it: This gives insight into the effectiveness of the Children's Social Care response to concerns about children at the first referral. Repeat referrals may have been avoidable if we reached effective outcomes earlier, indicating that the child may not have received the right support at the right time to safeguard them and address their needs. As repeat referrals are essentially re-work, they bring additional costs that could have been avoidable. It should be noted therefore that this indicator reflects historic as well as current practice.



How have we done? 32.4%

Decrease of 0.5 of a percentage point from the previous quarter, which is a decrease of 1.5%.

Trend rating: **Green**

Target for 2018/19: 25%

The decrease in quarter four now puts performance at 7.4 percentage points (29.6%) above the target.

Target rating: **Red**

What's working well? Re-referrals saw a decrease for the second quarter in a row (0.9 of a percentage point since September) to end 2018/19 on 32.4%. When looking at quarter four in isolation, there are early indications that the number of re-referrals may be reducing – for the 749 referrals received within quarter four, 29.9% (224) were re-referrals. Following the change to our 'front door' on 10 September (introduction of the Plymouth Children's Gateway), the proportions of referrals moving through strategy discussion, Section 47 and Initial Child Protection Conferences have seen improvements and are now more in line with our statistical neighbours.

What are we worried about? The re-referral rate remains above target and above our statistical neighbours' performance (23.9% in March 2018). To date, improvements have been slight and slow. To drive the rate of re-referrals down, more needs to be done. The failure to maintain appropriate Children's Social Care caseloads is an operational risk for the Council.

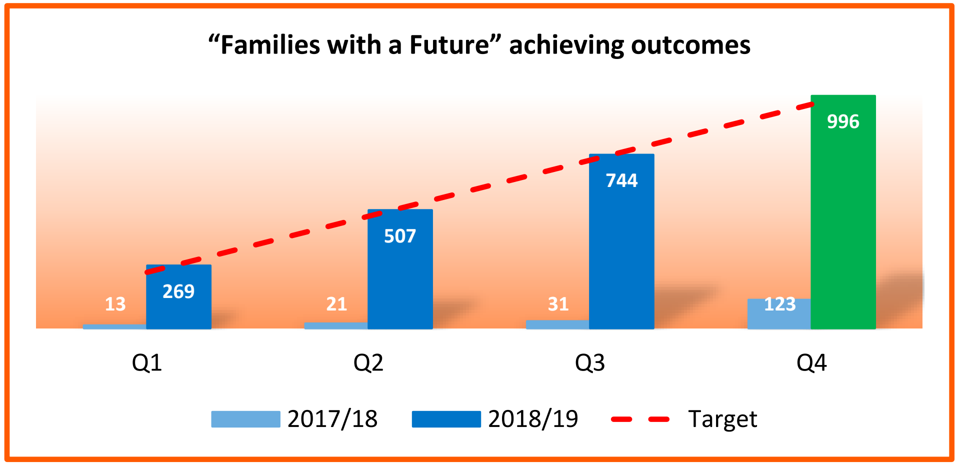
What needs to happen? We need a continued focus and embedding of a consistent application of thresholds, and to support partners to hold appropriate levels of risk and provide families with early help. We will continue work in respect of the offer given when we step down or end our support (step out), with the aim of ensuring that the right sustainable (SMART) outcomes are reached in order to prevent children and families from representing for a statutory response. In addition, Plymouth Children's Gateway Review will be repeated in June 2019.

Focus on prevention and early intervention

"Families with a Future" achieving outcomes

What we measure: The number of families in a quarter where we are able to evidence that we have achieved significant and sustained progress against specified concerns or a pathway into employment. Families must have at least two of the six headline criteria to be eligible for the programme.

Why we measure it: This helps us to understand how many families we have worked with, both within Children, Young People and Family Services and across the multi-agency partnership. We support families to overcome a variety of problems, such as youth offending/anti-social behaviour, attendance at school, child safety (Child Protection/Children in Need), worklessness, domestic abuse, and mental and physical health issues.



How have we done? 996 (252 in quarter four)

The number of families classified as achieving significant change in quarter four saw an increase of 15 families when compared to quarter three (237).

Trend rating: **Green**

Target for 2018/19: 960

We ended the financial year 36 families (3.8%) above the annual target.

Target rating: **Green**

What's working well? We exceeded the 2018/19 target of 960 by 36 families. This year's achievement, in addition to 394 families in previous years, shows us to have reached 58.4% of the 'end of project' target of 2,380 (by 31 March 2020). To meet the end of project target we will need to repeat the excellent performance seen in 2018/19 during this coming financial year. At the end of quarter three we were placed 35th out of 126 local authorities, which is an improvement of 25 places since quarter two. The quarter four position is not yet available. The strategic risk rating relating to the delivery of early intervention and prevention has reduced from amber (medium) to green (low).

What are we worried about? Although we are exceeding our target, we should be mindful of the need to support all families that we come into contact with in order to bring improvements to their lives, wherever possible.

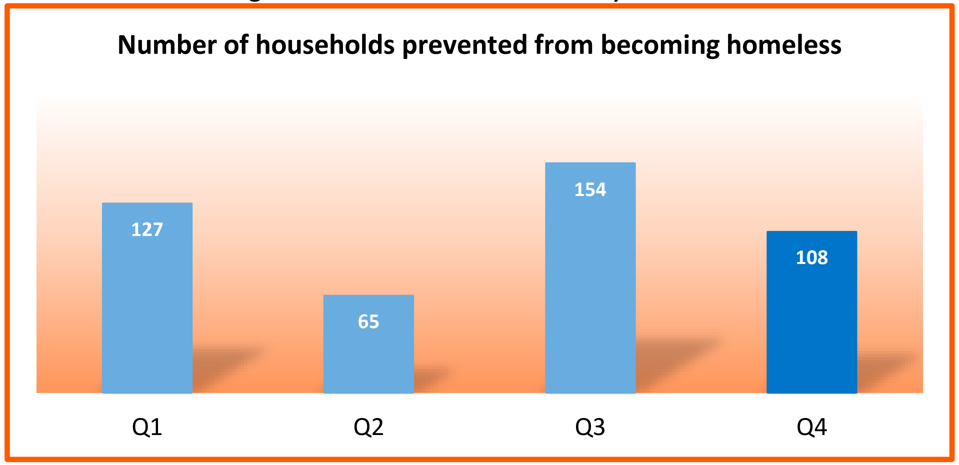
What needs to happen? This would depend on the outcome of our current service review moving forward and how well we are able to evidence outcomes of 'payment by results' up to 2020. Further work to ensure that the above is achieved is underway. We now have an agreed business case and have recently been audited; the path that we are on with system transformation was received positively by the Ministry of Housing, Communities and Local Government.

Focus on prevention and early intervention

Number of households prevented from becoming homeless

What we measure: The number of households that the Council has either helped to stay in their current accommodation or has supported to relocate, preventing them from becoming homeless.

Why we measure it: Local authorities have a statutory duty to help all households that are homeless or at risk of becoming homeless. These families and individuals are among the most vulnerable in society and we want to make sure that as many as possible get the help that they need.



How have we done? 108

Decrease of 46 households prevented from becoming homeless from quarter three 2018/19, which is a decrease of 29.9%.

Trend rating: **Red**

Target for 2018/19: Baseline year

This year will act as a baseline to inform target setting for 2019/20.

Target rating: **N/A**

What's working well? The reconfiguration of staffing and a new IT system to support best delivery of the changes brought about by the Homelessness Reduction Act 2017 (HRA) in April 2018 are now better embedded. In quarter four 2018/19, 54 households were prevented from becoming homeless and 54 were relieved of their homelessness (108 total), taking the total for the year to 454 households. Since the implementation of the HRA, there have been a further 186 approaches to the service where homelessness was prevented before an application was made to move the household into the prevention category; these are not counted in the prevention figures.

What are we worried about? Whilst the full impact of changes as a result of the HRA are now more fully understood, the processing and reporting is highly administrative, creating a substantial capacity impact across the service. Additionally, the number of presentations to the service has increased (2,517 in 2018/19 compared to 1,869 in 2017/18), with all presentations now requiring an initial 30 minute appointment and a follow up 40 or 90 minute appointment. Since 1 October 2018, a number of public bodies have a 'duty to refer' to the local authority where there is a belief that an individual is threatened with or is actually homeless. A duty is then on the local authority to make contact with the individual. These numbers have been significantly higher than anticipated, with 442 referrals since October 2018. The impact on capacity to meet demand is associated with the operational risk of emergency accommodation budget overspends, leading to a failure to support people who are made homeless.

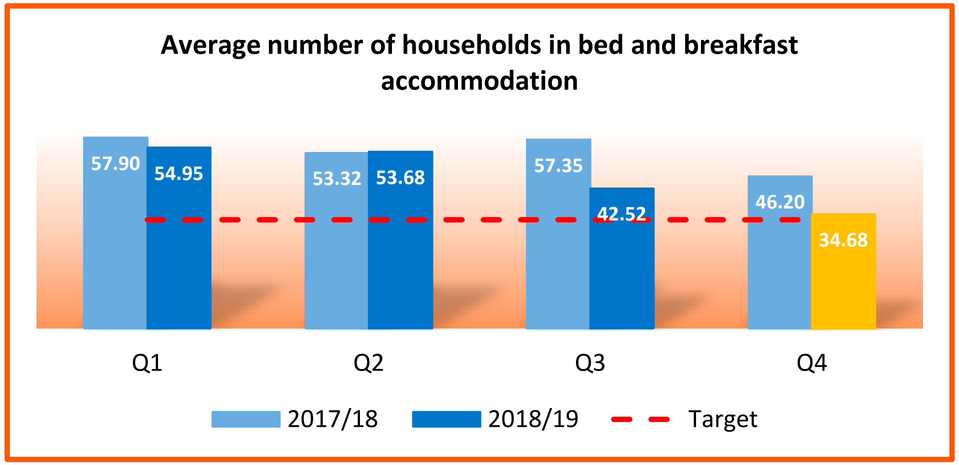
What needs to happen? We will review capacity and service delivery to ensure that we have the ability to meet demand. We are working with the Ministry of Housing, Communities and Local Government to feedback the impact of the requirements of the HRA and develop work in this area, and with commissioners and partners to ensure that all prevention activity can be captured. Work is ongoing to understand where homelessness is most of a risk and provide early intervention measures. Some of the earliest interventions and preventions are being delivered prior to reporting and we need to ensure that these are captured to fully understand prevention and early intervention across the city. From 1 April, we will be working closely within the Plymouth Alliance to develop the 'system' response to complex needs homelessness.

Focus on prevention and early intervention

Average number of households in bed and breakfast accommodation

What we measure: The average number of households that are staying in bed and breakfast (B&B) temporary accommodation at any one time. A household is defined as one person living alone, or a group of people living at the same address who share common housekeeping or a living room.

Why we measure it: B&Bs are used as a form of temporary accommodation to meet statutory duties to accommodate homeless households while an assessment of the full duty to them under homeless legislation is made. However, it is not suitable for more than a short period of time for most households and is expensive for the Council to fund. The aim is therefore to reduce the use of B&Bs and find alternative accommodation options for people sooner.



N.B. 2018/19 data has been ratified due to a data check and closure of cases. Quarter three was previously reported at 43.86.

How have we done? 34.68

7.84 fewer households were housed in B&Bs in quarter four than in the previous quarter, which is a decrease of 18.4%.

Trend rating: **Green**

Target for 2018/19: 33.00

The decrease in quarter four puts performance at 1.68 households (5.1%) above the target.

Target rating: **Amber**

What's working well? There has been a significant decrease in the average number of households in B&Bs in quarter four compared to quarter three. Within quarter four, both January (32.74) and February (28.46) were below the target before increasing to 42.23 households in March. This increase follows seasonal trends for B&B use and came at a particularly challenging time, involving the closure of more than 90 supported accommodation beds. Overall, quarter four 2018/19 remained below the average for quarter four 2017/18, evidencing vast improvements that have been made this year. Work is ongoing with partners to identify alternative accommodation solutions and with those in B&Bs to understand what the requirements are to enable them to move into alternative temporary or permanent accommodation more quickly.

What are we worried about? The impact of the scope and demands of the Homelessness Reduction Act 2017 are now becoming fully understood. The number and complexity of households presenting to the service continue to increase and the threshold for a legal duty to provide interim accommodation is very low. Homelessness is associated with the operational risk of emergency accommodation B&B budget overspends leading to a failure to support people who are made homeless.

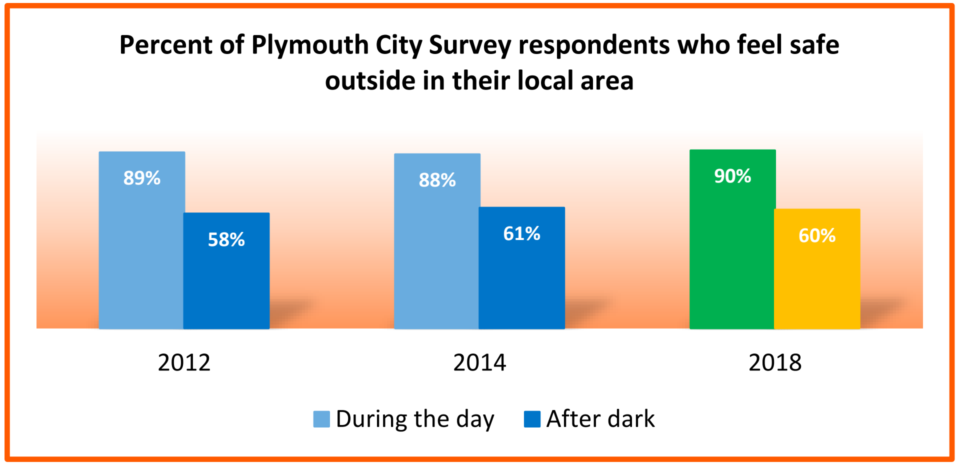
What needs to happen? We are working closely with partners to identify alternatives to B&Bs and will review demands on the service and the service response to ensure that we have optimised capacity to meet need. As we move towards the Alliance commissioning of the Complex Needs Pathway in April 2019, work continues to understand and further develop available temporary accommodation to ensure that it can meet the needs of the most vulnerable and complex without utilising B&Bs.

People feel safe in Plymouth

Proportion of residents who feel safe

What we measure: The percentage of Plymouth City Survey respondents who feel fairly safe or very safe when outside in their local area during the day and after dark. The data is comparable with that sourced from the 2014 Wellbeing Survey as the questions were identical.

Why we measure it: Public perception of the safety of their local area can influence local policy decisions, planning, and the allocation of police resources.



How have we done? 90% day / 60% after dark

During the day: Increase of 2 percentage points from the 2014 Wellbeing Survey, which is an increase of 2.7%.

Trend rating: **Green**

After dark: Decrease of 1 percentage point from the 2014 Wellbeing Survey, which is a decrease of 1.6%.

Trend rating: **Amber**

Target for 2018: Trend increase

Whilst an increase is desirable, there is no specific target for these questions in the Plymouth City Survey.

Target rating: **Green/Amber**

What's working well? In 2018, 90% of residents who completed the Plymouth City Survey felt safe outside in their local area during the day, with only 3% feeling either fairly or very unsafe. This is a small increase on the 2014 Wellbeing Survey. Across the wards in Plymouth, the proportion feeling safe ranged from 83% to 97%. The Evening and Night Time Economy group of the Community Safety Partnership has undertaken work to apply for Purple Flag status, which will identify Plymouth city centre as a good place to engage in the evening and night time offer.

What are we worried about? As expected, the proportion of residents who feel safe after dark is lower than during the day at 60%, with 22% of survey respondents feeling unsafe. Only 35% of residents aged 16 to 24 years felt safe after dark, while 47% of this group felt unsafe, which was significantly more than any other age group. This indicator is associated with the risk of a Police and Crime Commissioner funding cut.

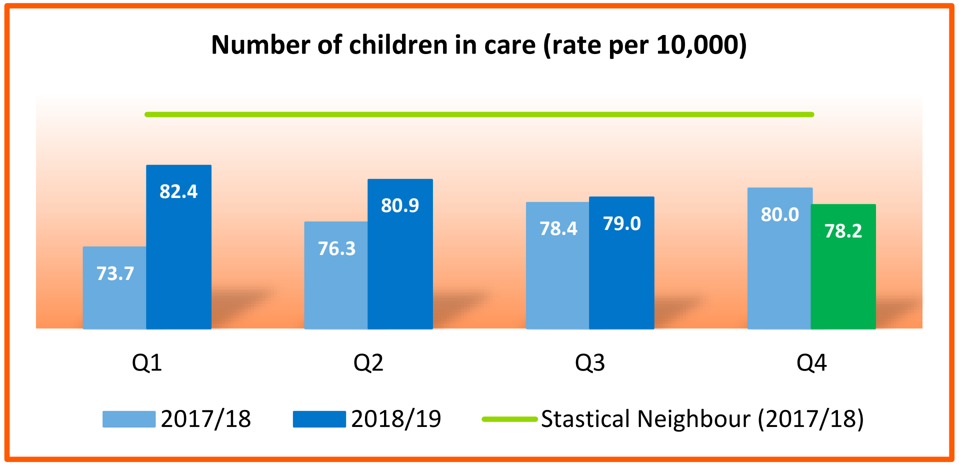
What needs to happen? The information from this survey will continue to be considered by the Community Safety Partnership and used to inform and support future partnership work to help the communities and groups that are most in need. We are working with communities and the Office of the Police and Crime Commissioner to look at opportunities to improve CCTV coverage in some neighbourhoods in the city, which may help to improve residents' perception of safety.

People feel safe in Plymouth

Children in care

What we measure: When a child (or young person) is made the subject of a care order, we have legal responsibility for them. We count a child as a ‘child in care’ if they get accommodation for a continuous period of more than 24 hours, is subject to a care order or is subject to a placement order (up for adoption). To enable comparison against other authorities we report the number as a rate per 10,000 children within our authority’s population.

Why we measure it: This indicator helps us to quantify how many children and young people we have a corporate parenting responsibility for and assists us to forecast our resource requirements (e.g. areas including staffing, accommodation and finance).



How have we done? 78.2 (rate per 10,000)

A decrease of 0.8 from quarter three – this relates to 410 children in care in quarter four 2018/19, which is four fewer children than the previous quarter.

Trend rating: **Green**

Target for 2018/19: Trend decrease

Whilst a decrease is desirable, it is not appropriate for us to set a formal target for the number of children that we provide care for.

Target rating: **Green**

What’s working well? The rate of children per 10,000 has decreased to 78.2 at the end of quarter four (410 children), which is below the statistical neighbour rate of 87.9. We end 2018/19 with short-term placement stability reported at 10.7% which is better than our 2017/18 performance, our target and our statistical neighbour average. Although below our 70% target, long-term placement stability was reported at 66.1%, which is better than our 2017/18 performance and comparable with our statistical neighbours.

What are we worried about? Pressures on the service’s budget continues to be a significant issue. Increased complexity of some of our young people and challenges with sufficiency of in-house fostering have been major contributions to cost increases. A small number of very costly care packages are the result of Court of Protection orders that place a duty on the Council to provide specialist care. The current pressures (including budgetary) are rated as **red** (high) on the strategic risk register.

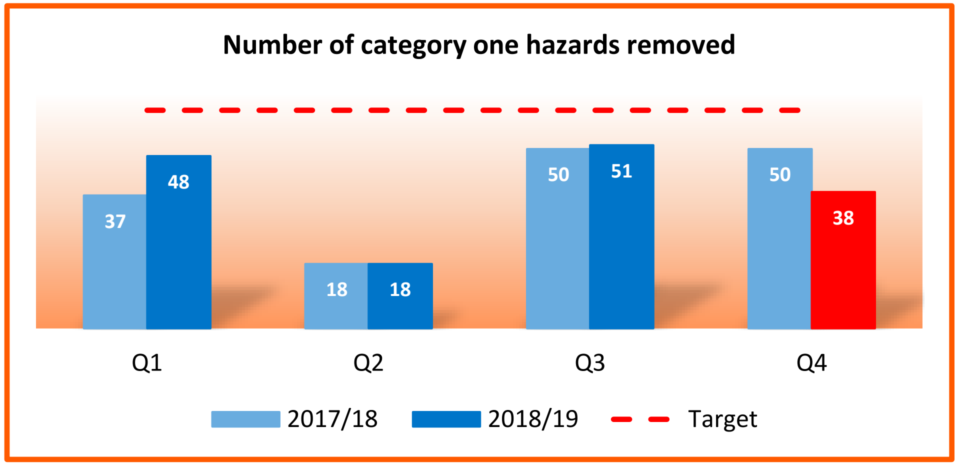
What needs to happen? As reported in quarter three, work with commissioning colleagues continues to develop placement sufficiency and to review placements through the fortnightly ‘placement challenge and review’ to ensure that care planning is timely and cost effective wherever possible. The ‘Looked After Children’ and ‘Placement Stability’ strategies underpin this work.

People feel safe in Plymouth

Number of category one hazards removed

What we measure: The number of category one hazards removed from private rented properties by the Council. A category one hazard is a hazard that is a serious risk to a person's health and safety.

Why we measure it: This tells us the amount of activity done by the Council to remove these serious hazards and to improve the safety of private rented housing.



How have we done? 38 (155 annual)

13 fewer category one hazards were removed in quarter four 2018/19 than in quarter three, which is a decrease of 25.5%.

Trend rating: **Red**

Target for 2018/19: 243 (annual)

The decrease puts performance at 23 hazards (37.7%) below the quarter four target of 61 (yearly target of 243÷4). For the full 2018/19 year, the 155 category one hazards removed is 88 (36.2%) below the end of year target of 243.

Target rating: **Red**

What's working well? During quarter four, 38 category one hazards were removed to give a total end of year score of 155. This quarter has also seen 866 dwelling inspections conducted, with 345 dwellings improved. This includes other works that have been identified to support housing improvement, for example seven category two hazards have been reduced, 56 Houses in Multiple Occupation (HMO) management regulation breaches have been addressed, and two statutory nuisances have been removed. We have continued to focus on the development of officers with the provision of training and this is set to continue in the new reporting year, with an initial focus on enforcement.

What are we worried about? Requirements for staff training on matters relating to the extension of the HMO licensing scheme, Housing Improvement Policy and Civil Penalties Policy mean that we need to continually review demand patterns and capacity when programming training to ensure that we are striving for best quality service delivery, with a targeted focus. The extension of the HMO licensing scheme has seen a significant increase in the number of applications received into Community Connections as the number of licensable HMOs has risen from 700 to around 1,250, resulting in demand shifts from inspection to compulsory review of application.

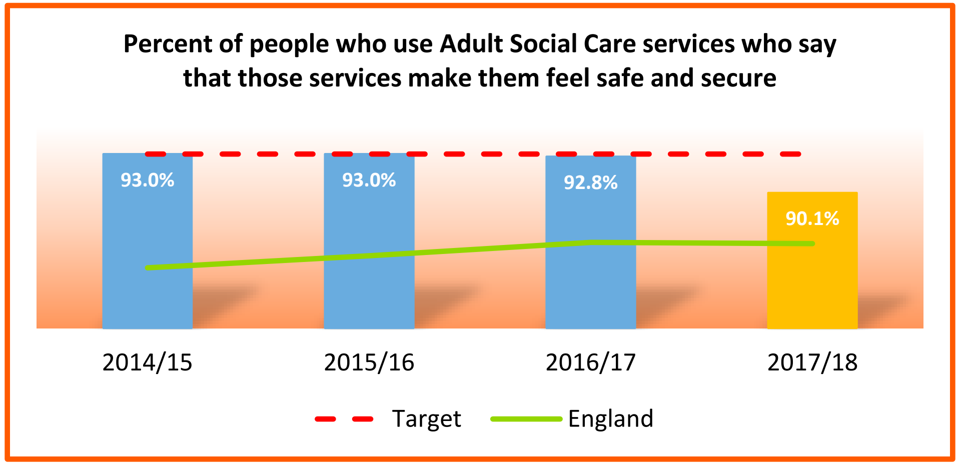
What needs to happen? We need to ensure that all training to the team is delivered professionally and with the greatest impact wherever possible. In addition to this, new targets have been set for the reporting year 2019/20, which aim to give greater context to the significant impact that the team's work has on improving housing standards in the city. A high number of dwellings are inspected, which will lead to subsequent action being undertaken to improve not only the quality but also the safety of residents' homes. This new metric will continue to display information relating to the number of category one hazards removed, as well as information relating to the total number of dwellings improved over the period by giving further context to the range of activities conducted by the team.

People feel safe in Plymouth

Proportion of Adult Social Care service users who feel safe

What we measure: The proportion of people who use Adult Social Care services who say that those services make them feel safe and secure, as measured using the annual Statutory Adult Social Care Survey.

Why we measure it: Safety is fundamental to the wellbeing and independence of people using social care, and the wider population. Feeling safe is a vital part of users' experience of their care and support.



How have we done? 90.1%

Decrease of 2.7 percentage points from the previous year.

Trend rating: **Amber**

Target for 2017/18: 93.0%

The decrease in 2017/18 put performance at 2.9 percentage points below the target.

Target rating: **Amber**

What's working well? During quarter four 2018/19, more than 1,700 Health and Social Care assessments and plans were completed by either Livewell Southwest (as part of the social care contract) or by the Plymouth Guild (as part of the carers contract). We have also undertaken in excess of 1,100 care package reviews during this period and completed 137 safeguarding enquiries. We monitor activity through regular contract performance meetings with our providers. Throughout the past four years, the proportion of Plymouth's Adult Social Care service users who feel safe has been consistently higher than the England average. In February 2019, we sent out the 2019 ASC survey to more than 1,700 long-term users of social care services. Results are being analysed and will be reported in quarter one of 2019/20.

What are we worried about? Demand placed on Adult Social Care and care providers can cause delays in providing services for adults with care and support needs, which is an operational risk. The above activity contributes to ensuring that as an organisation working in partnership with our providers across the city, we work to meet our commitment to keep people safe.

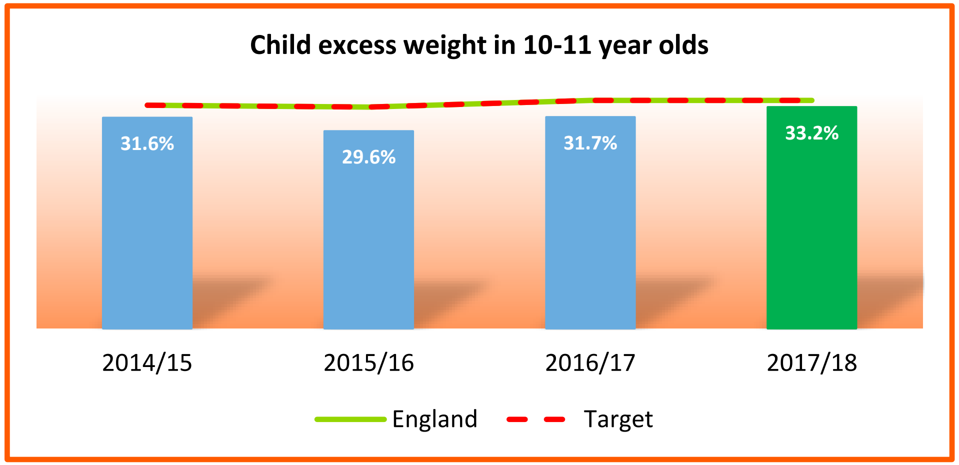
What needs to happen? We will continue to monitor social care and safeguarding activity via provider performance and assurance meetings. This national indicator allows us to benchmark the impact that our services have on people's feelings of safety. Therefore, we will continue to monitor how we benchmark against national, regional and comparator local authorities.

Reduce health inequalities

Excess weight in 10-11 year olds

What we measure: The prevalence of excess weight (including obesity) among children in Year 6 (aged 10 to 11 years old).

Why we measure it: Excess weight in childhood is a key risk factor for obesity and its associated illnesses in adulthood, as well as potentially having a negative impact on children's physical and mental health.



How have we done? 33.2%

Increase of 1.5 percentage points from the previous year, which is an increase of 4.7%.

Trend rating: **Amber**

Target for 2017/18: 34.2%

The increase in 2017/18 puts performance at 1 percentage point (2.9%) below the target.

Target rating: **Green**

What's working well? We continue to focus on giving children the best start in life, making schools health-promoting environments, managing the area around schools through fast food planning policy, and working with partners to raise awareness of the risk factors of unhealthy diets and physical inactivity through Thrive Plymouth. In April 2019, we renewed our Bronze Sustainable Food Cities award as part of our journey towards Silver. This includes promoting healthy eating and healthy weight through a range of initiatives, such as Sugar Smart, Healthy Start and working with our community and voluntary sector to tackle food poverty in the city.

What are we worried about? Though levels are lower than England for Year 6, these levels are too high. Childhood obesity is closely linked to deprivation and therefore is a strong indicator of inequality. Being overweight and obese in childhood is a risk factor for overweight and obesity in adulthood and increased risk of diseases, such as Type II Diabetes, cancers, and cardiovascular diseases.

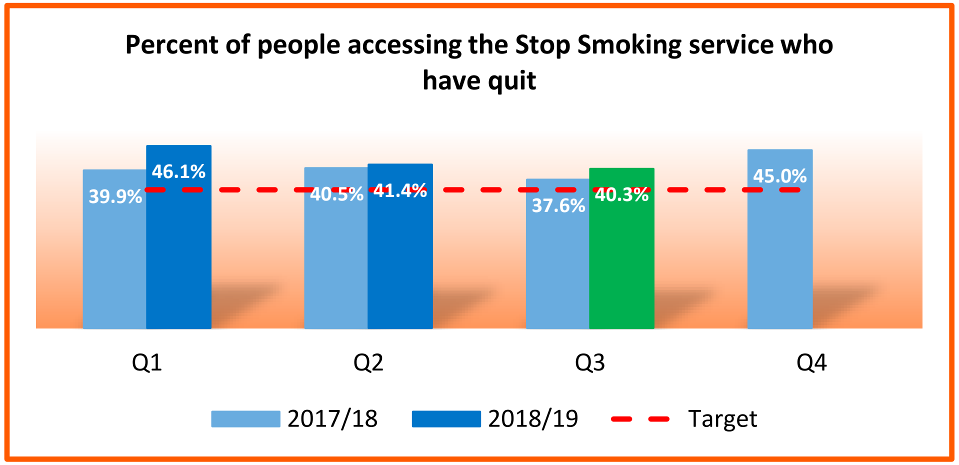
What needs to happen? There is a lack of a firm evidence base on the best interventions to put into place to support families where children have excess weight and we are therefore working on developing the current system offer to improve outcomes. We know that provision of prevention and early intervention measures are key in making a difference for families and we will continue to work with our partners to create change.

Reduce health inequalities

Stop Smoking Service successful quit attempts

What we measure: The number of people who engage with the Stop Smoking Service and set a quit date, with successful quit attempts measured at four weeks. This reports on quarter three 2018/19 as the latest available data.

Why we measure it: Smoking is the leading cause of preventable ill health and premature mortality in the UK. Smoking is a major risk factor for many diseases, such as lung cancer, chronic obstructive pulmonary disease (COPD) and heart disease.



How have we done? 40.3%

Decrease of 1.1 percentage points from the previous quarter, which is a decrease of 2.7%.

Trend rating: **Amber**

Target for 2018/19: 35.0%

The decrease in quarter three puts performance at 5.3 percentage points (15.1%) above the target.

Target rating: **Green**

What's working well? Numbers seen by the service each year are dropping, which is in line with expectation – a combination of smoking prevalence reducing and remaining smokers being harder to reach. In quarter three, 377 people accessed the service and set a quit date, with 152 successfully quitting smoking; this is a success rate of 40.3%. We provide smoking cessation interventions through GPs, pharmacies and specialist services and train staff in 'making every contact count' (MECC), helping them to signpost people into services.

What are we worried about? Smoking prevalence in Plymouth is significantly higher than the England average. People who smoke tend to be those with complex issues and are 'hard to reach', which presents a challenge and we are working to change our approaches to ensure that we engage with people and work with them in a way that works for them. This includes a harm reduction approach and making people aware of the benefits of vaping over smoking tobacco, if they are not yet ready to make a full smoking quit attempt.

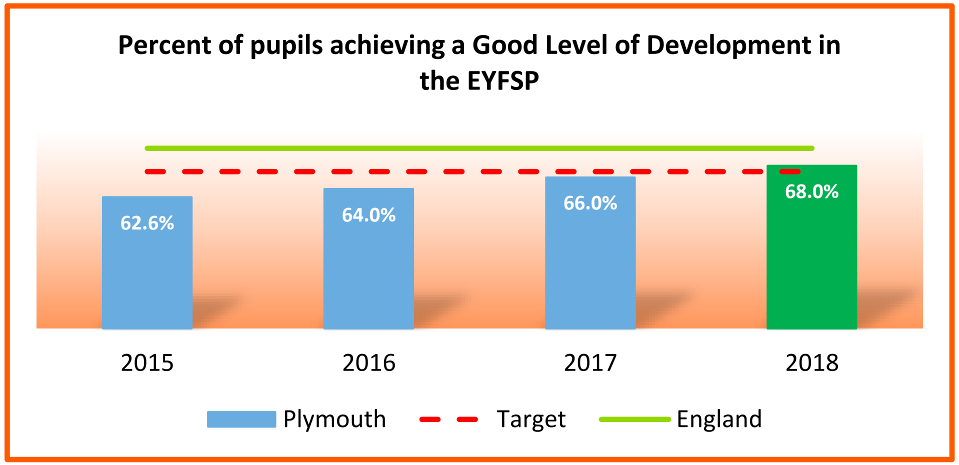
What needs to happen? We will continue to invest in the services and roll out MECC to ensure that as many brief interventions take place as possible that encourage people to stop smoking and support them in doing so. We will continue to focus our resources on those with the most complex support needs and work with University Hospitals Plymouth to embed MECC within their organisation. We will also continue to take a system approach to tobacco control so that action takes place to disrupt and minimise the supply of illegal and illicit tobacco in the city, and to ensure that tobacco sales are appropriately restricted by age and advertising restrictions are adhered to.

Reduce health inequalities

Percentage of children enabled to become 'school ready'

What we measure: The percentage of Early Years Foundation Stage Profile (EYFSP) pupils who achieve a Good Level of Development (GLD) at the end of each academic year.

Why we measure it: The Early Years Foundation Stage profile promotes teaching and learning to enable children's 'school readiness' and gives children the broad range of knowledge and skills that provide the foundation for good future progress through school and life.



How have we done? 68.0%

Increase of 2 percentage points (3.0%) from the previous year.

Trend rating: **Green**

Target for 2018: 67.0%

Performance in 2018 was 1 percentage point (1.5%) above the target.

Target rating: **Green**

What's working well? The percentage of pupils achieving a good level of development at EYFSP continues to improve. Support, via a leaders and managers meeting, is provided to enable settings and schools to access policy changes, advice and key messages. The moderation process for the EYFSP, implemented by the Early Years Team, is well established and ensures that data is robust. This process is also externally moderated by the Standards Testing Agency. The process by which free school meals (FSM) is applied for is changing and a pilot in three schools gives early indications that more families are applying.

What are we worried about? In 2018, the gap between those eligible for FSM and all other pupils was 24 percentage points. In 2017, the gap was 20 percentage points; therefore the gap has grown by four percentage points. Other vulnerable groups that remain a concern are female pupils eligible for FSM, and summer-born boys. There is growing pressure on budgets across all stages of education, with specific concern over high needs funding, which is creating a risk in the system that current support may not continue to be sustainable. This will almost certainly impact on school readiness, in particular for those that require more high need support.

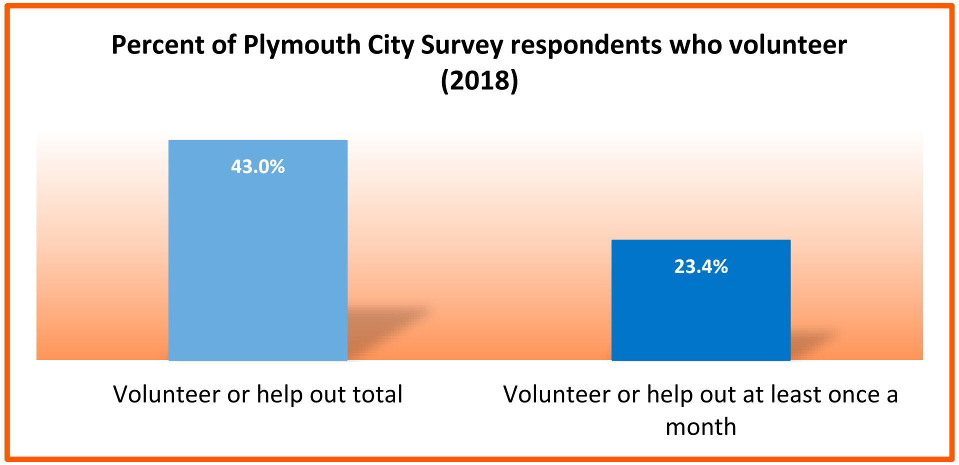
What needs to happen? The Early Years Advisory Teachers (EYAT) need to continue to engage with all early years providers to provide support, challenge and professional development to ensure quality provision, with a focus on addressing the general FSM attainment gap; this is supported by the Plymouth Education Board. The EYAT need to continue to establish and build upon relationships across the early years system to ensure that innovation is captured and shared widely.

A welcoming city

Percentage of residents who regularly do voluntary work

What we measure: The percentage of Plymouth City Survey respondents who volunteer or help out in the city, which includes formal volunteering (e.g. for a charity or community group) or informal helping out (e.g. a neighbour).

Why we measure it: Cities of Service is a volunteer work programme with the aim of increasing the number of volunteers, who volunteer at least once a month, by 1% per year for the next five years. This question helps to monitor the outcomes of this programme.



How have we done? 23.4%

23.4% of residents volunteer or help out at least once per month.

Trend rating: **N/A**

Target for 2018: Baseline year

A high percentage of residents volunteering is desirable but no specific target has been set due to this being the first time that we have asked this question of residents.

Target rating: **N/A**

What's working well? The Mayflower Makers volunteer training programme has now trained over 170 people to become Mayflower Ambassadors in their community and/or workplace. The Our Plymouth online social action platform, which promotes volunteering and community participation, goes live in April 2019. The Mayflower Sparks Community Fund (second round) closed in March 2019 and has funded 28 different projects; the third round is now open and will finish in July 2019. The projects receiving money from this fund are anticipated to need a large number of volunteers in Plymouth from communities of interest, identity and geography. We have been awarded £10,000 by the Cooperative Council Innovation Fund to promote the Cities of Service model to the 24 members of the network.

What are we worried about? Our Plymouth is a new organisation delivering a new digital platform for social action and we need to promote its use at the same time as ironing out any issues that it may have. Our Plymouth is also leading on the Mayflower Makers volunteering programme and we need to ensure that they are supported by the wider Mayflower team and Plymouth City Council in order to be able to deliver these vital agendas.

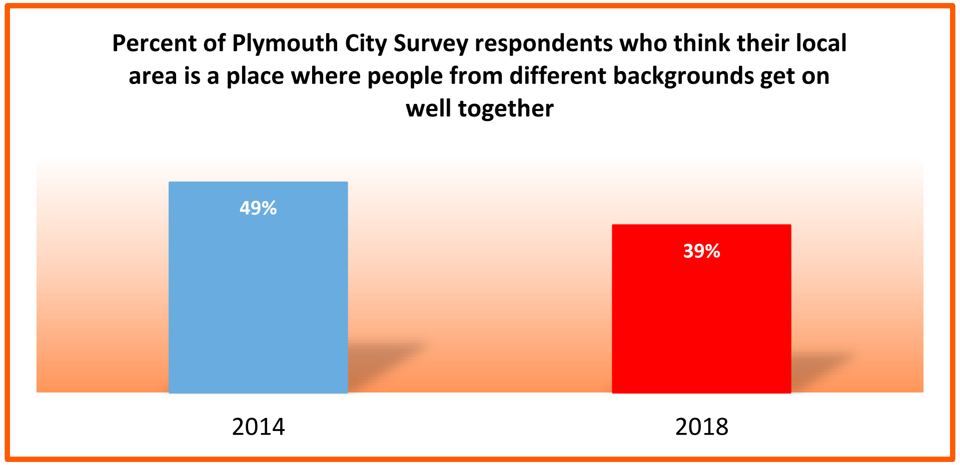
What needs to happen? We need to continue to deliver the Mayflower Makers volunteering programme to meet the requirements of training a minimum of 400 volunteers by November 2019, as well as ensure that Our Plymouth gets the required footfall to make it viable and successful.

A welcoming city

Community cohesion

What we measure: The percentage of Plymouth City Survey respondents who agreed with the statement ‘my local area is a place where people from different backgrounds get on well together’.

Why we measure it: This question gives a measure of community cohesion within Plymouth and assesses performance against the statutory equality objective to increase the number of people who think that people from different backgrounds get on well together.



How have we done? 39%

Decrease of 10 percentage points from the 2014 Wellbeing Survey, which is a decrease of 20.4%.

Trend rating: **Red**

Target for 2018: Trend increase

Whilst an increase is desirable, there is no specific target for these questions in the Plymouth City Survey.

Target rating: **N/A**

What’s working well? Only 15% of respondents disagreed that their local area is a place where people from different backgrounds get on well together. This is because more than 1,000 of the 2,258 people who answered this question responded with ‘neither agree nor disagree’ or ‘don’t know’. When these responses are removed from the data set, 72% of the remaining 1,234 respondents agreed with the statement. An equality objective to improve the cohesion rates in Plymouth’s four least cohesive wards was set in 2016 and all four either maintained or improved on their score from the 2014 survey. We have recently been successful in securing £149,000 from the Controlling Migration Fund (CMF) and this will be used to work with partners and support increased community cohesion.

What are we worried about? The 2018 Plymouth City Survey score of 39% is significantly below that seen for the same question in the 2014 Wellbeing Survey and 15 of the 20 wards in Plymouth saw a decrease in their cohesion score in 2018. Younger people aged 16 to 34 years and those aged 45 to 64 years are less likely to agree that people from different backgrounds get on well together in their areas. Indecision regarding Brexit may further contribute to a decrease in cohesion.

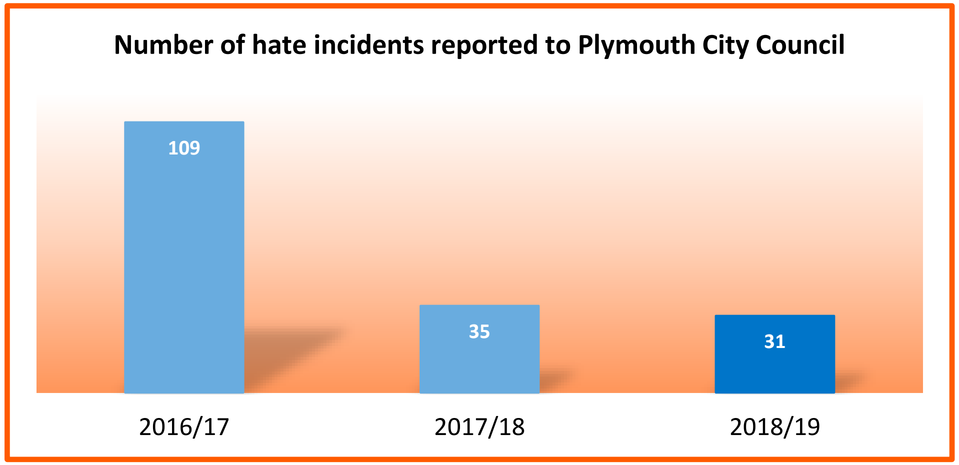
What needs to happen? The results from this question in the survey are being used to measure performance against the statutory equality objective to increase the number of people who believe that people from different backgrounds get on well together. The data is being used to inform city-wide activities that promote cohesion and will inform the development of a plan for utilising the grant funding from the CMF, with activity focused on those wards where fewer respondents felt that people from different backgrounds got on well together.

A welcoming city

Hate incidents reported to the Council

What we measure: The number and type of hate incidents reported to officers of the Council via the internet, telephone, face-to-face, or from an external agency, for example Stop Hate UK. These reports usually cannot be classified as crimes and reported to the Police. The hate (or discriminatory) incidents can be due to the following characteristics: 1) disability; 2) faith, religion and belief; 3) sexuality; 4) race; 5) gender; and 6) age.

Why we measure it: We want Plymouth to be a welcoming city where everyone feels safe, respected, and free from abuse and discrimination. Not all incidents are crimes but can still have a negative effect on the victim/s. Plymouth City Council offers an avenue for people to report incidents and takes steps to address the situations to discourage repeats of discriminatory behaviours.



How have we done? 31

The data is not comparable to 2016/17 due to a change in reporting criteria. Four fewer hate incidents were reported in 2018/19 than in 2017/18.

Trend rating: **N/A** We cannot give this indicator a trend rating because although we want fewer incidents to happen, we want residents to feel able to report them to us when they do happen. It is therefore not possible to determine the reasons for a change in the number of reported incidents.

Target rating: **N/A**

What's working well? We have continued to ensure that victims have a greater voice and are always looking at ways to improve community cohesion. To achieve this, we have been dealing with offenders via early intervention support, and where appropriate and proportionate, taking enforcement action. Through the training provided, Community Connections has become a key partner in providing third party reports directly to the Police, as well as providing advice and support to victims.

What are we worried about? There were 528 hate crimes and incidents recorded by Devon and Cornwall Police in 2018/19 (includes those via third party reporting), which is a 21.7% increase on 2017/18 (434). The majority of crimes/incidents for both the Police and Council were related to race. However, there remains uncertainty over the true number of incidents due to suspected under-reporting. There also remains uncertainty regarding Brexit and any potential impacts that this may have on hate crimes and incidents.

What needs to happen? We need to continue to work with partners to review the information available from local data and reporting, as well as national influencing factors to ensure that specific issues or trends are identified and prevention measures considered, where possible. We continue to work closely with the Police's Diverse Communities Team in the delivery of third party reporting and have further sessions planned for 2019. Community Connections will continue to support a range of events in the city, for example the National Hate Crime Awareness Week in October.

A Caring Council – Quarter Four Summary

The pages in this section have given a detailed overview of the latest performance for the individual key performance indicators (KPIs) for the six priorities of 'A Caring Council'. This is summarised below.

Improved schools where pupils achieve better outcomes

- Early years settings judged as good or better by Ofsted: 93% / 63%
- Pupils attending schools judged as good or better by Ofsted: 68% / 68%
- Key Stage 4 pupils achieving the 'basics': 58.9% / 58.8%

Focus on prevention and early intervention

- Repeat referrals to Children's Social Care: 32.9% / 32.4%
- Average number of households in a bed and breakfast: 42.52 / 34.68
- "Families with a Future" achieving outcomes: 252 / 237
- Households prevented from becoming homeless: 154 / 108

Reduce health inequalities

- Stop Smoking service successful quit attempts: 41.4% / 40.3%
- Children who are school ready: 68.0% / 66.0%
- Excess weight in 10-11 year olds: 33.2% / 31.7%

Keep children, young people and adults protected

- Delayed Transfers of Care attributable to Adult Social Care: 2.10 / 1.30
- Children with multiple child protection plans: 23.9% / 22.7%
- Closed adult safeguarding enquiries with desired outcomes achieved: 71.9% / 69.2%

People feel safe in Plymouth

- Residents who feel safe (during the day): 90% / 88%
- Children in care: 79.0 / 78.2
- Adult Social Care service users who feel safe and secure: 92.8% / 90.1%
- Category one hazards removed: 51 / 38

A welcoming city

- Residents who think people from different backgrounds get on well: 49% / 39%
- Residents who regularly do voluntary work: 23.4%
- Hate incidents reported to the Council: 35 / 31

How We Will Deliver – Key Performance Indicators

Listening to our customers and communities

1. Use of customer feedback for service improvement
2. Residents who know how to get involved in decisions affecting their local area

Providing quality public services

1. Customer complaints resolved at first and second stage
2. Statutory complaints completed within timescales
3. Customer experience

Motivated, skilled and engaged workforce

1. Staff engagement
2. Days lost due to staff sickness

Spending money wisely

1. Spend against budget
2. Percentage of council tax collected
3. Percentage of business rates collected

A strong voice for Plymouth regionally and nationally

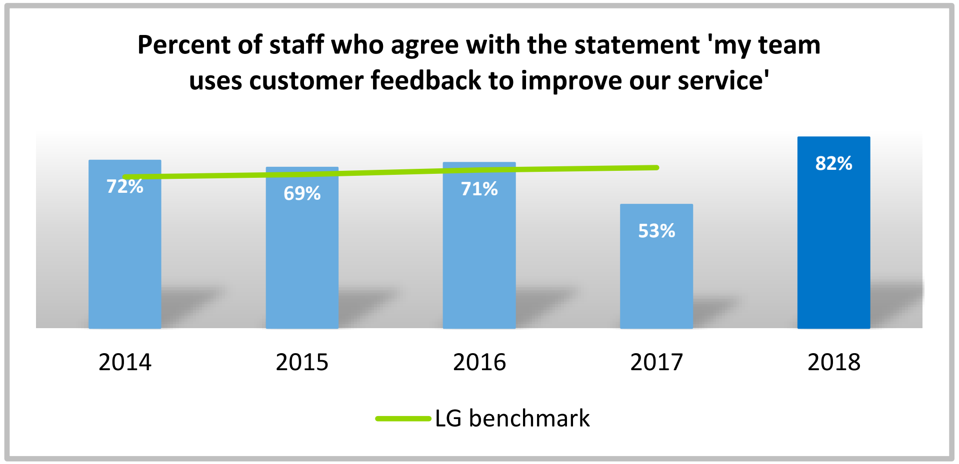
1. Offers and Asks
2. Regional influence

Listening to our customers and communities

Use of customer feedback for service improvement

What we measure: The percentage of Staff Survey respondents who agree with the statement 'my team uses customer feedback to improve our service'.

Why we measure it: To reveal the extent to which customer feedback is used across services within the Council to inform and improve service delivery, so that residents of Plymouth receive the service from us that they need and expect.



How have we done? 82%

Increase of 29 percentage points from 2017, which is an increase of 54.7%. However, the response options were changed for 2018, making the results not directly comparable to previous years.

Trend rating: **N/A**

Target for 2018: Trend increase

Whilst an increase is desirable, there is no specific target for this individual question in the Staff Survey and the results are not directly comparable to previous years.

Target rating: **N/A**

What's working well? After a sharp drop in the 2017 survey, 2018 saw a significant increase in agreement with the statement 'my team uses customer feedback to improve our service'. In contrast to all of the previous Staff Surveys, the response option of 'neither agree nor disagree' was removed for 2018 as we wanted to know one way or the other how staff really felt. Although the results were overwhelmingly positive, this means that we cannot directly compare them to those from previous years. The customer feedback online reporting tool has been updated so that all staff can review customer feedback data. A review of quarter three feedback led to changes being made to back office processes, where the highest levels of Stage 2 complaints are received, to ensure that only valid escalations are put forward for review. The escalation rate to Stage 2 dropped to 13% in quarter four. Customer feedback is being actively used by departmental management teams, in balanced scorecards and at scrutiny to monitor performance and is being linked with other performance measures, such as service standards, to provide insight for improvement action.

What are we worried about? The compliance rate for responding to customer complaints has decreased from, on average, 91% in quarter three to 86% in quarter four, meaning that more work needs to be done to ensure that customers are receiving prompt responses to complaints. Whilst the upheld rate is reducing, there are still concerns about the reasons why complaints are upheld, with more than 200 complaints being upheld in quarter four due to a service being delayed or not delivered.

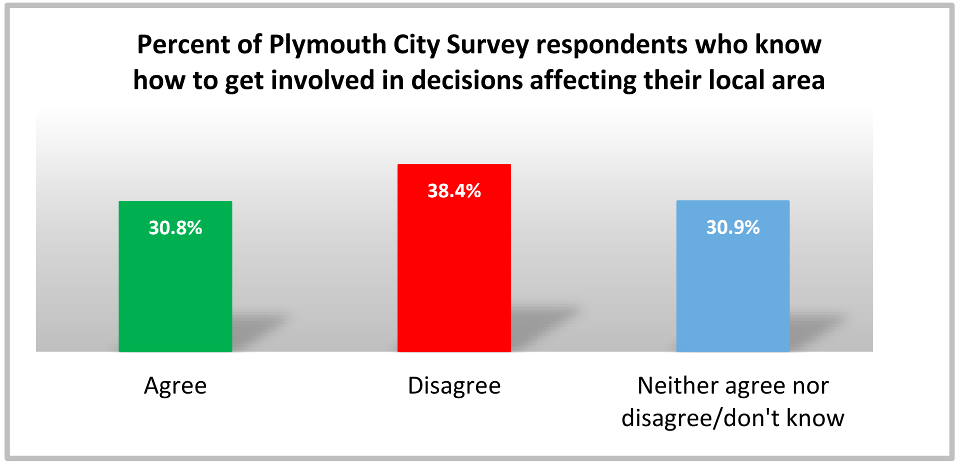
What needs to happen? A Customer Experience Programme is being developed with the purpose of ensuring that the customer is at the heart of everything that we do.

Listening to our customers and communities

Residents who know how to get involved in decisions affecting their local area

What we measure: The percentage of 2018 Plymouth City Survey respondents who agreed with the statement 'I know how to get involved in decisions that affect my local area'.

Why we measure it: This question tells us the extent to which residents feel they are involved in decisions that affect their local area, which can inform the Council's engagement activity.



How have we done? 30.8%

A total of 30.8% either strongly agreed (6.3%) or tended to agree (24.5%). The question was changed for the 2018 survey and is not comparable to previous results.

Trend rating: **N/A**

Target for 2018: Baseline year

A high level of agreement with the statement is desirable but no specific target has been set due to this being the first time that we have asked this question of residents.

Target rating: **N/A**

What's working well? These results tell us that almost a third (30.8%) of respondents are aware of how they can get involved in decisions in their local area. Councillors have different ways to engage with residents in their wards, meaning that residents have direct access to their elected representative and the Council has an established mechanism for consulting on proposals, such as planning applications. We introduced Facebook Live in quarter three and continue to use this to stream Council and Cabinet meetings in an attempt to reach broader audiences and improve the accessibility of Council decision-making. A new residents' e-newsletter is helping to promote consultations and surveys, which the Council uses to inform its policy-making (e.g. Plan for Trees; Crematorium consultation).

What are we worried about? 38.4% of respondents disagreed with the statement, with a further 30.9% answering either 'neither agree nor disagree' or 'don't know'. More engagement is therefore needed to help residents understand how they can get involved in local decision making processes. In particular, younger age groups were less likely to agree that they know how to get involved, which correlates with the results of questions in the survey on awareness and involvement in local community activities and groups.

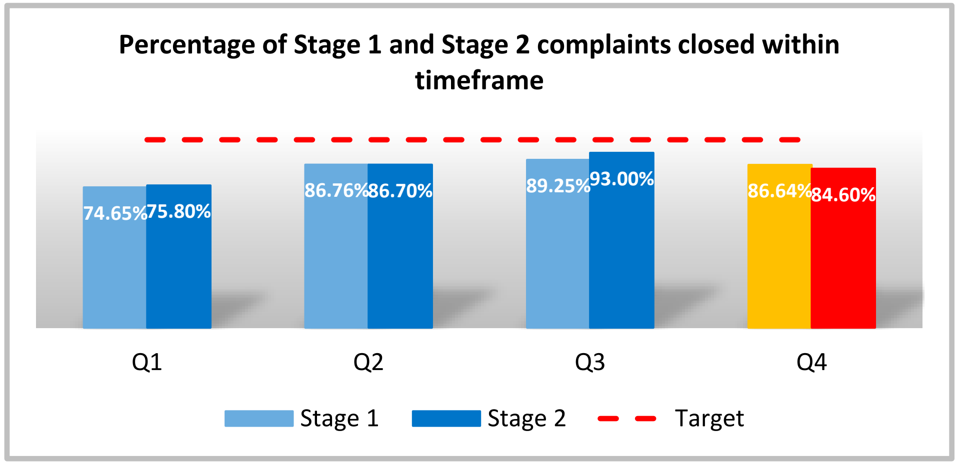
What needs to happen? We will continue to promote our residents' e-newsletter, ensuring that links to consultations are included, as well as articles that highlight how residents can ask questions of the Council and/or their councillors. Work to enhance and support resident engagement within wards will be picked up as part of the Customer Experience Programme.

Providing quality public services

Customer complaints resolved at first and second stage

What we measure: The proportion of customer complaints that have been closed (resolved) within the timeframe of 10 working days. If customers are not happy with the response that they receive to their complaint at Stage 1, they can submit the complaint again to be reviewed by a senior manager – this is known as a Stage 2 complaint.

Why we measure it: We want our customers to be satisfied with the service that they receive from us. However, when we do receive a complaint, we will seek to resolve the issue quickly. Complaints are also used to inform future service delivery where lessons can be learned.



How have we done? 86.64% Stage 1 / 84.60% Stage 2

Decrease of 2.61 and 8.40 percentage points from quarter three 2018/19 for Stage 1 and Stage 2 complaints, respectively.

Trend rating: **Amber**

Target for 2018/19: 100%

The decrease in quarter four puts performance at 13.36 and 15.40 percentage points below the target of 100% for Stage 1 and Stage 2 complaints, respectively.

Target rating: **Amber/Red**

What's working well? The number of complaints received has further decreased, from 1,606 in quarter three to 1,238 in quarter four. The proportion progressing to Stage 2 also decreased significantly, from 17.2% in quarter three to 13.0% in quarter four. This decrease follows a peak of 33.6% in quarter two 2018/19. The number of Stage 2 complaints received reduced from 277 in quarter three to 161 in quarter four, which again follows a peak of 703 in quarter two. A review of quarter three feedback led to changes being made to back office processes, where the highest levels of Stage 2 complaints are received, to ensure that only valid escalations are put forward for review.

What are we worried about? Although the number of complaints received has decreased, our timeliness of closing them has worsened in quarter four, with 86.6% of Stage 1 and 84.6% of Stage 2 complaints closed within the timeframe of 10 working days. The proportion of complaints that are upheld also remains high, despite reducing from 48.3% in quarter three to 42.4% in quarter four for Stage 1, and 63.7% to 51.0% for Stage 2. The majority of complaints received in quarter four were for Street Services (80.5% Stage 1 and 78.3% Stage 2).

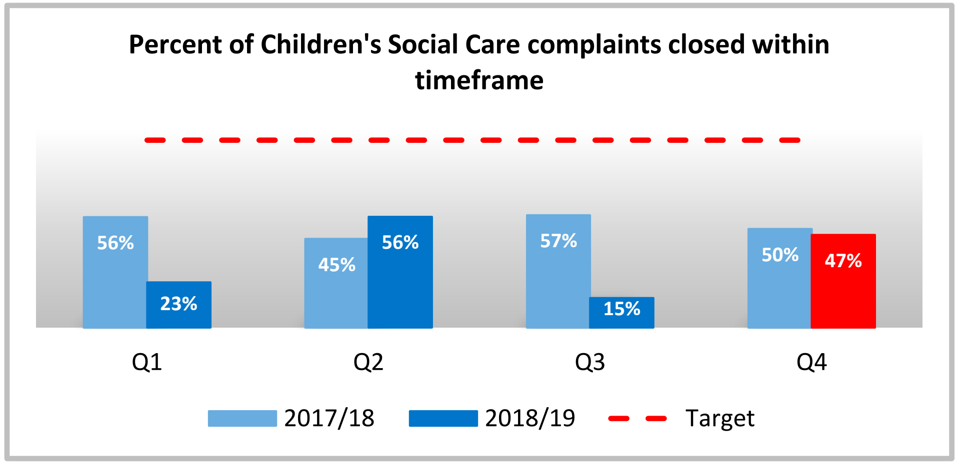
What needs to happen? We need to ensure that feedback coordinators are reminded of the importance of allocating and investigating complaints as quickly as possible in order to respond to and resolve our customers' complaints in a timely manner.

Providing quality public services

Statutory complaints completed within timescales

What we measure: The percentage of Children's Social Care (CSC) complaints that are responded to within expected timescales (20 working days). Responses to CSC complaints are dealt with solely by Plymouth City Council.

Why we measure it: People accessing Children's Social Care services are some of the most vulnerable people in the city. For this reason it is extremely important that we respond to complaints in a timely manner. This indicator allows us to assess how well we are performing in this area.



How have we done? 47%

Increase of 32 percentage points from quarter three 2018/19, which is an increase of 213.3%.

Trend rating: **Green**

Target for 2018/19: 95%

The increase in quarter four now puts performance at 48 percentage points (50.5%) below the target.

Target rating: **Red**

What's working well? In quarter four, 18 CSC complaints were received, which is a slight increase on quarter three (15) but considerably less than the 45 received in quarter two and the 24 received in quarter one. Adult Social Care complaints are administered by Livewell Southwest and we now have an established process for receiving the information within the Council. In quarter four, 20 complaints were received and those that have been finalised have been done so within the timescale agreed with the complainant.

What are we worried about? In quarter four there were 19 CSC complaints closed, three (16%) of which were fully upheld and eight (42%) were partially upheld; this represents a fault with the service response that we delivered in these cases. A further three were also partially upheld but no blame was attached to the service.

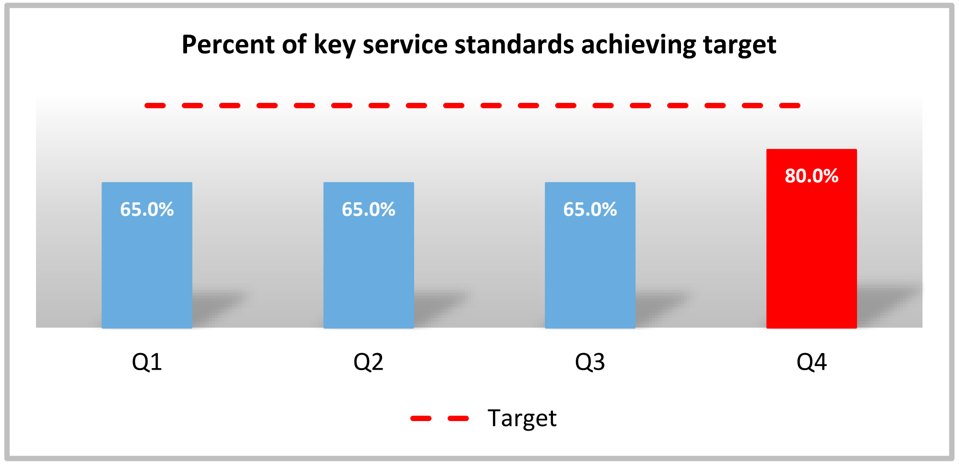
What needs to happen? In order to address the timeliness performance, weekly complaints clinics are being held. This allows CSC team managers to attend and receive support on tackling the investigation and/or help with drafting responses. With regard to Adult Social Care complaints, regular monitoring meetings have been established to ensure that a robust process to deal with statutory complaints is in place.

Providing quality public services

Customer experience

What we measure: A summary of performance against a basket of 10 key service standards from across the Council. Each service standard is assessed against its own target and a score is allocated. Scoring is based on 0 = red against target (greater than 15% away), 1 = amber (within 15% of target), or 2 = green (target achieved). The score is then displayed as a percentage of the total score available if all indicators were green.

Why we measure it: Service standards let customers know how long it should take us to deliver a service, such as processing a housing benefit claim or planning application, or picking up a missed bin. We have identified 10 key service standards to give a summary view of services across the Council.



N.B. Previous 2018/19 data has been ratified due to a reporting error. Quarter three was previously reported at 70.0%.

How have we done? 80.0%

Increase of 15 percentage points from quarter three 2018/19, which is an increase of 23.1%

Trend rating: **Green**

Target for 2018/19: 100%

The increase in quarter four puts performance at 20 percentage points below the target.

Target rating: **Red**

What's working well? Six of the 10 service standards achieved their targets in quarter four (processing times for new and change of circumstances housing benefit claims, single assessments in Children's Social Care, response to noise nuisance reports, and responding to major and minor planning applications). No service standards were red against their target, compared with three in quarter three. In particular, two service standards relating to Street Services (missed bins and street cleansing reports) had been red against target all year but improved to amber for quarter four, which means that performance was within 15% of the target for both. All services have refreshed their business plans and as part of that exercise have reviewed service standards to ensure that there are clear expectations of delivery across the Council. We have set up a Customer Experience Programme Board of senior managers to oversee a number of workstreams, which is designed to improve the way that we deliver and understand how customers experience our services.

What are we worried about? There were four service standards reporting amber, which included visits to children in care and children on a child protection plan, missed bin reporting, and street cleansing reports.

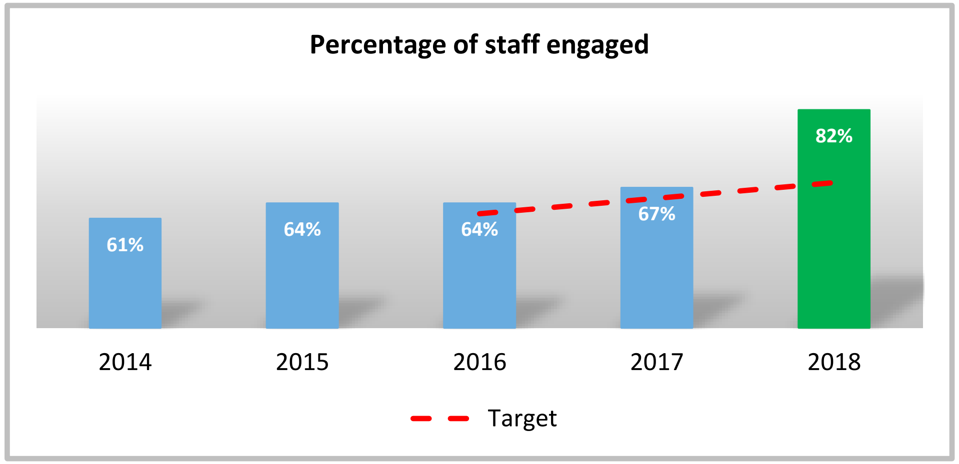
What needs to happen? The refreshed business plans are being reviewed to ensure that effective processes are in place to monitor performance against the service standards within services.

Motivated, skilled and engaged workforce

Staff engagement

What we measure: Employees' level of engagement and general satisfaction with working within their service. This is derived from a subset of questions from the annual Staff Survey.

Why we measure it: We want our employees to be engaged as this is an indication of their happiness and wellbeing. Employees who are engaged are more motivated, committed and fulfilled with their work, and help to drive organisational productivity and better customer experience.



How have we done? **82%**

Increase of 15 percentage points from the previous survey in 2017. However, the response options were changed for 2018, making the results not directly comparable to previous years.

Trend rating: **N/A**

Target for 2018: **68%**

The increase in 2018 puts performance at 14 percentage points (20.6%) above the target.

Target rating: **Green**

What's working well? The staff engagement score for 2018 was 82%, which is 15 percentage points higher than in 2017 and the highest that it has been since the survey was introduced in 2010. This suggests that staff are feeling more valued by their employer and more engaged with their work. In contrast to all of the previous Staff Surveys, the response option of 'neither agree nor disagree' was removed for 2018 as we wanted to know one way or the other how staff really felt. Although the results were overwhelmingly positive, this means that we cannot directly compare them to those from previous years. The results have been reviewed and action plans developed by individual services to address the feedback. The Senior Leadership Team also held a session on staff engagement in quarter four and are now considering next steps.

What are we worried about? Despite the results showing that a high proportion of staff feel engaged, the overall percentage of staff who chose to complete the survey decreased from 60.5% in 2017 to 54.3% in 2018. This means that almost half of the workforce did not share their views and we therefore need to be cautious about generalising these results across all employees. Staff engagement is associated with the operational risk of ineffective employee relations.

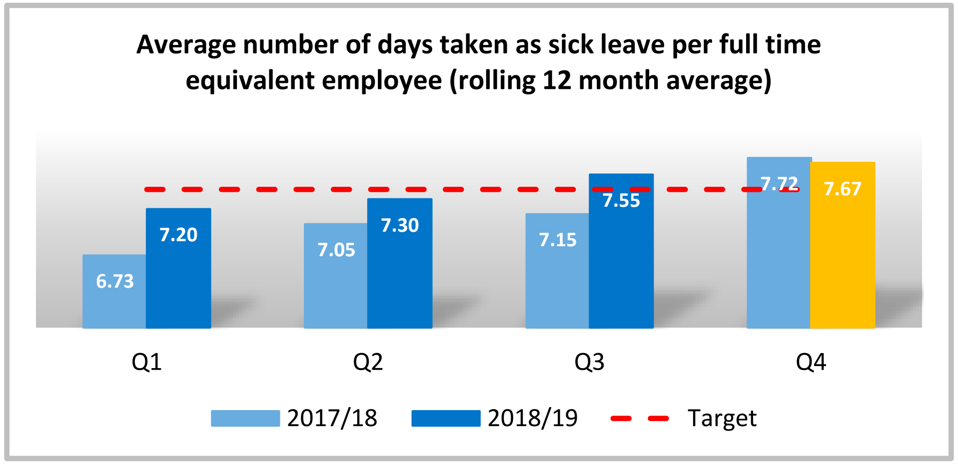
What needs to happen? 2018 was the first year using the new survey format, which involved the removal of the neutral response option. However, the completion rate was lower than for previous years. Following the arrival of a new Service Director for Human Resources and Organisational Development in July 2019, we will review the most appropriate format for future Staff Surveys in order to encourage a higher completion rate across the organisation and allow us to understand the views of a greater proportion of employees.

Motivated, skilled and engaged workforce

Days lost due to staff sickness

What we measure: The average number of sick days lost per full-time equivalent employee, calculated as a rolling 12 month average. Sickness data includes days lost due to physical and mental ill-health, as well as injuries, and both short- and long-term sickness absences.

Why we measure it: Sickness figures give an indication of the health and wellbeing of our workforce and should enable managers to implement timely and effective procedures to support the needs of employees. Any employee absence has a cost to the organisation and needs to be effectively managed.



How have we done? 7.67 days

Increase of 0.12 days from quarter three 2018/19, which is an increase of 1.6%.

Trend rating: **Amber**

Target for 2018/19: 7.40 days

The increase in quarter four puts performance at 0.27 days (3.6%) above the target.

Target rating: **Amber**

What's working well? The sickness target varies across different services within the Council according to the nature of work that employees do, i.e. services that have a focus on physical labour may have higher sickness targets than those that consist of mainly office-based roles. There has been targeted effort to reduce sickness absence in outlying service areas, the impact of which may not be realised until later in the year.

What are we worried about? The increase to 7.67 days in quarter four put performance above the target of 7.40 days for Plymouth City Council as a whole and at its highest point for the year (rolling 12 month view). Although lower than in quarter four 2017/18, the rolling number of days lost to sickness has increased every quarter this year. This increasing trend was also evident in 2017/18. The figures give an overall view of sickness absence and mask wide variations between different services within the Council, with levels ranging from 1.71 days to 14.63 days per full-time equivalent employee in quarter four. The top two reported reasons for short term absences throughout 2018/19 were cold/flu and stomach/gastric, whilst the top two reported reasons for long-term absences were stress/depression/psychological and musculoskeletal. The Health, Safety and Wellbeing risk register includes operational risks around staff exposure to physical ergonomics hazards (e.g. incorrect manual handling) and staff resilience to causative factors of stress, which can potentially have financial implications due to lost working days.

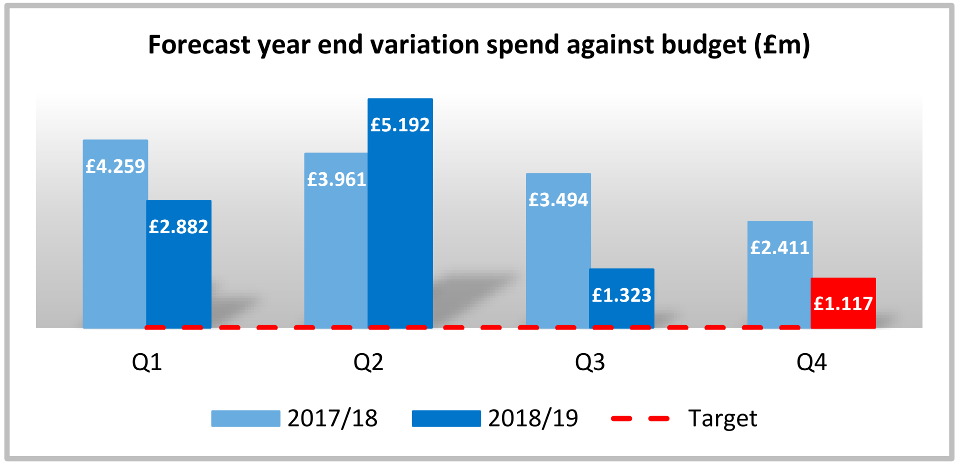
What needs to happen? Line managers need to be diligent in proactively managing attendance and sickness absence, with sickness absence being monitored at directorate management team meetings in order to understand and address service wide specifics relating to sickness. We need to continue to deliver targeted work in outlying service areas and deliver the action plans that were developed following the 2018 Staff Survey and Wellbeing and Resilience Survey.

Spending money wisely

Spend against budget

What we measure: The projected balance remaining against the budget at the end of the financial year, updated monthly.

Why we measure it: The projection helps to forecast whether the financial position at the end of the year for the Council is likely to be an overspend or an underspend on the budget. By reviewing service expenditure and forecasts regularly throughout the year, the expected outturn helps to highlight where corrective actions might be required or possible in order to bring spend in line with the budget.



How have we done? £1.117m

Decrease of £0.206 million from quarter three 2018/19, which is a decrease of 15.6%.

Trend rating: **Green**

Target for 2018/19: £0.000m

As the target is for spend to be equal to the budget, we ended 2018/19 at £1.117 million above the target.

Target rating: **Red**

What's working well? Despite ending the year with an overspend of £1.117 million, this is a vast improvement on the projected year end variation of £5.192 million in quarter two and £1.323 million in quarter three, reflecting the work that has been done to identify savings. The overspend was concentrated within the People Directorate, meaning that the majority of services and directorates are spending in line with their budgets or making significant savings. The biggest saving within 2018/19 was seen in the Place Directorate, which ended the year with an underspend of £1.012 million. Through its treasury management activities, the Council manages cash investments. The average investment return at the end of quarter four was 1.85%, which is 0.35 percentage points above our target return of 1.50%. Average borrowing rate is also performing well, at 2.11% at the end of quarter four, against a target of 3.00%.

What are we worried about? Although lower than at the end of quarter three, the People Directorate again saw the biggest overspend in quarter four, ending the year with an overspend of £2.706 million. Within the directorate, £4.006 million was attributable to the Children, Young People and Families Service, whilst other services made savings. Spend against budget is associated with a strategic risk of being unable to deliver Council services within the envelope of the resources provided in the 2017-20 Medium Term Financial Strategy, which is currently RAG-rated as **red**, representing a serious risk to the Council.

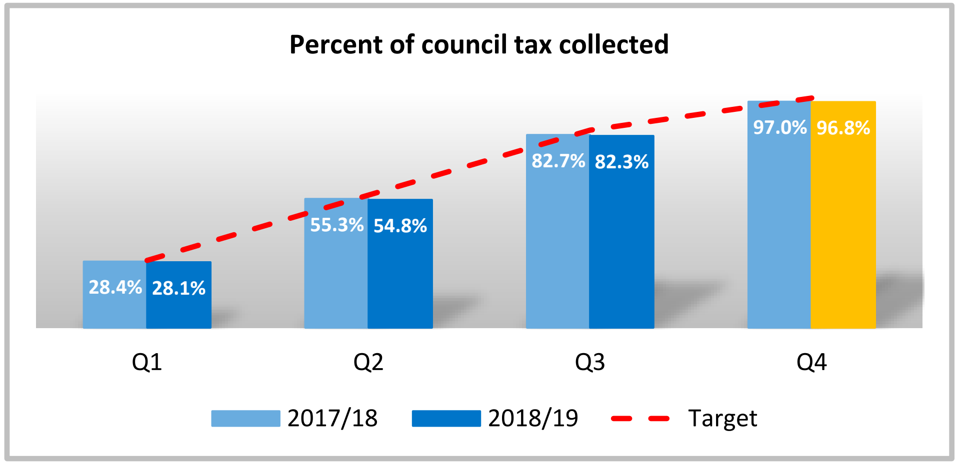
What needs to happen? A number of actions have already been implemented or planned in order to address the overspend. Additional funding has been allocated to Children's Services as part of the 2019/20 budget proposals.

Spending money wisely

Percentage of council tax collected

What we measure: The percentage of council tax collected – this is a cumulative measure.

Why we measure it: The percentage of council tax collected shows whether or not the Council is on track to collect all council tax by the end of the financial year, which contributes to the amount of money that the Council has available to spend on its services.



How have we done? 96.8%

The proportion collected is 0.2 of a percentage point less than the proportion collected by the end of quarter four 2017/18.

Trend rating: **Amber**

Target for 2018/19: 98.5% (cumulative target)

Performance for quarter four is 1.7 percentage points below the end of year target of 98.5%.

Target rating: **Amber**

What's working well? Performance has been stable for this indicator, with the percentage of council tax collected by the end of 2018/19 being similar to performance last year. In monetary terms, £122.831 million of council tax had been collected by the end of quarter four, which is 96.8% of all council tax that was due to be collected before the end of the 2018/19 financial year. We monitor the council tax collection rate formally once a week in our performance meetings and informally on a daily basis. The drop of 0.2 of a percentage point in the collection rate compared with 2017/18 is similar to the fall that other local authorities have experienced and is, in part, due to the roll out of Universal Credit. The end of year target of 98.5% relates to the total collected as billed and runs into the next financial year (2019/20).

What are we worried about? The amount of council tax collected by the end of quarter four was slightly below the target. There has been a downturn in council tax collection rates nationally and this is likely to be borne out in Plymouth, regardless of how much resource we allocate to minimise the impact. In 2017/18, local authorities in England saw a decrease in collection from 97.2% to 97.1%, which equates to a reduction of £1.4 billion from the previous year.

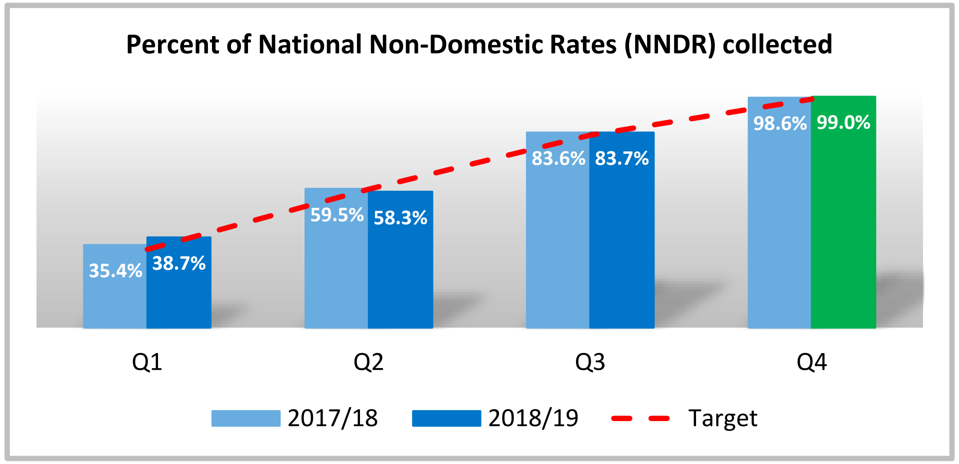
What needs to happen? We implemented an improvement plan to maximise the collection of council tax and have seen a positive impact on the rate achieved this year. This will continue to be monitored. A number of proactive steps have been taken to maximise the collection rate in the face of continuing economic challenges. We have enhanced the type and frequency of reviews of eligibility for discounts and exemptions, ensuring that any changes are quickly implemented. We continue to closely monitor any accounts that are in debt and work with advice agencies across the city to support customers who are struggling to pay. Robust steps are taken to recover debts where it has been established that the customer is able to pay and we are exploiting all avenues available to improve this process and collect debts more quickly.

Spending money wisely

Percentage of business rates collected

What we measure: The percentage of National Non-Domestic Rates (NNDR) collected against the amount due to be collected.

Why we measure it: NNDR is more commonly known as 'business rates' and charged on most properties that are used for non-domestic purposes, for example shops and offices. The collection of business rates represents approximately 61% of the Council's overall income (2017/18) so it is important that the collection of NNDR is monitored.



How have we done? 99.0%

Increase of 0.4 of a percentage point from the same period last year.

Trend rating: **Green**

Target for 2018/19: 98.0% (cumulative target)

Performance in quarter four is 1.0 percentage point above the end of year target of 98.0%.

Target rating: **Green**

N.B. The 2017/18 NNDR outturn was previously reported as 99.3% but has been amended to match the figure reported to the Ministry of Housing, Communities and Local Government (MHCLG; 98.6%).

What's working well? Collection of business rates was a strong area for the Council throughout 2017/18 and has continued this trend in 2018/19, with the percentage collected by the end of quarter four exceeding the target of 98.0% by one percentage point. Plymouth City Council continues to be one of the top performing local authorities in the country for the collection of business rates. This is achieved through close monitoring of all accounts and ensuring that the necessary recovery action is taken in a timely manner to enable the recovery of overdue balances in-year.

What are we worried about? The Revenue Support Grant is decreasing, meaning that there is a greater reliance for the Council on income from business rates. This reliance represents an operational risk to the Council. In-year collection of business rates is therefore of upmost importance to the organisation. Central Government has initiated the Retail Relief scheme for 2019/20 and 2020/21, which will support eligible smaller businesses by reducing their annual business rates charge. It is hoped that this scheme will enable businesses that struggle with their business rates payments to continue to trade, which in turn aids the economy of Plymouth.

What needs to happen? The Valuation Office Agency is responsible for bringing commercial properties into the business rates list and there needs to be a close working relationship with them to ensure that this list is kept up to date with new buildings and property alterations in order to maximise available business rates income. We need to ensure that recovery action is taken swiftly for any accounts with an overdue balance and that continuous monitoring of these accounts takes place regularly to maintain a strong in-year collection rate.

A strong voice for Plymouth regionally and nationally

Offers and Asks

What we report: This is a narrative update on progress made regarding our 'Offers and Asks' during quarter four 2018/19.

Why we report it: The Offers and Asks is our way of influencing the government on what we need for the city. The 'Asks' are updated regularly and are used to advise and inform Plymouth's three Members of Parliament (MPs).

What's working well? We have a public affairs approach in place to ensure that the Asks are our consistent message on topical and urgent issues for the city. New Asks are added as issues or opportunities are identified. The process includes sharing information with local MPs to equip them with the right level of information to raise issues on behalf of the city. The Asks are a key contributor of information to One Plymouth and ensure that messages are consistent among senior leaders in the city, for example the Chief Executive of University Hospitals Plymouth, the Vice Chancellor of the University of Plymouth and the Chief Constable. A multi-disciplinary approach draws in knowledge and experience from across the local authority. It is this approach that ensures that we have the best intelligence to enable us to identify key issues, in particular any impacts on local services.

Following achievements at the end of quarter three, which included a successful Transforming Cities Fund Expression of Interest, the government has also announced competition for up to four new future mobility zones backed by £90 million. The funding is only eligible to 18 areas shortlisted to the Transforming Cities Fund and Plymouth will shortly be preparing a bid. Other achievements have included securing £75,000 funding from the Marine Management Organisation to take forward the National Marine Park proposals and a successful £3 million bid to boost gigabit speeds in Plymouth, South Hams and West Devon following submission to the Department for Digital, Culture, Media and Sport (DCMS) Local Full Fibre Network Fund. The government has also committed £80 million towards the works to raise the sea wall at Dawlish; however significantly more investment is needed for works between Dawlish and Teignmouth, including stabilisation of the cliffs as well as fully funding the Peninsula Rail Taskforce's priorities as set out in the 20 year plan.

What are we worried about? Despite the above achievements, significant challenges still remain. An Ask around submarine decommissioning is in development and this will seek to enable the decommissioning of the submarines at Devonport safely and securely. Further clarity is also still required from government around the future basing arrangements for the Royal Marines in Plymouth and the surrounding area, as well as the maintenance of the Type 26 and 31e Frigates. Nationally, local authorities are awaiting the government's response to previous consultations on funding and relative needs, with a view to influencing the Comprehensive Spending Review in the autumn.

The impact of Brexit remains an ongoing concern. Following the delay to the UK's departure until 31 October, a no deal Brexit now looks very unlikely. However, it remains the default option until a withdrawal agreement is in place. As a council we are confident that we have mitigated potential impacts on services as far as possible within the constraints of financial prudence and foresight; however, in the absence of a deal the lack of certainty around Brexit continues to present some significant risks. Over the last quarter we have had significant engagement with the Ministry of Housing, Communities and Local Government to prepare for all eventualities.

What needs to happen? As we head into 2019/20, we are reviewing and developing our public affairs strategy for each area to ensure that we make the best use of available intelligence to identify opportunities over the coming year to influence policy and to use parliamentary mechanisms more effectively.

A strong voice for Plymouth regionally and nationally

Regional influence

What we report: This is a narrative update on progress made during quarter four regarding our work with partners and neighbouring councils, as well as how we promote our regional leadership role.

Why we report it: We need to make sure that our area has a strong voice with government and does not lose out on any additional powers or devolved funding opportunities that other parts of the country have benefited from. As the largest urban area in the South West Peninsula, it is natural that Plymouth plays a leading role in promoting the region with government.

What's working well? The Chief Executive of Plymouth City Council is the programme lead for the Heart of the South West partnership (HotSW), which involves working alongside all of the councils in Devon and Somerset, National Parks, the Local Economic Partnership, and Clinical Commissioning Groups. The HotSW Joint Committee continues to raise the profile of the area with government, which in turn provides more opportunities for Plymouth to benefit from closer engagement with ministers and senior civil servants.

Following a Housing Summit in September 2018, and the establishment of a new Housing Task Force, a short set of 'Asks' was agreed in March based on the views of all of the constituent local authorities to be sent in a letter to the Housing Minister, Kit Malthouse MP. The intention is to open a dialogue with government and Homes England to press for funding and other support to accelerate housing delivery across the region. This would support Plymouth's Plan for Homes and the Joint Local Plan. The Joint Committee has also written to the Secretary of State for Housing, Communities and Local Government to propose a range of actions in relation to Brexit.

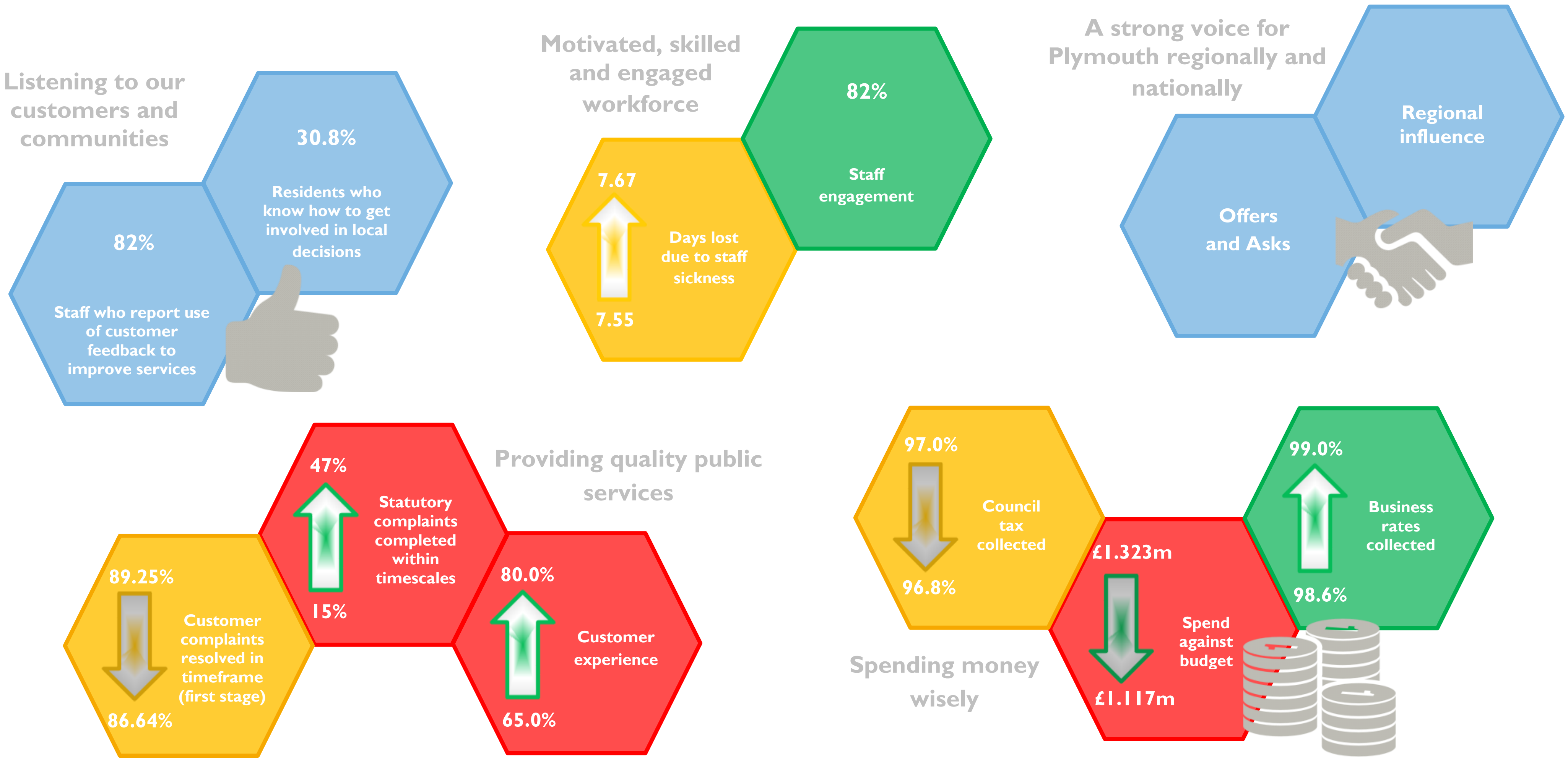
In July 2018, the HotSW area was successfully selected as one of a handful of partnerships to be an early developer of a Local Industrial Strategy (LIS), created with government. This long term strategy will promote the area's key technical strengths and is expected to be the guide for drawing down future growth funding. In March 2019, the Joint Committee and the Local Enterprise Partnership both agreed the key strengths for the area that will be further developed in the LIS. The Strategy is expected to be signed off with government in autumn 2019. The LIS builds on the successful adoption of HotSW's Productivity Strategy and the accompanying comprehensive delivery plan, which shows the breadth of current and planned growth activity across the region.

What are we worried about? It remains important to ensure that Plymouth's future economic priorities and opportunities are strongly represented in the LIS as this is expected to be an important route for drawing down future government funding. The Joint Committee is starting to get traction with government on a number of issues and it will be important to ensure that any new Leaders joining after local elections understand the purpose and appreciate the value of the partnership to ensure that we continue to raise the region's profile with government and speak with one voice on issues that affect the whole region.

What needs to happen? It is essential to make sure that the Joint Committee is effective and that it has a strong relationship with the HotSW Local Economic Partnership, ensuring that there is clarity regarding the working relationship and respective areas of responsibility, and that we have the right skills and resources in place to keep things moving forward. We should continue to drive the pace to ensure that our area gets the recognition and investment that it needs from government and that all HotSW MPs are aligned to that agenda. We should also ensure that the city's priorities are reflected in any wider South West Peninsula conversations with government on issues such as investment in strategic connectivity.

How We Will Deliver – Quarter Three Summary

The pages in this section have given a detailed overview of the latest performance for the individual key performance indicators (KPIs) for the five outcomes under 'How We Will Deliver'. This is summarised below.



Further Information

This report was produced by the Plymouth City Council Performance and Risk Team. For further information, please contact:

Andrew Loton
Senior Performance Advisor
Chief Executive Office
Plymouth City Council
Ballard House
West Hoe Road
Plymouth
PL1 3BJ

andrew.loton@plymouth.gov.uk

Financial and Performance Outturn 2018/19 - including Capital Programme (Subject to External Audit)

Cabinet

Plymouth City Council

Finance Monitoring – 2018/19

Quarter 4 Outturn at 31 March 2019

1. Introduction

1.1 This report reviews the Council's financial performance and in terms of activity for the year ended 31 March 2019.

1.2 The provisional outturn position (subject to external audit review) for 2018/19 is an overspend of £1.117m. This outturn position needs to be seen in context of the financial challenges the Council faced during the year and needs to be read in the context of needing to deliver in excess of £11m of savings in 2018/19.

1.3 In comparison to 2017/18 the overspend before any adjustments (e.g. the use of section 106 grants) was £2.411m. This year represents an improvement although the £1.117m will be drawn from the Council's working balance with the aim to repay this sum during the financial year starting 1 April 2019. This will be reflected within the developing Medium Term Financial Plan

1.4 Significant pressures within Social Care due to increasing demands arising from demographic growth and complex client needs resulted in an overspend being declared within People Directorate. The principal issue was the £4.005m adverse outturn position within the Children Young People and Families (CYPF) Service due to the increased cost and volume of looked after children's placements.

1.5 Within the Place Directorate identified pressures within Waste Services and Fleet and Garage have been managed by identifying savings and maximising income across the Directorate resulting in a favourable position overall.

1.6 The Council was able to maintain service delivery whilst achieving savings particularly within Strategic Commissioning of £0.253m, Finance of £0.451m, Spatial Planning and Infrastructure of £ 0.452mm, Highways and Car Parking of £0.503m and Economic Development of £0.734m

1.7 Further details of the main variations are contained within section A of this report.

1.8 It is appropriate, given the financial challenges facing the Council in the next financial year and the medium term, that as part of reporting the final position for 2018/19 further consideration is now given to future levels of the Working Balance and reserves. As is normal practice at this time of year, the Chief Finance Officer, the Service Director for Finance is recommending adjustments to provisions and reserves within the report. Full details of the Council's reserves and provisions will be set out within the Statement of Accounts.

1.9 The outturn figures will now feed into the Council's formal Statement of Accounts, which will include the Balance Sheet position. The Accounts and Audit Regulations 2011 require the Service Director for Finance, as the Council's Section 151 Officer, to formally approve the Accounts by 31 May 2019. The External Auditor is required to audit the accounts by 31 July 2019 – the statutory deadline for their publication; the Audit Committee will be formally asked to approve the final accounts for the year following completion of the audit.

SECTION B: REVENUE FINANCE OUTTURN

2. Revenue Finance Outturn 2018/19

2.1 Council approved a gross revenue budget of £501.679m with a net revenue budget of £185.556m for 2018/19 at its meeting in February 2018. Table 1 below provides a summary of the Council's overall revenue expenditure and compares the provisional outturn (subject to Audit) with the latest approved budget.

2.2 The finance outturn position, before any adjustments, shows an overspend of £1.117m which is a 0.6% variance. The outturn position needs to be considered in the context of a challenging financial climate and the continuation of the Government's austerity programme with respect to public finances. In 2018/19 the Council has managed a £11.534m savings programme in addition to increasing service demands and customer expectations. In addition increased pension costs have continued to arise due to further reducing workforce numbers.

Table 1 End of Year Revenue Outturn by Directorate.

Directorate	2018/19 Gross Expenditure	2018/19 Gross Income	2018/19 Council Approved Net Budget	2018/19 Latest Budget	2018/19 Outturn	Year End Over / (Under) Spend
	£m	£m	£m	£m	£m	£m
Executive Office	6.552	(0.648)	5.904	5.906	5.833	(0.073)
Corporate Items	7.136	(12.499)	(5.363)	(9.107)	(9.154)	(0.047)
Finance*	25.441	(4.733)	20.708	17.973	17.522	(0.451)
Customer and Corporate	104.323	(90.476)	13.847	14.981	14.993	0.012
People Directorate	258.893	(134.039)	124.854	130.198	132.904	2.706
Office for the Director of Public Health	19.456	(19.141)	0.315	0.315	0.297	(0.018)
Place Directorate	79.878	(54.588)	25.290	25.290	24.278	(1.012)
TOTAL	**501.679**	**(316.124)**	**185.556**	**185.556**	**186.673**	**1.117**

*Finance Directorate includes the Councils Treasury Management activities which are subject to a separate outturn report considered by Audit Committee.

2.3 Full details of outturn position by Directorate are shown in Appendix 1. Further details for other adjustments and reserve movements are set out in section 5 of the report.

2.4 Across the Council, management actions to reduce the potential of an overspend being incurred included a review of all discretionary spend and delayed expenditure wherever possible.

2.5 Given the timetable to produce the accounts, both PCC and N.E.W. Devon CCG have agreed to formalise the financial position as shown in Table 2 for the Plymouth Integrated Fund.

Table 2 Plymouth Integrated Fund

Plymouth Integrated Fund	Section 75 indicative position	2018/19 Budget	Forecast Outturn	Forecast Year End Over / (Under) Spend
	£m	£m	£m	£m
N.E.W. Devon CCG – Plymouth locality	349.581	351.844	356.089	4.245
Plymouth City Council	253.559	258.953	261.609	2.706
TOTAL	**603.140**	**610.747**	**617.698**	**6.951**

*This represents the net People Directorate budget plus the gross Public Health Commissioning budget (which is financed by a ring fenced Department of Health Grant).

3. Analysis of the Final Outturn Position by Directorate

Executive Office

3.1 This service area has recorded an underspend of £0.073m for the year, due to the receipt of Brexit grant received mid-March, additional income generated and an underspend on some members budgets.

3.2 Additional income generated within Legal services offset the pressure being previously reported.

Corporate Items

3.3 Corporate items is showing a favourable position of £0.047m.

3.4 As part of the work undertaken to achieve a balanced outturn position, a one off balance sheet adjustment was credited to Corporate Items. Subsequently this £1.000m was transferred to the People Directorate to match the revenue saving to the area the original costs were charged.

3.5 In addition to this another reduction in the potential savings identified has arisen. A review of reserves was conducted and over £0.400m was identified as a possible saving. At the year end, however, it was only possible to apply £0.060m.

3.6 It is worth noting that Corporate Items holds a number of non-service specific budgets, including pensions and insurance. Due to the nature of these budgets, any pressures that arise are difficult to address with any service specific actions leading to corporate pressure.

3.7 The budget pressure within Corporate Items is due in main to the funding arrangements for the deficit in the Pension fund (a budget shortfall of £0.600m) and the management of a number of public liability insurance claims. If all claims, current and future, are fully paid there are insufficient funds in the Insurance Reserve to meet all liabilities. The funds currently standing at 75% funded. These pressures have been offset in year with the use of one off resources.

3.8 The budget to meet the Redundancy Provision has been fully utilised in 2018/19 used largely to meet pension strain payments for a small cohort of staff who have now left the Council.

Finance

3.9 Finance has ended with a £0.451m underspend. This is largely due to successfully managing Minimum Revenue Provision (MRP) with the Treasury Management (TM) budget whilst also managing interest rate challenges due mainly to the increase in borrowing. TM continuing to feel the result of economic uncertainty.

3.10 Facilities Management (FM) budgets in aggregate have overspent in 2018/19.

3.11 Soft FM services have outstanding legacy of £0.285m due to an underfunding of pay budgets that didn't fully cover living wage cost increases and the delay in fully implementing the staff reorganisation. This has now been delivered and the reorganised service operating within budget for 2019/20.

3.12 Within Hard FM an internal recharge for Grounds Maintenance of £0.173m and emergency repair works due to landslides has contributed to the overspend. Income targets for both TM and FM proved to be challenging this year and it is anticipated this challenge will continue into 2019/20 and beyond.

3.13 FM is feeling the growing pressure arising from increased utility charges, although the project commissioned from Plymouth Energy Community (PEC) to install solar panels is forecast to mitigate this. These targets will need to be closely monitored over the year ahead.

Customer and Corporate

3.14 The Customer Service Department has ended with a favourable position of £0.214m. This is predominantly due to savings made against staffing costs.

3.15 Housing Benefit, despite its volatility did contribute to this position due to recovery action of overpaid benefit requiring a smaller than anticipated increase in the bad debt provision. However going forward there remains a risk of underfunding the provision as more claimants move to Universal Credit thereby reducing the ability to recover.

3.16 The Service Centre has, as outlined in the MTFP, a significant savings target that remains a challenge going forward. The pressure in 2018/19 totalled £0.402m but a one off resource was used to deliver a balanced position for this financial year. However, this has been carried forward to 2019/20.

3.17 Human Resources (HR) & Organisational Development (OD) also delivered an underspend of £0.192m following reduced spend against the training budget and in-year vacancy savings. Alternative delivery methods to meet training requirements were successfully used.

3.18 There is a pressure of £0.122m held in the Customer Department. This pressure is the result of legacy items once held in the old Transformation and Change Directorate being apportioned out amongst the original members. This is the proportion belonging to Customer Services, Human Resources and ICT. A similar legacy target has been absorbed by Finance and the Chief Executive Office.

3.19 The ICT budget also recorded a small overspend of £0.293m. This pressure has arisen due to the increased costs incurred from financing IT expenditure not being fully met by income including the Delt dividend. Costs have been closely monitored all year and controls put in place to prevent them growing further. In addition the budget has absorbed costs of systems contributing to benefits being delivered in core services.

People Directorate

3.20 The Children Young People and Families (CYPF) Service are reporting an adverse outturn position of £4.005m. The overall CYPF overspend can be attributed to the increased cost and volume of looked after children's placements.

3.21 The cost of the care is particularly high due to the level of support needed to keep young people safe, such as specialist residential care placements with high levels of staffing. A number of very costly care packages have been as a result of Court of Protection orders that have placed a duty on the Council to provide specialist care.

3.22 This increasing financial demand on Children's Services is not just a local issue, but is seen nationally and is a culmination of rising demand, complexity of care, rising costs and the availability of suitable placements.

3.23 The Service through business as usual have continued to hold expenditure wherever possible through the quarterly budget review exercise, holding vacant positions and grant maximization this has offset the overall pressure by (£1.801m).

3.24 The Service continue to keep the pressure on going into the new financial year by continuing with the following actions to address the pressure in the system.

- Looked after Children – only one point of contact for all new entrants.
- Fortnightly placement review to ensure step down of high cost placements.
- Maximize contribution from partners including Health and Education.
- Maximize local residential placements to avoid higher out of area costs.

3.25 Ongoing work continues, all placements are reviewed regularly in order to reduce the pressure on cost and volume where appropriate.

3.26 The Strategic Commissioning service is reporting a year end favourable position of £0.253m. This is a significant achievement given the cost and volume pressures in the system especially around residential and nursing care and supported living.

3.27 As part of the MTFP for 2018/19, Strategic Commissioning have achieved savings of £2.546m as well as £2.248m of savings brought forward from 2017/18 that were realised from one off savings and needed to be achieved in this financial year.

3.28 Work will continue into 2019/20 to review all costs and volume impacts on the department spend with management actions to minimise all administration costs where possible.

3.29 The weekly dashboards will continue to be used to inform the service of all client numbers and costs, with the continuation of the successful Budget Containment meetings (2 per month) working with our key partners Livewell and CCG. These meetings oversee a Budget Recovery Plan with key measures including an enhanced Scheme of Delegation and client reviews.

3.30 People Management & Support budget recorded an underspend of £1.001m due to a one off balance sheet adjustment. This contribution reflects a review of the Council's Balance Sheet resulting in the ability to fund switch from revenue to capital but still maintain the integrity of the Balance Sheet provision. This is a one off transaction benefiting 2018/19 only.

3.31 Education, Participation and Skills (EP&S) balanced to budget.

3.32 As part of the MTFP for 2018/19, EP&S has made savings of over £0.699m as well as £0.687m of savings brought forward from 2017/18 that were previously realised from one off savings. There was an added pressure of £0.159m due to Adult Community Meals, however, £0.130m of this was offset by grant maximisation.

3.33 EP&S have had long standing controls in place. It is clear what is statutory and this is continuously reviewed. Extremely diligent and holistic planning has been exercised. Looking forward, the department will be working within the new Children's Directorate to continue to achieve maximum savings.

3.34 Community Connections has finished the year £0.045m under budget. As part of the MTFP for 2018/19, Community Connections has realised savings of over £0.368m plus covered £0.291m of one off savings brought forward from 2017/18.

3.35 Average Bed and Breakfast (B&B) numbers for the year have been reducing and finished with an average of 46 placements per night, although there was a reduction in Housing benefit claimed at the start of the year due to the change to the Universal Credit System. This presented a £0.351m overspend within 2018/19.

3.36 This cost pressure has been offset within the Localities budget with additional capitalisation of Community Equipment and the maximisation of government grants, one of which was received within March 2019. The reduction in B&B numbers has been achieved by the service with use of alternative properties provided through existing contracts as well as use of additional contracted staff to target single occupancy stays.

3.37 The department will face continuing pressures going into 2019/20 but are confident they will again achieve budget.

<u>Office of the Director of Public Health (ODPH)</u>

3.38 The Public Health Directorate has achieved a underspend of £0.018m at year end. The budget is made up of the grant funded Public Health of £15.330m plus the Public Protection Service and Bereavement Services. The grant funded section of Public Health forms part of the Integrated Fund.

3.39 The £0.405m reduction in the Public Health grant received in 2018/19 from the 2017/18 allocation has been covered by a variety of management actions, mainly around the contracts that are held within the department.

3.40 The Public Protection service, funded from Revenue Support Grant and other income streams, has achieved a saving of £0.018m.

3.41 The Bereavement Service recorded an increase in the numbers of cremations against the budget for 2018/19. However, any surplus from this service is ring-fenced and therefore cannot be included as a favourable variation for the Directorate.

<u>Place Directorate</u>

3.42 Strategic Planning and Infrastructure (SP&I) underspent by £0.451m. This has been achieved through proactive budget management including driving income and restricting various areas of planned expenditure within the department to reflect the wider budget pressures elsewhere within the City Council.

3.43 Since February a number of uncontrolled pressures impacted on the final position, including concessionary fares, Joint Local Partnership costs and a small amount of missed income against building control targets.

3.44 Departmental Management has enabled savings to be made across all three service areas to offset overspending relating to the legacy target apportioned and GAME staffing pressures.

3.45 Income generation, including that from Asset Investment Fund (AIF) acquisitions have enabled a series of spend pressures within Economic Development to be met, including the cost of the events programme. Over the last three financial years net income delivered is by the AIF is as follows: £880,000 in 2016/17, £2.100min 2017/18 and £2.800min 2018/19.

3.46 Street Scene & Waste outturn is £0.306m overspent. This is due to awaiting a new deal for the Refuse Transfer Station, increased agency and overtime costs, and external hire. This was partly mitigated by use of specific reserves (including committed sums) and additional income from Viridor at the Materials Recycling Facilities. In 2018/19 commercial waste delivered to the Refuse Transfer Station at Chelson Meadow increased to 7,997 tonnes up from 5,278 in 2017/18 – an increase of 2,719 tonnes (around 34%). This activity generated an external income of £0.982m in 2018/19 compared to £0.685m in 2017/18 – an increase of £0.297m (around 30%). The customer base of SME's and small scale waste carriers increased to 588 in 2018/19 compared to 415 in 2017/18 – an increase of 173 (around 29%).

3.47 Fleet and Garage outturn was £0.015m adverse held in the Fleet account. This was due to the requirement to purchase new Health and Safety equipment, and a slight shortfall against the scrap metal income target.

3.48 Highways and Car parking outturn shows a favourable variation of £0.503m. Large savings against salaries and increased capitalisation of Mayflower project related costs have enabled this as well as offsetting a pressure arising from emergency electrical works at boathouses on Commercial Wharf.

4. Other Financial Performance

4.1 In addition to the financial outturn reports within this report there were a range of other significant performance achievements which have contributed to the year-end position. In-year collection targets are set for our Council Tax, Business Rates, Commercial Rent, and Sundry Debt Income including our Trade Waste Income. The 2018/19 revenue budget was based on the achievement of the required targets.

4.2 Some Key Indicators are:

- ↑ 99.0% of NNDR collected against a target of 98.0% (2017/18 = 98.6%). 1% of NNDR collected equates to £0.902m.
- ↑ Average borrowing rate of 2.18% was achieved against target of 3.00% (2017/18 = 2.38%). This equates to a notional £2.644m saving.
- ↑ VAT partial exemption at 4.31% against a target of 5% (2017/18 = 3.41%).
- ↑ Average investment return of 1.77% was achieved against target of 1.5% (2017/18 = 1.34%). This equates to a £0.228m return.

- → 99.0% of all supplier invoices were paid within 30 days against a target of 99.0%.
- ↓ 46.9% of the Council's spend was incurred businesses within the "PL" post code against target of 55% (2017/18 = 53.4%). This equates to £106.0m of spend.
- ↓ 96.8% of Council Tax collected against a target of 98.5% (2017/18 = 96.9%). This equates to £122.831m.

5. 2018/19 Financial Review

5.1 As part of consideration of the outturn position, and before officially closing the accounts, it is necessary to review the Council's overall financial position, looking not only at the general fund revenue outturn position for the year, but reviewing the adequacy of reserves and provisions in the light of financial liabilities identified over the short to medium term. Decisions made feed into the Council's statutory Statement of Accounts which is subject to external audit.

5.2 As an integral part of the financial review the Service Director for Finance - Finance and Corporate Management Team (CMT) are recommending that capital receipts and monies derived from section 106 agreements are utilised in accordance with the budget as agreed in February 2018.

Working Balance

5.3 The Working Balance as at 31 March 2019 is £8.050m. The Working Balance has a recommended minimum set at 5% of the net revenue budget. This minimum is approved by Council. Due to the continued pressures felt, the Council has had to make further use of its Working Balance reducing it to 4.3% of the net revenue budget in order to deliver a breakeven position.

Table 4 Working Balance

	March 2018	MTFP adjustment	March 2019
	£m	£m	£m
Working Balance	9.167	(1.117)	8.050

Schools Balances

5.4 At the end of the year there was a total of £3.062m unspent monies against schools' delegated budgets and other reserves. The main reasons why schools hold balances are:

- Anticipation of future budget pressures usually arising from pupil number variations.
- To provide for the balance of Government grants paid during the financial year (April–March) which cover expenditure occurring across the academic year (September – August).

5.5 There are two nurseries and one maintained school with deficit balances included in this overall figure above, with a combined deficit of £0.426m. There are currently no implications to Plymouth City Council for this deficit as these are offset by the schools with a surplus balance.

Recommendations

That Cabinet:-

1. Note the provisional outturn position as at 31 March 2019.

2. Note the use of Working Balances to ensure a balanced position is achieved in 2018/19.

SECTION C: CAPITAL PROGRAMME OUTTURN 2018/19

6. Capital Programme outturn 2018/19

6.1 The provisional capital programme outturn position for 2018/19 is £134.005m. This is shown by Directorate in Table 5 below. This is within the approved Capital Budget of £870.007m reported to Full Council in February 2019.

Table 5 – Capital Outturn 2018/19

Directorate	Latest Forecast December 2018	Re-profiling	Approvals post Dec	Variations & virements	2018/19 Outturn	%
	£m	£m	£m	£m	£m	
Place	133.253	(17.087)	4.208	0.178	**120.552**	90.5
People	7.578	(1.853)	2.330	0.041	**8.096**	106.8
Customer & Finance Service	4.711	(1.182)	0.540	(0.080)	**3.989**	84.6
Public Health	1.173	(0.650)	0.000	0.000	**0.523**	44.6
TOTAL CAPITAL PROGRAMME	**146.715**	**(20.774)**	**7.078**	**0.139**	**133.158**	**90.8**
Efficiency Strategy	0.000	0.000	0.847	0.000	0.847	
TOTAL CAPITAL EXPENDITURE	**146.715**	**(20.774)**	**7.925**	**0.139**	**134.005**	

6.2 The 2018/19 programme outturn of **£134.005m** has enabled investment in some notable schemes, including:

- **£70.345m** Asset Investment acquisitions including:
  - Ballard House
  - Next
  - Langage Business Park
  - Derrys Cross Leisure
  - Launceston Retail Park

Asset Investment Fund rental income from assets is included in the Economic Development revenue budget. In November 2015 the Asset Investment Fund (AIF) was established and has a mandate to acquire income producing, direct development and forward funding commercial property schemes to deliver the fund's investment objectives of:

1. Stimulation of economic and employment growth and regeneration in the city.
2. Long-term income generation.

Through a pro-active acquisition strategy, 14 assets have now been acquired, together with the successful completion of one direct development opportunity and a forward funding agreement, resulting in a gross capital fund value in excess of £150.000m with a gross annual rent roll in excess of £8.500m.

The AIF has a well-defined investment strategy to manage risk. A key pillar of this is establishing a diversified portfolio with regards to property sector (retail, office and industrial), tenant type and income-expiry profile. The investment approach is also to primarily target secure investments, which generate a net initial yield in excess of 5% per annum (before debt servicing).

The adoption of an Asset Investment Framework provides a sound basis and evaluation criteria on which future property investment acquisitions can be assessed and the performance of the existing investments monitored. This will ensure that the Council's commercial estate will provide a secure long term income stream to help front line service delivery and support the economic development of the city.

- **£4.284m** Forder Valley Link Road
- **£14.710m** for the redevelopment of the City Museum and Library into the 'The Box'
- **£7.402m** Highway maintenance and essential engineering
- **£4.413m** Community neighbourhoods, parks and public realm.
- **£2.746m** of Basic Need works in Plymouth schools to allow for increasing capacity trajectories
- **£3.313m** for Disabled Facilities Grant works
- **£1.943m** maintaining corporate and heritage assets
- **£1.794m** ICT provision, upgrading and creating new capabilities for ICT infrastructure

Capital Financing 2018/19

6.3 The table below shows the final financing of the 2018/19 programme.

Table 6 – Financing of 2018/19 Capital Programme

Method of financing	Un ring-fenced £m	Ring – fenced £m	Total £m
- Capital receipts	0.000	1.478	1.478
- Grants (e.g. gov't, HLF, LEP, Environment Agency)	5.452	26.369	31.821
- Internal PCC Balance Sheet Funds	0.006	0.706	0.712
- Contributions, S106 & CIL (neighbourhood element)	0.000	0.256	0.256
- Direct Revenue Funding from service areas	0.000	0.174	0.174
- Borrowing:			
- Corporately funded	22.609	0.000	22.609
- Service revenue budget funded	0.000	76.108	76.108
CAPITAL PROGRAMME FINANCING 2018/19	**28.066**	**105.092**	**133.158**
- Capital Receipts to fund the efficiency strategy	0.000	0.847	0.847
TOTAL CAPITAL EXPENDITURE FINANCING 2018/19	**29.148**	**104.857**	**134.005**

6.4 **Service Borrowing**: Service departments will make a revenue contribution for their borrowing based on the amount of the loan, the interest rate and the life of the individual assets. The interest cost is calculated using interest rates provided by the Treasury Management Team and is based on the term of the borrowing. The interest rates are fixed for the full term of the borrowing so that the service knows the full cost of borrowing.

6.5 The cost of borrowing is charged the year after the assets comes into use. The service would cover the cost of borrowing from the benefits gained once the scheme has been completed and commissioned. There should therefore be no additional cost to service budgets as the budgets will receive both the benefits derived and cost of debt financing.

6.6 **Corporate Borrowing:** Corporately funded schemes are charged to the Treasury Management budget. Over recent years there has been a big increase in corporate borrowing to fund capital projects. The cost of interest and loan repayments MRP (Minimum Revenue Provision) is directly charged to the revenue budget through the Treasury Management budget. Additional budget will be required to fund the future interest and loan repayments and this will be reviewed each year as part of the MTFP.

Revised Capital Programme 2019 – 2024

6.7 The table below sets out the revised capital programme for the 2019 – 2024 period:

Table 7 – Revised Capital Programme

Directorate	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	Total Programme
	£m	£m	£m	£m	£m	£m
Place	150.505	56.432	24.870	2.651	2.556	237.014
People	5.799	0.179	0.172	0.172	0.000	6.322
Customer & Finance Service	9.426	2.442	0.000	0.000	0.000	11.868
Public Health	6.423	4.844	0.000	0.000	0.000	11.267
TOTAL	**172.153**	**63.897**	**25.042**	**2.823**	**2.556**	**266.471**

Recommendations

That Cabinet:-

1. Note the Capital Report including the Capital Financing Requirement of £134.005m.

PLYMOUTH CITY COUNCIL

REVENUE OUTTURN VARIANCES MARCH 2019

APPENDIX A

DEPARTMENTS	2018/19 Gross Expenditure Latest Approved Final	2018/19 Gross Income Latest Approved Final	Latest Approved Final	Outturn		Outturn Variation
	£'000	£'000	£'000	£'000		£'000
Executive Office	1.697	(0.071)	1.626	1.472		(0.154)
Departmental Support	0.834	(0.068)	0.766	0.737		(0.029)
Members	1.309	(0.019)	1.290	1.286		(0.004)
Electoral Function	0.721	(0.022)	0.699	0.786		0.087
Legal	2.014	(0.489)	1.525	1.552		0.027
Total Executive Office	**6.575**	**(0.669)**	**5.906**	**5.833**		**(0.073)**
Other Corporate Items	6.734	(15.841)	(9.107)	(9.154)		(0.047)
Total Corporate Items	**6.734**	**(15.841)**	**(9.107)**	**(9.154)**		**(0.047)**
Finance	24.161	(6.188)	17.973	17.522		(0.451)
Total Finance	**24.161**	**(6.188)**	**17.973**	**17.522**		**(0.451)**
Customer Services	95.321	(89.907)	5.324	5.110		(0.214)
Departmental Management	(0.028)	0.000	(0.028)	0.094		0.122
Human Resources & OD	1.974	(0.062)	1.912	1.720		(0.192)
ICT	7.907	(0.507)	7.400	7.693		0.293
Transformation	1.133	(0.850)	0.373	0.376		(0.003)
Total Customer and Corporate Services	**106.307**	**(91.326)**	**14.981**	**14.993**		**0.012**
Children, Young People, Families	38.954	(3.566)	35.388	39.393		4.005
Strategic Commissioning Adult Social Care	112.187	(30.742)	81.445	81.192		(0.253)
Education Participation Skills	103.259	(92.926)	10.333	10.333		(0.000)
Community Connections	4.472	(1.657)	2.815	2.770		(0.045)
Management and Support	0.386	(0.169)	0.217	(0.784)		(1.001)
Total People Directorate	**259.258**	**(129.060)**	**130.198**	**132.904**		**2.706**
Bereavement Services	1.114	(2.851)	(1.737)	(1.737)		0.000
Civil Protection Unit	0.184	(0.047)	0.137	0.123		(0.014)
Environ Health (Food & Safety)	0.432	(0.033)	0.399	0.342		(0.057)
Environmental Protection	0.587	(0.140)	0.447	0.369		(0.078)
Licensing	0.315	(0.396)	(0.081)	(0.052)		0.029
Operational and Development	0.224	(0.043)	0.181	0.292		0.111
Public Health	16.154	(15.616)	0.538	0.538		0.000
Trading Standards	0.447	(0.016)	0.431	0.422		(0.009)
Total Office of Director of Public Health (ODPH)	**19.457**	**(19.142)**	**0.315**	**0.297**		**(0.018)**
Economic Development	17.016	(16.569)	0.447	(0.287)		(0.734)
Strategic Planning	15.008	(5.292)	9.716	9.265		0.451
Street Services	47.008	(29.310)	17.698	17.515		(0.183)
Management and Support	1.004	(3.575)	(2.571)	(2.215)		0.356
Total Place Directorate	**80.036**	**(54.746)**	**25.290**	**24.278**		**(1.012)**
Total General Fund budget	**502.528**	**(316.922)**	**185.556**	**186.673**		**1.117**

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