CABINET - PRESENTATIONS

Monday 13 October 2025
2.00 pm
Council House, Plymouth

Members:

Councillor Evans OBE, Chair

Councillor Laing, Vice Chair

Councillors Aspinall, Briars-Delve, Dann, Haydon, Lowry, Penberthy, Cresswell and Stephens.

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.

You can watch any of our webcast meetings on YouTube. 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

Cabinet

QUESTION BY MEMBER OF THE PUBLIC

Please return your completed question form to Democratic Support, Plymouth City Council, Ballard House, West Hoe Road, Plymouth, PL1 3BJ or email: democraticsupport@plymouth.gov.uk

Question to be submitted no later than 5 clear working days before the meeting.

Question submitted by: Mr Gregg Black
To the Cabinet Member or Chair for: Health and Adult Social Care
To be asked at the next (Council, Cabinet or Planning Committee) Meeting: Cabinet **Date:** 13 October 2025
Question: My mother, with undiagnosed dementia, was left to neglect themselves. Adult Social Services' 'least restrictive' approach led to them being found half naked and confused on Embankment Road, then detained by police. I feel let down. How will the Council ensure this doesn't happen to others?
Answer: Least restrictive approaches are a key principle in adult social care and is embedded in a number of areas of legislation including: The Care Act 2014 which requires local authorities and professionals to act in a way that minimises restrictions on an individual's rights and freedoms. The mental capacity act 2005 also sets out that a least restrictive principles for individuals who may lack capacity to make specific decisions. The Human Rights Act 1998 also protects fundamental rights and describes how any restrictions must be lawful, necessary and proportionate Balancing what's in a person's best interest, the need for least restrictive approaches and risk to individuals is a significant challenge for professional decision makers including social workers, nurses, therapists and care providers. Making decisions on when to intervene and challenge a person's ability to make decisions is always difficult and we have a legal responsibility to respect how people choose to live and balance this with what we know of that person. Whilst risk is an inherent part of life it is also important that, in the event of an unwanted event like that described, services again seek review decision making with those impacted to reduce or eliminate potential harm.

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Question to be submitted no later than 5 clear working days before the meeting.

Question submitted by: Klara Wilkins
To the Cabinet Member or Chair for: Housing
To be asked at the next (Council, Cabinet or Planning Committee) Meeting: Cabinet   **Date:** 13 October 2025
Question: Housing First initiatives prioritizes access to permanent housing with tailored wraparound support and no preconditions. Housing First costs £7,700 per person yearly but saves around £15,880 per person per year. Tenancy sustainment stands at 84%. Why is housing first not an option in Plymouth?
Answer: Plymouth City Council is not a stock holding authority and therefore is not able to directly deliver a Housing First model. All social housing stock is allocated through Devon Home Choice.   PATH working with Plymouth Community Homes deliver a version of Housing First. Plymouth Community Homes offers up to 5 properties per year with additional tenancy support for people transitioning from rough sleeping, experiencing homelessness and multiple disadvantage.

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MAKE LIFE AN ADVENTURE

PLYMOUTH
Britain's Ocean City

PLYMOUTH
Britain's Ocean City

Plymouth City Council Cabinet

October 2025

Our Brand Story

Over the next decade, Plymouth will generate 25,000 new job opportunities.

Across our sector specialisms, we will create thousands of meaningful and better paid opportunities that contribute to the UK's future.

Our brand story is a crucial step in attracting more people to live, study and work in the city supporting our economic growth. It's also an opportunity to change outdated perceptions of Plymouth.

Armed with a unique story and visual identity, we can now showcase our city to the world.

Babcock International Group

Research

1. The ocean is Plymouth's most recognisable and powerful asset, and its full potential is yet to be realised
2. Plymouth's quality of life is greater than other cities, with the evidence to prove it
3. Talent is looking for career growth but the city is not known for innovation
4. Plymouth's cultural offer and creative industries have the potential to shift perceptions of the city

Five themes to consider

1. Plymouth's economic specialisms contribute to national security, from defence to research
2. Capture the friendliness and community feel as a welcoming city
3. Show full family support to ease talent's decision to move to Plymouth
4. Proactively connect young talent with existing opportunities within the city
5. Reflect Plymouth's future story: £6 billion pipeline from the council and private sector's investment into the city will be transformative to attracting talent

PLYMOUTH
Britain's Ocean City

Ambitions

The city rebrand will:

> Change perceptions of the city in order to attract talent

> Instil civic pride and capture the personality of our people

> Create a brand story that partners will be proud to use and adopt

The Process

→ STEP 1

Following a two-year process consisting of an external perception study and local community and business consultations, the Britain's Ocean City brand has been reviewed and refreshed.

→ STEP 2

We have updated our values and how we talk about our city, so it is relevant to who we are today and who we want to be in the future.

→ STEP 3

We have a fresh new logo and icon, a narrative that talks positively about our strengths and ambitions and current imagery that shows off Plymouth to its best.

Plymouth
Britain's Ocean City

PLYMOUTH
Britain's Ocean City

MAKE LIFE AN ADVENTURE

Our City Narrative

Make life an adventure in Plymouth.

Between Dartmoor National Park and the UK's first National Marine Park, we are a city wild about nature with the warmth of a strong community.

With over 25,000 new opportunities in the next 10 years, join our innovative business ecology shaping the UK's future.

The story we've crafted for Plymouth celebrates what makes our city special. Each key message highlights a specific benefit we bring to people.

MAKE LIFE AN ADVENTURE

PLYMOUTH
Britain's Ocean City

Talent Attraction

The new brand will support the attraction of talent by:

Capturing the friendliness and community feel of Plymouth as a welcoming city

Showing full family support to ease talent's decision to move to Plymouth

Proactively connecting young talent with existing opportunities within the city

Reflecting Plymouth's future story: £6 billion pipeline from the council and private sector's investment into the city will be transformative to attracting

Sutton Harbour
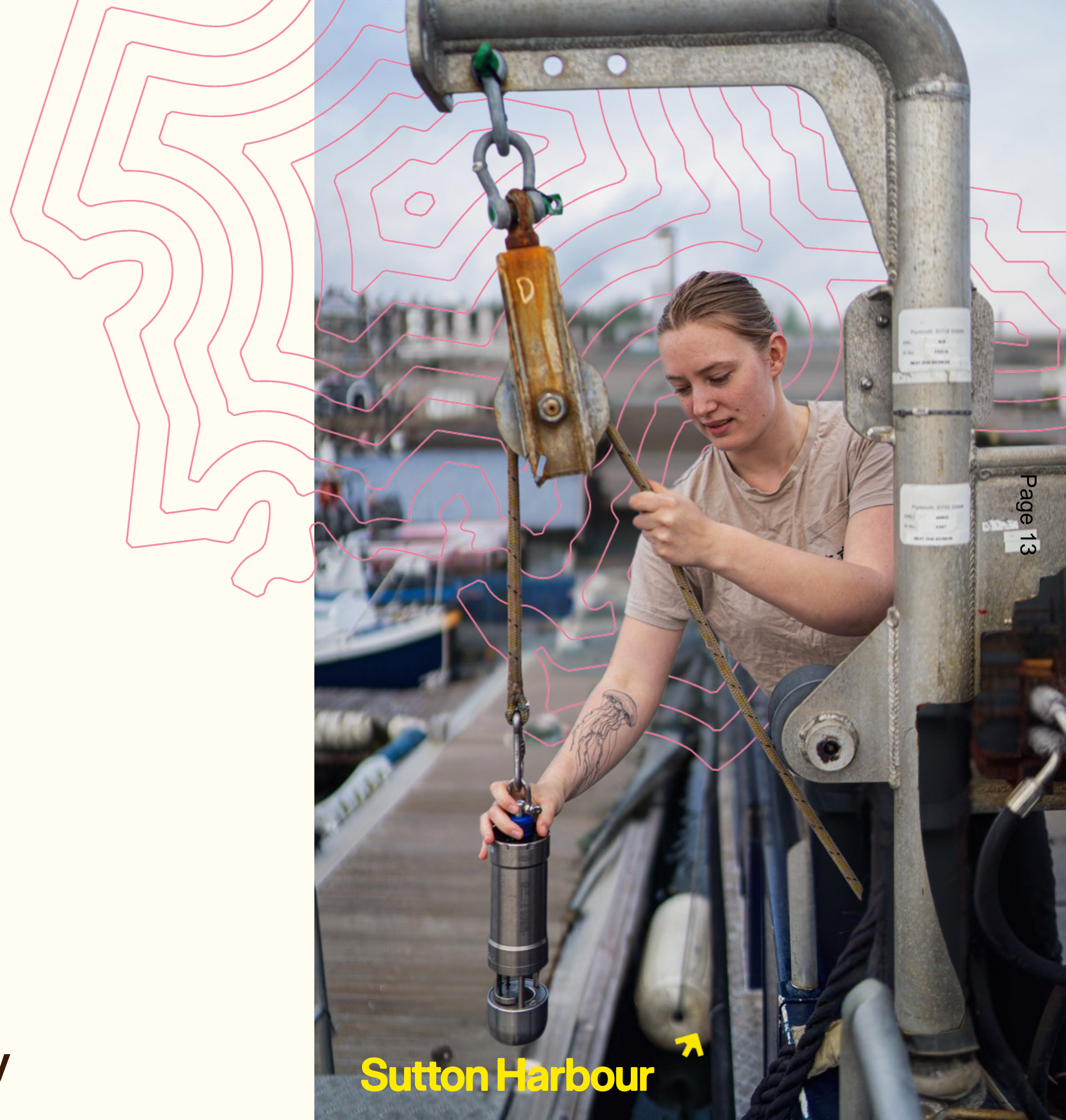
Values

Go boldly

Plymouth has never been one to follow the flock. We dare to do things differently and to do it first.

Go together

The legacy of the naval city lives on. We lift each other up and work as one crew.
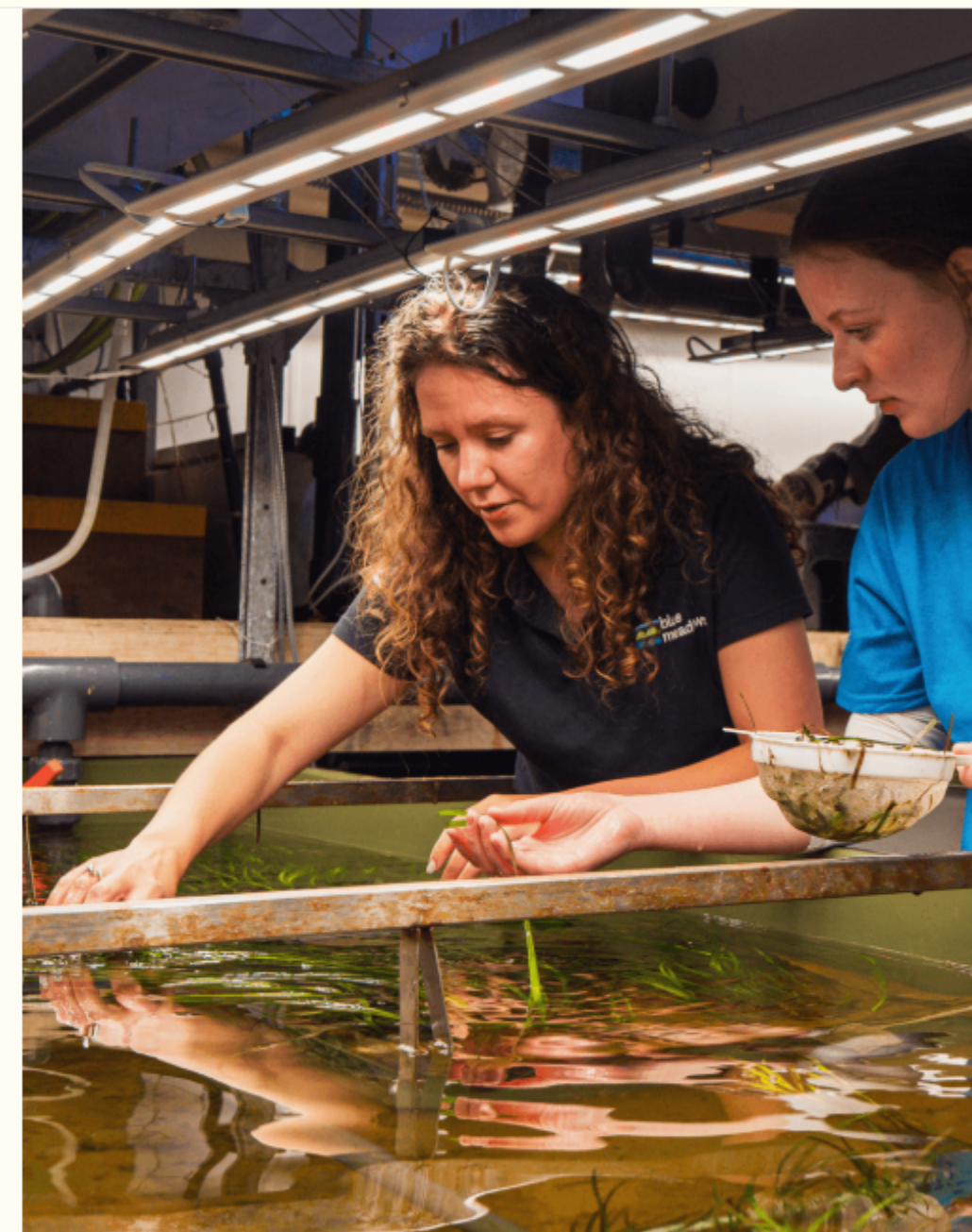
Go far

The impact of our work reaches across the globe. We raise ambition for what we can achieve.

Personality

Confident

To convince people to choose Plymouth, we first have to be proud of our city. With self-belief, we show the world what our city has to offer.

Friendly

We've always been known as a friendly city. We reach out, make conversation and always bring people on board.

Adventurous

Fuelled by half a millennium of remarkable voyages, we remain ever-curious. We ask questions, take risks and take the path that others have not.

Over 500 years of innovation

From Charles Darwin
to Dame Ellen MacArthur,
remarkable voyages
start in Plymouth

PLYMOUTH
Britain's Ocean City

The city wild about nature

The only UK city to be between a national park and a national marine park

The horizons are bigger here

PLYMOUTH
Britain's Ocean City

9,000 people worked in creative jobs in 2023

Where creativity knows no bounds

PLYMOUTH
Britain's Ocean City

A community that goes beyond

A third of our city are active volunteers

PLYMOUTH
Britain's Ocean City

We're charting an exciting future

A city centre transformation alongside a broader £6 billion pipeline investment into the city

This brand is for you

Follow the guidelines in the [Brand Toolkit](#) to:

→ Incorporate the narratives when talking about your business in the context of Plymouth.

→ Align with the key messages when advertising to new recruits.

→ Download the logo, icon and place patterns.

→ Access the [Media Hub and Image Library](#) and use current imagery to portray Plymouth at its best.

→ Apply to add your own business images to the Hub.

Brand Toolkit

The guidance in our [Brand Toolkit](#) has been developed to make sure our identity is understood and applied consistently.

From case studies, to visual identity, to tone of voice, this comprehensive toolkit provides background and technical advice to help you make use of our brand.

PLYMOUTH
Britain's Ocean City

Aa

Logo

Typography

Colour
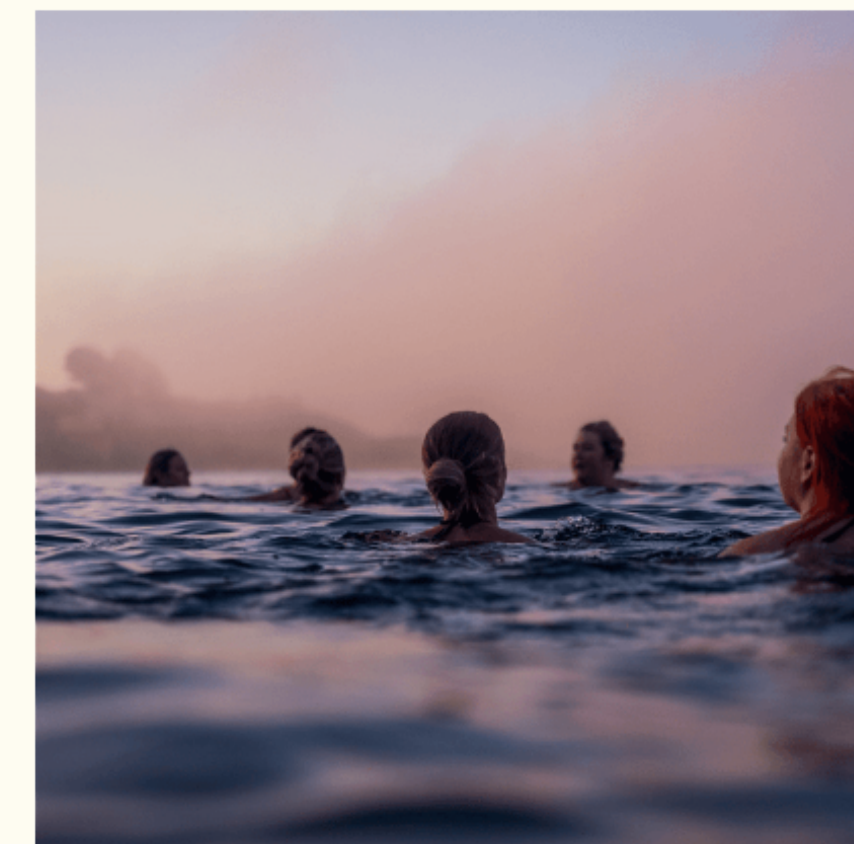
Photography & footage

Media Hub

You can register for free access to our [Media Hub](#), and contribute content of your own to help reflect the very best of Britain's Ocean City.

Here you will find branding assets and photography to celebrate what makes our city special.

Contact Us

Email brand@destinationplymouth.org.uk if you have any questions

PLYMOUTH
Britain's Ocean City

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Cabinet
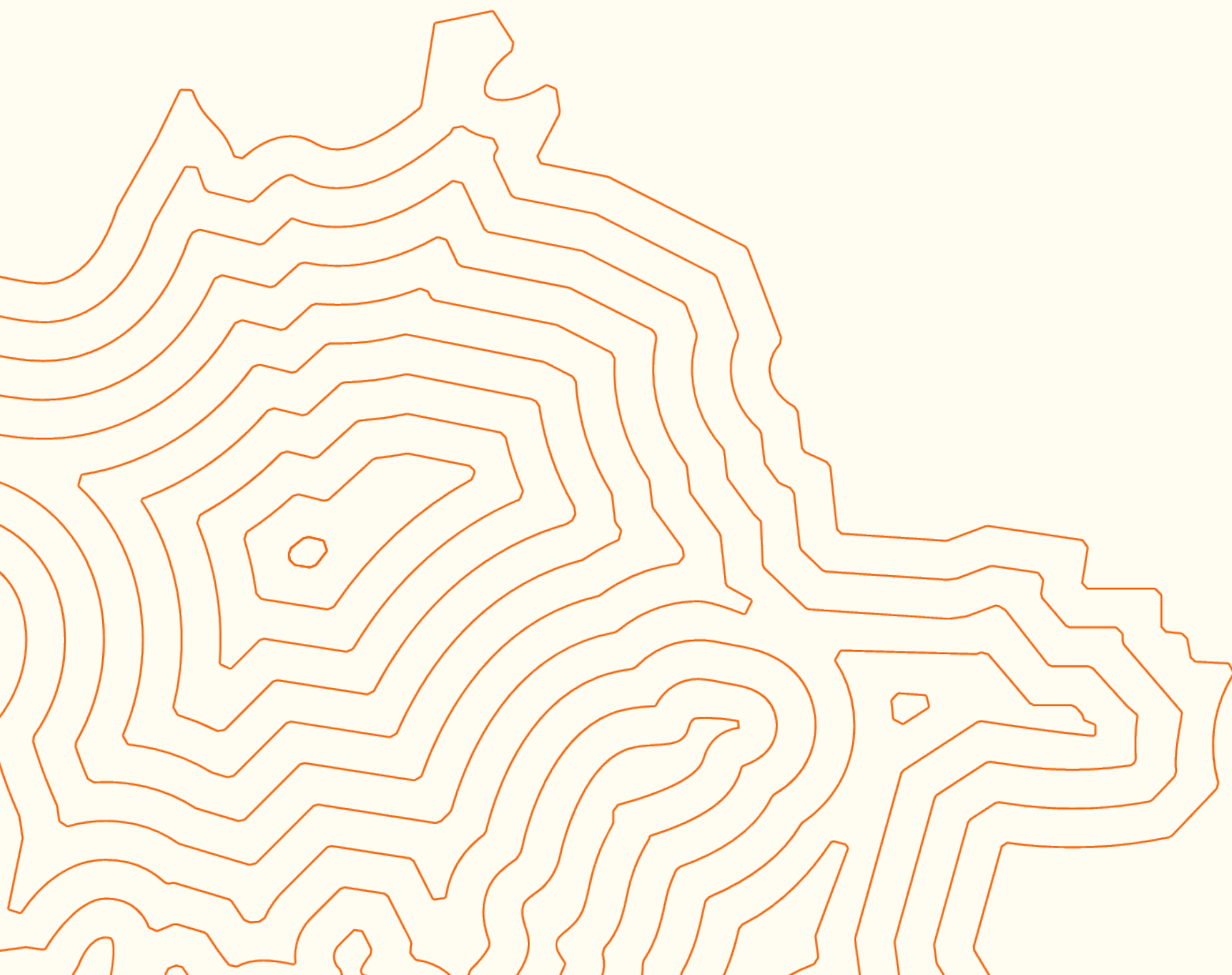
Plymouth City Council - Digital Academy

Chris Squire Service - Director HR & Organisational Development

13th October 2025

Data & AI Academy

- **What is This?**

  - Using an apprenticeship framework, the development of skills in data and artificial intelligence.

  - Partnering with a company called Multiverse – specialists in data & AI.

  - Potential impact across customer experience (digital services), budget, demand forecasting.

Data & AI Academy

Nottingham City Council
70 Apprentices

Sheffield City Council
135 Apprentices

BCP Council
50 employees

Essex County Council
55 employees

Data & AI Academy

Examples from Elsewhere

Adult Services	**Housing**	**Planning**	**Parking**
Using data to build a framework for Adult Day Services, to deliver **£360k predicted savings** (Strategic commissioner)	Building a system to spot people on the brink of housing crisis, leading to justifying **+£2m budget** to provide **Early Intervention** (Senior Policy Officer)	Leveraging AI to review plans & flag regulatory violations & safety risks requiring human review, **saving days of manual work** across a team. (Area Planning Manager)	Embedding AI to build models and predict revenue from parking, to **boost revenue** and **improve decision making** (Parking Services Manager)
Children's Services	**Highways**	**Public Health**	**Compliance**
Saving £600k Using Data Analysis to Uncover Overspend in Continuing Healthcare for Children & Young People (Disability Specialist)	Improving forecasting, to **justify budget** for classified road repairs, and **reduce cost of inspections** (Highways Manager)	**Long-term prevention of cardiovascular disease** by building a dashboard to illustrate uptake of health checks (Prevention Lead)	Automating Compliance Report to **reduce the need for external contractor** to 3 days per week (Contracts Manager)

Data & AI Academy

- **How?**

  - Apprenticeships for existing members of staff.

  - 49 staff in Cohort One.

  - Funded through apprenticeship-levy transfer from large tech company - £750k.

  - Designed following fact-finding interviews with senior leaders in PCC.

Data & AI Academy

▪ Key Programmes:

Data & Insights for Business Decisions - 13 Learners Level 3, Data Technician	**Data Fellowship - 15 learners** Level 4, Data Analyst	**AI-Powered Productivity - 9 learners** Level 3, Digital Support Technician	**AI for Business Value - 10 learners** Level 4, Digital Support Technician
FOR DATA USERS	**FOR DATA CHAMPIONS**	**FOR AI USERS**	**FOR AI Implementers**
• Reduces time spent on manual analysis through **automation in Excel & Power BI/Tableau**.	• Enhances data quality and access - minimising errors and **streamlining data handling**.	• Increases daily efficiency using **Microsoft 365 Copilot** and Generative AI tools across teams.	• Empower your teams to **design AI solutions** that are grounded in the needs of the business
• Empowers teams to independently generate insights—**less reliance on central analytics**.	• Builds core and advanced analytics skills—**from SQL to machine learning**—to reduce process inefficiencies.	• **Reduces admin burden** by integrating AI for tasks in Outlook, Word, and PowerPoint.	• Ensure technical teams are **translating business objectives accurately** into solution design
• Improves decision-making with skills in **data storytelling and visualisation**.	• Encourages **evidence-based decisions** by training staff in predictive and statistical modelling.	• Enables **measurable productivity improvements** through impact tracking and goal setting.	• Reduce friction and resistance to new AI implementations through **effective change management**
• Champions a **culture of data-driven efficiency**, enhancing everyday performance.	• Develops agile thinking through hackathons and hands-on projects that **solve real operational challenges**.	• Cultivates a workforce confident in **ethical and effective AI tool use**, supporting broader digital adoption.	• Ensure **responsible utilisation of AI** in your organisation

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Data & AI Academy

Summary

49 active learners across 6 programmes

Data and Insights for Business Decisions (L3) **12 + 1PT**	AI-Powered Productivity (L3) **9**
Data Fellowship (L4) **14 + 1PT**	AI for Business Value (L4) **10**
Business Transformation Fellowship (L4) **1**	AI for Machine Learning Fellowship (L6) **1**
Data Academy 29 Learners	**AI Academy** 20 Learners

6 Directorates

- Customer & Corporate Services — 21
- Growth — 14
- Adults, Health & Communities — 6
- Public Health — 3
- Children's Services — 3
- Executive Office — 2
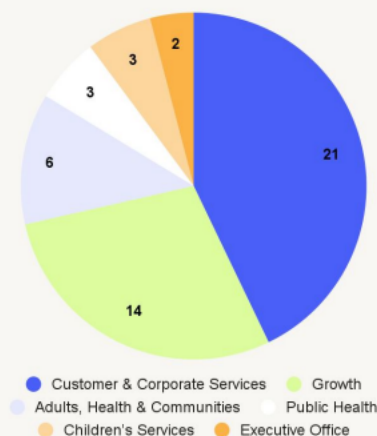
The First 3 Months in Numbers

91% Of **managers** believe their apprentice is **meeting or exceeding** expectations.

83% Of **learners** feel **well supported** on their apprenticeship.

66% Of **managers agree/strongly agree** their learner has **delivered business impact** in the last 3 months

Numbers based on 55% of learners who have completed a Progress Review to date.

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Data & AI Academy

Multiverse & PCC Joint Success Plan

Using Data & AI to Enhance Plymouth City's Health & Support Programme

Themes	Elevating Customer Experience	Reducing Financial Pressures	Championing Digital Skills Culture
Applied Goals *What does success look like across PCC?*	❏ Automation of heavy manual workflows e.g. compliance checks, facilities management, etc. ❏ Implementation of unified data governance structures to enhance data-based decision making. ❏ Implementation of AI tools (e.g. Copilot) to support line managers and allow support desk staff to focus on more impactful tasks.	❏ Improvement of service demand forecasting for better budget planning. ❏ Reducing operational costs through efficiency improvements and process automation. ❏ Use of AI tools in HR & recruitment processes for better resource allocation.	❏ Positive community engagement in learning skills in data & AI. ❏ Adoption of data & AI tools into existing workflows. ❏ Growth of the Data Insights & Artificial Intelligence Service (DIAS) movement through events & knowledge sharing. ❏ Creation of frameworks connecting different data & AI initiatives across departments.
Current related risks & challenges	★ Disconnected systems & siloed data across 20+ platforms ★ Manual data processes consuming significant time ★ Potential Health & Safety risks	★ Inability to accurately forecast service demand, leading to unplanned budget expansions ★ Escalating social care costs ★ Operational cost inflation	★ Skills gaps due to lack of investment in workforce development ★ Skepticism about apprentice project alignment to organisational goals ★ Motivation levels dropping after initial launches
Key Metrics for ROI & Impact	*% of staff enrolled in Data / AI programmes; % of line managers who agree their apprentice has delivered business impact; Learner health metrics*		
	Time saved per learner through productivity improvements *Learner time-saving / automation project examples*	*Examples of projects focusing on predictive analytics / cost savings* *Reduction in budget variance or measurable cost savings*	*% of learners who feel the programme is aligned with PCC goals* *Apprenticeship completion rates* *Staff participation in community engagement events*

Multiverse

Private and Confidential

| MV-owned Metrics | MV Impact Stories | Customer-owned Metrics |

Data & AI Academy

Example Events

- **AI Activate Workshop Sessions**

In progress - equipping leadership with the required understanding

- **Hackathons (Data Academy) - Nov, Feb, May (DF)**

Option to run in-person hackathon events where apprentices spend 1 day / ½ day focusing on key challenges for the organisation.

NB: requires leadership stakeholder interviews in advance to shape focus of the event

- **Lunch & Learns**

Sessions open to learners & the wider PCC community to raise awareness of learner projects & share knowledge across different directorates.

- **Apprentice Manager Engagement Sessions**

Dedicated sessions for any AMs looking to support their learners better & share best practices.

- **Multiverse Coffee Chats**

Offering moments for informal knowledge sharing & networking

- **Graduation Ceremony**

EDF Data & Tech
2,273 followers
5mo • Edited • 🌐

💡 We recently worked with Multiverse to host an exciting Hackathon for our Apprentices, where they tackled real-world business problems and worked together to present creative solutions to a panel of EDF leaders!

☕ The day gave Apprentices the opportunity to see how their skills and roles connect to EDF's bigger picture, while collaborating with peers and learning from subject matter experts. It was also a chance to bring their work to the forefront and celebrate everything they've been learning!

🙌 Thanks very much to Veronika Pramukova and John Docherty from Multiverse, and our panel of judges Ian Holland, Julia Adler, Di Ford, Gemma Willcocks, and Lillian Philip!

#EDF #Innovation #Apprenticeships #Collaboration #TechTalent #Hackathon #FutureSkills

EDF X Multiverse Hackathon

Working together to solve real business challenges creatively

CHANGE IS IN *OUR POWER*

Data & AI Academy

AI Activate – Leadership Sessions (90 minutes each)

Workshop Series
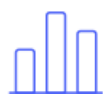
Activate Foundations

- Explore AI applications with a focus on Generative AI

- Practice crafting effective prompts for Copilot and other large language models through hands-on exercises

Activate Business Transformation

- Learn to identify AI implementation opportunities to streamline processes and boost productivity

- Identify AI opportunities to streamline processes and boost productivity within the workplace using gap analysis

Activate Governance and Ethical Use

- Learn strategies to incorporate fairness, transparency, and accountability in AI applications

- Explore legal frameworks and ethical standards for AI use, focusing on compliance and best practices

Data & AI Academy

Learner Projects

Karen **- Technical Expert - Customer & Corporate Services**

Data and Insights for Business Decisions L3
Data & Insights for Business Decisions - Module 1

Improving Customer Experience by Resolving Garden Waste Complaints

Problem: The Digital Services Team at Plymouth City Council needed to improve the process for handling customer complaints, specifically regarding the garden waste service. Customers were experiencing issues with the registration process, leading to a high volume of feedback and complaints that required manual review and resolution, negatively impacting the customer experience.

Solution: Karen downloaded raw customer feedback data into Excel and filtered it to identify common registration issues. She used this analysis to contact affected customers directly, resolving their problems. Karen then shared these findings with their manager and team, leading to the implementation of clearer password instructions on the registration portal.

Impact: Karen's work led to a significant drop in complaints related to registration issues after the changes were implemented, demonstrating a positive impact on customer experience and service delivery. This project also helped Karen develop her data analysis skills and improved her ability to proactively identify and solve business problems.

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Learner Projects

Michael - **Technical Expert - Customer & Corporate Services**

Data Fellowship L4
Module 1: Foundations Of Data Analyst: Kickoff

Optimising Windows 11 Upgrade Efficiency in IT Operations

Problem: The Windows 11 upgrade project faced a major hurdle due to inefficient manual processes. The project manager spent 2-3 hours daily manually collating and analysing inconsistent Excel data from an external IT provider to identify staff laptops with insufficient disk space for the upgrade. This was time-consuming, error-prone, and risked service disruption.

Solution: Michael developed an automated solution in Power BI to consolidate and analyse the data. He merged daily IT extracts with HR data, modelled the relationships between datasets, and built a dashboard. He also created DAX columns to categorise devices and included interactive visuals to identify at-risk staff.

Impact: The automated solution reduced the project manager's manual work from 2-3 hours to under 30 minutes daily, saving over 10 hours per week. It also enabled proactive identification of at-risk devices, preventing potential disruption for at least 21 staff during the initial rollout. The solution has been adopted as the primary tool and is a template for future projects.

Data & AI Academy

Learner Projects

Alex Arthur	Customer + Corporate Services	Name: Alex

Name: Alex
Role: Service Accountant
Programme: AI-Powered Productivity L3
Module: AI-PP Module 1 Kickoff Workshop

Improving Finance Support with Intelligent Automation

Alex implemented Microsoft Copilot Agents to centralise finance queries, addressing time-consuming technical support and improving 24/7 information access for Finance staff.
 Problem: Alex identified that the Corporate Accountancy Team spent significant time answering repeated queries already addressed in extensive finance guidance notes, which diverted time from other tasks and impacted the team's ability to maintain up-to-date technical resources.

Solution: Alex proposed implementing Microsoft Copilot Agents, embedded in Microsoft 365, to act as a centralised, intelligent assistant. This tool can interpret and respond to queries based on the guidance documentation, addressing the challenge of time-consuming technical support.

Impact: The proposed solution is expected to lead to faster response times for Finance staff and budget holders, reduced workload for the Corporate Accountancy Team, improved 24/7 access to information, and more time for complex queries and strategic tasks.

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What's Next?

- Cohort 2 – target AHC, Children's, ODPH
- Leadership sessions
- Hackathons & other events
- Communications programme
- Formalise the connections to strategic programmes and Medium-Term Financial Plan
- Skills Audit
- Explore other learning programmes e.g. Digital Bootcamps

Thank you